

# **North American Coordinating Council on Japanese Library Resources (NCC)**

## **Cooperative Collection effort in Japanese Studies**

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### Abstract

Forty-five universities in North America have Japanese studies programs with Japanese library collections (CEAL Statistics Committee 2010). To best serve the scholars in the field of Japanese studies, efforts at cooperative collection management have been made among these entities for more than 30 years. The following article introduces such efforts and focuses on a new, larger-scale initiative of the Cooperative Collection Development Working Group (CCWG) under the North American Coordinating Council on Japanese Library Resources (NCC) to build upon these past efforts of collection development by involving all Japanese collections in North America.

### Introduction

Cooperative collection development is increasingly popular among libraries. Libraries are running out of space to house materials, and budget reductions impact both staffing and purchasing, especially reducing the resources available for the acquisition of obscure and low-use items. It has become difficult for each institution to fully meet the needs of their local users. Cooperative collection development efforts address these challenges, saving acquisition budgets and shelving space, expanding the limited expertise, and making consortia discounts possible.

Resource-sharing efforts are not a new phenomenon within area studies consortia. The earliest academic library consortium in the United States was formed in 1933. Since then more than 100 consortia have been working toward collection sharing, combining buying power for better prices, undertaking catalog automation, supporting staff, and more (Bostick 2001). Cooperative collection development has been a significant aspect of this cooperation. However, when it comes to cooperative collection development projects among rather minor subject collections with foreign language materials, collaboration within an existing regional consortium becomes difficult. There are often too few collections in a given subject area among member universities in such consortia. Japanese collections are a good example.

The Orbis Cascade Alliance, for instance, is a consortium of 37 academic libraries in Oregon, Washington, and Idaho, and the Alliance considers the combined collections of member institutions as one collection (Orbis Cascade 2011). In 2005, the consortium undertook the

development of a distributed repository to preserve the print journals from the American Chemical Society and the JSTOR Arts and Sciences I & II collections. The project sought to identify two complete runs of each title held between the members of the consortium and assigned responsibility for preserving titles in perpetuity (Di Biase, Watson 2008). JSTOR contains no Japanese language journals, and this type of cooperation efforts are usually made among English language collections. There are only two major Japanese collections within the states of the Orbis Cascade Alliance: The University of Washington and the University of Oregon.

There are other examples of consortium that include only one or two Japanese collections, if any. For instance, within the Missouri Bibliographic Information User System (MOBIUS) which includes 59 academic libraries, five public libraries, one special library, and the Missouri State Library, Washington University in St. Louis is the only institution which owns a major Japanese collection. In these cases, the institutions are operating within relatively large regional consortia, yet the Japanese studies librarians lack the network of partners necessary to start a cooperative collection development. With these challenges in mind, a nationwide resource-sharing initiative has been developed. Collaboration is crucial to the survival of libraries. Because there are a limited number of Japanese collections in North America, it is more beneficial if all of them work together. The following are examples of such efforts.

## I. Collaboration Among Japanese Studies Collections

### 1. Efforts among limited number of universities

Collaboration is not new among Japanese studies collections in the United States. Japanese studies librarians undertook two major Japanese language monograph and serial projects beginning in the 1970s. One of those was the shared acquisition of monographs on local histories among the Ivy League and other major universities with Japanese studies library collections. Each of the approximately ten institutions took responsibility for collecting materials on the local history of at least one of Japan's 47 prefectures (Troost 2007).

In August of 1978, the Association of Research Libraries coordinated the "Workshop for Japanese collection librarians in American research libraries" in Washington D.C. sponsored by the Japan-U.S. Friendship Commission (JUSFC). Japanese studies librarians and faculty from 26 institutions with Japanese studies programs discussed the current condition of Japanese studies collections and examined the needs of faculty researchers and the state of library materials to plan for future development of Japanese studies collections (Webster 1978).

With the increased cost of serials and limited space in mind, along with the lack of a union list of Japanese studies collections, subject librarians in attendance agreed to focus on resource-sharing projects which could be beneficial not only to themselves but also to smaller institutions without Japanese librarians to better serve Japanese studies research and education. At the time, there were roughly 100 libraries with Japanese collections in the United States, but only about 26 universities had Japanese studies librarians (Matsuda 1978).

