The Balance Point: Libraries as Journal Publishers

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Abstract

Increasing library involvement in journal hosting and publishing is an important topic for

serialists and therefore this installment of "The Balance Point" column presents articles that offer

descriptions and analysis of the current state of ideas and activities related to libraries as

publishers. Featured authors discuss the publishing and journal hosting tasks libraries can

perform, programs and activities related to journal hosting, titles hosted, challenges, next steps

and the benefits or drawbacks foreseen in the current paths of the libraries they represent.

Introduction

The focus of this installment of "The Balance Point" is libraries as publishers. The column

editor invited contributions from library staff whose libraries are involved, or becoming

involved, in journal publishing and hosting. The contributors were invited to offer viewpoints

and discuss their institutions' undertakings, ideas, activities and the reasoning behind choices

made related to journal hosting and publishing. They were asked to examine progress to-date,

next steps, and the benefits or drawbacks they envisioned for their institutions' current path. All

of the contributors agree that libraries should be involved in journal hosting and publishing, but

each of the libraries they represent is at a different stage in program development. Publishing

programs and capabilities vary greatly amongst the libraries.

Anali Maughan Perry (collections and scholarly communication librarian, Arizona State University Libraries) indicates that the library system at Arizona State is just putting the finishing touches on its institutional repository and beginning discussions of journal hosting and publishing services. Perry points out that publishing tasks can be broken down into smaller activities and that even if libraries and librarians may not be ready to offer an entire suite of publishing services, they can perform a multitude of services to aid in campus publishing activities. Carol Ann Borchert (coordinator for serials, University of South Florida Libraries) describes why and how the University of South Florida Libraries have become heavily involved in the publishing operations of several open access publications on campus. Borchert outlines some of the activities of the Libraries to support faculty research and to ensure that their work is available to the scholarly community. The author discusses challenges and next steps which include the creation and linking of a data portal. Timothy Deliyannides (director, Office of Scholarly Communication and Publishing and head, Information Technology, University Library System, University of Pittsburgh) discusses the rapid growth of e-journal publishing at the University of Pittsburgh Libraries. He outlines the program's evolution in light of the institution's commitment to open access and innovation in scholarly communication, and its' desire to build collaborative partnerships to improve the production of and access to scholarly research. Deliyannides suggests that e-publishing activities are now among core services for libraries and discusses future directions for the University of Pittsburgh Library System program. An in-depth analysis of the cost model will be included. Andrea Kosavic (digital initiatives librarian, Scott Library, York University) works with journals through York University's Digital Journals Project. She discusses challenges including rapid growth of the project, technical infrastructure issues, software maintenance, user support and inter-institutional

journal hosting. The author also discusses future technical and pedagogical issues and opportunities, and the role of the library as a full partner, and agent of change, in journal publishing and scholarly communication. Rebecca Kennison (director, Center for Digital Research and Scholarship, Columbia University Libraries/Information Services) outlines journal hosting and publishing activities of Columbia University Libraries. The services performed by the library are intended to facilitate the dissemination of the scholarly output of Columbia through the development and support of publishing tools and platforms created to advance scholarship and research. The library Center for Digital Research and Scholarship has six tiered levels of publishing support, some of which are for fees based on service levels. Journals hosted by the library at Columbia University are not necessarily open access. Support for blogs and wikis is connected to publications is available. All of the authors present interesting examinations of the roles for libraries and librarians in journal hosting and publishing.

Journal Publishing Options for Libraries

Anali Maughan Perry

Increasing library involvement with journal hosting and publishing has been a hot topic in the library world over the last few years.[1] Many libraries are already active journal publishers, bringing their software expertise, digital repository storage, and cataloging and metadata skills to the table. With the advent of free, open source journal publishing platforms, such as Open Journal Systems (OJS), open access journal publishing is easier than ever.[2] Unfortunately, not every library has the staff or technical expertise necessary to take on all of the tasks involved. This should not dissuade libraries from supporting journal publishing. It is not necessarily an all or nothing endeavor--these tasks can be broken down to smaller steps, allowing libraries to

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determine the amount of support they can give. There are plenty of realistic activities that libraries can perform to jump on the library publishing bandwagon.

At Arizona State University Libraries, we are putting the finishing touches on a new digital repository. We do not have a university press, but we do have several open access publications already in existence on campus. The libraries have worked with select faculty on specific digital projects, and definitely plan on expanding our scope very soon--perhaps including journal hosting or publishing. Over the years, the libraries have received a few questions from faculty inquiring about journal hosting, or where to get information about journal publishing, but at this point, the libraries are not ready to take that plunge.

The questions have however prompted some serious consideration about how to respond-- clearly, there is some interest in the community and some realistic expectation that the library could or should be involved. How can we meet this need? What services could we realistically provide with our current staff and resources? While our digital repository is nearing its release, the Libraries are not quite ready to start taking in everything offered to us. And, like most libraries, we are running on a lean staff--it would be difficult to fully support publishing without more staff. But the libraries want to provide useful services to our community, and we may be more interested in becoming involved with journal publishing in the near future. It would be a shame to turn potential partners away empty-handed simply because we are not ready to deliver the whole journal publishing package to them on a silver platter.

