Collection Management Matters: The DataBase Dance: Waltzing with a Big Budget Cut

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Collection Management Matters — The Database Dance: Waltzing with a Big Budget Cut

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Every Collection Management Librarian dreads the day of the big budget cut, because it involves a lot fancy footwork with vendors, faculty, and students. Faculty have to be given clear explanations as to why the library can no longer purchase the database that supports one or two small classes in the department, and students have to be informed about alternative means for accessing full text. Database vendors have to be flexible about what the library can afford in regards to expensive databases or bundled databases which have barely used components.

When I am evaluating renewing databases, I usually look at three components: usage statistics, the program/majors it supports, and accreditation requirements. For the usage statistics, I look at what we collect in-house from our ILS and then look at the usage statistics, specifically the full-text downloads, on the vendor’s Website.

After I have compared the usage statistics, I discuss the databases that I intend to discontinue with the Library’s Database Committee, which has a cross section of public and technical services librarians. The committee may agree to the terminations, or they might decide to give it another year to see if usage picks up. This usually happens because someone has knowledge of an instructor who has an assignment for that product. In some cases, I will send an alert to the department to let them know that the database is on probation.

For example, the usage statistics demonstrated that Nursing Education in Video was barely used by the Nursing faculty, who for years had been calling about needing money for videos. As their liaison, I sent a message to the entire department stating that the cost per use appeared to reflect that the database did not support their curriculum. The Dean wrote me back to say that they would take up the issue at their next department meeting. Sometimes this approach works, and sometimes it does not.

When there is no response, I am left wondering what will happen if some faculty member skipped the message and then will complain later when the database has disappeared. Sometimes new faculty are hired who used one of our discontinued databases at their former institution and are upset that we don’t provide it, which happened with two databases.

I send an email to all of the departments that I think use the database the most, explaining our funding issues, the cost-per-use of the database, and my proposed plan of action. Sometimes this may include the deletion, but it might also include a suggestion for another database they have not considered, that is more inexpensive, but offers similar coverage. Each message always has a phrase stating that, if the department wants to retain the database for accreditation purposes, we will try to follow their wishes. If nobody contacts me after a period of time to say that they need the database for research or to support their classes, then I proceed with my plan. If I am offering a substitution, I give them a 30-day trial, asking for comments, and if nobody responds, I send them a reminder midway through the trial.

Asking the sales representative to supply the statistics is a good strategy, because they can do the math and see that the database is not that popular. This can often pave the way for a discussion about a smaller package or a reduction in the renewal price, if the library cannot afford the full price. One of my vendors offered a 50% reduction on the renewal price, rather than smaller package, because we both could see that only one segment of the database was being used by a small number of patrons.

Negotiating with vendors to unbundle their packages, so that the most popular database can be retained, can set off a bit of twirling, continued on page 18

Bet You Missed It

Press Clippings — In the News — Carefully Selected by Your Crack Staff of News Sleuths

Column Editor: Bruce Strauch (The Citadel)

Editor’s Note: Hey, are y’all reading this? If you know of an article that should be called to Against the Grain’s attention … send an email to <kstrauch@comcast.net>. We’re listening! — KS

INNER CHILD BATTLES STRESS THRU COLORING

by Bruce Strauch (The Citadel)

Well, I see college hysteric want safe rooms where they can color pictures and view films of frolicking puppy dogs. The French are out of ahead of them. Hachette has released Art-Thérapie: 100 Coloriages Anti-Stress, and the French are taking to it big time. Two million copies sold. They are mandala designs which seems quite Jungian.

Despite non-stop vacations, the French think they are the most stressed-out folks on earth. But we come in second. So Barron’s is releasing art-therapy coloring books.


GRIM SCANDINAVIA

by Bruce Strauch (The Citadel)

Let’s read some ghastly tales in a socialist paradise. (1) Maj Sjöwall and Per Wahlöö, Roseanna (standard trope of murder interrupts summer plans) (1965); (2) Henning Mankell, Faceless Killers (elderly couple butchered in remote cabin) (1991); (3) Jo Nesbo, Police (killing members of a police dept, in way that evokes crime each solved) (2013); (4) John Ajvide Lindqvist, Let the Right One In (made into a truly creepy movie) (2004); (5) Karin Fossum, The Caller (Mom checks pram and finds baby drenched in blood) (2004).


<http://www.against-the-grain.com>
A Case for the Use of Collection ...

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Gift and Deselection Manager, INN-Reach Union Catalog, and ProQuest Title Matching Fast. While these systems vary in their services and functionality, each is designed to help librarians assess their holdings for both collection development and deselection purposes.1

It is important to note that, as a profession, we are collectively responsible for archiving materials and preserving access to information, but, with improved print resource sharing and online availability, it is not necessary that every library retain a copy of every book. To ensure that libraries are not all weeding the same titles and that content is archived both in print and electronically, it is necessary to compare our holdings with other libraries and repositories and to analyze where there are overlaps or gaps in our collections. We must have some knowledge of what is held by peer institutions, what may be available in shared print archives, and what is available electronically, before we can decide what we can remove from our own collections.

While we can certainly export our holdings and the accompanying circulation statistics from our catalogs, the work involved in aggregating our own data with data from other libraries, WorldCat, or the HathiTrust is not insignificant, requiring batch processes for both retrieval and matching.2 In a 2014 article in the Journal of Library Administration, George Machovec points out that, while manual comparison of title lists is certainly possible, it requires the expense of substantial effort and time.3 Machovec goes on to say, “Except for projects that are small in scope, it is worthwhile investigating commercial and open source tools for monographic and serial overlap and gap analysis.” Collection analysis tools are specifically designed to help libraries navigate this type of large-scale analysis by normalizing data, matching data points, and producing institution-level reports.

One of the challenges libraries face in the deselection process is establishing objective measures for making reasonable and unbiased decisions. A rules-based approach to deselection used in conjunction with a collection analysis tool can streamline the decision-making process. When using a rules-based approach to deselection, libraries “define categories of books that could be withdrawn without title-by-title review, enabling a batch approach to some weeding decisions.” Establishing and adhering to clearly defined rules for what should be weeded and what should be kept, it reduces, if not eliminates, time consuming title-by-title analysis.

In anticipation of a new library as well as the implementation of an automated storage and retrieval system, Grand Valley State University (GVSU) undertook a weeding project in 2009. Working with Sustainable Collection Services (SCS), GVSU established a set of criteria and used those to generate lists of potential weeding candidates. Julie Garrison, Associate Dean of Research and Instructional Services at GVSU, cited the ability to look at their collections through many lenses and quickly identifying things that were widely held, but hadn’t been circulated, as two of the benefits of using SCS. “With this project, the assumption was that if a book was a withdrawal candidate then it should be withdrawn unless there was a reason to keep the book. The library had used this method in smaller weeding projects and found it increased the yield and seemed to reduce librarian anxiety.”4

Removing more than 30,000 books over the course of a few summer months, GVSU made several important decisions that helped streamline their project: librarians were required to provide a rationale for every book that was retained, and physical review was not performed for every item that was withdrawn. By basing their weeding decisions around data and pre-defined rules, GVSU was able to save time and improve consistency in their deselection.

Libraries strive to make the most effective use of their spaces, and, as part of that effort, it is of the utmost importance to make educated, unbiased, and timely decisions about our collections. Use of a collection analysis tool in conjunction with a rules-based approach to weeding offers libraries an alternative to manual data gathering and title-by-title analysis. Collection analysis tools can expedite overlap and gap analysis, facilitate batch processing of both records and materials, and ultimately speed up the deselection process. Libraries embarking on a large-scale deselection project would be well-served by a collection analysis tool and the implementation of a rules-based decision-making process.

Endnotes

1. For more information on individual products and the services they provide, I would suggest George Machovec’s 2014 article in the Journal of Library Administration. Cited below, Machovec’s article provides information regarding the services provided by several of the products mentioned in this article, as well as some comments on the strengths and weaknesses of each.


4. Ibid.


Collection Management Matters
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especially when they turn a deaf ear or try to convince you that they are giving such a grand bargain that it is unwise for you to consider breaking up the package. Databases are bundled because some of them do not sell well by themselves and the usage statistics will separate the wheat from the chaff, while shining a spotlight on what is essential.

If there is a contract in place for the database, you will more than likely have to be a wallflower until it expires or weigh the consequences of making changes. In the meantime, start preparing the faculty for the news that the database may disappear next year, so that they can plan their lessons accordingly. This time can also be used to put alternative measures in place. When we had to give up a very expensive STEM database, we discovered that we had a deposit account, probably initiated by our former dean long ago with a now defunct consortia, that allowed us to order articles from a deposit account.

Planning ahead and evaluating each renewal will keep you gliding along in the database dance. Each step must be taken with the budget dollars in mind, and you have to be agile enough to find different funding streams. Although our Title III funds vanished, we were able to purchase Contentdm and other databases from our technology fund allowance, which is managed by the university’s IT Department. We are hoping that all of these measures will take us gracefully into the next fiscal year.
Disappearing Stacks? What is Appropriate is Still the Issue

by Jack Montgomery  (Professor, Coordinator, Collection Services, Western Kentucky University Libraries)  <jack.montgomery@wku.edu>

It was January 1991 in Cincinnati, Ohio. As we gathered for a faculty meeting, our director, who had recently returned from a new technological innovations meeting, announced: “Every one of you needs to update your resume and consider what you will do next with our life. Libraries as you know it with books and journals will be gone within two years and a library will simply be a computer on a table.” This statement had the desired effect of putting many of us into a panic and we were stressed about it for quite some time till we realized the level of hyperbole in her statement. As of the time of this article this library, as well as many others, has changed in terms of organization and focus, and yet continues to serve its patrons and community in a dynamic and meaningful manner some twenty-three years later with both paper and electronic resources.

This story is appropriate to illustrate a point concerning the managerial issues surrounding the presence, organizational focus, and the ever-expanding future of print and electronic resources within the library organization. Often when I attend professional meetings and Webinars, I hear echoes of that director’s hyperbole that are designed to motivate, promote, and propel library organizations into a particular stance with regard to certain products and innovative practices. We hear stories about libraries that have no paper books, no stacks, and so forth. These newly established institutions are heralded as the way of the future.

The immediate effect on the gullible is one of panic and upset and an overwhelming sense of dread. As one colleague said to me last week, “I think we (the library) are doomed. I am just trying to survive until I can retire and collect my pension.” My attempts to reassure her fell on deaf ears, and I was left to wonder just how effective a librarian this individual is going to be with this sense of impending doom constantly in the back of her mind.

Let me also state that I am not a Luddite in any sense of the word with regard to the growing role of technology in the library and, as an example, have fully embraced the eBook as a library resource whose time has arrived. When considering the role of paper resources and digital innovations it is critical not to look at the issue in terms of print versus electronic, but as print and electronic resources for the foreseeable future. eBooks, as an example, began as a movement in the 1971 with Project Gutenberg, the first producer of free eBooks, which over time has developed into the valuable resource it is today with over 46,000 eBooks available. While an impressive effort, their public domain holdings do not begin to answer the needs of an academic university community and must continue to be considered a supplementary resource. My point is quite simple: We, as institutions, have not reached the stage of development where any electronic resources on the market today can begin to meet the informational needs.

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needs of our patron population, even if money was not a consideration and we could afford them. This may not be the case with certain specialty-focused libraries whose needs can be met solely with digital resources. Once more, each institution must decide for itself what is appropriate for them.

What we do need when deciding the future investment in paper resources is impartial, non-political, reasoned decision-making because the consequences are sweeping and, to an extent, final. Once those paper resources are gone and only digital resources remain, the institution has become financially indentured to the electronic provider and dependent upon their goodwill with regard to future pricing, maintenance, and customer service. The finality of these decisions should not paralyze the decision making however, but make the commitment and subsequent business “marriage” of library and vendor a sober and carefully formulated romance.

What we do not need in these discussions are overstated generalities, parroted ideas, pontification, and lemming-like followship by those who are unable or unwilling to provide true institutional leadership. It is interesting to note that the common image of lemmings stam peding to their deaths over a cliff in a suicidal frenzy was an event staged by Disney studios for dramatic effect in a wildlife documentary called “White Wilderness” in 1958. In reality the lemmings were herded and driven over the cliff as cameras rolled. Aside from the animal cruelty and the moral depravity of this action, it has fostered a myth that however inaccurate, has endured and become a cultural image of how easily groups of these rodents and their human counterparts can be manipulated into a disastrous scenario.

Simply following the latest trend does not necessarily serve the needs of the patrons of our particular institution. Also, libraries do not need to have our institutional and managerial decisions be directed by those with a financial or political interest in a particular product or agenda. We also need to listen with a critical ear to any librarian who appears to have an evangelical zeal for a certain product or strategy. These librarian “heralds” have been around for quite some time and while sincere and charismatic, may not have a full understanding of the product or innovation they are promoting. A clear sign of their heralding is the dismissal of reasonable questions and an unwillingness to discuss the reservations regarding what they are proposing.

At the famous Charleston Conference some years ago, I heard a colleague and friend pontificating at length about the supposed success of a certain managerial strategy at his institution. Upon closer examination, I learned that this innovative strategy had been implemented less than three months before being heralded as a success. My friend admitted that this was the case and that his enthusiasm for the program has perhaps caused him to claim success prematurely. I suggested that a year’s implementation followed by an objective analysis before claiming success was a more prudent strategy. Managerial strategies are proven valid by their longevity.

