



Reorganizing the Research Library: *a system-wide perspective*

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Supports global cooperative by providing internal data and process analyses to *inform enterprise service development* (R&D) and deploying collective research capacity to *deepen public understanding of the evolving library system*

Special focus on libraries in research institutions:

in US, libraries supporting doctoral-level education account for *<20% of academic libraries; >70% of library spending*

changes in this sector impact library system as a whole;

collective preservation and access goals, shared infrastructure, &c.

- ~45 FTE with offices in Ohio, California and the UK
- Sponsored by OCLC and a partnership of research libraries around the world that share:
 - A strong motivation to effect *system-wide change*
 - A commitment to *collaboration* as a means of achieving collective gains
 - A desire to *engage internationally*
 - Senior management ready to provide *leadership* within the transnational research library community
 - Deep and rich *collections* and a mandate to make them accessible
 - The *capacity* and the will to contribute

Our collaborators



Then:

- ARL set the tone; size matters
- Collections of distinction
- Doing the same, better
- Change is possible

Now:

- Nimble institutions, unburdened by legacy print mandate
- Distinctive purpose
- Transforming the portfolio
- Change is imperative

*A new coalition is needed
to advance the research library agenda*

OCCL Research: *current portfolios*



System-wide Organization

Our objective here is to use our perspective and data to understand, prepare for and help libraries, archives and museums advance through utilizing cooperative models of acquiring, managing and disclosing collections.

[▶ See All the Activities for this Theme](#)

[Research Information Management \(RIM\)](#)

[Mobilizing Unique Materials](#)

[Metadata Support & Management](#)

[Infrastructure & Standards Support](#)

[System-wide Organization](#)

[User Behavior Studies & Synthesis](#)

Research theme addresses “big picture” questions about the *future of libraries in the network environment*; implications for collections, services, institutions embedded in complex networks of collaboration, cooperation and exchange

- Characterization of the *aggregate library resource*
 - Collections, services, user behaviors, institutional profiles
- Re-organization of *individual libraries* in network context
 - Institutions adapting to changes in system-wide organization
- Re-organization of the *library system* in network context
 - ‘Multi-institutional’ library framework, collective adaptation

Defining characteristics of SO activities



- Emphasis on *analytic frameworks and heuristic models* that characterize (academic) library service environment as a whole
- Identifying and interpreting *patterns* in distribution, character, use and value of library resource; implications for future organization of collections and services
- Provides *context for decision-making*, not prescriptive judgments about a single, best course of action
- *Shared understanding* of how network environment is transforming library organization on micro and macro level