Ten universities with major Japanese studies programs, called the “Tanaka Ten,” received an endowment from the Japanese government to commemorate Prime Minister Kakuei Tanaka in 1973 (Japan Foundation 1973). The “Tanaka Ten Endowments” supported expansion of faculty positions and research materials for Japanese studies. The Tanaka Ten included Columbia, Harvard, Princeton, Yale, the University of Chicago, the University of Michigan, Stanford, the University of California at Berkeley, the University of Washington, and the University of Hawaii (Makino, Bestor 2011).

Later, Duke, the University of California at Los Angeles, the University of California at San Diego, and Ohio State University received funding from the JUSFC. Together, these 14 universities collaborated on acquisition of local histories and major subjects. This effort continued through the early 1990s when funding ceased for collection development projects (Troost 2007).

The other cooperative effort was the creation of a national union list of current Japanese serials held in East Asian libraries in North America because the National Union Catalog published by the Library of Congress did not include East Asian materials in 1976 (Matsuda 1978).

Since information could not yet be searched online, the union list was an essential tool for understanding the holding information of Japanese serials in North America and providing interlibrary loan services. The project was also motivated by another major factor: the increasing cost of Japanese serials.

At a time prior to the advent of email, personal computers for word-processing, or Internet technology, information for the list was manually collected and typed by volunteer librarians. Sponsored by JUSFC, the project continued. Requests were sent out by mail to members of Asian studies and Japan-related institutions—including museums and galleries—asking for information on the current holdings of Japanese serials in the humanities and social sciences by each institution. Fifty-eight institutions (64 percent) responded. A Romanized list of 4,389 titles was prepared with publication information and the names of holding institutions. This union list of Current Japanese Serials in the Humanities and Social Sciences Received in American Libraries was published by Bloomington: Indiana University Library, East Asian Collection in 1980.

Subsequently, regional versions of the union list were published in the Eastern region in 1985 and 1988, in the Midwestern region in 1987, and in the Western region in 1988, and a national union list was created with revisions and updates from twelve additional libraries (Makino and Niki, Preface 1992). The National Union List of Current Japanese Serials in East Asian Libraries of North America was published in 1992, compiling academic, commercial, and government publications of periodicals, journals, annuals, and newspapers held in the 32 East Asian libraries in North America. This union list includes more detailed holding information for each title at each institution and is organized by regional clusters to facilitate interlibrary loan.

In 2000, an online edition of the Union List of Japanese Serials and Newspapers was created through the efforts of the Ohio State University Library (Donovan 2000). In 2000, as online library catalogs and online citation indexes gradually became available both in the United States

and Japan, funding ceased. However, all these efforts of collaboration became a basis of later projects of cooperation.

## II. Formation of the NCC

As the field of Japanese studies continued to grow throughout the 1980s and 1990s, the Japanese yen became stronger, and the costs of Japanese materials continued to increase while funding sources did not.

In 1991, the Japan Foundation and the JUSFC sponsored a meeting at the Hoover Institute. Twenty-seven librarians, with three representatives from Japan and three faculty members, evaluated the past projects of Japanese collections (K. K. Troost 2000).

These two funders sought to consolidate the previously regional efforts under one umbrella organization. In 1991 the Japan Foundation and JUSFC jointly created the NCC to coordinate projects and funding for the Japanese studies community.

The purpose of the NCC was to expand cooperation among libraries beyond the “Tanaka Ten” universities and to expressly involve faculty in enhancing library collections (North American Coordinating Council on Japanese Library Resources 2011a). This national organization has enabled librarians and faculty in Japanese studies to work on national and international resource-sharing projects, as well as other issues related to the support and development of Japanese studies library resources such as recon, interlibrary loan, and librarian training.

The NCC was founded initially as an all-volunteer national committee, but by 1995 it had become apparent that at least a part-time staff was needed to coordinate the expanding range of programs and services the NCC was called upon to undertake, to communicate within the field, and to build deeper collaborations. Since 1995 the JUSFC has funded a half-time executive director to manage NCC operations.

The creation of an umbrella organization for coordination of cooperative projects with permanent staff and sustained funding has enabled the NCC to maintain stability and develop long-term strategies, working closely with the many volunteer librarians and faculty in Japanese studies who manage NCC’s individual projects.

### 1. The Multi-Volume Sets Project

The Multi-Volume Set Project (MVS) is a good example of NCC’s successful cooperative collection development efforts. MVS began in 1992, with principal funding from JUSFC and support from the Japan Publications Trading Co., Ltd. Since that time, NCC has provided cost-sharing support for the purchase of expensive set titles which cost more than ¥ 100, 000 (about \$1,200), infrequently used materials with matching funds from libraries. Each year MVS calls for proposals to purchase published multi-volume sets that do not circulate within the United States. MVS seeks to fund sets to be held by the institution(s) most suitable to hold a given title.