The ancient Roman statesman Marcus Tullius Cicero once said: “Never go to excess, but let moderation be your guide.” We need to listen to new and innovative ideas and products and access their value in terms of our particular library organization. We need to be able to freely question these ideas in order to distinguish actual facts from sweeping generalities and hyperbole. Behind all of our thinking must be the following questions:

1. First and foremost: Is this product or idea appropriate for my particular institution? If I reduce the number of titles on my shelves, how will my institutional accreditation be affected?
2. Do I really know what my patron population wants or needs? Have I made any effort to find out? You may think you know the answer to this question, but remember those needs may have changed over time. What does my institution’s circulation data indicate about the actual usage of my print collection? How does it compare to the usage of my digital resources? How long have these e-resources been implemented and do I have enough reliable data on their usage to do an accurate comparison?
3. What impact can I expect from the implementation of such a product or innovation? What sorts of patron populations will be impacted? What will be the potential organizational impact of this innovation on those librarians and staff I ask to make this product or program a success? Will they need some form of additional training and/or organizational re-focusing? What sort of promotional campaign will be required to ensure acceptance and adequate usage? Remember that with the continued evolution of electronic resources, we as institutions are moving away from a passive relationship with our patrons to an active, dynamic, engaged posture with tightening speed.

4. What other resources can I develop if funds not spent on print resources are made available? As an example, institutional repositories are a valuable supplement to any library’s holdings, and should be developed wherever possible and practical.

5. Am I basing my decisions on real data from reliable, objective resources? Where did I hear of this product? How many institutions have actually implemented this product? Will the vendor allow me to speak with them? Am I reacting to this innovation on impulse, out of fear, or as a carefully considered option? Am I making a decision based on what I know of my particular environment or am I simply chasing a trend?

As you can see, most of this little piece does not deal with the pros and cons of paper and digital resources or the future of the stack-based library, but on the process of decision making regarding these important managerial decisions. While we all can gather data, print reports, and construct policies, many of us may not have adequate background in the sort of decision-making required to successfully implement the changes this type of innovation engenders. As a library director once remarked to me after one of my managerial seminars: “Any director can buy new furniture, and invest in the trendy products of the day, but it takes real skill and leadership to analyze, make decisions, and implement those innovations that are appropriate for your particular institution and follow through afterwards.”

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http://www.brainyquote.com/quotes/m/marcus-tulli-134884.html?e=3zL-D5dezYUI9b99

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**Rumors**
from page 6

To the College of Charleston by the famous naturalist and artist, John Henry Dick. A breathtaking venue. And though Donna is retired she says she loves writing for ATG! See her article in this issue about Freedom of Speech, p. 34.

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**Future Dates for Charleston Conferences**

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Encyclopedia of Information Science and Technology, Third Edition (10 Vols.)

Mehdi Khosrow-Pour, D.B.A. (Information Resources Management Association, USA)
ISBN: 978-1-4666-5888-2; EISBN: 978-1-4666-5889-9; © 2015; 10,384 pages.

The Encyclopedia of Information Science and Technology, Third Edition is a 10-volume compilation of authoritative, previously unpublished research-based articles contributed by thousands of researchers and experts from all over the world. This discipline-defining encyclopedia will serve research needs in numerous fields that are affected by the rapid pace and substantial impact of technological change. With an emphasis on modern issues and the presentation of potential opportunities, prospective solutions, and future directions in the field, it is a relevant and essential addition to any academic library’s reference collection.

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This brief communication updates a presentation given at the 2010 Charleston Conference that described, in part, Welch Medical Library’s journey to an all-electronic collection. The Welch journal collection was then almost entirely online, and the next goal was to remove up to 80% of the print collection that duplicated those online holdings. Staff developed criteria for selecting titles to withdraw (e.g., out-of-scope works and or those that duplicated our electronic holdings but were also held in trusted third-party archives like the National Library of Medicine and Portico.)

A temporary staff member was hired to help with the extra work. She and cataloging staff began identifying and removing the appropriate titles and then correcting the catalog records to reflect the removal.

Four years later Welch has moved even closer to an all-electronic collection. We have only six current journal subscriptions in print format and spend less than 0.2% of our budget on print books. Print has not disappeared completely, however. Print books can be requested via the catalog and are then delivered to and retrieved from a user’s office on campus. Recently Hopkins joined the Borrow Direct program, and, as a result, the collection of shared print materials available to Welch users has grown enormously.

After weeding slightly more than 80,000 volumes, Welch stopped to consult with a committee of users from across the medical campus about the future of the Welch building. In response to this committee’s work the decision was made to pause the weeding project for now. Nevertheless Welch staff continue to generate lists of titles for expected future removal. We believe that eventually Welch will be asked to remove the print collection from the building. We have seen this occur in other academic medical libraries. The print collection requires valuable space in a grand building on a large, crowded, decentralized medical campus. Our proactive efforts now will allow us to make careful recommendations about what to keep and what to weed.

In addition to changes in the weeding project, library staff have been re-located; the Welch building has been repaired and renovated; and a new academic center has been moved into its ground floor. The West Reading Room, home to the famous portrait of the Four Doctors, was refurbished to facilitate quiet study, and serve as a space for lectures, or a hall where up to 100 people could dine. A handicap-accessible bathroom was installed to meet building codes. The East Reading Room was renovated to create inviting areas for individual and group study. Long-deferred repairs and upgrades were made. Energy-efficient windows replaced single-pane ones on three sides of the building, two leaking skylights were repaired, and many electrical outlets were added for users who bring their laptops and other devices needing to recharge.

The renovated Welch building has once again become a favorite site for events on campus. The Welch Library continues to grow its collections and services, delivering them wherever our users are.

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**The Joe and Rika Mansueto Library at the University of Chicago**

Beginning more than a decade ago, the University of Chicago Library began a planning process to address the need for additional shelving space for collections. Planning included involvement by library staff, University faculty and administration, and other stakeholders and culminated in the construction of the Joe and Rika Mansueto Library, a storage library, which was dedicated on October 18, 2011. With the opening of this facility, the University demonstrated a commitment to keep the print collections on campus for the next few decades. Peer institutions have chosen to move significant volumes of materials to off-site storage facilities when faced with capacity issues; local opinion held that this solution would impede scholarly research. While faculty at the University value the availability of large full-text databases like HathiTrust, online journal subscriptions, and commercial eBook offerings, in at least some disciplines these resources are not viewed as replacements to on-site print collections. This is what the previous Library Director, Judith Nadler wrote:

“Mass digitization leads users to collections; it does not take their place. As companies such as Google and libraries around the world digitize a growing proportion of books and make them searchable online, such search results will increasingly point the way to our rich print collection, fueling scholarly demand for access to these materials.”

The new Mansueto Library uses state-of-the-art robotic storage and retrieval technology to house up to 3.5 million volumes (or the equivalent in archival boxes or other formats) of material in high-density storage space, providing scholars with delivery turnaround times of 15 minutes. The selection of materials shelved in the Mansueto Library is focused on those whose removal from the browsable shelving in the University of Chicago’s five campus libraries will have the most limited or controllable effects on research and teaching.

The Library also wanted selections which could be easily explained to library users, as well as selections that provided a large volume of material which could be identified and processed in a timely fashion. During the first year of operation several hundred thousand volumes were transferred from various campus libraries. Continued on page 23

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Update on the Welch Medical Library

by Sue Woodson (Welch Medical Library, Johns Hopkins University) <woodson@jhmi.edu>

and Blair Anton (Welch Medical Library, Johns Hopkins University) <banton2@jhmi.edu>

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Against the Grain / April 2015 <http://www.against-the-grain.com>
Getting Ready and Beginning Work

Pritzker Legal Research Center is the library for Northwestern University School of Law (“Northwestern Law”). As with many long-established libraries, we hold many older print materials, a significant portion of which are now reliably available electronically. The library expects to renovate its physical space, though that will likely entail a smaller footprint and less stack capacity.

In late 2010, the then-Associate Dean for Information Services asked our librarians to develop a plan detailing which materials would move off-site were the library to reduce its shelving capacity by up to 55%. In late spring, 2011, the librarians completed the plan, which consists of a series of rules for what to keep on-site and what to move to remote storage. The rules vary a bit from collection to collection within the library, but by and large they say to send off-site:

1. those print materials which do not require extensive browsing, and for which there is reliable electronic access; and
2. many older materials (regardless of electronic access) which have seen little use in the past 20 years.

While Pritzker planned, the University was building the first module of its Oak Grove Library Center, which opened in late fall, 2011. During the facility’s first two years of operation, the University Library and the Galter Health Sciences Library sent materials there. (A similar deselection project at the Galter Health Sciences Library is also detailed in this issue.)

As a construction project at Northwestern Law was about to break ground in spring, 2014, Pritzker became aware that about 5,000 volumes stored in our basement would need to be moved to allow construction crews access to a particular area. In our 2011 plan, we had identified these volumes to send off-site. These were sent during a three-week period in February and March, 2014. Later that spring, the Galter Health Sciences Library completed sending its weekly loads to Oak Grove, freeing up system capacity for Pritzker to begin sending materials. Following our 2011 plan, we have been sending weekly loads of materials since June, 2014, with occasional breaks.

Specifics on Doing the Work

Because we need to prepare weekly shipments with a lean staff, we have found a few ways to achieve maximum efficiencies.

First, our University Library colleague Gary Strawn helped us by modifying the Oak Grove Assistant program he developed for Northwestern’s internal use with Voyager. The modifications allow us to change item records in bulk by having Oak Grove Assistant process .txt files of scanned barcodes rather than scanning barcodes one-by-one into the program. Second, we decided to minimize the handling of materials. With the software modifications discussed above, we could pack the materials into totes in the stacks, instead of moving all volumes on trucks to a workstation for scanning and packing. The filled totes are moved from the stacks to our loading dock each week by facilities staff, which also drops off empty totes in the stacks.

In some cases, the staff use a laptop and portable barcode scanner to create the files of scanned barcodes that are emailed to be processed. In others, staff members pack the entire run without scanning, and the necessary database work is done with a related piece of software making batch changes to Voyager. The first approach works best when picking non-sequential volumes from an area (such as a portion of the monographs). The second approach works better when an entire run of a serial is being sent off-site.

There is typically a bit of cleanup work to do after the data are processed. However, this takes relatively little time compared to moving volumes and processing them one-by-one at a workstation, and has allowed Pritzker to continue work on an important project through a period of lean staffing and staff turnover.

We estimate our Oak Grove project will take about three years total to complete. At the end of that time, we expect to have on site a more compact and fresher-appearing collection that will be of greater use to our patrons, while allowing for changes to library space that accommodate contemporary usage patterns.

The Joe and Rika Mansueto …

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A number of selection options were considered: selecting clusters of subject-related materials in areas of low research/teaching interest, selecting duplicates and closely related editions, selecting materials by format or type which do not have close subject classification (e.g., dissertations, microforms, etc.), transferring materials that were already shelved in non-browsable locations, and transferring bound serial volumes from library stacks. After much discussion and consultation with faculty advisors, the Library chose to focus on the transfer of bound serials volumes, with highest priority being those available as online full-text equivalents or well indexed in online databases. In addition, extremely large oversized volumes (aka “elephant folios”) and archival materials, which also are of limited value for browsing, are located on special racks in the facility. As of June 30, 2014 the Mansueto Library contained nearly 1.2 million items.

In addition to providing greatly expanded shelving capacity, the construction of the Mansueto Library provided space for library services and for scholars and students. A state of the art conservation laboratory and space for the Library’s digital preservation program staff and equipment were included in Mansueto, and, while not directly related to its function as a storage library, a grand reading room “under the dome” provides a unique environment for consulting materials from the collection or for other scholarly work or study and has become a popular destination for students on campus.

Endnotes
1. http://mansueto.lib.uchicago.edu/

Against the Grain / April 2015
Galter Library’s Disappearing Stacks

by Heidi Nickisch Duggan (Galter Health Sciences Library, Northwestern University Feinberg School of Medicine) <heidi@northwestern.edu>

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Northwestern University’s Galter Health Sciences Library is located on an urban, population-dense campus in Chicago. The Chicago campus includes an academic medical center and law school. In 2001, Northwestern University Library completed the 12,000 square foot Oak Grove Library Center (OGLC), a state-of-the-art off-site, high-density storage facility with the initial capacity to house nearly two million items. Shortly thereafter, we made plans to move the majority of our print collections in order to create space to better meet critical user needs and plan for a future library renovation. At that time, our collection exceeded 205,000 print volumes. Unlike some other medical libraries, we had strong support from our administration to re-purpose stack space into vibrant, flexible, and active learning space, and were under no threat of reduced square footage.

Like our peers, we had already been transitioning our collections from print to electronic format. Our users prefer to access information from any location, so an emphasis on electronic delivery, whether through more robust licensing or interlibrary loan, was required. As the demand for electronic access grew, the use of the print collections, particularly print journals, waned.

The Galter staff, particularly our Collection Management Department and Reference Teams, engaged in a planning process to determine which materials to keep on site, which to move, and how to manage materials that didn’t fit either category. Our User Services Department staff were critical to our ability to actually put plans into action.

