LICENSING AND COPYRIGHT MANAGEMENT: BEST PRACTICES OF ACADEMIC, SPECIAL AND RESEARCH LIBRARIES

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INTRODUCTION:

This study is based on interviews with leading libraries and information industry experts, including attorneys, consortium managers, industry analysts and others active in the information industry. Primary Research Group conducted interviews in March, April and May 2004, and also drew on past interviews for prior projects, when aspects of these interviews shed light on licensing issues. Most of these past interviews were conducted in 2003. In reviewing our own findings, and other literature on database licensing and usage, certain pronounced trends issues emerged. They are:

- The sometime dramatic tension between information vendor and information end user has started to subside as publishers and libraries have gotten to know one's needs better. Neither side feels as threatened as in the past and contract language for database leasing is becoming more standardized and end user friendly.

- Serious issues remain to be resolved, particularly over archival access for electronic journals, and pricing for joint paper and electronic access. However, in general, the level of animosity between the parties has diminished.

- A perhaps excessive emphasis on institutional prestige may be leading some particularly academic library consortiums to restrict membership and undermine some of the gains that can be accrued when consortiums have diverse memberships.

- Consortium growth appears likely to grow quickly in Asia and Europe, sometimes along a model prevalent in the USA.

- Many consortiums and group buying arrangements emerge out of more casual contacts that later grow into consortiums as participants gain in trust and capacity for cooperation.

- Trust in the accuracy of usage statistics supplied by vendors appears to have significantly increased and such statistics very much form the basis for overseeing database usage/acquisition decisions.

- The level of legal threat over unauthorized or unpaid for use of databases in fact appears rather low and most colleges take seriously the task of overseeing access as long as the rules are relatively clear and easy to implement.

- There is no common standard for the role of consortiums or group buying arrangements in database training. Consortiums may be able to play a more beneficial coordinating role.

- Consortiums and group buying arrangements might significantly benefit from benchmarking studies designed to relate costs to tasks performed, taking into account the wide ranging levels of volunteer labor used by different consortiums

- For the most part librarians do not appear to be using new software tools to track database terms and conditions and ease the work load in servicing and renewing licenses.

- Modest but very real gains can be achieved from broadening consortium or group buying initiatives to include types of libraries that are sharply different from the main libraries that compose a consortium. Public libraries can benefit from the economies of scale in cooperating with college libraries and vice verse. Special libraries can also substantially benefit from consortium membership at least when database usage terms do not prohibit commercial usage or can be modified to allow for use by for-profit enterprises. The rule of thumb should be: focus on the potential mutuality of need and not on the often more obvious differences.

- Estimates of typical savings through consortium pricing vary widely but an average guess for savings averaged out over all contracts is about 30% off the actual price generally negotiated with single libraries, not the "sticker price" which for licenses are viewed as largely fictional.

TULANE

COLLEGE DESCRIPTION

Tulane University, located in New Orleans, is one of the nation's premier research universities with an FTE enrollment of approximately 11,000 roughly evenly split between undergraduate and graduate or professional programs. Tulane is noted for its graduate and professional programs in law, medicine, business, architecture, engineering, and social work as well as a major program in Latin American studies. We spoke with Dr. Andrew Corrigan, Assistant Dean, Collections and Information Services of the Howard Tilton Memorial Library, the main library of Tulane University.

THE LIBRARY BUDGET

The 2004 annual budget for the Howard Tilton Memorial Library was approximately $8 million with materials spending of about $5 million, including endowed funds. If separate libraries for law and medicine are included, the overall libraries budget climbs to about $13.2 million. The serials budget for the main library in 2004 was about $3.5 million or 70 % of the materials budget and, notes Corrigan, "Half of our serials budget is for electronic subscriptions. Tulane is ranked 17th among ARL (Association of Research Library Members*) libraries in the percentage of its materials budget spent on digital resources."

* A major U.S. library organization restricted mostly to the largest research libraries.

USE OF CONSORTIUMS

The Tulane library has what Corrigan feels is only a moderate number of consortium arrangements, primarily those organized within Louisiana or within its southern geographic region. The library picks up about a dozen databases through the state's LALINC/LOUIS consortium and about as many through SOLINET. "But SOLINET is less of a consortium than a third party vendor, largely more of a discounting agent," Corrigan says.

With relatively few databases available regionally through broad consortia, Tulane has joined and in some cases formed what might be called mini-consortia to pursue specific titles or groups of titles. One such mini-consortium was for a group purchase of ISI's expensive Web of Science and its group members include Tulane, Xavier, Grambling and Loyola. "We probably have about a half dozen deals of these mini-consortium arrangements with various libraries in the state," says Corrigan. "Savings vary, not huge, but worth our while"

Overall, Corrigan estimates that about 30% of the Tulane Library's database licenses go through consortia or organizations providing discounts. Thus far consortia sharing has worked well at Tulane for individual databases but not yet for group purchases of online journals. One early attempt at journal sharing was a disillusioning experience with the former Academic Press.

CONSORTIUM ARRANGEMENT WITH THE ACADEMIC PRESS

Like many other libraries, Tulane responded in the late 1990s to a group purchase offer from the Academic Press (now part of Elsevier). Corrigan describes the offer: "Academic Press put together a consortium, which seemed more like a product basically, called IDEAL; for the price of the original set of subscriptions each library owned you could sign on for the entire suite of journals published by Academic Press. You were gaining many new titles but you were giving up your ability to cancel individual ones, which was a tough call. In other words, henceforth you would own the whole package since the license provided for archival rights, which at the time we decided was acceptable. Our numbers of titles from Academic Press increased from something like 76 to about 176 and we added records for all these new titles in our catalog. We were told the target group of libraries for the consortium were those in ASERL-the Association of Southeastern Research Libraries." About five years later, however, Academic Press was bought by Elsevier, which told Tulane it would not recognize the consortium or prior group purchases. "We really fought with Elsevier tooth and nail on this one and we've succeeded in having continued access to all our AP titles written into our contracts, but it's seemed to us like a long difficult process."

NEGOTIATING ACCESS WITH PUBLISHERS

Corrigan is uneasy with the policies he sees developing related to online journals. "I am getting a little nervous with what is happening. Some journal publishers say that they are changing their pricing models. They had been offering online access with the print (for no extra charge) but want us to pay extra now to keep the online access." Corrigan explained that he is not comfortable with most online only access options at this point because many do not guarantee perpetual access rights for the content paid for annually. "In an online environment, the library still has to be able to serve as a collection, both to preserve access to content for researchers and to protect the University's investment in these resources." Licensing and access options still vary among publishers. "To make a long story short, there is not yet a uniform standard practice across the publishing industry - it is not really jelling."

KEEPING TRACK OF CONTRACTS

Tulane doesn't use any broad based vendor supplied contracts tracking software. "We keep track of the licenses and in a home grown database where we have certain categories of license criteria that we look for," says Corrigan. "We work with EBSCO and they have good serials management tool software but it presently is EBSCO specific. We would be very interested in something that works much more broadly."

DIGITAL VS PRINT

According to Corrigan, at least in the serials arena, the Library would like to go digital as fast as possible. He explains: "We go around to the academic departments each year and ask them: how it is going? Across the board among many faculty members there is an assumption out there that print could go away for journals and many of them wouldn't really mind that much. It does not really matter to some of them if the library does not maintain a print subscription. So there is more room for us to do more. However, in order for us to give up the print we must be sure of our access rights and, for titles important for research, we're not going to do it otherwise."

However, Corrigan does not feel that ebooks have been as successful as online journals. "Books will be around for a long time. Ebooks have not really taken off. People still prefer the portability of print books, except perhaps for straight reference titles, which as ebooks seem to have a lot more utility. We have about 30,000 ebooks through netLibrary loaded into our library catalog but we've had instances when users see an ebook in the catalog they'll send us a purchase request to buy the print copy. There is nothing like that happening with online journals; it really has turned out to be two separate things."

OPEN ACCESS

Corrigan feels more prep work has to be done with faculty to encourage them to publish in open access channels.

"We have been doing a lot of lobbying with our faculty to consider alternative options for publishing and scholarly communication. Everyone seems to agree that there is a problem but they are not organized within their societies or associations to switch from what they are doing now to open access. Also, the journals that are problems for us in terms of costs that are out of control, are often the titles they feel are the standards within their focus areas of research. The key to this is having faculty understand that they and the library have the same problem, that our problem is their problem. It is all campus dollars; so far I do not think that we have made that connection yet."

RENSSELAER POLYTECHNIC INSTITUTE

Rensselaer Polytechnic Institute is a major research university located in Troy, New York, with a strong emphasis on science and engineering. The college has 5000 full time undergraduate and 2500 graduate students and is considered one of the major centers of engineering education in the United States. We spoke with Mr. Irving Stephenes, director of Polytechnic's main library.

CONSORTIUMS

The Library spends about 55% of its annual $2.6 million budget for materials; of this, electronic resources consume about 75%. Five years ago electronic resources accounted for only about 15% of the budget but "things have bottomed out now around 75%" notes Mr. Stephenes, who does not believe that increases in digital resource spending will be nearly as fast over the next five years. "In contrast, we are worried that there might be an erosion of our current level of spending on electronic resources given the economic environment."

The Library's main consortium partners are 4 upstate New York institutions of higher education: St. Lawrence, Vassar, the Rochester Institute of Technology, and Colgate. RPI and these four other institutions have come together to form a local consortium.

Currently, RPI licenses about 75% of its electronic resources through consortiums and group buying arrangements, but Stephenes hopes that more can be done to enhance bargaining power, noting that New York State has lagged other states in developing consortium arrangements for libraries. He points out that even the various campuses of the State University of New York (SUNY) system still tend to negotiate individually.

As many other medium sized college librarians, Stephenes laments the somewhat limited consortium options for private medium sized colleges. He points out that the Association of Research Libraries, somewhat absurdly in his view, limits cooperation with small and medium sized colleges, and charges fees that undermines some of the advantages of consortium arrangements, rendering them much less useful than they might be. He points out that consortiums of truly major colleges often don't have the bargaining power that they thought that they would have precisely because of the breadth of their collections. One of the foundations of the consortium concept is that a consortium can deliver to a publisher an audience that they would not be able to reach on their own with standard pricing. By promising to deliver a secondary market, especially in an industry with high fixed costs but low marginal costs, consortiums can be a powerful sales tool for publishers, even as they enhance the bargaining power of the major end users. Although the major end users end up with lower unit costs, the lower prices precipitate more than enough new demand to compensate publishers more handsomely than they would have been in the absence of the consortium. However, when a lower price will not precipitate higher levels of demand, as occurs in consortiums when all major end users would have purchased the item anyway, and no smaller players exist to add their demand to the pot, then publishers lose money by offering consortiums good deals. In other words, if all members of a consortium would have purchased an item anyway, then it doesn't pay for the publisher to offer that consortium a good deal. There is no fear of the loss of a sale, and not dangling carrot of new sales to smaller libraries that would not have been able to afford the databases in question in a direct sales arrangement.

