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Redrawing the Line: Challenging the Publisher-Library Relationship

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ciations to provide access to VMR as a benefit of membership. A recent survey of members of the **British Small Animal Veterinary Association (BSAVA)** revealed that access to VMR is one of the most highly valued benefits, so it is clear that there is strong demand amongst practitioners for content that would normally be targeted solely at researchers and academics. Thanks to the very careful indexing and processing of **CABI's** veterinary content, and thanks to the use of Web services, APIs and a highly flexible Web content management system (we use Umbraco), we have been able to repackage much of our core veterinary content for a new user community.

Empowering Smallholder Farmers with Actionable Information

Another target user group for **CABI** is the many millions of smallholder farmers around the world who are responsible for growing up to 80% of the food consumed by the world's growing population. In the struggle to increase production and efficiency, the transfer of relevant and trustworthy knowledge to farmers is a key enabler, but can only be achieved at scale through the use of modern technology and mobile devices. **CABI** has pioneered the use of mobile technology to deliver "actionable" agro-advisory information, using our long pedigree of content management and database construction and our understanding of how knowledge is consumed and acted upon in developing world communities. The explosion in mobile handset availability means that we can now reach vast user groups with highly targeted services and upgrade those services over time as the devices grow in sophistication.

The first generation agro-advisory services delivered via 2G handsets (still used by millions in certain parts of the world) are simple, voice-based systems which send pre-recorded messages to subscribers at regular intervals throughout the day. This approach overcomes illiteracy and is non-intrusive for the user, since the mobile phone is usually kept about the person and is therefore easily accessible. The messages are constructed by a trained intermediary, typically an agronomist or extension agent, who has access to a wide range of useful, relevant and authoritative resources, such as weather forecasts, market prices, pest management techniques, plant disease identification toolkits and animal husbandry guides. He uses his information management skills to craft a series of advisory messages, translates them into the relevant local language and records them with the central call centre. At a pre-determined time each day (often several times per day), the messages are broadcast to the subscribers as automated phone calls. Once again, the challenge here is to extract relevant nuggets of information from a large corpus of reference material and convert it into a format and language that is most accessible to the target audience. Such mobile value-added services are growing rapidly in countries like India, Bangladesh, Pakistan and Kenya, where farmers are happy to make micro-payments for such valuable and actionable information. One of the services with which **CABI** is involved as an information provider, IKSL, services over four million farmers in 18 states in India, with a basic messaging service topped up with call-back options, dedicated help lines, phone-in programmes and mobile quizzes.

Another recently launched mobile advisory service in India is called Café Móvel, and targets the 100,000 coffee growers in some of the most isolated parts of the country. It is funded jointly by the Coffee Board of India, the Common Fund for Commodities and the International Coffee Organisation, and is maintained and implemented by **CABI**. This service is more sophisticated than a simple voice or text-messaging offering, and includes interactive learning and personalised Q&A. We expect initiatives like Café Móvel to become sustainable businesses over time, and to become a vital component in the transfer of knowledge to food producers and smallholders.

Organizational Convergence

For the first 100 years of its existence, **CABI** operated two quite separate programmes, a commercial academic publishing business and a donor-funded agricultural development programme, with the profits generated from publishing subsidising the mission-oriented development work. The relationship between the two "halves" was almost entirely financial, with seemingly little in common between the respective staff, customers and activities. The arrival of the knowledge economy and, in particular, the spread of telecommunication networks and mobile devices, changed all this. Information transfer and capacity building became core components of **CABI's** project activities, with international donors increasingly recognising the power of information and communication technologies and the ability to measure the impact of new initiatives more effectively. **CABI** has been extremely well placed to develop knowledge management as a core capability thanks to its century-long pedigree in database development, controlled indexing and content aggregation. We see the future as being increasingly integrated, with the skills we have as a publishing house adding value to our mission as an agricultural development organization. Seemingly "old fashioned" skills such as Thesaurus management and Boolean searching have become "sexy" again, and we find that we are able to work much more closely with our scientific colleagues as they develop and implement programmes aimed at raising living standards within smallholder farmer communities in the developing world.