Ultimately, we kept the following print collections on site, numbering fewer than 20,000 volumes:

- Course reserve books at the circulation desk
- Reference collection books
- A current, five-year collection of print monographs
- Rare books and internal medical school publications not available electronically to be used for historical reference in the Special Collections department
- High-use books (i.e., Atlases, statistical manuals, seminal textbooks)

The materials selected for off-site storage included:

- Theses and dissertations
- Print monograph collections 1800-2005
- Print journal volumes

All collection moves were coordinated with the Evanston campus libraries. Galter and OGLC staff jointly determined a move schedule based on how many volumes OGLC could process from the various university libraries as well as how quickly our own staff could prepare a shipment. We ultimately sent one shipment of 104 tote boxes per week for approximately 20 months. We developed procedures for problem items we could not immediately send to OGLC, such as those items that were damaged, missing barcodes, and the like. We intend to continue sending older materials to OGLC, albeit in much smaller shipments, yearly or bi-yearly. There is no intention at this time, however, to weed the OGLC collections in the future.

We were interested to see what impact, if any, our disappearing stacks project would have on our patrons. We were careful to communicate project goals and status clearly and frequently with our users via newsletter and Website articles, informing them why we were moving our collections, and reassuring them that item recall from OGLC was not only possible, but swift.

Items housed at OGLC are currently available for document delivery and interlibrary loan, and currently make up about 45% of our total ILL/DD volume. The ILL/DD department sends article requests to the OGLC staff who then scan the articles and deliver them directly to the patron; books are delivered to our library within a day or two and are available for pickup by the patron or are mailed to the requesting library. Monographs that are requested by local users more than once are deemed “higher use” and relocated to the Galter stacks. This occurs extremely rarely, however.

In truth, there has been no hue and cry for the print stacks, our electronic collections receive more use than ever, and users are genuinely interested in future plans for the library space.

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Rumors from page 20

We linked to the Michael Rosenwald article on Digital Native prefer reading in print on the ATG Newschannel. Read Mark Herrig's take (The Moving Finger ...) in this issue, p.71.

Very relevant here is the print February issue of ATG guest edited by Tony Horava (who by the way just celebrated 20 years at UOttawa!) — Reading in a Digital Age: Issues and Opportunities — Part One. Part Two is coming up in June. Here is a link to just one of the fascinating articles in that issue by Barry Cull (Information Services Librarian, University of New Brunswick, Fredericton, NB, Canada) “Time for Reflection?: Digital Text and the Emerging Paper Divide.”

http://www.against-the-grain.com/2015/03/v27-1-time-for-reflection/

A small note here, speaking of anniversaries. Two wonderful ATGers deserve some kudos. Tom Gilson just celebrated four years at ATG! Wow! And Deb Vaughn (with her fourth child!) has been a book reviewer for ATG for over 15 years! Wow again! Where does the time go?

I don’t believe we told y'all that the incredibly upbeat Regina Gong (Head of Technical Services & Systems, Lansing Community College Library) will begin coordinating the book review column for ATG in September. Regina was our ATG Star of the Week, September 6, 2012.


Bob Holley just returned from ACRL and has a mix of random ramblings to share with us. The random rambling that struck me the most was the one about increased standards for tenure and promotion. Sitting on faculty tenure and promotion committees, I have to agree with Bob’s assertion that many dedicated faculty decide to focus less on quality than quantity.
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193,900+ papers

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A t the time of this writing, the “Websisphere” is breathlessly agog (its customary posture). The object of this Thud and Blunder? It is, arguably, a timepiece. Wait. Is it a timepiece?

A couple of the top headlines on the topic, pulled directly from Google News this morning:

“Apple Watch shows the strategic ripple effects of a big splash”

“Xiaomi to Take on Apple Watch With Round-Dial, Premium-Looking Smartwatch”

Leaving that first headline aside for the moment, let’s consider the second. The word “watch” appears twice in that headline: once with a single modifier, “Apple Watch,” then a second time with several modifiers, “Round-Dial, Premium-Looking Smartwatch.” We see the battle lines drawn: to confront the seriousness of the emergence on the field of battle of anything called simply the “Apple Watch,” it requires, at the very least, a “Round-Dial, Premium-Looking Smartwatch.” “Round-Dial,” for product differentiation, and “Premium-Looking,” because it had must be, if it aspires to consideration next to what all acknowledge will certainly be a “Premium” device.

But what is a watch (let alone a Smartwatch)?

The first devices referred to as “watches” appeared in the 17th century. Wikipedia credits the derivation of the word “watch” to refer to a timepiece either to: a) the Old English word “wace-ce” (watchman, who used a timepiece to keep track of their shifts); or b) 17th century sailors using a timepiece to keep track of their “watches.”

At any event, those first portable timepieces were about the size of a modern alarm clock with the two bells on top — whoops — I mean, your Grandmother’s alarm clock with the two bells on top. Imagine wearing one of those on a chain around your neck, never mind your wrist. You’d look about as cool as your mother’s alarm clock.

But that was a phone, right? Because you spoke over a distance with it: “Tel…” plus “…phone.” We’ve gone over this before. The similarities between the digital, network-connected, data-ravenous devices we carry in our pockets today and even the first cellular phones, purely analog in character, are truly very few. You can, should you choose, carry on a conversation over a distance with today’s “phone,” but so you can also with my laptop computer — and nobody calls that a phone, do they?

One certainty: just as with your phone, you’ll have to charge your Smartwatch each and every night.

And that’s something to keep in mind when the ether is suffused with commentary about how the new technology is “revolutionary.” “Revolutionary” would be a battery for your watch, or your phone, or your tablet, or your laptop, that would last as long as, say, the battery in your watch. Wait. I mean, the battery in your Smartwatch lasting as long as the battery in your watch.

“Revolutionary” was the introduction, in 1657, of the balance spring to the balance wheel, credited to either Robert Hooke or Christian Huygens. That change resulted in reducing mechanical error in time keeping from hours per day to minutes per day. It was also the central piece of technology that ushered in a new method of global navigation, by enabling calculation of longitude by chronometer, a desperate need met by the development by John Harrison, during the first half of the 18th century, of a series of “Sea Clocks.” Harrison’s work was elevated to the equivalent of a State Secret: when his second Sea Clock was ready to take beyond on-land testing, Britain was at war with Spain (the War of Austrian Succession), so testing could not take place, lest the invention fall into Spanish hands. Over his lifetime, Harrison received monetary awards from Parliament totaling £23,065 — in 18th century British Pounds Sterling. Greenwich became the site through which the Prime Meridian extended as a result of British ascendancy in navigational calculation.

Watch design remained recognizable until 1959, the year Seiko placed an order with a newly formed daughter company called Epson for Project 59A, the development of a watch movement governed by the vibration of a quartz crystal using the piezoelectric effect. Such a vibration is at a very stable frequency. Coupling this regulator to a mechanical movement with hands resulted in the unveiling, in time for the 1964 Tokyo Summer Olympics, at which Seiko quartz movements were used for the timing of all events.

The first digital electronic watch was the Pulsar, prototyped in 1970. Wikipedia cites statements by John Bergey, head of the Hamilton Watch Company’s Pulsar division, as saying he was inspired by the then-futuristic digital clock that Hamilton made for use in the film 2001, A Space Odyssey. The first Pulsar watch became commercially available on April 4, 1972, in 18-carat gold, for the entirely reasonable sum of $2,100. It had a red LED display, and displayed the time of day. Such trinkets were out of reach for those of us serving “before the mast.” Pulsar was sitting pretty, at least until 1975, when Texas Instrument introduced a mass-produced digital watch in a plastic case for $20, reduced to $10 in 1976, a year which…saw Pulsar lose $6 million and the Pulsar brand sold to Seiko,” according to Wikipedia.

But all of these devices were straightforward timekeepers, and little or nothing more. Remember the Casio calculator watch? How about the Timex Datalink watch? These were each evolutionary, if not revolutionary, steps forward.

Note also the influence of fiction on product design. The digital clock in 2001 is at the very least matched by the introduction, on January 13, 1946, of the “2-way Wrist Radio” worn and used by Dick Tracy. This hugely influential design was supplanted in 1964 by the 2-Way Wrist TV.

To fulfill its potential, that watch, excuse me, that “Smartwatch,” is going to need network connectivity. It’s also going to need to know whom it serves — that means it’s going to be on the network as you, or at least, as your “Smartwatch.” The only way this won’t be true is if it relies on some other device for network access — your phone, for example. But that would be regarded, I would guess, as only a limited, short-term, non-optimal solution. No, I would say, as envisioned, both your Smartwatch and your phone will require network access — indeed, if they’re something to say to each other, they’ll say it over the network, rather than over some short-distance, point-to-point connection. I may be wrong about this. Maybe these devices will set up a side-long connection over Bluetooth or Near Field connection. We’ll see how it all works out.

Another aspect of wearable devices worth considering is the challenge (or opportunity) they present in terms of user interface design. Properly done, a fresh continued on page 27
Collecting to the Core — Classic Ethnographies

by Janet L. Steins (Associate Librarian for Collections, Tozzer Library, Harvard University; Anthropology Editor, Resources for College Libraries) <steins@fas.harvard.edu>

Column Editor: Anne Doherty (Resources for College Libraries Project Editor, CHOICE/ACRL) <adoherty@ala-choice.org>

Column Editor’s Note: The “Collecting to the Core” column highlights monographic works that are essential to the academic library within a particular discipline, inspired by the Resources for College Libraries bibliography (online at http://www.rclweb.net). In each essay, subject specialists introduce and explain the classic titles and topics that continue to remain relevant to the undergraduate curriculum and library collection. Disciplinary trends may shift, but some classics never go out of style. — AD

Ethnographies are the primary literature of social and cultural anthropology. Ethnography is also the term used to describe the process, practices, and methods used by social anthropologists performing the fieldwork that results in published ethnographies. Traditionally, anthropological fieldwork took place in small-scale, non-western societies (a village or a tribal community), while today such research may take place in virtually any community, even an urban one not unfamiliar to the ethnographer. The study of any definable community may produce an anthropological ethnography, whether that community has a defined border (such as an inner-city neighborhood undergoing gentrification, a military school, or a religious congregation) or not (a multicontinental diasporic community). While ethnographic fieldwork was once practiced almost exclusively by anthropologists, it is now used by researchers in a wide array of disciplines in the social sciences (economics, political science, communications, and public health, to name a few). In his very useful article “Ethnography” in the International Encyclopedia of the Social & Behavioral Sciences, linguistic anthropologist Michael H. Agar discusses whether “the many ‘ethnography-like’ approaches in other fields should be considered acceptable or not.” Regardless of the debate surrounding the use of ethnographic methods in other disciplines, this article focuses on eleven classic ethnographies written by anthropologists and based on anthropological ethnographic fieldwork.

Before anthropologists embarked on fieldwork, readers had only anecdotal cultural reports produced by travel writers, journalists, and missionaries. The authors of the works described in this essay, however, were more than just visitors to their selected communities; rather, they became deeply embedded within them. These ethnographies span 80 years of scholarly publishing and are discussed in order of their original publication from 1888 to 1969. They also range across the globe, representing communities in Africa, East and Southeast Asia, North America, and South America.

The first two ethnographies focus on indigenous peoples of North America. The Central Eskimo (1888) by Franz Boas dates from anthropology’s earliest years as a distinct discipline (ethnography being previously within the purview of academic departments such as geography or natural philosophy). Boas, often considered the father of American anthropology and geography in his native Germany and published on a wide range of anthropological subjects over a long career. He first encountered the Inuit (as they are now called) on an expedition to chart Baffin Island, Canada, and The Central Eskimo appeared as part of the Smithsonian Institution’s 6th Annual Report covering 1866-67. Alfred L. Kroeber trained in the anthropology program at Columbia University under the direction of Franz Boas, earning the first PhD awarded in the department in 1901. Kroeber’s The Arapaho, which first appeared in a four-part journal article from 1902 to 1907, was a published version of his doctoral dissertation. It is interesting to note that both of these early ethnographies were not originally published as “stand-alone” monographs, but rather as articles produced by major U.S. ethnographic museums. The same was true for the many ethnographic treatises coming out of the great national museums of Europe in the mid- to late-19th century.