To help inform our responses, as well as determine future goals, we have investigated other

libraries and their levels of activity in publishing journals. After reviewing several libraries, we have realized that there are many options available. We can still offer useful services and add value to university publications, even if we are not quite ready to dive in and take the lead in journal publishing on campus. By sharing some of the options and ideas we have considered, I hope that it will help other libraries make their own decisions about journal publishing.

Investigate

Before starting anything, take an inventory of your university. There are probably faculty or student publications already in existence. These publications are ideal partners for pilot projects. Talk to editors, faculty and other appropriate individuals about what assistance they might need, and point out ways that the library can help.

Journal Hosting

Do not dismiss the value of stable, cheap storage. Students or faculty may have been publishing a journal for years without approaching the library. While they may be proficient at managing their journal Web site and handling the reviewing and editing tasks of journal publishing, at some point they may realize that it is not sustainable to keep the entire run of their journal on a hard drive. If the library has a digital repository, it can partner with campus publishers to provide a permanent home for their journal content. Instead of uploading their content to their Web server, campus publishers could deposit journal content in the repository and point to it on their journal Web site. By simply providing stable and persistent storage, the library can provide a valuable service to community with very little effort. This also fulfills the mission of most libraries to collect the intellectual output of the community they serve. By housing the content of

the journal as it is created, the library does not have to worry about collecting it later. Additionally, the library can save processing time by ensuring the proper metadata and preservation steps are taken at the point of acquisition. Library hosting also lends credibility to any online publication. Inclusion in a library collection, whether print or online, is a sign of acceptance in the academy. Additionally, scholars can rely on the fact that the content will always be there, and that the URL will be consistent, so they can feel confident citing it in their work.

Librarian Expertise

A second level of assistance could be in the library using the expertise of librarians to help university publishers make their content more discoverable. Librarians know how subject indexes work, what kind of metadata is most useful at the journal and article level, and the importance of metadata standards. Librarians can ask if the open access journals on their campuses are indexed at the article level in the *Directory of Open Access Journals*.[3] If not, with a few hours of training librarians can provide an immense service to campus publishers. By making journal content more discoverable, librarians help increase the impact of faculty research and the visibility of the institution, as well as remind the campus community that librarians are good for much more than paying the bills for databases.

Librarians also have expertise in scholarly communications issues, particularly author rights and open access. Librarians can offer to share this knowledge with campus publications and provide information to help guide decisions as to what rights are needed from authors to publish their articles, whether or not they want their publications to be open access, and to help them

understand what options Creative Commons licenses offer. Answering questions around these issues can reveal options and decisions journal editors may not have considered.

Additionally, librarians have considerable knowledge of the publishing world. Libraries can provide a point of contact to direct would be campus publishers to resources, such as how to register for an ISSN, the importance of a DOI (digital object identifier), how to get publications indexed by databases, format standards, and more. They can direct those responsible for publications to information about journal publication platforms, even if the library is not hosting one. The publications may have the resources to manage the software on their own.

Journal Publishing

If a library wants to be more directly involved with journal publishing, there are still a host of activities to choose from. Many libraries that already offer journal publishing services either host a journal publishing platform (for example, the University of Oregon), or partner with a university press (such as Berkeley Electronic Press).[4, 5] What works for a library will depend on the level of staffing and technical expertise available locally. The important thing is to be clear to the library community involved about what services can and cannot be provided by the library. If a library is hosting a platform, it must decide if it will:

- Provide training in its use?
- Provide assistance in the initial set-up for a journal?
- Provide technical or clerical support?
- Create journal Web sites?

- Migrate older content to the new site?

- Digitize print content, if it exists?

These questions, and more, are important to consider before advertising publishing services to a library community. It may be that the library decides to offer some services for free and charge for others. For example, digitization is expensive both in staff time and equipment. If a library decides to charge for certain services, it must make that information available up front so that their publishing community can incorporate fees into their plans.

It is evident that the library as journal publisher is not one size fits all. There are a variety of services that a library can provide to encourage and support its' publishing community. Libraries can mix and match according to their strengths and abilities and discover the best fit for their library and community.

