

SHARED PRINT GOALS AND OBJECTIVES

FY 2007-2009

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INTRODUCTION

Information resources remain at the center of excellence in research, scholarship and teaching. To remain competitive as a top-tier academic institution, UC must continue to build and maintain superior research collections of great breadth, depth, and diversity. Shared print collections are a key component of the UC Libraries' collections strategy.

The role of shared print collections was first developed by the University Librarians and highlighted in the April 2004 report to SLASIAC, *Systemwide Strategic Directions for Libraries and Scholarly Information at the University of California*, which affirms the centrality of information resources to the academic enterprise and charts a long-range course of collaborative collection development across the UC library system. A shared approach to collection development is critical to the fulfillment of the Libraries' mission to ensure that UC students and faculty have comprehensive access to the materials needed for research and teaching both today and in the future. Through the coordinated collecting of its ten research libraries, UC is uniquely positioned to achieve and maintain collections unparalleled in their scope and research effectiveness.

As a medium of collecting, print remains vital to this enterprise and to the research prominence of the University of California. In order to build and maintain great research collections, the UC Libraries must cast the widest possible net and acquire materials regardless of format. A great deal of primary and secondary research material continues to be available only in print, material that as primary evidence must be preserved and made available to scholars in its own right. The archival stability of print also ensures that collections built today will form a growing legacy for future generations of UC scholars, allowing UC to maintain its stature as a top-tier institution and continue its leadership role as one of the world's truly great libraries.

Although print continues to be critically important to the Libraries' mission, the decreasing affordability of all forms of information requires us to seek new economies in the acquisition and management of these collections. Shared print supports the mutually reinforcing long-term goals of increased economy and expanded collection development in several important ways

- By reducing substantial and unnecessary redundancies in the acquisition and storage of select print research materials where feasible and appropriate, campuses can direct more library funds toward the coordinated acquisition of a wider array of unique content to address unmet demands from students and faculty.
- Efficient and economical shared print storage allows the Libraries to continue to archive and preserve the published record at the lowest possible unit cost at a time when the preservation of electronic information is an uncertain and costly science at best, ensuring that primary research materials can be maintained as an enduring legacy for future generations of students and scholars.

- When amplified by more robust online search tools and (where available) digital surrogates, these materials can be made more widely accessible than ever before to greater numbers of users at reduced cost.
- Placing lesser-used print materials in shared storage facilities will, over time, lessen the need for significant amounts of new library stacks space and will assist in meeting demands for new and transformative services and programs.

An external review and assessment of the shared print program commissioned by the Libraries in 2006 reaffirmed the important contribution of shared print to the UC Libraries' strategic mission. In the initial two years of the program, important foundational work was done to identify and test suitable projects and workflows, develop behaviors for shared print collections, model costs, and build support for these activities among bibliographers and other collection constituencies. Building on these successes, we are now well-positioned to more fully integrate shared print activities into ongoing systemwide collection development and management.

The shared print program will continue to support the following long-range goals:

- To facilitate the development of more comprehensive and diverse research collections available to UC library users throughout the system through efficient collaborative methods for the prospective acquisition of research resources
- To offer incremental economies to the campuses over time through space savings and other cost avoidances
- To begin to create long-term opportunities for the re-allocation of library space to meet existing demands of current and retrospective collections and support new, transformative uses
- To preserve the scholarly printed record, where print remains the archival medium of choice, at the lowest possible unit cost

While combined collection development among the ten UC libraries will significantly increase the scope and reach of UC collections, no research library today can aspire to self-sufficiency nor claim to collect comprehensively. As print collecting declines nationally and internationally in favor of online access to serials and other content, a coordinated approach to archiving and sharing print collections across institutions is also needed in order to provide UC students and scholars with truly comprehensive access to the materials needed for their research. UC should take a leadership role in this area and work with other leading institutions both nationally and internationally to ensure that significant print publications are reliably archived and made accessible to scholars worldwide.

To bolster these efforts, the next phase of shared print will incorporate the following elements:

- Broaden the shared print planning framework to include the recent RLF persistence policy and related activities (*Persistent Deposits in UC Regional Library Facilities*, February 20, 2006, available at

http://libraries.universityofcalifornia.edu:8081/planning/RLF_Persistence_Policy_rev_final.pdf)

- Streamline and refine procedures for proposal development and approval to accelerate the pace of shared research collection development
- Incorporate a review of access and delivery mechanisms as a major component of planning
- Establish and implement assessment methodologies
- Identify sustainable sources of funding
- Seek extramural partners for distributed sharing of print collections on a regional and national level, through partnerships such as the proposed North American Storage Trust.

It is important to recognize that the benefits of shared print collections will not produce savings in the short term. Space and services reallocations will take time to manifest themselves as campuses are able to reduce undesirable duplication in their collections of low use materials and the infrastructure for shared services matures. The use of centrally-managed resource sharing funds to subsidize shared print activities (e.g. processing) will continue to be a key element in the next several years while more sustainable funding models are explored. Longer-term funding is likely to incorporate campus co-investment, but co-investments may need to be phased in over time. Since processing costs traditionally have not come from collections budgets, other sources of co-investment funding should be sought.