Crossing the Pacific Ocean, the next three ethnographies are from Southeast Asia, Melanesia, and Polynesia. A.R. Radcliffe-Brown was a British social anthropologist who studied a number of different societies. His earliest ethnographic fieldwork took him to the Bay of Bengal between India and Myanmar and resulted in his first major ethnography, The Andaman Islanders, published in 1922. Radcliffe-Brown is considered a founder of structural functionalism, a framework for theory-building that looks at social structures and social functions. Bronislaw Malinowski was a Polish anthropologist who trained at the London School of Economics. Specializing in economic anthropology, he studied traditional exchange systems in Australia and the Trobriand Islands, part of New Guinea. The latter resulted in his classic ethnography Argonauts of the Western Pacific, published in 1922 and reprinted many times since then, most recently in 2014 with a new introduction by Adam Kuper. The next classic ethnography — Coming of Age in Samoa (1928) continued on page 28

<http://www.against-the-grain.com> 27
was produced by Margaret Mead, one of anthropology’s earliest public intellectuals. Like Kroebber, Mead was a student of Franz Boas at Columbia, and Boas contributed the preface to the first edition. Reprinted many times, it most recently appeared in 2001 with introductions by Mary Pipper and by Mead’s daughter, the anthropologist Mary Catherine Bateson. Mead’s observations in Coming of Age in Samoa detailed adolescents’ sexual lives and were based on informant accounts, the reliability of which has stirred debate in recent decades and generated criticism by at least one scholar. Turning to Africa, the first of two classic ethnographies is Witchcraft, Oracles and Magic among the Azande, by E. E. Evans-Pritchard. The Azande are an ethnic group living today in several Central African countries. Evans-Pritchard arrived among them in 1926 to do fieldwork for his PhD dissertation at the London School of Economics. His ethnography was published in 1937 and reprinted numerous times, most recently in 1976. The next African ethnography, Facing Mount Kenya: The Tribal Life of the Gikuyu, is atypical both because author Jomo Kenyatta was writing about his own tribe and, although a trained anthropologist, he did not pursue an academic career but rather had a storied political career. Kenyatta wrote this classic ethnography in 1938 about the Kikuyu (the more accepted spelling of the name) people of Kenya after studying social anthropology at University College London under Malinowski. With an introduction by Malinowski, Facing Mount Kenya is distinguished as having been later translated into Swahili, making it accessible to contemporary Kenyan readers. Along with Margaret Mead, the female authors of the following two ethnographies were pioneers in early social anthropology. Cora Du Bois was influenced by Boas at Columbia and by Kroebber at UC-Berkeley, where she got her PhD in 1932. Her classic ethnography The People of Alor resulted from her fieldwork on an Indonesian island in the 1930s. It was published in 1944 and reprinted in 1960. Du Bois was the second woman to receive tenure in the faculty of arts and sciences at Harvard and the first in its department of anthropology. Ruth Benedict, the author of The Chrysanthemum and the Sword, earned her PhD under Boas at Columbia in 1923 and in 1948 became the first woman to be promoted to full professor in the faculty of political science there. The Chrysanthemum and the Sword is the only ethnography discussed here that was not a result of traditional fieldwork. Benedict worked for the Office of War Information (OWI) during World War II, and her research on Japanese culture using newspaper clippings, films, and interviews with Japanese Americans was intended to influence post-war understanding and treatment of the Japanese. The book was translated into Japanese in 1948, and was most recently reprinted in 2005 with a new foreword by Ian Buruma. Yanomamó: The Fierce People, written by Napoleon A. Chagnon and published in 1968, details the culture and lives of South America’s indigenous Yanomamó group. Chagnon, the only one of the 11 ethnographers discussed here still living, continues to work in the Amazon rain forest among the Yanomamó, though not without criticism. In 2000 journalist Patrick Tierney published Chagnon’s work which still reverberates today. Chagnon countered in 2013 with Noble Savages: My Life among Two Dangerous Tribes — the Yanomamó and the Anthropologists, which is recommended in part because Chagnon’s original ethnography continues to be included on many reading lists for undergraduate anthropology classes.

The world of the Pueblo peoples of the American southwest is the subject of the last classic ethnography, Alfonso Ortiz’s The Tewa World. Considered a landmark in the anthropology of the Rio Grande Pueblos, this title has retained its scholarly value more than four decades after its original 1969 publication. Like Kenyatta above, Ortiz was a member of the society he studied and faced some criticism for allowing outsiders to learn about Pueblo rituals and sacred practices. The Tewa Pueblo that Ortiz wrote about had been long known by the name San Juan Pueblo; in 2005 it officially returned to its prehispanic form of Ohkay Owingeh Pueblo. How can anthropology bibliographers select among all the anthropological ethnographies being published today those that will be considered classics in the future? Reprints or new editions, especially with the added value of updated introductions by eminent anthropologists, warrant consideration, especially if your library does not own the original edition. Selectors might also choose award-winning works. The Victor Turner Prize in Ethnographic Writing is given annually by the Society for Humanistic Anthropology, and a Senior Book Prize is given semi-annually by the American Ethnological Society. Both groups are divisions of the American Anthropological Association.

Ethnographic research has evolved since the fieldwork represented in the ethnographies here, but the goals of anthropological ethnographies have not. Classic anthropological ethnographies, of which these eleven are but a small sample, continue to be essential for academic library collections and are used regularly in anthropology classes, as well as area, ethnic, and gender studies classes. The communities studied in these classic ethnographies have all evolved since they were first visited by these anthropologists, some of them so drastically as to be unrecognizable today. Many have been revisited and restudied by different anthropologists posing different questions. It is for these reasons that these works are foundational for all future research; each one constitutes a record, subjective or incomplete though it may be, of a culture at a certain point in time, and it is our culture in all its variety and contrast that makes us human. 

Endnotes
Note: This work was published in monographic form in 1964 by the University of Nebraska Press with an introduction by Henry Bascom Collins, another Smithsonian Institution researcher who was a lifelong student of the Inuit.
Note: The Arapaho was reprinted in 1983 by the University of Nebraska Press as a monograph, with an introduction by Fred Eggan.
*Editor’s note: An asterisk (*) denotes a title selected for Resources for College Libraries.
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ASME
SETTING THE STANDARD
Column Editor’s Note: It has been just over 15 years since I crafted my first book review for ATG; it explored the book Information Ecologies: Using Technology with Heart by Bonnie Nardi and Vicki O’Day. Published in 2000, Nardi and O’Day’s title very gently broaches the impact of technology in society and focuses on using our interfaces to interface with technology and to think critically about its role in our lives. I’m sometimes staggered by how libraries and technology have evolved in such a short period of time; I’m also comforted by how many things have remained the same. As ATG reviewer David Durant writes, there are those among us, including author George Stachokas, who feel that the all-digital library is a given; what a shift that is from our (or at least my) approach to technology in Y2K! At the same time, though, there are those, including Durant himself, who view “old” (namely, print) and “new” (namely, electronic) technologies as complementary — an approach that is likewise espoused in Information Ecologies.

Of course, the quest to balance and understand the relationship between the old and the new goes beyond information and technology and even the western world. Consider the volume of change experienced in the Middle East in the last 15 years, particularly in the United Arab Emirates and the cities of Dubai and Abu Dhabi. What an exciting challenge for a city planner! Reviewer Raymond Walser takes a peek at adventures in massive development in Michael Dempsey’s Castles in the Sand: A City Planner in Abu Dhabi.

Many thanks to this month’s reviewers, and happy reading, everyone! — DV


Reviewed by David Durant (Associate Professor/Federal Documents and Social Sciences Librarian, Joyner Library, East Carolina University) <durantd@ecu.edu>

According to George Stachokas, the question is not whether libraries should transition to a fully-digital model, but simply how and when to do so. In his view, “the cumulative impact of the growth of scientific knowledge, experimentation with new technology, and millions of individual consumer choices has made the shift to the electronic library inevitable.” Of course, libraries have already adapted to the digital age by embracing a hybrid model that combines print collections with spaces and resources that facilitate access to electronic information. For Stachokas, however, the hybrid library is merely “a transitional stage toward a completely electronic library.”

Completing what Stachokas sees as this necessary and inevitable transition will require a major shift in how librarians conceive of themselves, their libraries, and their profession. Librarians, in his view, need to move beyond outdated, print-centric visions of librarianship, and focus on how to manage, provide access to, and instruction for, primarily digital collections. The future library will exist as “an organizational unit, not a building or physical facility.” This transition will include a major revamping of LIS education programs to foster the development of highly specialized, digital-specific skills. Finally, librarians will need to transcend the notion held by some that they are “a secular priesthood presiding over temples of knowledge” and understand that “what is new is just as important as understanding what is old. Preserving the past is arguably best left to specialists... rather than being the focus of the librarian in the twenty-first century.”

To implement this vision, Stachokas proposes a nine-phase process culminating in the elimination of open-stack print collections and the removal of all remaining print materials to special collections, archives, or remote storage facilities. While he certainly forecasts resistance among both library staff and users to this all-digital vision, and concedes that there will still be some need for print materials in the near term, he believes that “this transition could be completed in five to ten years in most academic libraries in North America, the UK, Australia, and New Zealand.” Public libraries and libraries in other parts of the world will need a few years more to complete this transition, but are all fated to travel the same path.

Many of Stachokas’s specific ideas and proposals for adapting to the digital environment, such as those concerning open access and the usefulness of patron-driven acquisitions, are already broadly held within the profession. Others will be controversial. To the extent that many of his proposals are problematic, it is because they are symptomatic of a broader flaw with his argument.

This flaw is that Stachokas’s thesis rests on a crude technological determinism that assumes a priori that the all-digital library is an inevitability, and that the print codex is an outmoded technology doomed to disappear. In fact, Stachokas’s argument is an almost perfect representation of what technology writer Michael Sacasas has termed the “Borg Complex”: a phenomenon “exhibited by writers and pundits who explicitly assert or implicitly assume that resistance to technology is futile.” While Stachokas confidently asserts that print is soon to be irrelevant, numerous surveys of academic library users show a distinct preference, even among undergraduates, for print books when engaging in extended, in-depth, or immersive reading. These survey results reinforce the substantial scientific and anecdotal evidence showing that the print codex enables in-depth immersive reading in ways that digital texts do not. Stachokas makes no acknowledgement of this evidence.

Contrary to Stachokas’s claims, then, librarians are best advised to think of print monograph collections and electronic information resources as complementary, not interchangeable, with each format facilitating a different way of reading, research, and thinking. The current hybrid model is not simply a transition period, or a waystation on the path to an all-digital future. Rather, whether by design or accident, it reflects the need for libraries to offer access to the full range of information formats in order to support the full range of user information needs. This insight does not preclude further adaptation by libraries to facilitate use of electronic materials, nor does it mandate that print collections need be maintained at the same level they are now. It does, however, mean that most academic and public libraries must maintain open stack print book collections for the foreseeable future. There is nothing inevitable about the digital library. To bring it about via a self-fulfilling prophecy would be to do our users a disservice.

Endnotes
2. Ibid, p. 31.
5. Ibid, p. 16.


Reviewed by Raymond Walser <raymondwalser@gmail.com>

When I picked up this book, I expected a dry technical discussion on city planning, using the author’s experiences in Abu Dhabi. However, as I read, I discovered a well-written, thoughtful and literary perspective of boom...
times in the small Middle Eastern Emirate from 2009 to 2011. Mr. Dempsey shows his skills not only in city planning but also as a writer, capturing varied and often funny experiences in a self-effacing manner.

Dempsey took the position in Abu Dhabi following a tour in Iraq and worked in the Emirate’s Urban Planning Council during a frenetic period of expansion. Castles in the Sand discusses his work challenges and day-to-day experiences, describing a modern city engaged in a massive, reckless attempt to transform itself. He presents an outsider’s view of a country in the midst of an almost unconstrained construction boom and the resultant impacts. Along the way, the author provides various anecdotes of technical failures when he portrays the poor quality of construction through his own housing experiences and attempts to navigate the city’s merciless traffic. He also discusses social issues, particularly in regards to the incredible number of immigrants living in slave-like conditions.

Throughout his book, Dempsey draws on news articles, history and even literature, all copiously footnoted, to provide comparisons and give the reader a clearer understanding. When things seem to get a little dull, he takes a break to describe a funny incident. Of particular note is the almost four-page description starting on page 64 devoted to an epic haircut received while visiting one of the construction labor camps.

By the time I was done, I found myself sad that the book was finished and wanted to know more about the author. In reading his biographical note, I learned of his unfortunate passing. Not satisfied with the book’s explanation, I conducted a Google search and discovered the following article, http://foreignpolicy.com/2013/09/06/a-death-in-the-family/.

After reading Mr. Dempsey’s book, I have no desire to visit Abu Dhabi and feel as if I have been there simply by having read the book. This is a testament to Dempsey’s narrative skills. All too briefly, he mentions visits to Yemen and Damascus prior to taking his position in Afghanistan. It is too bad that we do not have any more of his insights during that time period from this volatile portion of the world. In any case, his book is a pleasure to read and one from which anyone interested in the Middle East can learn.

**From the Reference Desk**

by Tom Gilson (Associate Editor, *Against the Grain*, and Head of Reference Emeritus, College of Charleston, Charleston, SC 29401) <gilson@cofc.edu>

As a preliminary study of a country in the mid-19th century, this book makes a valuable contribution to understanding the United States and the lives of its citizens. It provides a comprehensive overview of the historical context and the diverse cultural, political, and economic perspectives that shaped the American experience.

The book is divided into five main sections: *Introduction*, *Politics*, *Economy*, *Culture*, and *Education*. Each section is further divided into chapters that cover specific topics, such as the role of women, labor conditions, and the effects of the Civil War on society.

The writing is accessible to undergraduates as well as articles that discuss identity issues like sexuality, gender, and race. The emphasis is primarily on the economics and financing of education, including state and local government policies, household income, and college affordability.

The Encyclopedia of Education Economics and Finance is intended as a non-technical introduction to a field that finds its foundation in the technical and empirical analysis of economics. While it does not shy away from discussing such topics, it does make a concerted effort to make the content reader-friendly to practitioners and undergraduates alike.

Nonetheless, the approach remains serious and scholarly with entries being informed by the latest research. As one looks through the

**SAGE Reference** has also published another in its collection of education encyclopedias. The Encyclopedia of Education Economics and Finance (2014, 9781452281858, $375) is a two-volume set edited by Dominic J. Brewer and Lawrence O. Picus with a focus on how and who funds education, both public and private. The emphasis is primarily on the economics and finance of education in the United States, and the intention is to provide a solid foundation for understanding key concepts and issues as well as laying the foundation for further exploration.

