

University of Illinois at Urbana-Champaign Library Electronic Collections Plan

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II. Executive Summary

- The University of Illinois Library strives both to maintain the pre-eminence of its traditional collections and to capitalize on the new opportunities presented by digital formats.
- Services to maximize the value of the investment in the Library's collections will be as important as building the collections.
- The Library will provide continuing access to all materials of permanent value regardless of format.
- As a leader in the research library community, the Library will instigate and support activities at the national and international level that encourage practices in the scholarly information industry that are in the best interest of academic libraries generally and of their clientele.
- Prudent use of finite resources will continue.

- In the immediate years ahead, the Library will need supplementary support to develop the electronic collection, since internal reallocation alone will be insufficient to maintain excellence in established areas and at the same time move forward toward a more electronic future.
 - Valuable new products and capabilities are appearing at a rapid rate and the Library has already fallen behind its peers in the acquisition of basic electronic information sources.
 - In the near term, the Library will need to maintain both print and electronic versions of many resources (especially journals) since both the technical and the additional cost requirements for archiving electronic formats are still uncertain.
 - Sufficient budgetary flexibility is needed to allow the Library to participate in state, regional and national negotiations for reduced prices, to acquire new products at "charter subscriber" prices, and to partner with publishers on product development when appropriate.
 - The Library may need to adapt to new payment models (e.g., "pay per view") that do not fit easily within current budgetary conventions and expenditure projections.

We must hope that Library expenditure requirements will become more manageable and predictable as the pace of change in the electronic information marketplace slackens and more reasonable pricing models emerge. For the next few years, however, new funding sources must be found if the Library is to retain its leadership position and provide the best possible services to the campus community.

III. Need For A Plan

The UIUC Library collection is an organic whole consisting of many formats and types of materials, including information in digital form. Electronic resources are part of this interrelated whole and should be part of the overall collection building process. However, acquiring digital materials has unique aspects that pose special challenges.

To begin with, electronic information is a rapidly expanding area continuously fueled by new technological developments. The cost of many electronic resources is unusually high and assuring permanent access to them is still problematic. Many offerings may duplicate items already owned by the Library in print and must be evaluated in terms of the added value they offer in digital form. The evaluation of a digital product involves a long list of considerations that includes such factors as ease of use, effectiveness of searching, provision of remote access, and many others. To offer digital information the Library must maintain a technical infrastructure adequate to serve continually increasing demands for access. Acquisition of electronic resources normally requires that the University sign a contract with the publisher on behalf of the Library. Meeting the Library's obligations under this contract may require coordination among units. Yet another layer may be added to the acquisition process by the Library's participation in group negotiation with vendors to reduce costs through library consortia.

Because of these factors and others mentioned below in the description of the electronic information environment, it is important to articulate current goals and directions for the University of Illinois Library's development of its electronic collections. Since the

electronic information environment is characterized by continuous and rapid change, this plan will of necessity be a dynamic document requiring frequent review so as to assure that the Library both anticipates and adapts to new developments. Updated policies and procedures to be developed by the Library's Electronic Information Resources Committee will supplement this plan.

IV. The Planning Environment

A. General Trends

During the last fifteen years, the environment for building and managing research library collections has been dominated by a limited number of powerful factors.

- The amount and cost of information have been increasing rapidly while the buying power of Library budgets has not kept pace.
- A significant part of the increased amount of material available, particularly over the last five years, has been in electronic format.
- Electronic creation and dissemination of information is influencing the development of new means of scholarly communication that may have a dramatic impact on both libraries and universities.
- User demand for electronic resources is expanding rapidly.
- Progress in information technology has made possible new modes of teaching and learning, both on campus and at a distance that rely heavily on online access to scholarship and primary source material.

B. Costs and Value of Electronic Information

1. Add-on Costs of Electronic Information

The electronic information revolution has heightened the stress on library budgets that were already straining under the burden of increased print costs. Libraries must now find the money not only to keep up with cost increases related to "traditional" materials, but also to purchase in the entirely new area of digital resources.

2. Maintaining Multiple Formats Causes Even Greater Stress on Budgets

Since permanent access to digital resources cannot be assured and the ultimate costs of digital archiving are unknown, most major research libraries are acquiring digital forms to enhance but not replace existing collections. For example, to add electronic versions that duplicate already high-priced print science journals typically requires an additional 15 percent of print cost. On the other hand, libraries may save 10 percent of current print costs by subscribing only to the electronic versions of these journals, if they are willing do without print and to accept the risk that permanent access can not yet be guaranteed.

