UKRR Research Reserve



An extension of UKRR into low-use monographs: does appetite exist?

A report by Theo Stubbs :: November 2018

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Executive Summary

During June and July 2018, the author, working on behalf of UKRR (UK Research Reserve – a national journal deduplication project), surveyed senior academic library staff about practice and attitudes related to collaborative management of monographs. The work wished to understand whether there was appetite and need within the community for an extension of UKRR into monographs, what would be the desired benefits of such a project, and whether the idea of 'rareness is common', first suggested by Malpas & Lavoie (2016)[1] and applied to the UK research collections, is starting to be accepted across the community. This report explains the findings from this survey, and uses this to make some recommendations about the potential shape of a mooted UKRR for monographs, as well as recommending some necessary pieces of work.

Below are listed the key findings of the report:

1 There is appetite within the community to extend the UKRR project into monographs.

There is more appetite among RLUK (Research Libraries UK – a consortium of research libraries) than non-RLUK libraries, both from the self-selecting nature of the sample (25 RLUK respondents, 17 non-RLUK), and from responses to survey sections which imply greater positivity (e.g. stronger interest in all the models, more likely to have management support) and greater need (e.g. existing complex storage arrangements, and a greater acceptance of costs). (Paragraphs 20, 26, 59, 92, 99)

2 However, this appetite is theoretical, and cannot yet be considered commitment.

There is a need for further information to get academics, senior university management, and library decision makers on board. There is thus a need to do a few pieces of work: surveying academics, creating interim guidelines defining collections and scarcity to ensure that nothing rare is thrown away, analysing potential models to get a clearer understanding of what the benefits and costs might be, and further overlap work. (Paragraphs 97-106, 141-146)

3 This preparatory work needs to clarify a range of aspects of a shared collection.

74% of libraries indicated they were unsure whether they would be willing to pay costs, and so the type of costs involved need to be clarified. There was some difference between RLUK and non-RLUK libraries, suggesting that RLUK libraries are more likely to accept financial costs for other benefits, such as improved preservation and access to better collections. Thus, the

[1] Malpas, C., & Lavoie, B. (2016). Strength in numbers: the Research Libraries UK (RLUK) collective collection. Retrieved from http://www.oclc.org/content/dam/research/publications/2016/oclcresearch-strength-innumbers-rluk- collective-collection-2016.pdf

benefits, scope, aims, and mechanics of a shared collection need to be clarified in order to balance this against the costs. (Paragraphs 86-96, 105)

4 There is an acceptance of rareness is common – with caveats.

There is growing acceptance of the idea that rareness is common (i.e. that overlap among collections is less than expected), with 67% of respondents agreeing or strongly agreeing, and this acceptance is slightly stronger among RLUK libraries (72%). However, 83% of respondents believed more work around overlap needs to be done to understand whether rareness is indeed common, and to get a deeper understanding of the situation across the UK. (Paragraphs 32-38)

5 There is no clear preference for a particular model of collaboration.

Respondents were asked their opinions on five different common models of collaboration, and all of them had similar levels of interest (around two thirds of respondents in each case). This implies that the solution is to develop a model, which can then be offered to the community. This will not be of unanimous interest, but should be of sufficient interest for at least a pilot project. This report proposes a hybrid national solution, combining shared storage and a shared collection. (Paragraphs 51-65)

6 There are some potential benefits which should be considered non-negotiable in the development of a model.

The benefits that the community saw as most important were collaboration for the common good (88%), improved interlibrary loan (83%), other (i.e. not for collection growth) library space use (83%), improved holdings data (81%), access to larger collections (79%) and improved preservation practices (74%). These should all be considered and factored into the development of a model. (Paragraphs 66-85)

7 Even with the context of 'rareness is common', space continues to be a critical consideration for many libraries.

The general acceptance of this term doesn't appear to affect libraries attitudes towards their space and what they need to do, with 79% of respondents needing to release space regardless of whether it transpires that this statement is factual. The issue of space manifests itself in a reliance on closed-access storage space. (Paragraphs 25 & 37)

8 Deselection is extremely complex.

The survey looked at deselection along the axis of publication date, and this is obviously not the only criterion being used. However, it is a useful marker to consider what is likely to be submitted (or not) to a shared collection or to shared storage, and allows the focus of any UKRR for monographs to be 20th century monographs. The predominance of scarcity checking should be increased as well. (Paragraphs 107-124)

9 Improving holdings data is of utmost importance.

This not only includes upgrading older records, but also ensuring that information such as the currency of data and retention statuses are available on the NBK so libraries have more data

points that they can use to guide decision making. Better data will allow for greater trust in any collaborative solution. (Paragraphs 132-136)

10 The National Bibliographic Knowledgebase (NBK) is going to be absolutely key to the success of any UKRR.

The NBK was seen throughout as a vital cornerstone of UKRR. Something which was not a finding, but has been an implicit assumption of this work, is that the British Library, with their space and their expertise, are a vital partner. (Paragraphs 46-47, 134-135)

This report is intended to help inform decision making about a UKRR for monographs, providing solid evidence of current attitudes and practices, as well as making recommendations for next steps and for the potential shape of the project.

Tentative recommendations for the shape of a UKRR-M.

In a 2012 paper, Kieft and Payne define 9 attributes of shared print agreements. Below, each one is described, with the descriptions verbatim from the original paper, with a brief and tentative recommendation for a UKRR-M.

Selection - How materials are identified or chosen for the shared print collection. Examples: by publisher, by individual title nomination, by presence in storage facility.

Shared collection: Material is submitted based on the requirements of the owning library, with it being material they wish to deselect based on their own in house criteria. As seen in the survey, criteria differ from institution to institution, and so imposing criteria on libraries might mean that they would be less likely to submit. The likelihood is that this material will be from 20th century, and this should be encouraged as an initial focus, not least due to post-1970 works having ISBN numbers. Much like with UKRR, partner libraries should be mandated to submit any material at risk of permanent deselection to the collection: they cannot circumvent this step.

Shared storage: Again, material is relegated on the requirements of the owning library, based on how they need to release space.

Location - Centralised or decentralised location(s), in high-density facility or campus library space, required environmental conditions.

Shared collection: Three copies, at least one copy held at the British Library in Boston Spa, but with the other two copies held either at the BL or at a designated holding library, at that library's discretion. Although duplicating in the main storage facility is not ideal, it brings stewardship costs down as low as possible by storing in high density, but would require that membership fees be higher to cover this. The fact that it gives institutions the option to submit all three copies to the British Library can reduce the possibility of wrangling over equality in distribution of texts.

An exception to this requirement for three copies would be if a trusted digital surrogate is held, for example by HathiTrust, in which case fewer copies can be retained.

Shared storage: Whatever libraries choose to submit would be held in the British Library high density storage space at Boston Spa.

Validation - Level of review for completeness and condition.

Shared collection: As with the UKRR for journals, best practice would be for libraries to submit lists of items they want to offer, and then for the British Library, based on the information received, to send retention information. This will be a trust transaction, in which the British Library trusts that the information received is accurate. The submitting library can then dispose of any material certain for disposal, and send everything else for retention. It may be that there are times when further investigation is required, and the British Library requests an item that it may dispose of. However, doing as much as possible at the submitting library is important to avoid a bottleneck at the British Library. Non-members are encouraged to scarcity check against the collection and offer material to fill potential scarcity gaps.

Shared storage: Validation is only a necessary step in the context of shared collections. Obviously libraries submitting to shared storage will need to ensure that the items they are submitting match exactly those that have been updated on their system.

Disclosure and Discovery - How and where the shared print status of materials will be identified, and what mechanisms will be provided.

Shared collection: All materials will have retention status (e.g. at the British Library or a distributed holding) entered into field 582, and the location information will be available as well. A point that libraries also wanted to see was the currency of this information, and so having the data submission date on the NBK would be important. The NBK will be the main discovery system, but with the possibility of members having a shared collection catalogue built into their own library discovery systems, if, of course, this is possible.

Shared storage: All materials will be discoverable through NBK, including the fact they are located in shared storage.

Access and Delivery - What access and delivery services will be provided from the shared print materials, and to whom.

Shared collections: Full contributing libraries will have preferential access to the materials, which will be delivered in line with current British Library interlibrary loan delivery times, and at a new agreed delivery-to-owner rate. There would be a requirement for additional holding libraries to agree to and meet specified delivery standards, improving and standardising the interlibrary loan system across the board. Non-contributing libraries will be able to request material via interlibrary loan at standard price. Priority will be given to shared collection partners on lending, and when they lend items to their own patrons, this will be according to their own circulation policies, whereas non-partners will continue to be subject to normal interlibrary loan conditions.

Shared storage: The owning library can order material at the abovementioned delivery-to-owner rate. Any other library can request via normal interlibrary loan system at standard price and using standard conditions, with owning library to have continuing priority and decision making on interlibrary loan.

Retention - Commitment to time period to retain (most important). Often 25 years.

Shared collections: To be reviewed at 25 years, on the assumption that significant infrastructural changes are likely to have taken place during this time, and it might, for example, be necessary only to hold one copy.

Shared storage: Not necessary beyond agreements between the submitting library and the British Library, except for any material which is in shared storage but is a copy to be retained as part of the shared collection by the submitting library.

Ownership - Who owns the shared material.

Shared collections: All three copies become owned by the shared collection, with submitting libraries transferring ownership to the shared collection, and partner libraries taking collaborative ownership. Ownership is transferred permanently; nothing can be taken back.

Shared storage: All copies remain owned by the submitting library, except for anything that they include for shared storage which is actually part of the shared collections. For shared storage owning

libraries have full discretion to do what they wish with their collections, assuming that they undertake the necessary scarcity checking.

Business Model - What costs are supported by the participants and how divided.

Shared collections: All full members pay a membership fee which covers the costs of stewardship, both at the British Library and calculated for additional retaining libraries. Delivery fees cover delivery costs. Non-members pay interlibrary loan fees. Distribution among retaining libraries would need to be seen to be equitable, in that there would be associated ongoing stewardship fees, but this is mitigated by libraries having the choice to submit their retained copies.

Shared storage: Libraries can rent space based on their requirements, in line with the British Library pricing requirements for public good.

Governance - How decisions will be made in the future.

The whole project will be run under similar auspices to the current UKRR, with a centrally managed project and a project governing board.

Background

1. This report was commissioned by Chris Banks, Head of UK Research Reserve (UKRR), in order to better understand academic library community attitudes towards collaborative management of low-use print monographs. The work was originally undertaken as a dissertation project, submitted in partial fulfilment of an MA at the University of Sheffield. Senior library staff from across the UK completed an online survey in June and July 2018, and this document reports on analysis of the data collected.

2. The dissertation work was done between January and September 2018, with the project work which constitutes this report carried out from April to October 2018. The survey was open for four weeks in June and July 2018.

3. While this report is primarily written for the UKRR Board to better inform decision making around the plausibility and potential scope of a UKRR for Monographs (hereafter UKRR-M, to use a convenient shorthand), it is also likely to be of interest to academic library staff involved in collection management, or with a strategic remit, to better understand print collection management at a level beyond the individual institution.

Introduction

4. This project sought to understand the attitudes of academic library community in relation to collaborative collection management, specifically in a context where new evidence is building up that 'rareness is common'[2] across the UK research monograph collection. The project wanted to see the extent to which this context changes attitudes towards a mooted UKRR-M, which potential benefits would be of greatest importance, identification of any challenges towards the implementation of a UKRR-M, and a better understanding of current deselection practices across the community.

5. This project was carried out and produced around one year after Information Power's report 'Feasibility study on monographs'[3], a key finding of which was the importance of space savings to libraries. This current project covered some similar ground to the Information Power report, but is situated in the context of it being likely that 'rareness is common', and that space savings are thus unlikely to be as great as thought and desired. The evidence that rareness is common comes from two reports, the aforementioned one commissioned by RLUK and written by Lavoie and Malpas

[2] Malpas, C., & Lavoie, B. (2016). Strength in numbers: the Research Libraries UK (RLUK) collective collection. Retrieved from http://www.oclc.org/content/dam/research/publications/2016/oclcresearch-strength-innumbers-rluk- collective-collection-2016.pdf

[3] Information Power. (2017). Feasibility study on monographs.

(2016) (and which coined the phrase rareness is common), and another from a piece of work carried out by the White Rose Libraries (WRL, consisting of Leeds, Sheffield, and York) (2017)[4] considering overlap among their collections, both of which found that overlap was potentially much lower than had originally been assumed.

"There are a large number of low-use materials which are at risk of deselection according to individual institutional criteria but that still constitute vital parts of an overall research collection."

6. This issue is important as there are certain pressures on libraries which are transforming collection management. Deselection is an essential part of the lifecycle of collections, but deselecting without respect to the national context puts scarce items at risk. There are large number of low-use materials which are at risk of deselection according to individual institutional criteria, but that still constitute vital parts of an overall research collection. UKRR has been a success and saved 95km of linear shelving space in Phase 2 alone, and so the next logical step is low-use print monographs.

7. Jisc are currently developing the National Bibliographic Knowledgebase (NBK) which will be a successor to Suncat and, crucially for monographs, Copac. It will have a greater number of libraries submitting their collections to it, meaning it will be a key component of any UKRR-M. It is due to be released in 2019.

8. WRL have proposed a further overlap study[5] using the SCS Greenglass tool and a manual data dive in a larger group of libraries than the White Rose three. This will provide further evidence of the level of overlap among academic library collections.

Methodology

9. In March 2018 the author was commissioned by Chris Banks to do a project considering attitudes towards a UKRR-M held by the UK academic library community. A research proposal was submitted in April 2018 and was passed by the UKRR Board. The survey instrument, found in Appendix 1, went through several versions prior to being accepted by the UKRR Board in June 2018.

10. In June 2018 all RLUK institutions (37 members) and all SCONUL institutions (175 members) were invited to complete the online survey, a total of 175 institutions. The survey was distributed using the SCONUL and RLUK directors' mailing lists, and was sent out by Chris Banks. The survey was created using the Qualtrics platform, and the questions were included as a PDF attachment on the email that was sent out, allowing

[4] White Rose Library staff. (2017). Understanding collections overlap: an investigation into White Rose Libraries collections using Collection Management Tools.
[5] White Rose Libraries. (2018). *Collaborative collection analysis: a proposal to UKRR*.

institutions to begin gathering information before attempting to complete the online form.

11. Institutions were asked to provide information on various practices and attitudes related to collaborative management of low-use print monographs. The invitation email advised that this was best completed by a director in order to get accurate information about strategic vision, but that it was likely that further information would need to be provided by collection management staff.

12. The survey was grouped into four main themes, and ten specific sub-themes. Due to the way that Qualtrics functions, numbers are used for sections (including descriptive and informative) rather than only for questions, hence the missing numbers in the list below.
    a. About your institution
        i. Demographics (Sections 5-7)
        ii. Stores (Sections 8-9)
    b. National situation
        i. Collection overlap (Sections 11-15)
    c. Drivers for collaboration
        i. Models (Sections 17-18)
        ii. Benefits (Sections 19-22)
        iii. Costs (Sections 22-24)
        iv. Support (Sections 25-27)
    d. Current deselection practices
        i. Deselection practices (Sections 29-36, 39)
        ii. Digital surrogacy (Sections 37-38)
        iii. Data (Sections 40-41)

13. The online survey received responses from 42 institutions (24%). Of these, 25 were from RLUK libraries (68% of the 37 members, some of whom, such as the national libraries, were not really the target audience), and 17 from non-RLUK libraries (12% of the 138 non-RLUK SCONUL members). The analysis was carried out by the author, using the Qualtrics data analysis functionalities and Excel, under the guidance of his dissertation tutor, Professor Stephen Pinfield, at the University of Sheffield. The data was analysed in a non-anonymised form, but appears anonymised in this report, although a list of responding institutions can be found in Appendix 3.

14. The report presents the findings under the headings of the ten specific sub-themes listed in paragraph 12 above. Where necessary, some of these sections are broken down further. Under each of the sections there is a paragraph about the University of York, which acted as a case study of the pressures affecting a specific university and their move and attitude towards collaboration.

15. The interview for the case study was carried out in two stages. A list of questions was sent to Sue Elphinstone, Collection Development Manager, at the University of York library. These questions received written responses, most of which came from

Elphinstone, but some of which were answered by Kate Petherbridge, the WRL Executive Manager. A telephone interview was held with Elphinstone in August to further investigate some of the points made in the written responses. The case study is thus made from the written questions, the interview, and, where appropriate, from the survey responses of the new director of University of York Library. Approval to use his answers in this manner was sought and received in October 2018.

16. This report provides some evidence about the readiness and hunger of the community for further collaboration around low-use print monographs, and makes some *recommendations* for further work, as well as a potentially suitable model. An underlying assumption of the recommendation of this model is that work will need to be done to model the costs and benefits appropriately.

17. This report also includes various appendices, as listed below:
    i. The survey instrument used during research for this report.
    ii. Some recommendations for the shape of a project, along the 9 axes mentioned in a paper by Kieft and Payne[6].
    iii. Full list of responding institutions.

Findings

Demographics of respondents

- **25 RLUK and 17 non-RLUK libraries responded.**
- **Responses were received from all regions of the UK, with the exception of Northern Ireland, with most coming from London and the South East (7 each).**

18. Respondents were asked to report their job title. 20 responses (48%) came from directors/university librarians, 10 from assistant directors (24%), 9 (21%) from senior collection managers, and 3 (7%) from others (two heads of academic liaison and a bibliographic librarian). Originally the survey was circulated with the intention of gathering responses from library directors, and although in the end responses were received from other staff members, in each case one single institutional response was received and was considered definitive.