In examining this reference work it becomes apparent that the economics and financing of education is a complex endeavor calling for sophisticated approaches. Numerous entries are devoted to budgeting strategies, economic models, methods of taxation, and other sources of income like tuition and fees. Core economic concepts are discussed like the theory of markets, public choice, opportunity costs, and economies of scale. A myriad of complex issues impacting school financing also get attention including educational equity, lotteries, homeschooling, bilingual education, dropout rates, vouchers, private and public partnerships, and teacher performance and compensation.

The usual value-added features found in SAGE publications are here including an alphabetical list of entries, a Reader’s Guide, “see also” references, solid bibliographies, a glossary, and a general index.

The Encyclopedia of Education Economics and Finance is intended as a technical introduction to a field that finds its foundation in the technical and empirical analysis of economics. While it does not shy away from discussing such topics, it does make a concerted effort to make the content reader-friendly to practitioners and undergraduates alike.

Nonetheless, the approach remains serious and scholarly with entries being informed by the latest research. As one looks through the

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Grey House Publishing has released a new edition of Nations of the World: A Political and Business Handbook (2015, 978-1-61925-288-2, $180). This 2015 annual edition provides profiles of over 230 nations and has been updated to include changes resulting from some “30 general elections and 21 presidential elections” and also reflects the numerous economic changes experienced at the national level during the prior year.

Arranged alphabetically by country, each of the nation entries starts with an overview of the current political and economic climate that offers an informed and objective analysis that highlights key issues and concerns. This is followed by a historical profile that takes the form of a chronology. A political and social profile is next, which discusses topics ranging from the legislature, the legal system, and political parties to the media, religion, and education. An economic profile is also provided that discusses numerous topics including the general economy, trade, agriculture, industry, mining, energy, and banking as well as the environment, climate, and geographic factors. In addition, the nuts and bolts concerns of travelers and business people are addressed with information on things like passports and visas, currency, social customs, prohibited imports, health advisories, credit cards, telecommunications, security, transportation, etc.

Nations of the World: A Political and Business Handbook is a comprehensive and authoritative reference that offers more than 2000 pages filled with facts and figures. The analysis is informed, straightforward, and objective. The volume is well organized and easy to use. Students, business travelers, and tourists will all find it a helpful resource and as such it should find a ready place on shelves in undergraduate libraries as well as larger public and high school libraries.

Following Grey House’s general practice, buyers of the 2015 print edition get free access to Nations of the World Online, where users can access individual country reports for download. Access is available via G.O.L.D (Grey House Publishing’s Online Database Collection), and those who are interested can call 1-800-562-2139 ext. 118 to get a trial.

Grey House has also published a new edition of the Complete Television, Radio & Cable Industry Directory. (2015, 978-1-61925-287-5, $350). The 2015 annual is the third Grey House edition since they took responsibility for publishing what was once the classic reference title Broadcasting Yearbook (later entitled the Broadcasting and Cablecasting Yearbook). As with past Grey House editions, this book is a softcover, single volume consisting of over 2,000 pages filled with the names, addresses, and contact information for thousands of networks, stations, companies, associations, and agencies.

The directory is divided into eight sections but starts with coverage of television, radio, and cable networks and stations. These three sections make up the bulk of the book. The additional sections focus on programming and production services, equipment manufacturers, professional services, associations, events, education and awards, and government agencies. Each of the first three sections are further divided into U.S. and Canadian sections which are arranged by province and state, and then city.

The Complete Television, Radio & Cable Industry Directory continues to stand as the most exhaustive directory covering the U.S. and Canadian television, radio, and cable industries. This is a “go-to” source for any academic or public library that needs information about the broadcasting industry.

Online versions of this reference are also available via G.O.L.D with a print purchase. Those who are interested can call 1-800-562-2139 ext. 118 to get a trial.

Extra Servings
SAGE Reference has a couple of new titles that have just made an appearance, including:

- The SAGE Encyclopedia of Intercultural Competence (April 2015, 9781452244280, $375) is a two-volume set edited by Janet M. Bennett that focuses on the concept of cultural competence or that “set of attitudes, practices, and policies that enables a person or agency to work well with people from differing cultural groups. Other related terms include cultural sensitivity, transcultural skills, diversity competence, and multicultural expertise. What defines a culture? What barriers might block successful communication between individuals or agencies of differing cultures? How can those barriers be understood and navigated to enhance intercultural communication and understanding? These questions and more are explained within the pages of this new reference work.”

- The SAGE Encyclopedia of Food Issues (April 2015, 9781452243016, $395) is a three-volume reference edited by Ken Albala. This new set “explores the topic of food across multiple disciplines within the social sciences and related areas including business, consumerism, marketing, and environmentalism. In contrast to the existing reference works on the topic of food that tend to fall into the categories of cultural perspectives, this carefully balanced academic encyclopedia focuses on social and policy aspects of food production, safety, regulation, labeling, marketing, distribution, and consumption…”

CQ Press is planning to add a couple of updated editions that political science collections will welcome:

- Washington Information Directory 2015-2016 (June 2015, 978-1-4833-8057-5, $205.00; eISBN: 978-1-4833-8055-1, request price) has been a standard “source for information on U.S. governmental and nongovernmental agencies and organizations.” The 2015-2016 edition “provides capsule descriptions that help users quickly and easily find the right person at the right organization. Washington Information Directory offers three easy ways to find information: by name, by organization, and through detailed subject indexes. It also includes dozens of resource boxes on particular topics and organization charts for federal agencies and NGOs…”

- Historic Documents of 2014 (June 2015, 978-1-4833-8052-0, $205; eISBN: 978-1-4833-8050-6, request price) continues this series of well-regarded annuals that provide “informative background, history, and context…” for each document. The 2014 volume will begin with an insightful essay that sets the year’s events in context, and each document or group of documents is preceded by a comprehensive introduction that provides background information on the event. Full-source citations are provided. Readers have easy access to material through a detailed, thematic table of contents and a cumulative five-year index that directs them to related material in earlier volumes…”

Elsevier imprint Academic Press has just released the second edition of a major multivolume encyclopedia as well as a new three-volume set that libraries with ample budgets may be interested in:

- International Encyclopedia of the Social & Behavioral Sciences, 2nd Edition (March 2015, 9780080970868, $12,000), edited by James D. Wright, is “fully revised and updated… and offers a source of social and behavioral sciences reference material that is broader and deeper than any other. Available in both print and online editions, it comprises over 3,900 articles, commissioned by 71 Section Editors, and includes 90,000 bibliographic references as well as comprehensive name and subject indexes…”

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Patrick Modiano was awarded the 2014 Noble Prize for Literature in October “for the art of memory with which he has evoked the most ungraspable human destinies and uncovered the life-world of the occupation.” Soon after the announcement, I began searching for one of his books to read for “Booklover.” Suspended Sentences: Three novelas, was the choice I made for my holiday reading. Travel, parties, family, and general holiday activity did not afford me the time for delving into these three stories. Then the attack on the offices of the satirical magazine Charlie Hebdo located in Paris, France shocked the world. Modiano is described as an author who has spent his life examining the Nazi occupation and its effects on his country. Although this attack originated from a different type of extremist thinking, the timing of this horror with my interest in Modiano’s work was not lost on me. François Hollande, the President of France, said of Modiano: “he takes his readers right to the deep trouble of the occupation’s dark period. And he tries to understand how the events lead individuals to lose as well as find themselves.” It was time to read and so I began.

After Image, Suspended Sentences, and Flowers of Ruin are the translated titles for the three novelas. Mark Polizziotti is credited with the translation. In his introduction he describes, “A feeling of indirection pervades many of Patrick Modiano’s writings, and the three short novels in this volume are no exception. For all the specificity of detail — locations catalogued with loving precision, particular casts of light and shadow — one can’t escape a sense of hazzines, as if everything were shrouded in gauze or viewed through a Vaselined lens. The narrative voice adds to this impression, the protagonists often placing themselves just to the side of the situation they’re describing. Like the prose in which they cough their stories, these narrators maintain a slight remorse, as if full engagement with one’s surroundings carried the threat of great pain, or mortal danger.”

Of the three, After Image particularly resonated with me. It is an out-of-focus story about a focal product. Modiano even confessed about his own writings: “The more obscure and mysterious things remained, the more interested I became in them. I even looked for mystery where there was none.” The story begins simply: “I met Francis Jansen when I was nineteen, in the spring of 1964, and today I want to relate the little I know about him.” The illusive illustration of Jansen by the narrator sets up a page-turner where the reader is lead to believe that maybe in just the next paragraph all will be revealed. And it never is; the joy of reading the illusion, the mystery in itself, is the end game that Modiano sets up. Jansen is a photographer. He uses his Rolleiflex to capture a moment with minimum intrusion. When the narrator meets him Jansen has packed his life’s work into three leather suitcases and is moving to Mexico. The narrator offers to catalogue his photographs as he appreciates the documentary value of them and believes Jansen should be recognized at some point for this. A sense of déjà vu began to creep into my reading. The story line, albeit fiction, had a very familiar tone.

Finding Vivian Maier is a documentary released in 2013 about a young man’s discovery of the works of Vivian Maier. Bidding on a storage locker of vintage photographic material for a book he was writing for Arcadia Publishing, John Maloof discovers a box of negatives. Maloof had become interested in the preservation of Chicago’s Northwest side where he lived and was writing about it with Daniel Pogorzelski. The box of negatives did not produce any material for their book Portage Park, but it provided the catalyst for Maloof’s immersion into finding Vivian Maier, the solitary nanny who took over 100,000 photographs of street life and left two storage lockers stuffed with clues to assist in the ultimate archiving, preservation, and presentation of her life’s work by Maloof. To connect you back to Modiano’s Jansen character — Jansen used a Rolleiflex, and, like Maier, he would capture street life in an intimate, minimally intrusive manner. Pa toche, the narrator in After Image, describes Jansen’s work: “I only have to look at his photos to rediscover the quality he possessed in art as in life, which is so precious but so hard to acquire: keeping silent.” A description one might also bestow on Maier’s work.
ATG Interviews Heather Joseph

Executive Director, Scholarly Publishing and Academic Resources Coalition (SPARC)

by Bob Schatz (North American Sales Manager, BioMed Central) <bob.schatz@biomedcentral.com>

ATG/BS: Reviewing the past is frequently a good way to understand the present. How about if we begin with your explaining what SPARC is, your role in it, and how it fits within the Association of Research Libraries (since your email ends in arl.org)?

HJ: Good place to start! SPARC was founded in 1997 as an initiative of the Association of Research Libraries to address a chronic problem facing the library community: the high — and ever-increasing — cost of journal subscriptions. The idea for SPARC was born out of the collective frustration of the member libraries on ARL’s Board of Directors that no amount of discussion was ever going to solve this problem, and that concrete action was needed. I like to think of it as the library community’s “Network” moment, where someone leans out the window and yells “I’m mad as hell, and I’m not going take it anymore...”

So channeling that frustration into something productive, the ARL Directors created SPARC, which was given the specific charge of being a “catalyst for action” in the scholarly communications marketplace. It was tasked with finding ways that libraries could collectively leverage the power of digital technologies to more effectively and efficiently distribute research articles and, in doing so, relieve some of the financial pressures libraries were facing. It sounds like a pretty broad charge, but when you drill down, it actually gave us quite specific parameters for our strategies and programs.

And if you look at SPARC’s earliest programs, you can see that they were tailored to exactly address this charge by attempting to introduce new lower-cost, online journals into the market to provide competition to some of the more expensive journals. For the first several years of its existence, SPARC tinkered with this strategy, working to find ways to make it scale through aggregation projects and communities practice — BioOne being a prime example of this.

However, one of the crucial lessons we learned along the way was that creating meaningful change using this strategy was going to be an uphill battle, unless some of the fundamental assumptions about how the scholarly communication marketplace operated were challenged, and some of the underlying rules of the game were changed. This led SPARC into shifting its focus towards reimagining how the system could be optimized for scholars and researchers, and into a strategy that focused more on education and policy advocacy to help such a system evolve — and that’s where our primary emphasis is today.

ATG/BS: When you say “optimized for scholars and researchers” is that defined as just open access? I ask because the common response I get when I ask people, “What is SPARC?” is that it is an open access advocacy group. How comfortable are you with the description?

HJ: I’d say that’s a fair characterization. We have definitely become well known for our advocacy in promoting open access to research articles, and we are very proud of that work. When the Budapest Open Access Initiative was convened, it was in a sense to ask folks to think about the answer to the question, “If we could rebuild the system of how scholars and researchers share the results of their work, and optimize it to serve their needs first, what would it look like?” And we at SPARC certainly think that open access — the immediate, free availability of online articles coupled with the rights to use those articles fully in digital environment — fills that bill.

That said, while we spent the better part of a decade almost completely focused on scholarly articles, over the past two years, we’ve made some pretty aggressive moves to expand our program areas to cover other elements in the research, teaching and learning process that we feel it is vital to expand the open sharing of as well, specifically research data and educational resources. We feel strongly that making sure that both of these outputs are readily accessible and fully usable under similar open terms and conditions as articles is vital in creating a robust environment for our students, faculty and researchers (not to mention those in the private sector and members of the general public) to advance their work.

