



MUSE

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NEWS

SPRING 2004 / Volume 5, Number 1

Project MUSE® conducts crucial pricing model study

Shrinking budgets. Decreased revenue. These have all had an effect on Project MUSE, our partners, our subscribers, and our publishers—and they have necessitated an examination of our current pricing model.

Why does the pricing model need to change?

In a nutshell, because the entire industry has changed. Electronic publishing has grown since its infancy; needs of users and providers have changed and therefore pricing must follow suit.

Library discounts for MUSE are based on size and type of institution and consortia affiliation. This model worked during MUSE's initial period of high growth and in a different economic climate, when the additional revenue was new money for publishers and when consortia were less prevalent. Unfortunately, these deep discounts are not sustainable long term for a variety of reasons:

- Print cancellations are accelerating and what was "additional" revenue for publishers now falls short of the amounts lost to current print cancellations.
- Some publishers that currently have titles with MUSE either won't consider adding more high-quality titles or they are considering withdrawing their high-quality titles from the collection.
- As the number of MUSE's titles expands, the price of the full MUSE package is growing beyond the budget of liberal arts colleges and smaller university libraries.
- All of the publishers in MUSE are non-profit and they face heavy competition for their journals from the for-profit publishers.
- The current model overcompensates consortia at the expense of choice and individual library needs.

Who is creating the new pricing model?

"We're very committed to our publishers and subscribers, so we've undertaken an extensive and exhaustive pricing model study," said Aileen McHugh, Project MUSE Director of Electronic Publishing.

MUSE conducted a thorough bid process for pricing model researchers/consultants and awarded the contract in November 2003 to respected industry consultants October Ivins and Judy Luther. Ivins and Luther were selected because they are both librarians with experience in an academic setting. "We felt that October and Judy brought an excellent understanding of the library side of the pricing issue," said Aileen. "They've also worked with publishers on pricing and product development. This experience is relevant because we ultimately need to make both sides happy."

Ivins has provided consulting services to numerous clients, including Cambridge Scientific Abstracts, MIT Sloan Management Review, and the National Information Standards Organization. She has a combined total of 20 years of academic library experience at the University of North Carolina and Louisiana State University. Luther has over 30 years of industry experience in both library and publishing management. Her clients include ebrary, the North American Serials Interest Group, and the Institute of Electrical and Electronics Engineering.

What information is being used to determine the pricing model's criteria?

Ivins and Luther held informal discussions with current MUSE customers in November at the Charleston Conference. They also interviewed MUSE's pricing committee (which includes several publishers with titles in the

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UPCOMING CONFERENCES

ALA Annual Conference

June 26-29
Orlando, FL
MUSE booth #1137

Pricing Model Study continued from cover

MUSE collection) on why they think the pricing model needs to be adjusted.

In December, Ivins and Luther conducted one-on-one interviews with current and potential MUSE customers at the Online Information Conference in London.

Questions included why interviewees felt MUSE's pricing needed to be adjusted and what might work for them. During the same timeframe, Ivins and Luther conducted several in-depth phone interviews with consortia and libraries stateside.

"We wanted to include customers—both current and potential—in the study because it's always been our sincere belief that those who will be affected by an outcome should have a voice in the decision," said McHugh.

Focus groups were held in January at the ALA Midwinter Meeting with two distinct groups: 1) collection, development, acquisitions, electronic resources librarians—all of whom handle the purchasing of products and 2) user services, bibliographic instruction and reference librarians—all of whom work with the end users. Also at ALA, a public hearing on potential MUSE pricing models took place, with some 100 attendees sharing opinions and feedback on the work Ivins and Luther had performed to date.

Ivins and Luther compiled the knowledge gleaned from the interviews, public hearing, and focus groups to create a web survey. Invitations to participate in the survey were sent via e-mail to all current subscribers, and announcements were also posted to appropriate professional library list-servs.

