THE MEANING OF THE LIBRARY

A Cultural History

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PRINCETON UNIVERSITY PRESS
Princeton and Oxford

Published by Princeton University Press, 41 William Street, Princeton,
New Jersey 08540
In the United Kingdom: Princeton University Press, 6 Oxford Street,
Woodstock, Oxfordshire OX20 1TW
press.princeton.edu

ISBN 978–0-691–16639–1
Library of Congress Control Number: 2014951291
British Library Cataloging-in-Publication Data is available
This book has been composed in Garamond Premier Pro, Trade
Gothic, and Adobe Caslon Pro
Printed on acid-free paper. ∞
Printed in the United States of America
1 3 5 7 9 10 8 6 4 2

CHAPTER 11

Meanings of the Library Today

John P. Wilkin

I was tempted to subtitle this chapter "The more things change, the more they stay the same," but I actually intend to make a different point about libraries and constancy. "*Plus ça change, plus c'est la même chose*" suggests a sort of fatalism, and could be translated as "turbulent change only cements the status quo." I would like to argue a fundamentally different position. To define the meanings of the library (yesterday, today, and tomorrow) we need to tap into great truths. The library throughout time has actually had a sort of constancy in its role and function, a commitment to sustaining culture despite, and perhaps because of, changes occurring all around. The story of libraries, and particularly the one we see unfolding in the research library of today, is a story of abiding commitment to the record of the past and of the future. And the core function of libraries is to do more than preserve the cultural record: it is also to provide access to and ensure use of that record and, increasingly, to be involved in the *creation* of the cultural record as well.

Library Meaning: The Four Pillars

I have been asked occasionally to talk about my vision for a twenty-first-century research library. Most of the elements of that vision would be unsurprising to anyone reading this. Events of the last few years have created a very real sense of opportunities and of challenges. I would like to begin by sharing my "vision of the library" in a discussion that I have

taken to calling, with my tongue in my cheek and with a nod to Ranganathan, the "four pillars of research libraries."[1]

There are four enduring areas of work for our libraries, areas that change in importance and complexion over time, but which are always part of the research library function. They are:

- Curation, by which I mean the selection, preservation, maintenance, collection and archiving of, and provision of access to, materials pertaining to the cultural record—for libraries, predominantly books and manuscripts, but often images and audio items also.
- Engagement with research and learning.
- Publishing, ranging from the most modest reproduction and dissemination of materials to full-blown editorial processes with peer review.
- Creating and managing spaces devoted to users and collections

Our engagement with each of these elements has ebbed and flowed over time, changing character as society and culture have themselves changed. In the twenty-first century these four areas of work remain applicable to the research library.

I would also like to consider each of these areas of research library work from the perspectives of "the network" and "the local." Some of a library's work can naturally be done more efficiently in a shared, networked context. Other work is best done locally. The best example of appropriately *local* work is the creation and management of spaces—we can create truly effective spaces only by paying attention to the geographic, disciplinary, and cultural elements that define them. The best example of an activity that can be done most appropriately in a *networked* context is curation. Here I would argue that a library's collection is not owned solely by the library, but by the society or culture that has collected it and put it in the library in the first place. We own the collection as a culture, and we must attend to it as a culture.

Neither of the activities in these examples is wholly "network" or wholly "local," of course. We can learn from the network how to make our local spaces better, and there are resources belonging to the wider cultural network that must receive local curatorial attention (rare books

and manuscripts, for example). The key is to find the right balance between the two.

Curation

Libraries do curatorial work to preserve and provide access to the cultural record. Print collections continue to dominate our focus, but Big Data has made its way squarely into the library curatorial discussion, and that is as it should be. Other materials such as audio and video recordings also have their place in many of our research libraries. Various types of image resources are relevant too. And I would include conventional archival resources and archival organizations in this space: the curatorial aspect of the missions and functions of archives and libraries are roughly the same, and the curatorial methods are certainly the same, as well. Curation not only covers preservation and access, particularly for electronic resources, but also includes selection, description, and organization.