ATG/BS: It is clear that the scope of advocacy at SPARC is expanding, and that’s worth exploring more deeply. In the presentations I’ve seen by SPARC personnel about open educational materials, it seems that SPARC is taking on a more proactive role than more advocacy: promoting (and managing) the development of new open textbooks. Is that a correct characterization? If so, does this put SPARC in a more adversarial role in relation to “traditional” publishers?

HJ: It’s true that our advocacy around Open Educational Resources specifically encourages not only the adoption of Open textbooks and other OERs, but also their creation. This can take on many different forms, from providing financial resources to support the development of new materials, to vetting and evaluating resources as they evolve, to contributing specific content. While some might feel that this is departure in terms of the traditional role of libraries, we do not.

Libraries have, of course, always been well positioned to facilitate the location of high-quality open resources, but over the past decade, they’ve also increasingly moved into a more active role in facilitating their creation. Dozens of libraries have established active “open access funds” to support authors who choose to publish in OA journals, for example. When these funds began to surface, they were certainly a new phenomenon — we hadn’t seen libraries establishing funds to pay publication fees like page charges or color charges for authors to publish in subscription access journals, for example. But this is now an accepted practice, and it help set a precedent for libraries to also move into more active financial support of other educational materials like textbook.

At the same time, we’re also observing a growing trend of libraries moving into the publishing space in other ways, with more and more university presses and libraries collaborating closely as business units on our campuses. The emergence of the Library Publishing Consortium is a good illustration of this.

There seems to be a growing momentum behind the idea of higher education institutions playing a much more active role in the creation, distribution and, ultimately, ownership of the content generated on their campuses. This may very well feel like competition to traditional publishers, but competition is part of keeping a marketplace healthy, and our member libraries have a key role to play here.

ATG/BS: I suspect many publishers would say that there’s much more to managing a publishing enterprise than meets the eye. Do you think libraries appreciate the work involved and are prepared to take on the many functions required to maintain that enterprise at acceptable standards?

HJ: This is a critical point. Having spent 15 years as a managing editor and publisher of journals, I do see that people sometimes underestimate the time commitment and complexities that managing a robust publishing operation entails. I’ve seen this occur with

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start-up publishers both inside and outside of the library community. However, it is certainly not always the case, and libraries do have the unique advantage of being nested in the heart of the research enterprise on campuses, which can help position them to be responsive to the evolving needs of scholars and researchers. We are also seeing a growing trend of much closer relationships with university presses and libraries, which provides a terrific opportunity for traditional publishing expertise to be shared and deployed in new ways.

That said, I would also point out that when we think about the concept of libraries as publishers, we should also be thinking the publication of non-traditional scholarly outputs as well as articles. The development of digital institutional repositories coupled with the growing production of digital data — and the demand for sharing this data in new ways — is an opportunity for libraries to serve as publishers of an entirely new generation of outputs.

ATG/BS: Having said that, it is clear that an increasing number of commercial publishers are initiating and expanding their open access offerings. What impact do you think has on the overall open access environment? And as OA expands in general, do you see any discoverability issues affecting access to open access articles? There seems to be some concern about that among public services librarians.

HJ: Competition is an indicator of healthy market, and I consider the addition of any high-quality Open Access journal options a positive development, whether the publisher is a large commercial player, a small non-profit organization, or a completely new kind of entrant. The trick is, of course, to make sure the market stays healthy and functioning properly, to ensure we don’t end up with an APC market that mirrors the pricing dysfunctions that have plagued the subscription journal market. It’s important that the academic community as a whole (including publishers) play an active role in facilitating financial transparency so that the true costs of supporting quality open access publishing can be fully understood. Financial decisions should be informed by evaluating the true value of the product provided against the price of the product — not driven by lack of choice.

As the Open Access journal market continues to expand, it will face all of the challenges that any emerging (and rapidly growing) market faces. Many of the new players in the Open Access journal-publishing space have been new, small, single-title producers, and we have seen some challenges arise in terms of ensuring effective discoverability of all of the materials they are producing. The availability of articles in a growing array of Open Access repositories adds another layer of complexity to the situation as well. I think the good news here is that increasing discoverability is in the interest of all players involved, and the community has organizations that are well-positioned to help in addressing this issue. The Open Access Scholarly Publishers Association (OASPA), for example, provides a locus for the development of standards and best practices in this arena, as does the Confederation of Open Access Repositories (COAR). Collaborating with NISO and similar organizations on this front would certainly be a welcome development.

ATG/BS: Your mention of repositories touches on the issue of data: its capture, access and curation. I understand SPARC is moving more actively into issues related to data management. Can you discuss what initiatives are developing? I also understand that you’ve recently been appointed to the Department of Commerce’s Data Advisory Council. What is that, and what role do you see playing in that group?

HJ: SPARC’s program areas have indeed been expanding! While we have long been interested in promoting practices and policies that support the open sharing of research data, we’ve struggled to find the time and resources to develop a serious program around it. Happily, we recently received funding to specifically support the establishment of a full advocacy program to work with research funders (both public and private) to develop Open Data policies that are harmonized around a common set of principles, and that promote full accessibility and reuse of data.

We’re hopeful that the more coordinated funder policies are in this area, the lighter the compliance burden will ultimately be on the research community. We’re already working on sketching out a set of common policy requirements — including breaking out some of the common elements in data management plans — to help the SPARC library community prepare in advance for new policies that are likely to come down the pipe.

The focus on Open Data has certainly been exploding, not only here in Washington, but around the world. The new Commerce Data Advisory Council (CDAC) that you mentioned is just one reflection of how quickly data has moved into a position of priority for policy makers. The Council is tasked with helping to guide the Commerce Department’s “data revolution,” (their words!) which aims to foster innovation, help create jobs and drive better decision-making throughout our economy and society. I love the positivity and energy that the Department is bringing to the table in rising to this challenge, and am humbled to have been asked to serve along with an amazing group of people from organizations ranging from eBay, Intel and GE to Code for America and the Center for Data Innovation. The range of perspectives around the table should make for some lively discussions!

We’re also quite excited about having libraries (and the higher education institutions they are a part of) work collaboratively with researcher funders on Open Data policy development so that we can take advantage of the infrastructure that our community has already invested in developing — for example, digital repositories — by making sure that they are part of the compliance solutions for data policies. We also are taking this opportunity to educate funders about the further potential of digital repositories to not only provide a point for researchers to store and access data, but to also provide a potentially robust working environment for researchers to actively interact with data. It’s an incredibly rich area for libraries to explore.

ATG/BS: Speaking of funders, what’s your take on the Bill & Melinda Gates Foundation decision to go from a public access mandate, allowing for an embargo period, for published research from projects it funds to an open access mandate, insisting on “born digital” upon publication in 2017? Do you think this is going to put pressure on other funders and governmental agencies to rethink mandates that allow for embargo periods?

HJ: I like the way you’ve characterized the move by the Gates Foundation! To me, it represents a seismic shift in the policy environment. Policy development is, by nature, incremental, and the funder policies we’ve seen to date have all contained (to greater and lesser degrees) components that Open Access advocates consider compromises — I’m thinking specifically of the inclusion of embargo periods and the exclusion of any specific guidance on reuse rights. That was largely to be expected, as it was a very big leap to expect subscription journal publishers to move away from a model that had been functioning for hundreds of years to a completely new model overnight. But more than a decade into the Open Access movement, the ground has been much more fully prepared for this new model to successfully take root. We’ve got thousands of viable Open Access journals that authors can publish in, as well as several thousand well-established open digital repositories, and this provides the kind of solid infrastructure that gives all stakeholders more confidence that providing Open Access is not only possible — it’s sustainable.

So I think it is a very hopeful sign that the Gates Foundation have chosen to move the needle forward towards full Open Access. I do think that other funders will watch how things play out with this new, “born open” policy, and quite possibly choose to take another look at their own policies. It’s a nice thought that we might see additional pressure that can help bring the new ideas contained in scientific and scholarly journal articles even more quickly, and to make them even more useful to a wider audience than they currently are.

ATG/BS: So one final question. As is entirely possible, what if you find yourself in the middle of a large lake in a rowboat with a researcher, an ARL librarian and a scholarly publisher. What would you tell each of these people to expect their scholarly environments to look like in five years?

HJ: Ah, yes, as so many of us do, I often hold important professional discussions whilst punting about in a rowboat.

Once I get past the general visual your question conjures up and hopefully dispel the notion that any of the boats inhabitants are waving their oars threateningly at me, my answer is probably disappointingly non-radical. Having continued on page 37
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been part of the scholarly communications community for about 25 years now, I realize that change happens incrementally and slowly. There won’t be one sweeping piece of legislation or radical technological development that changes the picture for any of us — librarian, researcher, publisher — overnight.

However, one interesting and encouraging characteristic of incremental change is that it tends to be cumulative — so the small steps forward we take in the next five years will be added onto the progress we’ve made to date. When we look back over our shoulders at the total mileage we’ve logged on this road towards a more open system, we’ll be surprised at the distance we’ve come.

I also think that the unrelenting nature of the pressure to improve the system of scholarly communications has had another interesting effect: people under similar pressures tend to find ways to work together to find ways to improve their collective situations. We’ve certainly seen lots of examples that happening as researchers, publishers, librarians and funders have struggled through the past decade to try and carve a sensible path forward. The pressure has led to the majority of established subscription access journal publishers changing models and establishing Open Access options, to be sure, but it’s also led libraries to rethink their budget allocations, and to provide ways to support these new OA journals. The pressure has led research funders to establish new expectations for what authors must do with articles that report on their funded research, and it has also led authors to become more aware of what their rights are as authors, and more vocal about what they value the ability to be able to do with their own works. The changes we’ve seen — and that we’ll continue to see — play out in an atmosphere where a certain amount of balance is necessary, and I just don’t see that changing.

That said, SPARC will still be sitting in the rowboat asking the question, “Are we doing everything we possibly can to create the ideal way for scholarly works to be shared and built upon?” over and over again, and doing our best to back up our words with positive, productive action.

ATG/BS: Thanks for taking the time to chat, Heather.

HJ: It has been my pleasure.

Rumors
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because of the push for maximum publications. See this issue, p.52.

Wish I could have been there — the opening of the Weston Library which opened 20 March, 2015. It is now “the place to see and be seen.” Read all about it this issue, p.66.

Lots of mergers, consolidations, buyouts have been happening. For example, EBSCO has been very active. They bought YBP in February and recently have bought Learning Express, LLC which is an educational technology company that provides eLearning solutions for workplace skill-building, professional development, and academic success. They partner with libraries, institutions, corporations, and government agencies to provide customized online learning resources, employee engagement solutions, and skills development content.

ProQuest (through its affiliate Bowker) has acquired Palo Alto-based SIPX creator of a digital course materials solution that addresses a variety of copyright and cost concerns for universities. Developed from Stanford University research, SIPX...
**ATG Interviews Jody Plank**

**Product Manager, Research Square**

by Tom Gilson  (Associate Editor, Against the Grain)  <gilsont@cofc.edu>

and Katina Strauch  (Editor, Against the Grain)  <kstrau@gmail.com>

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**ATG:** Rubriq bills itself as an independent peer review system. Can you tell us how it works?

**JP:** Absolutely. Currently the majority of peer review of research articles occurs within the scope of a particular journal, and the reviewers are assessing the fit of the manuscript with that journal as much as they are the technical aspects of the work. This limits the applicability of the comments and feedback on the work to this very narrow context. What we are doing is decoupling the review of the manuscript from the assessment of the fit of the manuscript for a particular journal. This in many ways is a more pure form of peer review that allows the experts in the field to focus on the strengths and weaknesses of the manuscript without those evaluations being shaped by the lens of a journal. We provide a thorough report and set of metrics based on the reviewer’s qualitative and quantitative assessment. This decoupling opens up a number of new possibilities for the use of these evaluations for researchers.

Once we receive a manuscript, a doctoral-level member of our team matches the manuscript with three experts from the field to review the paper in a double-blind format using our review scorecard. Once all three reviews have been completed, the author will receive a report with the comments compiled. At that point, the authors can use these assessments to improve the manuscript and/or determine the best place to publish the work. If they choose to, they can submit the Rubriq review with the manuscript along with a letter detailing the subsequent changes they made to the work to the journal editor to help the editor make an informed decision.

**ATG:** We understand that Rubriq is a division of the parent company Research Square. In what ways is Rubriq independent, and how do you plan to maintain that independence?

**JP:** Rubriq, American Journal Experts, and Journal Guide are all components of Research Square and are working toward providing a complete solution for researchers. The goal of all of our work at Research Square is to help researchers succeed, and Rubriq plays a part by helping researchers publish quickly in the best journal possible. While Research Square helps authors communicate their work, we are not a publishing company, and we are providing authors peer review independent and outside of the lens of any particular journal. Since we are not trying to shape the authors’ submissions to fit within the context of a journal, our feedback is neutral and can be applied universally.

**ATG:** Can you tell us a bit about your work at Research Square? How did it get started in the business of providing these type of journal services? What expertise and experience does Research Square bring to the table? Who are the key players?

**JP:** As I mentioned, Research Square’s mission is to help researchers succeed, and the way we do that is by helping them communicate their work so they can spend more time making discoveries. Together, Research Square’s brands supported the publication of over 60,000 manuscripts last year. Research Square’s origins are in the AJE brand, which helps international researchers prepare their research for submission in English language journals. Over the last decade, researchers have shared with us additional challenges in communicating their work, which led us to expand our services beyond manuscript preparation into improving peer review with Rubriq and helping researchers find the best journal for their research with JournalGuide. In 2015, we are developing post-publication services to help researchers share the importance of their work and make it more discoverable. We are passionate about making an impact on society by helping one researcher at a time.