19. Respondents were asked to provide their institution name, and these were then grouped by region. At least one response was received from each region of the UK, with the exception of Northern Ireland. The full breakdown of responses can be seen in Table 1, below.

[6] Kieft, R. H., & Payne, L. (2012). Collective Collection, Collective Action. Collection Management, 37(3–4), 137–152. https://doi.org/10.1080/01462679.2012.685411

Region of the UK	Number of responses
Greater London	7
South East	7
Wales	5
West Midlands	4
Yorkshire and Humberside	4
East of England	3
North East	3
North West	3
Scotland	3
South West	2
East Midlands	1

Table 1 – Number of responses from each region of the UK.

20. Respondents were asked to check any groups that they were a part of. As mentioned in paragraph 13, 25 responses were received from RLUK libraries, and 17 from non-RLUK libraries. With this being a self-selecting sample in which institutions were free to respond or not, it is implicit that collaborative collection management is of greater interest to RLUK libraries than more teaching-focused institutions, both as a result of the majority of the survey responses being from RLUK libraries (59%), and as a result of the RLUK responses representing 68% of the total number of RLUK libraries, while the 17 other responses represent just 12% of the 138 SCONUL members which are not RLUK libraries.

21. It would be useful, albeit difficult, to understand the reasons for non-response from those institutions which did not respond. While any work done as a result of this survey obviously will unfortunately not benefit from the perspectives of these institutions, it does not preclude their future involvement and input.

22. Although RLUK/non-RLUK has been used as the most important point of comparison for this report, respondents reported that they were members of several other groups, with the most frequently selected seen in Table 2, below.

Group	Number of responses
M25	11
Northern Collaboration	9
WHELF (Wales Higher Education Libraries Forum)	6
Mercian Collaboration	6

Table 2 – Groups which respondents were most frequently members of.

Case study: demographics of respondents

23. The University of York was a survey respondent, and the answers were further explored with the Collection Development Manager. The University of York is in the region Yorkshire and Humberside, and beyond being a SCONUL member is also a member of RLUK, Northern Collaboration and WRL. This latter collaboration, consisting of York, Leeds and Sheffield, and springing out of the collaboration between the three universities, initially came together to look at repositories, but has since expanded its focus, and has already been active in considering collection overlap among the three institutions. A key aspect of their work is to focus on challenges which are appropriate at that scale and add demonstrable value in line with the institutional strategic priorities.

Use of closed-access stores

- **A large majority (83%) of libraries are already using closed access storage.**
- **Current storage usage is more complex at RLUK libraries, with there being a greater inclination to having multiple storage spaces.**
- **A slight majority of respondents (22) deliver items from storage in under 24 hours, and 12 institutions in 24-72 hours, the latter being broadly in line with current British Library interlibrary loan delivery times.**

24. Getting further information about the current use of closed-access stores in academic libraries is important for building a picture of the extent of space crises at libraries, and to begin to understand to what extent library users will have had experience of using stores.

25. Respondents were asked whether they used a closed access store for physical materials. A large majority of respondents (35, 83%) were using stores of some kind. The 7 respondents who did not use a closed access store were all non-RLUK libraries, suggesting that space for collection growth is of greater importance to RLUK libraries, in that they need to ensure availability of research collections, whereas libraries at teaching-focused universities can keep their collections streamlined in accordance

with current pedagogical priorities. Another reading might be that funding is not made available for what is, at certain institutions, lower priority.

26. 15 respondents used the 'other' response to this question, and 13 of these used the free text space to indicate that they had multiple closed-access stores. This shows a level of complexity to libraries' storage solutions, and with 12 of the 15 'other' responses coming from RLUK libraries this again seems to be a more acute issue at RLUK libraries than non-RLUK. The fact that using stores is generally so prevalent does, along with points made in paragraphs 37-38 and 78-83, point to a space crisis in libraries.

Store Type	Number of responses
Owned and Onsite	23
Owned and Offsite	6
Outsourced/Rented	17
No store	7

Table 3 - Types of closed-access stores used.

27. There is a total of 22 libraries which use offsite storage in one way or another (one respondent had both owned and rented offsite storage), slightly more than half, and this is thus a reasonably well-established practice, and so one that library users are likely to have experience of. While it may be well established, what it does not tell is what material is kept in these stores, how well used these stores are, user attitudes towards these stores, and user behaviour towards the stores. However, the fact that such a large majority of universities are using stores does indeed suggest that many users will have *found* material they needed located in closed-access storage, whether or not they eventually requested it.

28. Respondents were asked how long it takes for material to be delivered from closed-access storage, and the breakdown of these results can be seen in Table 4, below. The key finding here is really that delivery is, in many cases, quicker than would likely be possible from a shared facility. 22 of the 35 institutions using stores deliver in under 24 hours, which is quicker than the current interlibrary loan from the British Library, which would most often arrive in the 24-48 hour bracket, extending potentially also into the 49-72 hour bracket, and it is difficult to see how this could be hastened without great cost.

Delivery time	Number of responses
Under 3 hours	2
Under 6 hours	3
Under 12 hours	2
Under 24 hours	15
24-48 hours	10
49-72 hours	2
No store/not applicable	7
Don't know	1

Table 4 - Length of time taken for material to be delivered from stores.

29. The mention of the British Library at this point does tie in with the recommendation in paragraph 148 and Appendix 2 that the British Library do need to be central to any collaborative monograph solution, drawing on their expertise in delivering interlibrary loan services and any potential new storage spaces, and so the delivery times are quoted here as a reasonable expectation.

30. These delivery times do mean that a culture change would need to be managed at some institutions, managing a move to longer wait times and requiring more material to be delivered from storage, as a result of more material being held there. It is also worth considering that RLUK libraries tend to have slower delivery times, with only 2 of the 10 non-RLUK libraries with stores delivering in more than 24 hours (20%) compared to 10 of the 25 RLUK libraries (40%), suggesting that this is a symptom of more complex storage solutions.

Case study: use of closed-access stores

31. The University of York has a rented offsite store, meaning that space pressures in the main library buildings are somewhat eased. It was rented as an empty warehouse, to be returned to original condition should they leave, but now has stacks within it. They keep print journal runs, as well as low-use monographs, older textbook editions and microfilm there. The print journals that are held there are only those to which they have no other archival access. This facility was originally signed with a five-year lease, which is coming towards the renewal period, and this option is likely to be taken up. Generally, material within the store should be delivered within 24 hours, but this can be shorter based on when the request is placed and when the van goes. One of the positive aspects noted regarding this store was the flexibility that they have: items may be relegated to the store, but this does not preclude their re-promotion to the main library buildings, something which, if the community moved towards a shared

collection, is unlikely to be possible. The section of the store which houses monographs is currently only around 25% full, so there is plenty of space for growth.



Photo 1 - Part of the University of York's storage facility. Photo courtesy of the University of York.

Collection overlap between institutions

- **The idea that rareness is common was accepted by 67% of respondents, but there is still a need for further work to be done.**
- **RLUK libraries primarily saw a need for studies with a larger group, and non-RLUK libraries primarily saw a need for studies including a broader group.**
- **Institutions have already started doing work on collection overlap, but this is often small scale, only in its initial stage, and the breadth of types of work done demonstrates a need for guidance.**

Acceptance of the idea that rareness is common

32. One of the key objectives of this research was to ascertain whether there was acceptance of the idea that rareness is likely to be common in library collections across the UK, and respondents were asked to consider to what extent they agreed with some statements around this and around the use of space. There seems to be reasonably strong acceptance that this statement is true, with 28 respondents (67%) either agreeing or strongly agreeing with the statement.

33. 18 of the 28 agreeing or strongly agreeing were RLUK libraries (thus 72% of the total 25 RLUK respondents), and the remaining 10 were non-RLUK (thus 59% of the total 17

non-RLUK respondents), showing slightly stronger acceptance among RLUK libraries, which is unsurprising considering research libraries would be *more likely* to have more esoteric research works than the curriculum-focused materials of a teaching university.

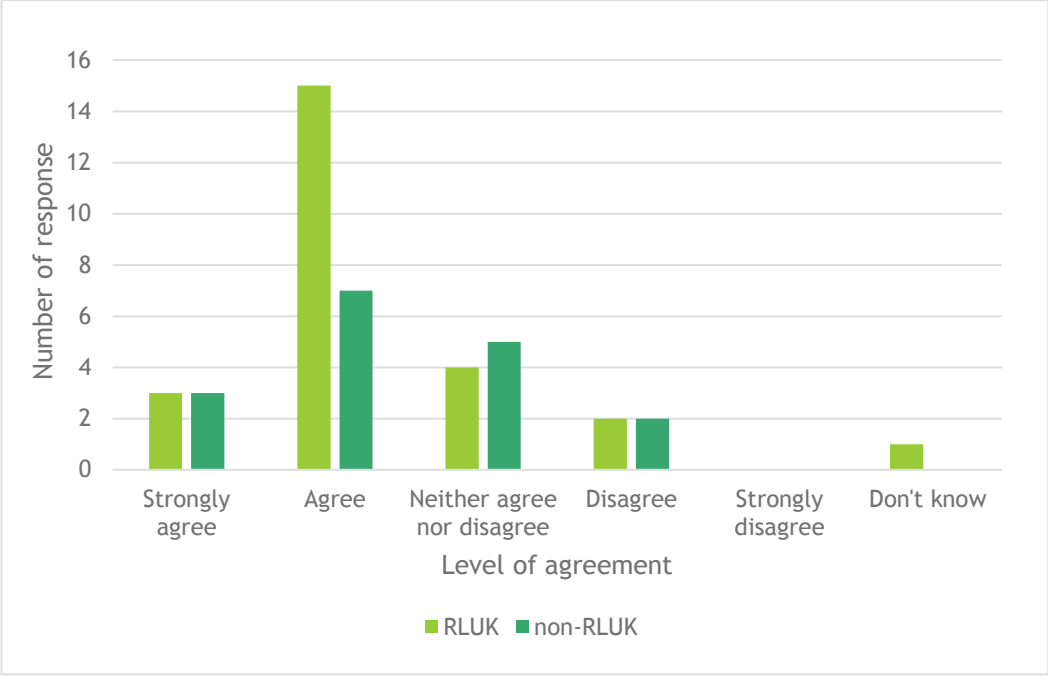


Figure 1 - Number of institutions agreeing or disagreeing with the statement about whether rareness is common in the UK university collections.

34. However, only 6 of the 28 indicating agreement said they strongly agreed with the rareness is common statement, which suggests that the purpose of any further overlap work should be threefold: to give a more accurate picture of overlap across collections in the UK, to (if it is found to be true) strengthen the belief in those institutions not yet strongly convinced, and convince those yet unconvinced.

35. The 10 respondents who either said they neither agree nor disagree (9) or don't know (1) about the statement 'rareness is common' make up a reasonably sizeable minority (24%) of the total 42 respondents. One thing this survey did not specifically tease out is why respondents were yet to be convinced. However, it is notable that 9 of these 10 institutions said they wanted to see further work done, compared to a total of 28 from the full sample of 42, which does suggest that these respondents are potential converts, should the evidence appear strong enough.

36. This does mean that there were very few libraries in open disagreement with the statement about rareness is common; only 4 said this was the case (10%), 2 of which were RLUK libraries, and 2 of which were non-RLUK.

37. Essentially, it is clear that retaining space (45% agreed they would be able to retain if true), and certainly growing space (only 12%), would be a difficult sell for institutions, regardless of whether rareness is indeed common. Space still needs to be released in the majority of cases (33, 79%), and thus remains a pressing concern. Part of what these stats show is that retaining or growing space might be a benefit that *some* institutions are able to get from proof about overlap, but this is not the case across the board, and thus should not be seen a central part of any understanding of collaborative collection management, but instead a by-product *in some instances*.

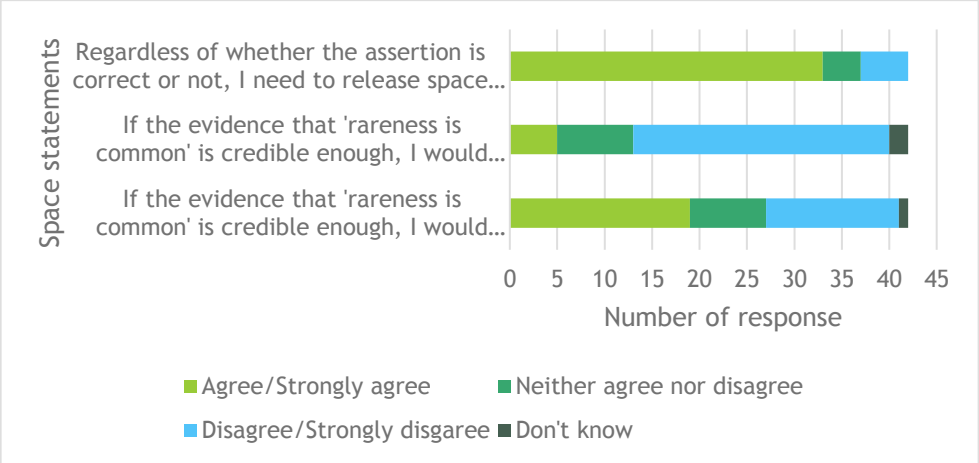


Figure 2 - Institutional agreement with statements about needing to release and ability to keep or grow space.

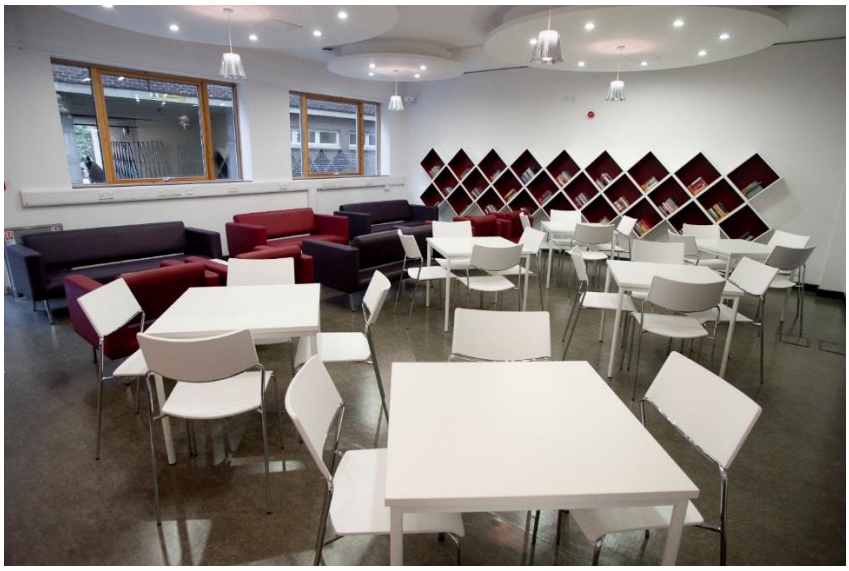


Photo 2 - Library space released through engagement with UKRR to become a café at Kingston University, an example of the types of spaces that there is demand for. Picture courtesy of Kingston University.

38. Indeed, when the overall responses are considered against the responses from libraries who *believe* the assertion that rareness is common, it can be seen that there is little meaningful difference in their opinions. Figure 3, below, compares the opinions of all libraries, and those libraries which believe this assertion, in the areas of space benefits and the benefits which had the biggest differences in opinion in both directions: institutional collection focus, and more standardised preservation practices. In all five cases, these are small differences in opinion. Thus, work can progress on the assumption that believing that overlap is low does not affect what institutions are looking for.

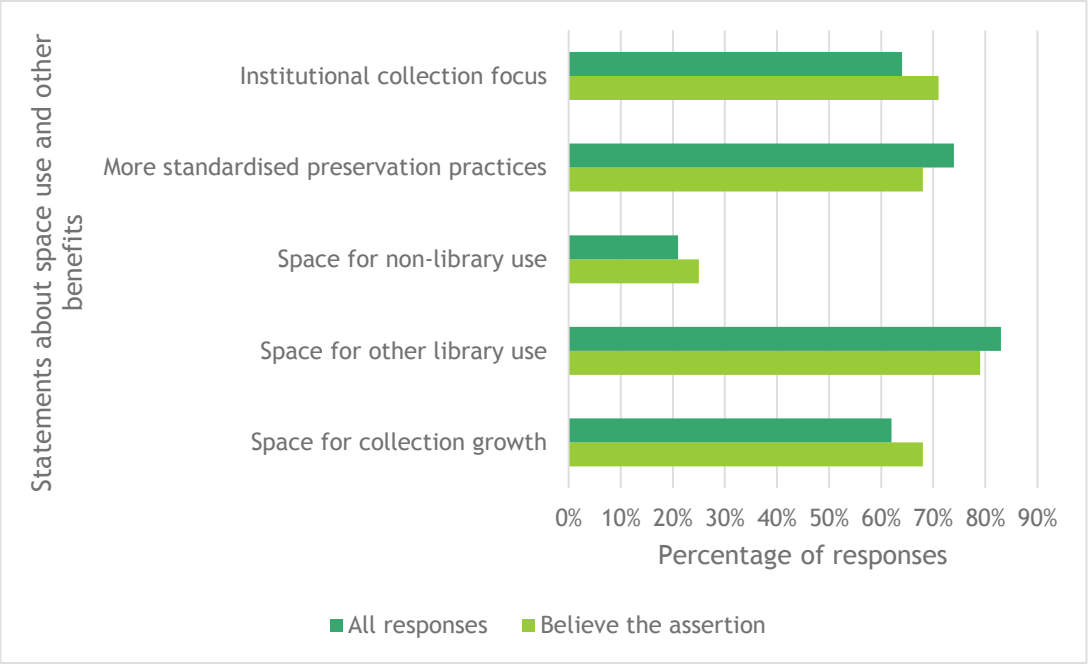


Figure 3 - Comparison of credulous institutions with all responses in relation to space issues and other issues which had largest percentage differences.