Open Access Publishing at the University of South Florida

Carol Ann Borchert

Open Access Publishing: Why We Bother

The University of South Florida (USF) recently received a new Carnegie classification of "Doctorate Granting Research University--Very High Research Activity" after a shift from a primarily undergraduate/basic graduate focus toward more intensive research. This, combined with the USF Libraries' aspirations of becoming an ARL (Association of Research Libraries) member, has resulted in a number of initiatives to support faculty research. Hosting open access journals has been one of these initiatives and complements existing strengths for the USF Libraries, such as our digital collections, the Gulf Oil Spill Information Center (GOSIC), and the

Karst Information Portal.[6]

The USF Libraries began hosting open access (OA) journals for our faculty in 2008. The first title we brought online was the born-digital title, *Numeracy*, an interdisciplinary journal which focuses on quantitative literacy. Since then, we have had three successful launches of established journal titles in the areas of geology and security: *Studia UBB Geologia*, *Journal of Strategic Security* (new in fall 2010), and *International Journal of Speleology* (new in 2011). This has been an exciting venture for us, providing many rewards, challenges, and above all, opportunities to develop new skill sets.

The USF Libraries' commitment to improving access to quality scholarly information has been the driving force for our OA publishing initiative. One benefit of the library's involvement in open access publishing is that we ensure availability of the intellectual property produced by USF to the larger scholarly community (and our own constituents) for access and distribution, rather than paying for a subscription to material produced by USF faculty. As journal prices increase and library budgets decrease, librarians juggle available resources to find ways to continue to make information accessible. Document delivery and interlibrary loan cover some of the gaps, but open access is a viable alternative, particularly for publications from society publishers.

Todd Chavez published an article in *Numeracy* discussing the economics of open access and how large research libraries could work together to collectively save on subscription costs by hosting open access titles.[7] He also analyzed the cost per article produced by the USF Libraries. Since that time we have started hosting new journals on the Scholar Commons @USF platform, a

service provided by USF Libraries, which does not require separate setup or hosting fees for each journal. This has reduced our costs considerably. The production cost per use has also dwindled. Table 1 illustrates usage for our original two journals. *Numeracy* had a 36 percent increase in full-text downloads from 2009 to 2010, and *Studia UBB Geologia* had a 32 percent increase during the same period. For the first quarter of 2011, *Numeracy* had a 114 percent increase in full-text downloads compared to the first quarter of last year, and *Studia UBB Geologia* had a 172 percent increase.

[Insert Table 1 here]

What We Do as an OA Publisher

There are existing platforms to use for publishing open access journals, some of which facilitate setup and provide technical support. The USF Libraries use the Berkeley Electronic Press platform (bepress) to provide open access publications through Scholar Commons @USF. In support of open access and the scholarly community, the USF Libraries bear all costs for the setup and hosting of the publications. We do not require any fees to be paid by authors or editors. To ensure digital preservation in the event that something happens to bepress, a library staff member downloads copies of all articles to deposit into the state-wide digital archive.

Once the journal editors provide a logo or other artwork piece, bepress designs the layout of the Web page, and the USF Libraries forward this to the editors for approval. Bepress conducts a training session for the editors to learn the administrative side of the editorial platform. Once an author submits a paper online, the editors can assign reviewers and manage the editing process in the system. The final layout of the paper or article is automatically generated by bepress based

on the original document file. Editorial responsibility rests solely with the journal editors. The USF Libraries work with the editors to resolve any technical issues or special requests. The editors can also work with bepress directly to resolve issues.

The USF Libraries became a publisher member of CrossRef in 2010. CrossRef links deposited DOIs with metadata deposited by publishers. The USF Libraries deposit DOIs for each article, editorial or book review published through Scholar Commons @USF. If the publication is a journal, we submit the title to the *Directory of Open Access Journals* for inclusion and add content for indexing. If a journal does not have an existing ISSN, the USF Libraries submit an application to the Library of Congress to have one assigned. At this time, the USF Libraries do not have the ability to embed videos or slideshows within an article file, though such files can be linked from article pages. While the USF Libraries host the journals, there are some aspects of traditional publishing that fall to the editors or the society that they represent. For example, marketing and possibly article layout, if the editors or their societies choose not to use the bepress template, are not tasks performed by the USF Libraries. These issues are negotiated as part of the memorandum of understanding with each journal's society.

Challenges

Time, staff, and expertise have been our biggest challenges so far. The USF Libraries entered into the world of OA publishing with no increase in staff. The director for academic resources started the project in 2007, with the first issue of *Numeracy* published in January 2008. Many of the duties related to OA later passed to the coordinator for serials, while the director continues to solicit additional titles and negotiate terms for hosting. We are currently in the process of hiring

two full-time staff positions, and one half of each of these positions will work on OA publishing

and other projects related to Scholar Commons @USF. Once the new staff members are hired

and trained they will help to manage the additional workload caused by hosting OA journals.

The USF Libraries started depositing DOIs into the CrossRef system for current and back issues

in summer 2010. Since the USF Libraries did not have previous experience with OA publishing,

this involved determining how best to manage depositing metadata for current and back issues.

Additional challenges have been learning how to batch-load back issues for new titles into the

bepress system, providing metadata to third parties for indexing, and setting up a print-on-

demand option. We are still working to provide print-on-demand, and an aggregator vendor has

recently picked up *Numeracy* for indexing in one of their databases. For the past six months, a

student has been helping prepare back file information to load into CrossRef and bepress. Once

we have the journal online, back files loaded, and DOIs deposited, managing the title runs

smoothly. The journals we are currently hosting are published two to four times per year.