The web survey was conducted in February with nearly 250 completed surveys submitted. Ivins and Luther are currently

developing models and are exploring the consequences of each possibility. Among the factors being modeled are new pricing tiers, new packaging of MUSE into various core and subject-specific collections, adjustments to the consortium discounting scheme, and matrixes combining one or more of these considerations.

Ivins and Luther are constructing five-year models for MUSE, with the assumption that any dramatic changes to the current MUSE pricing would be phased in over several years. The long-term goal is to both retain MUSE's current subscriber base, and provide opportunities for new and different kinds of libraries to benefit from the wealth of research material offered in MUSE journals.

What are the results?

The study will result in a new pricing model that will be fair to both subscribers of all sizes as well as publishers, while still maintaining the quality collection that is at the heart of MUSE.

The MUSE advisory board, including participating publishers, representatives from the Johns Hopkins University libraries, and MUSE management, will receive initial findings in March. Recommended models will be shared with all of the MUSE participating publishers during their annual meeting in April. The new pricing model will be announced in June for implementation in the 2005 calendar year.

"This investigation has been an enlightening process," said McHugh. "We're confident that we'll find a pricing model solution that satisfies both our subscribers and our publishers." ■

DIRECTOR'S MUSINGS

A Note from the Director of Electronic Publishing

As you may have noticed, this MUSE News is missing my "Director's Musings" column. I'm sitting out this issue to make way for a subject that's important to everyone who receives this newsletter—MUSE's new pricing model study. I hope you take the time to read the cover story and contact us if you have any questions or comments.

See you next issue.

Sincerely,



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Director of Electronic Publishing
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SUBSCRIBERS

Project MUSE Statistics as of February 29, 2004

Total Database Package Subscribers 1033

By Institution Type

Large Academic (>2,000 FTE)	646	63%
Small Academic (<2,000 FTE)	190	18%
Community/Junior College	143	14%
Public Libraries	6	1%
High Schools	19	2%
Other Special Libraries	29	3%

By Location

United States	843	82%
International	190	18%

By Collection

2004 Full Collection	831	81%
2003 Full Collection	59	6%
Arts & Humanities	30	3%
Social Sciences	12	1%
Publisher Collections	93	9%
Consortium Flex Plans	8	<1%

How Subscribed

Direct	105	10%
Via Consortium	928	90%

New Subscribers during 2004 44

For 2004:

Participating Journals	258
Participating Publishers	40

CAMPUS CASE STUDY:

MUSE helps secondary school students prepare for college

The Washington International School (WIS) in Washington, D.C. is only one of a significant and increasing number of secondary schools that subscribe to MUSE. We spoke to Katherine Moser Kelly, Head Librarian for the Middle and Upper School, who is utilizing MUSE as part of a major information literacy project. Her objective is to teach students how to find appropriate sources of information (peer-reviewed journals and not magazines) for research to prepare for higher education.

How are you helping students prepare for college?

I'm involved in the ALA's Library Instruction Roundtable's (LIRT) "Transition from High School to College" subcommittee, which is currently writing a book on information literacy and the transition from high school to college. Students don't understand how to be selective anymore because there's just too much information out there. They need to be taught how to learn and research for university readiness, and utilizing MUSE is an important tool to accomplish this.

How has MUSE impacted students?

Even though WIS has only subscribed for two years, the electronic research concept has increased the students' understanding and appreciation of the library. They don't merely view it as a place to hang

out and send e-mails. MUSE has increased their research skills in general; they now notice other research tools and actually go to the shelves and read books.

How is MUSE implemented into the classroom?

WIS has an International Baccalaureate Program that requires the completion of an extended essay. And, students must only use scholarly journals—which they now know they can find on MUSE. Teachers also often make MUSE usage mandatory for specific assignments.

What do faculty members and administrators think of MUSE?

