E-JOURNALS SUPPORT at the UNT LIBRARIES

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I.   Overview

As we continue to field requests from various groups on campus it is evident that e-journals are a necessary service of a modern research institution and in most cases are one of the various digital scholarship activities that can and should be led by the research library on campus.

In order to better understand the staffing and support levels required to meet the expectations faculty have of e-journal services, a thorough investigation and subsequent plan for next steps is required.

II.   Key Findings from Literature Reviews

1. General Trends

- Traditional scholarly publishing and subscriber-based journals are due for rapid transformation to keep up with the new means of information distribution. A survey from 2005 indicated that almost 90% of journals were available online and researchers increasingly expect more materials to be available online.[1]

- In the last decade, the research library has developed as a service provider for disseminating journal articles to scholars and researchers through library publishing programs. A 2007 ARL survey showed that of the 80 responding institutions, 43% were actively involved in publishing and 21% were currently planning publishing services. [2]

Percentage of ARL Member Libraries Offering/ Planning on to Offer Publising Services

- Offering or Planning on to
- Not Offering

36%

64%
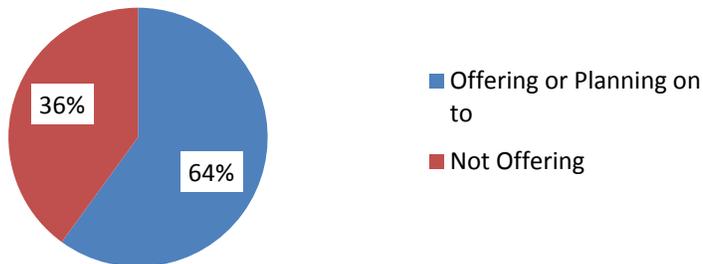
2. Scholarly Communication Services in Research Libraries

- Various articles have suggested that implementing scholarly communication services in research libraries will provide the opportunities to centralize system and content administration and increase IRs value. Those types of services will also provide opportunity to take advantage of existing in-house talents in various fields range from content collection, information dissemination, interface design, and system development.

- Library-based scholarly communication services are often co-managed or integrated with a range of library services such as digital repository deployment, digital preservation activities, and copyright management advising.

- Library journal hosting coincides with the continuing growth of the open access movement in scholarly publishing and associated interest in alternative publishing models. [3]

3. Policy Framework & Funding

- Policy framework and purpose-built funding are in high demand for furthering digital innovations in research libraries.

- It is recommended that research libraries should provide the infrastructure for open access publishing, especially for journals.[4] This infrastructure should include hardware and software for access and long-term preservation, the staff to support the process, and the collaboration framework with the University Press.

- Karla Hahn's research [2] shows that most libraries reported that they currently rely on at least two different sources of funding and have plans to diversify their funding sources in the future. All of the respondents who currently utilized library budget funds anticipate continuing to rely on this funding as a primary source.

- Typical sources of revenue to offset the services cost include grants, charge backs to units or organizations, royalties and licensing fees, print on demand revenue, and other forms of sales of some kind.

- Start-up or set-up costs for journal publishing are generally substantially higher than ongoing publishing or dissemination costs. The largest costs lie in the startup process of advising, prototyping, creating workflows, and generating layout and graphic design. [2]

4. Service Model

- Advice and consulting regarding a variety of scholarly publishing practices and decisions are in high demand and make up an important component of library services. Many libraries are building expertise in licensing and copyright advisory that intersect with publishing services. [2] A scholarly communication program or forum can also be very beneficial in terms of communicating and discussing issues with faculty and students on scholarly publishing and open access related issues.

- While some libraries are offering editorial services, most library-based supports on e-journals primarily focus on providing the online system and related technical assistance. Publishing activities such as article review processes, copyediting, and subscription or membership management remain the responsibility of the journal. It is most common that libraries are requiring authors and editors to deliver edited material.

- Relying on training authors, volunteers and students to be self-sufficient in the use of e-journal tools for uploading and formatting content could be unrealistic in some cases. Andrea Kosavic[5] suggested that allowing journals' editorial staff to maintain their own submission workflow, and having the library maintain and upload the content to the e-journal system could be a valuable service to provide.

- While some fee-based publishing service models exist, such as the services offered by the Canadian Centre for Studies in Publishing Press at Simon Fraser University [5], it is more common that the hosting and publishing services are managed as core library services with no fees charged.

5. Human Resources

- Many libraries are investing in building expertise in licensing and copyright advisory that intersect with publishing services.

- According to Kara Hahn's article [2], Staff members working on library publishing are often simultaneously involved in the development of other digital programs such as digital repository, digital library, or digital preservation. And since IT personnel are important assets of digital content development, giving proper recognition to the programmers and system developers, as well as allowing an ample budget for needed programming skill is important to ensure innovation. [3]

- As an important advertising method, promoting awareness of library-based e-journals support services through the liaisons librarians and reference librarians is a crucial step to take in the process of forming a campus-wide network of referrals.