Libraries are best known to their constituencies and to the profession itself for their curatorial role. Curation provides the underpinnings for other things we do, and curating the collection is the most enduring part of our work. It is sometimes seen as the creation of truths, or at least as work that transcends bias. Yes, we select, and thus show bias, but a core tenet of collection development is acknowledging and surmounting bias.[2]

Although we are increasingly focused on the curation of digital resources, it is just as important that we get the print problem right as it is that we embrace responsibility for other types of communication. Words remain the basis of all scholarship, and formal communication through words in books and journals is at the core of the scholarly process. Although, as libraries, we need to turn our attention to new forms of communication, getting the print record right can only make work in the developing digital areas easier by forging a clear path and making it possible for us to shift from one resource format to another.

This *shift of resources* from print to digital is one of the greatest challenges facing libraries at the present time, as is the need to find more efficient ways of managing print so that attention can be devoted to other areas of library work. We know, for example, that there are more than a billion volumes stored in North American academic libraries. Emerging

research at OCLC (the Online Computer Library Center, Inc.) suggests that roughly fifty million unique titles make up the corpus represented in these billion volumes. We cannot carry with us the cost burden of unnecessarily duplicated collections while we take on new costs, and we cannot walk away from the problem. The opportunity for doing things differently is evident—as is the fact that "doing differently" includes everything from storing, to describing, to various forms of document delivery or fulfillment. Doing things differently promises to help our users *and* save considerable resources that can assist us in other curatorial pursuits. As I will show, networked curation is key to our survival.

Engagement with Research and Learning

Although curation may be the most important area of work for libraries, the services we build around research and learning are often the most visible. These emerging services have their roots in the past but reflect new ways of operating.

- *Research*. Many academic libraries now have "field librarians," individuals who are embedded in academic departments, sharing the teaching load. Similarly, we find librarians embedded in clinical teams, conducting research and guiding collaborative strategies. In an increasing number of cases, we see librarians working with data, not just at the ingest and validation stages, but also as part of research teams shaping data organization and the use of community standards. This is a key way forward for libraries, connecting our information management activities to the mission of the institution.
- *Teaching and learning*. Increasingly librarians serve as instructional designers, collaborating in delivering online learning environments, and as collaborators in the classroom, developing and applying metrics to assess information literacy learning outcomes.

This aspect of the work of academic librarians will continue to be vital, and partnerships with primary academic constituencies will increasingly define what research libraries do. Although this work is conducted in

local contexts, it relies more and more on the network (for example on shared, networked learning tools) for success.

Publishing

Not so long ago, the notion that publishing should be undertaken by libraries was controversial. In fact publishing has been a library function for a long time and has been apparent in low-level activities such as the collection and dissemination of dissertations, and in library printing shops. At a higher level, however, many actual university presses originated in libraries because there was a need to disseminate research products on a noncommercial basis. In his introduction to *Some Presses You Will Be Glad to Know About* (1937), Harry Miller Lydenberg comments:

> Just as the university came to see how unfair it was to expect the average publisher to market books possessed of so little popular appeal but at the same time of such real importance, some of the museums and similar institutions—libraries, for instance—found themselves faced with a kindred problem.
>
> The university is a place for teaching, also a place for the pursuit of truth, education and research. Which ranks first depends on your point of view.
>
> The museum and the library are neither teaching nor research centres. They are tool rooms for instruments of research.
>
> In the development of this useful function, however, some of them came to find they turned out certain results of study and research that seemed worthy of publication. But the trade publisher had no interest. So they, like the universities, started their own presses. Most of these presses began with slight equipment, slighter means. Growth came as the need voiced itself and the results of one effort justified the next.
>
> Even if these museums and libraries are not technically institutions of teaching and research the books they turn out plead for their recognition as institutions of learning.[3]

This narrative of the emergence of academic publishing from libraries in the earlier part of the twentieth century is considered in detail in

an essay by Paul Courant and Elisabeth Jones, in the forthcoming book from the ACRL (Association of College and Research Libraries) *Getting the Word Out: Academic Libraries and Scholarly Publishing*, edited by Maria Bonn and Mike Furlough. As Courant and Jones note, "several of the earliest North American university presses—including those at Johns Hopkins, the University of California, the University of Toronto, the University of Washington, and the University of North Carolina—were initially created under the administrative aegis of the university library."[4] Their study confirms the long-standing connection between the library's role as curator of scholarly materials and its additional role as disseminator or publisher of those materials.