Exemplar: Re-organization of library system



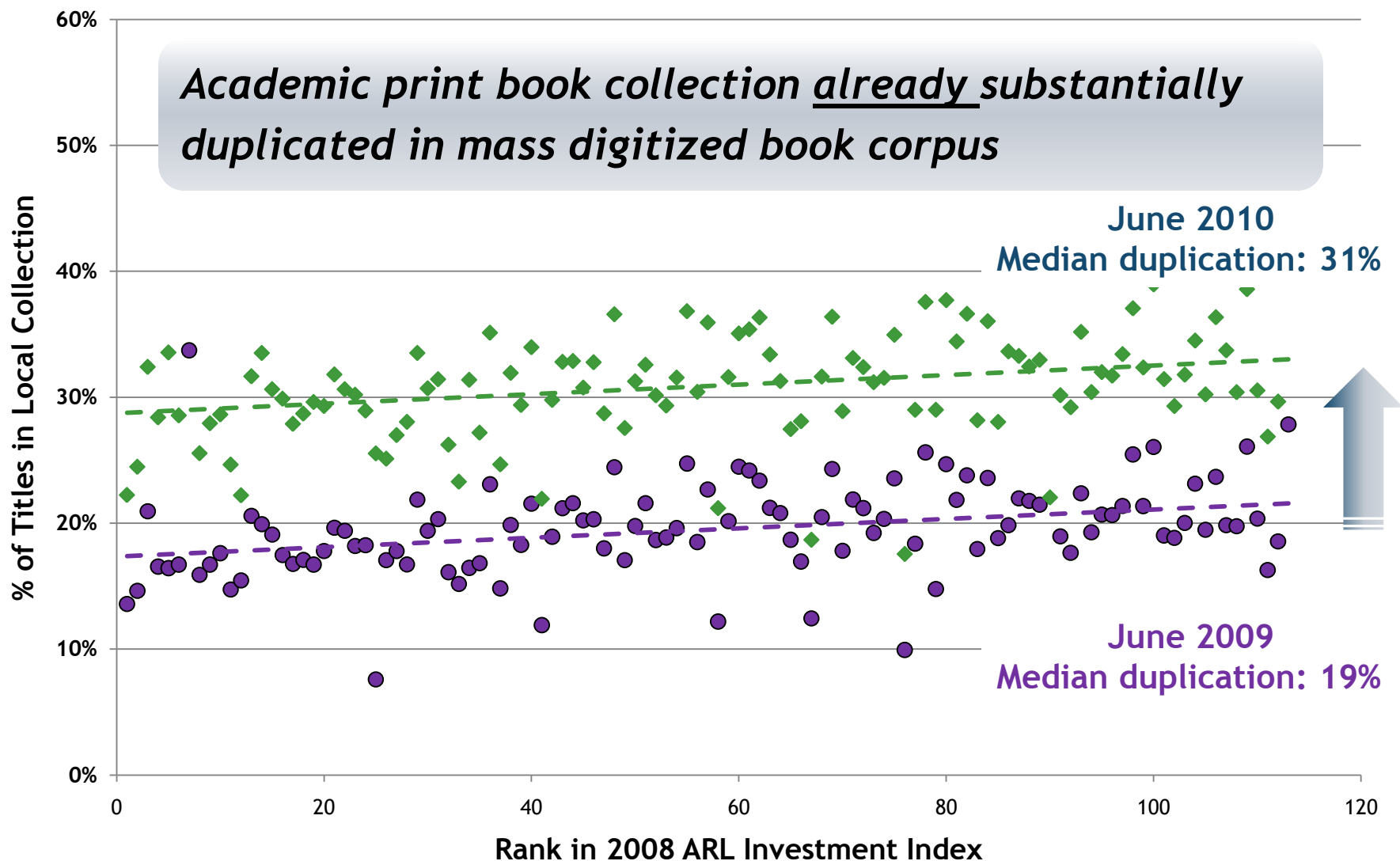
- Externalization of print repository function facilitates redirection of institutional resources; new scholarly record
- Cloud Library analysis (OCLC, Hathi, NYU, ReCAP)
 - Case study in *de-composition of library service bundle*: “cloud sourcing” research collections
 - Data-mining Hathi and WorldCat to determine where cost-effective reductions in print inventory can be achieved for *individual libraries* (micro economic context)
 - Characterizing optimal service profile for shared print/digital service providers; *collective market* for service (macro economic context)
 - Exploring *social and economic infrastructure requirements*; technical infrastructure a separate, secondary challenge

Within the next 5-10 years, focus of shared print archiving and service provision will shift to monographic collections