6. Partnership

- Partnering is a consistent strategy to diversity program support. Various researches suggested that the sustainability of the scholarly publishing services at research libraries require substantial institutional support and broad long-term commitment of institutional resources.

7. Challenges

- Observation has been made in Karla Hahn's article that many libraries that are providing e-journal hosting/publishing services continue facing challenges related to sustainability. The weakness of libraries usually lies in implementing cost recovery models.

- Establishing a solid background in scholarly publishing can be a challenge. Faculty tend to lack a solid understanding of underlying open access issues and have misconceptions about open access.[5]

- Digital technologies fundamentally change publishing, simplifying manuscript management but add complexity to content management, evolving business models, and copyright. Few scholars have expertise across all these areas.

- As significant as current digital innovation actives are, many are unstable because they exist as projects. Policy and appropriately designed funding programs do not exist that provide the proper grounding and assured development of digital innovations.[2]

- Granting agencies themselves have not universally embraced the open access model in their grant guidelines. As a result, funding may sometimes be perceived to be contingent on print-related metrics such as number of subscribers.[5]

III. E-journal Models in Peer Institutions

1. Overview

Among our university's 14 peer institutions, 8 of them have the infrastructure and workflow established for e-journal hosting and publishing services. Among those 8 institutions, all of them have their services either provided via their libraries or system's library.

Peer Institutions Offering Hosting and Publishing Services
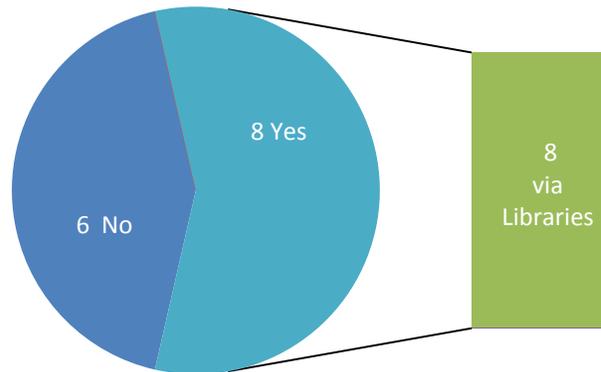
- **Journals via *IUScholarWorks*, Indiana University (8 journals)**
  IUScholarWorks is a set of services from the Indiana University Libraries and **Indiana University Digital Library Program** to make the work of IU scholars freely available and ensures that these resources are preserved and organized for the future.

- **E-journals via *RUcore*, Rutgers University (5 journals)**
  RUcore is an open access institutional repository, developed and hosted by the **Scholarly Communication Center (SCC) in the Rutgers University Libraries**. The SCC, a department of Technical and Automated Services supports the development and integration of scholarly/ scientific/educational information into the mainstream through a wide range of innovative digital services.

- ***Journals@KU*, University of Kansas (6 journals)**
  Journals@KU, a digital publishing service of the **Center for Digital Scholarship at KU Libraries**, supports the KU community in the publication of scholarly journals online, and assists journal editors with the management, editorial work, and production work involved in producing scholarly journals.

- **Journals Support, Georgia Tech (3 journals)**
  The **Scholarly Communication and Digital Services at Georgia Tech Library** provide e-journal hosting support for existing journals or new journals using OJS software. The library can also archive the journal articles in *SMARTech*, an institutional repository for archiving the intellectual output on campus.

- **Journals and Peer-Reviewed Series via *Digital Commons@UConn*, University of Connecticut (4 journals)**
  DigitalCommons@UConn is a digital repository of the intellectual output of the University of Connecticut's faculty, staff, and students. It is made available through Digital Commons software, licensed by the University of Connecticut Libraries and powered by the Berkeley Electronic Press (bepress). *DigitalCommons@UConn* is a project coordinated by the **Institutional Repository Team**

within the UConn Libraries

- **Journals and Peer-Reviewed Series via *DigitalCommons@UNL*, University of Nebraska (8 journals)**
  The *DigitalCommons@UNL* repository is a collaborative service of the **University of Nebraska - Lincoln libraries**.

- **Journals via *eScholarship*, UC Santa Barbara (3 Journals)**
  UC system's *eScholarship* is a suite of open access, scholarly publishing services and research tools that enable units, programs and individuals associated with the University of California to have direct control over the creation and dissemination of the full range of their scholarship. *eScholarship*, a service of the Publishing Group of the **California Digital Library**, is developed by the Berkeley Electronic Press (bepress).