Engaging in OA publishing has fostered a new respect for the complexities of the publishing

process. One of our newer journals is still being produced in print and has a very different layout

from the bepress template. We have outsourced this aspect to a layout person who spends

several hours per issue working out details of how each article will be presented and where and

how images will be embedded. Bepress has a standard format that they use for all of their

articles, and they have not been able to accommodate a more complex layout. For future titles,

USF Libraries are requiring that publications be purely online titles and that they use the

standard bepress layout. Otherwise, the editors will be required to manage the layout from their

end.

Next Steps

Hosting open access journals at USF is part of our larger Scholar Commons @USF initiative. We have loaded our electronic theses and dissertations into Scholar Commons @USF, and are working on a new geoportal for data management. The geoportal will contain data sets from faculty research, including data that accompany articles in our OA journals, maps, tables, e-books, images, and any type of data or metadata that is pertinent. Data from GOSIC, currently in a LibGuide format, will also be included in the geoportal. We continue to negotiate the addition of new OA publications to Scholar Commons @USF, focusing particularly on the environmental and social aspects of sustainability, including security considerations. Each new title brings its own challenges and lessons, as we balance the expectations of the editors of each title with our current capacity to support OA journals in terms of time, staff, and skill sets.

The Library as Journal Publisher: Rapid Program Growth at the University of Pittsburgh
Timothy S. Deliyannides
The University Library System (ULS), University of Pittsburgh began its e-journal publishing program in 2007 and in four short years has quickly grown to publish twenty refereed journal titles.[8] How did this program begin, how did it evolve, and what direction will it take in the future?

Origins of the D-Scribe Publishing Program
The University of Pittsburgh is a state-related research university founded in 1787 and in recent years, it has consistently ranked among the top cluster of the nation's research institutions.[9] In

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addition to supporting the general research needs of the University, the ULS has built a strong

digital publishing program over the past two decades. The Library D-Scribe Digital Publishing

program contains over 100,000 digital objects in over 100 thematic digital collections including

photographs, manuscripts, maps, books, journal articles, electronic theses and dissertations,

government documents, and other gray literature such as working papers, white papers, and

technical reports.[10] Almost all of these materials are offered via open access to the global

research community.

D-Scribe grew out of a series of digitization projects beginning in the middle 1990's designed to

reformat works from the ULS' rare or unique print holdings. In the year 2000, the ULS began

for the first time to publish new research born in electronic format. Working with faculty from

the Department of History and Philosophy of Science, one of the University's flagship

departments, the ULS developed the PhilSci-Archive, an author-self archiving repository for

preprints, which has now become the world's primary repository for rapid dissemination of new

research in its field.[11] Many articles first published in PhilSci-Archive are later published in

refereed scholarly journals. Early in the last decade, a number of additional repositories of

original research material were added, including the University's mandatory Electronic Thesis

and Dissertation submission system, several new subject based repositories for gray literature,

and D-Scholarship@Pitt, the University of Pittsburgh's institutional repository.[12]

An Institutional Commitment to Open Access

Innovation in scholarly communication is a core value of the ULS and one of five strategic goals

in the ULS Long Range Plan.[13] Emphasis is placed on leadership in transforming the patterns of

scholarly communication and supporting researchers not only in discovering and accessing

scholarly information, but in the production and sharing of new knowledge and the creation of

original scholarly research. Desired outcomes are rapid dissemination of new research and open

access to scholarly information. By employing innovative electronic publishing technologies,

the ULS believes that libraries can leverage their traditional strengths in organization,

presentation, and preservation of content with their newer roles of teaching, training and

assisting researchers in using online information systems. In addition, today's Web-based

publishing systems offer the perfect environment for building collaborative partnerships with

faculty and research communities within the university and around the world to improve the

production and sharing of scholarly research.

Within this environment, publication of e-journals is a natural next step. With strong

organizational support for leadership in e-publishing activities and a solid commitment to

support open access to scholarly content, the ULS views its e-publishing activities as a core

service. Initially, the ULS reached out to established print journals, primarily in the humanities,

that were edited at the University of Pittsburgh and had not made the transition to electronic

publication. With a small subscription base and faced with rising printing and mailing costs, a

free platform for journal publishing seemed an attractive means to gain entrée to electronic

publishing, a mystifying domain to many an academic editor rooted in the traditions of print

publication.

Journal Publishing Services

The ULS provides its publishing partners with a hardware and software platform and associated

electronic publishing services using the open source Open Journal Systems (OJS) software developed by the Public Knowledge Project, a non-profit research initiative which began at the University of British Columbia.[14] OJS is now the leading open source journal publishing platform with over 9,000 journals in publication worldwide. OJS allows for a highly customizable management of all stages of editorial workflow. In addition, OJS sports a number of reader tools to enhance content discovery and use. These tools include multilingual support for both online interfaces and content in many languages, persistent URLs, RSS feeds, tools for bookmarking and sharing articles through social networking sites, full-text searching, compliance with the Open Archives Initiative Protocol for Metadata Harvesting, and online usage statistics.