Work being done on collection overlap

39. Respondents were asked whether their institution had already done any work around collection overlap. 28 had done some work (67%), and 14 (33%) had not. However, as seen in Figure 4 below, there was a noticeable difference in whether institutions had done work or not along the lines of RLUK/non-RLUK, with 21 of the 25 RLUK libraries having done some work (84%), compared to only 7 of 17 non-RLUK libraries (41%), which can be read in several ways, including that it is less of an institutional priority, that there is less resourcing available for work like this, or that the assessment of collection overlap is less important to the functioning of that institution's library.

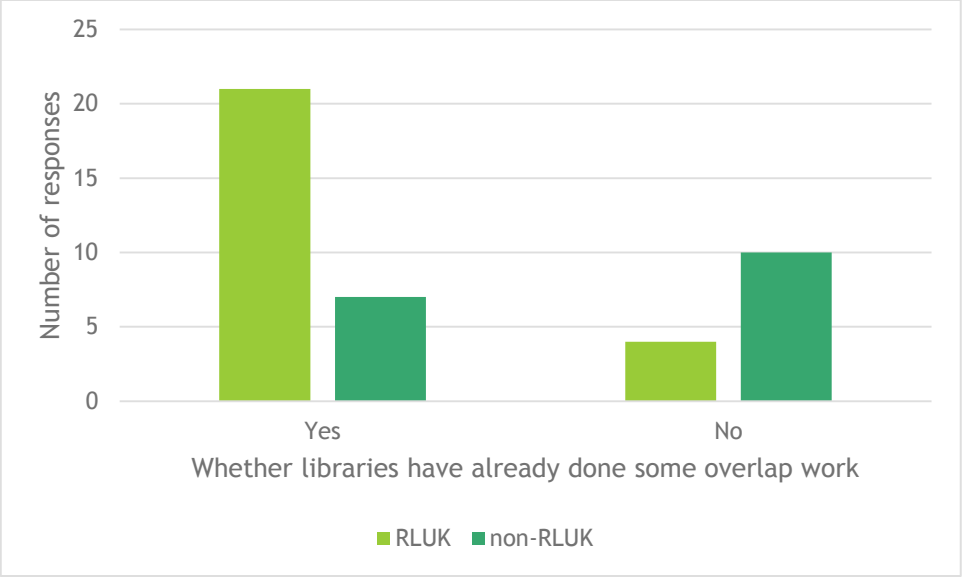


Figure 4 - Number of libraries which have already done some investigation into collection overlap.

40. The type of work that is already being done (or has been done) is reasonably varied, with no particular types of work being far more popular than others. However, the more frequently cited activities can be seen in Table 5, below.

Type of work being done	Number of responses
Using CCM	6
Collection scarcity checking	6
Small inter-institutional collection overlap	5
As part of deselection	5
Using GreenGlass	4

Table 5 - Types of collection overlap work currently being done.

"With the work that has been done so far based on institutional or consortial priorities, it is unsurprisingly varied and indicates a need for overarching direction in the work to get the best result for the community."

41. The fact that in many cases work has already been done shows institutional enthusiasm for studying collection overlap, and this is clearly positive. On the other hand, with the work that has been done so far based on institutional or consortial

priorities, it is unsurprisingly varied and indicates a need for overarching direction in the work to get the best result for the community. Some of the free text responses mentioned that work was 'small scale' or it was only in its initial stages, and there is thus scope to scale up.

Work to be done on collection overlap

42. Respondents were asked whether they believed further work needed to be done to assess collection overlap. 35 (83%) either agreed or strongly agreed with the statement. This should be considered in light of the point made in paragraph 32, that many institutions believed the statement about rareness being common. This was a strongly held opinion – 23 of the 35 strongly believed that further work was necessary.

43. In fact, of the 35 which agreed or strongly agreed with the need to do further work assessing collection overlap, 24 of those agreed or strongly agreed with the statement that rareness is common, indicating clearly a point made in paragraph 34, that any work should not solely be used to convince the community of the veracity of rareness being common (if indeed it transpires that this is the case), but that it is also important to further illuminate the situation of overlap nationwide.

44. Respondents were invited to explain what type of work they felt was necessary to be done. 28 respondents believe that more extensive studies need to be conducted, 26 believe there is a need for improved tools, and 15 suggested other options.

45. There were two main answers which came through for more extensive studies, split clearly down the axis of RLUK and non-RLUK libraries. As can be seen in Figure 5 below, RLUK libraries most frequently cited a need for collection overlap studies using a larger group, whereas non-RLUK libraries most frequently cited a need for broader studies, using not just research library collections but also teaching institution collections. That this is broadly split between the two institution types does not seem surprising. Beyond these two most frequently-mentioned points, a minority-interest point, but certainly still worth considering, is that of local groups. In paragraph 64 it is mentioned that there were three pockets of interest in more local studies, and so if certain localities are interested in this then it is important for them to be supported to conduct work to ascertain whether involvement in local or national work is more appropriate.

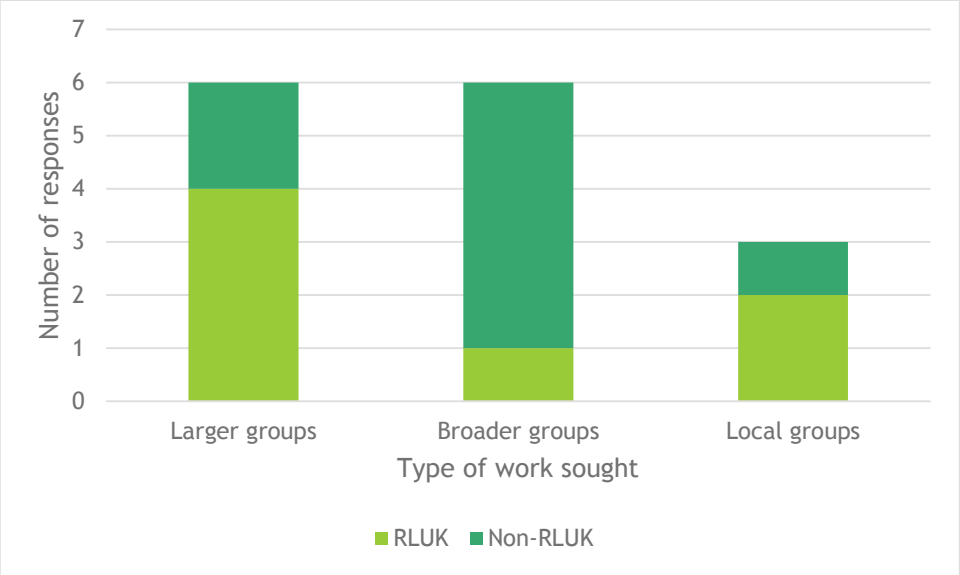


Figure 5 – Types of further study that libraries are interested in.

"If libraries have more data points upon which they can draw then they will be able to assess scarcity more effectively and deselect with greater confidence."

46. In terms of improved tools, two of the survey's key themes emerge here: the need for the NBK and its capabilities (5 mentions), and a need for better metadata (4 mentions), with the rest of the most frequently cited in Table 6, below. The NBK is important in that it will have a much more complete set of institutions contributing to it, ensuring that collection comparison is done in a more effective way. It is also likely to provide added-value services, one of which might be the ability to push back enhanced records to libraries. The need for improved metadata is, in short, essential to ensure that matching is accurate. If libraries have more data points upon which they can draw then they will be able to assess scarcity more effectively and deselect with greater confidence.

Type of tool that should be used more extensively	Number of responses
NBK	5
Requirement for enhanced data	4
CCM	3
Greenglass	3
More detailed tools	3

Table 6 - Tools most frequently cited as being worthy of further investigation.

47. While the NBK and enhanced data were most frequently mentioned, the two current collection management tools, Copac Collection Management (CCM) tools, and SCS Greenglass were mentioned three times each. CCM is available to all Copac members, but as seen in paragraph 112 actual use of it as a part of ongoing deselection is not as common as perhaps expected, which is at odds with the professed interest in collaborative collection management. This points to a need to educate about the potential benefits of CCM (and any successor as part of the NBK). SCS Greenglass could potentially be complimentary to the NBK, and is a subscription-based tool, and so it is necessary for libraries currently using it to prove (or indeed disprove) the value of it to those not yet using it, for those latter institutions to then make decisions about whether the use of it becomes more widespread or not. Both of these tools were only cited in responses from RLUK libraries.

48. While a range of free text responses were received to the 'other' option, by far the most frequently mentioned was cleaner metadata for comparison (6 mentions), providing further evidence of the necessity of improving metadata standards nationwide.

49. A majority of libraries, 29 (69%), were interested in taking part in further work, with 12 unsure (29%) and just one uninterested (due to having inappropriate collections for preparatory work). The reasons for being unsure were primarily a need to know the extent of the work (5 mentions), and, similarly, a need to know about resourcing and costs (3 mentions).

Case study: collection overlap between institutions

50. During deselection processes (about which more in paragraph 124 – York have an noteworthy consultation process) York use CCM to identify scarce titles from lists of items to be deselected. York are part of WRL consortium, and as part of this have been involved in a three-year project using SCS Greenglass, which now has one year to

run, and this has resulted in the collection overlap paper[7] and they are now considering the question of retention modelling. The original aim of this work was to consider retention modelling, but due to the lack of overlap they looked more deeply at data quality and the actual matching process. WRL choose work which is a priority for all three of them, and this is why they have come to consider collection management. Part of the reason that Greenglass has been used here was that it was of strategic importance to SCS to work with a UK consortium in order to test the UK market.

Interest in the potential models for a UKRR-M

- **There are similar interest levels in each of the models suggested in the survey, with around two-thirds in each case indicating interest or strong interest, and slightly stronger interest in each model from RLUK than non-RLUK libraries.**
- **However, improving bibliographic data was of interest or strong interest to 90% of respondents, meaning it is a crucial aspect of any UKRR for monographs.**
- **Although the responsibility of a UKRR for monographs should be a national solution, and to these ends a hybrid model of national shared storage and national shared collections is proposed, there were some pockets of interest in local collaborative solutions.**

Overview of main models in use

51. Respondents were asked about which potential models they would be interested in. Prior to considering the results, a brief overview of each of the options is given in the following paragraphs.

52. Shared nationwide collections: This is where members submit and cede ownership of their print monographs to a shared collection, which would either be held centrally (i.e. at the BL), distributed among contributing libraries, or a mixture (as with UKRR for journals), allowing all members to then take collective ownership of these items and to de-duplicate against an agreed minimum of retained copies.

53. Shared local collections: This works on the same principle as the nationwide collections, but would not be managed by a national central function and would be managed instead by individual consortia. Based on the fact that these consortia would necessarily be smaller than a national collaboration, the scope for de-duplication would be less. On the other hand, the smaller size would result in a more manageable project.

54. Shared subject collections: This again works on similar principles, but with collections being related to specific subject areas. This would either allow institutions with very

[7] White Rose Library staff. (2017). *Understanding collections overlap: an investigation into White Rose Libraries collections using Collection Management Tools*.

focused collections to get involved, or institutions with wider subject interests to submit just part of their collections. However, it is worth considering that a shared national collection could potentially cover shared subject collections, although further work to understand disciplinary differences in deselection and the impact this would have on the complexion of a shared collection appears necessary.



Photo 3 - The Swiss Cooperative Storage Facility is a local solution for academic libraries in the German speaking part of Switzerland. Photo by, and courtesy of, Ulrich Niederer.

55. Shared local storage: This is around geographically close consortia building or renting storage space which they then share and manage for their collections. Ownership of collections is maintained, and this is a good way of simply releasing space as well as having quick access to collections.

56. Shared nationwide storage: Again, this works on similar principles to shared local storage, but using one national storage space, with libraries using this to release space while maintaining ownership of their items.

57. Better bibliographic data: This is not so much a model *per se*, but would really be a foundation and prerequisite of the implementation of any of the other models listed above. High quality bibliographic data helps the matching of items and identifying duplicates for deselection, and during the course of this survey many respondents

noted inadequate records, uncatalogued material, or historical inconsistencies in cataloguing practices. Improving this is key, even if no further steps are taken to greater collaboration. Upgrading it to include retention information would be crucial as part of any shared collection.

Interest from the community in the main models for a UKRR-M

58. Respondents were asked to rate how interested they were in the five models mentioned above and the improved bibliographic data. Better bibliographic data was of interest in the largest majority of cases (38 of the 42, 90%), and indeed 26 of these 38 were strongly interested in it. The five full models had reasonably similar interest levels, with between 24 and 27 institutions expressing interest or strong interest in each case, as seen below in Figure 6.

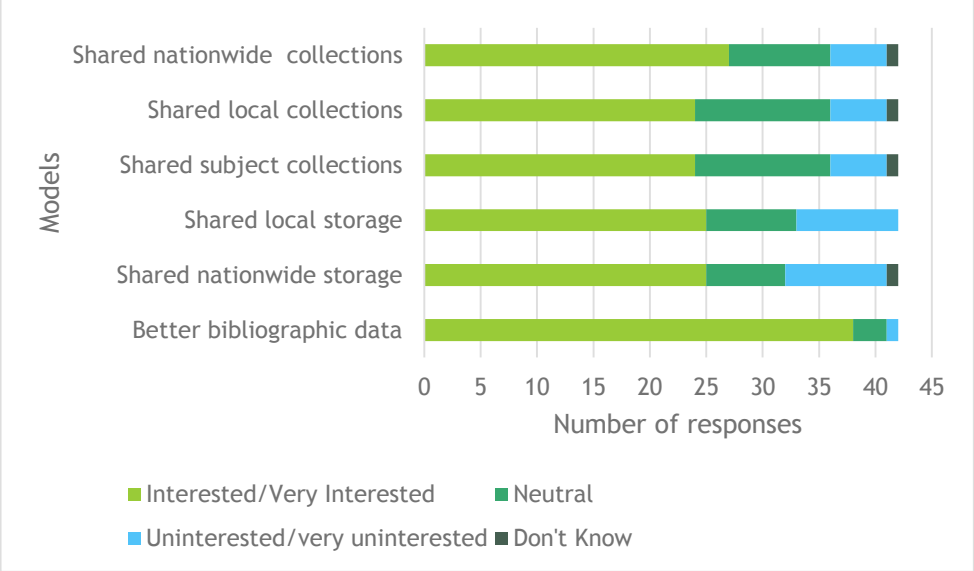


Figure 6 - Total number of respondents interested in each of the different potential models.

59. Figure 7 shows the percentages of RLUK/non-RLUK libraries interested in each of these areas. There is slightly stronger interest in every model from RLUK libraries, but generally these don't differ a great deal. However, the two models which are of most interest to RLUK libraries, shared national storage (72%) and shared national collections (76%), are those that are of least interest to non-RLUK libraries (41% and 47%), and this strengthens the case for RLUK libraries being the focus of a UKRR-M, particularly if, as suggested, either or both of these models were to be used.

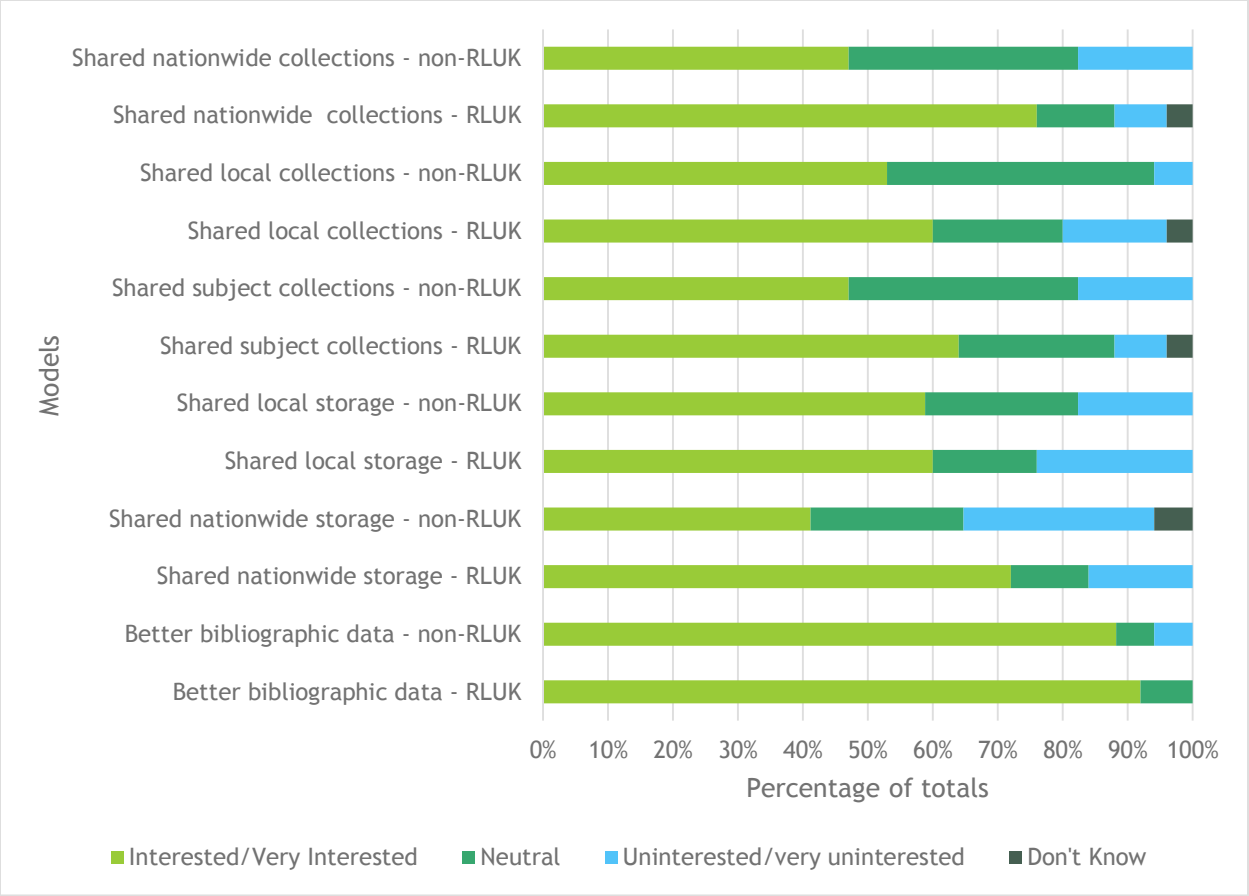


Figure 7 - Comparison of percentages of total RLUK and non-RLUK respondents interested in different models.

