



A BIMONTHLY REPORT ON RESEARCH LIBRARY ISSUES AND ACTIONS FROM ARL, CNI, AND SPARC

## THE STATE OF THE LARGE PUBLISHER BUNDLE: FINDINGS FROM AN ARL MEMBER SURVEY

by Karla Hahn, Director, ARL Office of Scholarly Communication

### Introduction

The bundling of scholarly journals and the marketing practices of the largest commercial publishers are a source of concern within the library community for a variety of reasons. These publishers receive substantial proportions of research libraries' overall spending on serials and they are often seen as trendsetters by smaller publishers. One of the earliest and most public expressions of concern about journal bundling was made in 2001 by Kenneth Frazier, the Director of Libraries at the University of Wisconsin–Madison.<sup>1</sup> As Frazier noted, a key feature of journal bundling is strict limits on a library's ability to cancel titles. This restriction of cancellations creates challenges for budget management, for collection management, and for the marketplace of scholarly journals. As library budgets are locked into large bundles, cancellation pressure on unbundled titles increases and funds to acquire new journals outside of bundles are squeezed out.

In addition, the size of the largest bundles has been growing. There is a history of significant consolidation among the largest publishers in recent years, reducing libraries' choices among journal bundles. In the three years since ARL last surveyed its members regarding e-journal subscriptions, several of the largest players have merged: Academic with Elsevier, and Kluwer Academic with Springer. The consequence of these mergers is that a short list of publisher bundles account for substantial and growing proportions of library budgets. A short list of negotiations increasingly determine sales terms and access to hundreds of titles and consume the majority of a research library's journals budget.

Given these changes in the marketplace, the time is ripe for updating the community's understanding of the landscape of large publishers' journal bundles.

### Background on the 2005 Survey

ARL's 2005 member survey on journal bundling practices focused on the five largest publishers of journals and gathered data related to members' contract terms and perceptions of their current journal bundles. Market analyses have shown that these five largest publishers account for considerably more market share than the next tier of competitors.<sup>2</sup> All five are commercial publishers; there are no not-for-profit publishers of similar size.

Data were provided by 89 of the 123 (72%) ARL member libraries during November and December of 2005 using a Web-based form. Responses were requested only for bundles held by the responding library. One consequence of this flexible design was that response rates varied considerably between questions. In addition, responses were only provided where there was no conflict with nondisclosure agreements, creating further variations in response rates between questions. Finally, some libraries were still negotiating their contracts for 2006 late in 2005; this further limited responses to some questions. Consequently, in the following analysis, the number of respondents for given questions is provided regularly to give context for interpreting the percentages reported.

### Picking up Journal Bundles

As was the case in the previous two ARL e-journal surveys, large-publisher journal bundles are a near ubiquitous feature of the research library collection of 2006. The 89 respondents reported 283 contracts among the five publishers. Ninety-three percent of

TABLE 1: RESEARCH LIBRARY UPTAKE OF JOURNAL BUNDLES FOR 2006, BY PUBLISHER

Publisher	Have licensed	Planning to license for 2006	Total
Blackwell	48%	13%	62%
Elsevier	60%	18%	78%
Springer	44%	33%	76%
Taylor and Francis	12%	9%	21%
Wiley	72%	9%	81%
Libraries with no bundled licenses			7%

respondents indicated they held bundles with at least one of the five publishers in the 2005 survey. The majority of libraries reported bundle contracts with multiple publishers. On average, respondents licensed bundles with three of the five publishers, with 49% reporting either four or five publishers. Four of the five largest commercial publishers have been offering bundles for many years. Wiley, Elsevier, and Springer bundles have achieved over 70% market penetration, while Blackwell's bundles are held by 60% of research libraries. Taylor and Francis, a relative newcomer to journal bundling, has achieved a 21% market share. (See Table 1.)

As earlier ARL surveys have shown, consortia play a significant role in journal bundle acquisition. Certainly the vast majority of research libraries' bundles (81% of contracts) are acquired through consortia.

While bundle uptake is high, there have been variations over time, across publishers, and even between customers in how journal bundles are defined. The most common definition of a bundle for the contracts reported was the publisher's entire title list (42%). Taylor and Francis seems to be the only bundling publisher to consistently define their bundle only as their entire list. A substantial number of bundles (35%) were defined using pooled lists of consortial subscriptions. A relatively small percentage of bundles (10%) were defined by a single institution's historic holdings. The other definitions (14% of contracts) were largely variations on these three with very minor modifications to the list having been negotiated. A few libraries noted licensing only Blackwell's Science, Technology, and Medicine bundle.

Respondents were asked to suggest what motivated their acquisition of journal bundles. By far the most common reasons given were "Content and access offered were a good return on the investment" (reported for 205 contracts), "Alternative non-bundled forms of access to the content were prohibitively expensive" (reported for 114 contracts), and "Pressure from faculty and/or others on campus" (reported for 47 contracts). While it is impressive that so many libraries report a sense of good value obtained by their contracts, it is disturbing that so many reported

that they did not have affordable alternatives (often for the same contract). This suggests that libraries may be making the best of a bad situation. A deal may be perceived as a good one simply because there are no other deals to be had.

### Terms and Conditions

Experience with past surveys has shown how difficult it is to obtain comparable price information on journal bundles. Because of nondisclosure clauses, the diversity in the structure of pricing models between publishers and among customers, varying practices for allocating of costs within and between institutions, and occasional funding from sources outside the library budget, it is nearly impossible to construct a rubric for reporting pricing that is not unbearably burdensome for libraries to use.

