

# The Future of Collections: Breakout Discussion

RLG Annual Meeting  
2-3 June 2008  
Philadelphia, PA

# Day Two - Breakout Agenda

- 9:30 Introductions  
Goals, objectives  
Recap Day One: Challenges, Breakout priorities
- 10:00 RLG: Managing the Collective Collection
- 10:30 Related work at Partner institutions
- 11:00 *Break*
- 11:15 Dr. S. Sugiyama "Keio University's Google Books Partnership"  
Discussion: mass digitization and the collective coll'n
- 12:00 *Lunch*
- 1:00 Identify projects with high potential impact / influence  
Joint recommendations: action items for RLG
- 3:00 *Break*

# Introductions

## Setting the Landscape

- Nancy Eaton, Dean of Libraries, Penn State University
- Stephen Bosch, Materials Budget & Licensing, University of Arizona

## Team Leaders

- Dennis Massie, Program Officer
- Constance Malpas, Program Officer

## Programs & Research Staff

- Nancy Elkington, Director of RLG Partner Relations
- Eric Childress, Consulting Project Manager

# And you are . . . ?

- Functional responsibility - administration, collections, public service, technical processing
- Library type: national library, university, independent research institution, archives, museum
- Library of record? Committed to comprehensive acquisition and permanent retention of [some part of] scholarly record?
- Paying how much for library space in [\$/£/¥] per sq/foot?  
\$200 /sq. ft. - - - - - \$400 / sq. ft. - - - - - \$3950 / sq. ft.  
*Arizona*                      *Michigan*                      *New York City*



# Recap: Future of Collections (Eaton/Bosch)

- Business intelligence about system-wide holdings and behaviors is critical: evidence will drive local and collective action
- Need to extend collection-sharing models (and regimes) to licensed/digital content
  - Impact on associated workflows - cataloging, accessioning and check-in
- Legacy print holdings : collective preservation asset / liability
- Future print investment : strategic, based on aggregate holdings and need

# Future of Collections: Challenges

- Evaluate impact / influence of current program areas:
  - Shared print collections
  - Harmonizing digitization
  - Data-mining for management intelligence
  - Collection-sharing beyond libraries
- Assess need for additional analyses / programs
- Extend current collection-sharing models and practices to digital collections
- Scope requirements for effective cross-sectoral collection-sharing: libraries, archives, museums

# Priorities from Day 1 Breakout

- New economic / business models
  - Asset valuation - liabilities, risk management
  - Governance - who determines what to collect, how to share; centralized, distributed
  - Ownership - who/what "counts"; fee-based access
  - Property rights - locally created digital content
- Policies and protocols
  - Conditions under which de-accessioning print is sanctioned
  - Conditions of care: collections of record
  - Conditions of access: collections of record
  - Attributes of "best copy" / item validation

# Priorities from Day 1 Breakout (cont.)

- Prospective print collection
  - Where electronic doesn't (and won't) exist: area studies, special collections, small-run scholarly publications
  - Back-filling collections of record
  - Meeting faculty/researcher expectations ... until new service model is in place
- Disclosure
  - Item-level condition
  - Access policy
  - Preservation / retention commitments
  - 'Last copy' status
  - Service level guarantees: access, preservation, mgt

# Priorities from Day 1 Breakout (cont.)

- Shared infrastructure requirements
  - Collective business intelligence: uniqueness, overlap, aggregate capacity
  - Logistics and delivery services
  - Disclosure mechanisms: scale, gravitational pull
  - Syndication support: diffusion
- *Shared workflows for prospective print acquisitions? e-resource management?*
- *Common repository / publication platforms for locally created content?*
- *Condition/service guarantees and audits for 3<sup>rd</sup> party content providers?*





## Managing the Collective Collection

- Shared Print Collections
- Harmonizing Digitization
- Data-Mining for Management Intelligence
- Collection Sharing Beyond Libraries

# Mapping priorities to current investment

## Shared Priorities

- Build consensus, pool expertise
- Policies, protocols
- Management intelligence
- Economic, business models
- Extend to digital, special coll'ns,

## Current Work

- Collections Summit, Nov 2007
- Shared Print Working Group
- JSTOR Working Group
- Unique print books
- Print archiving white paper
- Last / only copies
- US copyright regimes: mass digitiz'n
- NYARC aggregate coll'n analysis
- [Shared infrastructure req's]
- *Good Terms*
- *Shifting Gears*
- OAI-CAT museum metadata exchange