INNOVATIVE INTERFACES

In June the Library will start to use a software package from Library software provider Innovative Interfaces to help it to track and monitor its licenses. In a 30 day trial the library found that the new program saved librarians significant amounts of time by automatically alerting librarians to expirations and contract provisions, by easily enabling access to contract terms regarding issues such as provisions for interlibrary loan, and by automatically updating publisher contact information.

ARCHIVAL ACCESS

For Stephenes, one of the key issues in contracts is continuing archival access. For the most part, Stephenes feels that the overall situation has been getting better, but he laments the lack of responsiveness of small publishers and non-profit societies that tend not to have the resources or market awareness to assure archival access to electronic versions.

Another major issue for Stephenes, who once again point so small publishers, is the tying of print subscriptions to electronic subscriptions, or vice verse. Stephenes feels that small scholarly societies are particularly prone to trying to keep their print subscription base by tying electronic access to the maintenance of the print subscription.

UNIVERSITY OF SOUTH CAROLINA, COLUMBIA

DESCRIPTION OF THE CAMPUS

The University of South Carolina at Columbia is the flagship campus of the University of South Carolina system, which comprises four community colleges, three four-year colleges and one main research university. The entire system has approximately 31,288 FTE students; the main campus at Columbia has 21,900 students. We interviewed Mr. Joe Pukl, Head, Acquisitions Department, Thomas Cooper Library, University of South Carolina.

USE OF CONSORTIUMS

Librarians throughout The University of South Carolina system worried that the main campus at Columbia had access to resources that were denied to students at many of the other campuses. The issue struck deeply of the chord of digital divide, not so much between the educated and non-educated , but this time between the relatively more affluent students of the research-oriented main campus and the often somewhat less affluent students of the satellite campuses. Caretakers of the university system set out to address the imbalance by developing a consortium that would bring the benefits of broad based database access to as many students in the system as possible. Consequently, librarians negotiating contract for the main campus started always to ask about pricing for access for the entire system, even if there was scant initial interest from other campuses. However, by asking they began to get an idea of pricing trends, of when they would get discounts and when they would get offers only of standard pricing.

"If they did not see the campuses as a potential customer then they would be more likely to give us favorable pricing," says Mr. Pukl, "and sometimes they would throw them in for free – especially for the 2 year colleges. About half of the time we got very favorable pricing for the rest of the campuses." Pukl defined favorable pricing as 1/3 to 1/2 of the typical non-discounted cost offered in practice, "and some of them were thrown in free," he adds. "If there is no chance at all that they could be a customer then some throw it in free. Some of them (the vendors) thought that way"

According to Pukl, "The campuses reacted very favorably although I have a hard time getting everybody to get in on every product. We are buying products for a research campus and they are interested in lower level resources for undergraduate students. It had to be a product they were interested in like the Oxford English Dictionary, Global Books in Print or Brittanica Online. We have a high participation rate in those."

In order to get the ball rolling, the main research university campus allocated $50,000 to help the satellite campuses to pay for their initial round of participation. The money was mostly earmarked for the neediest campuses that would have had the most difficult time paying. Initially, the money came from the central university administration budget, although now it is considered part of the main research library's budget.

TEAMING UP WITH OTHER COLLEGES IN THE STATE

In addition to collaborative arrangements with other USC campuses, the University of South Carolina main campus also forms buying cooperative arrangements with local area private colleges. For example, the University gets the Human relations area files (HRAF), a database of anthropological studies put out by Yale University. "We have an arrangement with Clemson," explains Joe, "both got access – got a third off. We knew from working form the HRAF people that they had a consortium arrangement; we knew we could get the product cheaper if we had a partner. We do a lot with Clemson and we would approach them for a product like this that is very specialized. We thought about other universities in neighboring states. (To start your research) You can just go to their website and see if they have it. Just about any publisher (will offer a good deal) – if you can find the right partner that is not already subscribed to the product. There is a very good chance to get a favorable rate; the key is finding someone not already subscribed (who also wants to go in with you)".

The University subscribes to Science Direct through a consortium of nine academic libraries in South Carolina, which includes: Clemson, the Medical University of South Carolina, Francis Marion, the Citadel, College of Charleston, Wofford College, Presbyterian College, and Coastal Carolina University.

OTHER CONSORTIUM ARRANGEMENTS

The University of South Carolina is also a member of ESIG – a consortium of research libraries in certain states that are considered needy by the Federal Government. The organization is run by the National Science Foundation

"We have out Web of Science subscription through ESIG and Kluwer Online through ESIG. It is one of those that the central person in ESIG takes the point and then tries to collect members and tries to come up with the number of participants that he needs."

"We also do a lot through Solinet – Southeastern Library Network – our regional OCLC provider. They approach a vendor and see if they can get a good price, estimate the number of participants – and then the price is determined by the actual number that they get."

INITIATIVE WITH OTHER LIBRARIES IN SOUTH CAROLINA

The University is also a member of PASCAL – a partnership among South Carolina Academic Libraries. Says Pukl: "It got going about a year and a half ago." The University must pay a membership fee to PASCAL even if it does not take advantage of its offers.

MOVE TOWARDS THE RESEARCH UNIVERSITY

The University is moving in the direction of being a major research university with many research contracts with outside organizations, including private businesses. As it does so it is visiting the problem of assuring that database usage stays within the bounds of acceptable educational purposes as defined in some contracts and as embodied in copyright law. One of the models that USC is looking at is North Carolina State University. Pukl believes that the way to handle the potential licensing contract problem of having outside business parties connected to the University using the university library is to “make these people have an official designation with the University. They must say they have an official affiliation with the University then they are part of the University. In the licenses – many of the licenses cover that – if the University says that they are part of the faculty then they are part of the faculty. The University must establish the research campus concept.”

In the past the USC had not always thought of this problem beforehand. Explains Mr. Pukl: “One thing that we have here is the National Advocacy Center. The federal government trains federal government prosecutors here. After 10 years the Campus will get the building that they are now using but (the training prosecutors and staff) are not part of the campus and in terms of our electronic resources they cannot use them. It is important to keep things defined. If the College had handled it differently they might have been able to use our resources.”

Pukl recommends publicizing the official university role of those associated with the university in the following formats: “Put them on the website, have an official university designation for them such as adjunct faculty, university affiliate, research faculty, contract employees, and so on. Put them in directories and give them email addresses. We are still working this thing out.”

PERSONAL TIME MANAGEMENT

Mr. Pukl spends "at least half of my time is in contract management." In addition, the Library has "A person that does a lot of the negotiation; that person spends an incredible amount of time trying to find partners and talking to vendors. We have at least three people here that spend half their time doing this."

The University of South Carolina consortium has approximately 30 licenses which the main research library at Columbia keeps track of. The main university library itself has about 500 licenses. How do they keep track of them all? "I have 18 three- inch ring binders in my office – most just renew themselves and others you have to re-license very year - there might be 25 or so. How do you keep track of all this? The more you work with them the more you remember what is in them. You have to be very organized."

The Library uses vendor supplied statistics to track database usage and also includes some questions on database usage in the Libequal Survey, a standardized survey used by large libraries to track usage of various resources of the library.

CONTRACT LANGUAGE

Every contract that needs to be signed by the library must go to the university legal department, even if the contract is for a resource that the publisher is giving away free. After a review by the legal department, the actual authorization comes from the secretary to the Board of Trustees.

South Carolina law prohibits the library from accepting indemnity clauses and the legal jurisdiction must either be South Carolina or not mentioned. Pukl also says that he has found some privacy issues to take issue with. “If they are going to try to figure out who is using the data and what they are using it for. If they make them log in with their name and then track what they are using. We are not going to let anybody do that. We will not allow that. It is just as if you came up and asked us: what books did you check out of the library. We are not going to do that.”

ADVICE TO OTHER LIBRARIES

“Develop some kind of organizational system that you can keep track of 20-30 contracts at time and know what is going on with any one of them at all times. You have to stay organized in order to do this.

Also, you have to develop good relationships with the people who work in the legal office. They can do a lot for you in expediting contracts and in providing anything they need for you to make things happen.”

UNIVERSITY OF IDAHO

DESCRIPTION OF THE COLLEGE

The University of Idaho is the main research college in Idaho, with an FTE enrollment of 12,500. The College is best known for its programs in science and engineering. We spoke with Mr. Ron Force, Dean of Library Services.

USE OF CONSORTIUMS

About 75% of the library's database licenses go through consortiums. The University uses a State library consortium, ESIG, and Solinet, among others. Virtually all of the library's journal subscriptions are through consortium, with the exception of its subscriptions through Elsevier. "I spend a lot of my time maintaining relations with the consortiums," says Force. "It's difficult to say how much the college saves through consortia," says Force, since list prices are mostly fictional in his view. Nonetheless he guesses that savings are "probably from 10% to 50%."

TIME MANAGEMENT

The Library has 110 database licenses, including journal databases, and most are renewed annually. Mr. Force keeps a paper file of all of the agreements and also an Excel file with important facts about each contract.

“About 20% of my time is spent managing consortia. Here I thought I was going to be buying books all my life and here I am wheeling and dealing.”

THE DECISION MAKING PROCESS

Most of the decisions on database acquisitions are made by the subject librarians and are sent to Mr. Force for final approval. “We do not get many recommendations from faculty,” says Force. “We are fairly proactive, and we tend to hear about this stuff before the (the faculty) do.” Sometimes the research library staff is not resistant to a little gentle arm twisting with reluctant faculty.”

Explains Force: “With the geology department we wanted to go to a new vendor and they resisted but we just switched them and when they tried it they realized what we were recommending was so much better. They had GEOREF under Community of Science and we recommended going to Cambridge because we have this URL resolver and Community of Science would not work with it. We have what is called an open URL resolver and so you are in the database and there is a little icon and it opens another window it takes you directly to that article (if it is in the library collection). It saves enormous amounts of time. They really thanked us for it once they started to use it.”

