



LETTER FROM THE PRESIDENT

It is difficult to capture in a brief letter the excitement we feel as JSTOR continues to evolve. The many positive messages we receive from all corners of the scholarly community spur us on, as does increasing usage of the database. This spring we exceeded 1 million meaningful accesses per month! While these developments provide us with energy, our Board of Trustees provides us with guidance to channel that energy productively. Our Board plays such an important role in our activities that we include in this newsletter an article highlighting the Trustees and their impressions of the experience serving on JSTOR's board.

With the success of JSTOR-Phase I we find ourselves at an important stage in our development. Do we focus our efforts on maintaining what we have built or should we continue to add content beyond the Phase I archive? The clear message we are receiving from the community is that we should do more. Growth implies risk, and so we are assessing possibilities very carefully. Our developing strategy for adding new content is outlined in the enclosed article entitled 'What Next?'

Another sign of our growth is that JSTOR's New York office will relocate this summer. For the last 3 years, we have been hosted by the New York Public Library in offices on 34th Street. We are extremely grateful to the Library for accommodating, in every sense of the word, a small and growing entrepreneurial enterprise. We will miss the association with this wonderful institution. We will provide more details about our new location in future announcements, but we expect to be moving to 120 Fifth Avenue in New York City.

Thank you, as always, for your enthusiastic support of JSTOR. We will continue to press hard to be worthy of it.

Kevin M. Guthrie

INSIDE JSTOR: THE BOARD OF TRUSTEES

Every not-for-profit organization depends heavily on its Board of Trustees. Compared to their for-profit counterparts, which are constantly monitored by investors, shareholders, market analysts and others, non-profits have far fewer external forces disciplining their activities. For start-up and very young organizations, the role of the not-for-profit Board takes on even greater importance. Setting the mission and building the organization around that mission is a task that requires a close partnership between the Board and staff. The JSTOR board is comprised of 11 men and women who bring to the enterprise expertise in a variety of professional fields directly related to the JSTOR endeavor. Together they have active careers in academe, publishing, librarianship, business, computer science and not-for-profit management.

Without a long history of strategies and policies to guide its work, JSTOR's Board takes a very active role in addressing important issues. As Kevin M. Guthrie, JSTOR's President and board member notes: "Our Board does not simply endorse the recommendations of the staff; JSTOR counts on the collective wisdom of the board for advice in the development of strategies. At Board Meetings we regularly engage in active discussion of issues, as well as in broad decision-making and the setting of organizational priorities. The Board is fundamentally important to our organization."

According to Chairman William G. Bowen, the JSTOR board is notable for the caliber of its members and the mix of skills that they contribute: "This is a board of exceptionally high quality. The people on it are individuals of great accomplishment in their own walks of life, and they have very complementary skills. All of the major actors in our drama, from the scholars and computer scientists to the publishers and libraries

are represented. This blend of perspectives is very helpful in thinking through strategic direction for JSTOR and coming to thoughtful judgments as to what next steps are appropriate and what risks are appropriate to take.”

The JSTOR Board of Trustees

- *Chairman: William G. Bowen, President of the Andrew W. Mellon Foundation and former President of Princeton University*
- *Richard DeGennaro, JSTOR's Senior Library Advisor and the Roy E. Larsen Librarian Emeritus at Harvard College*
- *Charles R. Ellis, former President & CEO of John Wiley & Sons, Inc.*
- *Ira H. Fuchs, Chief Scientist of JSTOR and Vice President, Computing and Information Technology at Princeton University*
- *Kevin M. Guthrie, JSTOR President*
- *Mary Patterson McPherson, Vice President at the Mellon Foundation and former President of Bryn Mawr College*
- *W. Taylor Reveley, III, Dean, The Marshall-Wythe School of Law, The College of William and Mary*
- *Ruth J. Simmons, President of Smith College*
- *Stephen M. Stigler, Professor of Statistics, University of Chicago*
- *Gilbert R. Whitaker, Jr., Dean and Professor of Business Economics, Rice University*
- *R. Elton White, a Corporate Director and former President of NCR Corporation*

Board member R. Elton White, who serves on many corporate boards, characterizes one aspect of what makes JSTOR different. “JSTOR had to operate initially as a start-up business,” he says. “We started with a new idea and then had to create an organization that would have sustainable life, be economically viable and create value for libraries and publishers. Most boards govern based on an ongoing process. We started from the beginning with a pure mission.”

The JSTOR board is engaged to an unusual degree in moving the organization and its mission forward. “It’s a very active board,” agrees board member Charles R. Ellis. “We have been more directly involved than most boards in supporting management in many of the aspects of starting a new endeavor.” While looking into the future is the job of any board, JSTOR’s newest board member, Stephen M. Stigler, believes that the JSTOR board does this to an unusual degree. “We are challenged to try and foresee as precisely as possible what researchers will want 10-20 years from now, and simulta-

neously, to plan for future technologies that are not even on the drawing board yet so that JSTOR will continue to be accessible for years to come.”

