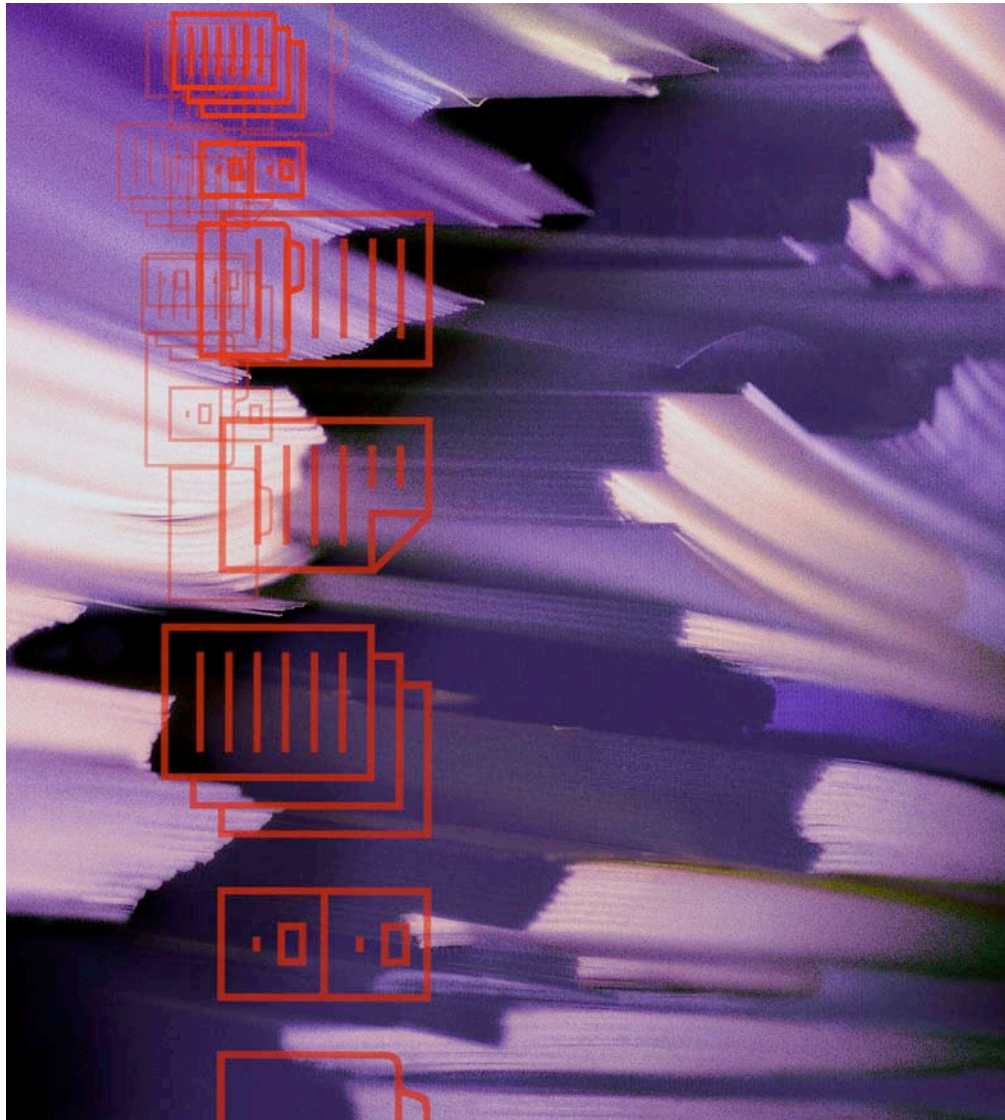


Publishing Support for Small Print-Based Publishers

Options for ARL Libraries

February 2011



Report Prepared for the Association of Research Libraries by
October Ivins & Judy Luther, Informed Strategies

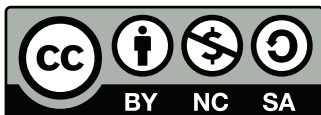
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Available for download at <http://www.arl.org/sc/models/pub-support>

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Table of Contents

FOREWORD	4
ABOUT THE AUTHORS	6
PREFACE	7
SUMMARY REPORT	8
INTRODUCTION	9
OBSERVATIONS	9
CONCLUSIONS	13
RECOMMENDATIONS FOR ARL	14
REPORTS ON PROJECT PHASES	17
PHASE 1: CANDIDATE JOURNALS (JULY—NOVEMBER 2009).....	18
<i>Journal Criteria</i>	18
<i>How Many Journals?</i>	19
PHASE 2: JOURNAL REQUIREMENTS (SEPTEMBER 2009—JUNE 2010)	20
<i>Characteristics</i>	20
<i>Journal Status</i>	20
<i>Departmental Support and Staffing Patterns</i>	20
<i>Objectives</i>	21
PHASE 3: PUBLISHING OPTIONS (AUGUST 2009—AUGUST 2010)	22
RELATED PROJECTS	24
<i>OCLC Research</i>	24
<i>Greater Western Library Alliance (GWLA)</i>	24
<i>Synergies (Canada)</i>	24
<i>PEPRS (UK)</i>	24
APPENDICES	25
APPENDIX A: CAMPUS OUTREACH—TALKING POINTS	26
<i>The Small Print-Based Publisher Environment</i>	26
<i>How Libraries Can Help</i>	28
<i>Goals for Outreach</i>	29
APPENDIX B: PUBLISHING OPTIONS LANDSCAPE.....	30
<i>Full-Service Publishers</i>	30
<i>Service Providers</i>	31
<i>Aggregators</i>	31
APPENDIX C: ANNOTATED BIBLIOGRAPHY	33

Foreword

In late 2007, members of the Association of Research Libraries (ARL) were surveyed to understand the emerging roles of research libraries as publishing service providers. The resulting report, *Research Library Publishing Services: New Options for University Publishing*, confirmed an assumption that there was rapidly developing support for publishing services within the ARL community.¹ The report described the current environment of publishing by research libraries and identified the nature of the services being provided, the scale and scope of support for publishing operations, the business models being deployed, how the needs of scholars were being engaged, and how libraries were positioning for the future.

This research project, Library Options for Publishing Support, sought to understand how ARL institutions could expand and strengthen their role in scholarly communication while at the same time secure long-term digital access to content from publishers of print-based products. Since research libraries were increasing their support for institutional publishing, it was posited that the community could assist small publishers in making the transition to digital content and, at the same time, ensure that the titles would be appropriately preserved. Libraries could assume a leadership role in supporting faculty editors and publishers to ensure long-term digital access to essential scholarly content.

Informed Strategies was engaged by ARL to conduct an investigation and provide recommendations for both research libraries and ARL regarding support for small print-based publishers. The consultants, October Ivins and Judy Luther, have extensive experience working both in the library and publishing communities. The project was designed to identify criteria for the titles that research libraries would support, investigate the needs of the publishers and editors of those titles, and identify publishing options that could meet the needs of the publishers. The majority of the work was done by data analysis and through interviews.

The emphasis of the Library Options for Publishing Support project was on long-tail publications that were based in the US and Canada, preferably had a university connection, and were published only in print. While the consultants focused on humanities and social science publishers of print content, elements of their findings could be applied to the support of STM (science, technical, and medical) content and born-digital content in all disciplines.