Our team consists of 100 postgraduates from a wide array of disciplines, and we have a unique ability to partner with our clients to support their publication needs. We see ourselves as an extension of our customers’ labs. If we perform our roles well, we serve as a communication arm of our customers’ labs, and we give those research teams more time to focus on doing what they are the best in the world at, making discoveries.

The key players are our colleagues at Research Square, who are phenomenal, fun, and vibrant. The raw brain power at one of our happy hours is staggering, and it is a real honor to work alongside them. The officials responsible for the company are Shashi Mudunuri, Founder / CEO, who comes from a technology startup background prior to founding this business, and Keith Collier, COO, who previously ran ScholarOne as a part of the Thomson Reuters Scientific and Scholarly business. These two would be the first to tell you that the key people are the rest of the employees.

**ATG:** You also say that you “are proactively following the existing standards and guidance to qualify for what you refer to as a “Benefit Corporation.” What does that mean exactly?

**JP:** Research Square’s primary goal always is to make a positive impact on society. We exist to help researchers succeed. We do not exist to maximize profits, and in this philosophy we are aligned with the principles of a Benefit Corporation.

Benefit Corporation status allows companies to embed sustainable principles into their company DNA. A Benefit Corporation’s directors and officers operate the business with the same authority as in a traditional corporation but are required to consider the impact of their decisions not only on shareholders, but also on society and the environment. To date, 28 states have passed legislation allowing for the creation of Benefit Corporations. Unfortunately, our home state of North Carolina has not yet passed such legislation. Therefore, as a North Carolina organization, we are unable to apply formally for Benefit Corporation status at the state level until legislation is passed. In the meantime, we are seeking to obtain B Corp certification. B Corps are certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency through a third-party audit and evaluation.

**ATG:** According to the Rubriq Website you are also trying to "create a system that will help match manuscripts to the best journals." That sounds like a service being offered by American Journal Experts, a separate division of Research Square. Can you clarify that for us? Do Rubriq and AJE interact in some way?

**JP:** Rubriq and American Journal Experts (AJE) are author services within Research Square, along with Journal Guide, a free tool that helps authors identify journals that are publishing similar work and might be interested in the author’s manuscript. AJE customers can buy Rubriq reports directly from the AJE Website. In addition, AJE offers a service to the publication-ready editing customers in which the editor of the manuscript can use the tools on Journal Guide to provide the authors with a list of journals that might be interested in the subject matter of the paper.

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In Rubriq, we also offer a Journal Recommendation service that uses some of these same tools but also utilizes feedback from the reviewers of the manuscript. This service provides the authors with a list of potential journals based not only on the subject matter of the paper but also on the perceived novelty and interest of the work. This helps focus the author’s publishing efforts on journals that are most likely to be receptive to the manuscript, in addition to helping them improve the work with the critical feedback from the reviewers. This combination of feedback will help them get their work published more quickly.

**ATG: Do any of Research Square’s services offer any content editing? We are thinking specifically for foreign authors writing in English or vice versa?**

**JP:** American Journal Experts offers language editing for text we receive from researchers, many of whom are international. We focus on language at the sentence level, and our editors do not comment on or edit the research content within the paper. We also ensure that we do not make any changes to a manuscript, such as paragraph reorganization or the removal of text, that would blur the line between authorship and editing.

Specifically, we offer three levels of language editing. Our Standard service focuses on grammar, punctuation, word choice, and phrasing, and our Premium level service builds on this with additional editing for style and consistency. Our Publication Ready service includes everything in our Premium service as well as a journal submission cover letter and help with responses to reviewers and journal selection. We do all of this by matching a researcher’s manuscript to one of the thousands of subject-expert editors in our network, all of whom come from the top research universities in the United States.

In addition, AJE offers translation for authors that would prefer to write their manuscript in Chinese, Portuguese, or Spanish. We also assist authors by formatting their manuscript and figures for submission to a specific journal and even by creating new figures from sketches or raw data.

**ATG: Getting back to your peer review service, we understand that your reviewers use a standardized scorecard. What evaluation criteria are included in that scorecard? What type of rating system do you use?**

**JP:** We have several scorecards that are tailored to the needs of manuscripts in a variety of fields. In general, the scorecards are broken down into three large categories: Quality of Research, Quality of Presentation, and Novelty & Interest. Within these categories, we have worked with researchers to identify the critical elements of the papers within those fields to design the separate scorecards. You can see an example of one of our scorecards (Life Sciences) here: https://secure.rubriq.com/sample/scorecard.

When a reviewer is filling out the scorecard, they can note the common deficiencies, and the system will suggest a rating based on a ten-point scale that the reviewer is then free to adjust to their own preference. Once the items are evaluated by each of the reviewers, the R-score is then calculated based on the averages for each of these categories. The upper limit of the R-score is determined by the novelty and interest score. A well-executed study with limited interest may have high quality scores but a low overall score because the novelty and interest value is low. For those who are interested, we have a white paper available on our Website that details more of the science and development of the Rubriq Scorecard (http://www.rubriq.com/img/rubriq-whitepaper.pdf).

However, authors and journal editors have access to more granular quantitative data about a manuscript in addition to the R-score. The reviewer averages for each of the categories and each of the items within these categories are also displayed. In this way, the author or journal editor can easily identify and focus on the aspects of the work that may need some attention before publication.

**ATG: Aside from the use of this scorecard what guarantees the quality control that scholars, publishers, and librarians expect from peer review? What qualifications are required of your reviewers? We also understand that your reviewers are paid. Can you tell us about that?**

**JP:** The reviewers for a manuscript are selected by our team of doctorate-level Peer Review Coordinators, and each reviewer must have a doctorate-level degree (or hold a professorship), have an active research appointment, and be actively publishing papers themselves. The team then pairs the manuscripts with qualified reviewers based on alignment of the topic and methods of the manuscript with the potential reviewer’s own published work.

Once a reviewer has completed a review, the Peer Review Coordinators managing that manuscript will fill in the reviewer to ensure that the review contains meaningful, actionable feedback. For an author, that means that the review identified specific areas for improvement, and for a journal editor, that means that the reviewer offered meaningful justification of his or her scores. On the rare occasion that a review is found to be unactionable, a new reviewer for the paper is identified and the unactionable review is replaced.

We do offer compensation for our reviewers to recognize the time and effort they put into these reviews. This can take the form of direct compensation, contribution towards a charity such as AuthorAID, or can be used for editing, formatting, figure formatting, or even Rubriq reviews of the reviewer’s own manuscripts though AJE. However, based on the feedback we have received, the compensation is only part of the reason that many of the reviewers work with us. The ability to read interesting work in their field, help their fellow researchers improve their manuscripts, and support a system that aims to streamline the publishing process are also highly ranked motivations.

**ATG: Do you have a list of reviewers along with their credentials that prospective authors would have access to? How many reviewers do you have working for you? Do the reviewers change, and, if so, how often?**

**JP:** We currently have over three thousand reviewers who work with us, and that number is growing every day. If we receive a manuscript and do not have three reviewers that are a great subject match for the work in our system already, then we recruit new reviewers for that submission. In this way, we are always bringing new reviewers into Rubriq and giving authors the best feedback on their work. We do not have reviewers ‘change’, really — we simply keep adding expertise to our network of researchers.

We protect the confidentiality of our relationship with reviewers, so we cannot provide a list of our current reviewers.

**ATG: You’ve recently announced the addition of Sound Research Stamps to your scorecards. What are they, and how do they impact the overall score that a perspective publication gets?**

**JP:** Sound Research Stamps are earned by manuscripts based on the reviewer’s responses to one simple question: “Disregarding any consideration of novelty, does this work represent technically sound research?” This is the core question asked by many of the broad-scope, sound science and sound research journals that aim to publish good work with no thought towards the potential impact. Based on the answers to this question, a manuscript can earn a “Sound Research Certified” stamp that indicates that the work is suitable for publication with or without minor revisions, or a “Sound Research Potential” stamp that indicates that the work is solid research, but will require some additional work before it is ready for publication.

These stamps are an addition that we made to the Rubriq Report to complement the R-score. Because the R-score takes the Novelty & Interest score that provides the reviewers into account, it can make our reports slightly more complicated for an author targeting a sound research journal or an editor working with a sound research journal to use. These stamps add a clear statement about the current state of a manuscript within the context of sound research publishing environment. However, they are independent of the R-score, and the answers to the sound research question do not influence the R-score at all.

**ATG: The scorecard is designed to evaluate manuscripts reporting original scientific research. Does that mean scholars in the humanities and social sciences need to look elsewhere for such a service?**

**JP:** Not at all. Although we launched with a focus on the biomedical sciences, we have scorecards for manuscripts both in the humanities and social sciences, in addition to physical science, engineering and material science, math and computer science, and clinical case reports. We have reviewed papers across this entire spectrum both directly with authors and with our journal partners.

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Interview — Jody Plank
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ATG: Speaking of scorecards, how is Rubriq doing? Do you have any statistics on the success of Rubriq? For example, can you tell us when the first stretch of Rubriq manuscripts have been accepted for publication?

JP: So far we have assisted the authors of over 900 manuscripts, with the majority (just over 700) of those reviews performed in 2014. (This makes our peer review operation larger than 90% of the world’s journals, according to our conservative estimates.) Because some of the feedback that our reviewers provide requires further experimentation and the publication process can still take some time (even with our assistance), we are still waiting to see the percent of published manuscripts stabilize.

The feedback that we have received from authors, reviewers, and our publishing partners has been quite positive. Many authors have commented on the thorough nature of the reviews and the depth of knowledge of our reviewers, and the reviewers themselves consistently give us high marks and compliments on our scorecards and our system in general. Our publishing partners also appreciate the quality of the review and the credentials of the reviewers, and both editors and the authors they serve appreciate the speed of our service.

ATG: You also say that Rubriq’s independent peer review “does not require that the traditional process goes away — it just makes it more efficient.” How so? Related to that, another of your goals is to speed up the overall publication process. How does Rubriq accomplish this?

JP: There have recently been many innovations and new models in publishing, such as post-publication peer review. While we are certainly introducing innovations around peer review, what we are doing is still aligned with the traditional concept of pre-publication peer review, and our goal is to improve rather than eliminate the traditional peer review process.

We are innovating and bringing efficiency to the process in three different areas: speed, quality, and journal-independent feedback. An author can expect to get feedback on their manuscript within two weeks from Rubriq, while it can take many journals that length of time to simply decide if they will even review a manuscript. The structure of our Scorecards increases the quality of the reviews by guiding the reviewers through the assessment of every aspect of the manuscript. Our doctoral-level Peer Review Coordinators then ensure that quality by replacing any reviews that do not meet our standards. In addition, the journal-independent, double-blind nature of our evaluations allows the authors to receive honest feedback of the work outside of the context of one specific journal, which will not only help them improve the work but also understand the potential of the manuscript in the broader context of the literature. All combined, we provide fast, high-quality reviews that can help guide the author to publish the work in the right venue quickly rather than the current “trial and error” method. Expediting this process helps to reduce the risk of an author’s work becoming less novel or obsolete because someone else with similar findings gets published first.

ATG: You mention that Rubriq is still aligned with the traditional concept of pre-publication peer review. Were there any specific publisher models that you drew on for inspiration in developing your approach?

JP: No, there really weren’t any specific publisher models that we drew from. Early on we debated the merits of many of the new, emergent peer review models that are currently being experimented with as well as the traditional model. However, in the end we believed that the traditional, blinded peer review model provided the most credible, honest feedback that the author could acquire from their field. Given that some studies have shown that the reviews that a paper receives can be influenced by the gender, nationality, or other aspects of the authors of the paper, we decided to take the additional step of blinding the reviewers to the identity of the authors.

While post-publication peer review has been a hot topic, we think that replacing pre-publication with post-publication peer review fundamentally undermines the relationship between society and science. The general public wants to have some certainty around the veracity of published content. Researchers also seek out trusted journals to designate the importance of their work in order to establish their own reputations. We do not believe a post-publication peer review model will replace the trusted, reputation-building pre-publication peer review model.

ATG: You operate on an author-pay model. What type costs should an interested author expect to incur? What can an author expect for his/her investment?

JP: We currently offer our standard product, which is a double-blind review of a manuscript by three reviewers, for $600. We perform this review in 14 days and return a Rubriq Report that aggregates the reviewer comments and scores. This Report contains comments from each reviewer on each aspect of the manuscript, and it helps an author understand the strengths of the manuscript as well as areas that may need improvement before it can be published. You can see an example Report here: https://secure.rubriq.com/author/submission/report/id/SAMPLE11. In addition, our standard product also includes an iThenticate report that will assist the author in identifying any similarities between the text of their paper and the published literature.

If an author would also like some assistance with selecting a target journal for their work, then for an additional $50 we will find journals publishing similar work and rank those journals by likelihood of acceptance based on the feedback about the novelty and interest potential as noted by the reviewers. The authors then receive a Journal Recommendation report with these journals and information about them such as interest in considering a Rubriq Report, publication times, publication fees, and acceptance rates.