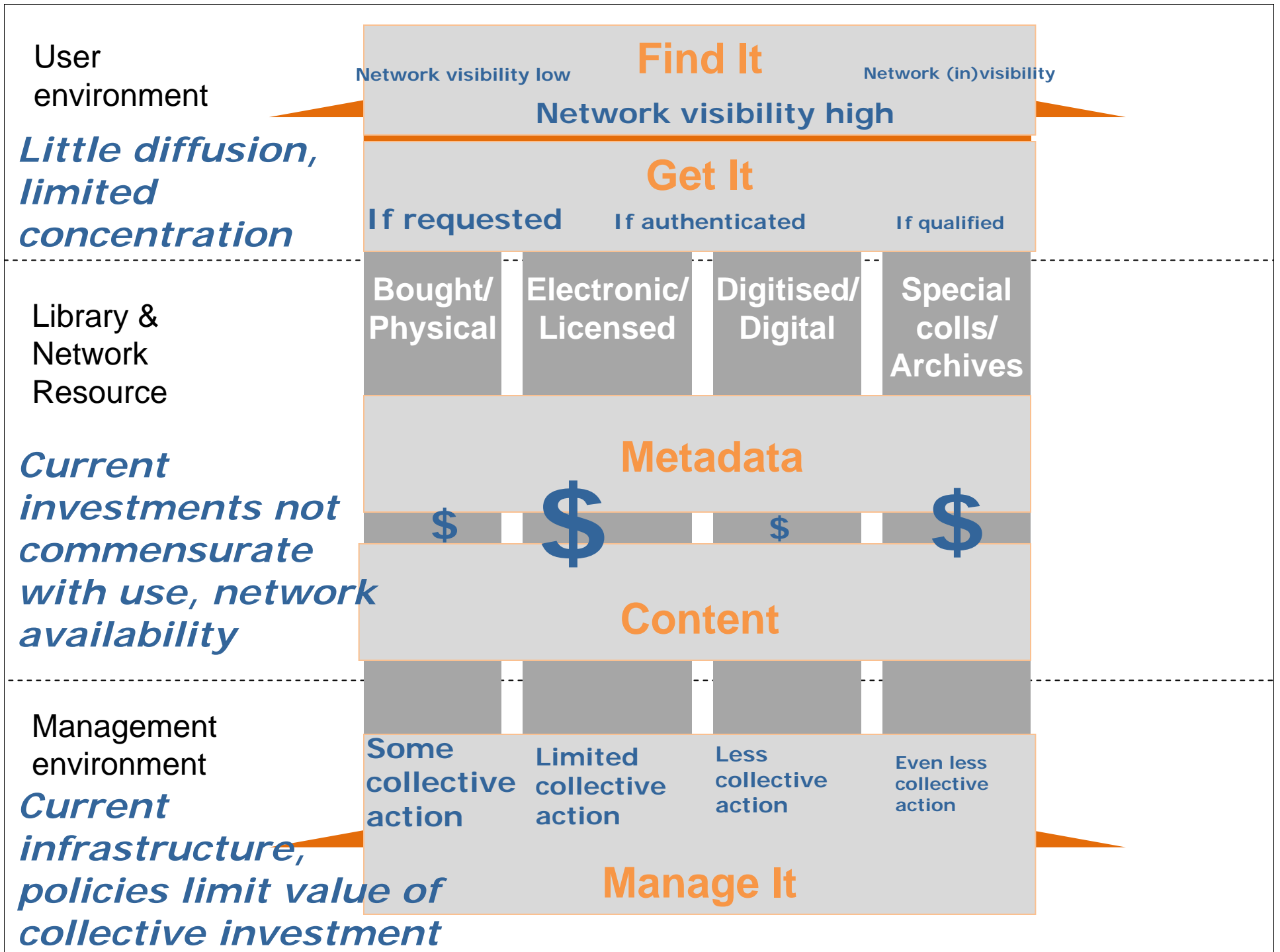


# Economics 101: Asset valuation (Courant)

- On the balance sheet, print collections appear as an institutional asset; digital collections appear as a liability
- In reality, digital collections deliver greater value to users; print collections represent a continuing cost with little direct return
- We must recalibrate the university administration's understanding of how collections deliver value to research institutions and users
- Value of collections will be maximized when they are effectively
  - concentrated as a jointly owned and collectively managed asset
  - diffused into the network user environment