The project began in 2009, and the consultants discussed their initial findings with the ARL Reshaping Scholarly Communication Steering Committee in October 2009. They also led a briefing session, “Options for Research Library Support of Small Publisher Operations,” at the ARL Membership Meeting.² In April 2010, the consultants met again with the committee to go over their progress. The final report was delivered in September 2010, and the committee accepted it during their October 2010 meeting. Committee members agreed with the consultants that research libraries have an opportunity to provide critical support for small publishers and also acknowledged the varied environments in which research libraries are supporting publishing services.

The report summary includes observations and conclusions from the consultants and provides a set of recommendations for actions by ARL and member libraries.

1 <http://www.arl.org/news/pr/research-library-publishing-services-2apr08.shtml>

2 <http://www.arl.org/resources/pubs/mmproceedings/155mm-proceedings.shtml>

Each of the project phases is described, and a short list of related projects is also identified. The appendices include suggested talking points for campus outreach, an overview of the landscape for publishing options for small publishers, and an annotated bibliography of useful readings.

The consultants recommended that ARL establish an advisory group and referral network for libraries interested in supporting small publishers and as a means for the publishers to connect with those interested in providing the support. It was also recommended that ARL create tools and talking points for library staff to use when communicating with faculty about options for publishing their titles. ARL will be implementing these recommendations during the coming year.

Libraries are indeed uniquely positioned to provide publishing services to the faculty at their institution who are editors and publishers of small print-based journals. This report provides a useful overview of the current needs of these publishers should a library consider taking on these support activities.

Julia C. Blixrud
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About the Authors

October Ivins, Principal, Ivins eContent Solutions

October specializes in collaborative projects that help libraries, information producers, and vendors analyze environmental changes and develop opportunities. She draws on a solid understanding of the library market and its shift to digital resources.

For 20 years, October has specialized in serials acquisitions and user support as an academic librarian at UNC and LSU. Her fascination with the challenges of scholarly publishing led first to professional association activities in ALA, NASIG, and SSP to identify common ground for publishers, librarians and vendors, and later to a self-designed doctoral program (information products, digital libraries, and qualitative research methods). During her three years in publishing start ups (PubList.com and booktech.com), October employed skills in marketing, market research, competitive analysis, web-based product development, and business development. She works primarily with associations and non-profit publishers, such as university presses and small societies. One current project is the IMLS-grant-funded Library-based Publishing: Strategies for Success, led by Purdue, Georgia Tech, and Utah.

She is a past president of the Society for Scholarly Publishing and a past president of the North American Serials Interest Group. She is a frequent speaker and co-authored *E-Journal Hosts: the Next Generation* (Econtent 2004). She has addressed the role of small publishers in the scholarly communication ecosystem in talks at NASIG, ALA, TLA, and ICOLC. October earned her MLS (UNC Chapel Hill) and is ABD (UT Austin).

Judy Luther, President, Informed Strategies

With more than 30 years experience in the information industry, Judy Luther created Informed Strategies to support publishers and vendors in developing and delivering customer-oriented electronic products and services. Her consulting projects have assisted organizations in rethinking their market strategies and generating new product ideas.

Prior to founding Informed Strategies, Judy worked for the Institute for Scientific Information, as well as the Faxon Company in sales. Her academic library experience includes serving as the Library Director at Embry-Riddle Aeronautical University and Documents Librarian at Stetson University.

Judy authored white papers on the *E-Only Tipping Point* (with Rick Johnson, ARL 2007) and *Electronic Journal Usage Statistics* (CLIR 2000). She is a past president of the Society for Scholarly Publishing (SSP), and is co-chair of the NISO Standing Committee on SERU (Shared Electronic Resources Understanding). Her articles about technology and users have been featured in *Library Journal* and she serves on the boards of UKSG *Serials*, *Against the Grain*, *The Charleston Advisor*, *Journal of Electronic Publishing*, and the *Journal of Electronic Resources Librarianship*. Judy has both an MBA (Emory) and an MLS (Florida State).

Preface

This project was originally defined to explore the potential for ARL libraries to provide support to small, print-only publishers in order to ensure long-term digital access to their content.

Research library publishing programs vary widely, from posting PDFs in an institutional repository to full-fledged publishing operations. During the life of this project from the summer of 2009 through its conclusion in the fall of 2010, it became apparent to the consultants that many libraries are funded to provide publication support only for titles originating on their own campuses.

What emerged from the interviews with all the stakeholders (collection development librarians, journal originators, scholarly communications librarians, and university presses) is the potential greater value that increased communication and collaboration among these institutions could provide, and that the creation and sharing of tools could advance the development of different types of publishing support programs.

With publishing going through an evolutionary process, there is a need for creativity. Supporting these developing programs could lead to a network of resources that could leverage opportunities within the academy.

This report summarizes what the consultants learned during the project about options that research libraries have for providing publishing support to small, print-based publishers. Recommendations for ARL to consider are given, and supporting documents appear in the Appendices.

Summary Report

Introduction

The current climate of restricted budgets has accelerated the trend in academic libraries towards a preference for e-journals and an associated cancellation of the print version. More recently, print journals with no e-journal counterpart are also experiencing high cancellation rates. During this same period, more libraries have started to develop publishing programs. This project examined the intersection of the demand for a digital format for these print-only journals and the opportunity for research libraries to utilize new publishing capabilities to support these publishers. The goal of the project was to provide a means to offer long-term digital access to essential content—a service that is not available through commercial aggregators.

The consultants were engaged to investigate whether there could be a match between libraries developing online publishing programs and the editors of scholarly print journals that lack an electronic version. They also explored whether other non-profit publishing services, in particular those offered by university presses, would be able to provide the necessary support for digital versions of currently print-only journals. The project comprised three phases that are summarized in this report.

- **Phase 1:** Identify candidate titles and assess librarians' interest in solutions
- **Phase 2:** Interview editors of print-only journals
- **Phase 3:** Interview solution providers: libraries with publishing programs, university presses, and other providers

Phase 1 began in the summer of 2009, and was followed by Phases 2 and 3, which ran concurrently. The project concluded in August 2010. Both librarians and university press staff involved in the interviews met during two summer and one midwinter American Library Association (ALA) meetings to discuss the approach to the investigation, contribute candidate journals, review the findings, and provide feedback.

Initially, the list of journals identified included a wide range of non-profits; this list was eventually narrowed. Most of the publishers selected for interviews had faculty editors on college or university campuses, since this was anticipated to be the journals library publishing services were most likely to serve. More than fifty editors or publishers, librarians, and service providers were interviewed. They were selected based on their knowledge and experience, as well as from the recommendations of those who supported the project's concept. This report presents a snapshot of a changing environment and is not intended to be comprehensive. A general set of observations from the consultants follows.

Observations

The editors and publishers who are familiar with traditional publishing programs tend to acknowledge the importance of business strategies and the need for a business plan. In contrast, many of the new library publishing programs are inspired by the free presentation of content and are unfamiliar with the kind of support needed by print publishers moving online.

Clarity of Mission Is Important for All Partners

Discussions with campus publishers and publishing service providers revealed a broad range of motivations for publishing a journal and offered varying levels and types of support for the journals they publish. In order to achieve sustainability, all solution providers need to consider a

journal's mission. What are the benefits the journal is expected to deliver, and to whom? Many small print journals require subscription income to support editorial and production costs, such as staff salaries or student stipends. Others are focused on providing publication avenues for faculty seeking promotion and tenure opportunities and may require content distribution digitally to abstracting and indexing (A&I) services.