Redrawing the Line: Challenging the Publisher-Library Relationship

by **Jane Harvell** (Head of Academic Services & Special Collections, University of Sussex Library) <J.Harvell@sussex.ac.uk>

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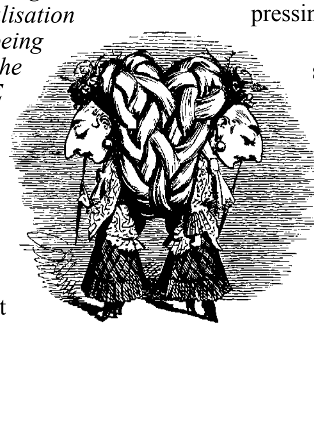
*Within the scholarly ecosystem academia, libraries and publishers have evolved together over the last 150 years into an established order of publishing and dissemination. Massive changes in technology, disruptive publishing models and the globalisation of education have meant that this accepted order is being significantly challenged. This article outlines how the **University of Sussex Library** is working with **SAGE** publishing to develop a trusted relationship and an alternative space (both physical and metaphorical) for conversations and collaboration.*



Librarians have grown accustomed to colliding with academic publishers — over costs, over models, over access, over basically everything. We hit out at publishers at the first opportunity without possibly standing back and trying to understand why they are delivering their products in the way that they are. Worse still, by taking a stance that makes it very difficult to influence and educate each other of our pressing issues and "pain-points," we reach deadlock.

We are essentially two very difficult beasts serving the same community — one overtly commercial, one less so. Traditionally the accepted order has been that a researcher deals with the publisher over publication, the publisher sells to the Library and then the Library provides access to the research community. The changes to publishing models (notably Open Access), to online fulfilment and in researcher behaviour (including the makeup of the researching and learning community) on top of a tightened financial outlook have rocked this traditional

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order. This disruption has opportunities — it gives us the chance to rethink our relationship with publishers — something we have begun to do at the **University of Sussex**.

The Library at the **University of Sussex** formed a partnership with **SAGE** publishing in 2010 that has grown and developed into a trusted relationship producing numerous innovative and supportive outcomes. The original proposal was based on a small gift from **SAGE** to the Library that supported various aspects of our Researcher Support Programme. Within the proposal, both parties agreed that the gift would support:

- The Research Hive[1] (a new dedicated space within the Library for the Sussex research community)
- Sussex Research Hive Scholarships (three newly established one-year scholarships which would be made available to experienced doctoral students to support the development of the Research Hive and to offer peer support to their Doctoral community)
- The Sussex Research Hive Seminar Series[2] (a recent addition to the Library's Researcher Support programme run with the intention of raising awareness of current issues affecting researchers)

This has been very successful — we have a well-loved space, our Research Hive Scholars are now an established and respected presence on campus and the Seminar Series is always very popular. However, what is really interesting about this relationship has been the unintended outcomes of this convergence and collaboration.

Sussex is just one of a number of UK libraries to have recently reconfigured its space to include a dedicated area for researchers. However, we were keen that this should not be just another reading room, but an environment which would bring researchers together and encourage exchange and partnership, breaking down traditional hierarchical and disciplinary boundaries. Our partnership with **SAGE** which enabled the creation of our Hive Scholar programme has allowed us to create a space with an identity distinct from the rest of the Library building. The Scholarship scheme provides a unique model for peer-support which operates independently, but in liaison with, official University provision for researcher development. Each year, the Hive Scholars host a welcome event bringing together new and established researchers to share their experiences and develop networks, as well as events throughout the year, many of which emphasise researchers sharing their best practice. Where possible, these outputs (such as tips for first-year doctoral students) are shared with **SAGE**. In addition, through social media, the Scholars also ensure that the Research Hive is not purely a physical space.

Our Research Hive Seminar series, originally developed by library staff as a response to lack of awareness of current issues within the research environment amongst our research community, provides **SAGE** with a window into the current concerns of academia. Covering topics such as research ethics, peer review, demonstrating research impact and new approaches to scholarly publishing, speakers are invited both from within the **Sussex** research community and externally. **SAGE** staff are invited and encouraged to attend (and sometimes contribute) to the sessions, allowing them access to frank discussions and a unique opportunity, in a collegial environment, to gain a better understanding of the concerns of the wider community of academics and librarians with which they are so closely linked.

We aren't skilled at marketing in our Library — some of us maybe have a better idea than others about what constitutes an effective campaign, but this is a serious problem when now, more than ever, we need to be marketing our services and our skills to our users and show our value to the institution. **SAGE** — on the other hand — has an entire highly accomplished and experienced marketing team. Productive meetings where we transferred skills, ideas, and learned the basics of good marketing from knowledgeable professionals have been absolutely invaluable. **SAGE** even devised us a bespoke **Sussex** toolkit that has enabled us to sensibly set up and monitor our marketing campaigns for this year. We are currently working with them to improve the usage of some underused online resources, supplying email addresses for them to target as well as working with them on long-term trials to truly assess the value of a new resource using data collected by both **SAGE** and ourselves.