# Future of Collections: Managing the Portfolio

- Maximizing the value of aggregate investment in research collections
  - Materials - balance expenditures against value in network environment
  - Expertise - manage as an institutional asset
- Legacy collections - leverage value as a shared network asset
  - Requires new business (governance) and economic models
- Prospective collections - eliminate redundant investment
  - Requires better management intelligence: characteristics and behaviors of aggregate collection; acquisition and use profiles
- Deepen and formalize inter-institutional commitments to shaping future environment through joint action
  - Policy requirements, service infrastructure



# If I had a Billion Dollars...

- Aggregate ARL investment in library materials = \$1.1B p/a

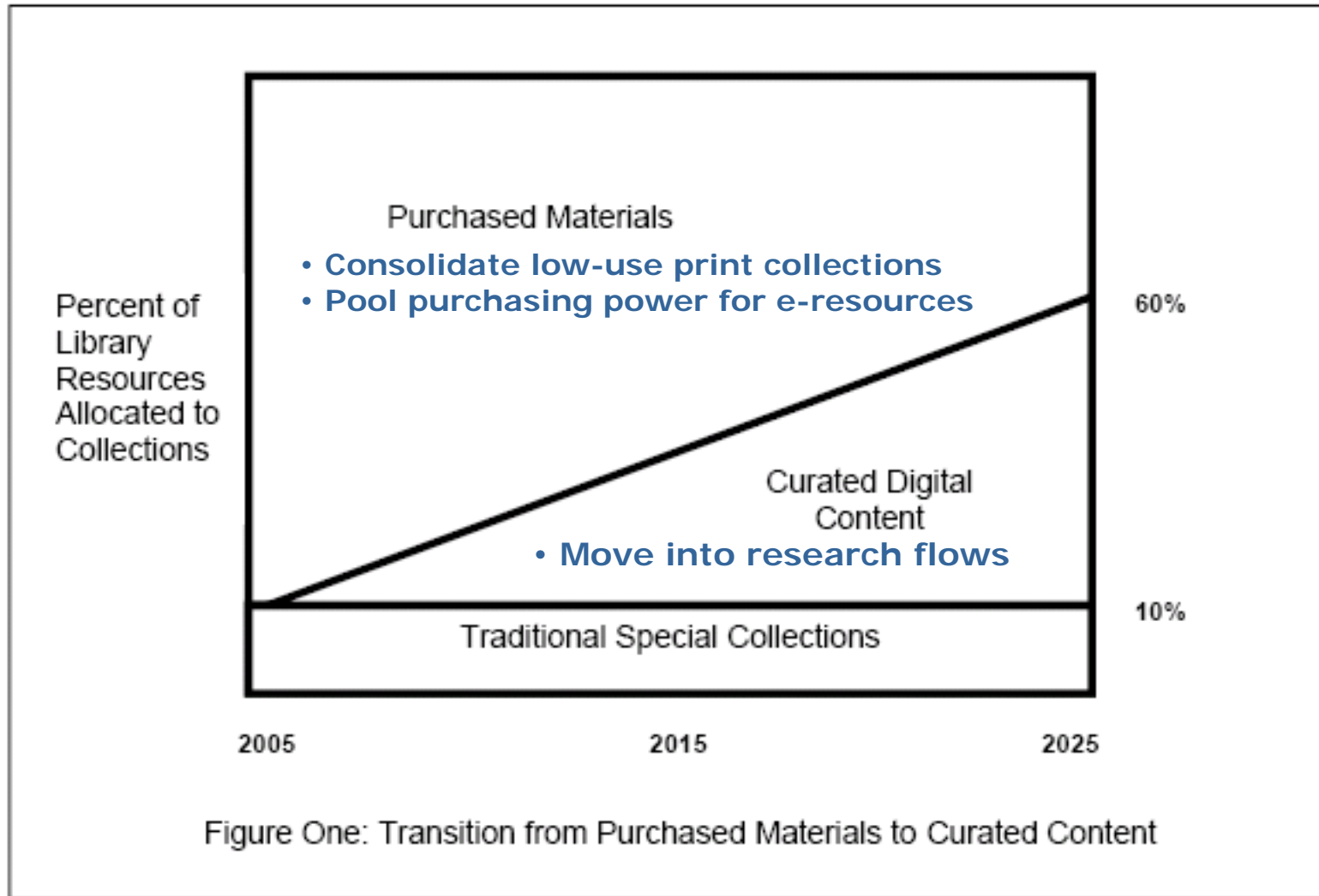
Monographs	\$277 M	<i>limited duplication; low use diminishing investment shareable</i>
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Serials	\$729 M	<i>greater duplication (and use)</i>
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E-resources	\$432 M	<i>increasing investment less shareable (at present) redundant workflows</i>
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- Capital assets? Consumable assets?
- Can we manage these assets and investments collectively?