But many board members say that what really distinguishes the JSTOR board is the passion and commitment its members bring to the enterprise. Board member Mary Patterson McPherson notes: “Everybody is engaged in the excitement and importance of the venture. We are doing something new and on the edge. It’s very satisfying to see the organization make continued progress.” Richard DeGennaro, JSTOR’s Senior Library Advisor, agrees: “Of all the boards I have served on, this one is by far the most serious and effective. A prime aim of the board and the organization has been to more than meet our goals and deadlines. The Board’s commitment to these principles has been a major reason for the remarkable success of the organization.”

JSTOR CONTENT: WHAT NEXT?

With the Phase I list complete and production on target to have all 117 titles available to participants by the end of 1999, JSTOR is in the process of developing plans for adding content over the next three years. The very clear message we are getting from the academic community is that we must do more and that we should do it quickly. What is more challenging is determining just how much JSTOR should increase its capacity to produce and archive journal literature and what priorities should be set not only for what titles to add, but in what academic disciplines. There seem to be as many people imploring us to shift our focus to the sciences as there are urging us to continue to emphasize the humanities and social sciences.

“We have received literally hundreds of requests to archive journals in particular disciplines and, in many cases, to include specific titles,” says Kevin Guthrie, JSTOR’s President. “Responding to those requests will require expansion of our activities, but we are taking great care to grow responsibly and in ways that best serve the broad scholarly community. Although we would like to be able to provide the archives of all journals published, and to do so ‘tomorrow,’ there are practical limits to how much can be done and how quickly.” Guided by the leadership of its Board of Trustees JSTOR staff has set to work on determining which disciplines and journals should be the next focus of its time and resources.

As a first step JSTOR evaluated more than 50 distinct disciplines, including the 15 disciplines comprising Phase I. Many of these were part of the library survey that JSTOR conducted in spring 1998. That survey asked librarians to rank the importance of all of the disciplines within the context of their collections. In looking at these subject areas, JSTOR considered a number of factors. Primary among them were the concentration of citations in the journal literature, the importance of each discipline at various types of academic institutions, the interest by publishers in participating in JSTOR

and the possibilities for securing outside funding for the digitization of the content.

A key question that JSTOR considered is whether to begin archiving titles in the major scientific disciplines at this time. Fields such as physics, biology and chemistry are of obvious importance, but they are disciplines with an enormous body of journal literature. "Because of the immense scale of the scientific disciplines, the potential value and impact of digitizing similar quantities of pages in the social sciences and humanities is greater," says Heidi McGregor, JSTOR's Associate Director of Publisher Relations. "We have chosen, therefore, to enter the STM territory selectively, emphasizing journal groups, such as our general sciences and ecology/botany clusters, where the importance of the historical literature is clear."

Anticipated Content Development

Phase I Enhancements

- *African Studies*
- *African American Studies*
- *Anthropology*
- *Archaeology*
- *Asian Studies*
- *Classics*
- *Economics*
- *Geology*
- *History*
- *History of Science*
- *International Relations*
- *Latin American Studies*
- *Mathematics*
- *Middle East Studies*
- *Philosophy*
- *Political Science*
- *Population Studies*
- *Psychology*
- *Slavic Studies*
- *Sociology*
- *Statistics*

New Clusters

- *Art History*
- *Business*
- *Ecology/Botany*
- *Education*
- *General Science*
- *Literature*
- *Medicine*

Evaluation of the usage that is being made of the Phase I titles has shown the value to scholars of being able to search across disciplines. Fully one half of all the searches currently made in JSTOR are over multiple disciplines. McGregor explains, "Because of the great appeal of cross-disciplinary re-

search made possible by the Phase I database, there is enormous value in continuing to enhance the archive created in the social sciences and the humanities. There are also a number of distinct disciplinary areas that, because of their broad importance, merit priority attention."

Over the next three years, JSTOR envisions building a collection of material that complements the existing Phase I content, plus a series of discipline-specific clusters. The Phase I enhancement will include the highest quality journals in disciplines new to JSTOR, such as Classics and Latin American Studies, as well as more journals in existing disciplines to create a more well-rounded offering. Carol MacAdam, JSTOR's Associate Director of Library Relations, notes, "The enhancement will be a perfect fit for Phase I participants, providing them with a more comprehensive archive and strengthening what has become an important tool for interdisciplinary study. Combined we expect them to contain nearly 10 million pages and over 200 titles in 24 disciplines."

Many requests have come to JSTOR for other subject areas to be included in future content. In addition to the General Science and Ecology/Botany clusters, JSTOR hopes to establish collections in other disciplines such as Business, Medicine, Education, and Art History.

JSTOR HOLDS WORKSHOP ON INCREASING USAGE OF ELECTRONIC RESOURCES

More than 90 JSTOR librarians from participating colleges and universities of all sizes attended two workshop sessions at the ALA Midwinter meeting in Philadelphia. The workshop focused on promotion of electronic resources on campus, using JSTOR as an example. Please see the workshop summary at JSTOR's website at:

<http://www.jstor.org/about/workshop/summary.html>

JSTOR is grateful to Paul Mosher, Joseph Zucca, and staff at the Van Pelt Library of the University of Pennsylvania who hosted the two workshop sessions and to Jim Mullins and staff at Villanova University who helped coordinate. We also thank all our presenters who put so much work into their contributions and gave the time to participate in two sessions.