Whether we agree or not about the role of libraries in the past, libraries *are* publishing today and are frequently quite significant publishers. There are examples of university presses moving into libraries, and of electronic publishing initiatives such as *eScholarship*, the Digital Library of the University of California, and the *Scholarly Publishing Office* at the University of Michigan. Even institutional repositories can be considered publishers in this context. Increasingly, as a profession, we believe that by lashing together the publishing and curation roles, we can ensure greater integrity in the record and that the right sorts of "use" and "cost" models are part of the mix.[5] As we will see in a moment, the financial pressure of current commercial publishing on libraries is tremendous. A vigorous response by libraries is likely to help create a more sustainable future for research publishing, and this will in turn contribute to the sustainability of libraries and higher education.

In publishing, too, we can see an interesting interplay between "the local" and "the networked." A press's authors may be local yet often also belong to wider subject or discipline-based networks that might result in fruitful connections for the press. Clearly, too, a press's systems and services might benefit from being more fully networked with other similar publishing ventures, making the most of opportunities to share resources and costs.

Space

I believe very much in the value of library spaces for the life of the campus. The library is far more than a student union, no matter how many

coffee shops and food courts we introduce. The proximity of user spaces to librarians and to collections or collection-related tools creates a very different kind of environment where our users, individually and collectively, engage with ideas and collaborate with one another in their research pursuits. The library is an important counterpart to the classroom. As long as the co-location of students on campuses is meaningful, the library space will be meaningful too. It is no accident that the library building is frequently at the heart of the campus.

Challenges to the Four Pillars

The work of libraries related to each of these four pillars is made increasingly difficult by the convergence of several trends: resources are flat or declining, costs are increasing, needs are increasing, and we face a rapidly changing set of environmental circumstances. We experience this as librarians, and although I probably need little evidence to support this argument, there is a real danger in using "felt experience" rather than data, so I will share some statistics.

The long-term decline in research libraries' funding can be measured in relative or absolute terms. Statistics from the Association of Research Libraries (ARL) show, for example, that between 1982 and 2009, U.S. academic research library expenditures as a percentage of total university expenditures declined from roughly 3.7 percent of the total budget of their institutions to just over 1.9 percent.[6]

That trend continues today. Looking across all U.S. higher education in more recent years, from 2008 to 2010, library expenditures fell from 1.33 percent to 0.62 percent of postsecondary expenditures.[7] Indeed, from 2008 to 2010, academic library funding was essentially flat, while expenditures continued to grow. The U.S. National Center for Education Statistics reported that total funding for academic libraries grew from $6.78 billion to $6.83 billion; adjusted for inflation, the dollar amount was unchanged.[8] This trend is further evidenced by ARL data for the last twenty-six years, with the last ten to twelve years being essentially flat.

In an era of constrained resources, a flat budget and increased demand is, I would argue, a vote of confidence. As librarians, we need only compare our situation to that of publishers or information tech-

nology organizations to appreciate how good we've got it. Still, the flat budget stands in stark contrast to rapidly growing costs: expenditures for licensed electronic resources during the same 2008 to 2010 period grew by 23 percent.[9] Journal subscription costs grew much faster than the rate of overall inflation. Of course we see these rising costs and diminished financial resources in the context of a rapidly evolving set of needs, an environment where demand for print and electronic resources remains high and where we strive to adapt to various changes. Many of our libraries report sustained levels of print borrowing, and "gate counts" continue to rise (up nearly 9 percent over 2008 rates).[10] At the same time, libraries are happily responding to the need for a variety of repository services, including digital object repositories, institutional repositories, and, in a few cases, data services and repository services for audio and video content. The costs for all these services are substantial, particularly for storage-intensive repositories like those for data and rich media.