This is based on past collecting strategies and often reflects past commitments to collecting through regional consortia agreements. Each institution must provide a funding match of 25 percent for uniquely held titles, or 50 percent for titles held by one library. As of 2011, MVS's grant strategy was expanded to support grants to smaller collections with a lower cost share of only 20 percent and all shipping and handling costs covered. Requested titles must be essential to faculty research at the requesting institutions, with letters of support from potential users. Institutions receiving MVS grants are obligated to promptly catalog the funded titles in the OCLC database to ensure interlibrary loan. The MVS Collection now includes more than 42,000 items held in 35 institutions in all regions of the United States (North American Coordinating Council on Japanese Library Resources 2011b).

## 2. The Global ILL Framework Project

The Global ILL Framework Project (GIF), an international interlibrary loan project, was launched in 2002 by the Association of American Universities, the Association of Research Libraries, and the NCC (North American Coordinating Council on Japanese Library Resources 2011c). The GIF was initiated in the framework of the Information Access Working Group of the US-Japan Conference on Cultural and Educational Exchange (CULCON), a bi-national advisory panel to the U.S. and Japanese government. CULCON originated in the meetings held in Washington D.C. in 1961 between President John F. Kennedy and Prime Minister Hayato Ikeda (US-Japan Conference on Cultural and Educational Interchange n.d.). It serves for vital cultural and educational understandings of the bi-national relationship. The implementation of GIF became possible with the technical support and cooperation by the OCLC and the National Institute of Informatics in Japan. This initiative was a good product of national leadership and cooperation among various institutions (Troost 2009).

In 2004, NCC's Interlibrary Loan and Document Delivery Committee became the sole North American manager of GIF. This committee works closely with Japanese liaisons to manage the project, to solve technical and protocol issues that arise, and to provide online support for users and ILL librarians unfamiliar with using Japanese interlibrary loan procedures. The Global ILL Framework now has more than 240 institutional members in Japan, the United States, and Canada, providing not only documents but also lending monographs (North American Coordinating Council on Japanese Library Resources 2011c). Networking Japanese collections nationally and internationally is another important foundation for the cooperative collection development project.

## 3. NCC's Third Decade (3-D) International Conference

In March 2010 NCC held its Third Decade (3-D) International Conference to re-evaluate its programs and services, to expand institutional and international cooperation, and to examine the needs of libraries and faculty members in Japanese studies. In the past NCC worked especially closely with the Library of Congress (LC) and the National Diet Library (NDL) on overseas Japanese studies librarian training and resource sharing; with the European Association of Japanese Resource Specialists to promote overseas access to Japanese commercial digital resources and to support rare books training; and with many institutions and associations in

Japan for other projects. The 115 participants included faculty and librarians from these organizations, research institutions in Japan, Europe, and North America, publishers and vendors of Japanese resources, and long-time funders of the field. Needs of cooperative collection development was highly suggested in this conference from different angles; conditions of researchers without adequate library support; and unique characteristics of Japanese digital resources.

As of 2006, 266 institutions in the United States and Canada own Japanese studies programs (Steinhoff 2006). Among them, only 49 institutions have acquisition budgets and 35 have subject librarians for Japanese collections (CEAL Statistics Committee 2010). Those researchers at the institutions without Japanese collections would have to rely on interlibrary loan. Cooperative collection development effort shares acquiring materials in a variety of subject areas in Japanese studies and supporting the needs of the researchers no matter which institutions they are.

Even though the Internet and digital formats seem to be helpful for the users. Japanese studies digital resources, especially commercial ones, remain difficult to obtain from overseas. Japan adheres to a strict interpretation of copyright statutes as well as rigid licensing agreements. In addition, business models are predicated on many simultaneous Japanese-fluent users that will justify high product costs. Further complicating access to and use of Japanese digital resources, Japanese commercial digital resources do not generally allow content to be downloaded or made available for interlibrary loan. And archives of digital content with perpetual license are usually too expensive for even well-budgeted libraries to afford, when such digital content is available at all. The above condition makes it very difficult for faculty and students in institutions without Japanese library budgets and librarians to conduct serious research at their own institutions. Therefore, it still requires North American libraries to purchase print copies of serials for interlibrary loan and archival preservation. Collaboration in such area is highly important to share the cost, space, and human resources.