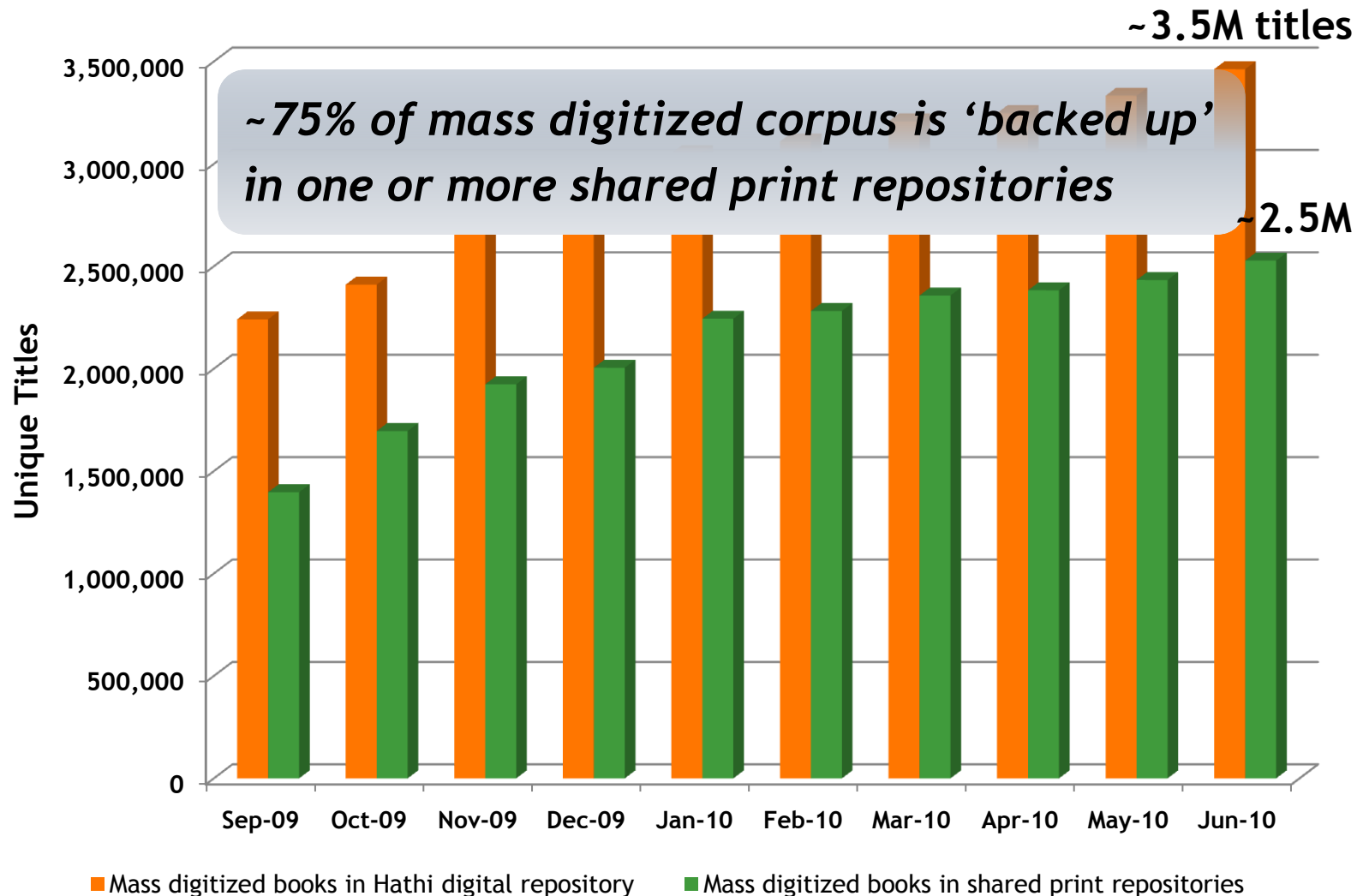
- *large scale service hubs* will provide low-cost print management on a subscription basis;
- *reducing local expenditure* on print operations, *releasing space* for new uses and facilitating a *redirection of library resources*;
- enabling *rationalization of aggregate print collection* and *renovation of library service portfolio*

Mass digitization of retrospective print collections will drive this transition

A global change in the library environment



Mass Digitized Books in Shared Repositories



Optimizing print holdings . . .

- ~ 700,000 CMU holdings in WorldCat (PMC)

Cf. 1.2M vols. ; are WorldCat holdings up to date?