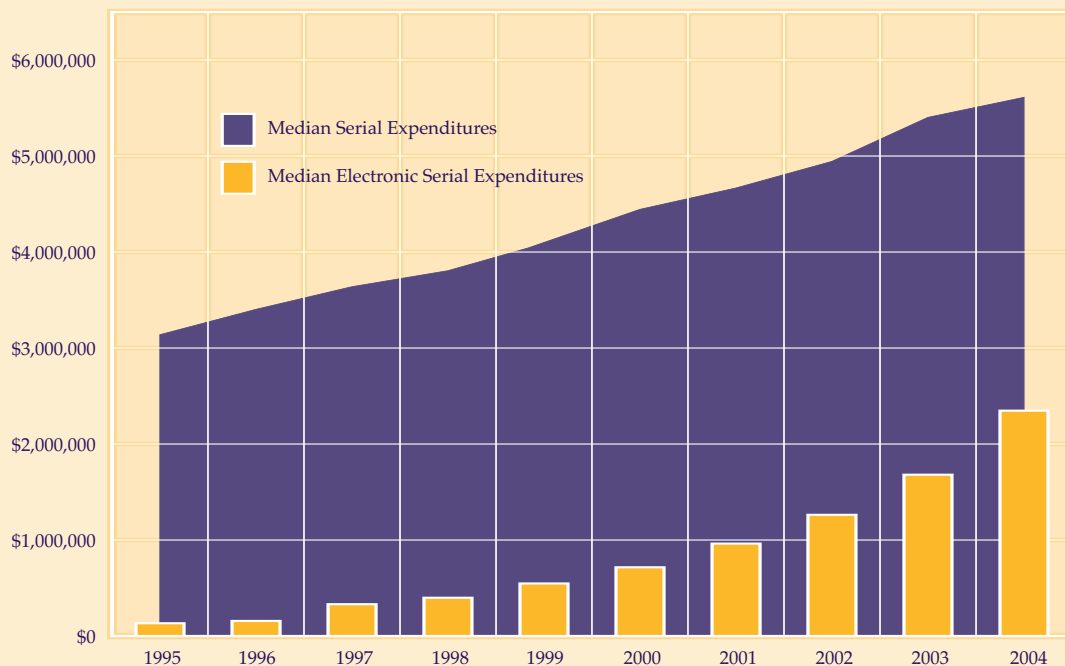
Leaving aside pricing details, there are however significant contract terms that affect pricing, with nondisclosure, cancellation terms, and contract length being the most important contract terms. Nondisclosure matters because it determines whether information is available beyond the contracting library or consortium regarding important contract terms. Contract length and cancellation terms are closely related to each other because they are commonly related to the pricing libraries can obtain. There is an assumption that longer-term commitments should correspond to greater price discounts or some other high-value facet of the bundle. Longer-term commitments are often explicitly tied to restrictions on cancellation, and it is typically restrictions on cancellations that fix the prices libraries pay for their bundles.

Nondisclosure agreements have caused much concern within the research library community. As the academic journals market has moved from publicly available subscription prices to negotiated contract-based access, the ability of libraries to assess the market value of the content they are purchasing is greatly inhibited by the inability to monitor market prices. Nondisclosure may also cover a range of other contract terms that affect libraries' efforts to negotiate needed access to the journals they license. It has been difficult to determine how frequently research libraries are accepting nondisclosure, or the extent to which publishers are promoting it. Some

## TRACKING CHANGES IN RESEARCH LIBRARY JOURNAL COLLECTIONS

The nature of research library journal collections has changed rapidly during the past decade. Throughout that period ARL has collected expenditure data from its member libraries as part of its annual ARL Statistics survey, but has occasionally supplemented this broad-brush tracking with surveys on various facets of members' subscriptions and license terms.\* The annual Statistics have documented the regular increase in the proportion of journal budgets dedicated to electronic journals (see Figure 1). The periodic surveys have shown how practices for selling and acquiring titles have changed radically.

FIGURE 1: MEDIAN EXPENDITURES ON ELECTRONIC SERIALS AND ON ALL SERIALS IN ARL LIBRARIES



Source: Martha Kyrillidou and Mark Young, comps. and eds., *ARL Statistics 2003-04* (Washington, DC: ARL, 2005).

ARL conducted a new survey on e-journal subscriptions in 2005; the accompanying article reports the preliminary findings of that survey. The previous ARL survey on e-journals was conducted in 2003, covering 2003 subscriptions. That survey documented the very rapid development of electronic journal collections in research libraries and showed that the research library community was already providing broad access to electronic versions of the journals published by the largest publishers of scholarly journals. The 2003 survey also confirmed that the research library community was rapidly contracting with large publishers for bundles of journal titles.

—Karla Hahn

\* Mary M. Case, "A Snapshot in Time: ARL Libraries and Electronic Journal Resources," *ARL Bimonthly Report*, no. 235 (August 2004): 1-10, <http://www.arl.org/newsltr/235/snapshot.html>.