The idea for a renewed cooperative collection development plan was suggested at NCC's 3-D Conference to help solve these issues and to address the impact of the 2008 financial crisis on Japanese collections. Several cooperative collection development efforts existed before the 3-D Conference in 2010, and some of them continue, but some of the major projects have faded—mainly because funding has ceased or because project information was not passed on due to personnel changes. In addition, there have been some difficulties in maintaining cooperative collection development without an active foundation that keeps track of all member institutions' activities and enforces policies. Funding came from different places, and there was no single, solid organization managing project funds and pushing efforts to the next level. Librarians come and go, and the NCC has filled a key gap in collaboration efforts.

Cooperative collection development was one of NCC's founding principles and going forward NCC has reiterated its commitment to supporting such efforts by recognizing the Cooperative Collection Development Working Group (CCWG), which was independently launched in 2010.

### III. The Cooperative Collection Development Working Group

#### 1. Formation of the Working Group

The CCWG presently has eight starting members, most of whom expressed interest in this project at NCC's 3-D Conference. The members organize the project, bring suggestions to the nearly 50 Japanese collections in North America as a group, and coordinate or report the regional and local collection development efforts and trends. These members' affiliations include the Committee on Institutional Cooperation, Harvard (the East Coast Library Consortium), the University of British Columbia (libraries in Canada), the University of California at Los Angeles and the University of California at San Diego (University of California System), the University of Hawaii at Manoa, and Washington University in St. Louis (the Greater Western Library Alliance), and the University of Washington (the Orbis Cascade Alliance). The wide range of membership from public and private universities in Canada, the east coast, the west coast, and the mid-western region of the United States is representative of major consortia and libraries. This broad mix helps the group better track the needs and characteristics of collections in all kinds of university libraries in every region. The details about the members can be found on the working group's website (<http://guides.nccjapan.org/cooperativecollections>).

#### 2. Initial Case Studies

At the outset, CCWG members studied other area studies' cooperative collection development efforts to gain a better idea of issues faced and solutions devised by groups representing other area studies. During its planning phase, the group examined three representative cases of cooperative collection development initiatives by area studies librarian groups—in Korean, Latin American and South Asian studies.

##### Korean Studies Collections

Six universities with Korean programs and Korean studies librarians founded the Korean Collections Consortium of North America (KCCNA) in 1994, funded by the Korean governmental organization, the Korea Foundation. The libraries had to have a cataloger dedicated to cataloging the Korean materials to be eligible to become a member and receive the grant. And they agreed to collect non-core subject areas of Korean studies (listing the subjects available on their website), catalog them in a timely manner, and make these materials available through interlibrary loan to other institutions. The membership of KCCNA grew to 12 by 2006 (Korean Collections Consortium of North America 2009a).

The Foundation provides annual funding toward the purchase of the Korea-related materials. Once every five years, the Korean Foundation renews their contract with the member universities by evaluating their collection development progress and making sure that a variety of scholarly Korean resources are available in North America (University of Michigan Library n.d.).

Firm funding support and periodical assessment from a major organization seems ideal for a successful cooperation. Ever since the establishment of KCCNA, the number of monographs in Korean studies at the member institutions has significantly increased (Korean Collections Consortium of North America 2009b). These institutions receiving the funding take

responsibility for distributing information about their collection development activities and committed subject areas, sharing cataloging responsibilities, and making the cooperatively purchased items available via interlibrary loan. All these factors keep the consortium strong and united and allow Korean cooperative collection development to work quite successfully.

### Latin American Studies Collections

Thirty-six institutions, as of 2010, participate in the Latin Americanist Research Resource Project (LARRP), which is designed to strengthen the collective coverage of monographs and other resources produced in Latin America (Hazen 1997). Through the concerted reallocation of library collection budgets, enhanced coverage of “noncore” materials is provided in an interconnected network of collections. The participants also provide online bibliographic records as quickly as possible to make the materials available through interlibrary loan (Center for Research Libraries).

The project calls for each participating library to redirect seven percent of its monographic allocation for materials from Latin America toward a specific, pre-arranged collecting area. This enables the libraries to cooperatively fill in the gaps in various subject fields through targeted purchasing and to then lend these materials to each other. LARRP participants are free to manage their required seven percent budget contribution in whatever ways most readily accommodate local programs and demand.

LARRP is one of the projects supported by the Center for Research Libraries’ Global Resources Network (GRN). GRN supports initiatives that expand access to international scholarly resources and promote coordinated collection building by providing administrative, technical, legal, financial management, and communications support. LARRP is another example of successful collaboration under an umbrella organization (Center for Research Libraries).