I would like also to add some publishing data to this part of the conversation. Formal publishing has faced similar and yet greater challenges and is not faring well. While the director of publishing activities at Michigan, I watched as sales fell there and at the institutions of other AAUP (American Association of University Presses) members. By midyear in 2012–13, nearly two-thirds of these presses witnessed a decline over the previous year, continuing a general decline. Costs have been trimmed, but those that remain (for staff and services for example) continue to rise. In the face of these losses, U.S. university presses have witnessed a growing reluctance by university administrations to subsidize operations that are acting like "businesses." One response has been to move these organizations into libraries. At the last count, more than twenty AAUP presses reported to the library director and, in some cases, had become part of the library organization. In this, we can see both a vote of confidence for libraries and concerns about the "business" of academic publishing.

This complex interplay of roles is, I would argue, what "the library" currently means. To remove one of the four pillars I have described is to unbalance that meaning or identity, and to make the library's cultural role less compelling. We cannot succeed as libraries with flat or diminishing resources *without also adapting or changing the way we do our work*. A starvation diet, with a gradual diminution of resources in each of these

four areas, will ultimately mean that we fail to fulfill functions such as curation and thus lose cultural responsibility. Curating the cultural record poorly or incompletely would undermine the record's integrity, and society would look for other ways to get the job done. As libraries, our response to the resource problem should not be to do less, but to do things differently, and particularly to do them more efficiently. This can be accomplished by working at scale.

Work at Scale

The concept of scale is critically important to the success of libraries. Lorcan Dempsey writes very helpfully about scale and the way in which the library's work can be achieved more effectively through varieties of scale-enhanced work.[11] In brief, work at scale involves the consolidation of efforts in a sphere that cuts across institutions, for example through geographic, peer, or even broader alliances. By using scale-enhanced strategies, we shift resources and methods to a larger collaborative space. This is especially helpful in areas where the shift creates efficiencies, improves the service, or both, without changing the fundamental nature of the work. In libraries, scale opportunities abound—collection curation is one of the best examples of this, since curation at scale can be accomplished both more effectively and at a reduced cost.[12]

Success at scale is clearly exemplified by the HathiTrust, for which comprehensive overviews describing its purposes and economic model are available in print and online.[13] Here is an example of an organization that has managed an extraordinarily large body of content collectively, and in doing so has not simply driven costs down, but has also made participation affordable to member libraries.

The HathiTrust collection is vast by any measure, consisting of approximately eleven million volumes drawn from many of the partner libraries. Its size makes HathiTrust one of the ten largest research library collections in North America. The collection, too, reflects the rich diversity of the library collections on which it is based. Although the collection continues to evolve with the addition of new content, a few examples drawn from language and publication date data at the time of writing this chapter will help illustrate that richness and diversity.

- More than four hundred languages are represented in HathiTrust. Predictably, English is the language of the largest body of materials, but, even so, fewer than 50 percent of the materials are in English. Forty-eight percent of the books and journals are in English, 9 percent are in German, 7 percent are in French, 5 percent are in Spanish, and 4 percent are in Russian and Chinese. Indeed, the 3 percent identified as Urdu or the 2 percent identified as Tamil and Sanskrit represent relatively significant collections for most research libraries.
- By date, HathiTrust reflects the massive growth of publishing in history. Nearly 90 percent of the volumes held were published after the turn of the twentieth century. More than 10 percent of these were published after 2000. The smaller percentages published in earlier periods represent sizeable collections, with the more than one hundred thousand volumes published in the eighteenth century including significant numbers of volumes found in comprehensive publishing inventories such as the eighteenth-century portion of the *Eighteenth-Century Short Title Catalog*.