For the most part, individual departments have not placed great pressure on the library to buy particular databases, though the Library faced some pressure to get Web of Science and Scifinder Scholar (Chemical Abstracts Online). This was eventually funded through the Chemistry Department for three years. “We couldn’t fund it – it was $50,000 per year and their outside accreditation team (American Chemical Society Creditors) for the department said that they should get Chemical Abstracts Online. This is the only instance of a department paying for a database. They used grant money to pay for it."

ARCHIVAL ACCESS

Force is still chagrined at the evolving problems with archival access. "Most electronic journal sources only go back 10 or fifteen years and if you get an older article they can't get it in electronic formats," says Force. He adds: "It is changing faster than we can pay for it. Elsevier is converting most of their backfile as fast as they can go."

Force feels that fiscal pressures facing the colleges is leading them to bargain harder with publishers over the cost of backfile access. "The publishers are all trying to offer deals – one time payments for back files -– one time payment and then you get lifetime access. However, we are put in the position to buy what we have already purchased in paper format. Many libraries are under fiscal pressure and backing off (from purchasing back files of journal articles).

CONTRACT LANGUAGE

The University of Idaho does not have to follow State of Idaho purchasing guidelines. "The University of Idaho is in an unusual position," says Force, "the University was created before the State so we are not bound by the state restrictions. We do not have to go through state purchasing."

The issues Force has with contracts mostly concern resource sharing and price increases.

"We try to get at (terms to allow the University to) at least share out print copies because we do have a lot of partners and we are one of the big sources in the state for interlibrary loan. Also, we watch long term conditions. We try to get a guaranteed cap on annual increases; depending on how desperate they (the publishers) are (they may agree to increase caps of) 5% to 8%."

On the whole, Force believes that contract language is becoming more standardized and hence easier to deal with. "They have really been standardizing. The first few years they were ridiculous but now they have decided that no one is trying to screw them. On the conditions on what you can share with other institutions the agreements are beginning to look more and more alike."

Other things are getting easier.

“One vendor wanted us to post a sign in the library to say that this database was for the exclusive use for the students and faculty of the university and could not be used for commercial purposes. Now we do not have to post a sign (but still follow the strictures).”

One peculiar problem caused by the shift from paper to electronic formats for journals is that some state governments, including Idaho, define acquisitions of paper assets as a capital acquisition. However, they consider electronic access not as assets but as expenses to be drawn from an operating, rather than from a capital budget. Consequently, as a library shifts from paper to electronic it decreases the asset value of its holdings, and, in the view of some state auditors, is costing the State more money by depriving it of an asset. This in turn could hit a tripwire in state financing to reduce the flow of funds to entities that are “spending it” on operations, rather than “investing it” in assets. It is as if the college athletic department had decided not to build a new stadium but to use the money allocated for the new stadium to rent a somewhat more glamorous one in center city. This might enhance capabilities in the short run but deprives the college of an asset in the long run. In the long term there is a need to address the accounting issues raised by the substitution of assets in the form of “resalable” paper for “leased” electronic information. A failure to address the questions raised may some day come back to haunt libraries that ignore the issue.

USAGE MONITORING

Force feels that vendor supplied statistics have improved significantly: "We use the statistics provided by the vendor; these have gotten a lot better in recent years. What we are interested is the number of accesses and what they downloaded." The statistics provide valuable ammunition in helping to justify decisions to add or cancel a subscription.

"Most people exaggerate (their use of key library resources). One faculty member said they had used a journal "all the time" and I went back and checked and they had downloaded 6 articles all year. Or maybe all the time means once every six months. We were having some troubles with one of departments and they said: you don't have these journals and then we checked and we did have them indeed."

IMPACT OF WIRELESS ACCESS

"The campus is wireless right now – 80% of the buildings are on the wireless network but we can't tell what the impact really is on the library. We went from 735,000 in 1999 to 615,000 in 2003 – in terms of in-person visits in the library."

ADVICE FOR OTHER LIBRARIES

"We are going to go exclusively electronic as fast as we can go. We measure the in-house use of paper journals and that has fallen off rapidly in the past two years. Since 1999 the use of electronic articles has tripled and the use of paper journals has gone down 40%.

The electronic journal is so seductive and easy to use and so convenient that it is irresistible. For paper books it has been about the same the past 5 years. Books are not very popular right now. Our circulation of books has gone from 148,000 in 1999 to 97,000 in 2003 – students do not like to read books anymore. Keep in mind we are a very technical university; it is all very heavily science and engineering and agriculture.
For electronic books usage levels – we have about 25,000 electronic titles -- we have BOOKS 24x7 and people love that; this works out well since it is so easy to update. We have NetLibrary but it is not really so popular."

ALBION COLLEGE

DESCRIPTION OF THE COLLEGE

Albion is a small private college, located in south central Michigan, with approximately 1750 FTE students and an annual tuition sticker price tag of approximately $25,000. The library has an overall budget of approximately $1.5 million with a materials budget of roughly $500, 000. Electronic materials (excluding CD-ROM) accounts for 26% of library materials spending, up from only about 5% give years ago. The library has about 75 database licenses. We spoke with John Kondelik, director of libraries.

USE OF CONSORTIUMS

Ninety percent of the library's database subscriptions come through consortiums or organizations that provide group subscription rates. The Library works with the Michigan Library consortium, which tends to help it obtain discount rates ranging from 10% to 50%. The Library also get about 10 database licenses for free through the state of Michigan since the state has a statewide license.

The Library also works with The Oberlin Group, a group of 72 liberal arts colleges across the country. Kondelik explains that: "The Oberlin Group has been around for about 15 years and the members are directors of liberal arts college who are invited to be members. We meet once a year – at whatever host institution volunteers. It is a fairly exclusive group – 72 of the better liberal arts programs in the country and we are all known for having strong science programs. Mostly it is interaction of directors – a network of library directors."

The Group was founded in the 1980's when The Mellon Foundation invited 50 top colleges with strong science programs to meet at Annapolis, MD. The library director at Oberlin College in Ohio used that original list to invite librarians of those 50 institutions and 25 others to attend a meeting at Oberlin College.

The College has a "only a handful" of licenses through the Oberlin Group, but they are important ones in the sciences such as ScieFinder and BioOne. Albion also participates in an Open Access Initiative through the Oberlin Group.

HOW TO KEEP TRACK OF LICENSES

The Library does not have too much trouble in keeping track of database licenses since most of its licenses are through consortiums. "We also try to work with our primary vendors," says Kondelik, "Some of our licenses that are direct licenses are handled by EBSCO." Otherwise, most of our direct licenses are tracked by our serials librarians.

DIGITIZING COLLECTIONS

Unlike many libraries that are digitizing key collections that include relatively contemporary works, Albion has not run into serious copyright problems in its main digitization efforts. This is an initiative to digitize its holdings of photographs, film and slides of the Lacandan Indians of Chiapas, the southernmost state of Mexico, on the border with Guatemala. The Lacandan Indians are a Mayan people, and the collection is huge – thousands of slides and 2,700 feet of 16 millimeter film. The collection was donated to the University by an alumnus and Albion holds all rights, including rights of digitization. The University is currently working closely with the University of Michigan at Ann Arbor, which is providing much of the technical expertise to make the project – known as the Vann Digitization Project – a success. Once the slides, photographs and film have been digitized, Albion plans to make them freely available to researchers throughout the world on the internet. The University of Michigan is helping with its expertise, particularly in technically difficult areas, such as the digitization and digital distribution of 16millimeter film. The University of Michigan is providing this expertise free of charge, as a way of promoting its skills in the emerging area of digitization of images, and to support the free flow of scholarly information. Kondelik believes that the project will take three to four years to complete. According to Kondelik, the University of Michigan had been having problems finding suitable projects to digitize. Michigan is promoting one standard for the digitization of images.

DATABASE TRAINING

The College seems satisfied with the level of vendor support that it gets in training, but Kondleik emphasizes that the University considers information literacy and database usage training very important. "It is one of our primary efforts to reach the students at different levels in their education. We try to (educate them in database usage and information literacy) in the freshman seminar; then we try to move up as they progress in their major – and then when they work on their thesis. Three stages of development."

PLANS FOR THE FUTURE

Currently about 26% of Library spending is for electronic resources and Kondelik thinks that this will peak in a few years at 45% to 50%.

"Our print subscriptions to periodicals have dropped from 1000 to under 800 while electronic in various formats has exploded to 1700. We have things like JSTOR and Project Muse. It is a budget priority for us – if JSTOR adds a new collection we just buy it and if Project Muse adds another periodical we just add it."

ADVICE OR OTHER LIBRARIES

"We have full confidence in BioOne; it is a small group of biological societies that publish journals and they have formed a collective where they provide their journals collectively. Now we can receive them all through BioOne. For liberal arts college libraries, we must take advantage of these initiatives they start. We have to keep involved and active and informed about the important initiatives in the non-profit sector.

A big problem for us is the price of the journals from the major publishers. Get involved with those that are involved in promoting knowledge in their fields (not through major publishers). We also joined PLUS – Public Library of Science – it is a new initiative attempting to provide some competition to the big mainstream science publishers. It offers access to the refereed journals at lower rates. We are suggesting to our faculties -- do not transfer the copyright to the major publishers -- hang on to it.

There has been some success. We are just beginning to promote it to our own faculty.

The test will be in the next couple of years; we will see what happens. "

PRICEWATERHOUSECOOPERS

DESCRIPTION OF THE COMPANY

PricewaterhouseCoopers is one of the Nation's pre-eminent accounting firms. We spoke with Ms. Cathy Porta, Director of Desktop Applications for PricewaterhouseCooopers' Content Strategies Group.

DESCRIPTION OF THE CONTENT STRATEGIES GROUP

The Content Strategies Group is a centralized team of individuals-largely, though not exclusively, with library science backgrounds-who manage and integrate the global company's content resources to minimize costs and maximize benefits for its more than 123,000 employees. Although the group does conduct some research and "hands-on" library-type work, its fundamental functions are to negotiate database contracts, provide staff with best-in-breed content, set training and information use standards, and make information policy.

"While we conduct research, our most basic objectives are to manage and integrate third party research sources, and create and coordinate networks to use these sources," comments Ms. Porta.