Supporting Online Visibility and Marketing Is a Core Part of Journal Publishing

In this era of desktop and remote access, brand and visibility are essential. It is common for library services to post PDFs or other files on the web. This activity by itself cannot generate enough exposure to attract authors and readers. The primary method of exposing print content is inclusion in A&I (abstracting and indexing) services, and many print titles are indexed. If the publication falls behind schedule or becomes irregular, its coverage may be dropped, since A&I services require a title to be current and to maintain a regular publishing schedule.

E-journals can take advantage of new tools, but achieving visibility requires proactive effort. Indexing by Google is not automatic and necessitates coordination. Link resolvers need to be notified, and membership in CrossRef is required for DOIs (digital object identifiers) to support reference linking. Inclusion with cohort content on the same platform aids discovery. Large publishers use marketing not only to sell subscriptions, but also to increase online usage; small publishers can benefit from good marketing, as well.

Business Planning Is an Essential and Often Missing Service

Interviews with editors, librarians, publishers, and publishing service providers revealed that determining the needed level of publishing support and helping the print journal to create a business plan or strategy is a complex process that is often overlooked by library publishing services, but is provided by university presses.

The viability of new business models must be considered in the context of declining print subscriptions, the need to fund editorial and production costs, the desire for print versions by audiences outside of the academy, restrictions set in aggregator contracts, and the recognition that publishers compete with themselves when they allow aggregator-hosted content. Editors adding online versions also need assistance in establishing online licensing terms or using SERU (Shared Electronic Resource Understanding)³ instead of a license, and in adjusting their marketing efforts for an online medium.

Since the trend in library purchasing is for collections or packages of titles, and because a publisher can effectively market title packages in similar disciplines, the publisher of a single title has many factors to consider in choosing a publishing services partner. He or she needs to consider the impact of multiple options: including the journal in non-profit or commercial aggregators, joining a publisher that can offer journal packages, and how potential consortia sales could affect their title. While matching non-profit journals with non-profit publishing services was a goal of this project, the consultants also recognize that some print-only journal publishers will wish to consider a broader spectrum of providers, including commercial publishers, hosting services, and related service providers.

Funding Models are Varied and Include Open Access and Subscriptions

One area where library publishing programs and small social science and humanities (SS/H) editors disagree is the desirability of open access (OA). The majority of library publishing services prefer OA; however, there is widespread reluctance to embrace open access by small

³ <http://www.niso.org/workrooms/seru/>

SS/H publishers, who view it as a solution created to combat high-priced scientific, technical, and medical (STM) journals. They do not see it as appropriate for their titles, as their authors do not receive grant funds to pay author fees. If faculty are located at one of the institutions that has signed the Compact for Open Access Publishing Equity (COPE), then funds may be available to faculty to pay author fees regardless of the discipline.⁴

It is ironic to the consultants that universities are, on one hand, making funds available to support author fees for open access journals, and on the other cutting subsidies for modestly priced social sciences and humanities journals, forcing those publishers to make up the revenue from subscriptions or other sources in the short term. Some of these journals may be able to convert to OA business models, but this will not suffice for all of them. Since there are many versions of OA that do not involve author fees, librarians will need to be prepared to explain OA more fully to editors and publishers at their institutions.

Greater Clarity of the Staffing and Financial Burden of Running a Journal is Needed

Information from Canada about the Synergies project and how government grants are made available for SS/H journals provide two useful funding case studies. The ambitious and successful Synergies program receives government funding for staff positions and other support. Synergies is a Canadian Foundation for Innovation (CFI) initiative with grant funding for only 4–5 years, and development of an exit strategy with a sustainability plan is a requirement of the project. Non-profit, Canadian, peer-reviewed scholarly titles are eligible to apply for SSHRC (Social Sciences and Humanities Research Council) funding. The amount is calculated at \$850 per article, which works out to \$20K to \$30K per year for a typical quarterly journal. This is recognized as assistance rather than the full cost.

One librarian interviewed suggested that establishing metrics for publishing services would be an important contribution to research libraries, as they evaluate their options for publishing support. The metrics will of course vary with the number and level of services provided, but it would be valuable to establish how many titles a single staff member can manage. What is the critical mass needed to operate a journals program and enjoy economies of scale? Is it ten or twenty titles? Restricted access journals require staff effort to maintain subscriber records and access protocols. Presumably university presses would be willing to share information about staffing levels and workflow. How could this information be applied to a smaller library program?

Early and well-known programs are not self-sustaining: the Center for Digital Research and Scholarship at Columbia University Libraries, the University of California/California Digital Library eScholarship service, and the University of Michigan's Scholarly Publishing Office (now MPublishing) are all subsidized programs. The University of Pittsburgh is rapidly developing a service through its D-Scribe Digital Publishing Program, which partners with the University of Pittsburgh Press. Most of the other programs investigated as part of this project are not based on cost recovery but are either institutionally subsidized or dependent on grant funding.

Cornell University Library has operated the fee-based Digital Consulting and Production Services for eight years. This program is self-sustaining and stable, but apparently not growing. The only program that appears to break even, and earn a surplus to invest in software upgrades and additional services, is at Simon Fraser University, which both maintains OJS

⁴ Additional information about OA funds can be found on the SPARC website:
<http://www.arl.org/sparc/openaccess/funds/>

(Open Journal Systems) and offers fee-based hosting services. Its campus partner, Canadian Centre for Studies in Publishing Press (CCSP Press), offers à la carte publishing services, which covers planning and orientation, submission and review management, editorial and production, and business management and marketing. In theory, this partnership could scale well to support more journals.

How Can Print-only Titles Be Identified and Digital Versions Supported?

The consultants recognized that input from librarians would be needed to identify titles that were valued by libraries and that warranted outreach and intervention to provide long-term digital access. Journals can merge or cease to publish as part of the normal journal life cycle, so the project premise was not to support every title but to establish criteria libraries could use to identify the types of titles they would be willing to support and the amount of support they could provide. The premise that institutions would want to support titles in new disciplinary cohorts, modeled on BioOne and Project Euclid, for example, received limited support. Librarians expressed much greater interest in supporting titles affiliated with their own faculty members. Deans who support editorial offices may, then, be good resources for information about campus-based publications.

Faculty Run Journals Compared to Student Run Journals

Several types of print-only titles present additional challenges for support. More and more campuses have student-run or student-published journals, such as law reviews. They are notable for their annual turnover of editors. Columbia University, for example, has more than fifty student journals. Do libraries wish to invest the same level of support in campus-based, student run publications as in those produced by existing scholars?

Another journal category with heavy student involvement is little magazines—journals devoted to fiction or poetry or both, often including original graphic art and reviews. Some editors are concerned that, since online versions can make plagiarism easier, it would be better if the titles remained print-only. Individual subscriptions also are important to little magazines. The editors feel having their titles in libraries helps them attract submissions, but they are ambivalent about the value of an online version. One librarian reported to the consultants an editor's lack of interest in an online manuscript submission system because the magazine already receives too many submissions and the editor was not interested in making the process easier. Though the sample was too small to draw valid conclusions about little magazines, anecdotal evidence from interviews indicated they do not appear to be embraced by either libraries offering publishing services or university presses, since they are not seen as “scholarly” or “peer reviewed.” The one exception in this small sample was Project MUSE, which publishes several literary magazines.

One key finding of this project is that these journals are not institutionally anchored. Often their institutional connections are temporary and determined by the make-up of the editorial board and key players on it. When faculty editors change, the home base for the journal is likely to change as well. However, there are some journal categories—e.g., student-based or -operated journals—that will almost always have a direct, ongoing connection with the local institution. Their publishing requirements may not be as extensive or demanding as scholarly journals. These student journals have considerable potential to be part of teaching programs and potentially (from a library perspective) part of information literacy programs—What better way to teach bright students about peer-review and scholarly publishing?