TABLE 2: CONTRACT LENGTHS FOR JOURNAL BUNDLES (N=96)

Contract length:	1 year	2 years	3 years	4 years	5 years
Number of responses:	21	2	39	11	23
Percentage of responses:	22%	2%	41%	11%	24%

TABLE 3: CANCELLATION TERMS REPORTED FOR CONTRACTS (N=260)

Cancellation terms:	Any title any time	No cancellations	Only in "financial emergency"	Less than 5% per year	Other	Can't disclose
Number of responses:	9	81	34	74	32	30
Percentage of responses:	3%	31%	13%	28%	12%	12%

states have various forms of "sunshine" laws that may prevent public institutions from accepting nondisclosure terms. A previous ARL survey showed that 35% of public institutions are limited in their ability to sign nondisclosure agreements.

This survey found that out of 263 member reports on licenses, one third are covered by nondisclosure clauses. The frequency with which nondisclosure is a contract term varies considerably by publisher. Springer customers reported nondisclosure rates of 17% while 61% of Wiley customers reported nondisclosure agreements. Out of the 83 respondents with some bundle under contract, 51 (61%) had signed at least one contract with nondisclosure terms. Those 51 libraries averaged 1.69 contracts with nondisclosure terms, far fewer than the average number of contracts, suggesting that the variation has more to do with publisher pressure than library resistance.

Multiyear contracts are also a common feature of the bundled journal landscape. Although nondisclosure prevented reporting on some contracts, the average reported contract length was just over three years. (See Table 2.) Three-year contracts were also the most common overall, but survey results suggest that some publishers are largely restricting access to their journal bundles to libraries committing to multiyear contracts while others are more open to shorter-term contracts. Elsevier clearly is pressing the practice of long-term contracting: no respondents reported having less than three-year contracts with Elsevier. Wiley is also clearly pressing in this direction, with the majority of customers reporting contracts in the three- to five-year range.

A key feature of current journal bundles is typically restriction on reductions in the number of titles purchased. Since the bundle is usually defined by a library's past purchase patterns, cancellation restrictions effectively fix the library's expenditures for the length of the contract.

The survey showed that very few research libraries have contracts allowing them to make any substantial

reductions in the number of titles purchased, although publishers vary somewhat in their willingness to accept small adjustments to bundles. Nearly a third of respondents reported outright bans on cancellation. Thirteen percent reported cancellation permitted only in the case of a financial emergency, but a large number of "other" responses were descriptions of financial-emergency clauses. It is not clear why these respondents skipped over that option in the questionnaire. Another 28% reported the ability to cancel a very small percentage annually (less than 5% of expenditures). Nondisclosure prevented some reporting on this question. Various types of content swapping with no price savings were also frequently described in the "other" category. (See Table 3.)

### Cancellation Protection Afforded to Bundles

Cancellation terms come into play only when a library is actively canceling titles. To better understand how frequently and intensively research libraries run cancellation projects, respondents were asked to report whether they had run cancellation projects during any of the previous three years (affecting subscriptions for 2004, 2005, or 2006). Fifty of the eighty-four libraries responding (60%) reported running cancellation projects at least once in this period. For the 50 libraries reporting cancellation projects, 2.14 cancellation projects in three years was the average. This suggests the responding community tended to be either insulated for some reason from cancellations or subject to relatively regular cancellation projects. Cancellation projects, while common in most research libraries, are far from universal.

Libraries that had run cancellation projects reported widespread protection of bundled titles. Of the 50 libraries reporting cancellation projects, 33 (66%) reported that they had protected a bundle at least once. Those same libraries, on average, collected bundles from 3.33 of the 5 publishers and had protected 2.42 bundles from cancellation. Presumably at least some of the libraries that did not

TABLE 4: FINANCIAL RETURN FOR CANCELING PRINT (N=243)

Financial return:	None	1–10% savings	11–25% savings	Other	Nondisclosable
Number of responses:	33	117	9	51	33
Percentage of responses:	14%	48%	4%	21%	14%

TABLE 5: NEXT NEGOTIATION OF CURRENT CONTRACTS (N=133)

Year of next negotiation:	2007	2008	2009	2010	2011
Number of responses:	67	21	34	7	4
Percentage of responses:	50%	16%	26%	5%	3%

protect bundled titles were able to keep cancellation rates to those permitted by the terms of their contract or perhaps were able to exercise their “financial emergency” clauses.

### Moving to E-Only and Concerns about Enduring Access to Content

While there has been a widespread perception that research libraries are rapidly canceling print copies of bundled journals to rely only on access to the electronic formats, there has been little documentation of how widespread this practice is. Reporting on bundle contracts, research libraries reported that they had cancelled print equivalents for 153 out of 266 contracts (58%) for 2006. Clearly there is rapid movement away from collecting print versions of bundled titles.

There is evidence in the survey responses that, by and large, publishers are encouraging this movement from print to electronic journals. However, savings incentives are generally reported to be modest or even nonexistent. A few libraries reported that their contracts required them to keep print versions of the bundled titles (4% of contracts reported). For libraries that are permitted to cancel print as part of their bundled journal contract, most commonly discounts are 10% or less of the print subscription price (or its equivalent under flip pricing). Many of the respondents indicating other arrangements stated that a single, consortial, print subscription was maintained or that discounts in the 20–25% range were offered. (See Table 4.)

Such high rates of print cancellation raise many questions about long-term access to bundled e-journals, and research libraries have clearly been paying attention to these concerns: in the vast majority of contracts libraries have negotiated some term ensuring that, if they cease to subscribe to an individual title in the future, they will retain backfile access to the equivalent electronic issues (98% of contracts have this right).