One of the Group's key activities is to negotiate enterprise-wide agreements with database vendors. However, it also seeks out small groups, or clusters of small groups, within the global organization that might benefit from particular databases. The measure of excellence it ascribes to is providing information that is both specific and timely enough to be useful, as well as beneficial from an economies of scale perspective. This way, the group maximizes the bargaining power of a large global and highly information-intensive organization. In some cases, the database negotiation is handled by the Content Strategies Group itself; in others, it provides guidance to other departments of PricewaterhouseCoopers that execute negotiations locally.

"Key to this effort (of negotiating wisely with database vendors) is maintaining a contracts clearinghouse, which lists all the research contracts the firm has. This way, groups can easily look up what resources are currently available to them within the organization," explains Porta.

Thus far, the re-engineering of the library operations has been largely a US function. However, Porta notes: "We are now beginning to see interest from outside the US. They may not follow the same model, but can derive many of the same benefits."

THE STAFF

The Content Strategies Group has a staff of 15, that primarily serves the accounting, auditing and tax practices of the organization. The majority of staff are located in the US, and have a library science background; others have technology-oriented and/or business research backgrounds.

KNOWLEDGE MANAGEMENT

The Content Strategies Group was formerly known as the Knowledge Management Group. It now works closely with various industry knowledge management groups within the organization that are embedded in specific industries and service areas.

THE FATE OF THE PHYSICAL LIBRARY

The Content Strategies Group, along with local firm staff members with similar functions, maintains small collections of tax and audit reference materials, some of which must be maintained by law. However, the general thrust at PricewaterhouseCoopers has been to eliminate the physical library; something the organization has largely accomplished. According to Ms. Porta, the elimination of the physical library led to savings realized from office space and staff reductions, from eliminating duplicate materials, and by realizing greater economies of scale in content acquisition.

In 1998, when Price Waterhouse and Coopers & Lybrand merged to create PricewaterhouseCoopers, the newly created organization took a long look at how library services had been provided in both organizations and how they should be structured in the new entity. Porta explains, "It was very inconsistent across the firm. The smaller offices did not have the quality of service and/or the content offerings of larger offices. Some offices had libraries fully staffed with trained librarians; others did not have similar resources. There were significantly different levels of service."

These variations in library services throughout the firm weren't acceptable. There was one development that allowed Content Strategies Group to contemplate many of the changes they later made. As Porta describes, "Our business model was changing substantially. It was less common for our staff to be in the office. As auditors and consultants, they were oftentimes out in the field. Therefore, having a physical library was not that helpful to them. Also, new technology was becoming available as part of the Web.

TERMS OF LICENSING

"At the time of this restructuring, we had some 30-50 libraries (more or less depending on one's definition of "library") scattered throughout the United States." Each one, Porta explains, pursued relatively independent information acquisition policies, resulting in substantial duplication and obstructing the exploitation of the organization's bargaining power. Not only is the company very large (123,000 employees), it is highly information intensive-a true jewel of a client for many information vendors.

Porta relates, "In some cases, we were paying for local access in several different locations." The group knew that, once it centralized purchasing, they would be able to "...provide access to users worldwide for the same amount of money. For example, say we had 250 users of one product. By making that product available to everyone in the firm, the cost was no more."

Consequently, the first order of business after restructuring was completed was to create a unified bargaining presence.

"At this time, we created and launched what we term as a 'virtual' library-our 'Research Center'. This center was designed to make available basic business tools and to provide sources that could satisfy 80% of the questions that came in," says Porta, adding "Our driving goal was the 80-20 rule. This allowed us to level the playing field for all offices and staff members. In the decentralized operation, the New York office may have had one agreement with a vendor, while the California office had another agreement with the same vendor, but each had different contract terms." The Group, therefore, strove to apply the best possible terms to umbrella contracts for the benefit of many offices or practice areas, and/or the entire global firm as appropriate.

The database acquisition strategy for the Research Center was to lease general databases that would be widely used by a large number of analysts and accountants. "We were not interested in providing specific industry-focused information," says Porta. "Rather, the Research Center component compliments the deep industry and technical content provided by other quality sources."

THE TRAINING EFFORT

The shift to a virtual library system was an enormous culture change. Ms. Porta relates: "It was incredibly important to us to make sure that our staff members were using the highest quality information. Along with the reengineering, we had a change management issue to address-staff was now required to do a lot of the research themselves." This prompted the Research Center to focus primarily on ways to improve end user capabilities through focused and intense end user training and contextual customer service.

QUANTIFYING SAVINGS IN PERSONNEL AND MATERIALS COSTS

In Fiscal Year 1998 and 1999, PricewaterhouseCoopers closed 30 libraries. Porta says that the organization accrued "more than $1M in annual staff savings."

From 1999 to 2001, library headcount was cut in half for library/content services. Also, "millions in savings were realized with respect to reference materials costs since we were not buying information more than once anymore."

It should be noted that the PricewaterhouseCooopers model is a stringent one; the goal to absolutely eliminate resource duplication even extends to general business publications that many firm executives read regularly, such as The Wall Street Journal, Business Week or The Economist.

Porta indicates "While this policy has been unpopular, the firm has realized a significant decline in print purchases because of the many useful resources that have been made available electronically.

"We do, however, allow for print versions of trade journals and technical materials to be purchased even when we can get a (electronic) license." Porta explains that at the time the policy was issued-the late 1990's-it was right to exclude industry-specific and technical publications from the electronic-only policy. "Because of the nature of our work and the available technology at the time, print subscriptions for industry and technical content were permitted." She does point out that the firm is now re-visiting this issue.

OTHER RESEARCH CENTER SITES AVAILABLE

Supporting research sites on specific topics are now being developed along the same lines as the main Research Center. These centers pool resources needed for particular topic areas, such as the insurance industry or tax policy. Although these centers are smaller and more focused, their rationale-to allow for economies of scale, enhanced purchasing power, elimination of duplication-are the same.

CULTURE CHANGE: The Push Towards Information Literacy

The development of the Research Center, the closing of libraries and the reduction in the number of individuals trained in library science inadvertently pushed more of the burden for locating and evaluating information sources onto the shoulders of the end users themselves. Porta and the Content Strategies Group quickly realized that, if the restructuring and the Research Center was going to work, they would have to effect a major company-wide push to educate and advise company professionals about search terms, database availability, high-quality and reliable information resources, as well as general information literacy. Porta explains how the initiative developed.

"We took on the huge task of instructing end users on how to evaluate sources. We developed a Content Help Desk that they could call for assistance in finding quality information, and we would walk them through the process. The Content Help Desk-at its height-had a staff of 17. The staffing has since been reduced because we have evolved. Initially, more staff members were pivotal in educating end users through this contextually-based help process. To supplement this live help, we also made tools available, such as training aids and user guides, that they could also use as research resources."

"This entire global help desk/training operation was centralized out of our Jersey City, New Jersey; that's where the meat of the training was provided from," Porta adds.

PHASE OUT OF THE CONTENT HELP DESK

At its peak, the number of calls and emails requesting assistance averaged 3,000 contacts per month. But once end users became more familiar with the Research Center, and more savvy about accessing available, quality resources the number of queries for assistance trailed off . It was then that PricewaterhouseCoopers phased out its help desk operation in favor of an online virtual reference service designed to help users of the Center's various databases and other electronic resources.

The new, online reference service was launched in March of 2001, using software provided by RightNow Technologies. This current approach is manned by 4-5 content management specialists who respond to most inquiries by email primarily, and by phone. Porta notes the feedback (from the end users) has been very positive. "We constantly alter the kind of online help we make available based on what queries come in. Most inquiries are handled through FAQs and online tutorials that do not require interaction."

In Fiscal Year 2001-2002, what PricewaterhouseCoopers now calls its "virtual" service handled 10,000 unique users in the US who used the service approximately 30,000 times. Of that amount, 2,500 e-questions submitted required a human response from an operator.

It is important to note here that, with implementation of the virtual help service, all new firm employees began to be required to take an introductory call on the reference service's robust information resources.

ADVICE TO OTHER COMPANIES

"We are a huge company. And while that creates unique challenges, it also allows us to find unique solutions. We have 123,000 employees, so we are able to demand certain things from our vendors. If I look at our evolution-where we have moved from to the point that we are at now-I'll say that it is still not good enough. We need to have the quality content right where our users need it most.

"What do I mean by this? If I as an end user and have to go through certain steps to complete a work process, and part of that effort requires me to access news content, then that information should be right there at my fingertips. I should not have to go out to virtual library. The continued integrating and embedding of third party content into all existing PricewaterhouseCoopers applications is where we are now focusing our efforts.

"My advice for increasing and enhancing the digitization or, as we call it the 'virtualization' of corporate libraries and information services is: know your user base and their habits well. Keep your finger on the pulse. Don't think that just because you built this wonderful equivalent of a virtual library that users will come to you. You need to make is reachable and usable for them in their day-to day lives."

IBM

DESCRIPTION OF THE COMPANY

IBM is the largest manufacturer of computer hardware in the word and is also a leading supplier of software, semiconductors and consulting services. Worldwide company sales exceed $80 billion.

IBM RESEARCH DIVISION LIBRARIES

IBM maintains a network of 50 libraries worldwide, of which almost 40% are found in North America. The company's Research Division maintains 5 libraries, at corporate headquarters in Armonk, New York, in Silicon Valley, Zurich, Haifa, and Tokyo. They are staffed by 8 professionally trained librarians and 4 assistants.

The 5 Research Division libraries, known collectively as the Strategic Knowledge Group (SKG), are primarily intended to serve the needs of 3,500 researchers in the Research Division, but the resource is available to all 316,000 IBM employees worldwide.

STRATEGIC KNOWLEDGE GROUP RESOURCES

The SKG provides sophisticated information services to its core users, including searches and alerts. The degree of digital automation is such that many staffers now prefer to be known, not as librarians but as "cybrarians".

The 5 libraries in the Research Division maintain a combined total of 90,000 books. The libraries also currently maintain 700 electronic periodicals subscriptions.

THE PHYSICAL SPACE OF THE LIBRARY

Although all 5 SKG libraries are physical sites, 10 % of the IBM libraries are call centers. The SKG libraries provide research and alert services. The headquarters branch also maintains archives for journals and various corporate documents in an annex facility.

DOCUMENT DELIVERY

Most document delivery is now digital, provided through "Infogate" - IBM's internal delivery system. This system also offers IBM staff a large array of information services in addition to the SKG menu; users are charged on an "at-cost" basis.

ALERT SERVICES/AUTOMATED DOWNLOADS

The Infogate system searches upwards of 50 internal and external databases including Inspec and the Science Citation Index.