Conclusions

Many library-publishing services are an outgrowth of institutional repository initiatives. As this project progressed, the consultants determined that there is seldom a one-to-one match between a journal needing support to offer an electronic version and the library publishing services offered on a given campus. When this is taken into account in conjunction with the very wide array of potential publishing services a library may consider offering—plus the fact many of these are new activities that are not necessarily a ready fit with traditional library skill sets—it is not surprising that there is rarely a one-to-one match between what is needed and what is available at an institution. However, when conducting scholarly communications outreach activities on their campuses, librarians can help steer faculty members to appropriate services. Building on the work of other ARL and SPARC initiatives, the results of this investigation suggest a range of options for libraries to consider in establishing or expanding their own publishing services operations, as well as multi-institutional solutions to consider.

Library Publishing Programs

Although two-thirds of ARL member libraries report offering publishing services, many of these programs are exploratory and represent a wide range of publishing opportunities. The goals of a program, the level of funding, and the experience of the staff determine the extent of services offered. More generally, as librarians determine how to implement publishing services, it is an opportune time for the library to consider whether the objective of its publishing program is to incorporate individual titles into the supply chain or to build communities around a discipline (which addresses the importance of cohort content).

Libraries considering support for publishing programs need to scope their services in the context of either what is already available or what is missing in their institutional environment, such as a university press or another department with overlapping interests. Libraries can avoid confusion with publishers whose requirements may exceed their capabilities by clearly describing their services. At this time, there is no single model or necessarily even a “best practice” to emulate.

Libraries also need to establish policies for their publishing services. Some of the policies include such things as the types of business models the library is prepared to support, whether fees will be charged or if the services will be freely provided, and what criteria will be used to determine the journals the library might host.

Faculty editors tend to be subject experts, not publishers. For their journals to flourish online, they or those supporting their efforts need to acquire digital production and IT skills that are aligned to a degree with the digital project management and metadata skills already developed in libraries. A challenge for library publishing programs is to find a way to provide training for business modeling and planning. These skills include strategic planning for journals and developing and managing an operating budget.

University Press Options

University presses were expected to be an important part of the solution, but that has turned out to be a more complex situation than anticipated. There are far fewer university presses than academic libraries, and only about 20% of them publish journals—most publish only monographs. Of those that publish journals, only the largest journals programs (generally more than twenty titles) contract with a hosting service and provide a full suite of publishing services. The presses in this group are: California, Chicago, Duke, Johns Hopkins, MIT, and Toronto.

The presses with small- and medium-sized journal programs have relied on Project MUSE and JSTOR for electronic versions, frequently not offering subscriptions to single titles. The impact of JSTOR's Current Scholarship program is too new to be determined.

University presses typically have standards for screening the titles they take on as clients, which is good business practice when a title must be self-sustaining. But that may leave the smaller niche titles that are unlikely to become self-sustaining to be supported by library publishing services, which may not be the objective of many library-publishing efforts. If they are the best candidates for transitioning to one of the Open Access business models, is that an appropriate division of labor between presses and libraries? A solution pioneered by the Penn State University Library and Pennsylvania State University Press is to jointly produce a separate imprint for journals that are within their mission but may not be financially viable. Other presses have considered a similar path. Duke University Press has considered, on a number of occasions as candidate journals are evaluated, the idea of establishing a second-tier operation that could support the publication of small (i.e., unprofitable) but academically worthy journals. They concluded that this model could only be successful in a long-term strategy where the university itself clearly states that this is part of its press's mission and steps up with the funding to subsidize the operation. Is this a model that can be emulated?

The university presses interviewed were eager to participate in supporting the transition of print-only journals that would be screened and referred by librarians. To coordinate a process, it would be necessary to consider how librarians would determine the best "fit" for a journal, particularly when university presses tend to focus on similar if not identical disciplines for their journals programs. It is standard practice for a journal seeking a full-service publisher to apply to multiple presses, both commercial and non-profit, simultaneously. Nevertheless, from a practical perspective, generating hundreds of duplicate referrals would not seem to serve either journal publishers or presses well. A clear process would need to be developed with input from both libraries and university presses.

Answering the Question

Throughout this project, the consultants sought to determine whether library-based publishing services programs would be a good match for the small, print-only niche journals published by academic departments, campus institutes, societies, and other non-profit organizations. The research indicates that direct matches on the same campus are not a complete solution and that there are many other options to consider.

Recommendations for ARL

Based on what has been learned about library publishing programs, the recommendations from the consultants focus on how to strengthen these services and develop the community so that they can learn from each other. The Appendices contain three documents that can be used as a reference for librarians to provide them with an outline for a conversation and background on the publishing environment.

- *Appendix A: Talking Points for Working with Campus Editors* is designed to aid librarians in outreach programs to discuss publishing needs with faculty members.
- *Appendix B: Publishing Options Landscape* provides a synopsis of key differences in the business model that distinguish publishers, service providers and aggregators.
- *Appendix C: Annotated Bibliography* contains resources referenced during the work on this project and is not intended to be comprehensive.

The following ideas are submitted to the ARL Scholarly Communication Committee as practical suggestions for supporting nascent publishing programs in libraries.

Develop Resources

Librarians developing publishing programs can organize a growing body of literature and examples for reference.

- Create case studies that illustrate different requirements and solutions covering the wide range of journal originators and the options for support.
- A database of documents with shared practices could be established centrally for libraries with publishing programs. Several were collected in the course of the project and submitted as examples. Other useful additions could include:
 - A simple template for a straight-forward scholarly article
 - How to use DOIs in references (how to incorporate them efficiently)
 - How to create documents using a standardized ePub format
- An expanded annotated bibliography organized by publishing activities would serve as a useful reference to complement the sample documents.
- Organizing a meeting of librarians involved in publishing programs, with speakers who have experience with business planning in non-profit publishing, would leverage experience within the community. Speakers could be drawn from university presses with journals programs or scholarly societies. Experienced staff from libraries with established publishing programs could also serve as resources and speakers. Two initiatives recently announced begin to meet this need:
 - The 2010 IMLS grant, Library Publishing Services: Strategies for Success
 - The 2010 SSP Fall seminar, co-sponsored by ARL Partnering to Publish: Innovative Roles for Societies, Institutions, Presses, and Libraries

Organize Referrals

An online directory of service providers could be established and maintained as a referral tool. As libraries develop publishing programs and the range of options for academic institutions with university presses continues to evolve, it would be a useful service to the academy to have an online directory of programs and the availability of their services.

Librarians can refer campus publishers to other providers (ideally other libraries, university presses, or other non-profits) for additional services when needed. For example, some programs were identified that accept journals from any non-profit publishers.

- The University of Pittsburgh University Libraries System (ULS) offers free e-journal publishing services through its D-Scribe Digital Publishing Program to help academic journals make their content available to a global audience while eliminating the cost of print production.
- The Simon Fraser University Library provides hosting services on OJS (Open Journals Systems) for a small fee and refers journals to the Canadian Centre for Studies in Publishing (CCSP) Press, also on campus, for à la carte publishing services for modest fees.

- The University of Michigan Scholarly Publishing Office (SPO) offers full services free for Open Access titles and requests a portion of revenue for subscription titles.