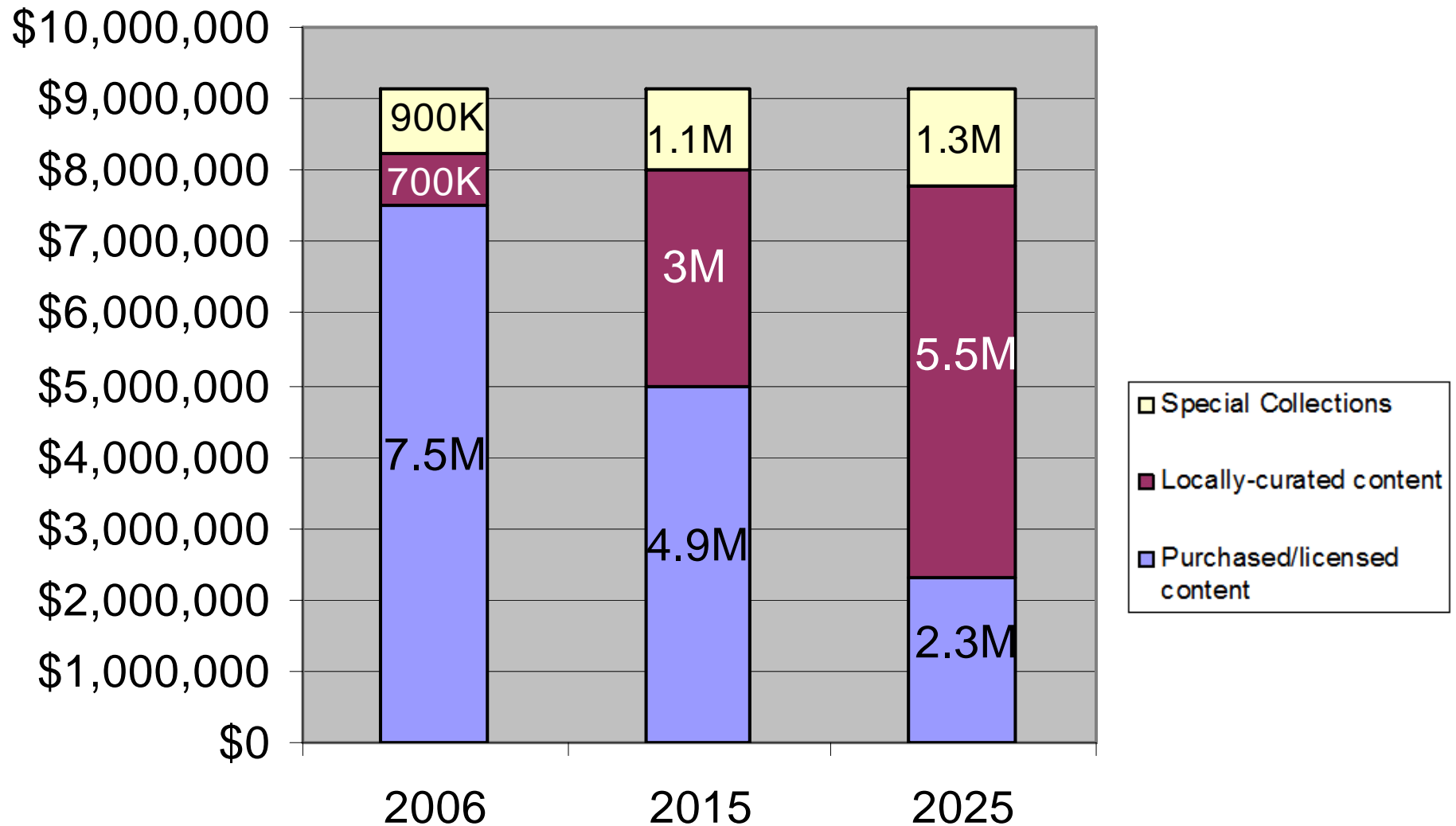
# The Future of Research Collections?



## David Lewis' "Strategy for Academic Libraries in the 21st Century"

# Forecast Re-allocation (2006 Dollars)

Median ARL materials expenditures= \$9.1M (2005-06)



# What's next?

- 3-5 priority action items
- Where RLG investment can make distinctive impact
- Where RLG partners are prepared to contribute effort, expertise, experience