The picture is more mixed with regard to assessments of publishers’ archiving arrangements to protect content

in the case of business failure or other loss of content on the publishers’ side. A strong majority of libraries (71% of contracts) reported that they had investigated a publisher’s archiving plans. However, for those who checked, the publisher’s arrangements were found satisfactory by only 60% of the respondents. While a 40% dissatisfaction rate represents a minority assessment, it is a substantial customer base to be expressing “no confidence”. It may be that until publishers increase customer confidence in their archiving arrangements, substantial numbers of libraries will continue to retain print subscriptions out of concerns about long-term access to electronic journals.

It is important to note that a few respondents are members of consortia that are receiving digital copies of publisher files or are even loading these on local systems. These libraries likely are less concerned about publisher participation in archiving programs since they control their own copies of the content.

### How Do We Think We’re Doing?

The survey also collected data describing where libraries were in their negotiation cycle and how satisfied they were with past and present negotiations. Libraries have gained a lot of experience acquiring journal bundles in a relatively short period of time. Libraries reported that they had held a prior contract for more than 80% of current contracts. The data suggest that there is strong periodicity in journal negotiations. As described earlier, libraries have bundled journal contracts of quite varied lengths; however, 2007 looks like it will be a very active year for journal bundle negotiators, with just over half of the existing contracts reported expiring in 2007. (See Table 5.)

Libraries appear slightly more satisfied than not with the prices of their journal bundles. Half of the responding libraries reported that their contracts are “somewhat reasonable” or “very reasonable” in terms of cost. Almost a third of respondents reported that they were neutral in

their assessment of their current price terms. An assessment that current contract terms were “somewhat unreasonable” or “quite unreasonable” was reported for 18% of contracts.

It is very difficult to define the extent to which the community believes it is making progress in improving contract terms over time. Research libraries have developed a great deal of experience with journal bundles in a short period of time, but the satisfaction data suggest there is little sense of progress.

Libraries reported an average satisfaction rating of 3.4 (on a 5-point scale) for the pricing of their first contract with any given publisher. They reported somewhat lower satisfaction with consecutive contracts—down to 3.25 for current contracts—suggesting a perception that, as contracts are renegotiated, perceptions of advantageous pricing are weakening.

While for just over half of their renegotiated contracts libraries reported that current contract terms were essentially the same as the earlier terms, for every publisher at least some libraries reported that they felt they had to make concessions compared to earlier negotiations. Overall, libraries reported better contract terms for 27% of renegotiated contracts and worse terms for 20% of renegotiated contracts.

While it may be unclear whether or not libraries are gaining ground overall, there is certainly no clear signal that libraries perceive terms as improving substantially over time.

## Where Might We Be Going?

These data paint a fascinating but at times disturbing picture of the state of journal bundle acquisitions in research libraries. There is no doubt that large commercial publishers’ bundles are a substantial part of research library collections. It is also clear that significant changes in library collections are underway. Cancellation projects are common. Shifts to e-only collecting for journal bundles are proceeding rapidly.

At the same time, these data reinforce concerns expressed by many in the library community. Nondisclosure agreements are common, although more so with some publishers than others. Long-term contracts are similarly common. Cancellation of bundled titles has been effectively limited in recent years. Publisher’s archiving arrangements are unsatisfactory to at least a substantial minority of the community. Satisfaction with bundle pricing is decreasing through successive negotiations.

This survey documented that journal bundles have already enjoyed substantial protection from cancellation. With the majority of respondents reporting recent cancellation projects, the inescapable conclusion is that other segments of research library collections have been reduced to a greater extent in compensation for the protection afforded to bundles. This should be of concern

to the library community and to publishers without the market power to gain similar protection for their titles.

Despite long-standing concerns about many of the contract terms covered by this survey, there appears to be little evidence to support a view that librarians have gained substantial ground in the process of renegotiating contracts. A few libraries believe they have made some progress, but a nearly similar number believe they are losing ground. Perceptions differed some from publisher to publisher as well as from library to library.

This raises the important question of how much the variation in contract terms and the relatively common acceptance of some terms that the community has tried to discourage can be attributed to poor negotiating among the community? How much of it might be attributable to market power? Obviously this is a very difficult question to answer. For instance why are some publishers more commonly obtaining nondisclosure terms than others? Why are so many libraries accepting nondisclosure terms when there is widespread agreement that such terms are generally undesirable? Perhaps a better understanding of the current state of contract terms as well as the range of terms different negotiations have achieved will enable libraries to more successfully negotiate future contracts.

The survey data highlight the complexity of the challenges raised by the “big deal” (as this type of journal bundle is commonly labeled). The variation in responses supports the argument that the problem with big deals is not seeking to obtain a price for a group of titles per se, but in the practices surrounding bundling. In some areas there appears to be room for more assertive negotiating with publishers. If libraries could eliminate nondisclosure clauses, obtain more generous cancellation terms, and achieve better price structures, satisfaction with bundles would likely increase.

This survey focused on research libraries’ perspectives on journal bundles. It in no way measures publishers’ experiences with these business models. Presumably commercial publishers reporting excellent profitability are not pursuing a pricing model that is unsuccessful. Rather, it seems safe to conclude, journal bundling has been working quite well from the perspective of the bundling publishers. With libraries reporting relatively little progress in successive contract negotiations, it seems likely that there is room for concessions from publishers that increase library satisfaction without risk of substantial damage to “the bottom line.”