In addition, it could be useful to create a tool that would serve to connect the community and provide an opportunity for dialog among those seeking help and those offering it.

- Developing a referral system that would help publishers find libraries or presses, librarians find libraries with new publishing service programs, and perhaps for editors to get help from other editors.

Reports on Project Phases

Phase 1: Candidate Journals (July–November 2009)

Phase 2: Journal Requirements (September 2009–June 2010)

Phase 3: Publishing Options (August 2009–August 2010)

Phase 1: Candidate Journals (July–November 2009)

Librarians at eleven ARL institutions were contacted to solicit titles important to them and to obtain feedback on the project. They included Arizona State University, Columbia University, Cornell University, Dartmouth College, Massachusetts Institute of Technology (MIT), New York University, Purdue University, University of Arizona, University of British Columbia, University of California-Berkeley, and University of Texas-Austin.

The interviews confirmed that the recession is accelerating trends towards e-only journals and prompting cancellation projects, thereby increasing concerns for print-only scholarly journals. Of the eleven ARL libraries interviewed:

- Seven are actively converting to e-only and the other four are doing so incrementally.
- Six are actively involved in cancellation projects, four are in planning stages, and one has a budget increase.

Journal Criteria

In order for libraries to go e-only and to be able to drop print with the confidence that they will have long-term digital access, publishers need to offer:

- A subscription in electronic form without the print.
- Assurance of perpetual access or “post cancellation” access.

Publishers have varying combinations of print/electronic journals along the spectrum from print-only to e-only. The scope of this project focused on publishers of print journals that do not offer a subscription to the electronic version. This approach excludes journals that are:

- Available as print+electronic, but do not offer an e-only subscription.
- In electronic form and do not offer perpetual access.
- Born-digital with or without long-term access.
- Published outside of North America (for logistical reasons).

Journals available to subscribers only in print were of the focus of the study. They may appear in an aggregator database or have their back file in JSTOR. Many of these journals are published by a faculty member individually or in conjunction with an institute on campus or a society.

As libraries face increased pressure to reduce the costs of handling print journals and recover the space they occupy, the need to retain a print subscription is being questioned, especially if there is an electronic version available in aggregator databases such as EBSCO and ProQuest.

Although there are reservations about not owning the journal, attitudes about how these titles should be treated vary widely, with librarians holding diverse views believing that:

- Access through an aggregator is sufficient for their needs.
- Journals appearing in multiple aggregations are probably safe.

Or conversely

- The list of aggregator titles is unstable.
- Aggregators are not committed to long-term access.

Many single title publishers in this category are losing subscription revenue that is not replaced by more modest aggregator payments.

How Many Journals?

With the help of EBSCO Subscription Services, an effort was made to determine the number of journals that meet the above criteria. It was difficult to obtain a realistic count given the nature of the parameters, though the conclusion reached was that it was "in the thousands." For the purposes of this project, titles were selected from lists submitted by the libraries contacted during this phase and supplemented with information provided by EBSCO.

Phase 2: Journal Requirements (September 2009–June 2010)

Using the list of titles nominated by one or more institutions in Phase 1, a group of about sixty titles were selected for interviews. Research revealed that some titles had already gone out of business, while others had recently signed with a larger publisher. Ultimately, the editors of a dozen journals were interviewed to understand their concerns about publishing a digital version to which libraries could subscribe.

Of the twelve publishers (or journal originators) interviewed, most are located at a university, except for a few small societies with faculty editors at colleges, and one non-profit organization. The academic journals are either produced by a department, associated with an institute on campus, or run by graduate students in literature or law.

Characteristics

The mission for most of the academic journals interviewed is to disseminate information to scholars or students in the specific discipline, and in some cases as widely as possible to all interested individuals. However, some journals, such as law reviews, reported that in order to provide students with experience, they must generate a stipend for students. This may not be true for all journals that “employ” students, but is a topic that can be explored with each journal considered for support. There is a category of “little magazines” that are in literature. One editor interviewed noted that the journal was a benefit for members who joined a professional organization.

The average subscription cost for an individual is ~\$30 and for an institution ~\$50, except for one title that was over \$200. Most publications are published quarterly, are peer reviewed, and appear in indexes. The backfile of the journal might exist in either JSTOR or EBSCO Publishing (producer of EBSCOHost databases), from which they receive little revenue but good exposure without the investment needed to digitize their content.

Journal Status

In many cases the founder or long-time editor is nearing retirement and wants a secure environment and a future path for the publication. Frequently there are paid staff who handle editorial or production roles, and there is a reluctance to make changes that would impact these long time employees.

Print subscriptions, however, are steadily declining and in some cases institutional support has been reduced or eliminated altogether. These economic changes are forcing editors to find other sources of funding.

Departmental Support and Staffing Patterns

Typical campus-based print publications receive office space and some office expenses. Two typical staffing patterns were seen. In one, a faculty member serves as the advisor or even editor-in-chief, but the rest of the labor, including the peer reviewing, is handled by students. Few journals with this pattern were interviewed. The typical structure for those interviewed is for a faculty member to serve as editor-in-chief with course release time, assisted by one or more paid staff in full- or part-time positions. Staffing tends to be as follows:

- Editor-in-Chief—in charge of manuscript submission and peer reviewing recruits editorial board members.
- Managing Editor or Editorial Assistant—handles copyediting and production-related tasks; sends content to aggregators and to abstracting and indexing services.
- Business Manager—sends subscription renewal notices and processes renewals; ad sales; processes royalty payments from aggregators; and permissions requests.

Objectives

In general these academic editors were receptive to learning about options for digital publication. A few would be interested in library support and glad to have their costs underwritten, although others that needed revenue expressed concern that Open Access was a broad brush designed to address issues that were not applicable to their discipline.

Most editors are aware that the subscription rates for their journals are relatively low, but they felt the need to generate some level of revenue to maintain them. One faculty member declined to partner with a commercial publisher because their journal prices were too high, and the publisher subsequently launched a competing journal. They are still seeking other options.

While print is the preferred format for some editors, others noted practical concerns, as their journal is heavily illustrated and they felt that the images were higher quality in print. Another editor stated that author rights and royalties for literary works were an obstacle to a digital version.

As anticipated when this project was conceived, many editors and publishers are feeling the impact of declining print and are concerned about funding. The implications of inclusion in aggregator databases need to be considered, as well. What is missing for most of these niche publications is a forward-looking business plan that incorporates the impact of market trends and considers digital publishing options. Several expressed appreciation for being able to discuss the pros and cons of various options.

Phase 3: Publishing Options (August 2009–August 2010)

Over thirty interviews were conducted with those involved in providing academic publishing services. Although the perspectives of librarians leading publishing programs were considerably different than publishers at university presses, certain themes emerged that resonated with the concerns of the journal originators in Phase 2. Highlighted here from the interviews are key points that need to be addressed when bringing a print publisher online and when developing a successful journals program with born-digital content.

This outline organizes the topics and questions to be considered in undertaking a new electronic journal, digitizing a back file, or transitioning a print journal. It would also serve as a framework for an expanded annotated bibliography to accompany these topics and for organizing sample documents shared among library publishing programs.

Journal Strategy: What is the purpose of the journal?