- **UC Santa Cruz - UC California Digital Library - via UC system's *eScholarship***
  While currently no journal published by UC Santa Cruz, the infrastructure for e-journals publishing is available via *eScholarship.*

2. Software Platforms

For supporting the e-journal workflow and conducting online editorial, production, and delivery among those 8 peer institutions:

- 4 of them utilize Open Journal Systems
- 2 of them use BePress Digital Commons,
- UC Santa Cruz and UC Santa Barbara are using eScholarship (a publishing service that is available only to the UC system)California Digital Library and are powered by BePress

3. Service Model & Policy Framework

- Based on phone discussions, email interviews and website information gathered, we found that there is a consistency between our findings and the literature findings on supporting e-journals:
  o Most of these institutions are enabling or piloting Open Access Model.
  o Most of these institutions are currently utilizing library budget funds in the form of staff salary and hosting cost
  o A few e-journals, for example, from *Journals@UK* are currently in Delayed Open Access. There are revenue generated via subscriptions to print issues and advertisements for those print issues.

- We discovered that there is a difference between the intuitions that went with the Open Source software vs. those that went with the Closed Source hosted solution. The former group usually provides more customizable options, for example, several libraries are offering optional service to tailor the appearance and identity for the individual journal. The group that went with Digital Common or eScholarship however, usually limit their services to only provide scholarly publishing consultation and training on using the system.

- Most of our peer institutions' libraries provided e-journal startup guides, software usage training, open access and general help information for their service users.

- The **Indiana University Digital Library Program** provided *A Generic Memorandum of Understand E-journal Hosting/Publishing* for guiding the authors and editors through the journal article publishing process with IUScholarWorks.
  (http://scholarworks.iu.edu/journals_services/policies/MOU_generic.pdf)

- The **Center for Digital Scholarship at KU Libraries** will have the editors from the departments sign a non-exclusive license agreement for the open access policy, and the editors have their authors sign copyright agreements. A copyright agreement template is provided to the editor to help them tailor their copyright agreement needs

4. Staffing

- The staff of our peer institutions who are currently involved with hosting and/or publishing e-journals ranges from 2-4 people. Many of these staff members are part of digital group within the institution's libraries, and are involved in developing other innovative digital services and digital projects. This finding is also consistent with the literature finding noted in the previous section.

- It is worthy to note that, several libraries' have a Digital Initiatives Librarian or similar position in place with the following common responsibilities:
  o Serves as the primary liaison to stakeholders and campus partners, and create opportunities to engage with stakeholders in the development of services
  o Provides outreach to campus on scholarly communication issues and the library's digital services
  o Provides leadership in formulating policies and procedures for the production and management of existing and future digital publishing services
  o Serves as the consultant and trainer to the stakeholders in the use of the libraries' digital publishing services

IV. Software Platforms Quick Glance

1. Open Source

Open Journal System (OJS), an open Source Software journal management and publishing system that has been developed by the Public Knowledge Project, remains to be the most popular platform to use in scholarly communication and publishing due to its large user community in the academic environments. Based on a 2009 survey conducted by Willinsky and Edgar, 998 e-journals were using the OJS software.

Drupal and WordPress, although still at their infancy in the use of supporting scholarly publishing, are gaining noticeable momentum in the online content sharing and publishing industry due to their large community based, scalability, and highly customizable framework. For example, the peer-reviewed online journal *Southern Spaces*, supported by Robert W. Woodruff Library of Emory University, is a successful case study in utilizing Drupal to support e-journal publishing workflow.

DPubS (Digital Publishing System), a joint project venture of the Cornell University Libraries and the Penn State Libraries, is another open-source software system designed to enable the organization, presentation, and delivery of scholarly journals, monographs, conference proceedings, and other common and evolving means of academic discourse.

Although less in popularity, other open source online publishing systems, such as Hyperjournal, GNU EPrints and OpenPublish, are worthy to be evaluated during the software vetting process.

2. Proprietary Solution

Digital Commons by Bepress, as the hosted repository platform, is a popular proprietary solution for hosting and publishing scholarly output. According to the Bepress website, there are more than 100 institutions in the North American region that are currently using this software.

eScholarhsip, an open access, scholarly publishing service of the California Digital Library, is only available to University of California system. This platform was developed by Bepress specifically for the UC system.

V. Recommen ̦ations

1. Role of the UNT Libraries

Our finding thus far has suggested the library-based e-journals development and hosting service could be a logical extension of the core services supported by our libraries in promoting the availability and accessibility of the scholarly output produced by the UNT community. The question is not whether our libraries should provide such support, but how we could do so to the best of our abilities and with substantiality in mind.

To help our libraries define the service boundaries and policy framework as the ground work for future growth, we will need to decide:

- o   Will we restrict the policies to only serving open access journals?

- o Who assumes liability for the content posted to the platform?
- o What happens if a journal decided to migrate away from the libraries?
- o How to ensure the resources needed to start-up the services and on-going support?
- o Who is responsible for advising and communicating with stakeholders on scholarly communication, intellectual properties rights, and open access related issues?