Additional services offered by the ULS include consultation on editorial workflow management, software configuration, graphic design services, initial training, and ongoing systems support. The ULS also provides ISSN registration, assigns DOIs, and assists in promotional efforts to establish the journal. The ULS uses OJS' built-in integration with the LOCKSS (Lots Of Copies Keeps Stuff Safe) system to create a distributed archiving system among participating libraries that use LOCKSS to register and cache journal content in geographically dispersed locations to ensure a secure, and permanent archive for the journal.[15]

For journals with an existing print version, the ULS offers low-cost, on-demand printing with its Espresso Book Machine, which offers greatly enhanced flexibility and cost savings over commercial print vendors. For existing journals, the ULS will offer to work with the editorial staff to host back issues and make the entire run available in one place on the current journal's

Web site.

The ULS is named as the official publisher of record, and the University of Pittsburgh Press is typically named as a co-sponsor of the journal, provided that the journal adheres to a rigorous, peer-review process for its content. The ULS enjoys a highly collaborative relationship with the University of Pittsburgh Press. Through a joint program, the ULS has digitized and made available online via open access over 745 monographic titles published by the University of Pittsburgh Press. The University of Pittsburgh Press' Digital Editions program includes both in-print and out-of-print books.[16] The press continues to focus on monographic print publications, while all material and technical support for e-journal publishing is provided by the ULS.

The editorial staff of each journal determines the content of the journal and controls all editorial decisions. Using the OJS platform, the editors are responsible for all editorial workflow management, including the work of soliciting submissions, conducting peer reviews, copyediting, layout, publication scheduling, and all correspondence with readers, authors, reviewers, and editorial staff.

Open Access and Copyright Issues

To encourage the free and open exchange of scholarly research, these services have thus far been offered free of charge, provided the editors agree to offer the content of the journal to a global audience through open access, without subscription costs. Copyright for materials published in the journal is typically retained by the author under a Creative Commons Attribution, Non-commercial, No-Derivatives license. As part of the submission process, authors are required to sign the ULS' standard Author Copyright Agreement in which they warrant that they own the

copyright for the original work submitted and grant to the ULS the non-exclusive right to publish their work in any format. Authors are also required to furnish, at their own expense, written evidence of the permissions or consents for use of the third-party material included within the article submitted. In the event of a copyright infringement claim or other legal challenge to the University of Pittsburgh, the ULS may require the editorial staff to redact or remove the offending material from the journal.

Future Directions for Journal Publishing

Until recently, all new journal publishing partners were identified through word of mouth. In 2009, the ULS partnered for the first time with an editorial team with no connection to the University of Pittsburgh. Following a press release about this new service offering in November 2010, there was a dramatic uptick in new proposals for existing and new journals from potential partners around the world.[17]

Clearly, the doubling of new partners during the last year indicates that the University Library System's new services in this area are filling an unmet need. Because of its commitment to open access to scholarly content, the ULS views its e-publishing activities as a core service. The ULS would no more charge its primary clientele to host an open access journal than it would consider charging University faculty and students for reference service by the transaction. Future work will concentrate on deeper examination of the cost model. In large part, the program has been built on an existing technology infrastructure, so start-up costs have been minor. Staffing costs per journal will be the focus of future study. Because the goal of the program is to provide a platform on which editorial staff becomes self-sufficient with increased proficiency, staffing

costs are concentrated on initial configuration and training and taper off with time. Careful study of this curve should reveal more about the true costs per journal and limits on the rate of intake of new titles.

The Library as a Journal Hosting Service Provider

Andrea Kosavic

Over the past five years, I have had the privilege to work with journals at York University and beyond through our journal hosting program, York Digital Journals (YDJ). YDJ currently hosts twenty four journals using OJS, and supports one journal that is hosted by a partner-institution. Most YDJ journals focus on the humanities and social sciences with the exceptions of one health-focused journal and another that explores topics in law. While it is required that all hosted journals are supported by faculty advisors, four of the journals feature peer-reviewed works by graduate students, and one features the works of undergraduates.

Growth of the YDJ project was initially bolstered by features in campus and library newsletters, and through presentations to different campus groups including campus technology services, our Library Senate Committee, and York University's complement of research officers. Efforts to further publicize our service are less crucial as the project continues to grow by word of mouth.

Adapting to Growth

The growing scale of YDJ has been our greatest challenge, and has manifested itself primarily in keeping up with technical infrastructure, software upgrades, and user training. We have also experienced our first taste of inter-institutional journal support.

