

FROM PRODUCT TO PROCESS: *COLLECTION DEVELOPMENT IN THE 21ST CENTURY*

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Tsinghua-Cornell International Forum on University Library Development
Heritage and Renewal of Value and Culture of the Library and Its University



Cornell University
Library

THREE PHASES OF MODERN COLLECTION DEVELOPMENT

The Age of Professionalism, 1980-1995

The Age of Promise, 1996-2007

The Age of Process, 2008-

THE AGE OF PROFESSIONALISM, 1980-1995

- Separate collection development programs and budgets
- Codified processes and practices
- Expansion to include collection management
- Collection centric view of the library

“The definition of a library is a group of collections in one location.”

Hendrik Edelman, 1979

THE AGE OF PROMISE, 1996-2007

- Shift to e-journal literature
- Retrospective digitization
- Faculty acceptance
- Inexorable price increases
- From ownership to access
- Emerging needs of the academy

“Now is an opportune time to re-envisage collection development, to respond effectively to the needs of scholarship and higher education in the early 21st century.”

Ross Atkinson, 2005

THE AGE OF PROCESS, 2008-2012+

- Worldwide economic crisis
 - Digital hegemony
 - Massive digitization
 - Beyond books and journals
 - Globalization of higher education
 - Changes in research, teaching, learning practices
-

FROM PRODUCT TO PROCESS

- Encompassing local needs, shared investment, coordinated decisions
- Engaging scholars, content providers, and policy makers
- Adding value
- From competition to deep collaboration

“In a networked world, local collections as ends in themselves make learning fragmentary and incomplete.” Rick Luce, 2011

GAME CHANGERS IN THE AGE OF PROCESS

- Publisher relations
 - Open access
 - Use rights
 - Collections at scale
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PUBLISHER RELATIONS

- Responding to unrelenting price hikes
- Sharing contract information
- Scholar engagement

THE HARVARD LIBRARY

Faculty Advisory Council Memorandum on Journal Pricing

Major Periodical Subscriptions Cannot Be Sustained



To: Faculty Members in all Schools, Faculties, and Units

From: [The Faculty Advisory Council](#)

Date: April 17, 2012

RE: Periodical Subscriptions

We write to communicate an untenable situation facing the Harvard Library. Many large journal publishers have made the scholarly communication environment fiscally unsustainable and academically restrictive. This situation is exacerbated by efforts of certain publishers (called "providers") to acquire, bundle, and increase the pricing on journals.

Harvard's annual cost for journals from these providers now approaches \$3.75M. In 2010, the comparable amount accounted for more than 20% of *all* periodical subscription costs and just under 10% of *all* collection costs for everything the Library acquires. Some journals cost as much as \$40,000 per year, others in the tens of thousands. Prices for online content from two providers have increased by about 145% over the past six years, which far exceeds not only the consumer price index, but also the higher education and the library price indices. These journals therefore claim an ever-increasing share of our overall collection budget. Even though scholarly output continues to grow and publishing can be expensive, profit margins of 35% and more suggest that the prices we must pay do not solely result from an increasing supply of new articles.

The Library has never received anything close to full reimbursement for these expenditures from overhead collected by the University on grant and research funds.

The Faculty Advisory Council to the Library, representing university faculty in all schools and in consultation with the Harvard Library leadership, reached this conclusion: major periodical subscriptions, especially to electronic journals published by historically key providers, cannot be sustained: continuing these subscriptions on their current footing is financially untenable. Doing so would seriously erode collection efforts in many other areas, already compromised.

OPEN ACCESS

- Campus support for OA
- Open access journals
- Government requirements on publicly-funded research
- Sustainability of model

the WHITE HOUSE PRESIDENT BARACK OBAMA

WE the PEOPLE YOUR VOICE IN OUR GOVERNMENT

Help make We the People even better. Share your feedback on how this new platform can improve.

Share Your Feedback

CREATE A PETITION OPEN PETITIONS RESPONSES HOW & WHY

WE PETITION THE OBAMA ADMINISTRATION TO:

Require free access over the Internet to scientific journal articles arising from taxpayer-funded research.

We believe in the power of the Internet to foster innovation, research, and education. Requiring the published results of taxpayer-funded research to be available on the Internet for business and academic researchers, entrepreneurs, and the public will speed the research process.

Scientific publishing Brought to book

Academic journals face a radical shake-up

The highly successful Project Gutenberg has done without disrupting open access policies for

Created: May 13, 2012

Issues: Economy, Education

SIGNATURES NEEDED BY JUNE 19, 2012 TO REACH GOAL OF 25,000

✓ SIGN THIS PETITION

If you're logged in, but haven't signed yet

Promote this Petition

Helpful Hints

Creating a duplicate or similar petition will make it harder for you to get an official response. Instead, sign and help promote the one that has already been created.

Jul 21st 2012 | from the print edition

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IF THERE is any endeavour whose fruits should be freely available, that endeavour is surely publicly financed science. Morally, taxpayers who wish to should be able to read about it without further expense. And science advances through cross-fertilisation between projects. Barriers to that exchange slow it down.

There is a widespread feeling that the journal publishers who have mediated this exchange for the past century or more are becoming an impediment to it. One of the latest converts is the British government. On July 16th it announced that, from 2013, the results of taxpayer-financed research would be available, free and online, for anyone to read and redistribute.

USE RIGHTS

- Fair use in the digital world
 - E-reserves
 - E-lending
- E-books
- Protecting author rights
- Asserting fair use



“Scanning books to preserve them and to construct an index is the kind of fair and creative use that copyright should favor.” Judge Baer on HathiTrust Law Suit

COLLECTIONS AT SCALE

- From local collection to collective collection
- Two examples
 - 2CUL
 - HathiTrust
- Essential building blocks



- Interdependent global collections
 - *Slavic/East European, Southeast Asia, South Asia, Latin America/Iberian studies*
 - *Narrowing the gap between what is produced and what is collected*
- Enabling prerequisites
- Chinese purchasing/shelf-ready plan

HATHITRUST

- 69 members
- 10+ M volumes
- Overlap with ARL libraries
- Digital and print archive plans
- Government documents



OPERATING AT SCALE

- Building the vision
 - Providing basic building blocks
 - *Technical, content, data, policy, governance, financial, legal prerequisites*
 - Investing beyond the campus
 - Engaging third parties
 - Finding the white space
-

"If we can take initial steps toward collective action in confronting the key challenges facing collection development, then it will continue to thrive and succeed in the new environment and will ensure that the research library is even more of a cornerstone of scholarship in the new academy. We should aim, I think—we must aim—for nothing less than that."

Ross Atkinson, 2005

THANK YOU!