Each library in the Latin American project has a great deal of latitude in deciding how it will participate. This kind of flexibility and broad involvement is a key to developing a successful project. In addition, collection assignments come from libraries seeking to build on their own strengths, and there is no demand for exhaustive acquisitions by participants to cover gaps in an overall collection. The Latin American project was constructed to guarantee benefits for each of the participating institutions while helping the group.

### South Asian Studies Collections

The Committee on South Asian Libraries and Documentation (CONSALD) conducted a survey in 2007 to discover the collection priorities, institutional needs, and expertise among South Asian bibliographers with potential cooperative collection development in mind. This survey, answered by 23 respondents, helped the committee understand non-core and core language and subject areas within the community (Committee on South Asian Libraries and Documentation n.d.). While the Latin American project bases decisions about collecting subjects on each institution’s most focused area of collection, the South Asian collections group considered assigning subject areas according to the bibliographers’ expertise and interests, as well as the processing capabilities of each library. The survey allowed the group to determine where the collection is



uneven at a national level, and most of the bibliographers in the community were willing to contribute their time and budget to a cooperative acquisitions project. Getting a bird's eye view of the entire collection in North America before implementing new strategies for cooperative collection development is valuable.

### Findings from the Three Initial Case Studies

To summarize these three representative cases of cooperative collection development initiatives by area studies librarian groups, the keys of success are 1) solid funding either from a funder or participants; 2) an umbrella organization to maintain and assess the project including the publicity and funding; 3) participants' understanding of the mutual benefit of participating in the collaboration; and 4) well-shared information about the project among the participants. CCWG determined to keep these factors in mind throughout the process of the project development.

### 3. Goals and Strategies of the CCWG

The project began in October 2010 with an initial consultation with two senior Japanese bibliographers (advisors for CCWG), each with more than 25 years' experience in the field and an awareness of past cooperative collection development projects. The working group's first goal was to review existing cooperative collection development efforts and evaluate their status. As mentioned earlier, JUSFC funded Multi-Volume Set (MVS) Project has funded the purchase of expensive multi-volume sets of Japanese language materials since 1992. As the eligibility-of-application policy indicates, this project focuses on collecting titles not available in the United States (North American Coordinating Council on Japanese Library Resources 2011b). The East Coast Consortium (Columbia University, Cornell University, Harvard University, New York Public Library, University of Pennsylvania, Princeton University, and Princeton University) also cooperated in the purchase of newspaper back issues as part of the Tanaka Ten endowment.

From these past efforts, the working group better understood the long-term challenges faced by such projects. Local faculty and their research interests change over time, and consequently it is not realistic or sustainable for an institution to commit to collecting a specific subject area over long period. It may be more practical to find "non-core" subject areas and share the responsibility for developing such areas, with each institution responsible for creating cataloging records to be shared and making the collection available through the ILL system.

The discussion continued for several months, and two areas of collaboration emerged: monographs and periodicals. For the monographs project, strategies discussed for finding heavily duplicated subject areas include survey and WorldCat analysis. This will also help identify "non-core" subject areas that are scarce within North America's Japanese collection. More importantly, this will save each institution's budget by verifying which titles are already available to borrow through the ILL system. Currently, multiple institutions are purchasing the same titles without knowing other institutions' collection trends, thereby wasting funds, natural resources, space, and staff time. By determining collection trends throughout the field, each institution can reduce unnecessary duplication and related costs.

For periodical collections, the group proposed cooperative subscriptions to the major journal and newspaper titles with a focus on acquiring backlogs in periodicals. Cooperation with Center for Research Libraries (CRL) is also in the plan. Not many Japanese journals and newspapers are being digitized; some are preserved in microfilm or bound format. Even when the newspaper articles are available via online databases, the year range is usually incomplete. Furthermore, unlike American or Canadian newspapers, Japanese newspaper companies do not provide archives that can be stored digitally, so preservation of the existing physical editions is still considered a good option in the field. But this consumes a great deal of space. A continuous subscription to periodicals at skyrocketing prices is another inhibiting factor. A cooperative subscription strategy would ensure comprehensive coverage and counter these problems.

Of course, with improved international interlibrary loan and document delivery systems and the increased availability of recently digitized materials, the question of accessibility from the country of origin must be examined. In other words, Japanese materials must be available in Japan. The working group was just in the process of examining that question when the devastating March 2011 Tokyo earthquake, massive tsunami, and nuclear meltdown in Fukushima occurred. Currently the CCWG was preparing its first presentation and discussion of its mission for NCC's Annual Open Meeting, which takes place in conjunction with the meetings of the Council on East Asian Libraries and the Association for Asian Studies (March 30, 2011).