Technical Infrastructure

Increased traffic has dictated a need for a faster and more robust server environment. The need to be able to take a snapshot of the current system to simulate upgrades has favored a server virtualization model. Our statistics capture capacity has also been extended to meet the needs of our journals. This has been largely driven by granting agency requirements for funding applications. We are currently using two of OJS native statistics plug-ins: COUNTER and Google Analytics. To supplement these statistics, we have implemented AWStats which parses server logs to display additional details regarding journal usage.

Software Maintenance

The YDJ decision to host all journals on the same instance of OJS to reduce maintenance overhead was originally not an intended use of the platform by the software developers. Based on user requests and feedback, the OJS development team has since introduced new features to support the hosting of multiple journals on a single instance. We have found that due to the scale of our project and the modifications we have made to some of our journals (which are beyond what is supported by OJS), keeping up with software upgrades is a slow and labor intensive process.

User Support

While we are careful to clearly articulate the limits of our service so as to not exceed our means, growing demand for hosting has resulted in support challenges. As described in "The York Digital Journals Project: Strategies for Institutional Open Journal Systems Implementations,"

YDJ limits its services to journal hosting only.[18] The hosting umbrella includes journal design, providing training and offering technical support. It excludes working with the scholarly content itself, and as such, editorial functions such as copyediting and layout are at the discretion of the journal.

Our experience has shown that our service model is ideal for journals that have persistent, dedicated administrative support staff. OJS, being a full-featured software platform, often requires several training sessions to build a nuanced understanding of the system, especially for graduate students who are new to publishing in general. In our experience, additional support is often required as new users are learning the system and while journal staff, due to high-pressure time constraints and a large workload, turns to the libraries for help in lieu of consulting the extensive help resources provided by OJS.

Administrative staff, once fully trained, rarely requires technical support and the journals essentially run themselves from the library perspective. Faculty-managed journals which employ graduate students to support administrative functions are much more labor intensive to support. Graduate students tend to turn over yearly, while faculty often requires refresher training due to the lags in the publishing cycle. As a result, there is often no continuity of OJS knowledge on staff for these journals and a new training and learning cycle is required on an annual basis.

Inter-Institutional Journal Hosting

OJS hosting in support of local institutional journals is not uncommon in Canada due to the Synergies Canada project, which as part of its mandate encouraged the migration of Canadian

humanities and social sciences journals from print to the Web through the use of OJS software.[19]
As a result of this existing infrastructure, we encountered a scenario which illustrated that even with an online presence; journal management is still considered to be very physical.

In this scenario, editorial responsibility for a journal was being passed from a faculty member at one institution to a faculty member at York University. The editors wanted to see a complete transfer of responsibility to York University, including moving the online journal from the other institution's server to our YDJ site. As responsible Web curators, we believe that transferring the digital journal was unacceptable and would set an undesirable precedent for this journal moving forward. As a compromise, YDJ made a commitment to support the journal editors locally.

Through this experience we have learned that it is difficult to provide an ideal level of support as we are not able to troubleshoot another institution's OJS installation. In our case, there was also a difference in the version of the hosted software, which was also more labor intensive for our staff to address. In the future, I would recommend clearly articulating that the hosting institution is the primary contact for technical support, and that the local institution provides face to face training if required. This would cut lag time for journal editors and reduce the need to route correspondence unnecessarily.

On the Horizon

From a technical standpoint, we see the following challenges and opportunities emerging in the future:

- YDJ has not yet had the opportunity to support moving images or sound, but if this possibility arises, there may be associated challenges such as the one raised by McCord and Taylor on "how to preserve the blind peer review process for non-text works"[20]

- E-books are a topic of interest on campus, and we received our first request for guidance in making journal articles available in EPUB format. A best practices guide is being compiled for the reference of our users, but in keeping with YDJ policy, it will be up to the journals to create these files.

- In support of our journals looking to expand their visibility and entice a broader range of submissions, we have suggested to YDJ journals that they register with CrossRef to obtain digital object identifiers for content. With the next round of Social Sciences and Humanities Research Council funding for scholarly journals in Canada, we will encourage editors to include the cost of a CrossRef subscription into their grant applications. The CrossRef annual fee has presented itself as a barrier to this point, but if fiscal support is granted, there may be some uptake in the future.

From a pedagogical angle, we see further potential to use OJS as a teaching tool at York University. As the topic of emerging trends in scholarly communication gains more traction on campus, there has been an organized effort by faculty and administration to expose students to the surrounding issues. While OJS is indirectly acting as a teaching tool for those graduate students working with faculty to publish journals, we see the opportunity to partner with faculty to actively apply OJS as a pedagogical tool. Efforts in this regard have been met with success at

the University of Guelph and the University of Toronto where OJS has been integrated into several course settings.[21, 22]

The Library as Partner and Agent of Change

Offering a journal hosting service is an exceptional opportunity for the library to amass first-hand expertise on journal publishing. While our original goal was to try and move more York scholarship from print into the online environment, we have been pleasantly surprised by faculty interest in creating new journals. Our hosting service has resulted in the library being recommended as a partner and advisor in the journal creation process by campus service providers. This healthy referral network has resulted in many fruitful discussions with faculty, and as a result, eight of our current twenty-four journals were born digital with the York Digital Journals program. Supporting new journal creation is now our fastest growing area of service.