<sup>1</sup> Kenneth Frazier, “The Librarians’ Dilemma: Contemplating the Costs of the ‘Big Deal,’” *D-Lib Magazine* 7, no. 3 (March 2001), <http://www.dlib.org/dlib/march01/frazier/03frazier.html>.

<sup>2</sup> Leigh Watson Healy et al., *Competitor Assessment: STM—Revolution in the Land of the Giants* (Burlingame, CA: Outsell, 2004).

## SURVEYING THE E-JOURNAL PRESERVATION LANDSCAPE

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“Digital preservation represents one of the grand challenges facing higher education,” wrote a working group of influential academic administrators and librarians who participated in a special meeting convened at The Andrew W. Mellon Foundation in September 2005.<sup>1</sup> Their statement, titled “Urgent Action Needed to Preserve Scholarly Electronic Journals,” signaled an intensity of broad concern and called the educational community to action. The statement underscored the fact that preserving electronic publications has become a critical matter as the mass of e-publication increases and our user communities have begun to depend on electronic publications as they used to rely on paper.

The Council on Library and Information Resources (CLIR) and ARL believe that libraries require a better understanding of the emerging strategies and options for ensuring long-term access to the born-digital scholarly literature in order to determine their best course of action. The two organizations agreed that a framework could be developed to describe preservation strategies for peer-reviewed journal literature and to assess the scope and range, potential, and vulnerabilities of such strategies. This framework could be used to survey the most promising preservation programs to reveal opportunities for investment.

The Scholarly Communication Steering Committee of ARL, with a long history of expressing the concerns of the leaders in the research library community, has sought the collaboration and support of CLIR to develop a landscape analysis for preserving e-journals. This article is a preliminary report about that project.

With its history of undertaking and managing rigorous research projects of this nature, CLIR accepted the commission from ARL and contracted with the Cornell University Library Research & Assessment Services department for the landscape analysis. The research is a team effort, involving the work of Ellie Buckley (Digital Research Specialist), Richard Entlich (Digital Projects Librarian), Peter Hirtle (Technology Coordinator and Intellectual Property Officer), Nancy McGovern (Department Director and Digital Preservation Officer), and Anne Kenney.

The study’s focus is the “who, what, when, where, why, and how” of significant preservation programs operated by not-for-profit organizations in the domain of peer-reviewed journal literature published in digital form. At the center of this work are 10 initiatives that acknowledge preservation responsibility for e-journal

archiving; the team will also identify other promising efforts in planning or pilot stages.

### Background

We know that scholars, publishers, libraries, consortia, and other organizations have stirred into action and we have seen a flurry of recent initiatives:

- publishers collaborating with cultural institutions to provide dark archives for their back files;
- in several countries, passage of legal deposit laws that include rights to preserve electronic journal content;
- the National Institutes of Health’s (NIH) decision to create an archive of accessible, government-funded research publications and the corresponding protests from commercial and not-for-profit publishers and societies;
- national libraries establishing or financially supporting e-journal archiving programs;
- launch of third-party and consortial efforts that focus on e-journals;
- development of a draft *Audit Checklist for Certifying Digital Repositories* by the Research Libraries Group (RLG) and the National Archives and Records Administration (NARA);<sup>2</sup> and
- road testing of the RLG-NARA certification requirements by the Center for Research Libraries in several digital repositories, with a heavy focus on e-journal preservation and an eagerly awaited report on the results due this fall.

The “Urgent Action” statement argued for a four-pronged approach. First, the community should recognize that preservation of e-journals is a “kind of insurance, and is not in and of itself a form of access.” Second, preservation archives should provide a minimal set of well-defined services. Third, libraries must invest in a qualified archiving solution. Fourth, libraries must demand archival deposit by publishers as part of their licensing agreements. Some organizations have already endorsed or supported the manifesto, including Association of College and Research Libraries (ACRL), Association for Library Collections and Technical Services (ALCTS), ARL, Consortium of Academic and Research Libraries in Illinois (CARLI), International Coalition of Library Consortia (ICOLC), Medical Library Association, and NorthEast Research Library Consortium (NERL). Other groups are considering endorsement as well. ACRL, in particular, expects to develop “guidelines and effective practices for academic libraries in this area.”

### Ten E-Journal Archiving Initiatives

The 10 e-journal archiving initiatives that the study team

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has identified and intends to evaluate further are briefly described below.

## **Koninklijke Bibliotheek e-Depot**

<http://www.kb.nl/dnp/e-depot/e-depot-en.html>

As the national deposit library for the Netherlands, the Koninklijke Bibliotheek is responsible for preserving and providing long-term access to Dutch electronic publications. Consequently, it has developed e-Depot: a fully automated system, dedicated to long-term storage and large-scale archiving. It is primarily intended for archiving publications by Dutch publishers, and currently offers digital archiving services for nine major publishers, including some outside the Netherlands.

## **KOPAL**

<http://kopal.langzeitarchivierung.de/>

Funded by the German Federal Ministry of Education and Research, KOPAL is a cooperative project begun in July 2004. Its goal is to develop an innovative technical solution to the problem of how to keep digital documents accessible over time. Project partners, Die Deutsche Bibliothek and the Lower Saxon State and University Library (SUB Göttingen), are storing a variety of digital materials in a repository based on DIAS, the Digital Information and Archiving System, developed by IBM and the Koninklijke Bibliotheek, in The Hague. The Gesellschaft für wissenschaftliche Datenverarbeitung Göttingen (GWDG) is in charge of the archive's technical operation, with software support provided by IBM Deutschland GmbH. In the future, KOPAL intends to help other institutions keep their data available on a long-term basis.