The Great East Japan Earthquake, as it has come to be known officially, clearly demonstrated the continuing need for cooperative collection development of Japanese materials within North America. The earthquake destroyed many unique and precious collections in the devastated area. International ILL and online resources based in Japan were out of service for several weeks after the disaster, due in large part to electrical blackouts that continued for extended periods following the shutdown of the Fukushima reactors. The disasters revealed the extreme fragility of the energy infrastructure of Japan, especially the eastern half of Japan, which extends south and west to include Tokyo, Yokohama, and the major surrounding population areas. These factors made CCWG more aware of the importance of owning the major collections within continental North America. The subsequent lingering issues with Japan's nuclear infrastructure and safety continue to emphasize this point.

On a more historical note, another example can be seen from World War II, which resulted in massive damage to much of Japan. Unique materials including newspapers were seriously damaged and some were completely lost in air raids in major cities. Rest of them was only preserved because of the security screening of documents imposed by the U.S. occupational forces. Fortunately, after the occupation, these became part of the Gordon W. Prange Collection, which was later donated to the University of Maryland, where it is archived and has since been fully digitized.

The working group determined that although Japanese institutions may collect and archive Japanese newspapers, journals, and monographs, access to those materials cannot be guaranteed. The recent earthquake, tsunami, and Fukushima nuclear power plant disasters have highlighted the need to ensure that copies of these materials are available outside of Japan, as well as within.

The CCWG has begun its work with newspaper collections, to be followed by journal collections, and then monographs, in that order. The rest of this article outlines experiences of the CCWG on the newspaper project, its first phase. One reason for beginning with newspapers is that the number of newspaper titles is vastly smaller and more manageable than that of either journals or monographs. By beginning with newspapers, the hope is to learn strategies that will streamline the project and benefit future work coordinating the journal and monograph projects.

#### 4. An example from the newspaper project now underway

As mentioned earlier, past cooperative collection development efforts among Japanese collections have included preserving Japanese newspaper titles within individual consortia groups. Good examples are seen among the University of California System and East Coast Consortium. Each has agreements on collecting priorities for specific Japanese newspaper titles. CCWG took note of such existing regional efforts and gathered the names of institutions willing to newly commit to collecting certain titles. In this context, to “commit” means that 1) the institution/consortium will continue collecting the title for the foreseeable future, and 2) the institution/consortium will lend the titles to other institutions (physically or electrically).

The CCWG first needed to identify which newspapers must be acquired and preserved to support the users by referring to existing lists of major Japanese newspapers, with additional suggestions provided by group members. The two lists consulted were those of the Harvard-Yenching Newspaper Collection and the Japanese newspapers held by the seven East Asian libraries in the East Coast Consortium.

Harvard has one of the biggest Japanese collections in North America, including a very complete holdings list of Japanese newspaper titles. The East Coast Consortium list was completed in 2008 and compiled by surveying each institution’s holdings of the paper editions of major Japanese newspapers.

Using these resources and input from members, CCWG created an inventory of Japanese newspaper holdings. The combined list included 111 titles. From there each of the working group members reviewed the list and prioritized the titles s/he believed most warrant preservation, based on the experiences of their users. Eventually most of the titles remained on the list, which was divided into three categories: newspapers published in Japan, newspapers published in the Japanese language outside of Japan during the colonial period, and those published outside of Japan and beyond Japan’s colonial states.

The group eventually selected 21 titles currently being published in Japan. In addition to the mutual benefit of expanding accessibility to missing issues and newspaper articles, this project can help participating institutions to reduce the duplication of effort, budget allocations, and the physical and space-costly collection of individual newspaper subscriptions. Such coordination of collection development will allow institutions to reconsider and invest in their local collections either by discontinuing or adding newspaper subscriptions. Accordingly, the working group decided to concentrate on in-print titles, encouraging each voluntarily participating institution to commit to ongoing subscriptions of specific newspapers. This way all Japanese collections can be more secure in the understanding that all agreed-upon newspapers are being subscribed to and

preserved, and they can tighten their budgets by eliminating unnecessary duplicates and using the freed-up funds to better focus on their institution's individual scholarly strengths and on emerging areas of scholarship not fully supported in the past.