Other analytical approaches help emphasize how significant and representative the HathiTrust collection is. Work published by OCLC and performed in collaboration with HathiTrust shows the important overlap between HathiTrust and the collections of North American research libraries.[14] By 2010, with fewer than six million volumes online, nearly every ARL library could expect to find approximately 30 percent of its collection reflected in the digital copies held by HathiTrust. Now that HathiTrust in 2014 has approximately thirteen million volumes online, those same libraries can typically find substantially more than half of their print collections represented digitally in HathiTrust. Higher rates of overlap for smaller college libraries have been found by OCLC.

The precise way in which the collections of these libraries overlap with HathiTrust differs significantly by institution. For example, a large research library like Harvard, with a significant number of very specialized titles, will have fewer titles that overlap with other institutions. For Harvard, when there is overlap, it occurs with a small number of similarly large research libraries. Consequently, a smaller proportion of the titles

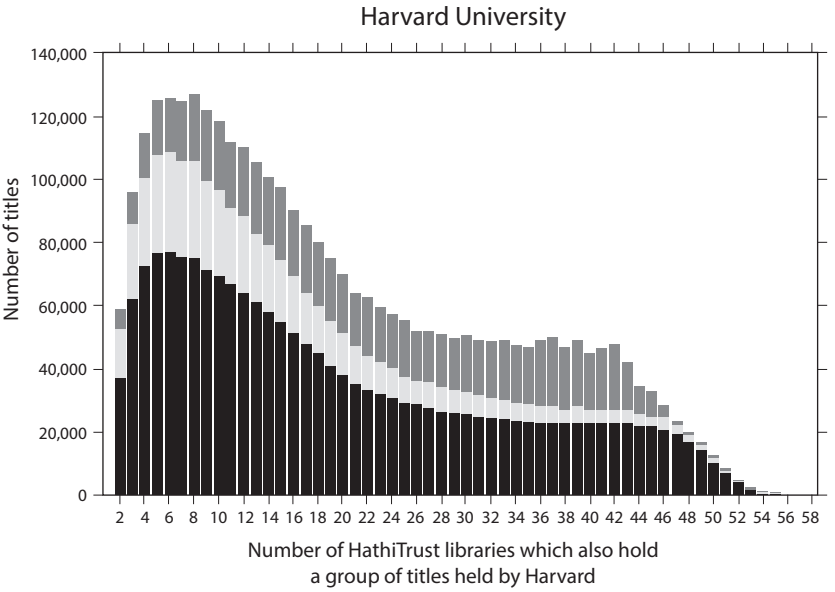

Fig. 11.1. HathiTrust H-Plot, Harvard. (Black = monographs; light gray = multivolume monographs; dark gray = serials.) Reproduced with kind permission of HathiTrust.

in the overlapping portion of Harvard's collection will be widely held. In the H-Plot in figure 11.1, the x-axis is the number of HathiTrust partner libraries that also hold a group of titles held by Harvard, and y-axis is the number of titles. The radical slope downward, from left to right, is distinctive of a large research library.

By contrast, the plot of holdings shown in figure 11.2 from Lafayette College in Pennsylvania shows a pattern more common among liberal arts colleges. More of Lafayette's volumes are widely held.

Other H-Plots in HathiTrust show fundamentally different patterns where, for example, medium-sized research libraries have relatively few titles widely or uniquely held.

These data help to emphasize how the problem of curating the published record is a shared one, whether the record is in print or electronic form. The HathiTrust digital collection is a reflection of the collections of each partner library. It serves each institution differently, even with the same body of materials. By aiming to build as comprehensive a *digi-*