## **Los Alamos National Laboratory Library**

<http://library.lanl.gov/lww/>

The Research Library at Los Alamos National Laboratory (LANL) has been locally loading licensed back files from a variety of commercial and society publishers since 1995. The library provides the content to LANL staff and others (universities and the Department of Energy) that have licensed it on a cost-recovery basis. LANL's commitment to maintaining its back files depends on availability of funding and on whether alternative options emerge for access to the content.

## **LOCKSS Alliance/CLOCKSS**

<http://www.lockss.org/clockss/>

The Lots of Copies Keeps Stuff Safe (LOCKSS) program based at Stanford launched the beta version of its open source software between 2000 and 2002. LOCKSS intended the software to allow libraries to collect, store, preserve, and provide access to their own local copy of authorized content they purchase. More than 80 institutions in over 20 countries are using the LOCKSS software to capture content. More than 50 publishers,

largely not-for-profit or open access, are participating in the LOCKSS program. In 2005, the LOCKSS Alliance was launched as a membership organization to introduce governance and to address sustainability issues. The Community LOCKSS (CLOCKSS) initiative is a recent addition to the LOCKSS program, bringing together six libraries and nine publishers to establish a large dark archive for e-journals.

## **National Library of Australia**

<http://pandora.nla.gov.au/>

The National Library of Australia selects e-journals from its Australian Journals Online database for preservation in PANDORA (Preserving and Accessing Networked Documentary Resources of Australia), which was established in 1996. E-journals represent one of six categories of online publications included in PANDORA, which lists a total of more than 11,000 titles for all six categories. The first version of the PANDORA Archiving System (PANDAS) was released in 2001.

## **OCLC ECO**

<http://www.oclc.org/electroniccollections/>

OCLC's Electronic Collections Online (ECO) is an electronic journals service that offers Web access to a collection of more than 5,000 titles in a wide range of subject areas, from over 70 publishers of academic and professional journals. OCLC has negotiated with publishers to secure subscribers' perpetual rights to journal content. In addition, OCLC has reserved the right to migrate journal backfiles to new data formats as they become available.

## **OhioLINK**

<http://www.ohiolink.edu/>

The Ohio Library and Information Network (OhioLINK) is a consortium of Ohio's college and university libraries, comprising 85 institutions of higher education and the State Library of Ohio. OhioLINK's electronic services include a multi-publisher Electronic Journal Center (EJC), launched in 1998, which contains more than 6,400 scholarly journal titles from more than 80 publishers across a wide range of disciplines. OhioLINK has declared its intention to maintain the EJC content as a permanent archive and has acquired perpetual archival rights in its licenses from all publishers but one.

## **Ontario Scholars Portal**

<http://www.scholarsportal.info/>

The Ontario Scholars Portal serves all 20 university libraries in the Ontario Council of University Libraries (OCUL). The portal includes 7,500 e-journals from about 20 publishers, and metadata for the content of an additional three publishers. The primary purpose of the portal is access, but OCUL has made an explicit commitment to the long-term preservation of the

e-journal content it loads locally. The initiative began with grant funding and became self-funded through tiered membership fees on January 1, 2006.

### **Portico**

<http://www.portico.org/>

Portico is a third-party electronic archiving service for e-journals that has received support from The Andrew W. Mellon Foundation, Ithaka, Library of Congress, and JSTOR. At present, seven publishers have agreed to participate in Portico. Publishers and libraries are both asked to support the effort through annual contributions. Recently announced library fees, ranging from \$1,500 to \$24,000 per annum, are based on the total library materials expenditures for an individual institution.

### **PubMed Central**

<http://www.pubmedcentral.nih.gov/>

Launched in February 2000, PubMed Central (PMC) is the NIH's free digital archive of biomedical and life sciences journal literature, run by the National Center for Biotechnology Information of the National Library of Medicine. PMC currently encompasses approximately 220 titles from 40 publishers. PMC prefers that participating titles submit all content but will accept, at minimum, the primary research content. PMC allows publishers to delay deposit by a year or more after initial publication. It retains perpetual rights to archive all submitted materials and has made a commitment to maintain the long-term integrity and accuracy of the contents of the archive.

### **Designing the Study**

The Cornell team began the study by developing a sense of the key e-preservation areas that library decision makers are likely to consider as they assess preservation strategies. Feedback from directors of member libraries of the Center for Research Libraries after sessions held at the 2006 American Library Association Midwinter Meeting was particularly helpful in framing the initial list.<sup>3</sup> The team canvassed library directors to understand their greatest needs and the constraints involved in making these judgments. Their concerns will guide the design of a structured survey format to be used in appraising 10 ten e-journal preservation efforts described above.

Telephone interviews explored a set of six key e-preservation areas that library decision makers are likely to consider. The team contacted 15 library directors across North America, representing a range of public and private institutions of various sizes as well as consortia.

The six key areas are:

1. Library motivation (*Why should we be concerned about or invest in this?*)

2. Content coverage (*Are current approaches covering the subject areas, titles, and journal components we're most interested in?*)
3. Access (*What will we gain access to? When and under what conditions?*)
4. Program viability (*What evidence is there that these efforts are sufficiently well-governed and financed to last?*)
5. Library responsibilities/resource requirements (*What will this cost our library in staff time, expertise, financial commitment? Would our support result in any cost savings to the library?*)
6. Technical approach (*How do we judge whether the approach is rigorous enough to meet its preservation objectives?*)

### **Next Steps**

The study team will now take the directors' concerns and develop a survey, which will be used to interview the principals at the 10 e-journal archiving initiatives. The survey will explore technical functions, such as ingestion, data validation, storage management, and preservation planning; business practices, funding models, and organizational viability; content and coverage; access considerations, including timing and level of effort; trigger events (i.e., what has to happen to open the preservation archive for use?); publisher relations; and library responsibilities.