### CCWG's Newspaper Project Survey

During 2011, the CCWG undertook a survey of Japanese newspaper holdings in North America using Survey Monkey ([www.surveymonkey.com](http://www.surveymonkey.com)), a service that enables users to create and share their own survey online. The purpose of the questionnaire was to gather and report the names of institutions are willing to collect, important, in-print Japanese newspaper titles, with the agreement that the collected materials may be lent via ILL to other institutions. The survey data benefits both the working group and librarians in verifying which newspaper titles are fully being collected. The group hopes the information will also assist each institution in making the best decisions about continuing, discontinuing, or beginning to subscribe to specific newspaper titles, thereby more comprehensively contributing to the cooperative collection development efforts of the CCWG and the NCC.

The survey was sent out to the subscribers of the Eastlib Listserv. Eastlib is the email networking site for CEAL members and others interested in East Asian librarianship (<http://www.eastasianlib.org/Eastlibinstructions.htm>). Survey questions were accessible via the CCWG's website (<http://guides.nccjapan.org/cooperativecollections>) and asked the following questions:

1. Name of the librarian
2. Name of the institution
3. Which newspapers and in which format does the institution commit to collecting? Mark ONLY the ones available for lending to other institutions.
4. Which newspapers and in which formats does any consortium that the institution belongs to committed to collecting?
5. List any other newspaper titles that the consortium cooperatively collects.
6. Comments and suggestions (including the names of additional newspapers that should be comprehensively collected in North America)?

The group constructed the questions in ways that would elicit the most detailed data possible. For example, along with asking which newspapers an institution collects, the survey listed four optional newspaper formats. Survey takers were able to simply click on the format they collect and lend. Of course, a disadvantage of such close-ended questions is that the answers are limited. For example, what if the institution plans to commit to a newspaper other than those the list provides? This makes the open-ended comments and suggestions section important, providing the opportunity for respondents to add such data in as much detail as they choose. For this open-ended section, some of the survey takers left notes such as the year range of the newspaper collections they own, even in cases where they subscribed to titles for only a limited number of

months. One useful comment pointed out that we inadvertently included a ceased newspaper title in the list.

Representatives of 20 collections completed the survey, and 16 of the 21 listed titles received more than one institutional commitment to its collection (Table 1).

The survey also asked if any of the 21 titles are collected by regional consortia, finding that seven titles are collected cooperatively. Combining the consortia and individual institutions' commitments, 15 in-print Japanese newspaper titles are promised to be collected for the foreseeable future.

The survey results are accessible in summarized form on the CCWG's website (<http://guides.nccjapan.org/cooperativecollections>). The results indicate the target newspaper titles, the names of committed institutions, and the bibliographic records of each newspaper. The list of newspapers is not limited to the in-print titles but also covers holdings more broadly. The information about which institutions are committed to collecting which newspaper may help other institutions decide whether to continue, stop, or start subscribing to or purchasing them in one of preservation formats of certain titles. In addition, the bibliographic records are geared for the users to make an inter-library loan request; there are three options of links that lead to different sites containing bibliographic records: WorldCat, National Diet Library, and the Center for Research Libraries.

The CCWG's next task is to discuss strategies for collection of titles not currently held, possibly by seeking funds to fill in gaps. This may include proposing that NCC's Multi-Volume Sets Project expand its funding guidelines to include such publications, a process that would require both NCC Council approval and that of the funder JUSFC. To support such a request, the CCWG could conduct a broader survey among both librarians and users focused on currently uncollected titles to determine demand. The results would give the Japanese studies community a better understanding of the need for ceased newspaper titles missing in North America.

Plans also include looking into the possibility of working with CRL to create a comprehensive collection in North America. CRL implemented the International Coalition on Newspaper Project (ICON) in 1999, an initiative developed by CRL and 13 charter members to preserve and improve access to newspapers from around the world. Their database of bibliographic information includes more than 25,000 newspaper titles from participating institutions (Center for Research Libraries). Among them, according to the search on their database of international newspapers, 126 titles are in the Japanese language. ICON collects and disseminates newspaper preservation policies around the world and compiles preservation standards for microfilming, digitization, and retention of materials in their original formats. CRL's services are for users and institutions that are paid members of CRL. We hope to arrange meetings soon with CRL to discuss our survey findings and to explore ways that we might work together in the field more broadly.

#### IV. CCWG's future projects

The group's next project is to focus on the cooperative collection development of journals, to be followed by a focus on monographs. CCWG aims to finish the journal project by the end of August 2012 and the monograph project by March 2013.