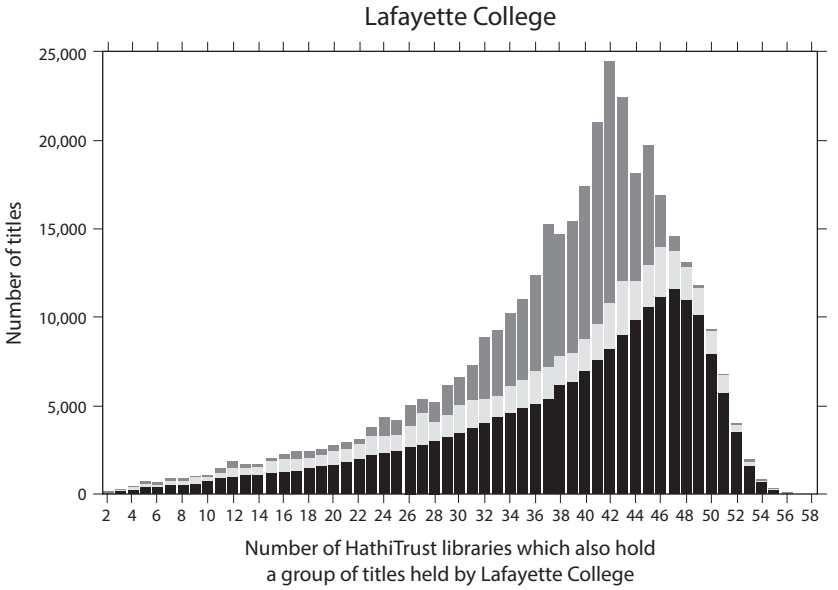

Fig. 11.2. HathiTrust H-Plot, Lafayette College. (Black = monographs; light gray = multivolume monographs; dark gray = serials.) Reproduced with kind permission of HathiTrust.

tal collection as possible, we can also say that the *print* collections of the partner libraries reflect this interdependence. Despite differences, overlap between the institutions is significant, and an approach that manages the totality of our collections will significantly reduce our individual responsibilities, especially for lesser-used materials. Interestingly, relatively early (2010) analysis of the overlap between volumes in HathiTrust and volumes in the five most prominent shared print repositories in the United States (for example high-density print storage facilities such as ReCAP in New Jersey) confirms this by showing how the overwhelming majority of HathiTrust volumes exist in one or more of those print repositories. [15]

For HathiTrust, operation at scale has brought multiple benefits. The cost of storage per digitized volume in HathiTrust is, in absolute terms, lower than it would be for an individual institution, the result of both improved buying leverage and volume discounts. The cost of infrastructure generally is reduced through consolidation. The number of servers

Table 11.1. HathiTrust Cost of Operation, 2009–13.
(Data from HathiTrust)

2009	$1,932,830
2010	$1,364,750
2011	$1,969,476
2012	$2,034,749
2013	$1,724,396

needed can be reduced, as can the number of data centers, energy utilization, backup technologies, and, of course, the numbers of staff needed to support all these things.

Analysis of the scale phenomenon on HathiTrust's costs is interesting. Over the first few years, from 2008 to 2013, it saw phenomenal growth, storing roughly one million volumes at its inception, and approaching eleven million volumes by late 2013. Throughout this period of stunning growth, operations costs were remarkably flat. The total cost of operation (before additional strategic initiative fees) for the last four years decreased an average of 6.4 percent (see table 11.1).

Embedded in these numbers, of course, are too many variables to isolate scale alone as a cause of reduced cost: Moore's Law, strategic "banking" of replacement costs, and growing ambitions are all factors in the final cost of operation. Nonetheless, HathiTrust's costs are not in any way reflective of its dramatic growth. Growth was great; costs were flat.

Scale also brings with it important (even if obvious) opportunities for sharing those reduced costs. Over the seven years of its existence, HathiTrust has grown from fewer than twenty-five partner institutions to more than one hundred. The costs, which have increased with the content and not the size of the partnership, are shared among an increasingly large number of institutions. Over a period during which the content grew eleven-fold, costs for the University of California dropped nearly 25 percent, from over $600,000 per year to less than $500,000 per year. Even more dramatically, the costs for the CIC universities (the universities of the U.S. Committee on Institutional Cooperation) fell by over 50 percent, from roughly $1.5 million per year to approximately $700,000

per year. Notably, in both cases, the cost reduction is a result of a combination of a change in the cost model, from one that attributed institutional costs in a way that mimicked the cost of the institution operating in isolation from other libraries, to one that spread those costs over a growing number of partner institutions.[16]

Consider, then, the value of scale as seen through the example of HathiTrust. The published record is seen as a collective good (the "collective collection"), and responsibility and costs are shared. The benefits of the collaborative effort allow the partner institutions to see how their institutional needs are interdependent and mutual—serving the interests of one is likely to serve the interests of many. The collaboration also drives down costs, both in the aggregate and for individual institutions. Indeed, we see not only cost containment but also a reduction of costs through consolidation.