If Infogate doesn't have the information users want, they then turn to the SKG facilities. The SKG also provides document delivery through a service purchased from the British Lending Library.

EMPLOYEE ACCESS POLICIES

The SKG / Research Division libraries can be fully accessed and services utilized by the 3,500 staff within IBM's Research Division. In addition, any IBM employee can call the five SKG libraries for information. While there are no limits on searches, the SKG will charge back on certain services (for example: for-fee database services).

LICENSING PREFERENCES

IBM is a major purchaser of electronic books and publications.

IBM generally seeks "e-zine" products that do not limit the number of concurrent users.

EBOOKS

Electronic publishing has limited application in certain areas. Librarians point out that the Research Division currently has only 300 E-book titles (mostly monographs). They point out that magazines and journals are "more amenable" to an electronic format. The Strategic Knowledge Group is considering increasing it's E-book menu, and is said to be exploring purchases of works from Knovel (reference books) and O'Reilly (computer manuals). However, some librarians within the group say prices are still too high to permit major expansion of electronic titles. The biggest stumbling block to going fully digital, the SKG staff say, is the legal one of getting copyrights sorted out.

BUDGET AND PURCHASING DECISIONS

The size, breadth and diversity of the IBM enterprise tends to work against the complete centralization of purchasing decisions for copyright information products. A breakdown of the current IBM headquarters library budget shows that 25% of purchases are for headquarters library use only, another 70% of purchases are made for use of the entire Research Division, and 5% of purchases are done on behalf of all IBM libraries. Company officials point out that the allocation is determined in part by circumstance, and the ability of a particular library to leverage its investment.

COST CHARGE BACKS

Research Division libraries are not run for profit or 'at-cost.' "We're an overhead budget item," says one librarian. The division is given a budget, which takes into account rising costs of information, the uses to which the information will be put, and the value of the library services to the parent company.

PURCHASING DECISION-MAKING

SKG staff point out that acquisitions and subscriptions are determined largely by user requests. In the case of books costing up to around $125, the SKG will purchase anything asked for by IBM employees. Journal subscriptions are approved on the basis on an annual on-line user survey, enhanced by regular use monitoring.

INFO SERVICES BUDGET ACCOUNTED FOR BY VARIOUS LINE ITEMS

"Journal subscriptions are the biggest part of our non-labor budget," says one SKG staffer. Of the total budget, 40% is labor. Print and electronic journal subscriptions account for 85% of the non-labor portion of the budget. Library sources point out that the average cost of a subscription used by the Research Division libraries runs around $500. Some physics titles carry subscription costs of over $2,300.

SKG staff closely monitor readership to justify expenditures. For low-use journals, the SKG sends out e-mail queries to Research Division staff to determine if a particular publication is really needed.

Librarians point out that there is no annual meeting held to set purchase policy ("We're too big"). However, the Research Division libraries frequently and regularly monitor use and survey users to help determine allocation of resources.

LICENSING PREFERENCES

The SKG / Research Division generally seeks a "global" license when purchasing e-journals and other digital information. However, librarians say they never seek rights to manipulate information, for internal or any other use.

"Contracts are different for each publisher," says one SKG librarian. "We would like to see the development of a standard contract."

KNOWLEDGE MANAGEMENT

Neither IBM nor the SKG libraries presently use knowledge management software.

FATE OF THE PHYSICAL LIBRARY

SKG librarians say that despite digitalization of their content and services, the physical library is expected to survive for some time, particularly as a research tool. "Space will shrink, but the need for services of information professionals will grow," says one SKG specialist.

"In the research environment, the physical library facility will be there for the foreseeable future, says one SKG staffer." People like that `quiet space' away from the office."

ADVICE TO OTHER LIBRARIES

Librarians at IBM's SKG /Research Division libraries advise their fellow corporate librarians that they should pay much more attention to marketing information services within their division or company. Division staff should be made much more aware of the services the library performs.

SKG staffers say it is not a one-way street. Librarians need to reach out and work to understand their customers' needs. There needs to be a constant monitoring of use, and polling of employees, to make sure needs are being met.

Finally, SKG staffers say corporate librarians need to speak to the value of the library facility "up the corporate management chain." This means showing that the library has an impact on the function and success of the overall company.

ERNST & YOUNG LLP

DESCRIPTION OF THE LIBRARY

Ernst & Young maintains a network of 14 physical libraries in North America; the flagship of these libraries is E&Y's Center for Business Knowledge. The CBK, based in E&Y's Cleveland headquarters, has responsibility for all the physical and virtual books and periodicals used by the multinational professional services firm.

It is "more than just a library," according to its managers. While the CBK does some traditional "hands-on" library work, it also provides three broad services: research capabilities, business and strategic analysis, and competitive intelligence.

The CBK was set up in 1993 to meet the information needs of the parent company's tax law, estate law and consulting practice activities. Its resources are utilized by E&Y's 110,000 employees worldwide. The company provides professional business services in more than 130 countries, offering audit, tax, corporate finance and transaction services to leading global corporations as well as emerging growth companies.

THE STAFF

The E&Y network of libraries is staffed by 60 information professionals and para-professionals. The CBK stresses education and training for its employees. According to company officials, most of the information professionals employed in the CBK have graduate degrees. Virtually all library employees are given extensive in-house training, including performance development activities, "so our information professionals understand the needs of facility users."

All librarians are put through at least one "major" training event each year; most also take up to 8 additional training sessions (which can include conferences, classes, or on-line learning programs). The librarians are also expected to spend addition time on their own, investing in skill enhancement.

LIBRARY BUDGET/COST RECOVERY

The CBK and other E&Y libraries provide reference services via phone, e-mail or in-person. Reference services are available to all E&Y employees. However certain controls are in place, including cost and usability limitations; reference services are billed to users on an "at-cost" basis.

"The internal fee structure is kept simple, based on cost recovery," says one CBK source. "We're not a profit center."

Neither the CBK nor E&Y headquarters releases annual library budget figures.

The 14 North American libraries provide a 12-hour live phone service, allowing service to all continental US offices during working hours. The CBK maintains a toll-free number to facilitate use.

First-time users must sign up, and are given an access code. The access code must be provided before the CBK conducts research for an internal client.
Access can be limited, depending on copyright of material being sought, or by geographic origin of the research request. The latter is part of an effort to guarantee the integrity of sensitive company and client information stored in library facilities.

ALERT SERVICES AND REFERENCE QUESTION HISTORIES

The CBK provides reference services, including summaries of past references to a given subject, and its information specialists can do analysis and forecasting. The CBK also provides alert services (initiated by information vendors), and other advanced services performed directly by information specialists. The CBK also is developing more advanced analysis and forecasting capabilities to meet rising internal user requests.

Most E&Y staff access the libraries electronically and the computer platform access software is globally uniform. Librarians say the system can be accessed by all employees, adding that there is "no practical limit" on the number of simultaneous users.

NUMBER OF END USERS OF CBK

Librarians could not provide figures on the total number of users. However, the CBK reports that of the 26,000 E&Y staff in North America (US and Canada), roughly 4,500 requested research, analysis, or competitive intelligence assistance in the last fiscal year.

E&Y has also developed an information resource for clients known as "E&Y Online but CBK librarians report that it has yet to become a major function of their services.

KNOWLEDGE MANAGEMENT

E&Y maintains a Knowledge Management system with software that was developed from both external and internal sources. This hybrid development was in part determined by security concerns, but also because necessary software to meet E&Y needs was not available on the market. Company officials declined to elaborate on KM system specifics.

FATE OF THE PHYSICAL LIBRARY

Although the number of physical items maintained in the CBK has been on decline, as E&Y shifts more from physical to virtual documents, it still maintains a significant collection of 20,000 items, including books, periodicals and CD-ROMs.

E&Y officials point out that the physical collections have shrunk over the past 5 years, reflecting the general move to electronic format books and periodicals. However, much of the library's legal and tax materials are still maintained in the hard copy format preferred by E&Y practitioners.

E&Y began expanding its digital library resources in the early 1990s, and now maintains a sophisticated electronic menu. Since 1997, electronic titles have predominated.

Although CBK purchased almost 9,000 hard copy resources, publications and titles last year, company sources say 99% of the actual titles purchased were electronic.

As one E&Y librarian put it, "We're as far into virtual as we can get."

LICENSING

The CBK also has over 100 on-going electronic contracts with information providers, ranging from boutique vendors to major aggregators which may provide over 1,000 publications.

The issue of rights is very important. "We have intellectual property contract experts working on this all the time," says one E&Y source.
Ernst & Young segregated its North American libraries in part to protect their computers from foreign intrusion, but also because of concerns over safeguarding intellectual property rights. E&Y tends to seek contracts that will allow the company to manipulate the information purchased, and permit posting some of that information on its company intranet.

"We seek a multi-office license that gives us contractual rights to do with the information what we want," says one E&Y official. Because of the large scale of E&Y purchases, vendors are keen to negotiate. E&Y officials say they are determined to cultivate a "partnership" style relationship with their vendors.

PURCHASING DECISION-MAKING

Purchases are determined in three ways: First, by requests from each E&Y division, second by CBK determination of on-going needs, and finally the on-going acquisition of meta information sources (government directories, Gale directories, sources to find sources, etc.). "There are some budget limitations," one E&Y source acknowledges. "In such cases, we do cost-benefit analysis to make a determination."

ADVICE TO OTHER LIBRARIES

E&Y's CBK professionals point out that customer needs should always come first. They advise that the design and development of a library should be based around customer needs: "You need to keep at the forefront that whatever system is adopted, it must enable library users to carry out the best business."

"Nifty technology doesn't matter is it doesn't enable the company to make effective business decisions," says one E&Y librarian. "Cost-benefit is not enough; you have to understand the business decisions being made."

SASKATCHEWAN PROVINCIAL LIBRARY, THE MULTITYPE DATABASE LICENSING PROGRAM

BEGINNINGS OF THE PROGRAM

The Saskatchewan Provincial Library's Multitype Database Licensing Program started in 1998 after a group of librarians at the Provincial Library began research into cooperative buying initiatives. The total aggregated buying power controlled by the Program is approximately $470,000. The Group does not really consider itself a consortium but it is a formal network that pools resources to enhance bargaining power. The Multitype Database Licensing Program produces an annual report that is available through the main provincial library website at: www.lib.sk.ca. We spoke with Marilyn Jenkins, Director of Public Library Planning, and Jack Ma, Information Resources Management Specialist of the Saskatchewan Provincial Library in Regina.