After the reviews are completed in early April, the team will analyze the data to provide a neutral structure for contrast and comparison, rather than evaluation or measurement against a standard. The goal is to present information comprehensibly, as a basis for informed decision making by library directors. This snapshot and the underlying analysis will continue to be useful as new options become available.

The study will be previewed at the ARL Membership Meeting in Ottawa, Ontario, in mid-May, and the final report will be published by CLIR by mid-August. As the investigation continues, the Cornell team welcomes observations and suggestions from others.

To offer feedback or obtain more information about the study, send e-mail to [irisadmin@cornell.edu](mailto:irisadmin@cornell.edu).

<sup>1</sup> "Urgent Action Needed to Preserve Scholarly Electronic Journals," October 15, 2005, <http://www.diglib.org/pubs/waters051015.htm>.

<sup>2</sup> RLG and NARA, *Audit Checklist for Certifying Digital Repositories*, [http://www.rlg.org/en/page.php?Page\\_ID=20769](http://www.rlg.org/en/page.php?Page_ID=20769).

<sup>3</sup> "Digital Repositories: Some Concerns and Interests Voiced in the CRL Directors' Conversation January 21–22, 2006 [at ALA Midwinter]," as distributed on the CRL member directors electronic discussion list, February 03, 2006, by Bernard F. Reilly, President of CRL. See also "Digital Archives and Repositories Update," *FOCUS* 25, no. 2 (Winter 2005–06), <http://www.crl.edu/PDF/pdfFocus/Winter2005-06.pdf>

# ARL ACTIVITIES

Kaylyn Hipps, ARL Editorial & Research Associate

## ARL TRANSITIONS

**Buffalo:** Barbara von Wahlde, Associate Vice President for University Libraries, accepted a position starting in October 2005 as a visiting scholar in Turkey. Stephen M. Roberts, Assistant Vice President for University Libraries, was named Acting Associate Vice President for University Libraries.

**Emory:** Linda Matthews announced that she will retire from her position as Vice Provost and Director of Libraries, effective August 2006.

**Florida State:** Althea Jenkins announced plans to retire from her position as Director of Libraries in March 2006.

**Indiana:** Patricia A. Steele was named Ruth Lilly Interim Dean of University Libraries on September 16, 2005.

**Kansas:** Stella Bentley announced that she will retire as Dean of Libraries at the end of June 2006.

**Laval:** Silvie Delorme was appointed Director of Laval University Library, effective February 6, 2006. She recently held management positions in the public library network of Ville de Montreal and worked as a consultant in management and librarianship.

**McMaster:** Jeffrey Trzeciak was named University Librarian effective July 1, 2006. He is currently Associate Dean at Wayne State University Libraries.

**New York State:** Loretta Caren Ebert was named Research Library Director, effective January 2006. She was previously Director of Rensselaer Research Libraries at Rochester Institute of Technology and Rensselaer Polytechnic Institute.

**Northwestern:** Sarah Pritchard was appointed University Librarian effective September 1, 2006. She is currently University Librarian at University of California, Santa Barbara. Pritchard will succeed David Bishop, who will retire at the end of August 2006.

**Saskatchewan:** Vicki Williamson was appointed Dean, University Library, effective March 2006. She was formerly Pro-Vice-Chancellor (Administrative and Academic Support) at the University of Ballarat (Australia).

**Washington State:** Virginia "Ginny" Steel left her position as Director to become University Librarian at University of California, Santa Cruz. Cindy Kaag was named Interim Director of the Libraries at Washington State effective September 16, 2005.

## OTHER TRANSITIONS

**Association of American Universities (AAU):** Robert M. Berdahl was named President effective spring 2006. He is former Chancellor of the University of California, Berkeley, and former President of the University of Texas at Austin.

**Association of College and Research Libraries (ACRL):** Kara Malenfant was named Scholarly Communications-Government Relations Specialist. Malenfant comes to this newly created position from DePaul University Libraries in Chicago.

**BioOne:** Susan Skomal was named Executive Director and Chief Operating Officer, effective October 2005. She was formerly Director of Publications at the American Anthropological Association.

**Council on Library and Information Resources (CLIR):** Ann Okerson, Yale University Associate Librarian, joined CLIR's Washington office as Program Director, effective January through mid-April 2006.

**Institute of Museum and Library Services (IMLS):** Anne-Imelda Radice was nominated by President Bush and confirmed by the US Congress to be Director of IMLS for a term of four years. Radice formerly served as Acting Assistant Chair for Programs at the National Endowment for the Humanities.

**National Association of State Universities and Land-Grant Colleges (NASULGC):** David Shulenburg, University of Kansas Provost and Executive Vice Chancellor, was appointed Vice President for Academic Affairs at NASULGC, effective June 2006. During his tenure at KU, he initiated a national dialogue on the economics of scholarly communication in the digital era.

**National Information Standards Organization (NISO):** On November 18, 2005, NISO announced the departure of Executive Director Pat Harris. Pat Stevens was named interim head of NISO.