60. With 24-27 libraries expressing an interest in each of these models (57-64%), interest in each one of them is arguably only lukewarm. However, it is also sufficient interest for, at the very least, a pilot project to be tested.

"This lack of consensus reflects the diversity of priorities and needs across the UK academic library community, meaning that no solution will work for the whole community."

61. This lack of consensus reflects the diversity of priorities and needs across the UK academic library community, meaning that no solution will work for the whole community. Thus, rather than trying to design a model by consensus, the available data should be used, a model developed on this basis and offered to the community, with interested parties getting involved, and with an awareness that unfortunately at its inception it is not going to work for everyone.

62. Considering these results and being cognisant of the responsibility of UKRR to develop a national solution, this report proposes the development of a hybrid model,

combining a national shared collection and a national shared storage facility. In total, there was interest from 33 different institutions in one or other of these models, accounting for 79% of the total respondents. Indeed, *if* UKRR libraries are to be the focus of this work, then the case for a hybrid model is even stronger, with 22 of 25 RLUK libraries (88%) expressing an interest in either of the national models. Developing a hybrid model also allows institutions to either gain the benefits of deep collaboration through shared collections, or simply gain space through access to a national storage space, or both were they to submit to both aspects of this hybrid model.

63. The survey also asked respondents if there were any other models that they were potentially interested in. There was very little consensus here, with no individual ideas being mentioned more than twice, and these were regional collaboration, digital collection development, and the identification of institutional collection strengths, with the latter of these being something that guidelines about use of tools could help with, as the CCM in its current form is already able to perform this functionality.

Interest in local collaborative collection management initiatives

64. Something worth exploring further is that there were pockets of interest in local storage. In the North East, North West, and Scotland, all 3 respondents for each region expressed an interest in local storage, and so these respondents may wish to investigate this further. Although this finding should not be overlooked, two possible issues are the small respondent groups meaning that they may not be indicative of the institutions of the rest of the regions and, particularly in Scotland, an issue with defining 'local' in a large geographic area.

Case study: interest in potential models for UKRR-M

65. York has generally strong interest in the available models, being very interested in better bibliographic data and shared local storage (with it being noteworthy that if, as hoped, the British Library's site at Boston Spa were to provide the storage, what would be considered nationwide to almost all institutions can actually still be considered local storage to York and Leeds in particular). They were also interested in nationwide storage, local collections and nationwide collections, although were neutral about subject collections. The work in the WRL report does, however, suggest that local collections may not necessarily be workable due to low overlap.

Importance of the various benefits potentially achievable through a UKRR-M

- **There is a group of six benefits which more than 30 of the respondents considered important, and so can be considered non-negotiable deliverables of a UKRR-M: collaboration for the common good (88%), improved interlibrary loan (83%), other (i.e. other than for collection growth) library space use (83%), improved holdings**

data (81%), access to larger collections (79%) and improved preservation practices (74%).

- **There were, unsurprisingly, some benefits of greater interest to RLUK than non-RLUK libraries, and vice versa. An example of the former was space for collection growth (72% to 47%) and an example of the latter was improved interlibrary loan (94% to 76%).**

"Knowing the kind of benefits that institutions would seek to gain can help to develop a model suitable for the community."

66. The survey sought to ascertain which possible benefits are of greatest interest to the community. This is important because knowing the kind of benefits that institutions would seek to gain can help to develop a model suitable for the community. Different models are, of course, able to deliver these benefits to different extents. For example, if a library's main focus is freeing up space, then shared storage facilities would be of greatest interest, as this would allow this library to relegate large sections of the collection quickly away from high-value campus library space into storage. If, on the other hand, a library wants to get better access to larger collections, then a solution focusing on sharing collections would be more beneficial.





Photos 4 and 5 - A redeveloped space at the University of Liverpool, with a greatly increased number of study spaces. Pictures courtesy of the University of Liverpool.

67. These four questions asked respondents to what extent they were interested in different benefits, grouping 12 benefits into the broad groups of access, infrastructure/collaborative and financial/space. These will be addressed in turn. Respondents were also offered the chance to mention any further potential benefits which had not been mentioned.

68. Breaking the benefits up rather crudely, there are three groups in terms of levels of interest – the almost non-negotiable (all of those with over 30 responses in their favour, 6 benefits in total), strong considerations, but more negotiable (all those with over 25, 5 benefits in total), and a benefit which is very niche, and so doesn't need to

be at the centre of a national solution, even though it will be important to the institutions in question.

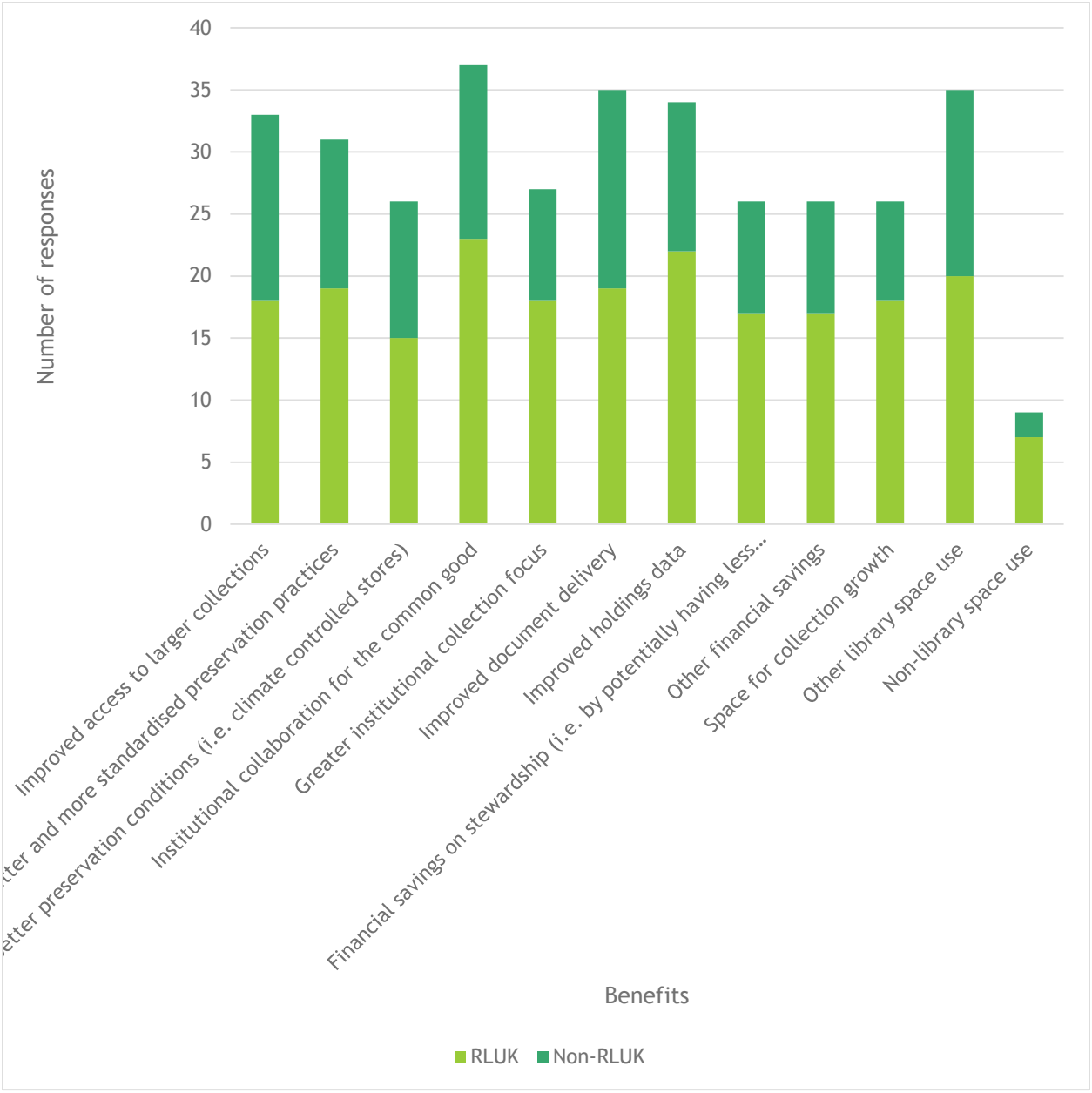


Figure 8 - Interest in the twelve benefits, split along the lines of RLUK vs non-RLUK.

Importance of access benefits

69. Respondents were asked to comment on 3 different access benefits: improved access to larger collections (33 considered this important or very important, 79%); better and more standardised preservation practices (31, 74%); and better preservation conditions (26, 62%).

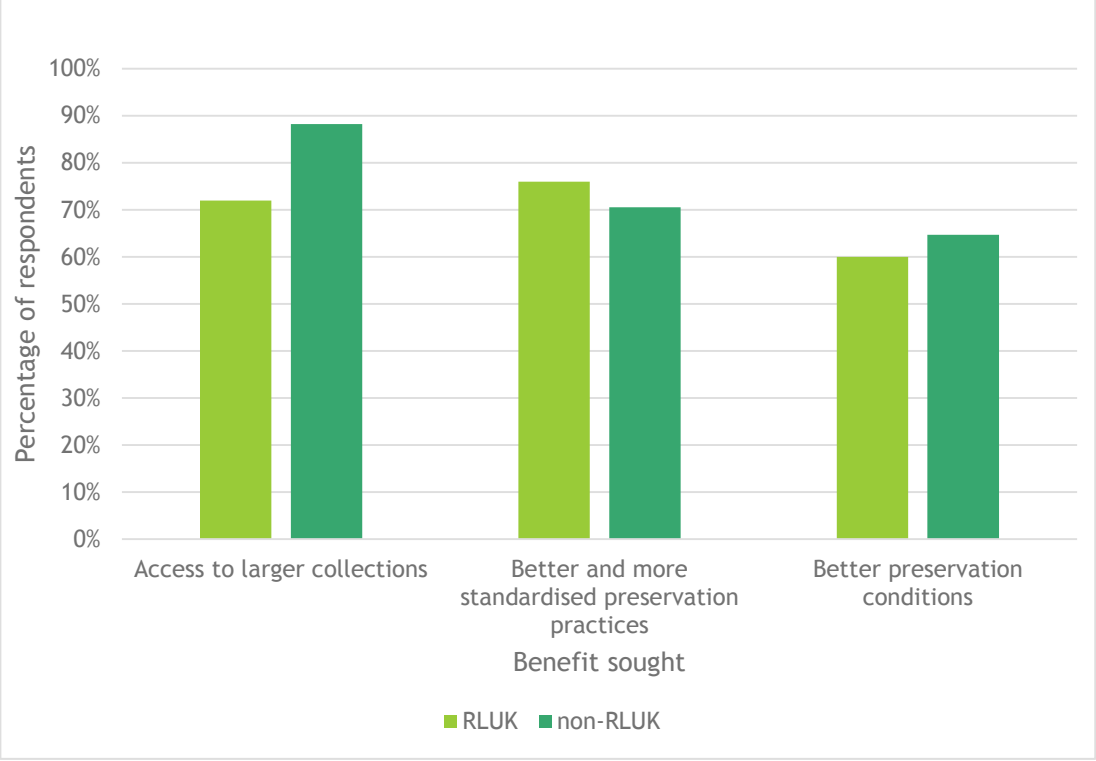


Figure 9 - Percentage of RLUK and non-RLUK respondents with strong interest or interest in the access benefits.

70. Improved access to larger collections, as mentioned in the example in paragraph 66, is something which would primarily be a benefit wrought by shared collections. Shared storage would not deliver this benefit, as ownership would be maintained by the owning library, meaning it would still be subject to their own lending rules. With 79% of the responses, this is clearly an important benefit. Non-RLUK libraries were more interested in this (88% to 72%), which is perhaps as a result from currently having smaller collections. However, 72% of RLUK libraries still indicates strong interest.

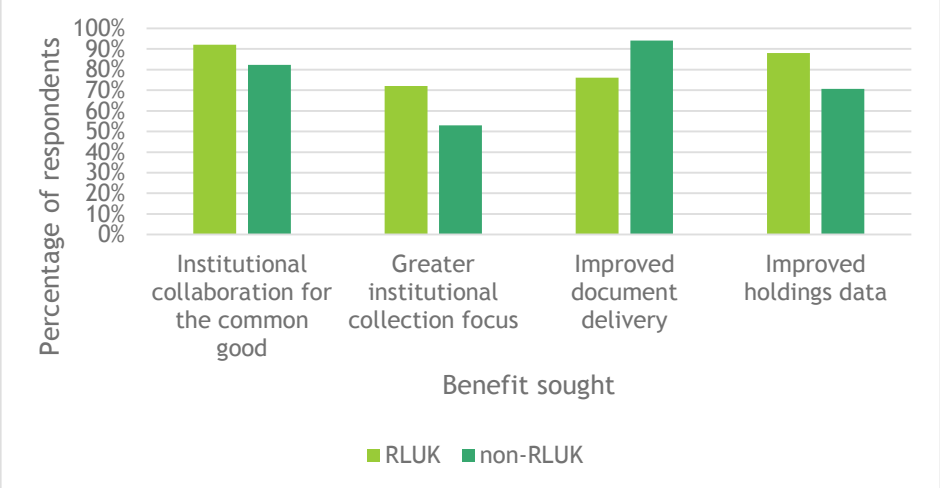
71. Standardised preservation practices, which would cover agreeing retention policies, a better understanding of what scarce is, and ensuring that this information is made available across catalogues, was again of strong interest (31 interested or very interested, 74%).

"Drawing down costs seems to be a more important consideration than climate-controlled stores, particularly if simply removing items from open shelves constitutes an upgrade in their storage conditions anyway."

72. However, better preservation conditions, in which items might be placed in climate controlled stores, was of less importance, with only 26 (62%) expressing an interest in this. Iron Mountain, a company who provide storage solutions believe that there are three axes along which storage solutions can be optimised: cost, access, and climate, but that it is normally only possible to optimise this along two dimensions[8]. Thus, judging by the responses to other questions within these sections, access would be non-negotiable (see paragraphs 69 and 73), but with similar interest levels in cost and climate, a decision would potentially need to be made about which of these two to prioritise, and given that responses in other areas of the survey indicate a need to know more about costs as opposed to climate conditions, drawing down costs seems to be a more important consideration than climate-controlled stores, particularly if simply removing items from open shelves constitutes an upgrade in their storage conditions anyway.

Importance of infrastructure/collaborative benefits

73. Respondents were asked to comment on four different infrastructure and collaborative benefits: institutional collaboration for the common good (37 considered this important or very important, 88%), greater institutional collection focus (27, 64%), improved ILL (35, 83%), and improved holdings data (34, 81%).



[8] Suratt, J. (2018). *Access, environment, and cost - how do you decide what is right for your collections?* https://www.ub.unibas.ch/fileadmin/redaktion/ub/wirueberuns/veranstaltungen/kuopio6/2-2-Iron-Mountain_Suratt_20180315.pdf

Figure 10 - Percentage of RLUK and non-RLUK respondents with strong interest or interest in the infrastructure and collaborative benefits.

74. Of all twelve potential benefits across the three general areas, institutional collaboration for the common good was considered the most important of all. It is clearly a strong positive point that potential partners see the good in, and potential benefits of, collaboration, and a desire to achieve this points towards the conclusion of a shared collection, the model with the potential for the deepest collaboration. However, a word of warning is worthwhile, as papers written by other collaborations[9] do point towards difficulties in inter-institutional working, and may be a future challenge. As covered in paragraph 100, respondents stated that they would like to see tangible benefits, or have a need to weigh up benefits against costs. Thus, it is both admirable and tricky that the benefit of most interest is the least tangible.

75. Greater institutional collection focus was one of the benefits which had interest from around two-thirds of the respondents, and thus is important but not a non-negotiable. This would allow libraries to refine their collection focus on the main library sites based on particular subjects, relegating material not of direct interest. This was not a priority benefit in the way that some others (e.g. collaboration in general, improved interlibrary loan, and improved holdings data) were.

76. Improved interlibrary loan is considered an important benefit. An implication of interlibrary loan within this context is a better and more standardised service, and with collections potentially held in BL space, a greater part of the UK research collection could benefit from their expertise and efficiency in delivering interlibrary loan, whether things became part of a shared collection or not. An important distinction would be around access and delivery for members of the shared collection versus interlibrary loan from this collection to non-members, and what preferential treatment there would be for members, as they would not be receiving interlibrary loans per se, just loaning an item from their collection, shared though it is, to one of their patrons. Non-RLUK libraries were more frequently looking for access to improved ILL than RLUK libraries (94% compared to 76%), perhaps as a result of having smaller collections, and so it might potentially be that improving interlibrary loan can benefit non-members, as explained above.