- The answers to these questions will shape the plan for production levels, business models, and distribution.
 - Is it peer reviewed for promotion and tenure? (requires DOIs for easy citation, inclusion in A&I services, usage metrics)
 - Is it freely distributed to readily share information? (plan to recover cost)
 - Is the journal's value in the process of creation for the students who serve as editors and authors? (If so, can it generate the money needed for stipends for students, or are the students compensated with course or writing credits?)
- The digitization of a back file can stimulate the rebirth of lapsed titles. Is it then essential to define the journal's purpose anew?
- Once launched, will there be sufficient support from the editorial board, and enough manuscripts submitted, to ensure a healthy journal? The latter will be influenced by the journal's visibility, and by the competing journals to which authors can submit papers.

Rights and Roles: What are the responsibilities of stakeholders?

- Although the software may be open source and the business model Open Access, it is essential to clearly define the rights for the content, and the roles of both the library and the editors. While nonprofit scholarly publishing is not prone to the legal issues that have affected the commercial sector, publishing requires a clear statement of rights between the authors, any other contributors, and publishers.
- For new titles, it is important to determine at the outset whether the library is simply providing hosting services or assuming the role of publisher, and would therefore be responsible for registering copyright or adding Creative Commons statements.

Business Plan: What is the financial model?

- Based on the costs associated with providing support, the library will want to analyze the type and range of publications that they support and that need to generate revenue.
- Although licensing content to an aggregator provides for widespread visibility, it tends to accelerate the rate at which subscriptions decline.
- Each publication should have a business model with a five-year Profit and Loss projection to assess the impact of new publishing trends and to decide how to best manage any necessary changes.

Digital Production: What is the publishing workflow?

- Defining workflow with the publisher will identify each of the steps that are needed to deliver digital files and to optimize their use.
- Obtaining DOIs needs to be incorporated into production requirements. CrossRef has technical requirements for participation obtaining DOIs and fines for non-compliance with two-way implementation. Digital Commons does not support DOIs but OJS does.
- Managing declining print runs requires an understanding of the audience, pricing strategies, and printing options.

Discoverability: How can publishers reach their global audience?

- Offering OA content free in an institutional repository makes it available, but does not ensure that it can be readily found.
- Assigning DOIs to track citations is important for discovery and can influence author submissions. Institutional repositories may store documents without this metadata.
- It is important to keep in mind the ubiquitous use of Google by scholars. The host site needs to provide Google users with an appropriate landing page to access their content and services.
- The journal should be included in the appropriate A&I services.
- Marketing includes both market communications and pricing when relevant.

Opportunity: What services are offered and what non-traditional services are needed?

- Digital publishing is evolving to enable authors to connect directly with their community of readers. Librarians can strengthen their publishing programs by making use of existing methods that work well and experimenting with new models that increase dissemination to the broad range of interested communities.
- To thrive in digital publishing requires an understanding of the interaction between authors, editors, and scholars.
- One way to describe the publishing services offered by a library is to plot the services offered on one axis and the type of journal supported on the other. These headings for service groups can be subdivided to show more detail.

Figure 1: Publishing Services Offered By a Library

Inventory of Library Publishing Services					
	Digitize Backfile	New OA	Existing OA	Fee/OA (Embargo)	Fee
Referral of publisher					
Editorial					
IP/Rights					
Production					
Hosting					
Discoverability					
Business plan					
Marketing					
Sales					
Archiving					

Related Projects

There are several complementary projects that address related areas of concern: print holdings in RLG, library/press publishing capacity in GWLA, publication platform in Canada, and preservation registry in the UK. Links to these projects are provided when they were available.

OCLC Research

As part of the 2008–2009 RLG Journals Preservation Project, OCLC Research staff gathered data on long-tail, “at risk” scholarly journals in the humanities and social sciences that were published only in print with aggregate institutional holdings of less than 50 libraries. Researchers were interested in determining the preservation risks under current institutional acquisition and retention policies. A large majority of the sampled titles were not published in North America. A current research project is to “Define Policy and Infrastructure Requirements for Building and Managing Shared Print Collections.”⁵

Greater Western Library Alliance (GWLA)

The Great Western Library Alliance is establishing a Clearinghouse to identify which of their thirty-two members:

- Have operating platforms
- Can consult with publishers (journal originators)
- Can help determine costs

The survey of services offered has been completed. GWLA plans to create templates for draft agreements that could be adapted as needed and would be a useful resource.

Synergies (Canada)

A not-for-profit platform for the digital publication and the dissemination of research results in social sciences and humanities published in Canada. The project promotes Open Access through linked databases to a variety of scholarly publications. The publication format begins with 169 journals and will eventually support proceedings, books, theses, and data sets. Members of the Synergies consortium include: University of New Brunswick, Université de Montreal (lead institution), University of Toronto, University of Calgary, and Simon Fraser University. The Synergies project is also exploring library-publishing services. It is a useful model and interviews were conducted in Phase 3 of the study.⁶

PEPRS (UK)

A JISC funded project, Piloting an e-journals Preservation Registry Service (PEPRS), will develop a model and business plan for a preservation registry service that draws upon data from the ISSN Register, which has over 50,000 journals.⁷

⁵ <http://www.slideshare.net/RLGPrograms/rlg-prospective-journals-preservation-project-factsheet>
<http://www.oclc.org/research/activities/policy/default.htm>

⁶ <http://www.synergiescanada.org>

⁷ http://edina.ac.uk/projects/peprs_summary.html

Appendices

Appendix A: Campus Outreach—Talking Points

As librarians participate in formal and informal campus outreach initiatives, they will encounter faculty who serve in editorial roles with journals that have a variety of publishing support configurations. Journals that do not offer electronic versions for subscription are faced with declining print subscriptions, as many libraries are implementing e-only acquisitions policies and preferring journal packages or collections to single titles. These niche titles are primarily in the humanities and social sciences, and the majority of them have a college or university affiliation.

Many libraries are beginning to experiment with offering publishing support, which ranges from consulting to a full complement of publishing services. The potential exists for libraries with robust services to support titles on their own campuses or even those with other affiliations. Liaison librarians can become familiar with the issues confronting faculty editors of journals and can provide advice and recommendations.

These talking points have been developed to assist librarians conducting outreach with the scholars and researchers at their institutions who serve in editorial roles with independent, campus-based journals. It will also have some applicability for faculty editors of discipline-based scholarly society journals and journals owned by commercial or non-profit publishers.

The Small Print-Based Publisher Environment

There are both opportunities and challenges for the publisher facing a migration from a print to an online version of a journal. The following list identifies areas to consider.

1. Motivation

What is the purpose of the journal? The motivation for publishing a journal may be to provide a peer-reviewed outlet for scholarly articles to a narrow group of colleagues, or to disseminate the publication as widely as possible. To know how to advise the faculty editor, it is important to ask about their motivation, which may be a mix of several factors. In addition to reaching a defined audience, some titles exist:

- to provide experience and/or stipends for students, either undergraduate or graduate.
- to demonstrate proficiency to a peer group of departments or universities created by a grant or other challenge.
- to fulfill a society membership benefit role.
- to help establish a new area of perhaps interdisciplinary research.
- for other purposes.

Understanding the reason for publishing this journal will determine whether revenue is needed, how to prioritize options for visibility, or whether the primary objective is to keep costs as low as possible and still reach the primary audience.

2. Financial Sustainability

What is the business plan? Some print-only journals are reasonably robust, with thousands of subscriptions, but those are the minority. The majority are experiencing an ongoing and accelerating decline in institutional subscriptions and sometimes in individual subscriptions. Established titles already have an infrastructure and existing contractual relationships that limit their flexibility. In an initial conversation, faculty editors may resist Open Access options because of concerns about their financial commitments. In some situations those concerns

can be addressed, but in others, the journal may need to continue to charge a subscription fee. Subscription titles may be willing to allow Open Access after an embargo period for new issues.