- *Gary Rasmussen*
University of Utah Marriott Library
- *Patricia Hardesty*
George Mason University Libraries
- *Kathryn Cleland and Julie Miran*
Swarthmore College Libraries
- *Elizabeth Williams*
College of Charleston Libraries
- *Barbara Miller*
Wheeling Jesuit University Hodges Library

JSTOR REVIEWED IN *LIBRARY JOURNAL*

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JSTOR is the name of the independent not-for-profit organization established in 1995 with the assistance of The Andrew W. Mellon Foundation, with the objective to help the scholarly community take advantage of information technology. JSTOR is also the Journal Storage Project, created to provide access to the full text of articles in a selection of more than 100 journals in many disciplines, including African American studies, anthropology, Asian studies, ecology, economics, history, literature, mathematics, philosophy, political science, population studies, sociology, and statistics. JSTOR the organization has been attempting to address and balance the conflicting needs of scholars, libraries, and publishers, and succeeds nicely with the JSTOR product (for more on the history of the project, see 'The JSTOR Solution: Accessing and Preserving the Past,' *LJ* 2/1/97, p. 42-44).

Researchers will be awed by the ability to search and read the full text of articles from the first issue of a journal (one dates as far back as 1884) to within the last three to five years. But they also will be brought up short by a 'moving wall' that stops full-text access to the most recent issues of a journal (since current and recent issues are the major 'if not only' revenue source for periodical publishers). However, from the library point of view, JSTOR eases some of the fiscal pressure on libraries by reducing storage requirements and operating costs associated with long journal runs (retrieval, reshelving, and preservation).

JSTOR's Basic Search screen is well designed for the novice searcher: it's easy to use with a number of 'fill in the blanks' (full-text,

author, title, abstract, dates) and selection choices for journals by discipline and by type of article (articles, reviews, opinion pieces, other items). The ability to limit searches to specific journal titles is useful for more experienced searchers. The Help button is close at hand and help information is clear and jargon-free. My favorite feature is 'Expand' in the journals list button, which limits a search to specific journal titles. Another terrific feature when dealing with results covering a long time span is the option to arrange results by 'oldest items first,' 'most recently published items first,' and 'highest scoring items first' (by number of hits per item). Another nice touch is a link to a publisher information web page on each page of the article, complete with E-mail and official web site address.

A technological caveat: JSTOR is an image-based database, and all of the articles are scanned images, so special applications are required to print articles in their entirety. A refreshing difference between JSTOR and most commercial producers: JSTOR openly posts its fee schedules and pricing criteria, based on the 1994 Carnegie Classification of Institutions of Higher Education. It also provides access for individuals or independent scholars.

The Bottom Line: JSTOR is pushing the information technology envelope with this exciting virtual library of multi-disciplinary journals. To paraphrase Shakespeare, other databases may cloy the appetite, but JSTOR makes hungry where most it satisfies. Highly recommended for academics, public, and special libraries.

Christine Oka, Bibliographic Services, Northeastern University, Boston. Licensed from *Library Journal* March 15, 1999. © 1999 by Cahners Business Information

<http://www.jstor.org>



COMMENTS

I had not quite realized the value of JSTOR until I printed out, at home, a few nights ago, an old article from *Noûs* which would have taken me a special trip to the Philosophy Department Library the next day, xeroxing, etc. A crisply printed, instantly available facsimile of an article in-the-hand, from a 30-year old journal, is worth a thousand words.

Yiannis Moschovakis, Mathematics Faculty, University of California at Los Angeles

Your web page on remote authentication alternatives is the clearest, most useful explanation of this topic I have ever seen. I learned so much! Thanks.

Donna Lewis, Librarian, University of Charleston

Let me say that I am very excited by JSTOR. I had a very interesting question from a student in class one day, and doing a full-text search quickly gave me a couple of good articles to digest and respond (at least partially) to his question. Thanks for your help and thanks for offering such a lovely product to the academic community.

Todd Easton, Faculty, University of Portland

I just want to let you know how easy it was to navigate my way around your site. I am in an ergonomics/human factors program and we just spent the last month reviewing the goods and bads of website design, and yours is beautiful. You made it so easy to go from page to page and return to main menus, your 'modify search' function is great, and best of all, the JSTOR print function and the instructions on how to use it were so easy to follow. I wish all websites were as well constructed as yours. Thanks.

Gideon Black, Student, California State University Northridge

Statistics for January 1, 1999 - May 5, 1999

Total Accesses:	4,645,853
Searches Performed:	181,403
Articles Viewed:	867,510
Articles Printed:	360,826
Pages viewed:	2,126,652
Total issues available:	22,400
Total full-length articles available:	242,502
Total articles:	596,882
Total pages currently available:	3,582,587
Number of participating institutions:	458
Number of participating journals:	117
Number of journals available online:	87
Number of participating publishers:	68