Much success has been attained with converting journals from subscription to open access models. All of our born digital journals are completely open access, and with the exception of one toll-access journal, all other journals migrated from print have converted to full open access, or employ an embargo period of one to five years. One notable example is an association journal that migrated from a print subscriber-based model to an open access model. The reason for this conversion was based on the onerous administrative overhead required in managing subscriptions and mailing print. When the financials were examined, print did not cover its own costs and simply did not make fiscal sense, as the journal receives grant funding that covers its other costs. This journal now provides a print on demand option to make print copies available.

In our meetings with various journals, we have had occasion to discuss emerging modes of publication along with different flavors of open access. The suggestion of journal issues being temporal structures instead of static ones, where articles are made available as they are ready for publication, has been met with much interest, but we have yet to see it adopted by one of the YDJ journals. Enabling readers to provide comments on published journal articles has not been met with any interest when presented. As we do not yet have much uptake from the scientific community at York, we have not had occasion to discuss some of the more experimental journal models such as overlay journals and interjournals as described by Casselia and Calvi.[23] As our service grows, we hope to have the opportunity to support faculty experiments in scholarly communication.

Finally, a notable benefit for our library in its journal hosting program is that the library is recognized as a partner in the journal publishing process at York University. This has been made evident through the invitations we receive from various campus entities to speak to topics related to journal publishing and scholarly communication. The contacts we maintain with faculty, technology services and administrative support staff at York have brought the libraries to the table in a new capacity, and it is a privilege to be called on as a partner in knowledge production in these times of change.

The Role of the Library in Publishing Campus-Based Journals

Rebecca Kennison

The Center for Digital Research and Scholarship (CDRS), a division of Columbia University Libraries/Information Services, was founded in July 2007 to facilitate dissemination of

Columbia's scholarly output through the development and support of platforms and tools designed for advancing research at the university.[24] Among its various services, CDRS offers hosting for journals run by faculty, graduate students and undergraduate students at Columbia, Barnard, Teachers College, and Union Theological Seminary. This service includes advice on the digitization of print back issues; platform software hosting, updates, and enhancements; integration of interactive elements such as blogs and wikis; copyright consulting; and other elements, such as design, as desired by the journal editors.

There are a number of journals published on the Columbia campus, from the venerable law student-run *Columbia Law Review* (founded in 1901) and faculty-edited *Journal of Philosophy* (founded in 1904), both of which are published through their own non-profit foundations; to the graduate student-edited *Union Seminary Quarterly Review* (founded 1939), *Journal of International Affairs* (founded in 1947), and *Current Musicology* (founded in 1965); to the undergraduate student-edited *Columbia: A Journal of Literature and Art* (founded in 1977). At last count, there were more than seventy such journals run by various groups on campus. The vast majority of these are student-run publications, with editors that change every year or two, often with very little documentation about what agreements with vendors were signed by previous editors or what processes and procedures were followed. Many of these journals have appeared only in print and the editors' often first approach CDRS when they wish to develop their online presence. CDRS currently hosts nearly a dozen journals based at Columbia and its affiliates, with more in the development queue and even more in the beginning stages of discussion.

Although CDRS has created a fairly scalable service for hosting journals, using either WordPress or OJS, because of other projects and limited Web development and project management resources, they can take on only so many new titles per year.[25] The CDRS team therefore undertakes careful research and planning, exploring the journal's needs with the editor(s), proposing the level of service that would best fit those needs, clearly delineating the roles and responsibilities (through a master service agreement (MSA)) for both CDRS and for the journal staff, and working closely with the journal editor(s) to launch the journal. The initial information-gathering step is critical to determining the level of service required, the editorial workflow desired, and any potential challenges for migration and implementation, all of which have impact on the timeline for the launch of the journal. To provide the service that best meets the partner's needs, CDRS requests information about ISSNs (or the lack of them), current author agreements, copyright policies, contracts with other vendors (e.g., ProQuest, HeinOnline, etc.), an overview of the editorial review process, the type of online content desired (text, images, video), the total size of the digital back files, and (if the journal is already online) the software currently used to host the site as well as hosting and domain details. The MSA addresses all of these elements, provides a quotation for all work CDRS will do if design or other support has been requested, and outlines a timeline for launch. Once the MSA is signed, CDRS acquires an ISSN if the journal does not have one already. Even after an MSA has been signed, if an incoming editor wishes to make additions or changes to the level of service, either the MSA is amended or a new MSA is drawn up.