What level of financial support does the journal require?

- Release time for the editor-in-chief
- Salary or stipend for a managing editor, editorial assistant, copyeditor, or graphic designer
- Support for graduate or undergraduate students
- Funds to pay a printer and distributor for printing and mailing issues
- Other

What sources of income does the journal have? Is each increasing, decreasing, or holding steady? Is the journal in debt, breaking even, or earning a surplus?

- University or departmental support
- Subscription income. What are the fees and how does this compare with peer journals?
- Author payments for color or other “extras”
- Royalties from a commercial aggregator (EBSCOHost, ProQuest, etc.)
- Royalties from a non-commercial aggregator (Project MUSE, JSTOR, etc.)
- Advertising income
- Permissions fees from course packs or reprints
- Vendor fees from article PPV
- Other

3. Editorial and Content Sustainability

Is the journal otherwise viable?

- How long has the editor-in-chief been in his or her role? Are they approaching retirement and finding it difficult to recruit a successor? How strong is the editorial board? Perhaps there is a problem recruiting or retaining editorial board members.
- How does the flow of manuscripts compare to what it was five years ago? Has it increased, decreased, or remained at the same level? Would they like to increase submissions? What is the rejection rate?
- They may also be experiencing a decline in manuscript submissions or receiving more manuscripts than they can review on a timely basis.
- What journals do they consider peer titles or competition? Are those titles growing or declining? Are they published commercially or by societies? If there is a society role, what is the affiliation?
- What is the frequency of the journal? Is a regular publication schedule maintained?
- Where is the journal indexed? Typically, a regular publication schedule is a requirement. Would they like help in submitting the journal to additional A&I services? If so, which are the most important in their subject area?
- Is an ISI Impact Factor assigned? Is improving the impact factor seen as condition for attracting better manuscripts, more reviewers, grant funding, or another reason? Are they receptive to learning about alternative quality metrics?
- What systems are in place for measuring and sharing usage with editors? Is usage increasing or decreasing? Is Google Analytics available?

4. Publishing Support Options

What kind of publishing support does the journal need?

- Is there interest and sufficient volume of manuscripts to warrant an electronic peer review system if one is available on campus?
- Is a website needed for the journal?

- Is an online manuscript submission facility needed?
- Are there any special production considerations, e.g., images that need to be scaled, supplementary material?
- Is a web-ready PDF being produced by the typesetter?
- Have author agreements been signed for copyright? If this is the current practice, has it been in place for the entire backfile? When was it started?
- What is the workflow regarding when the files are received and posted?

5. Discoverability

Just putting content online does not automatically make it findable.

- Are DOIs being registered, and are the references tagged?
- Is the site being crawled by Google? Is it indexed in Google Scholar?
- Is the journal on a site that properly brands the content?
- Is there a pay-per-view option or link to membership from the landing page?
- How widely indexed is the title? Scopus? A&I? Citation Indexes?
- Is there a Table of Contents (TOC) alerting service by email or RSS?
- Is the title promoted at important conferences for the discipline?
- Are there any printed marketing pieces for distribution at conferences or to be mailed?
- What other publicity or marketing of the journal is established?

6. Preservation Strategy

Long-term digital access requires provision be made for preservation of journals.

- Do digital files exist for all back issues, or are some in print only?
- What plans have been made to keep back issues available and accessible?
- Has the content originator considered how to obtain support from LOCKSS/CLOCKSS or Portico?
- What support can the library provide?

How Libraries Can Help

In addition to acquiring commercially prepared content, a number of libraries are beginning to explore the development of a range of publishing capabilities. As libraries expand their ability to provide publishing support, they will be better prepared to communicate with faculty as they create scholarly publications.

- Faculty are content experts and would find on-campus publishing expertise useful. Librarians can learn about available options and understand where to refer their faculty. Once they are familiar with the process themselves, they will be good partners in guiding faculty through their options based on the journal's requirements.
- Many small journals are facing considerable transition with the addition of an online version and the eventual retirement of staff that have handled or managed production. As they come to a point of change, the library could be the trusted partner offering new solutions.
- Faculty whose primary goal is to freely distribute high-quality content are good candidates for Open Access, born-digital journals. Those whose publications must recover costs or generate revenue for other purposes may legitimately require use of an access control module.

- Librarians understand and use A&I services. They can recommend which services support a specific discipline and can rank their importance. They can help journal originators submit journals for inclusion to A&I services, Ulrichsweb, DOAJ, etc., as appropriate.

Goals for Outreach

Librarians can encourage positive change by:

- Learning about options that support faculty in presenting the output of their research.
- Coordinating with faculty to encourage them to offer a digital version of their publications so libraries can more readily make them available to a broader community and assure their long-term accessibility to future generations of scholars.
- Expanding the information resources available within the scholarly community.
- Exploring new roles for the librarian as a partner in the information creation and distribution process.

Appendix B: Publishing Options Landscape

The objective of this project was to determine whether library-based publishing services programs would be a good match for the small, print-only niche journals published by academic departments, campus institutes, societies, and other non-profit organizations. The research indicates that such matches on the same campus are not always feasible. However, there are many other options to consider.

The publishing landscape is complex and can be segmented broadly based on business models into 1) full-service publishers with shared revenues, 2) fee-based publishing service providers, and 3) aggregators that license and resell content.

Full-Service Publishers

Publishers generally handle all functions from manuscript submission and peer review to editorial, production, hosting, enhancing online discoverability, improving the Impact Factor, marketing, sales, licensing, and subscription management. The largest publishers offer publishing partnerships to smaller publishers and are selective with whom they work, as they share their brand and the revenue or profit.

Academic Libraries

A growing number of libraries are beginning to offer a selection of publishing support services that may not be as complete as those provided by a university press or commercial publisher. Many libraries utilize the Public Knowledge Project's Open Journals Systems (OJS), which is open-source software and has a peer-review module. This approach provides a low-cost hosting platform with an access control module that supports subscription and Open Access (OA) models for journals. Some libraries use institutional repository (IR) software to provide OA e-journal support. The most robust IR for publishing is the commercial service Digital Commons from BE Press, which supports OA options but has limited post-publication support. Digital Commons also offers a journal-hosting option directly to publishers. Some libraries support only Open Access journals, and others allow for current subscriptions and make the content free after an embargo period.

The University of Michigan Libraries SPO (Scholarly Publishing Office) only publishes e-journals. A fee is charged to publishers of subscriptions journals, but publishing is free to OA titles.⁸ Additional publishing services are offered for comparatively modest fees by SFU's Canadian Centre for Studies in Publishing (CCSP). A review of their lists provides additional insights into the scope of services needed.⁹

In addition to the Michigan SPO and Simon Fraser, the non-profit publisher Philosophy Documentation Center will accept all publications with a similar mission in their discipline.

University Presses

Campus publications needing full publishing services can choose from non-profit sources, such as university presses or a few library-based programs. The largest North American university press journals programs are California, Chicago, Duke, Johns Hopkins, and MIT. The next largest group includes Illinois, Indiana, Ohio State, Penn, Penn State, Texas, Toronto,

⁸ <http://www.lib.umich.edu/spo/services.html>

⁹ <http://tkbr.ccsf.sfu.ca/ccsp-press/publishing-services/>

and Wisconsin. University presses specialize in humanities and social science disciplines and frequently contract for hosting services from one of the few platform providers: Atypon, HighWire, MetaPress or Ingenta. University presses with smaller journals programs frequently rely on JSTOR (which uses Atypon) and Project MUSE for their primary hosting services. North American university presses may compete for titles as they concentrate in the same disciplines, but they face growing competition from Oxford University Press, Cambridge University Press, and commercial publishers Wiley/Blackwell and Sage.

