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People Profile: Kimberly Steinle

Editor

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time, university presses and university libraries have faced similar financial pressures. At **Duke** alarming declines in print circulation and institutional subscription revenue led us to pull most of our titles from **Project MUSE**. While doing so was difficult — the timing was not ideal, and librarians regard **Project MUSE** highly — we felt that it was necessary for the long-term viability of the **Press**. Explaining the decision in a widely published "open letter to librarians" (dated August 19, 2004), Director **Steve Cohn** pointed out that if all of our journals stayed with **Project MUSE** and print sales continued to decline at a similar rate, the royalties we received could not sustain our publishing program.

After consulting with experts in the library community, we felt confident that because many of our journals are key in their fields, there would be continued demand for electronic access to them. We believed that the success of the electronic package depended on our finding an excellent host for it, so we began a partnership with **HighWire Press**. Realizing that libraries have concerns regarding print publications, including the space they occupy and the limited use they see, and have faced increasing demand for electronic access from their users, we thought that an online collection offered maximum access and pricing flexibility to the library community. Since we were coarchitects and key supporters of **Project MUSE's** new tiered pricing, we adopted that model in the belief that variable pricing would allow us the broadest reach.

The "Interim" Year

With the decision to pull titles from **Project MUSE** finalized just before the release of 2005 pricing, **Duke** worked quickly to create an interim electronic package for the 2005 calendar year. Needing a detailed pricing model that was both fair and easy to understand, we settled on pricing based on a percentage of what institutions had paid **Project MUSE** in 2004; this percentage mirrored the amount of **Duke** content withdrawn from **Project MUSE**. Our approach offered **Duke** content at a deeply discounted rate for many institutions, inasmuch as it honored consortial discounts; we hope that this pricing method made the transition for libraries relatively easy. With this temporary solution in place, we began collecting information with which to develop a sustainable pricing strategy for the electronic package.

During the interim year we received many questions and valuable feedback from the library community. Librarians wanted to be assured that the package was stable, and of course everyone wanted to know what the pricing model would look like after the interim year. With budget time approaching, librarians needed to know what they would be paying in 2006, and ideally for the next few years. Since some libraries had received a 90% discount due to consortial arrangements, we knew that the price increases in the near future could be substantial for some libraries. To lighten the burden on library budgets, we implemented a price cap.

against the grain people profile

Kimberly Steinle

Library Relations Manager, Duke University Press
905 West Main Street, Suite 18B, Durham, NC 27701
Phone: (919) 687-3655 Fax: (919) 688-3524
<libraryrelations@dukeupress.edu>

BORN & LIVED: I was born in New Hampshire and have also lived in Florida and Texas. I have lived in North Carolina for ten years.

EDUCATION: BA in English Literature from the **University of North Carolina** at Chapel Hill.

FIRST JOB: Multi-tasker at a café/bakery in Texas.

PROFESSIONAL CAREER AND ACTIVITIES: My first job out of college was in the Fulfillment department at **Duke University Press**. I have since moved to the Marketing department and held several positions, including Circulation Coordinator and now, Library Relations Manager.

IN MY SPARE TIME I LIKE TO: Read, listen to music, watch movies and spend time with my two cats.

FAVORITE BOOKS: I most recently read *Never Let Me Go* by **Kazuo Ishiguro**. I also enjoy books by **Jin Ma** and **Haruki Murakami** (*The Wind-Up Bird Chronicle* is my favorite).

PET PEEVES/WHAT MAKES ME MAD: Laziness and closed minds.

PHILOSOPHY: Do your best in everything you do and results will follow.

MOST MEANINGFUL CAREER ACHIEVEMENT: Successful implementation of the **e-Duke Scholarly Collection**.

GOAL I HOPE TO ACHIEVE FIVE YEARS FROM NOW: I hope to continue to help librarians obtain **Duke** content for their patrons and participate in discussions with a university press point-of-view at conferences like **Charleston** and **ALA**.

HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS: University presses and university libraries will work more closely in the shared mission of the dissemination of scholarly content.

2006 Pricing Model

Our approach for a sustainable pricing model stemmed from the need to recapture revenue from canceled print subscriptions while keeping up with the technological demands of our subscribers. We wanted to base the price on the value of the titles in the collection and to account for the type of institution, without basing price solely on size, by incorporating usage. The **Project MUSE** model addressed both size of institution and usage.

The base price for the **e-Duke Scholarly Collection** was calculated from the subscription prices of the 20 titles in the collection that no longer have current content on **Project MUSE**. The price offered to the top tier of subscribers (doctoral research extensive institutions) represented a 33% discount over the individual purchase of these titles.

We needed to address specialized institutions, such as medical schools, schools of business, art, music, or law, and teachers colleges, whose **Carnegie Classification** does not necessarily reflect their size. Our approach approximates a tier equivalency by taking into account the types of degrees these institutions grant and their full-time enrollment. Although specialized institutions do not make up our core subscribers, we wanted to offer a reasonable price to all institutions interested in **Duke** content.

We also needed to focus on the international market, a growing component of our subscriber base. Because international institutions do not have classifications similar to **Carnegie**, we determined prices for them by incorporating **World Bank** income classification as well as institutional volume and serial holdings.

Lastly, we capped the increase in subscription price at $500 to reduce its impact on library budgets. We expect all of our subscribers to have eased into the designated rate for their tier by 2008. We also intend to limit the increase for 2007 to 6%-8%.

While the logic of the tiered pricing model includes usage, **Duke** will be unable to collect reliable usage data until the end of 2006, when content has been available at **HighWire Press** for one year. Thus pricing for 2006 and 2007 is based on median usage; pricing that takes actual usage into account will begin in 2008. To avoid penalizing institutions that want to maintain their print holdings, we have offered print "add-on" discounts to all collection subscribers. The level of discount,

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