"Saskatchewan is a huge geographic area (comparable to larger American states such as Montana or Texas) but only has 1 million people," says Ms. Jenkins. "We have 2 cities of Regina, and Saskatoon -- about 200,000 each -- and 10 smaller cities -- between 5,000 and 40,000." The province has 2 universities, both publicly funded, 4-5 colleges, 10 public library systems and 850 schools. Along with the main Provincial library, and many special libraries, these are the disparate units that have come together in the Multitype Database Licensing Initiative.

FROM TALK TO ACTION

According to Ms. Jenkins, the group buying initiative grew out of other, related efforts. “The way we got together, well there were some initiatives happening in other places and we had an initiative in the province called the Multitype Library System. It was a concept that we were beginning to talk about; it was simply (library and school) people who were interested in cooperation across jurisdictions for the benefit of all the partners. One of the most concrete ideas was the idea of licensing databases together for the purpose of reducing the cost or increasing the scope of services. We had a meeting and we had reps from 60 different institutions; then we formed some working groups to do some testing. We created evaluation groups composed of approximately equal members from public libraries, school libraries, post secondary education libraries and special libraries -- government, association. corporate, legal , medical, etc.”

THE DOMINO EFFECT

However, to actually initiate action, the public libraries were catalysts. After the group got the cooperation of public libraries, it used this cooperation as leverage to attract other types of libraries in a kind of domino effect strategy. “We went to the public libraries and they said: we should do this and challenge the other sectors to come in with us. We started with the public libraries. Only the two big public libraries had any substantial numbers of electronic subscriptions at the time and those big libraries ended up with 50% savings. We started with Information Access Company, now the Gale Group, and licensed four products: General Reference Center, Health Reference Center, Business and Student Editions."

BRINGING HIGHER EDUCATION ON BOARD

"The second group to come on board was the universities. What we got with the first license was a lot of new titles and it really increased our overall access. It was not what they saved but what they gained in terms of access, it was just exponential the new access that they had."

"The universities at first said: it (the new database licenses) won't really apply to university students. We don't use those (somewhat general) databases. It became obvious that the universities were using those basic level databases. It was mostly undergraduate usage but still very substantial, and once it was clear that it was useful to them, they wanted in and wanted to contribute and become members."

"But in that first batch we were missing Canadian content and the universities had existing licenses with Canadian content from Micromedia. So the colleges and universities looked at what they were spending on the CBCA products and threw that into that pot. The idea was -- if we put it all together -- can we get a provincial license? The licenses cover all libraries in the province - that is how we approached negotiations from day one and we never varied from that. We raised the money in sectors. There was little savings but there was substantial expanded access. It takes a large measure of trust and goodwill; that is the thing that we have always had."

Saskatchewan used a kind of domino theory; first the public libraries come together, and this created the bargaining power that ultimately enticed the academic libraries to join. They in turn could combine their resources and obtain a provincial license for Canadian content databases for the price of what they had been paying anyway. In exchange, they got access to all of the databases that the public libraries had bargained for.

BENEFITS TO VENDORS

According to Ma, the vendors did not really resist the project: "The vendor is dealing with one client rather than with 50 or 100. A lot of the vendors are in the eastern US (with relatively high travel costs to Saskatchewan). Now they would have one client and one bill and one license to negotiate. Also, we do the first line of defense for technical support for the library and we try to minimize the work of the vendor. They would not have tried to reach too far into this market; they would have only gotten the big universities. They were not going to get that market (smaller colleges, public libraries, etc.) anyway it was just too costly for them to try to get it."

Instead of going to schools individually, the Provincial department of education did it on behalf of the schools. The Department of Education pooled the resources of school libraries and purchased a newspaper database; the other libraries then enjoyed access to this resource under the provincial license, while the school libraries got access to all of the databases enjoyed by the academic and public libraries.

BRINGING IN THE SPECIAL LIBRARIES

"And then the special libraries came on and there was no product that worked for them; there was no common product but they wanted to have access to all the products that we have - and we said -- whatever amount makes sense to you - contribute it.
They paid for that they might normally have gotten (on their own) -- say health databases in a health library--plus they made a small contribution to the pool but then they got very expanded access to all of the other resources.

ROLE OF THE PROVINCIAL LIBRARY

Once many of the libraries were on board they went to the Provincial Government to ask that the Provincial Library handle the licenses and hold the money on behalf of all the partners. The Provincial Library also shifted its reference book budget into online reference products, further increasing the "pot" to be spent on province-wide resources.

MONTHLY MEETING

Much of the decision-making for the organization takes place at a monthly meeting. "We have a committee that steers this and meets on a regular basis -- once a month we meet at the Provincial Library in Regina. This group evaluates products and makes recommendations and we take the recommendations to all of the participating libraries," notes Jenkins. “We do have what we are calling an annual meeting but it is a meeting where all the partners are invited. There is some debate and discussion and we try to achieve consensus on what we are going to be doing in the next year. We account for the money; tell everyone what has happened; we do some discussion by sectors. We get some direction from the broader membership. About 50 people or so attended this year.”

A UNIQUE APPROACH

Jenkins believes that Saskatchewan’s approach is unique. “We don't see anyone else doing it this way. Most form a consortium. But we just didn't see it; we couldn't do that - it was too fragmented. When anyone signs on with us, you get everything, if you use it or not. Your contribution is not related to how much you get, it is related to how much you think it is worth.”

Ma concurs that the approach taken by the Multitype Database Licensing Program is a unique fish.

”Our program is wonderful and I see it as very successful. I came from Toronto and in Ontario it is done by a consortia and they only negotiate for their partners. All the residents in Saskatchewan can get the benefits. It is quite unique as far as I know.
The key is: we worry a lot about communication, making sure everyone is on track. The fundamental philosophy is: Spend what you are spending now, put it all in a pot, and you will keep getting what you are getting, and you will also get much more.”

CHALLENGES IN TRAINING AND PROMOTION

Ma and Jenkins believe that the two biggest challenges that they face are user training and database promotion. Comments Ma: “Training is really had to get very far deep into in a rural area - and we have done a lot of work to address that and it continues to be a big big issue. We do vendor sponsored training. We take the vendor around the province, and we also have been experimenting with online training. We have take a 'training the trainer' approach; it is effective but it is time consuming and expensive.”

“The school teachers they are big users -- and a lot of training is directed at them. We train the staffs and not the patrons -- and the schools have instructional technology consultants. We register their network with the vendor and that is one of the ways we do it. We are working on home access and in order to have home access you need something that authenticates - so they can sign in through the website.”

Promotion has been an equally vexing problem.

“It is really hard to get the information to the public,” says Jenkins, “and we are trying to get the message out - it is hard to do in a way that maintains the visibility of the partner libraries. It takes a lot of time -- our biggest challenge is promotion for the partner libraries.”

DETERMINING CONTRIBUTION LEVELS

Initially the group tried to come up with formulas to determine contribution levels of member libraries, but “we gave up,” says Jenkins. The governing principal seems to be “Spend about what you are spending but put it all in a pot to see if access can be expanded, and in turn you will gain from expanded access to other resources.

The biggest contributor of a single library is $40,000 and the smallest is $200.

The biggest one is a very big library and the smallest is a one-person library. Consensus decision making is the key. We try to achieve consensus and consensus is not 100% agreement. It is: ‘I agree enough so that I can go along with it’. Everyone understands that consensus is the way we will be making decisions.”

STATEWIDE CALIFORNIA ELECTRONIC LIBRARY CONSORTIUM (SCELC)

DEVELOPMENT OF SCELC

The Statewide California Electronic Library Consortium (SCELC) was established in 1986; it was initially founded by the University of Southern California (USC) to assure that local southern California area libraries could share technology and resources.
We spoke with Mr. Rick Burke, Executive Director of the Statewide California Electronic Library Consortium.

SCELC grew rapidly in the mid 1990's when the licensing of databases truly started; the organization's regional focus also faded and it essentially became a statewide organization. In the early 90's SCELC had only about 35 members but this increased to 79 members by 2003, though for the past few years the organization's rapid growth has leveled off. All members are private universities based in California, and most tend to be small and medium sized colleges. USC is the only member of the group in the Association of Research Libraries (ARL). "A large college for us means 6,000 or 7,000 FTE," says Burke.

HOW MANY DATABASE LICENSES DOES SCELC HAVE?

SCELC licenses approximately 160 to180 individual products and has licenses with about 35 vendors. The number of participating libraries per produce varies enormously, ranging from five to fifty.

For most licenses SCELC is the major licensee but the consortium also works with other consortiums and institutions to enhance its bargaining power when necessary.

"We do a lot of work together with the Cal State consortium," says Burke. "We do cooperate with a large network in the southeast – with SOLIINET and SOLINET sponsors a couple of contracts. We work with OhioNet through CSU Cal State
Cal State handles the license for Oxford University Press."

ADMINISTRATIVE ARRANGEMENTS

SCELC has a part time director as well as one full time employee. Costs are kept down by keeping things simple, communicating by email, exploiting existing institutional office space, and not trying to play too many roles at the same time.

Currently, each member pays a $750.00 annual fee. However, the modest administrative apparatus is also supported by a 5% contract surcharge (only 1% if the license is arranged through another consortium). To keep costs down SCELC has avoided getting too involved in issues sometimes handled by consortiums that include union catalogs, patron initiated interlibrary loan, database training, and brokerage of other library services. Nonetheless, SCELC publishes technical support information, serves as a conduit to vendors when necessary, and helps spread the word when vendors are visiting and offering training sessions or hands on technical help.

Explains Burke: "We can help get the question answered and we can expedite the vendor's help – the vendor will pay attention to us while sometimes they would not move so quickly with a small library. We can sometimes find the right person to answer the question. We are more the facilitators but we do not have the staff to do technical support."

SCELC has an annual meeting that attracts about 100 to 120 people; the meeting is held in northern and then southern California in alternate years. SCELC also sponsors an annual event focused on exhibiting new databases, dubbed VendorDay. The event generally attracts about 30 vendors, as well as members of SCELC and members of other academic library consortiums. SCELC also uses VendorDay as an opportunity to train members on new databases.

Burke emphasizes cooperating with other consortiums, but says this is a little more difficult than it may initially appear.

"We are trying to reach out to collaborate with other (mostly California) consortiums. However, every group and all consortia are pretty diverse and different. We have found out that at the annual meeting of the international consortia – we are all fairly different."