In addition, there are several North American university presses such as Chicago, Duke, MIT and Rockefeller that devote significant effort and resource toward maintaining and/or building their journals programs in some STM disciplines. These programs provide advanced online platforms and offer growing experience within the UP community with OA publishing. In STM disciplines, they also compete for journals with Elsevier, Springer and Kluwer.

Commercial Publishers

The largest publishers (Elsevier, Taylor and Francis, Springer, Kluwer, Wiley/Blackwell, and Sage) offer partner relationships where the revenue or profit is shared with the publisher. Wiley/Blackwell and Sage have a more social science and humanities orientation. These providers generally do not charge up front for services, but retain a portion of subscription revenue. A few smaller commercial firms, such as Berghahn, Maney, and others, specialize in the humanities and social sciences.

Service Providers

Service providers operate on a fee basis, and use of their services depends on the publishers' ability to pay. Commercial publishing support services are offered by Allen Press, Cadmus, Sheridan/ Dartmouth Journals, and others.

The primary platform providers are Atypon, HighWire Press, BE Press (Digital Commons), MetaPress, and Publishing Technology (IngentaConnect). HighWire Press (Stanford University Libraries) is the only non-profit in this group. The American Institute of Physics offers hosting services to science publishers on its Scitation platform. In addition, Simon Fraser University Library offers OJS hosting for a modest annual fee per title (\$850 at the time this report is written).

Sales and marketing services are available from consultants and several companies. These include Accucoms, PCG (Publishers Consulting Group) owned—like IngentaConnect—by Publishing Technology, and PP&F (Publisher Promotion and Fulfillment) owned—like MetaPress—by EBSCO Information Services.

Aggregators

Aggregators pay publishers to license their content and resell it as part of a package of titles.

The non-profit aggregators (MUSE, JSTOR, BioOne, Euclid) primarily sell collections with perpetual access. Project MUSE offers publishers a single title option (that is, single titles can be offered as an e-subscription to libraries), and JSTOR has recently announced a single title option. Aggregators sell packages at a lower price than the sum of the individual subscriptions, so the publisher receives less revenue than a comparable number of individual subscriptions. Although payments to publishers are less than the revenue per title from subscriptions, they

are typically higher than for-profit aggregators. Libraries retain access to each year that they subscribe.

This contrasts with commercial aggregators (such as EBSCO Publishing, Cengage/Gale, HW Wilson, and ProQuest), which offer only temporary subscriptions and no assurance that a title or its backfile will continue to be included. Commercial aggregators offer only packages of titles, and their revenue share to publishers in the humanities and social sciences is typically modest. For-profit aggregators may include abstracting and indexing services. There may be other terms in the agreement, for example stating that a publisher could not put more than a certain percentage of their content available online for free without reducing their aggregator income.

Appendix C: Annotated Bibliography

Bittman, Marilyn et al, 2007. Best Practices Guide to Scholarly Journal Publishing. Canadian Association of Learned Journals/Association Canadienne des Revues Savantes.

- A valuable comprehensive guide covering financial and editorial management; editorial production; marketing, promotion and public relations; circulation, distribution and usage tracking; and copyright, with an extensive bibliography, sample guidelines, tracking forms, style sheets and more. Some portions, such as copyright, are geared to Canadian journals but most are broadly applicable. Available for purchase from the CALJ/ACRS http://www.calj-acrs.ca/best_practices.php?glang=en

Campbell, Kelly and Betsy Haley, 2008. Business Planning for Nonprofits: What It Is and Why It Matters. The Bridgespan Group. <http://www.bridgespan.org/LearningCenter/ResourceDetail.aspx?id=2382>

(included in SPARC Bibliography and Resources list, cited below)

- An excellent short introduction to business planning for non-profits.

Crow, Raym, 2009. Campus-Based Publishing Partnerships: A Guide to Critical Issues. Washington, D.C. SPARC.

<http://www.arl.org/sparc/partnering/guide/>

- Thoughtful and detailed analysis of the respective strengths of libraries and university presses with advice on how to scope, plan and implement joint ventures. Table 5.1 (p.28) Campus-based Publishing Core Competency Table is particularly valuable.

Crow, Raym, 2009. Income Models for Open Access: An Overview of Current Practice. Washington, D.C. SPARC.

<http://www.arl.org/sparc/publications/papers/imguide.shtml>

- Derived in part from the set of guides developed for the Open Society Institute by Crow and Howard Goldstein in 2003–04, this updated comprehensive overview describes both supply-side and demand-side models.

Crow, Raym, 2010. Transitioning a Society Journal Online: A Guide to Basic Financial & Strategic Issues. Houston, Texas. Rice University Press (forthcoming).

- Based on research conducted for three projects addressing the development of “sustainable and dynamic electronic structures for scholarly communication in art and architectural history”, this report has particular relevance for projects with large image and multi-media files, but is pertinent to any publication migrating from print to electronic.

Devakos, Rea and Karen Turko, Synergies: Building National Infrastructure for Canadian Scholarly Publishing, *ARL: A Bimonthly Report on Research Library Issues and Actions from ARL, CNI and SPARC*, no. 252/253) June/August 2-007: 16-19.

<http://www.arl.org/bm~doc/arl-br-252-253-synergies.pdf>

- A succinct overview of the Synergies project.

Hahn, Karla L., 2008. Research Library Publishing Services: New Options for University Publishing. Washington, D.C. Association of Research Libraries:

<http://www.arl.org/bm~doc/research-library-publishing-services.pdf>

- With Crow’s 2009 Campus-Based Publishing Partnerships, the report that provided the

basis for researching a potential match among journals still in print and evolving library publishing services; includes an excellent bibliography.

Kosavic, Andrea, The York Digital Journals Project: Strategies for Institutional Open Journal Systems Implementation. *College and Research Libraries* 71(4) 2010: 310-321.

- A clear, step-by-step, description of the creation of a new library publishing service within the Synergies project; especially useful for its bibliography and description of the role of the Open Journals System.

Marron, Nancy L. and K. Kirby Smith, 2008. Current Models of Digital Scholarly Communication. Washington, D.C. Association of Research Libraries

<http://www.arl.org/bm~doc/current-models-report.pdf>

- An overview of innovative digital initiatives on campus that demonstrate a broad range of new modalities and scholarly projects.

Reshaping Scholarly Communication: Institute on Scholarly Communication.

<http://www.arl.org/sc/institute/index.shtml>

- The home page of the institutes jointly sponsored by ARL and ACRL with many related resources.

SPARC Campus-Based Publishing Resource Center (including a bibliography and resource list)

<http://www.arl.org/sparc/partnering/>

<http://www.arl.org/sparc/partnering/bibliography/>

- A rich resource for new or established campus based publishing services.

Ware, Mark, Choosing a Publishing Partner: Advice for Societies and Associations, *Learned Publishing*, 21(1) 2008. Available as a preprint

<http://mrkwr.files.wordpress.com/2007/09/society-publisher-partnerships-preprint.pdf>

- An excellent companion to the Publishing Landscape document in this report; a clear description of the many services publishers can provide to societies and why it's not just about money.