77. Finally, there was again strong interest in upgrading bibliographic data through improved metadata. This has been commented upon previously in paragraphs 58 & 73, but a point worth making here is that this was a benefit more frequently sought by RLUK than non-RLUK libraries (88% to 71%), likely as a result of having more complex collections (and thus more potential matching difficulties) as well as older legacy research materials, suffering from lower quality cataloguing records.

Importance of financial/space benefits

[9] i.e. Christenson, H. (2011). HathiTrust: a research library at web scale. *Library Resources & Technical Services*, *55*(2), 93–102. https://doi.org/10.5860/lrts.55n2.93

78. Respondents were asked to comment on five different financial and space benefits: financial savings on stewardship (26 were interested or very interested, 62%), other financial savings (26, 62%), space for collection growth (26, 62%), other library space use (35, 83%), and non-library space use (9, 21%).

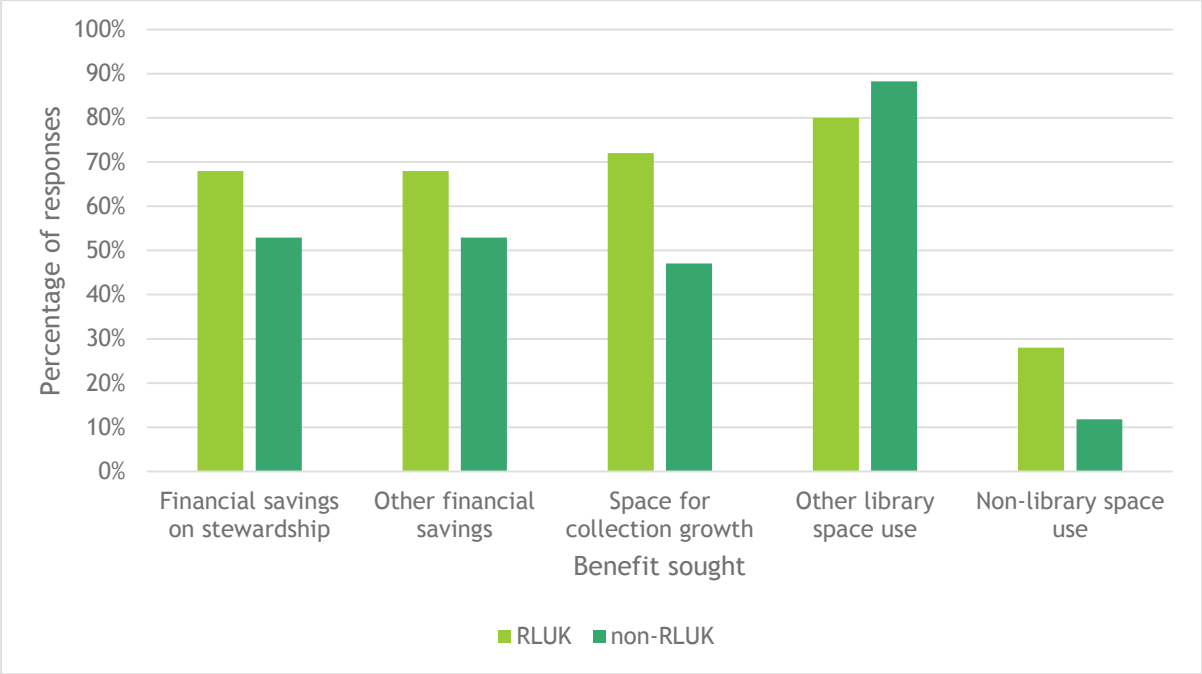


Figure 11 - Percentage of RLUk and non-RLUK respondents with strong interest or interest in the financial or space benefits.

79. Financial savings on stewardship is considered an important, but not key, benefit. Savings would be made on stewardship by moving things offsite and into high density storage, where annual upkeep costs are much lower per item than for material held in main library sites.

80. Other financial savings was again considered important, but not a key benefit sought either. These financial savings might be from being able to redeploy staff to different tasks, or through not needing to retrospectively purchase existing low-use material, or for having to rent less non-collaborative storage space.

81. Space for collection growth, again was not a key benefit sought, although there was a split between attitudes held by RLUK and non-RLUK libraries, with 72% of the former seeking this as a benefit, and only 47% of the latter. A reason for this is likely to be the continually growing nature of the scholarly record, and thus the fact that research materials are being published all the time, whereas for institutions whose collections are tied more closely to their curricula, collections will be refreshed on this basis, and so collections don't need growth space to the same extent.

82. A key benefit will clearly be other library space use. Libraries now are expected to provide a range of space types. Although this was not the benefit which was most frequently seen as important by the respondents (that was institutional collaboration for the common good, with 37 responses), it was the one with the greatest strength of feeling, with 23 of the 35 stating it was a very important benefit, compared to 14 saying that collaboration for the common good was very important, the second highest number. It is thus abundantly clear that libraries are looking for space savings, no matter whether rareness is common. This is why, with its capacity for greater space savings, national shared storage makes up one part of the recommendation from this report.



Photo 6 - The Enterprise Lab, a space developed at Imperial College London using space released in an on-site store. Picture retrieved from Imperial College Asset Bank.

83. Finally, and thankfully, only 9 institutions need to deliver space savings to sacrifice library space to other functions. While this is perhaps 9 more institutions than the community would want to see having to face this issue, it is by far the most niche benefit sought, which is a positive thing. However, as niche as it might be, it is important to remember that this pressure will be an important consideration at these institutions.

Importance of other potential benefits

84. Respondents were asked if they felt that anything had been missed out from the options given above. A range of ideas came up, but with little agreement about important ones. User benefits was mentioned most frequently (3 times), which makes the important point that while this type of work is often cast as a negative for users (with material being moved offsite), it would bring positives in terms of better access to more material, more accurate catalogue records, thus improvements in discovery.

Case study: importance of the various benefits potentially achievable through a UKRR-M

85. York explained during the interviews that they believe that space isn't such a pressing problem as it might be at other institutions, but is possibly the strongest driver for them, and the survey results reflect this, with a clear desire to get space for all of the uses: collection growth, other library space use, and non-library space use. There is an acceptance that budgetary saving is unlikely to be as high as perhaps originally desired if overlap is indeed low, but this was considered an important benefit. Unsurprisingly, considering their strong history of collaboration with the WRL libraries, collaboration for the common good was considered important, with the case study suggesting that collaboration is really powerful, assuming that the collaboration is at the right scale for the task, which is something that needs considering in relation to a national UKRR-M. York noted that an important aspect of collaboration is trust, and ensuring that all collaborators are working towards the same goals. Finally, there is a need for these goals and benefits to be clear and achievable to get directorial signoff.

Acceptance of potential financial costs for a UKRR-M

- **The majority of respondents (74%) were only maybe prepared to pay costs. However, this is offset by the fact that many libraries indicated that they would be prepared to pay particular types of costs.**
- **The types of cost most frequently likely to be acceptable were a membership fee and an increased spend on interlibrary loans. RLUK libraries were also strongly prepared to pay stewardship costs and rent for storage space.**
- **Although libraries are prepared to pay costs, there is a feeling that overall a project such as this needs to deliver financial savings.**

"In order to achieve these overall financial savings, institutions would need to spend money in non-traditional ways."

86. As seen in paragraphs 78-80, there is a reasonably strong desire from the community for financial savings. However, in order to achieve these overall financial savings, institutions would need to spend money in non-traditional ways. This section asked

respondents whether they were prepared to pay financial costs as part of involvement in such a scheme, and if so, what costs they were prepared to pay.

"There is a necessity to make the costs reasonable and palatable, otherwise institutions will not sign up."

87. The majority of respondents (31, 74%), as seen below in Figure 12, stated that they were only maybe prepared to pay any associated costs. The implication of this, then, is that clarity is needed about what the costs would be before institutions are able to state categorically that they are prepared or unprepared to pay those costs. It also shows that in designing a model, there is a necessity to make the costs reasonable and palatable, otherwise institutions will not sign up.

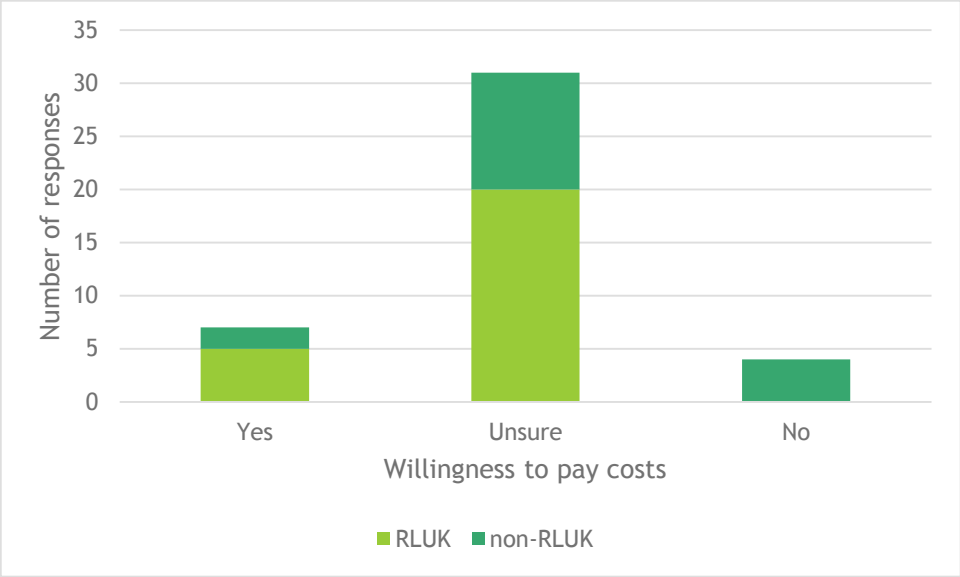


Figure 12 - Count of institutions and their willingness to pay costs for collaborative collection management.

88. There was a clear split in attitudes between RLUK and non-RLUK libraries towards costs. Of the 25 RLUK libraries, 5 (20%) were prepared to pay costs, and 20 (80%) stated that they maybe would. On the other hand, among the 17 non-RLUK libraries the distribution was very different, with 2 (12%) prepared to pay costs, 11 (65%) being undecided, and 4 (23%) being unprepared. This gives an indication that RLUK libraries are perhaps more prepared to take part in this work with other aims, beyond simply costs/space.

89. While there were many respondents currently undecided on whether they would pay costs, perhaps for the reasons outlined in paragraph 87, drilling into which specific costs they would be prepared to shoulder can help to bring a focus for any potential design.

90. The costs, as seen in Figure 13, in order of general popularity were a scheme membership fee (29 responses), an increased spend on interlibrary loans (22, with the assumption being that this also covers delivery costs), stewardship costs (20), rental of storage space (15), local staff costs (11), and other (7).

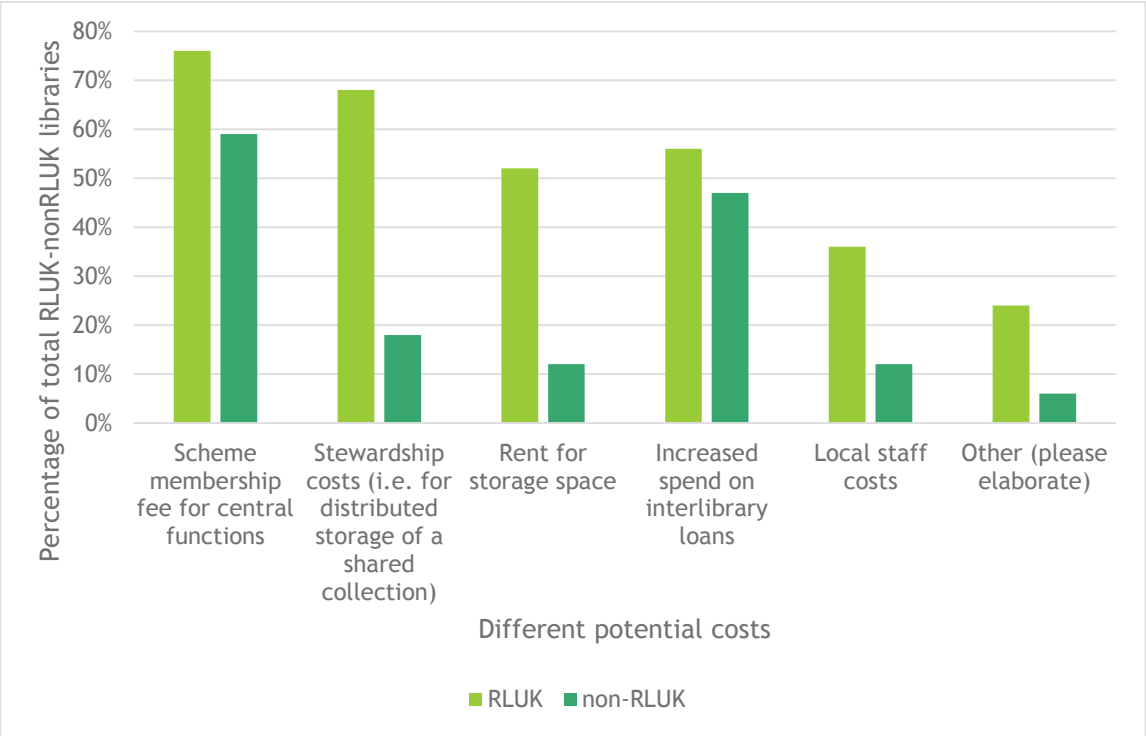


Figure 13 - Percentage of RLUK and non-RLUK libraries prepared to pay different costs.

91. Some of these costs were of similar popularity with RLUK and non-RLUK respondents, and some elicited very different opinions. Paying for a scheme membership fee was the most popular in both cases, implying that this could be a palatable cost. An increased spend on interlibrary loan was similarly accepted in both instances too, implying an acceptance that this would be a necessary part of any scheme.

92. However, stewardship costs (17 to 3, respectively) and rent for storage space (13 to 2) were considered acceptable costs far more frequently by RLUK than non-RLUK libraries. The former cost points to a collection which is managed and owned by the partner libraries, but which also constitutes a vital national resource, against which other libraries are able to deselect, and from which they can get interlibrary loans. The latter cost is essentially similar to that which many libraries will currently be encountering at present through renting storage space, and the greater willingness to pay for this storage space among RLUK libraries reflects the greater reliance that these libraries have on storage space at present, as considered in paragraph 26.

93. Ownership may constitute a sticking point: some responses to the survey suggested there might be reluctance to cede ownership, and arguably ceding ownership to a collaboratively owned collection, a legal entity in its own right, might be more palatable than ceding ownership to the British Library, which really strikes a tone of giving up ownership, as opposed to taking ownership of a larger collective collection, even if there would actually be little difference in the running of them. Having an entirely separate entity would then ensure that the books that formed part of that would be prioritised for partners of the collection, rather than being subsumed into the British Library collections. There is also the legal point of ceding ownership, which would require careful planning and management.

94. Respondents were invited to add any further costs, and two particularly telling responses were 'to note: there would have to be an assumption of financial efficiencies enabled by engagement with collaborative collection management' and 'any of the above [costs listed in the question] potentially, but it would all depend on the business model. We would need to be clear on the benefits to us'. Thus, there is a need to clarify these costs and weigh them against potential benefits in order to gain commitment from potential partners.

95. While there was reasonable willingness from the *community* to pay more on interlibrary loans (with the assumption that this includes borrowing from a shared collection), the willingness of *users* to pay more for this delivery must also be considered. Obviously in many instances ILL is subsidised by the institution, but it is not often that this is a free service to the user, and so some users, particularly those with deeply esoteric academic interests, may find that they are *required* (with the nature of academic writing meaning that there is often no substitute for the knowledge contained in one specific monograph) to pay more, and potentially substantially more, on delivery. This would be an issue for individual institutional policy, and may form part of institutional attitudes towards this.

Case study: acceptance of potential financial costs for a UKRR-M

96. York, much like many other institutions, indicated they would *maybe* pay costs, and as suggested in paragraph 87 there is a need for the costs, benefits, scope and aims of any project to be clarified in order for the institution to agree or not agree whether they are indeed willing to pay.

Institutional support for a UKRR-M

- **A slight majority of libraries (52%) would have the support of senior university management, although support is stronger among RLUK libraries (68%). Those that were unsure primarily indicated a need to deliver a business case with strong benefits, and to ensure it aligned with institutional priorities.**

- **62% of respondents said they were unsure if they would have the support of academics. This indicates a clear need to consult with them prior to any work taking place.**
- **Libraries indicated that there was a lot more that they also needed to know, including but not limited to: costs, commitment, aims and scope, and benefits.**

97. A set of questions asked about potential support for collaborative collection management within institutions. This can effectively be broken down into three distinct sections: support from senior university management, support from academic staff, and gaining commitment from library decision makers. On the first two points, respondents were asked whether they believed they would have the support of these groups, and asked to elaborate if they were unsure. On the final point, they were simply asked what more they would need to know.

Institutional support from senior university management

98. Of the respondents, a slight majority (22, 52%) said they would have the support of university management, with 19 (45%) stating they were unsure, and 1 stating that they wouldn't. These results give scope for attitudes to be negative – if those 19 universities were to engage more deeply with senior administration, they could potentially all find that the senior management *do not* support involvement in a collaborative collection management scheme.



Photo 7 - Large-scale space projects inevitably need the support and signoff of internal stakeholders to go ahead. Picture courtesy of Imperial College London.