Central coordination has also been vitally important to the successes of the shared print program and will continue to be a critical element as we move into the next phase.

Over time, the balance between the major shared print goals (cost avoidance vs. collection diversity) can be expected to shift as the benefits of retrospective projects aimed at releasing campus shelf space are realized and more tools for collaborative collection development become available. At the same time, the impacts of persistence and mass digitization are likely to affect our approach to shared collections. We will need to monitor progress in all of these areas and adjust our planning accordingly.

GOALS AND OBJECTIVES FOR FY 2007-2009

CDL will recruit and hire a Shared Print Manager, reporting to Ivy Anderson, who will coordinate and communicate about shared print activities. Given the present vacancy, we recommend a timeframe that extends through fiscal year 2009 for pursuing the goals and objectives outlined below. Initial activities will focus on extending work that is currently in progress, streamlining procedures, and investigating extramural opportunities. In FY 2009, we will issue a call for new projects and develop a formal workplan.

- **Pursue already identified projects that further shared print goals**
 - Ensure that an archival print back-up copy for prospective journals is maintained according to policies currently being developed by CDC.
 - Continue to compile retrospective runs of print journals, including continuation of the JSTOR project in some form (specific recommendations for the JSTOR project will be submitted separately)

- Refine and implement already identified experiments such as shared prospective monographic acquisitions aimed at increasing research collection breadth and depth.
- **Achieve a clearer understanding of the relative costs and benefits of a broad spectrum of shared print activities in order to optimize systemwide investments in shared print.**
 - Expand the shared print planning framework to encompass additional forms of shared collections, including the new persistence policy and existing last-copy MOUs
 - Within this expanded framework, document the costs and benefits of existing shared print activities to assess their effectiveness in meeting program goals, and seek additional economies where feasible
 - Experiment with distributed storage within UC ('shared-print-in-place') as a means of achieving further economies and diversification of collections
 - Investigate opportunities for extramural sharing of archival print collections at a regional and national level.
- **Develop a common framework for decision making and committing resources, with a goal of streamlining these activities.**
 - Develop and implement a streamlined process for evaluating and approving shared print projects (see below)
 - Develop a range of sustainable cost models for ongoing funding of shared print content, processing, and related activities based on the objectives of a given project or component.
- **Investigate and recommend additional infrastructure and/or tools needed for shared print activities**
 - Make specific recommendations for ongoing funding, staffing, and management of shared print activities, articulating the role of centralized vs. campus-based resources
 - Work with OCLC on further enhancements to the WorldCat Collection Analysis tool
 - Identify additional tools needed for collaborative collection development (such as a shared acquisitions tool).
- **Integrate shared print activities with other collection initiatives.**
 - Map the intersections of shared print with licensed content, born-digital content, and re-born digital content, including content housed in trusted third party archives such as Portico and the Google and OCA mass digitization projects
 - Identify the long-term impact of mass digitization projects on shared print planning
 - Develop additional data-driven mechanisms and criteria for the development of shared collections, such methods for identifying new academic programs and research initiatives with systemwide impact and benchmarking UC subject strengths against OCLC WorldCat holdings.

- **Assess the impact of shared print research collections on UC faculty and other library users, and adopt measures to ensure that users are well-served by these collections.**
 - Investigate user behavior and acceptance for shared print materials and shape further directions based on library user input
 - Working with HOPS, RSC and other groups as appropriate, evaluate additional services or service improvements (e.g. ILL, Tricor, Desk-Top Delivery, electronic table of contents, UCe-Links) that may be warranted to enhance usability.

- **Incorporate an assessment component into all shared print projects**
 - Develop concrete metrics and methodologies for assessment purposes and apply these routinely to all projects (e.g. use of the WorldCat Collection Analysis Tool and the North American Title Count)
 - In conjunction with Systemwide Library Planning, make specific recommendations about how shared print materials should be counted and/or attributed to participating campuses for accreditation, statistics and other purposes.

FRAMEWORK FOR SHARED PRINT DECISION-MAKING

CDC will establish a decision-making framework to regularize the identification of Shared Print priorities, modeled on the highly successful procedures used for licensed content. Steps to create this process will include:

- CDC will identify annual Shared Print Goals and Objectives and funding sources based on guidelines approved by the University Librarians.

- CDL will issue an annual call to Bibliographer Groups and Campus Libraries for Shared Print project proposals on behalf of CDC. CDL will develop a call and submission form for use based on annual Shared Print objectives. A cost/benefit and public access analysis will accompany each proposal.

- CDC will create a small group to vet proposals prior to full CDC review and guide the work of the Shared Print Manager.

- The CDL Shared Print Manager will provide coordination and support for project review, implementation, and assessment, including consultation and coordination with other All-Campus Groups as needed.

- CDC will rank submitted projects and develop an annual workplan based on program goals, annual objectives, public access considerations, cost/benefit review and other factors.

- CDC and CDL will also monitor the environment for opportunity projects such as the JSTOR project.