One of the holy grails for both libraries and publishers is to work out exactly what information undergraduates are gathering, evaluating and using, how this behaviour is changing and the effect it has on how they wish information to be presented to them. The partnership has already offered us numerous opportunities to investigate this, bringing **SAGE** closer to the student body at **Sussex** through support for user testing on our new discovery systems as well as, of course, focus groups. This important work has now culminated in the launch in October 2013 of a three-year undergraduate **SAGE** Scholarship.[3] This programme will follow three students across the Social Science disciplines from their induction weeks up to graduation. Through blog postings, student-led surveys and focus groups, drawing in the views and experiences of their peers, the students will provide invaluable feedback both to **SAGE** and the Library on topics relating to their use of information. The overall aim of the project is to see whether their behaviour changes throughout their degree course, but we hope it will also help us respond appropriately to their requirements and allow their views and requirements to help shape and impact our services — and **SAGE** products.

Through this closer, more trusted relationship we have built up connections with **SAGE** across the Library, not just within our Research Support and e-resource acquisition teams but with Learning and Teaching and Technical Support. Within the wider University, new partnerships are being formed with our Doctoral School and with the Academic Schools themselves. Publishers play a hugely important role in academia and through a number of initiatives developed as part of this partnership we have been able to demystify and educate both our staff and, we hope, possibly some **SAGE** staff too. The Hive Scholars make requests for **SAGE** staff to come and speak to research students about topics such as getting their thesis published or how to publish Open Access. Our Hive Scholars have an annual visit to **SAGE** to talk to a large group about their research and to take questions on what they might require as researchers today, providing valuable insights on their barriers to finding information, how they tackle copyright issues or how they view their research data.

It was from this basis of shared trust that we contributed positively to an Open Access campaign that **SAGE** launched in 2013 which we felt was a little misleading and could prove sensitive to those institutions who quite obviously were not going to have enough funds to fulfil the RCUK Policy on Open Access.[4] Instead of publically "naming and shaming" the publisher — as happened in so many cases when the community disagrees with a model or a price — we communicated with them, entering into a dialogue and hopefully understood a little more about each other's issues at the end of it.

The introduction of this new Open Access Policy from RCUK (which represents seven of the UK's main research funders) in April 2013 has had a huge impact on many academic libraries in the UK, as we start to grapple with the processing of APC payments. As we move from supporting researchers as consumers of information to actually helping them to generate information, it is more important that we are able to understand the whole publication process as it relates to the research lifecycle. We have had to gently include ourselves in the research process right from the beginning, working with the University's Research Office to provide advice to researchers on how to demonstrate compliance with policies as part of funding applications, but stopping short of influencing which publication a researcher publishes in (although many of us hope our advocacy work at least goes some way to informing the selection). This means we are learning and having to understand the editorial process, authorship issues, versions, rights clearance and the licence to publish. Collaborating with a publisher and working with the whole organisation from those in editorial and public relations to the usual contacts in marketing and sales has definitely resulted in a better informed staff here in the Library at **Sussex**.

The current climate of increased financial scrutiny and accountability of publicly funded institutions within the UK can have a negative impact upon creativity and willingness to take risks. Within academic libraries, our operational goals are closely aligned with the strategy of our parent institution, and we are under constant pressure to demonstrate that we are using our budget to meet them effectively. This can make innovation difficult. Our relationship with a private institution frees us to experiment outside the usual boundaries imposed by the

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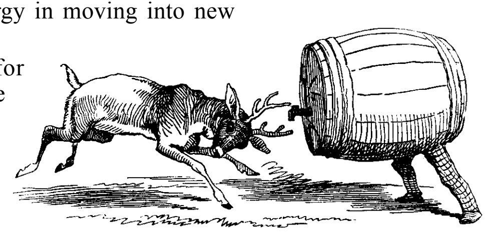
As Worlds Collide — New Trends and Disruptive Technologies

by **Darrell W. Gunter** (President & CEO, Gunter Media Group, Inc.) <d.gunter@guntermediagroup.com>