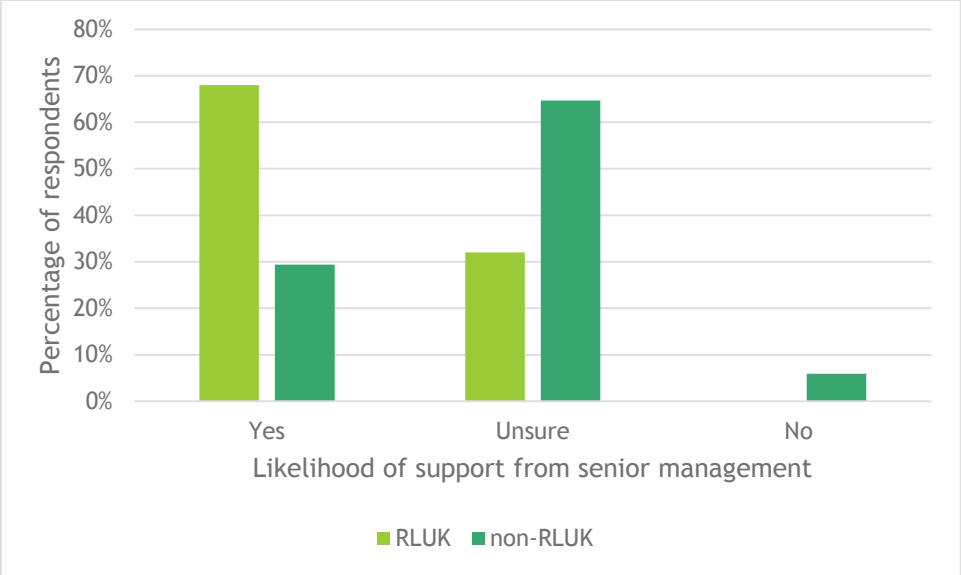


Figure 14 - Comparison of percentages of interest between RLUK and non-RLUK libraries in relation to support from senior-university management.

99. As seen in Figure 14, above, when split into RLUK and non-RLUK, we find that support is stronger at RLUK libraries, with 17 of the 22 with support mentioned above being RLUK (68% of the 25 RLUK libraries), compared to 5 non-RLUK libraries (29%). This again provides further evidence that collaborative collection management would be a better fit for the priorities of RLUK libraries.

100. For those answering unsure, two main themes emerged in the free text comments. These were the importance of ensuring any work matched institutional priorities (4 mentions), and that there was strong business case for the benefits outweighing the costs (8 mentions). Considering that it would constitute a key aspect of gaining signoff and support from management, modelling and balancing these costs and benefits must be treated with care.

Institutional support from the academic community

101. As seen below in Figure 15, 26 (62%) of the 42 respondents said they were unsure whether they would have the support of the academic community at their institution, and 16 said they would have the support. While this is more negative than the results for senior university management, it is still surprising, when an assumption might have been that academic attitudes were likely to be more deeply negative. However, much like with the unknown answers for senior university management above, the quantity of unsure responses give scope for academic attitudes to be either negative or positive.

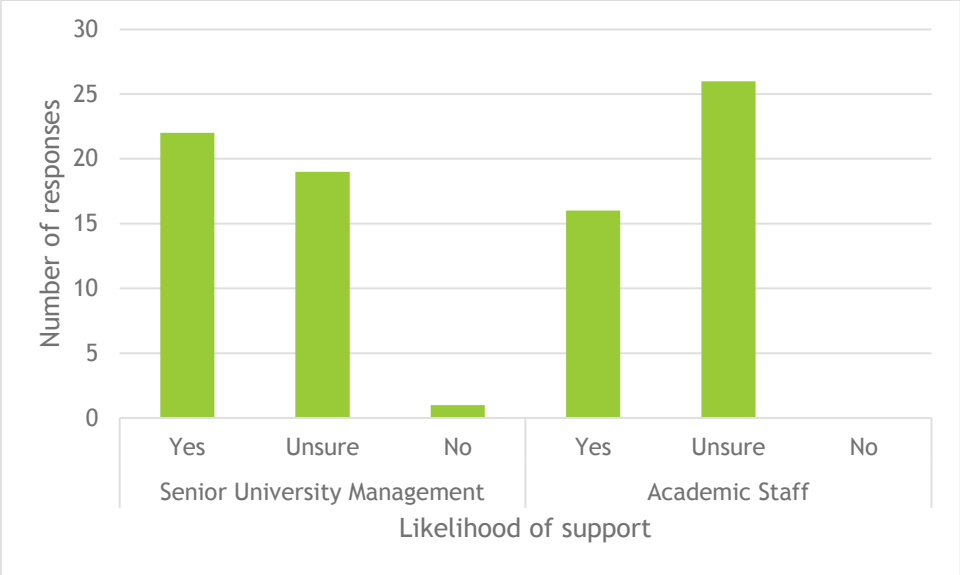


Figure 15 - Numbers of institutions indicating support from key internal stakeholders.

"Consulting academic staff is a necessary piece of work if a decision is taken to move ahead with collaborative collection management."

102. When asked to elaborate on being unsure about support from academic staff, respondents mentioned three main areas: disciplinary variance (10 mentions), a need to communicate tangible benefits (9 mentions), and a need to consult (5 mentions). Thus, consulting academic staff is a necessary piece of work if a decision is taken to move ahead with collaborative collection management. This proposed consultation work would have scope to understand the benefits that the academic community would seek, as well as understanding more about disciplinary variance. When designing any potential model, these benefits would need to be incorporated into the fabric of the design.

103. Academic consultation would be a two-step process. A national consultation will help to understand the benefits desired and disciplinary variance and this can be used to inform a model. Institutions are then likely to want to do their own internal consultations in order to ascertain whether involvement is politically viable among their staff.

"Academic viewpoints are less aligned with university (and library) strategies and priorities, and will be individually held."

104. While RLUK libraries were more positive about support from academics than their non-RLUK counterparts, as seen in Figure 16, below, this was much less pronounced than it was for senior management, with 10 of the 25 RLUK saying they would have support

(40%), compared to 6 non-RLUK (35%), and 15 RLUK libraries saying they were unsure (60%), compared to 11 non-RLUK (65%). This demonstrates that academic viewpoints are less aligned with university (and library) strategies and priorities, and will be individually held.

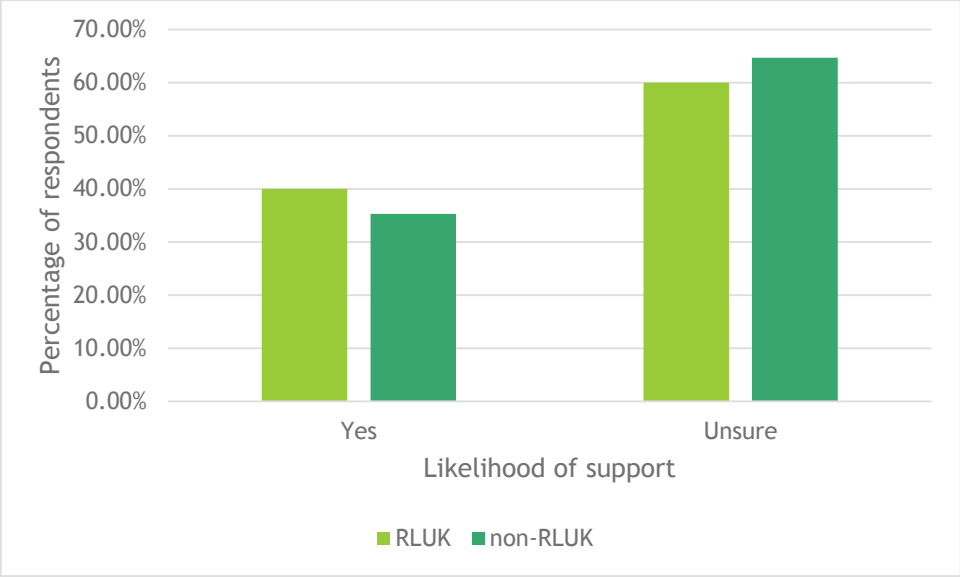


Figure 16 - Comparison of percentages of interest between RLUK and non-RLUK libraries in relation to support from senior-university management.

What aspects of a potential UKRR-M do libraries need to know?

105. Institutions were asked what further information they would need to know prior to taking part in any work of this type. There were 7 main areas, and to be robust, any proposal needs, at the very least, to address all of these, regardless of the fact that some were mentioned less frequently than others. These are listed in Table 7 below. One of the key findings of this survey was that appetite exists, but that this is not yet commitment, and addressing these issues will help to turn this appetite into commitment, both from library decision makers as well as convincing other university stakeholders.

Aspects about which institutions need to know more prior to involvement	Number of responses
Cost	21
Commitment	17
Aims and Scope	10
Benefits	10
Operational Requirements	7
Discovery and Access	6
Withdrawal Options	4

Table 7 - Aspects which need to be clarified prior to involvement in a UKRR-M.

Case study: institutional support for a UKRR-M

106. One of the key things mentioned by York in getting signoff from directors is for anything to need to demonstrate value. One of the key tenets of WRL is that any activities need to bring value to the libraries. Considering the academic staff, there is a feeling that there is a shift towards greater acceptance of access rather than ownership, although disciplinary differences remain. The feeling is that York's communication channels with academics, considered in paragraph 124, allow the development of trust.

Current deselection practices

- **Although publication date is certainly not the only criterion on which items are deselected, there is a clear split in terms of whether items would be considered for deselection, considered for a shared collection, and considered for shared storage along the lines of age.**
- **Only 18 respondents were doing any scarcity checking at present, and so support needs to be made available about best practice in terms of this type of activity to ensure that collections are not put at risk.**
- **Only 2 libraries that deselect do not have any dialogue with academics around deselection. This means that the fact that deselection is going on should not be a surprise, and that institutional communication channels will hopefully exist to manage this.**

"Unless institutions are able to draw on current and valid bibliographic data, then potentially rare items are placed at risk of being deselected."

107. Deselection is complex, and this is reflected in this large and broad group of questions. Deselection is, as expected, ongoing all the time, with 24 libraries (57%) deselecting on an ongoing basis as standard, and 32 (76%) having deselection projects ongoing during the data collection for this survey. This shows that unless institutions are able to draw on current and valid bibliographic data, then potentially rare items are placed at risk of being deselected. However, as seen in paragraph 112, having this valid data available is only worthwhile if it is actually being used.

What material would libraries be likely to submit to a UKRR-M?

108. Respondents were asked to rate materials on how likely they would be to do a variety of current and future actions, based on their publication date. These actions included 'currently being deselected', 'would not consider for deselection', 'would consider for a shared collection' etc. Unsurprisingly, older materials were far less likely than more recent material to be considered for deselection or for submission to shared collections. This, particularly in the case of very old material, is likely to be because this material constitutes special collections, is potentially valuable, and requires special care.

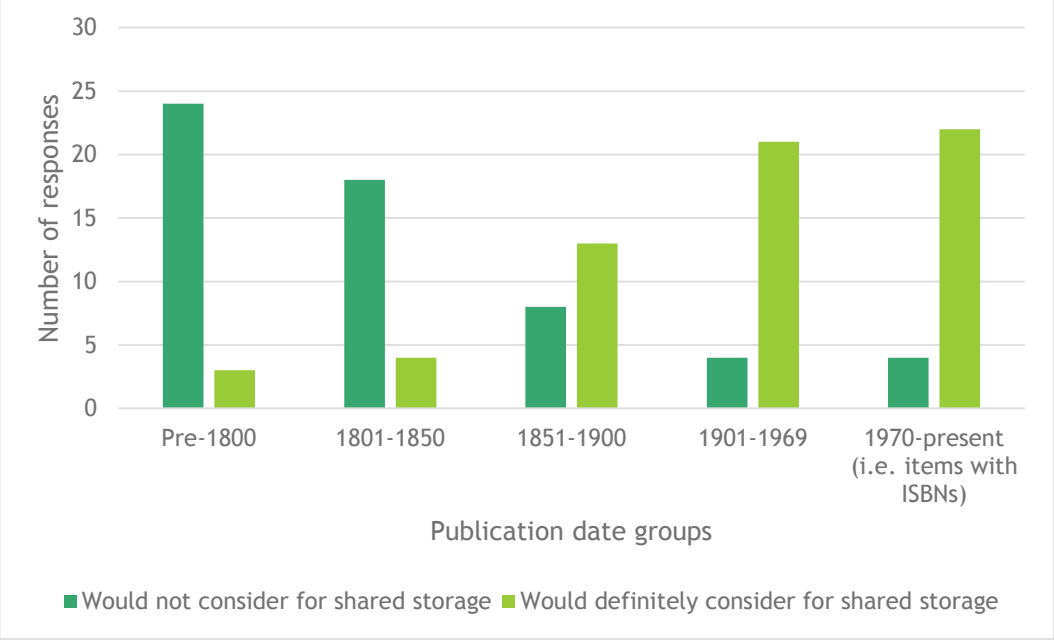


Figure 17 - Publication date groups of books considered and not considered for shared storage.



Figure 18 - Publication date groups of books considered and not considered for a shared collection.

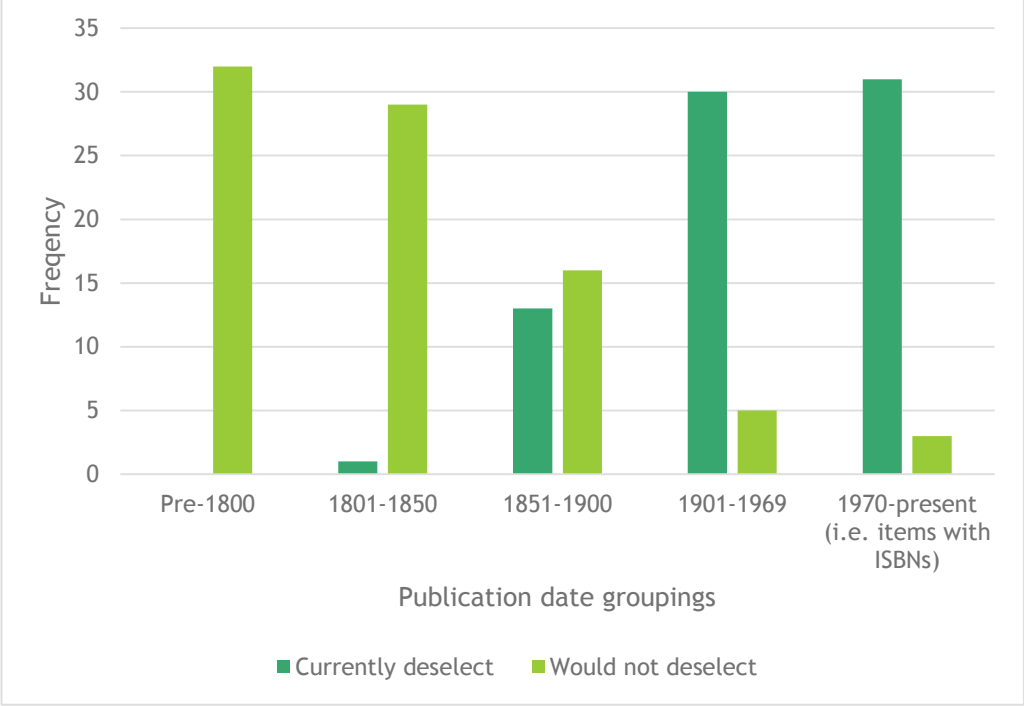


Figure 19 - Publication date groups of books which are, and are not, considered for deselection.

109. Newer material is a better candidate for shared collections and storage, not just because libraries are more prepared to consider it for submission, but also because some of this material (i.e. post-1970) has an ISBN to act as a point on which matching can be done, which earlier material does not benefit from. While this is not an infallible data matching point, it is a strong one.

110. However, while publication date clearly makes a big difference in attitudes towards the use of the material, points made by respondents show that institutions use disciplinary and category differences besides simply publication date, and that it cannot thus be reduced to this single point.

What criteria are currently being used for deselection?

111. Unsurprisingly, the criterion most frequently used for deselection was the number of years since the last loan, with 36 libraries (86%) using this as a data point. Institutions were asked to elaborate on this, and items not loaned in 5 years was the answer that came up most frequently (10 responses). This was, crucially, followed by responses along the theme of disciplinary/category variance (6 responses), and so shows that consultation work with academics needs to investigate what this might mean for a shared collection. In many other shared collections, contributors are essentially allowed to submit what they want, and so there does not need to be top-down directive about what libraries should submit, this should be left to their discretion, relegating and submitting as they see fit.

112. A key finding was that only 18 libraries are currently using scarcity data when deselecting, only 43% of the total. Thus, while the community are ostensibly interested in collaborative collection management, there are simple steps which they can already do with that goal in mind which they are not. The lack of universities doing this is potentially putting a theoretical future shared collection at risk. However, there is a marked split between practices at RLUK libraries (16 of 25 doing scarcity checking, 64%) and non-RLUK (2 of 17, 12%), and an explanation is that there is greater potential for uniqueness and scarcity in RLUK collections, while this is of less importance currently to non-RLUK libraries, although if mass deselection does take place, then perhaps this will become more common practice.

113. 18 respondents were using accession date as a criterion for deselection, and what this was varied somewhat, with few answers given and only one response mentioned more than once: 10 years (2 mentions). However, while this does not tell us a great deal, this is another criterion for which libraries should be able to make their own decisions – using a more or less recent accession date does not risk a proposed national collection in the way that cavalier attitudes towards scarcity do.

114. When asked about other criteria that institutions used, the most prominent responses were: institutional duplicate (8), collection category (6), significance to subject (5) and superseded editions (4). Some of these are unlikely to fall within the remit of a UKRR-M – for example institutions would be well within their rights to deselect as many institutional duplicates as they liked, but these additional criteria are likely to

shape what institutions submit, with definitions of collection categories likely to differ across the community. The significance of a subject would also dictate what material is submitted, with the assumption being that less significant works are thus submitted for relegation.