- ~240,000 titles held by CMU (PMC) replicated in mass-digitized book collection

~16,000 (6%) in the public domain

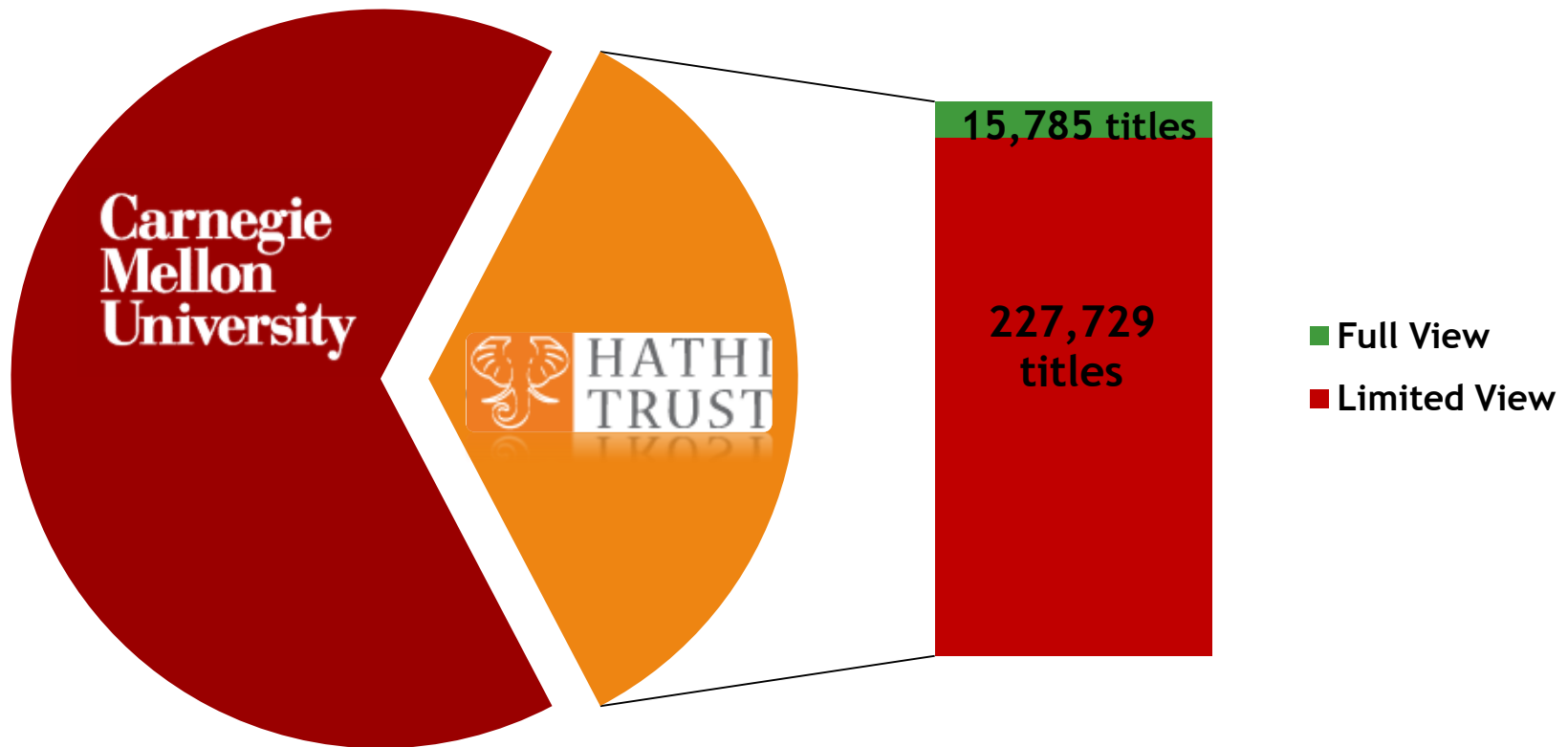
- >190,000 mass-digitized titles held by CMU also held by PSU

Shared print agreement feasible?

35% of titles held in CMU Libraries are duplicated in the HathiTrust Digital Library