**University of Virginia:** James L. Hilton was named Vice President and Chief Information Officer, effective July 1, 2006. He is currently Associate Provost for Academic, Information, and Instructional Technology Affairs; a professor of psychology; and Interim University Librarian at the University of Michigan.

## ARL, LIBQUAL+™, AND SPARC STAFF TRANSITIONS

**MaShana Davis** assumed a new role as LibQUAL+™ Technical Communications Liaison effective March 13, 2006.

**Yolanda Glass** joined the ARL staff as Research Assistant for Statistics and Measurement in February 2006.

**Melanie Hawks**, ARL/OLMS Program Officer for Training and Leadership Development, resigned in November 2005 to join the University of Utah Division of Human Resources.

**Jennifer Heffelfinger** was appointed SPARC Communications Specialist, effective September 2005.

**Peggy Hoon**, Scholarly Communication Librarian and Special Assistant to the Provost for Copyright Administration at North Carolina State University, was named ARL Visiting Scholar for Campus Copyright and Intellectual Property Issues, effective October 2005 through September 2006.

**Amy Hoseth** resigned her position of LibQUAL+™ Communications Coordinator in February to accept a position as Instruction Librarian at Colorado State University Libraries.

**Mary Jackson** assumed a new role as LibQUAL+™ Services Manager in March. She will maintain her role as Director of Access and Collections Initiatives for ARL on a part-time basis.

**DeEtta Jones**, ARL/OLMS Director of Organizational Learning Services, transitioned to a part-time consulting relationship with ARL in November 2005 in order to pursue a new career.

**Jonathan Sousa** resigned his position of Technical Applications Development Manager for New Measures Initiative in March to establish his own company, Sousa Consulting.

**Benny Yu** joined the ARL staff as Technical Applications Development Manager on April 10, 2006.

## MEMORIALS

### **Page Ackerman 1912–2006**

Page Ackerman, 93, former University Librarian at University of California, Los Angeles (UCLA), died on February 28. She served as UCLA's University Librarian during 1973–77 and was the first woman in the US to head a large, complex library system. Ackerman's main focus was on staff development and personnel administration. Both during her years at UCLA and following her retirement, Ackerman served ARL in a number of capacities, including as one of the first women on its Board of Directors.

### **Ross Atkinson 1945–2006**

Ross Atkinson, 60, Associate University Librarian for Collections at Cornell University, died on March 8. Before coming to Cornell, Atkinson held library positions at Northwestern University and the University of Iowa. He published widely throughout his career, primarily on the subjects of collection development and bibliographical theory. In 2003, he received the ACRL Academic/Research Librarian of the Year award. In 2005, Atkinson heavily influenced the Janus Conference that was organized by the Cornell University Library to look backward and forward at collection development with the goal of encouraging the community to move from local solutions to collective action.

### **John McGowan 1926–2006**

John McGowan, 79, former University Librarian at Northwestern University, died on February 4. McGowan will be remembered as a library automation pioneer, supporting the development of the NOTIS library management system at Northwestern in the late 1960s. McGowan first came to Northwestern in

1956 and became University Librarian in 1971, serving in that position for 20 years. McGowan was active in ARL, serving on the Commission on Organization of Resources, the Task Force on National Library Network Development, the Task Force on Research Library Staffing, and the Committee on Preservation of Research Library Materials, as well as serving as a representative for the CONSER Project.

### **James Skipper 1921–2005**

Jim Skipper, 84, died on November 4, 2005. He had a long, distinguished career including: Director of Libraries at the University of Connecticut; Executive Director of ARL; Associate University Librarian at Princeton; Chief Librarian at the University of California, Berkeley; and Director of the Research Libraries Group. After retiring in 1983, Skipper embarked upon a second career, sailing and living aboard the "ExLibris," a '37 Tayana, exploring ports-of-call from Maine to Venezuela. Back on land in 2000, he settled in Gig Harbor, Washington, then Tucson, Arizona, in 2004.

### **Eldred R. Smith 1931–2004**

Eldred Smith served as University Librarian for the University of Minnesota from 1976 to 1987. Prior to coming to Minnesota, Smith held a number of positions in the University of California, Berkeley, library system and served as Director of Libraries at the State University of New York, Buffalo. Smith served as President of the Association of College and Research Libraries and ARL. Smith resigned as University Librarian at Minnesota in 1987, and held a position with university administration until his retirement in 1996.



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## ARL CALENDAR 2006

<http://www.arl.org/arl/cal.html>

- May 16–19**      **ARL Board & Membership Meeting**  
*Ottawa, Ontario*
- June 19–23**      Service Quality Evaluation Academy  
*New Orleans, LA*
- July 12–14**      ARL/ACRL Institute on Scholarly Communication  
*Los Angeles, CA*
- July 24–25**      **ARL Board Meeting**  
*Washington, DC*
- October 17–20**   **ARL Board & Membership Meeting**  
*Washington, DC*

- September 25–27**   Library Assessment Conference  
*Charlottesville, VA*
- December 4–5**      CNI Fall Task Force Meeting  
*Washington, DC*

## ARL MEMBERSHIP MEETINGS 2007 & 2008

- May 23–25, 2007, St. Louis, Missouri
- October 10–12, 2007, Washington, DC  
*Note New Dates*
- May 21–23, 2008, Coral Gables, Florida
- October 15–17, 2008, Washington, DC  
*Tentative Dates*

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