My focus here has been on cost and the way in which scale benefits us, but there are many other benefits that deserve more attention. One is impact, and very clearly HathiTrust has attracted attention in a way a single institution could not have done. By supporting this move to scale, librarians have also gained a much better understanding of the published record curated by the partner libraries, its distribution over time, for example, and what is held by individual institutions. Working at scale has, too, made some associated work easier. Reliable copyright determinations can now take place on a scale never before imagined, with hundreds of thousands of titles reviewed by partner institutions. Scale has changed the way the HathiTrust libraries do their work.

Conclusion

Curating, producing, and facilitating the use of the cultural record in all its myriad forms, the library is today a hub of intellectual life, as it has been in the past and will be in the future. The introduction of digital technologies has not changed the essential nature of the library but has created a path for increased vitality and long-term viability. While for some cultural agents digital technology is seen as a fundamental threat (publishing, for example, is struggling to find a way to maintain an economic model in the face of changes in the way writers write and readers

read), the digital promises to make the cultural work of libraries easier and more sustainable. There are opportunities to establish a clearer sense of the nature and extent of the publishing record, as well as opportunities to distribute and coordinate print curation so that the print record is more persistent. There are also, of course, opportunities for shared efforts around digital curation. Technology also makes coordinated library efforts to support publishing more cost-effective, sustainable, and with greater reach. Technologically enhanced curation and publishing activities should allow libraries to shift resources to support more effective engagement with users in research and learning. This is an area of library work in which we should invest substantially. Indeed, the impact of such investment will also help libraries make better use of spaces, devoting a smaller footprint to less used (and undersupported) print collections and focusing attention on a smaller number of vital library spaces. These four complementary areas of library work are more likely to thrive as a result of the way in which technology fosters coordination, consolidation, and effective distribution.

I hope that there will in due course be consensus that scholarly publishing is a significant core responsibility of libraries. Much scholarly book publishing is not sustainable as a business and has not been for a very long time. As an enterprise its primary purpose is to validate scholarship and to share ideas, not to market those ideas. Libraries, therefore, must assert leadership in crafting sustainable economic models and engage faculty to help shape strategies that will support the long-term viability of the publishing endeavor. In publishing there is an opportunity to work at scale. A shared publishing platform, with ties to individual institutions, is the next great library frontier. Our success in this venture will help change the economics of scholarly publishing, will ensure broader access, and should ultimately reduce the cost of acquisitions. An "at-scale" approach to publishing by libraries can square the circle for cost-effective collection building, knitting together preservation and access (where the preservation copy and the access copy are the same thing), ensuring the lasting value of libraries and confirming their relevance.

Opportunities at scale made possible by digital technologies translate library work previously done in isolation to more effective, less costly, shared platforms that have greater impact. They allow us, as Lorcan

Dempsey has argued, to "transfer resource[s] away from 'infrastructure' and towards user engagement."[17] Curation is certainly one of the clearest examples of this. Publishing at scale, too, holds great promise and potential. The scale of library collaboration is changing. It is changing with economic pressures because we are no longer able to afford to do in isolation what we can do more cost-effectively together. It is changing with unforeseen opportunities as we craft new models of collaborative collection development and management. It is changing with new priorities, as we turn our attention to increasingly intensive partnerships with the communities of which we are a part, and away from those isolated and isolating activities that occupied us in the past. Technology has made much of this possible.

Notes

1. Librarian and mathematician S. R. Ranganathan proposed the *Five laws of library science* in his 1931 publication of that title. First law: books are for use; second law: every reader his or her book; third law: every book its reader; fourth law: save the time of the reader; fifth law: the library is a growing organism.