3. Value for Cost

Obtaining the best value for dollars spent on electronic materials is complicated by certain factors within the academic information marketplace over which libraries have little, if any control. A small number of dominant commercial producers exert the equivalent of monopolistic control over the market and are able to keep prices unnaturally high. Some of these suppliers insist on selling all their journals as a package or refuse to allow print and electronic versions to be purchased separately, thus eliminating libraries' ability to reduce costs through selectivity. These same publishers are increasingly engaged in an effort to "add value" to products (e.g., links to full text of references) with the intent of further increasing the cost to subscribers. While there has been marginal improvement in publisher pricing models, conventions have still not emerged regarding either initial "fair" costs or "reasonable" price increases.

4. New Dollars for New Types of Products

To date most expenditures on electronic resources have been for purchase of products that basically replicate print sources in digital form: abstracting and indexing services, electronic journals, reference tools and large electronic text sets. Substantial new expenditures will be required, as electronic books and other new products enter the marketplace. Some publishers are even proposing cost-shared product development partnerships with libraries.

5. Towards a "Pay-per-View" Access Model

Two important pieces of legislation related to managing the electronic information environment have significant potential to influence the ways in which libraries provide information to users. These are the Digital Millennium Copyright Act (DMCA) already passed by Congress and the Uniform Computer Information Technology Act (UCITA) currently being proposed in each state legislature. Both attempt to move access to information away from the current copyright legal regime to the framework of contract law and to encourage pay-per-view arrangements. The dominant science publishers are also showing signs of developing pay-per-view access scenarios

6. Cooperation among Libraries to Reduce Costs

Information suppliers and libraries have found negotiation of purchases through library consortia to be mutually beneficial. Libraries can obtain what appear to be better pricing and terms; publishers can reduce marketing and sales expenditures and may sell more products. Major deals made through consortia normally take at least six months to complete, sometimes require compromise, and may influence individual library timeframes for acquiring particular resources. Nationally brokered licenses are also becoming more common. These may produce even lower prices, but diminish attention to individual institutions' needs.

7. The Inevitability of Change

Since the opportunities offered by electronic access are so compelling, it is clear that libraries will add more digital resources to their collections in the future. While currently available resources mainly replicate print, new forms are emerging that have the potential to change dramatically how we think about access to information and its use. For example, new models are already being proposed for the distribution of the results of scientific research. The scholarly journal in electronic form may become the "version of record" with no "issues" as such, since articles may be posted as they are ready. The standard journal may be replaced by "virtual" subject journals composed of articles on a topic from journals in a variety of fields. Some argue that electronic archives of pre-prints that evolve into certified articles without ever having been "published" might replace the journal as a form. Faculty and students want easier and more convenient access to library resources. They see the delivery of information to their desktops as a necessary library service regardless of whether they are on campus, traveling, or at home. Libraries must respond to this fundamental change in information access and use with services to meet new needs and expectations. Digital technology has introduced rapid change into the academic information environment that is, to some extent, at odds with the traditionally conservative nature of libraries. Since these changes are likely to alter significantly how knowledge is created and distributed, they may require research libraries to respond with adjustments in roles, responsibilities and accepted values. Making these adjustments will call for imagination, flexibility and agility in the immediate years ahead as well as a clear and steady focus on the essentials of each individual library's mission.

V. Particular Factors in UIUC Library Planning Environment

A. Core Values

The historical mission and values of the UIUC Library are certain to influence strategic planning for a potentially more electronic future. The trends described above in the production, distribution and storage of scholarly information suggest that we will be providing information access to our users more and more frequently off-site from distributed digital repositories. Because of our standing as the third largest academic library in the U.S. and our pride in historically strong research collections, the UIUC Library may find it harder than most to retreat from the core value of an on-site permanent archive. Therefore, although it will be cost effective not to duplicate formats, we may be reluctant to cancel print journal subscriptions that extend our archival print runs of serials. Similarly, we may be drawn to maintain print subscriptions to fulfill our longstanding commitment to share our resources with the citizens of the state of Illinois through interlibrary loan, a service not normally permitted by electronic journals contracts.

B. Failure of Recent Funding to Adequately Support the Library's Mission

Peer libraries in the Association for Research Libraries have all had to cope with spiraling print journal costs over the last decade and a half and, more recently, with the need to make major investments in electronic formats. The UIUC Library is less well positioned to face these challenges since it has been generally less well supported than many of its peers since 1985 and has not benefited, as many others have, from new funds ear-marked specifically for electronic resource investments.

C. History of Decentralized Budgeting and Decision-Making

Networked digital products allow users to discover information in resources outside their own areas. This interdisciplinary use is increased by aggregation and will be further accelerated by developments such as multi-database searching and reference linking. Campus wide networking allows electronic resources to be accessed independent of any particular departmental library location as well as from outside the Library. The current decentralized discipline-based structure of the UIUC Library collection budget may not be well suited to funding electronic resources. The interdisciplinary use of networked electronic resources may also complicate Library requests for academic departments to partner in purchasing high-priced items.