115. The survey also asked about any other checks that were done prior to deselection, and availability as a trusted digital surrogate was done most frequently, by 22 institutions (52%). This is covered in greater detail in paragraphs 125-131. With the 'other' option, a range of responses were received, the most frequent of which was whether it is a reading list item (4). Although other checks were indicated less frequently, they would constitute useful aspects of a set of guidelines for deselection, like institutional subject strengths, and consideration of future digital surrogacy.

Current practice in deselection policies and activities

116. Respondents were asked whether they had one-in-one out policies in place. In total, 7 libraries indicated that they had these policies in place (flexibly), 31 did not, and 4 indicated other practices, of which 2 said they had zero-growth policies, which are, to all intents and purposes, the same thing, thus bringing the total with this type of policy to 9. The fact that such a large majority of libraries did not have this type of policy in place (73%), coupled with the fact that an even larger majority of RLUK libraries did not have them in place (80%), suggest that this type of policy, although potentially useful in *artificially* limiting collection growth and thus conserving space, is incompatible with the realities of collecting for research. Thus, other solutions need to be found: adoption of zero growth alone is inappropriate.

117. As noted in paragraph 107, deselection is ongoing all the time. However, it is worthwhile exploring responses to frequency and currency of deselection in more detail. While 76% of libraries had operations running at the time of the survey, 24 respondents (57%) run deselection continually as a matter of course, with the frequency of other practices seen in Table 8 below. The kind of responses that were received for the various practices and other fields included only de-duplicating against their own stock, and that deselection was linked to specific projects. Two libraries indicated that they were in the process of changing approaches, meaning that guidelines about deselection can help to inform how libraries begin to approach this. Beyond the simple conclusion that deselection is ongoing all the time, it is clear that libraries have different reasons and different approaches to deselection, meaning that any model and any development of UKRR-M would need to allow for these different approaches, essentially meaning that it accepted what libraries wished to submit to it, rather than mandating what should be submitted.

Frequency of deselection operations	Number of responses
Annually	11
Various Practices	8
As and when necessary	7
Other	4
Do not run deselection operations	3
More than once a year	2

Table 8 - Most frequent responses about frequency of deselection operations.

118. Libraries were asked when the last time they deselected was, and the overwhelming majority (76%) indicated that they had ongoing projects, with this slightly more pronounced at RLUK libraries (80%). Beyond this, the remaining results indicate that deselection is clearly of differing importance at other institutions, even those that ostensibly haven't ruled out deselecting – one of these respondents hadn't held a deselection operation since 2004. This differing emphasis means two things that have appeared in this report repeatedly: that some libraries clearly consider this more of a priority than others, and that there must be flexibility within the model for libraries to submit as they require – and this includes not just subject matter but temporally throughout the year as well. It would be a real shame were libraries forced to circumvent the safety nets that a UKRR-M could bring were they unable to submit when they wanted to.

What does scarcity mean across the community's collections?

119. There were varied responses to the question about how many holdings are currently considered scarce, ranging from 'last loanable copy in the UK', to 'more than 10', via 'very limited [a term that] has not been defined or quantified'. Thus, there really is a need for clarity here, as this is a deselection criterion that does not just have an institutional impact, but also has an impact on the research collection held across the country. On the other hand, other deselection criteria, such as accession date or last loan date, do not need to be the subject of national guidance: an institution should be free to be as conservative or cavalier as it likes, assuming they do the correct checks to ensure the national research collection is not put at risk.



Photo 8 - Scarce physical journal material boxed up to be sent for retention by the British Library. Picture by the author.

120. Another point around holding and lending which must be considered is in libraries which have legal deposit responsibilities and thus what the status of these collections would be within a possibly shared collection. The importance of understanding the legal deposit implications was a niche response throughout the survey, but was understandably of great importance to those libraries with these responsibilities.

121. The question of number of copies is one which would require much thought, and it is clear that if 3 journal copies are required, then at least 3 copies of a monograph would be required since they are to be loaned out to patrons, in a way that a journal issue is not. The question of whether 3 print journal copies is cautious is pertinent, and suggests that 3 copies of a monograph might be OK. This is quite a knotty question, and also needs decisions to be made about what the role of legal deposit libraries is within this (as above in paragraph 120), as well as considering other non-circulating copies, whether these are at non-circulating libraries, or are on reading lists and thus unlikely to be ceded.



Photo 9 - The new University of Cambridge off-site store, a library which has legal deposit responsibilities. Picture by the author.

How is dialogue with academics about deselection managed?

122. Respondents were asked about whether they have dialogue with academics around deselection, and unsurprisingly different practices emerged, with the most frequently mentioned in Table 9, below.

Dialogue type	Number of responses
Yes - managed by liasion librarians	17
Different practices/other - in certain sitauations	9
Yes - managed by library management	7
Different practices/other - managed by both liason librarians and library management	3
No	2
Do not deselect	2

Table 9 - Most frequent types of dialogue between libraries and academic staff around deselection.

123. Conclusions that can be drawn from these statistics show that in many cases academics are (or at least should be) aware that deselection is going on: it should not be something new to them. While this is the case, these questions do not reveal exactly the full extent of this, how well these interactions have gone, how the work is perceived by academics etc. However, a positive spin is that this awareness is something to exploit for the purposes of a UKRR-M. If academics are made aware of and consulted about a project which seeks to *relegate and provide wider access,* these are positives above and beyond simple deselection, and should be framed as so, and capitalised on.

Case study: current deselection practices

124. Perhaps the most interesting aspect of York's work in the realm of deselection is the dialogue they have with academics. They have successfully trialled a process whereby lists of titles which are ready for deselection are generated based on criteria drawn up by the collection management team and using CCM data for scarcity and data from the LMS for usage and accession date. Academics are notified by their liaison librarian, and these lists are then made available for a period of 15 weeks, and anyone is able to 'save' a book, by putting a reason it shouldn't be deselected onto the list. The feeling is that this process has built up trust between the departments. It was run for the first time in the last academic year, and considers one floor of the library at a time; broadly social sciences (the round which has been done), humanities, and sciences. If an item is saved, retention details are added, and it is likely to be safe from the next round of deselection (due to take place three years later, based on the floors). Again, it is also worth reiterating that York are able to relegate and promote material from a store, should they wish to.

How can digital surrogacy support a UKRR-M?

- **The most trusted source, considered so by 32 respondents, was availability as an institutionally owned ebook, meaning that there is a lack of trust in other alternatives.**
- **The potential role of HathiTrust needs to be promoted and clarified. Only 12 respondents considered this a trusted surrogate, but it has the potential to be useful.**
- **Work needs to be done around long term preservation of digital sources and in improving publisher and supplier formats and policies.**

125. As seen in paragraph 115, digital surrogacy is, in just over half the responses, a check that libraries do when deselecting (22 institutions, 52%). There is thus potential for these checks to become more widespread. Checking for digital surrogates was done to a lesser extent in RLUK libraries (11, 44%).

126. However, another way of looking at the statistics is to consider that in addition to the 22 that do check, 10 institutions do not deselect, and 3 did not know, leaving only 7 (17%) which definitively *do not* check for digital surrogates.

"If a work is held in only two libraries, but has been digitised, is that still rare?"

127. However, within these results, the fact that 'availability as an ebook owned by your institution' was considered a trusted digital surrogate by 32 respondents, far more than the second most frequently trusted single answer (availability on HathiTrust, 12 responses) points to two explanations, both of which are important: an innate conservatism within librarianship, and a lack of really trustworthy alternatives. However, in the case of HathiTrust, uptake should be encouraged, because as stated by one respondent to an earlier question: 'if a work is held in only two libraries, but has been digitised, is that still rare?'. A potential explanation is that a lack of experience with using HathiTrust means that the trust is not yet there, but there is scope to develop this, since use is more extensive in the USA.

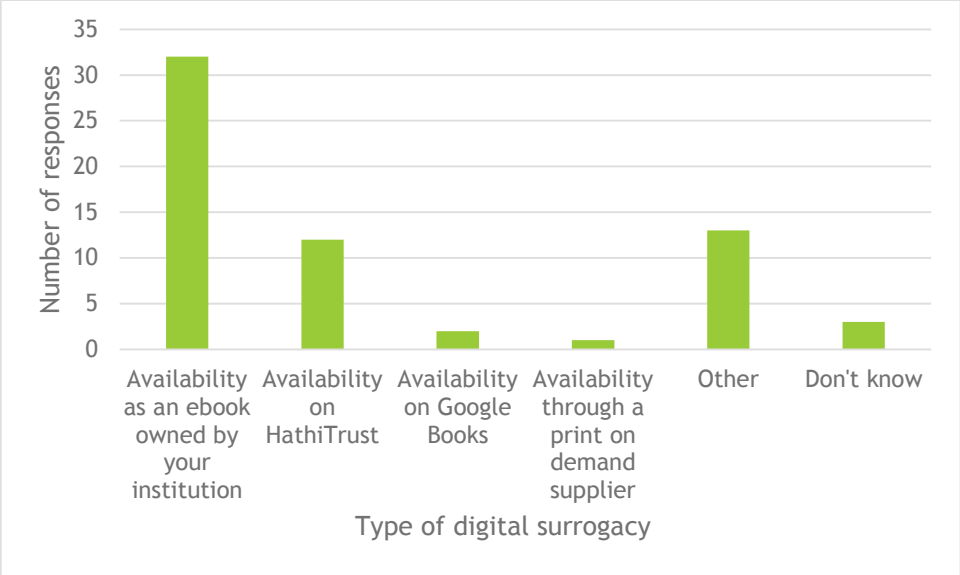


Figure 20 - Trust in digital surrogates.

128. What becomes quite clear from the responses to the question about what could be done to improve trust in digital surrogates is not that it is necessary to simply build trust, but that it is necessary to improve digital surrogacy, and trust will follow. Something frequently mentioned within the free text responses was around digital preservation and preservation of access, upgrading infrastructure to ensure that there is perpetual access in the future. It follows that something to which access can be withdrawn cannot be relied upon, and this is likely to be the reason for the distinct lack of trust in Google Books (only 2 respondents considered this trustworthy), and a fear of 'temporary licensing which can be revoked by publishers'.

129. Relationships with publishers are obviously key, with a need for 'further standardisation of publisher formats and policies'. Another direction in which these relationships could be further built is with print on demand suppliers. With only one response indicating they would consider this a trusted digital surrogate, more needs to be understood about whether the issue is that not enough is known about print on demand (i.e. this innate conservatism), or that there are serious issues with print on demand which mean that it can't be trusted sufficiently.

130. Much of this is outside the scope of a project covering collaborative collection management, and it would perhaps be possible to progress without actually addressing the issue of digital surrogacy in full, as digital surrogacy has a different relationship to monographs than it does to journals, but it must be considered a priority for the UK HE library community, as it would help to solidify a collaborative collection management scheme, and would change the shape in terms of retention needs (and the necessity to continue to hold multiple copies of something) of a UKRR-M in the future.

What work could be done to build trust in digital surrogates?	Number of responses
Long term preservation and archiving of digital collections	15
Improvement in publisher/supplier formats and policies	9
Improved technical infrastructure	5
Perpetual access	3
HathiTrust-type initiatives	3
Dark or third-party archiving	3

Table 10 - Desired improvements in digital surrogates.

Case study: how can digital surrogacy support a UKRR-M?

131. York stated during the interviewing that they would like to see more libraries getting involved with HathiTrust, and indeed more HathiTrust surrogates. A possible explanation, they believe, for the lack of use is a lack of knowledge about the potential of it. One functionality of GreenGlass is that it is able to compare collections against HathiTrust. Some items in HathiTrust are available with full public access, and so having something accessible through this offers libraries a trusted digital surrogate.

Current issues with holdings data

- **Respondents wanted to have access to some additional datapoints. The most frequently cited were retention information and information about the currency and reliability of data.**
- **There are significant issues with data quality at most UK institutions, primarily inadequate records, varying practices, and blocks of uncatalogued material.**

132. As indicated throughout the survey, accuracy and quality of holdings data is an issue across the community. The final two questions asked respondents to consider aspects of current and future data.

133. Respondents were asked about further data points they would wish to have access to, and points were made which would significantly upgrade data. The most frequently desired can be seen in Table 11, below, and information around the currency of data would certainly constitute a significant upgrade since it would allow institutions to have a better idea of how recent and thus trustworthy this holdings data is.

Additional data points wished for	Number of responses
Retention information	6
Currency and reliability of data	5
Availability data	3
NBK data	3

Table 11 – Additional data points desired for deselection.

134. A minority but yet important point is mining of data from beyond library catalogues, in order to draw on other digital copies. Agreeing sources of trusted digital surrogates and having the ability to have these appear within the NBK (as a union catalogue) and individual institutions' catalogues would allow for a richer picture of availability.

135. There were three main issues with current data at institutions: inadequate records, varying historical cataloguing practices, and uncatalogued material. Each of these were mentioned in at least 20 free text answers, as seen in Figure 21. This makes it clear what use of tools such as CCM shows: that the data across institutions is often inadequate to effectively match items. To coordinate deselection on a large scale, this would need to be improved. Uncatalogued material is of course a problem, and although it makes the nationwide holdings data less accurate, it does so in a direction which encourages caution from deselecting libraries, as fewer copies than actually exist will appear as holdings. Although the issues with inadequate records and uncatalogued material were only mentioned by 50% of the total survey respondents (21), what is clear is that an issue affecting many books at a number of institutions would be an enormous issue to unravel, and so taking advantage of something like the proposed part of the NBK which could push back improved records would be really important, *assuming it worked as it should*, as well as giving support and guidance to libraries to help them improve their own records at an institutional level.



Figure 21 - Most frequently mentioned issues with data quality.

Case study: current issues with holdings data

136. Another functionality of GreenGlass is that it can compare a library's holdings against WorldCat, discovering anything that doesn't match against anything held in that database. This allows the identification of records which are insufficient and thus need upgrading. Around 50,000 of these records were identified at York, and these were then outsourced to a retro-cataloguing organisation, who compare it against other databases and upgrade. They were able to upgrade around 38,000 of these records. This has left just under 12,000 or so which are still potentially lacking in detail, and York are currently working through these, prioritising them based on use, picking them off the shelf and re-cataloguing them according to more stringent standards. What they have found is that a substantial number of these items are not physically on the shelves, and so it has also been a useful stock checking exercise. Some of the work that York have done here shows the importance they place on the upgrading of records, and also that doing this type of work is something that institutions are able to do, assuming that the resource, both in terms of staffing and, for outsourcing at least, finance, is made available.

Conclusions drawn from the survey

137. Responses to this survey, conducted in June and July 2018, indicate an appetite and a *need* for collaborative collection management. Acceptance of the idea of 'rareness is common' is held in about two-thirds of cases, and this is stronger among RLUK than non-RLUK libraries. More work does need to be done, both in order to understand the national picture to a greater extent, and to pave the way for future collaborative work.

138. This data and conclusions drawn can potentially be used in the design of a future model for a UKRR-M.

139. The invitation email sent out with the survey suggested it was best completed by library directors, as it requires some strategic overview. In the end, a wider variety of staff members completed it, but primarily directors, assistant directors, and collection managers. One response was received from each institution, and each is thus considered, for the purposes of this report, definitive of that institution.

140. A general limitation is that with 42 respondents it is difficult to draw conclusions across the whole community. However, this is somewhat offset by the fact that 25 RLUK libraries responded, constituting a majority of the 37 RLUK institutions (34 not counting the national libraries), making it easier to draw conclusions about this group.

Recommendations for preparatory work for a UKRR-M

"It really cannot be underestimated how complex the mechanics of matching might be."

141. The NBK is vital foundation upon which collaborative collection management will be built, and the enhanced data it will have will go some way to fully satisfying the need for better bibliographic data. It is thus imperative that any solution waits until the full extent of the NBK's capabilities are known, and that the community feed into its development in the meantime. It really cannot be underestimated how complex the mechanics of matching might be.

142. There is a need to conduct a larger scale overlap study, as currently proposed by WRL[10]. A number of respondents were happy to be involved in further work, so the number of participants will not be limited by a lack of interest.

143. Academics need to be consulted to understand general appetite, what benefits they would be interested in, and disciplinary differences. This can then feed into the development of the model. Individual libraries may also wish to consult with their academics in order to ascertain whether there is, or how to manage, institutional appetite.

144. Guidelines should be developed covering deselection best practice and setting some national definitions of collections to be used in the interim prior to any full-scale project, coordinating nationally to ensure that nothing is deselected which shouldn't be. A perhaps separate set of guidelines or community of practice could be set up to assist local collaborations, which would not be within the scope of the national solution. This should also involve a further development of a recommendation from

[10] White Rose Libraries. (2018). *Collaborative collection analysis: a proposal to UKRR*.

the 2017 WRL report[11], about finding ways for institutions to improve their catalogue records.

145. A model should be developed, including a cost/benefit analysis, addressing as many of the points raised about what the community needs to know as is practicable. This should be, as mentioned, a hybrid model, combining a national storage facility and a national shared collection. This fully developed model needs to be worked on in conjunction with the British Library to ensure that what this model expects of them is realistic, before being offered to the community to get buy in.

146. An offshoot of this work which would help to make collaborative collection management easier in the long term is around working on digital surrogacy, improving digital preservation advocacy with suppliers and publishers, and improving engagement with HathiTrust. This is perhaps a longer term aspect of the work, and is not a prerequisite to taking steps towards collaborative collection management.