2. There is little in library literature that argues that collection development is or could be without bias. However, the issue of bias underlies much literature, and that literature often reacts to the implicit notion that our work is free of bias. For example, Brian Quinn, in "Collection Development and the Psychology of Bias," *Library Quarterly* 82.3 (2012): 277–304, writes about our belief that we transcend bias, but that this attitude "ignores the psychological research on bias, which suggests that bias is a more complex and subtle phenomenon" (277). Elsewhere, Nicholas Joint, in his "Legal Deposit and Collection Development in a Digital World," *Library Review* 55.8 (2006): 468–73, argues that our inability to collect comprehensively necessarily leads to bias: "The important thing is to start the practical business of digital collection building with a view to creating a representative national archive, without worrying that a complete model of 'how to do it' is not yet in place. This may be a little worrying for a group as risk averse as the Library and Information Science profession, but it is in effect what we are doing already. So we should have the courage of our convictions that this is an area in which it is worth making honest mistakes and we should proceed to create models of good practice by seeing what works and what doesn't work, thereby establishing a way forward." That is, in a world

where bias is inevitable, we should do our best to represent the broadest and best, to be as neutral as possible despite the inevitability of bias.

3. Harry Miller Lydenberg, *Some Presses You Will Be Glad to Know About* (New York: University Books, 1937), 7–8.

4. Maria Bonn and Mike Furlough, eds., *Getting the Word Out: Academic Libraries and Scholarly Publishing* (Chicago: Association of College and Research Libraries, 2015).

5. The Library Publishing Coalition website (http://www.librarypublishing.org/) provides a directory of libraries engaged in some support for publishing. By late 2013, there were more than one hundred North American libraries listed.

6. See Association of Research Libraries, *University and Library Expenditures* on the ARL Statistics website at http://www.arlstatistics.org/about/series/eg, and particularly the graph for "Library Expenditure as % of Total University Expenditure" at http://www.libqual.org/documents/admin/EG_2.pdf.

7. American Library Association, *State of America's Libraries Report, 2012*, on the website of the ALA at http://www.ala.org/news/mediapresscenter/americaslibraries/soal2012.

8. Ibid.

9. Ibid.

10. Ibid.

11. For example, see Lorcan Dempsey's "Thirteen Ways of Looking at Libraries, Discovery, and the Catalog: Scale, Workflow, Attention," *Educause Review Online*, December 10, 2012.

12. Despite the value of scale in much library work, libraries have been reluctant to embrace that opportunity fully. I would argue that cataloging, which is often used as an example of library cooperation, is something of a counterexample. Cataloging records are shared, but they are *managed* locally, with significant redundant costs (e.g., for authority control and library management systems). Indeed, shared cataloging is emblematic of a tentativeness in libraries, where we are more likely to share software code and models for conducting work than we are to share systems that could reduce our costs and increase our impact.

13. HathiTrust includes many overview documents online at http://www.hathitrust.org/papers_and_presentations, including, e.g., Heather Christenson, "HathiTrust: A Research Library at Web Scale," *Library Resources and Technical Services* 55.2: 93–102. Online at http://www.hathitrust.org/documents/christenson-lrts-201104.pdf.

14. Constance Malpas, "Cloud-Sourcing Research Collections: Managing Print in the Mass-Digitized Library Environment." OCLC (Online Computer

Library Center, Inc.) Report, 2011. http://www.oclc.org/content/dam/research/publications/library/2011/2011–01.pdf.

15. Constance Malpas, "Reconfiguring Academic Collections: The Role of Shared Print Repositories." Presentation to MLAC (Minnesota Library Access Center) Advisory Board, February 23, 2011. http://www.oclc.org/content/dam/research/presentations/malpas/mlac2011.pdf.

16. Information regarding the HathiTrust cost model is available online on the HathiTrust website at http://www.hathitrust.org/cost, and the original rationale is provided at http://www.hathitrust.org/documents/hathitrust-cost-rationale-2013.pdf.

17. Lorcan Dempsey, "Sourcing and Scaling," *Lorcan Dempsey's Weblog*, February 21, 2010. http://orweblog.oclc.org/archives/002058.html.