2. Approaches

- **Building upon existing in-house infrastructure and expertise**
  In discussions so far related to e-journals, the types of services being talked about for the project planning, development and final project delivery are strikingly similar to the types of web development services that have been historically offered by the Digital Library Services division with the work that the User Interfaces (UI) group has conducted in the past to the constituents around the university. It make sense to leverage the processes that UI has developed and refined over the last decade in this new area of web and content development, and use this existing expertise to provide a robust yet scalable e-journals support service to the university.

- **Starting Small**
  It is important to start small, as a pilot project, to gain insights and experiences. Starting small will not only help to lower the initial investment in starting-up cost, but also help to build on these experiences to discover service model and policy boundaries in supporting scalability.

- **Vertical Integration**
  For greater flexibility and agility, it will be best if the e-journals support responsibilities, from hosting, development, consulting to marketing, will be centralized within the libraries and streamlined within the libraries' workflow.

- **Establishing Service and Policy Boundaries**
  It is in our libraries' strategic and financial interests to articulate up front what our libraries can and can't do, and clearly establish boundaries of responsibility between our stakeholders and ourselves early on in the process.

- **Considering a Scholarly Communications Program**
  Building a scholarly communication program that will provide journal creators and authors with advice and background information on open access and copyright arrangements will not only add merit to the e-journals support but also promote many other related libraries' services and initiative.

- **Rallying Institutional and Community Supports**
  While our libraries have the will and expertise to start this e-journals support initiative, the sustainability of the project will require a broader resources commitment from our institutional leaders and our community. As Karla Hahn suggested [2], the time is ripe for library and campus leadership to give thoughtful consideration to the needed resources, the goals, the potential, and

the value of investing in this mode of university publishing.

3. Staffing Projection

Although dedicated full-time e-journals support positions may be needed when the demand in such a service increased over the course of years, in average, our peer institutions are allocating around 100% to 200% of an additional full-time staff force in support e-journals hosting at the start-up stage. The following is a projection of the breakdown of roles and staff time required to execute this new initiative.

Role	Responsibility	Staff time required
Program Manager	- Leads the team to establish service and policy framework - Leads the team to conduct individual project planning - Provides project implementation consultation to client - Oversees the service support workflow and journal website production - Addresses issues when occurs	20-25%
Program Coordinator	Serves as the point person for this service, and assists the Program Manager to: - Manage clients relationships - Coordinate clients and team meeting - Develop and maintain project schedules - Provide hands-on training and consultation to authors/editors in the use of the e-journals system - Facilitate and oversee content submission by authors/editors - Prepare and maintain all project related documents - Ensure project team to adhere to the project deadlines - Coordinate marketing efforts	50-75%
Web Programmer	- Configures and customizes e-journal system - Implements tailored branding appearance per e-journal - System troubleshooting when occurs	20-25%
Network Administrator	- Hosting scalability planning - Sever setup and routine maintenance - System installation - Security update - Server troubleshooting when occurs	5-10%

4. Next Steps

1. Identifying suitable stakeholder as the candidate for a pilot project(s)
2. *Conducting stakeholder needs assessment to build up Pilot Project Requirements and Development Objectives*
3. Based on the *Project Requirements and Development Objectives,* selecting a software platform
4. Developing project plan, and drafting policy agreement
5. Implementing pilot project(s)
6. Refining service and policy boundaries based on the experiences gathered from the pilot project(s)
7. Conducting ongoing iterative workflow design and progressive enhancement to the service

VI. Appendices

1. List of peer institutions

- Arizona State University,
- Colorado State University,
- Indiana University,
- North Carolina State University,
- Rutgers University,
- SUNY at Albany,
- UC Santa Barbara,
- University of Connecticut,
- University of Kansas,
- University of Maryland,
- University of Nebraska
- Georgia Tech,
- University of Delaware,
- UC Santa Cruz

2. Related Organizations

- The Scholarly Publishing & Academic Resources Coalition (SPARC),
  http://www.arl.org/sparc/
- ACRL/ARL Institute on Scholarly Communication,
  http://www.ala.org/ala/mgrps/divs/acrl/issues/scholcomm/scinstitute.cfm

- Committee on Institutional Cooperation (CIC),
  http://www.cic.net/Home.aspx
- GWLA -Greater Western Library Association,
  http://www.gwla.org/
- Society for Scholarly Publishing,
  http://www.sspnet.org/

3. Related Conferences

- Open Repositories Conference 2011,
  https://conferences.tdl.org/or/OR2011/OR2011main/index
- PKP Scholarly Publishing Conference 2011,
  http://www.sparceurope.org/pkp-scholarly-publishing-conference-2011/
- Society for Scholarly Publishing 2011 Annual Meeting,
  http://www.sspnet.org/

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