I'd like to kick off this article with a couple of historical observations. Back in 1996 the scholarly and academic research community had decided to begin to build their electronic journal systems. The academic universities were not quite sure if they were ready to transition from print to electronic, and if they did acquire e-journals they were not quite sure if they would cancel their print. It took quite a few years for the majority of the institutions to sign up for electronic journals. While the publishers were somewhat perplexed that the acquisition of their e-journal platforms was taking longer than expected, they were also part of the problem as well. As most of the publisher's ejournal programs started at 1995 and moved forward, all but one publishing executive debated whether adding backfiles back to Volume 1 Issue 1 would be accepted by the academic research community. The other issue debated was whether books should be digitized or not. At the 2001 **PSP** symposium titled "The E-book: Crouching Dragon or Hidden Tiger?[1] Publishers and librarians actually debated the pros and cons of the eBook. This industry is very slow to move, as there is a necessity to have validated published proof that a move to a new medium such as digital books would be acceptable. Well, the one publishing executive who moved first in both categories was **Derk Haank**, the CEO of **Elsevier**. **Derk** was attending a meeting in Japan, and a Japanese Library Director asked **Derk** when **Elsevier** was going to load up the journal backfiles. **Derk** asked him how important this was to the library community, and he said very important. **Derk** replied in his normal, very confident manner, "We will load them ASAP." Without any hesitation **Derk** informed the **Elsevier** team about his decision, and this ambitious project moved forward on his order. After **Elsevier's** announcement, the other publishers introduced their backfile programs. When **Derk** moved over to **Springer** one of his first initiatives was to digitize the entire book collection. In 2006 **Springer** had beaten the other scholarly publishers to the punch with his eBook program. These two anecdotal examples demonstrate our industry's lethargy in moving into new technologies.



My hypothesis for this article is that there are several forces (old and new) that are seriously threatening the publisher's traditional subscription pricing model. The scholarly publishers will need to assess their respective positions in the market place and will need to act in a far more expeditious manner than they have in the past. Further, these new emerging technologies are speeding up the collision that we all will face.

Allow me to establish the foundation for my article.

Scholarly Publishing Industry Facts

Over the last 15+ years, the scholarly industry has loaded up 96% of the 24,500 journal titles. These titles generate in access of 800,000 articles per year for an estimated author community of 5.5 million worldwide researchers.[2] It is estimated that it takes an author 90 to100 hours to prepare a scholarly article and it will take two to three reviewers three to six hours to conduct their peer review of a single article. Considering the time it takes the author to write their scholarly article and the daunting task of the researcher to stay up on the ever-growing number of scholarly articles, their time is seriously being challenged. **Mark Ware's** 2006 paper on the scholarly industry reported that size of single journal grew from 83 to 154 articles. The length of the average article grew from 7.4 to 12.4 pages, and the total pages of the journal grew to 2,216 from 820 pages — a whopping 270%![3] Considering these statistics are a few years old and the trend is increasing each year, we know that the researcher's burden becomes more substantial each year.

Just as challenging is the academic library's challenge to manage their collection within its budget. Unfortunately the average publisher journal price increase is always higher than the average library's budget for serials and monographs. While the publishing community have brought great value to the research community by providing backfiles at a very reasonable cost and providing them access to their entire library of titles, the fact remains that the library's budget and the publisher's subscription price increases have been and will remain in conflict with each other.

New Models/ Open Access

The Open Access movement has gained momentum over the last fourteen years. It seems that every publisher has some type of Open Access position. In addition to **PLOS** and **BioMed Central**, we have seen that **Springer**, **Elsevier**, **Oxford University Press** — just to name a few — have adopted a variety of Open Access policies. While the jury is still out on whether Open Access will be damaging to the publishers subscription pricing

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public sector: our Hive Scholars do not use public funds, are not employees of the University and so are not limited by job descriptions or operational plans. They are able to use their time and budget to deliver what they see as being needed by their community, and this independence allows them to address some of the thornier issues for doctoral researchers which would not otherwise be supported by the University, for example a practical session on how to deal with problems with doctoral supervisors. The Scholars operate in a safe environment where they are free to try new initiatives without fear of failure, where a lack of success is instead seen as an opportunity for reflection and learning.

Our relationship with **SAGE** is one which has been able to develop and grow according to the needs of its partners and in response to the external environment. We carefully record the outputs so that we are able to demonstrate the value of the partnership for each side. Each year we discuss with **SAGE** any new initiatives that either side would like to work on, and then put together a bid for funds. As the scholarly publishing environment is changing so fast its important that the partnership not only have both medium- and longer-term goals but that both sides agree to be flexible enough to respond to shorter-term issues and problems. It is this flexibility and enthusiasm for this relationship(from both **SAGE** and **Sussex**) that make it a success, along with the excitement of developing something tangible together, bringing together both public and private funds which go beyond the traditional sponsorship of public space.

Authors' Note: *With thanks to* ***Bernie Folan*** *and* ***Mithu Lucraft*** *and* ***SAGE*** *staff especially* ***Katie Sayers***, ***Sanphy Thomas***, *and* ***Jane Makoff***. *—* ***JH*** *&* ***JB***

Endnotes

1. *http://www.sussex.ac.uk/library/research/hive*
2. *http://www.sussex.ac.uk/library/research/seminarsandevents/seminars2014*
3. *http://www.sussex.ac.uk/internal/bulletin/staff/2013-14/081113/sagescholars?ref=e-mail*
4. *http://www.rcuk.ac.uk/research/outputs/*