Personally, I love the fact that MUSE is full-text and full-image. We've gotten rid of many of the print volumes of our journals so having the assurance that we're not missing anything is key. As for faculty, having MUSE encourages professional development and allows them to stay on top of their subject areas—plus it's convenient since it's right on campus. Administrators use MUSE as a selling point for the school; they give tours of the library to parents of prospective students and point out that we subscribe to MUSE. It lets them know that we're committed to scholarship. ■

Project MUSE Launches New COUNTER-Compliant Statistics Tool

Librarians can now receive online usage stats more efficiently

In response to the development of the COUNTER Code of Practice for online usage statistics, Project MUSE launched its new COUNTER-compliant statistics tool in February. The COUNTER Code of Practice, which governs the exchange of online usage data, allows librarians to better understand how the information they buy from a variety of sources is being used. Publishers are also given the opportunity to know how the information products they disseminate are being accessed.

COUNTER will also give librarians the opportunity to compare usage statistics from various vendors, make wise purchasing decisions and plan infrastructure more effectively. Publishers and intermediaries will also be able to provide data to subscribers in a format they want and compare the relative usage of different delivery channels.

"COUNTER fulfills our subscribers' direct needs because the system was developed jointly by librarians and publishers," says Aileen McHugh, Project MUSE Director of Electronic Publishing. "Through COUNTER, we can now offer librarians precise data on a regular, consistent basis."

Institutions will be able to view their 2004 usage statistics at the new URL, <http://stats.muse.jhu.edu>.

With the new COUNTER-compliant tool, libraries will no longer need to manually run their statistics for the time period they specify. Instead, monthly statistics will be automatically loaded by the 14th of the subsequent month and will be cumulative, so that year-to-date totals will display at any point in the year.

For more information about COUNTER, view the COUNTER Code of Practice at <http://www.projectcounter.org>. ■

MUSE Staff Present Online Publishing Perspectives

Project MUSE's Manager of User Services, Elizabeth Brown and Usability and Outreach Librarian, Gina Calia-Lotz have been invited to present their paper "Migrations in e-Publishing: New Roles for Librarians" at this year's Association of College and Research Libraries (ACRL) Western Europe Studies Section (WESS) European Conference in Paris, March 22–26.

Liz and Gina will discuss how the "migration" of print scholarly journals to the Web has changed the roles of publishers, scholars and librarians. They will also focus on the role of the librarian in e-Publishing and draw from their own experiences as academic librarians working for a university press publisher.



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PUBLISHING PERSPECTIVES:

The High School Journal—one of many important University of North Carolina Press journals

With the increasing focus on college preparedness in secondary schools, now is a great time to take a look at *The High School Journal* and its publisher, the University of North Carolina Press. One of MUSE's most requested journals, *The High School Journal* focuses on teaching, learning and administration in secondary schools. It is one of the oldest, most respected journals in education and the only nationally circulated journal of its kind.

The UNC Press was founded in 1922 and has the distinction of being the first university press in the south and one of the first in the country. It has published nearly 4,000 titles and has received virtually every important book award, including the National Book Award, the Pulitzer Prize in history, and the Bancroft Prize. *Early American Literature*, *The High School Journal*, *Social Forces*, *Southern Cultures*, *Southern Literary Journal*, and *Studies in Philology* are all included in the MUSE collection.

Southeastern Geographer, the Southeastern

Division of the Association of American Geographers' biannual journal, becomes a UNC Press publication this summer. First published in 1961, the journal is peer-reviewed; each submitted manuscript undergoes an evaluation by three to four reviewers. In fact, the journal has a 50 percent rejection rate. Available on MUSE this year for free, *Southeastern Geographer* will be incorporated into the 2005 pricing structure.

Suzi Waters, UNC Press Journals Manager, says that she loves working with MUSE, "MUSE is the only current, full-text electronic publisher we belong to. Our journals get online without a lot of hassle, which is unlike most electronic publishers."

Waters adds that the relationship benefits the UNC Press' smaller journals financially. "We're seeing revenues with MUSE that we wouldn't have without it," she says. "For instance, *Southern Literary Journal* has a subscriber base of 500, but with MUSE, more people are seeing it and they get more hits, which translates into increased revenue." ■

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