CONTRACT LANGUAGE

SCELC has a set of contract points listing "things that we want in licenses." Burke also suggests looking at the New England Research Libraries website (NERL) which has a model license and at the LIBLICENSE listserv, which also has model licenses. SCELC also has a committee called the License Review Committee that helps the administrative staff in reviewing contracts. Three librarians volunteer for this committee.
The staff tries to assure that the usage statistics offered conform to the Counter Initiative, a library sponsored effort to standardize usage statistics. They will also look at interlibrary loan provisions, and try to assure home state governing law status, among other issues.

Burke says that the libraries have not caused or themselves experienced any serious problems that might be considered a breach of contract.

"Generally we have not had a problem or been made aware of a contract being breached by one of the libraries so that they had to interrupt the service. About the worst thing to happen is that at renewal time sometimes they will cut off libraries by accident. Some of the (vendor) internal systems have little communication problems, nothing too bad."

In general, the negotiating philosophy tends to be to look for the "win-win" situation. Says Burke: "We have a very large number of smaller institutions so we try to get a contract that will make it affordable for those institutions and at the same time bring the vendor business that he ordinarily would not get – a kind of win win situation."

ADVICE TO OTHERS

"The main thing is – get together periodically – the way SCELC formed was that the directors of the libraries would get together five or six times per year. This formed a cohesive unit. The networking came first, then it became more formal. It evolved from a voluntary organization to a formal, non-profit association. Find out what you areas of interest are, your common concerns – talk to other consortia – see what has worked for them."

Informal arrangements do have their limits.

"Eventually you have to bite the bullet you must set up some mechanism for accounting and billing—that is a whole new phase. The voluntary organization worked fine for ten contracts but not for a hundred contracts."

THE DIGITAL LIBRARY PRODUCTION SERVICE OF THE UNIVERSITY OF MICHIGAN

Most of this report has focused on the licensing of databases from commercial publishers, scientific societies and other information vendors. Most of the digital information resources offered to scholars and students by colleges are leased from independent publishers; however, digitization opens up the possibility of broad access to collections owned by libraries, or brought forth in a new format by libraries. What we mean by "bringing forth" is the digitization and subsequent easing of availability of the many special collections of books, manuscripts, paintings, photographs, filmstrips, audio tapes and other items that can now digitized, stored and accessed far more easily than in the past. The problem with digitizing such collections, now often languishing in infrequently visited historical societies, museum storehouses, as well as the attics of scholars and writers – is that the difficulty in accessing them has often limited their renown to rather narrow audiences. Copyright barriers posed additional legal problems. It is something of an art to find such collections, digitize them is ways that make them far more accessible, and then publicize this accessibility.

Since few institutions have the innate capacities to deal with the array of problems associated with launching a major digital library of images, sounds or text, various academic centers have sprung up to centralize expertise regarding the development of these complicated digital entities. One of these major centers is The Digital Library Production Services of the University of Michigan.

The Digital Library production services of the University of Michigan offer help in digital library production in areas such as data loading, indexing, application development and maintenance and general digital collection design and management.

The service was founded in 1996. The Production Service has a staff of 15; the staff's background includes librarians, programmers, and photographers as well as clerical staff. The Service also outsources many tasks such as image creation and text coding. The Service also supplements the efforts of its staff by drawing on the resources of other units of the University of Michigan Library.

LOOKING FOR PROJECTS

Most of the projects done by the Service have been for the University of Michigan community, but it has done projects for outside parties, and the Service also sells its digital library software. Although the Service does not really actively market it services to other libraries, "They tend to find us," says Willett, "People have lot of ideas – but generally (for a project to get off the ground) three things must come together – funding, copyright status and, the involvement of (motivated) people."

PROBLEMS RELATED TO DIGITIZING IMAGES AND SOUNDS

The plethora of copyright holders that must be tracked down to digitize large-scale collections has significantly discouraged the digitization of current works.

Copyright problems have particularly plagued potential audio-related projects. The Service is currently discussing the digitization of the college's architectural and music-related assets but special problems make this a somewhat more daunting task than simply digitizing text. Technical problems are more formidable, since image and music files are simply much much bigger than text files. This makes web delivery much more difficult. In addition, the copyright regime governing music and images is in many respects less well defined and more complicated than that which governs text. In the music and image worlds, no such entity as the Copyright Clearance Center exists. This organization acts as a central clearinghouse for rights requests to reproduce – in print or digital formats – textual materials from newspapers, magazines, books, directories, journals and other print materials. Many (though not all) publishers make rights clearance available through the Copyright Clearance Center, vastly simplifying the task of obtaining permissions for reproductions. Moreover, many foreign countries have similar organizations.

No such similar organization exists in the music and image worlds. In addition, particularly in music, an individual work may often have several different rights holders, related to different facets of the work. For example, a popular song may have one rights holder for the lyrics, and another for the music itself. Yet another rights holder may have publishing rights, and another may have music reproduction rights.

The myriad of rights clearances necessary often leads to serious restrictions on the digitization of music, and limits on how that music can be used once it is digitized.

Willett notes: “I came here from Indiana University which has a large program for digitizing music. The way that they have handled it is to restrict access to the music library itself; the only advantage is that it allows multiple people to use the same recording but the rights issue prevents them from broadcasting it further.”

Images also present special problems. Willett explains:

“With images it is somewhat more complicated particularly if it is images from a personal collection or a museum collection. Museums are very concerned about broadcasting images from art from their collections. I think a lot of people are just uneasy with the whole notion of making things available. They think that they will lose control and they want to make sure that the quality of the image is high enough so that it accurately represents the object. In time they will become more comfortable with the medium.”

FUNDING

The Service’s funding comes form the University library, but it also garners revenue from licensing its digital library software – named DLXS– Digital Library Extension Service. About 28 libraries are now using the software, mostly in the US but also some in Europe, one in South Africa, and one in Australia. The Service markets the software itself, working largely through favorable word of mouth.

TRENDS BY SUBJECT

The Service mostly digitizes historical materials since current materials often present insurmountable copyright problems. Almost all of the Service's work has thus far been for academic libraries, and not for public or special libraries. Usage statistics and a complete list of projects completed are available from the Service's web site at: www.umdl.umich.edu.

COLLABORATION

Since only a few academic centers specializing in digital library creation exist, and the costs of maintaining such as center are formidable, it makes sense for the Service (and other such centers) to exploit economies of scale by cooperating with other colleges. Michigan, for example, has done a collaborative project with Cornell and the University of Gouptingbn (Germany) to digitize a collection of mathematical books; the three colleges all had strong collections in mathematics. The whole collection from the three universities can be searched on the web as a single web user and it is freely available on the web. "Most of our collections are made available on the web," notes Willett. The Service is also currently working with a consortium of libraries in Michigan to digitize county atlases and county histories.

CATALOGING

When the Service creates a digital library it adds online links in the library catalog to the online versions of the books so that they can be accessed directly from the Library's catalog. Moreover, the Service makes these links freely available so that other libraries can download the records and add them to their own catalogs. Consequently, the power of the web and web-linked cataloging can theoretically bring the enormous power of these collections to public and academic libraries throughout the world.

OTHER REPORTS FROM PRIMARY RESEARCH

THE SURVEY OF ACADEMIC LIBRARIES, 2004 EDITION
Price: $80.00 ISBN #: 1-57440-067-3
Expected Publication Date: March 28, 2004

This new report is based on a detailed survey of academic libraries, focusing on their acquisition and budget & expenditure policies. Includes data on current and planned purchases of information in print formats and electronic formats and explores planned trade-off between the two. Also gives precise data on spending on books, Ebooks, databases, CD-ROM, journals and other information vehicles. Breaks down electronic information spending into three categories: from aggregators, from publishers directly by subscription, from publishers, non-subscription. Also presents detailed data on use of documents delivery services, articles "pulled down" from publisher web sites, use of subscription agents, trends in information literacy training, use of virtual reference services, extent of library web site evaluations, and trends in librarian hiring and salaries. Also examines the perceived attitudes of college administrations towards the library and charts plans for library expansion/contraction.

CREATING THE DIGITAL MEDICAL LIBRARY
Price: $ 99.50 Publication Date: June 2003
ISBN #: 1-57440-061-4
Creating the Digital Medical Library profiles the electronic collection development and electronic library development policies of a sample of leading medical libraries including those of the Mayo Clinic, Cornell University, and the University of Iowa, Columbia University, the University of Texas, the Medical College of Georgia and many others. The report covers policies concerning electronic journals, archiving, e-books, electronic directories, database user training, use of alert service, virtual reference services, negotiating tactics with vendors, sharing electronic resources with other libraries or a main campus library, electronic documents delivery, librarian time management, web site redevelopment and design, the impact of evidence-based medicine on library practices, employment of librarians on medical clinical teams, attitudes towards university-inspired or controlled cooperative scholarly publishing ventures, efforts to develop endowments/funds for digital resources, cost control efforts, and other issues of concern to medical librarians. Also includes critical and recent benchmarking information on spending plans focusing primarily though not exclusively on digital resources.

CREATING THE DIGITAL LAW LIBRARY
Price: $95.00 Publication Date: June 2003
ISBN#: 1-57440-062-2
This report profiles digital library development policies of leading law libraries including those of Thompson Hine, Cassells Brock & Blackwell, Seyfarth Shaw, Ivins Phillips & Barker, Querrey @ Harrow, Lawrence County Law Library, Duke University Law Library, the University of Indiana Law Library, and others. The report covers policies concerning electronic journals, archiving, e-books, electronic directories, database user training, use of alert service, virtual reference services, negotiating tactics with vendors, electronic documents delivery, librarian time management, web site redevelopment and design and other issues.

CREATING THE CORPORATE DIGITAL LIBRARY
Price: $135.00 Publication Date: JULY 2003
ISBN#: 1-57440-063-0
The report profiles the electronic collection and library development policies of a sample of leading corporate libraries including PricewaterhouseCoopers, Owens Corning, General Motors, Ernst & Young, Battelle, and many others. The report covers policies concerning electronic journals, archiving, e-books, electronic directories, database user training, use of alert service, virtual reference services, negotiating tactics with vendors, sharing electronic resources with other libraries, integration of knowledge management programs, librarian time management, web site redevelopment and design, outsourcing, coordinated purchasing by multiple libraries and other issues of concern to corporate librarians and information managers.