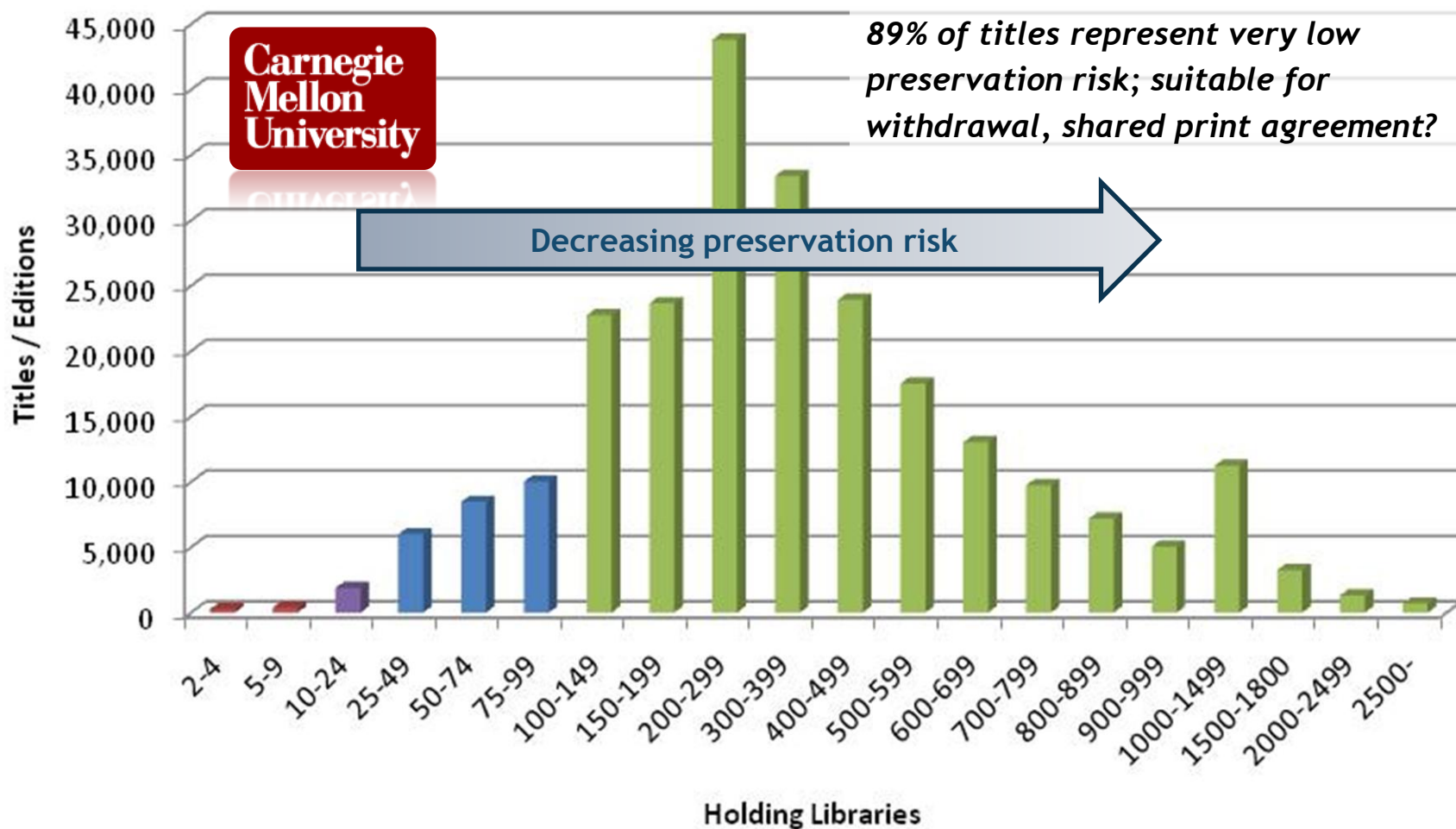


~700K Carnegie Mellon University (PMC) holdings in WorldCat

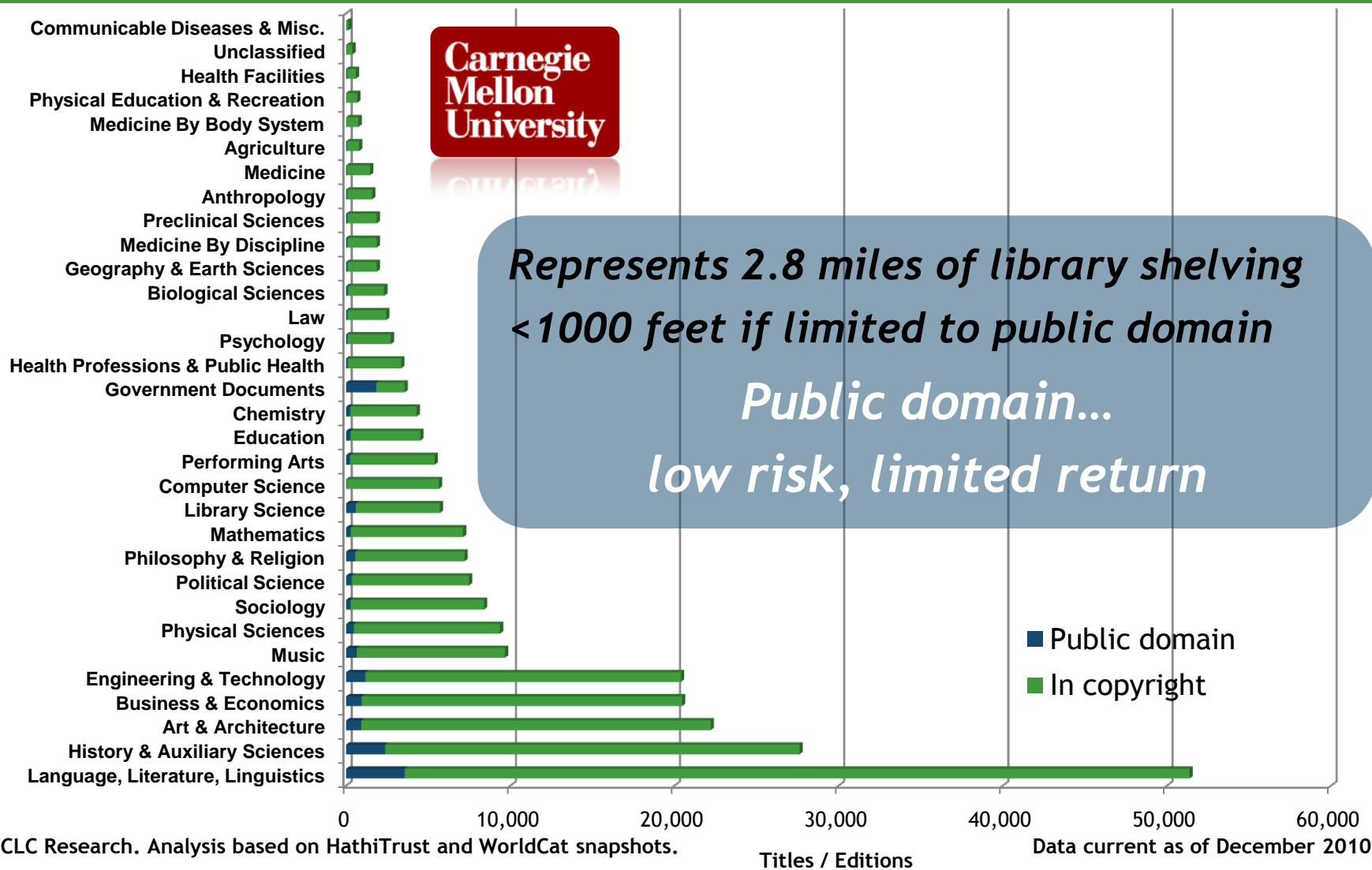


~243K duplicated in HathiTrust Digital Library
Represents **~\$1M** in annual operating costs

System-wide print distribution of CMU-owned titles duplicated in HathiTrust Digital Library



Subject distribution of CMU-owned titles duplicated in HathiTrust Digital Library