Recommendations for aspects of a model for UKRR-M

"UKRR has a remit to work nationally, […] and so should deliver a national model."

147. The main recommendations in terms of shape are that a hybrid national model is most suited to the work of UKRR. UKRR has a remit to work nationally, even if there are also smaller collaborations who wish to work together themselves, and so should deliver a national model.

148. This should thus consist of national shared storage and national shared collections, both held at the British Library space in Boston Spa, as this then caters for more needs, with libraries in search of space able to benefit from mass submission of collections, and those who wish to work together more closely able to benefit from shared collections. Arguably, offering shared storage is actually, within this model, simply something offered by the British Library, with no need for UKRR involvement. However, having them as two complimentary aspects of the same service and 'brand' is important, as evidenced in other similar services, such as the ReCAP facility[12], as libraries have benefitted from the flexibility of being able to move between services as required, and having the two under the same umbrella may help to facilitate this.

[11] White Rose Library staff. (2017). *Understanding collections overlap: an investigation into White Rose Libraries collections using Collection Management Tools*

[12] ReCAP: History https://recap.princeton.edu/about/history

149. The results of the survey strongly suggest that the partners most likely to be interested in, and to benefit from, collaborative management of monographs are RLUK libraries, and thus they should form the focus of, at the very least, the initial stages of a UKRR-M. Developing a model which might benefit the community more widely can then potentially expand to include other partners should this be desirable, and desired.

150. In Appendix 2 more detailed tentative recommendations are given. These are based on the 9 attributes of a shared print agreement specified by Kieft and Payne[13]. These are split into recommendations for the shared storage and shared collection aspects of the proposed model.

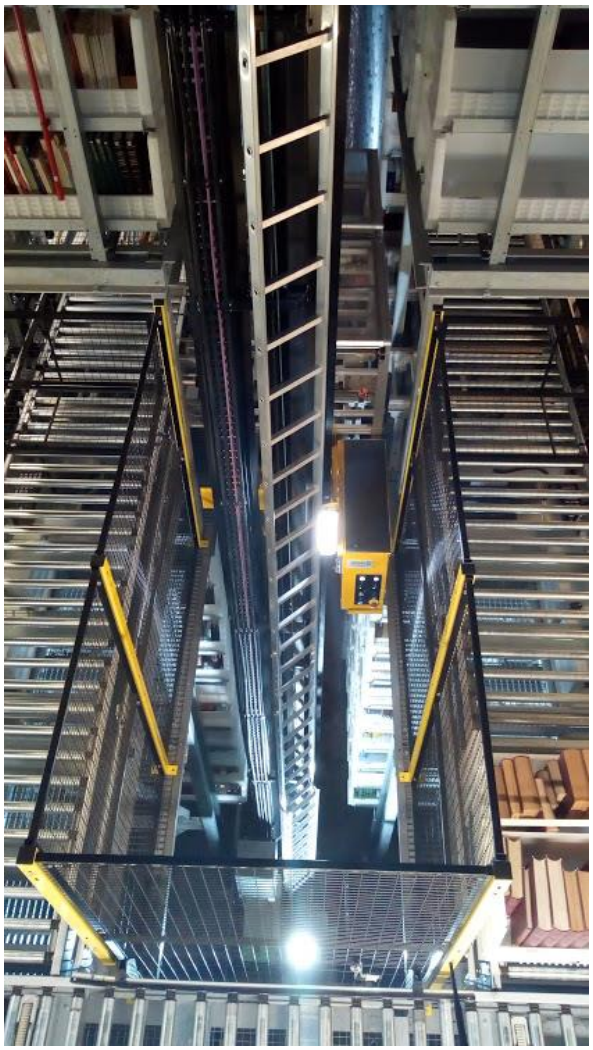


Photo 10 - Part of the automated store at the British Library in Boston Spa. Picture by the author.

[13] Kieft, R. H., & Payne, L. (2012). Collective Collection, Collective Action. *Collection Management*, *37*(3–4), 137–152. https://doi.org/10.1080/01462679.2012.685411

Appendix 1 – Survey instrument

A study of academic library priorities for a possible extension of UKRR into monographs.

Start of Block: Information Sheet

Start of Block: Consent form

1 Participant Consent Form
Title of Research Project: A Study of Academic Library Priorities for a Possible Extension of UKRR into Monographs. Name of Researcher: Theo Stubbs

2 Declaration of Consent

You are advised to read the research information sheet, which is found at the following link, before continuing: https://drive.google.com/file/d/1VsRN98t1dsOi3M9FdVJAa4sCVgH2rYHr/view?usp=sharing Once you have done this, please read the following statements before checking the box below to continue with the survey. You confirm that you have read and understand the description of the research project found in the information sheet, and that you have had an opportunity to ask questions about the project. You understand that your participation is voluntary and that you are free to withdraw at any time without any negative consequences. You understand that if you withdraw you can request for the data you have already provided to be deleted, however this might not be possible if the data has already been anonymised or findings published. You understand that you may decline to answer any particular question or questions. You understand that your responses will be kept strictly confidential, that your name or identity will not be linked to any research materials, and that you will not be identified or identifiable in any report or reports that result from the research, unless you have agreed otherwise. You give permission for all the research team members (including the dissertation supervisor and UKRR) to have access to your responses. You give permission for the research team to re-use your data for future research as described in the information sheet. You agree to take part in the research project as described in the information sheet.
By ticking this box you indicate that you agree to the above statements and wish to continue to the survey.

3 Note: Further information, including details about how and why the University processes your personal information, how we keep your information secure, and your legal rights (including how to complain if you feel that your personal information has not been handled correctly), can be found in the University's Privacy Notice https://www.sheffield.ac.uk/govern/data-protection/privacy/general. If you have any difficulties with, or wish to voice concern about, any aspect of your participation in this study, please contact Dr Jo Bates, Research Ethics Coordinator, Information School, The University of Sheffield (ischool_ethics@sheffield.ac.uk).

End of Block: Consent form

Start of Block: About your institution

4 About your institution.

This section will ask for some background information about you and your library.

5 What is your job title?

_____

6 Which institution are you from?

_____

7 Which groups is your library a part of? Please click as many as apply.

- [ ] CONUL
- [ ] M25
- [ ] Northern Collaboration
- [ ] North West Academic Libraries (NoWAL)
- [ ] Research Libraries UK (RLUK)
- [ ] Scottish Confederation of University and Research Libraries (SCURL)
- [ ] South West Higher Education Libraries (SWHEL)
- [ ] Wales Higher Education Libraries Forum (WHELF)
- [ ] White Rose
- [ ] Other (please specify) _____

8 Does your library have a closed-access store for physical materials?
Yes - owned and onsite
Yes - owned and offsite
Yes - outsourced to storage company or rented
No
Other (please elaborate) _____

9 If your library has a closed-access store, what is the delivery time from it on normal working days?
Under 3 hours
Under 6 hours
Under 12 hours
Under 24 hours
24 - 48 hours
49-72 hours
More than 72 hours
No store/not applicable
Don't know

End of Block: About your institution

Start of Block: National situation

10 Assessing collection overlap and the national situation.

This section considers collection overlap around the UK, and asks questions around the necessity of doing further investigatory work into levels of overlap.

A key context to this section is that two studies (links below) have suggested that rareness among academic library collections is more common than originally thought, with a key finding from the RLUK report being that 88% of the nearly 21 million book titles in RLUK libraries are held by less than 5 members.
Malpas, C., & Lavoie, B. (2016). Strength in numbers: the Research Libraries UK (RLUK) collective collection. Retrieved from: http://www.oclc.org/content/dam/research/publications/2016/oclcresearch-strength-in-numbers-rluk- collective-collection-2016.pdf White Rose Library staff. (2017). Understanding collections overlap: an investigation into White Rose Libraries collections using Collection Management Tools. Retrieved from: https://blog.ccm.copac.jisc.ac.uk/wp-content/uploads/sites/13/2017/09/Understanding-collections-overlap-final-report-July-2017-including-appendices.pdf

11 To what extent do you agree with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
I believe the assertion that 'rareness is common' across the UK academic library collections.						
If the evidence that 'rareness is common' is credible enough, I would be able to use it to retain library space.						
If the evidence that 'rareness is common' is credible enough, I would be able to use it to grow library space.						
Regardless of whether the assertion is correct or not, I need to release space anyway.						
I believe that further work needs to be done to assess collection overlap.						

12 If you believe that further work on assessing collection overlap needs to be done, please tell us what type of work. Please click as many as apply.

- ☐ More extensive studies (please elaborate) _____
- ☐ Improved tools (please elaborate) _____
- ☐ Other (please elaborate) _____

13 Has your library already done any work on assessing collection overlap?
Yes (please elaborate) _____
No
Don't know

14 Would your library be willing to take part in further work on assessing collection overlap?
Yes (please elaborate) _____
No (please elaborate) _____
Unsure (please elaborate) _____

15 If you are interested in taking part in further preparatory work, and would like us to possibly contact you about this, please leave your email address here.
_____

End of Block: National situation

Start of Block: Drivers for collaboration

16 Collaboration on legacy print monograph collections.

This section will attempt to understand whether your library might be interested in collaborating on monographs, and what outcomes you are most interested in.

17 Given that studies have shown that rareness may be common, to what extent are you interested in the following forms of collaborative collection management?
Please note, within this question:
- 'shared storage' means libraries maintain sole ownership of titles, and share a storage space
- 'shared collections' means libraries cede and thus take collective ownership of contributed collections, which might either be stored centrally or distributed between members or a mixture of both
- 'local' means within a geographical region

	Very interested	Interested	Neutral	Uninterested	Not at all interested	Don't know
Better bibliographic data						
Shared nationwide storage						
Shared local storage						
Shared subject collections						

Shared local collections	
Shared nationwide collections	

18 If you are interested in other forms of collaborative collection management, please elaborate on this below.

_____

19 How important to your institution are the following potential access benefits?

	Very important	Important	Neutral	Unimportant	Very unimportant	Don't know
Improved access to larger collections						
Better and more standardised preservation practices						
Better preservation conditions (i.e. climate controlled stores)						

20 How important to your institution are the following potential infrastructure and collaborative benefits?

	Very important	Important	Neutral	Unimportant	Very unimportant	Don't know
Institutional collaboration for the common good						
Greater institutional collection focus						
Improved document delivery						

Improved holdings data

21 How important to your institution are the following potential financial and space benefits?

	Very important	Important	Neutral	Unimportant	Very unimportant	Don't know
Financial savings on stewardship (i.e. by potentially having less items on open shelves in libraries)						
Other financial savings						
Space for collection growth						
Other library space use						
Non-library space use						

22 Are there any further potential benefits you feel have been missed out from the three previous questions?

_____

23 Would your institution be prepared to bear any costs associated with collaborative collection management activity?

Yes
Maybe
No

24 What types of costs would your institution potentially be willing to bear towards collaborative collection management activity? Please click as many as apply.

- [ ] Scheme membership fee for central functions
- [ ] Stewardship costs (i.e. for distributed storage of a shared collection)

☐ Rent for storage space

☐ Increased spend on interlibrary loans

☐ Local staff costs

☐ Other (please elaborate) _____

25 Do you believe you would have the support of senior university management for institutional involvement in any collaborative collection management activity?
Yes
No
Don't know (please elaborate) _____

26 Do you believe you would have the general support of the academic community for institutional involvement in any collaborative collection management activity?
Yes
No
Don't know (please elaborate) _____

27 What additional information would be required prior to your institution taking part in any collaborative collection management activity?
_____

End of Block: Drivers for collaboration

Start of Block: Current Deselection Practices

28 Current deselection practices and collection age.

This section will attempt to find out more about deselection (weeding) practices at your institution, what is currently ongoing and criteria used, as well as your attitudes towards different parts of your collection by age.

29 Considering your monograph collections by publication date, please tell us about:
- Your current and future deselection practices and plans
- Your attitudes towards collaborative storage and shared collections

As in an earlier question, within this question:

- 'shared storage' means libraries maintain sole ownership of titles, and share a storage space
- 'shared collections' means libraries cede and thus take collective ownership of contributed collections, which might either be stored centrally or distributed between members or a mixture of both

Please click as many as apply.

	Pre-1800	1801-1850	1851-1900	1901-1969	1970-present (i.e. items with ISBNs)
Currently deselect	☐	☐	☐	☐	☐
Would like to start to deselect/will continue to deselect	☐	☐	☐	☐	☐
Would not deselect	☐	☐	☐	☐	☐
Would definitely consider for shared storage	☐	☐	☐	☐	☐
Would possibly consider for shared storage	☐	☐	☐	☐	☐
Would not consider for shared storage	☐	☐	☐	☐	☐
Would definitely consider for a shared collection	☐	☐	☐	☐	☐
Would possibly consider for a shared collection	☐	☐	☐	☐	☐
Would not consider for a shared collection	☐	☐	☐	☐	☐

30 If you have any comments about the above, please add them here.

_____

31 Considering the same publication date groups of monographs, please rank them in order of how difficult making deselection decisions about them is (or would be), with 1 being most difficult, and 5 least difficult.
_____ Pre-1800
_____ 1801-1850
_____ 1851-1900
_____ 1901-1969
_____ 1970-present (i.e. items with ISBNs)

32 Does your library have a one-in-one-out policy?
Yes - strictly enforced
Yes - flexibly enforced
No
Other (please elaborate) _____
Don't know

33 How often does your library run deselection operations for monographs? Please click as many as apply.

- [ ] On an ongoing basis
- [ ] Annually
- [ ] More than once a year
- [ ] Less than once a year
- [ ] As and when necessary
- [ ] Do not run deselection operations
- [ ] Various practices (please elaborate) _____
- [ ] Other (please elaborate) _____
- [ ] Don't know

34 When was the last time you ran a deselection operation for monographs?
Currently ongoing
Within the last three months
Within the last six months
Within the last year
Within the last three years
More than three years ago (please specify) _____
Do not deselect
Don't know

35 What criteria do you use for deselection at your institution? Please click as many as apply.

- [ ] Number of years since last loan (please specify and add comments as necessary) _____
- [ ] Number of years since acquisition (please specify and add comments as necessary) _____
- [ ] Number of other holding libraries (please specify and add comments as necessary) _____
- [ ] Other (please elaborate) _____
- [ ] Do not deselect
- [ ] Don't know

36 Beyond the criteria above, do you use any of the following checks? Please click as many as apply.

- [ ] Number of citations
- [ ] Availability as a trusted digital surrogate
- [ ] Other (please elaborate) _____
- [ ] Do not deselect/not applicable
- [ ] Don't know

37 What constitutes a trusted digital surrogate to you? Please click as many as apply.

- [ ] Availability as an ebook owned by your institution
- [ ] Availability on Hathi Trust
- [ ] Availability on Google Books
- [ ] Availability through a print on demand supplier
- [ ] Other (please elaborate) _____
- [ ] Don't know

38 What further work, if any, could be done to build trust in digital surrogates?
_____

39 Do you have dialogue with academics around the deselection of stock?
Yes - managed by library management
Yes - managed by liaison librarians
No
Different practices (please elaborate) _____
Do not deselect
Other _____
Don't know

40 N.B. The following two questions cover similar ground to a recent Jisc survey feeding into the National Bibliographic Knowledgebase. They are being asked again in this survey for our analysis purposes.

Are there any additional data points you would wish to have access to in order to help make deselection decisions?
_____

41 Are there any known issues with holdings data at your institution? i.e. specific historical cataloguing practices, uncatalogued collections etc.

_____

End of Block: Current Deselection Practices

Reflections on the survey design

There were some learning points taken from the design of the survey, considered below.

a. **8 - Does your library have a closed access store for physical materials?** This question limited respondents to one choice, when in fact many respondents, through using the 'other' option, indicated they had multiple facilities. While this has been a workaround, it doesn't rule out some libraries only having selected one of the other options and thus being unable to mention all of their facilities.
b. **20- How important to your institution are the following potential infrastructure and collaborative benefits? Improved document delivery.** This question should also have included a separate option for delivery as part of a collaboratively owned collection, as although sharing attributes with interlibrary loan in terms of delivery, it isn't strictly lending from another library.
c. **24 - What types of costs would your institution potentially be willing to bear towards collaborative collection management activity? Increased spend on interlibrary loans.** Again, this question should have differentiated between more spending on interlibrary loan, and more spending on delivery of items owned by the institution.
d. **31 - Considering the same publication date groups of monographs, please rank them in order of how difficult making deselection decisions about them is (or would be).** This question did not give any useful data, as criteria are not limited to publication date alone. It is also flawed in that it can be understood in different ways: e.g. institutions might consider older books the easiest to decide about (because they just categorically do not deselect them) or most difficult (because they find it difficult to part with them). The question also doesn't allow for institutions who don't have material from all of these publication date brackets, with one institutions indicating that the overwhelming majority of their collection was post-1970.

Appendix 2 – Full list of responding institutions

Aberystwyth University	Newcastle University
Bath, University of	Northumbria University
Birmingham, The University of	Norwich University of the Arts
Bristol, University of	The Open University
Cambridge University Library	Oxford, University of
Cardiff Metropolitan University	Queen Mary, University of London
Cardiff University	Reading, University of
Coventry University	Royal Holloway University of London
Durham University	Senate House Library, University of London
East Anglia, University of	SOAS University of London
Edinburgh, University of	Southampton, University of
Glasgow, University of	St Andrews, University of
Huddersfield, University of	Surrey, University of
Hull, University of	Sussex, University of
Imperial College London	Swansea University
King's College London	UCL
Kingston University	Wales Trinity Saint David, University of
Lancaster University	Warwick, University of
Leeds University Library	Wolverhampton, University of
Leicester, University of	York, University of
Liverpool John Moores University	
Manchester, University of	