VI. Collection Development Plan For Electronic Collections

University of Illinois Library will continue to be a world-class research library collection both in terms of its onsite holdings and the access provided to resources in digital form. Utmost care will be devoted to the development and management of the collection. The same level of attention and commitment will be given to services that maximize benefit from the use of the collection.

The availability of electronic information opens new vistas for teaching, learning, and scholarship. Although acquiring material in digital form and organizing it for use is both costly and challenging, electronic resources will be a critical element of the University of Illinois Library of the future.

A. Goal One

Make electronic resources an integral part of the University of Illinois Library of the twenty-first century. The Library supports and reflects the educational policy and mission of the University by building a distinguished collection that meets the needs of the campus community today and into the future. This collection has breadth and depth over a wide range of disciplines as well as balance and coherence. In the years ahead, electronic resources will clearly be a key component. The Library will apply the same principles in acquiring and maintaining materials in digital form as are applied in relation to other formats.

- The Library will acquire resources in the format that best serves the needs of students and scholars.

- Electronic resources will be purchased that will enhance the ability of the Library's clientele to discover, locate, gain access to and use information they need.
- The Library will attempt to assure continuing access to classes of materials historically collected in print when they are entirely converted to digital format and only available online.
- When enduring access to material in electronic format is appropriate, the Library will maintain a permanent archive locally or assure access in perpetuity in some other manner.
- Duplicate formats will be maintained as appropriate to guarantee perpetual access.

B. Goal Two

Develop support services that help users gain maximum benefit from access to electronic resources. The electronic resources we acquire are part of an increasingly integrated and networked library environment where users can discover and acquire access to materials they need in any format quickly, easily, and effectively. Well-designed support services help users both inside and outside the Library to exploit the advanced and varied capabilities of the electronic resources we acquire and to evaluate information they may obtain via the Web.

- The Library will create and maintain a unified information environment.
- Through expert mediation, user and staff training, provision of appropriate access mechanisms, and maintenance of adequate technical infrastructure, the Library will assure that users derive maximum benefit from available resources.
- To assure that library users are aware of materials that may help them, the Library will promote and publicize its electronic resources and services.
- To reduce confusion due to the large number of sources, features, and modes of access, the Library will seek products that employ standard and consistent software and data formats, and present information in as universal a form as possible.
- To foster integrated knowledge exploration, the Library will seek tools that allow searching across multiple databases as well as products and systems that provide seamless linking among sources.

C. Goal Three

Assure that the University of Illinois Library of the future builds on the best traditions of its past and continues to make most effective use of finite resources. The significant expenditures required to build the UIUC Library of the twenty-first century will maximize value, minimize cost, and assure enduring access. The UIUC Library of the future will reflect its historic strengths and mission while at the same time capitalizing on the opportunities presented by digital formats. The

Library will also take a leadership role in cooperating with its peers and with the higher education community to develop national and international strategies that support local goals for wise use of resources.

- Fund allocations and expenditures will be in line with campus priorities
- Electronic resources will be regularly evaluated to assure that they maintain value and continue to meet the needs for which they were intended.
- The Library will cooperate actively with state, regional, national and international consortia to obtain best pricing and licensing arrangements.
- When making agreements with information suppliers, the Library will strive to set precedents that are favorable for the higher education community as a whole.
- The Library will seek to encourage best practices in the information industry, such as adherence to standards, reasonable pricing, and observance of "fair use" rights.
- The Library will participate actively in the dialog underway between libraries and universities on the impacts of new developments in scholarly communication and draw faculty on this campus into this dialog.

D. Goal Four

Develop new funding models to assure continuing overall excellence and to meet the challenges of a rapidly changing, increasingly digital, scholarly communication environment. A substantial investment will be required to maintain the overall excellence of the Library's collection and also to move forward aggressively to increase access to online information. Since the cost of the transition to an increasingly electronic information environment cannot be known, but will certainly be high, internal reallocation within the Library's existing budget will very likely need to be supplemented by other sources. The Library, with the aid of the campus, will need to develop funding strategies that will allow us to maintain our preeminence as a research library and at the same time be responsive to the rapid changes occurring in the creation and dissemination of scholarly information.

- The Library will continue gradual, but steady and systematic, internal reallocation to fund electronic collections.
- At least in the short term, the Library will continue to put forward supplemental funding requests to the campus for the development of electronic collections in accord with university priorities.
- The Library will establish itself as the primary provider of electronic information services to the university community, but will partner with other campus units as appropriate to acquire particular resources and assure they are available campus wide.

- The Library Development Office will work actively to identify donors who might be attracted to support electronic collection development.
- The Library will seek opportunities to develop products and services that may generate revenue to support purchase of new resources.

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