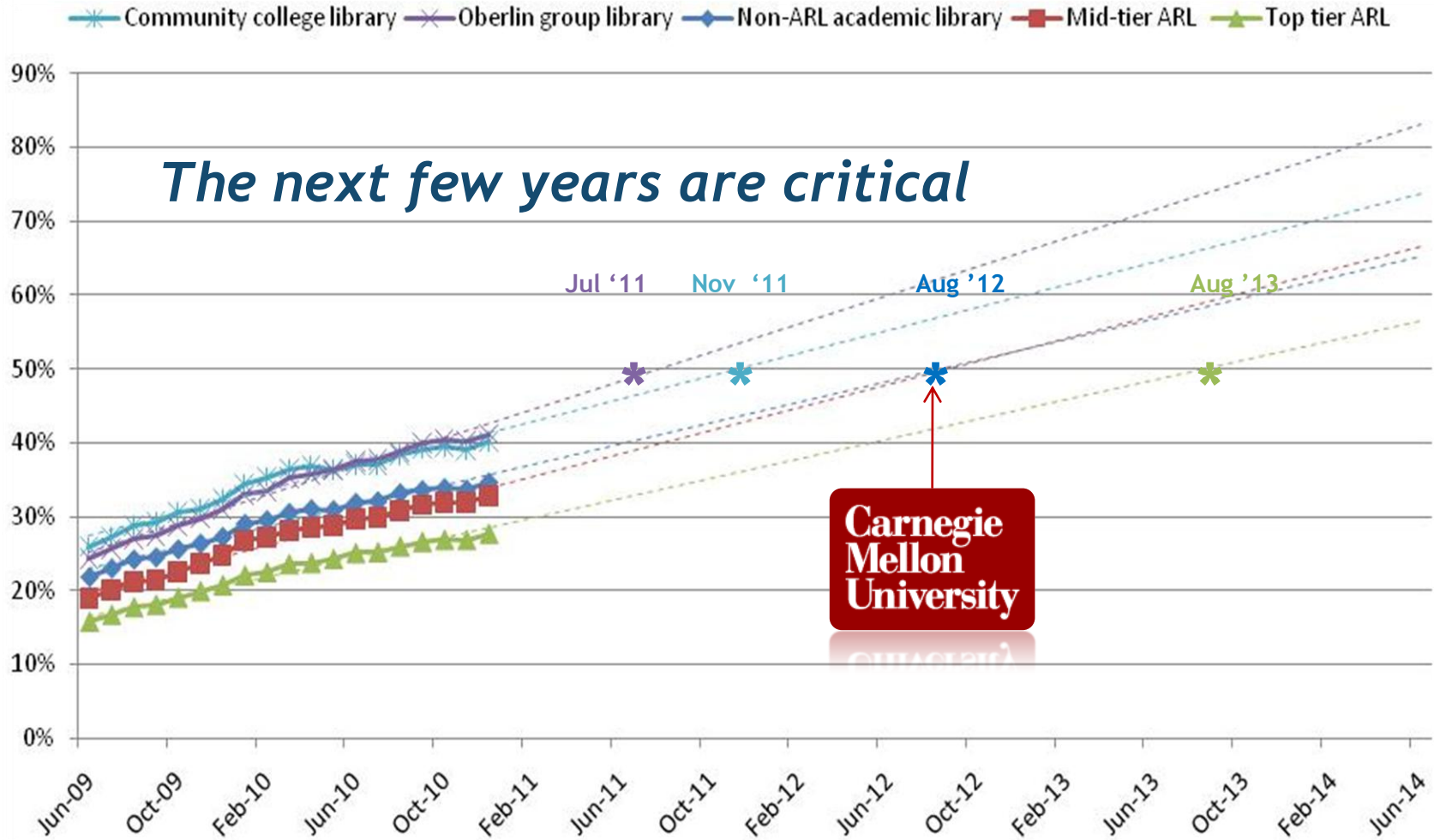


Maximize benefit, minimize risk



Risk Level	Strategy	Titles		Linear Feet		Offsite \$ (p/a)	
		PD	IC	Min	Max	Min	Max
Highest	<i>Relegate based on Hathi</i>	227,729	15,785	14,233	15,220	\$195,847	\$ 209,422
High	<i>... Hathi & total WC holdings >24</i>	15,302	225,687	956	15,062	\$ 13,160	\$ 207,251
Moderate	<i>... Penn State without agreement</i>	9,101	182,142	569	11,953	\$ 7,827	\$ 164,469
Lower	<i>... Penn State without agreement & holdings >24</i>	9,073	182,026	567	11,944	\$ 7,803	\$ 164,345
Low	<i>... Penn State with service agreement</i>	9,101	182,142	569	11,953	\$ 7,827	\$ 164,469

Academic libraries in the Keystone State: a common trajectory, different timelines



Carnegie Mellon University

- **What is the function of local print collection in long-term library strategy?**
- **Is selective externalization of print management functions to Penn State or another potential provider an option?**
- **Can faculty be persuaded that shared print strategy is sound?**
- **How soon does change need to happen?**