The number of projects CDRS can take on each year depends in great part on the level of service the editors wish, with its attendant level of effort. For each the journals that the Center hosts,

CDRS provides support for one of six levels of service as illustrated in Figure 1 and outlined below:

[Insert Figure 1 here]

- The free bare-bones service, as the name implies, is minimal, offering only installation of the software and ongoing hosting provided by CDRS, with a promised launch within one to two weeks of a signed MSA. While some journals have originally requested this level of service, they have quickly upgraded to the basic level once they have seen the base installation.

- The free basic service offers a Columbia domain, installation and initial configuration of the software, and incorporation of a journal's existing logo and color palette. From request to launch takes three to five weeks. Examples of journals using this level of service are the *Columbia Undergraduate Science Journal* and the *Columbia Journal of Race and Law*.[26, 27]

- The simple service, which is the first level of service that requires a customized quotation, offers all the features of basic support plus consultation on the color palette, support for building user roles (e.g., editor, reviewer) within the journal software, and basic training on the use of the platform. The set-up time for this service is seven to eight weeks. *Consilience* uses this level.[28]

- The simple service can include extra support with an emphasis on design. For this service (simple + design) there is an initial fee for the basic build of the site and mock-up of one design concept, with an hourly fee for design work thereafter, a fee structure that permits multiple rounds of review and consultation. Most

journal partners have begun to request this level of service. An example is the

Columbia Journal of Transnational Law.[29]

- The extended service, which can take eleven to thirteen weeks from the signing of

  the MSA until launch of the journal, includes installation of the platform, domain

  acquisition, support for site layout and configuration, design consultation on

  integration of graphical elements, and extensive training on how to use the

  platform. *Columbia Business Law Review* uses this level of service.[30]

- CDRS' premier service provides comprehensive set up, configuration, training,

  and design support, including logo design based on two rounds of feedback (with

  more rounds possible for an hourly fee), multiple layout options, and

  incorporation of complex graphical elements, such as inclusion of an embedded

  video player. This full service option can take more than seventeen weeks to

  implement. CDRS recently launched the platform for a faculty-run journal,

  Tremor and Other Hyperkinetic Movements, that uses this level of service.[31]

In addition to these tiered levels of service, CDRS also supports additional platform elements for

any journal, such as blogs and wikis. *Consilience*, for example, runs its journal on the OJS

platform, but also has a blog that is hosted on WordPress. *Columbia Business Law Review* is

hosted entirely on WordPress but has in addition to its journal content, presented in a traditional

issue format, a blog called CBLR Online.[32]

As well as offering online hosting support, CDRS has contracted with an ultra-short-run printer

to provide print-on-demand services. Some journals not hosted by CDRS use this service, just as

some choose to be archived in Academic Commons, Columbia's digital repository, but not to be

hosted by the Center. An example of the latter is *Columbia Science and Technology Law Review*, which is independently hosted, but which annually deposits its content into the repository.[33]

CDRS encourages the journals it hosts (and other journals on campus) to adopt an open access business and licensing model, as *Columbia Science and Technology Law Review* did in 2010.[34] *Consilience* has been an open access journal from its founding in 2007, as has *Columbia Undergraduate Science Journal*, started in 2005. The new faculty-run journal, *Tremor and Other Hyperkinetic Movements*, also follows that business model.[35, 36] Even so, CDRS is neutral in terms of the business models and licensing agreements for the journals it hosts. The newly launched *Journal of Race and Law*, while freely available in full text, is unclear in its copyright licensing policy and so cannot be considered open access in the strictest sense of the term. Even more traditional in their business model, *Columbia Business Law Review* and *Columbia Journal of Transnational Law* are both print-based subscription-supported journal that provide only their abstracts online for free.

CDRS is looking to continue to expand its journals service in the coming years. MSAs have been signed and development is underway for *Columbia Journal of Gender and Law*, *Columbia Journal of Law and the Arts*, *Columbia Social Work Review*, *Explorations in Anthropological Research*, *Morningside Review* (formerly *Journal of the Undergraduate Writing Program*), and *Union Seminary Quarterly Review*. Discussions have begun with several more. There is certainly no shortage of possible partners, only the limits imposed by CDRS' resources. It is a challenge we look to overcome as the service continues to grow in popularity.

General Conclusions

It is evident from the these contributors that libraries and librarians have important roles to play in the efforts of the scholarly community to build new models of scholarly communication. Library roles include supporting scholars in the production and dissemination of new knowledge and scholarly work. Journal hosting and publishing are rapidly becoming essential services in academic libraries and although services and levels of support vary amongst institutions, many libraries are involved in some activities related to journal hosting and publishing. Some libraries are just beginning creating or thinking about institutional repositories and publishing. Some libraries reflect the institutions commitment to improve access to quality scholarly information and to support faculty research, and are therefore beginning active journal hosting programs. Some libraries have active publication programs and only support open access publications, whereas others have active programs and support publications that are open access, partially open access, have an embargo period, or have paid subscription access. Some libraries charge fees for publishing services, others do not, and some libraries are becoming full partners in journal publishing, scholarly communication and knowledge production activities of the University. It is clear that libraries have important current and future roles as publishers.

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