CREATING THE VIRTUAL REFERENCE SERVICE
ISBN 1-57440-058-4 PRICE: $85.00
PUBLICATION DATE: January 18, 2003
This new report from Primary Research Group profiles the efforts of 15 academic, special and public libraries to develop digital reference services. The aim of the study is to enable other libraries to benefit from their experience in deciding whether and how to develop a digital reference service, how much time, money and other resources to spend on it, how to plan it, institute it and evaluate it. Let librarians - in their own words - tell you about their experiences with digital reference.

Among the libraries and other organizations profiled are: Pennsylvania State University, Syracuse University's Virtual Reference Desk, the Massachusetts Institute of Technology, Palomar College, The Library of Congress, the University of

Florida, PA Librarian Live, the Douglas County Public Library, the Cleveland Public Library, Denver Public Library, OCLC, the New England Law Library Consortium, the Internet Public Library, Paradise Valley Community College, Yale University Law School, Oklahoma State University, Tutor.Com and Baruch College.

Some of the issues covered include: Email, phone, in-person and chat room reference query volume, software selection, software acquisition costs, software training, criteria for evaluation and success, monitoring usage, hours of service offered, demographics of usage, integration of digital reference with knowledge management programs, means of distributing queries to correct librarian, time demands on librarians, dealing with digital harassment, query answer time, use of direct links to reference librarian within library databases, marketing the digital reference service, real time Vs email performance, use of publicly available services, participation in partnerships and cooperatives, impact on traditional reference services -- and many other issues and problems confronting the current or potential virtual librarian.

TRAINING COLLEGE STUDENTS IN INFORMATION LITERACY: PROFILES OF HOW COLLEGES TEACH THEIR STUDENTS TO USE ACADEMIC LIBRARIES
ISBN#: 1-57440-059-2 Publication Date: January 2003 Price: $69.50
As the internet and electronic publishing have become more integral parts of higher education one of the main missions of the academic library has become the education of students in the stunning new array of databases and other information vehicles now available through the library and on the web . This special report from Primary Research Group profiles how more than a dozen academic libraries are coping with the surge of web/database education requests. The report covers the development of online tutorials, distribution of teaching loads and levels of specialization among library staff, the perils of teaching library science to English 101 and Psychology 101 students, as well as advanced personalized tutorials for PHD candidates and professors. Among the specialized topics covered: how libraries are reaching out and teaching distance learners, how are they negotiating help from other college departments such as academic computing and education and from in-house instructional technology programmers. Other issues explored include the library education efforts of consortiums and partnerships, use of knowledge management and reference software for library training, the development of savvy library web pages and tutorials for training, and the thorny issue of negotiating training support from vendors.

In addition to profiles of community and four-year colleges and major research universities, the report presents interviews with leading library education experts from the most prestigious library science and education departments in the country, exploring debates over when, how much and how library instruction should proceed. The study also includes data on the costs of library training and an outlook on future developments.

LIBRARY USE OF EBOOKS
Price: $80.00 Publication Date: June 2002
ISBN#:1-57440-053-3
Library Use of Ebooks presents the results of a survey of academic, special and public libraries regarding their current and planned use of Ebooks, ebook software and devices, ebook services, and intranet and other site licenses for electronic books.

THE SURVEY OF ACADEMIC LIBRARIES, 2002 EDITION
Price $75.00 Publication Date: June 2002
ISBN# 1-57440-052-5
The Survey of Academic Libraries presents results from a detailed survey of 66 academic libraries, and includes extensive data on cataloging, databases, CD-ROM, electronic and print journals, books, directories, use of emerging web info sources, and many other information vehicles.

CORPORATE LIBRARY BENCHMARKS, 2002-03 EDITION
Price: $136.95 Publication Date: September 2002
ISBN #: 1-57440-054-1
This special report presents results from a survey of 70 corporate and other business libraries. The mean annual sales of the companies in the sample was $7.1 billion; data is broken out by company sales volume and by type of industry, including separate data sets for chemicals/petroleum, consulting, finance & banking, pharmaceuticals, heavy manufacturing, light manufacturing, utilities, government/regulatory, MBA/Education, and more. More than 200 detailed tables of data highlight developments in purchasing, digital licensing, use of Ebooks and site licenses, policies in knowledge management and virtual library development, as well as spending on books, journals, databases, reference works, directories, cataloging systems, and other information vehicles.

CREATING THE DIGITAL LIBRARY
Price: $75.00 Publication Date: April, 2000
ISBN#: 1-57440-047-9
This report profiles the efforts of major American and Canadian corporate, academic, legal, medical, public and other libraries to digitize their collections and otherwise develop and distribute digital content. Compare your libraries efforts to those of some of North America's most prominent libraries. Includes coverage of copyright issues, technical issues, negotiations with publishers and electronic information services, and other issues relevant to the development of the digital library.

Written by Cheryl Knott Malone, Assistant Professor of Library Science at the Graduate School of Library &

Information Science, the University of Illinois at Urbana, and James Moses, President of Primary Research Group.

COPYRIGHT INFORMATION PURCHASING AND USAGE: BEST PRACTICES OF AMERICAN CORPORATIONS
Publication Date: October, 2001 Price: $295.00
This report is based on interviews with more than a dozen major American corporations and government agencies, and including detailed profiles of Ford Motor Company, U.S. Department of State, Compaq, Microsoft, Lucent Technologies, AAB, as well as other companies and agencies. The report helps answer questions such as: "what is the best mix of print and digital purchases for my organization?" and "how much room for negotiation is there in digital licensing contracts" and many other day to day procurement and purchasing issues in the information arena.

LAW LIBRARY BENCHMARKS
Price: $110.00 Publication Date: December 2002
ISBN#: 1-57440-057-6
Traditionally, law firms have lagged corporate America in their information technology savvy. However, no sector is being transformed by digital publishing as much as legal services. Its insatiable information appetite, need for extensive search capabilities and unique demand for prompt delivery have put it in the uncomfortable position of IT technology consumption leader in digital publishing.

This special report from Primary Research Group shows how legal libraries from law firms, law schools, corporations and courthouses are adjusting to the digital challenge, and in many ways, redefining the idea of the library. Eighty law libraries participated: More than 50 libraries from major and medium sized law firms in the USA, 15 college/university law libraries, 10 state, local or courthouse libraries, 5 law libraries from the legal departments of major U.S. Corporations or Federal Agencies. Data is broken out by size and type of law firm to allow for easier benchmarking.

SURVEY OF COLLEGE MARKETING PROGRAMS
Publication Date: 2002 Price: $244.50

This landmark study of college marketing practices imparts critical benchmarking data now broken out by Carnegie Class for even better benchmarking performance. Hundreds of Table #s of data and commentary describe how American colleges and universities market themselves to prospective students. 92 American colleges and universities participated, including: 11 major research universities 22 baccalaureate-level colleges, 21 masters-granting colleges, 4 - theology institutes, and 25 community or junior colleges. Covers traditional marketing, internet marketing, a much more.

SURVEY OF ADULT & CONTINUING EDUCATION PROGRAMS IN HIGHER EDUCATION
Publication Date: October 1999 Price: $183.50

The Survey of Adult & Continuing Education Programs in Higher Education presents the findings of a detailed survey of college adult and continuing education programs, focusing on their revenues and expenditures, advertising and marketing practices, technology use practices, course offerings, student demographics, and other aspects of continuing & adult education program management.

PRIVATE COLLEGE INFORMATION TECHNOLOGY BENCHMARKS
ISBN: 1-57440-060-6
PRICE: $295.00
Publication Date: January 20, 2003
Private College Information Technology Benchmarks presents more than 650 tables and charts exploring the use of information technology by small and medium sized private college in the United States. The report covers both academic and administrative computing, and breaks out data by enrollment size and level of tuition charged. Sixteen private American colleges contributed data to the report.

MARKETING THE COLLEGE
Price: $85.00//Publication Date: June 1998
ISBN: 1-57440-011-8
Marketing the College profiles the marketing efforts of 23 colleges and universities throughout the United States. The topics covered include catalogs; viewbooks; the use of focus groups; internet marketing; television, radio, and print marketing; market research and forecasting; marketing and public relations staffs; and much more. The study helps the college marketer to answer such questions as: How do my peers decide on particular marketing strategies? Do they track the marketing efforts of other colleges and universities? What do they spend on marketing and advertising? The profiles in *Marketing the College* encompass three types of colleges: four-year colleges and universities, two-year community and technical colleges, and theological seminaries. The profiles are grouped together by type for ease of reading.

MARKETING THE COLLEGE, 2004 EDITION--$120.00
Publication Date: December 1, 2003
Marketing the College profiles the efforts of 14 institutions to market their undergraduate programs in tough times. Institutions profiled include: the State University of New York at Binghamton, Illinois State University, Albright College, Westmont College, Urbana College, William Wood University, Bethel College, Ball State University, Mendecino College, Herkimer County Community College, Lane Community College, Butler County Community College, and Blue Mountain Community College

Covers Topics such as: Ebrochures, Personalized web site development, virtual tours, radio and tv advertising spending and strategy, use of billboards, use of consultants and research firms, direct mail and email marketing, printing costs for viewbooks, brochures, catalogs and other printed promotional materials, approaches to the foreign student market -- and many other facets of marketing the undergraduate college.

MARKETING MEDICAL EDUCATION -- $295.00
Publication Date: November 20, 2003
The report summarizes development in medical education markets -- medical schools, continuing medical education, allied health programs, and nursing programs. The report profiles the efforts of major practitioners to develop new markets for their medical education offering. The report includes profiles of the efforts of the University of Washington, The University of South Carolina, Vanderbilt University, the American Medical Association, the American Academy of Pediatrics, American Academy of Family Physicians, Cincinnati Children's Hospital, and Cornell University, among others. Examines emerging markets in continuing medical information, medical distance learning, hospital training, allied health education, nursing/physician education and even consumer medical information market. Looks at attempts to tap into growing third word markets for medical education from developed countries.

THE SURVEY OF DISTANCE & CYBERLEARNING PROGRAMS IN HIGHER EDUCATION, 2004 EDITION -- $98.50 Projected Publication Date: Dec 15, 2003
This annual study reports results from interviews with a sample of distance learning programs in higher education. The data covers revenue and enrollment growth rates, use of new technologies, outsourcing, purchasing, faculty relations, use of DL journals, hiring trends, partnerships with foreign colleges, advertising and marketing, uses of distance learning by students in traditional academic programs, the business and industry market for college-based DL, and prospects for distance learning in specific fields of study, among other issues.