The journal project will follow the same process as the newspaper project: creating a list of major journal titles, selecting the key in-print journal titles, conducting a survey, determining which institutions will commit to collecting specific titles, compiling the results, and sharing the results via the working group's research guide page.

The monograph project will be managed somewhat differently. It will focus on the strong subject areas of each Japanese collection in North America, offering insight into each other's strengths and changes in subject focus. As noted earlier, the economic downturn that began in 2008 has necessitated redoubled efforts for more effectively sharing Japanese collections throughout North America.

The monograph project is intended to do four things: survey and discover the currently collected subject areas of each institution; determine which subject areas are not fully covered in North America; decide which "non-core" subjects among them should be cultivated in North America; and develop strategies to distribute the collection development duties surrounding these non-core subject areas among willing institutions.

Our intended goals include: 1) eliminating unnecessary duplication by creating a list of subject areas on which each institution is currently focused and 2) making non-core subject materials more accessible within North America by sharing the collection development responsibility for these subjects and thus strengthening the overall Japanese collection in North America. During that process CCWG would hope to communicate with other cooperative collection development projects in very specific subject areas such as Japan Art Catalog Project which facilitates access to Japanese art catalogs (North American Coordinating Council on Japanese Library Resources 2012) and The Japanese Company Histories (Shashi) Interest Group which cooperatively collect materials on corporate histories (The Japanese Company Histories Interest Group 2010).

CCWG also expects stronger ILL systems both within North America and through international collaborations such as the Global ILL Framework discussed earlier. Improving the functionality of and user guides for Japanese materials in both systems will benefit users worldwide. On a related note, presently the bibliographic information of Japanese resources existing in the world are not shared and fully known for scholars in one global database, as most of Japanese and European academic institutions use separate databases. The sub-committee of Japanese Rare Books of the Committee of Japanese Materials on the Council of East Asia Library Association published the Directory of North American Collections of Old and Rare Japanese Books (<http://base1.nijl.ac.jp/~overseas/>) in the National Institute of Japanese Literature database in December 2011. This kind of international cooperation to provide the knowledge foundation for enhancing research on Japan is highly wished for. Global cooperation of creating universal

bibliographic information platform such as started with the rare books would optimize our cooperative collection development project even in the North America.

## V. Conclusion

Resource-sharing has been a long tradition among libraries in North America. Japanese collections also have had several regional efforts of collaboration since the 1970s; however, only a few of these efforts have lasted without an umbrella organization which maintains the project and manages the funding. The creation of NCC in 1992 provided Japanese collections in North America with a brand-new platform of well-organized resource-sharing projects with solid funding and management, such as the Multi-Volume Sets Projects, the Global ILL Framework Project, and the Cooperative Collection Development Project.

Cooperative collection development has been successful thus far in coordinating the already existing regional efforts of cooperative collection development in newspaper collections and in triggering new commitments by other institutions to subscribe to newspaper titles. The working group plans to continue and build this record of success, applying the process to journal collections as well as monograph collections in the next few years.

The NCC will also cooperate with other consortia and organizations working on similar projects—such as CRL—in order to maximize efforts and outcomes for the greater good. Collaboration is the way for the libraries to survive, and it is critically important for the rather minor subject collections dealing with foreign language materials.

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Table 1. Result of CCWG's Newspaper Project Survey

Newspaper Titles	Newsprint	Microfilm	CDROM	Reprints
Asahi Shinbun	2	4	0	3
Bankūbā Shinpō	1	0	0	0
Chūgai Nippō	1	2	0	0
Chūnichi Shinbun	0	1	0	0
Denpa Shinbun	0	0	0	0
Genshiryoku Sangyō Shinbun	0	0	0	0
Hokubei Hōchi	0	1	0	0
Honganji Shinpō	0	0	0	0
Japan Times	1	3	0	0
Kaidō Shinbun	0	0	0	1
Mainichi Shinbun	0	1	1	1
Nagasaki Shinbun	0	0	0	0
Nihon Keizai Shinbun	1	2	0	4
Nikkyoso Kyoiku Shinbun	0	0	0	1
Okinawa Taimusu	0	1	0	0
Rafu Shinpō, L.A. Japanese Daily	0	1	0	0
Ryukyu Shinpō	0	1	0	1
Sankei Shinbun	0	1	0	0
Tenri Jihō	0	0	0	0
Tosho Shinbun	0	1	0	2
Yomiuri Shinbun	0	1	1	3

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