We also have a new product that will allow authors with manuscripts containing statistics to have a biostatistician review that specific aspect of their paper using a scorecard we developed with a team of biostatisticians. This product utilizes a single reviewer and costs $250, or it can be added onto our standard Rubriq review for a total cost of $800.

ATG: You also talk about journals joining the Rubriq network? What is that all about? Which journal publishers have joined? Are there any open access journals that are part of the network?

JP: There are several ways that journals can work with us. The simplest way is for a journal editor to let us know that they are open to considering a Rubriq Report if an author submits the report with their manuscript. We currently have over 500 journals that have indicated their willingness to receive a Rubriq Report, with some journals from all of the major publishers being represented.

We also can work directly with journals to assist them with their peer review process. We have been working with international open access publisher Bloomsbury Qatar Foundation to facilitate the peer review process for a wide variety of their journals, and we are the sole source of peer review for QScience Connect, QScience’s broad-scope, sound research journal. We have been serving in a similar capacity for Veterinaria México OA as they have been rebuilding their journal.

In addition, we are currently in conversations with some of the leading established sound research journals, and we may have some exciting news soon about new ways that Rubriq can help researchers.

ATG: We couldn’t help but notice that all of the journals you mention are science oriented. Are you working with any humanities or social science journals?

JP: Our relationship with QScience includes QScience Connect, which does consider work in the humanities and social science areas, as well as QScience’s International Review of Law. However, we are always open to exploring relationships with any other journals either inside or outside of the sciences that believe that they may be able to help them better serve their authors.

ATG: Introducing a new service like Rubriq must demand a lot of your time. But to stay sharp you need to recharge your batteries once in a while. Are there any activities that you particularly enjoy that help you kick back and relax?

JP: I’m a pretty mellow person, so no cliff-diving for me. I really enjoy reading and watching movies, and I seem to be on a mission to turn my house into a combination of antique scientific equipment museum and a public aquarium. When the urge to create strikes, I have a woodworking shop set up in my garage and I’m trying desperately to get back to creative writing.

ATG: We really appreciate you taking the time to talk with us about Rubriq, Research Square, and your other projects. We’ve enjoyed learning about them.
Blurring Lines — An Interview with Jon Cawthorne, Dean of Libraries at West Virginia University

I met Jon Cawthorne, Dean of Libraries at West Virginia University, at ALA Midwinter in Chicago during a rare moment in which the snow fall had slackened and allowed us to connect. Jon shared with me a fundamental premise: the profit imperative and the mission of the university press are at odds. The driving logic of my column, blurring lines, is my effort to explore where we are heading by delving into examples of people and organizations that break down barriers and “blur lines” between roles, responsibilities, departments, companies, and industries. The merging or integration of the university press and the library is not new, though not very widespread. But Jon and his team are pushing very hard to not merely integrate the library and press, but to use the integration as a lever for innovation and to redefine the expectations of the past (old business models) that weighed on the potential and productivity of the university press. Jon agreed to an interview, which follows, about WVAs path to bringing the press and library together and into the future.

What do you think are the primary factors, internal and external, contributing to the financial pressure many university presses are facing?

I believe there are several factors leading to the financial pressure university presses face. First, university presses are deeply woven into the reward and recognition system within higher education. At many campuses the promotion and tenure process for faculty, particularly in the humanities and social sciences, requires publication by a university press. As university presses curate their lists or areas of scholarship, they bring prestige to individual faculty, to departments, to institutions, and to the press itself. Despite being so ingrained in the tenure process, university presses are often considered to be external, nonessential, profit-making entities. Recently, Maria Bonn and Mike Furlough explained in Getting the Word Out: Libraries as Publishers how university presses were established as a response to a publishing market that believed the academic market was too small. They also suggest libraries should become an active participant in publishing. Campus administrators generally assume and expect university presses to make a profit or break even every year because they sell scholarship (books, journals, eBooks, etc.). Due to this profit-making mentality, considerable pressure is brought to bear on the press each year to publish and sell titles. Acquisitions staff, university press directors, and editorial boards work hard and pay close attention to the viability of scholarship in the marketplace and to the bottom line. To complicate matters further, the reporting structures of university presses vary widely across different campuses, and the marketplace is constantly changing. As presses navigate these changes, the reality, unfortunately, is that with the exception of a very few, the majority require some kind of subsidy from the institution.

You are a strong advocate for the merging of university press and library as the solution to the pain points you note above. Please elaborate.

Over the past year I have learned that of the 140 presses that belong to the American Association of University Presses (AAUP), only 25 report to libraries—a number that appears to be growing. Although the operating models in libraries and presses differ, I believe deeply in the mission of the university press and look forward to the opportunity to support it within the library. WVU Libraries and Press work toward a sustainable model, and reporting to the library offers several distinct advantages: 1) libraries remove the pressure for university presses to make a profit; 2) changing the requirements, or success metrics, for university presses may allow more creative opportunities for innovative publishing options; and 3) as libraries redefine their services to support emerging scholarly communication, digital humanities, institutional repositories, and alternative forms of publishing, it makes sense to explore how libraries and presses can work together.

Longer term, I think we have a unique opportunity to redefine what success looks like for a university press in the twenty-first century. For instance, a partnership on dual print/OA books allows WVU Press to continue publishing the excellent print books they’ve always published while also offering open and online editions that function differently, including through multimedia-based options. And, with the Press being in the Library now, we can also begin to offer collections in open-access ways. When we expand what counts as research collections, be it in monograph or artifact form, we can think more creatively about how to open those collections to everyone. This is not to say that university press operations could never make a profit. In fact, there is some very good thinking going into different funding models for scholarly publications. Yet I also believe, for all the reasons I have mentioned here, that the current university press model needs to be rethought. By 2017, the WVU Press will likely have public facing offices in one of the WVU Libraries on campus.

What would you say are the main strengths, weaknesses, opportunities, and threats of such an arrangement?

This is a great question. I have outlined the strengths at WVU Libraries and Press, such as funding, hiring a press director, defining a list, and pursuing innovative publishing initiatives. I feel strongly that university press operations can find a long-term, sustainable home in the library. In the years to come, WVU Libraries and Press can serve as a viable model for other university presses. There are challenges to gaining wider adoption, however. One of these is the ability and willingness to see beyond current practices to explore possibilities from both the library and press vantage points. Seeing these new options may need to begin with questions for each higher education environment, such as: To whom does the university press currently report? How does the university press director view reporting to libraries? To what extent does the library director understand press operations? Underlying each question are historical issues, personalities, and the culture of the institution. While these are potential threats to greater adoption among AAUP presses, they also present great opportunities for leaders who can champion a paradigm shift.

One of the biggest challenges of a press (which is usually designated as a profit center) reporting to a library (which is usually designated as service center) is how to manage the business of the press—including revenue generation—within an organization that is designed to spend money rather than to generate income. How are you tackling this dilemma at WVU?

At WVU Libraries and Press, I believe it is time to seriously question the model of uni-

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I hope everyone understands the great value a press brings to a campus and to scholarship. Yet if the vast majority of these publishing operations do not make a profit and require a subsidy from the institution, why continue the practice of considering it as a profit-making entity? I believe most libraries have the resources to support a press. You correctly point out that libraries are designed to spend money on resources, but, more and more, library services must evolve. As libraries and presses find themselves in an ever-changing technological environment, our combined efforts to publish quality scholarship, define a publishing list for the press, and create an organizational structure that supports the emerging publishing opportunities in scholarship, it is important to think broadly about how the Libraries strengthen the Press. WVU Libraries and Press are asking questions such as: How are press operations supported under the 25 libraries represented in the AALL? What would success look like if the press was not held to a standard of revenue generation? Are there innovative ways to publish via open access? Are there funding models that WVU Libraries and Press could explore that would help move the needle? This is still very much a work in progress; however, under the library, salaries are supported and university presses continue to do their important work. We have been given so much at WVU; I feel we have an obligation to push as long and as hard as we can on the library model of publishing.

Are there examples of library-press partnerships that you particularly like? What lessons can be learned from them? How does WVU look to adapt those? How will your partnership be different?

The press director and I are using this year to travel to several leading research libraries that have presses. We just returned from New York University Press and came away very impressed with the position shared between the NYU Libraries and NYU Press that works to coordinate publishing efforts and maximize resources of both organizations. This spring we will travel to University of Michigan and meet with the press director and university librarian. By year’s end we will also visit the University of Arizona Library and Press. In each case, we are asking questions about how these libraries support the press. At the end of the process we hope to create a sustainable structure within the library and press at WVU that serves as a model. We will also look forward to working with K/N Consulting to determine strengths and opportunities at WVU, define a list, investigate open access options, building infrastructure and support for the Digital Publishing Institute, create a service publishing imprint, exploring innovative funding models, and recommend the appropriate staffing within a three-to-five-year timeframe.

Please tell us more about the service publishing imprint you refer to above.

This is an opportunity to explore how the WVU Press staff shares their expertise on publishing projects that don’t require peer review. This assistance might come in the form of advice, design support, or access to a network of editors depending on the project. There are all kinds of publishing projects within colleges, departments, faculty on campus, and authors from across the state of West Virginia that might benefit from service publishing. For instance, in 2016 one of our colleges will celebrate its 150th year anniversary. They would like to publish a pictorial history of the college to coincide with the dedication of a new building. As this service publishing imprint grows, it might be a great project for graduate students to learn more about the publishing process.

Very few university presses have been able to consider open access as a viable model for their operations. How does WVU look to be a leader in open access publishing within its university press offering?

I have a great deal of respect for the work of university presses. With the help of K/N Consulting, I am thrilled to begin implementing strategies to support the press and also investigate sustainable OA initiatives. We are a small press not tied to long-standing series. I think this gives us an advantage. We also have the time to implement the right organizational structure, seek out partnerships, and hire the right people that will make the work of WVU Libraries and Press sustainable. We will likely fail many times on our way to a viable model, but we are going to establish a tolerance for failure, learn from it, and keep moving.

What do you think of the OA initiatives (Luminos) recently introduced by the UC Press?

I think open access experimentation of all kinds is good, and when it comes from as traditional a press as the UC Press, it’s an encouraging sign that OA is considered the future for everyone. I especially admire that they are trying to establish a model to publish open monographs, while still maintaining a revenue stream.

Innovation in packaging, pricing, and distribution is the name of the game in print and eBook publishing. Can university presses and libraries grow in this regard? Any hints on your thinking in this regard for the WVU Press?

This is still a work in progress; however, the way we are thinking will lead to different results. We are currently asking questions about the broad relationship between scholarly communication librarian positions, digitization librarians, institutional repositories, and archives of special collections that may help generate published content through the Library and the Press. Do we have the right organizational structures to support these new directions? Are there positions, like at NYU Press that live and work across library and press operations? As we discuss the integration of the Libraries and Press, we also look forward to working very closely with WVU’s new Digital Publishing Institute, which facilitates collaborations between research, teaching, and outreach into the university, local, and international communities in regards to scholarly communication. In met some very smart, dedicated people in digital communication and publishing held in the space of the Library in conjunction with the Press will add a service learning, outreach, and pedagogical research component that expands on what the Library has served to the university community thus far.

In three years, where would you like the press to be in terms of list development and reputation? How about in five years?

I am hoping our work in the years to come will redefine what constitutes a successful university press in the twenty-first century, and that WVU Libraries and Press can serve as a successful operating example. This means building a strong reputation for our own list as well as being present during key policy discussions that affect future directions in publishing, and also pursuing grants that could stimulate innovative directions. I have met some very smart, dedicated people in university publishing, and I believe deeply in their place, purpose, and work in the scholarly process. We just need new models that will allow them to do their important work. I hope that WVU will offer a compelling example that inspires other library leaders and press directors to work closely together in the future.

What contribution do you hope to make at WVU to the larger conversation about presses and library as integrated units?

I look forward to WVU contributing to more university presses living successfully within the research library environment. Part of this will require new thinking not only on the part of my library dean and director colleagues, but also among press directors. Merging these cultures and figuring out how they work together will require a shift for sure, yet I hope that WVU Libraries and Press will elevate the conversation and demonstrate some potential ways forward.

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became an independent business in 2012. Students, faculty members, schools and publishers promptly embraced SIPX’s simple solution for compiling, delivering and managing digital reading lists. Educators, librarians and support staff at leading schools — including the University of Illinois, the University of Notre Dame, Stanford University, the University of Texas-Austin, and others — use SIPX to set up course readings and immediately benefit from the system’s automatic check for works that are available at no cost to students via library subscriptions or open sources. “We are thrilled

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Notes from Mosier — Now on to Bridgeton

by Steven Chase (Regional Manager, Midwest Library Service) <chase@midwestls.com>

and Column Editor: Scott Alan Smith (Western Regional Manager, Midwest Library Service) <smith@midwestls.com>

“Against the Grain / April 2015”

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“Against the Grain / April 2015”

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Earlier this year we at Midwest began a discussion regarding the nature of vendors (academic book vendors in particular), but the conversation could apply to many types of suppliers. Steven coined the term “authentic academic vendor” to describe Midwest Library Service and other companies that retain a genuine commitment to delivering consistent, excellent service. Accelerating events and market forces that are fundamentally re-shaping the vendor community sparked these musings; we thought we would share them with you.

First of all, there are far fewer vendors to ponder. In part this is the result of acquisitions and consolidations; in part it is due to the general downturn in the economy; in part the emergence of new business models; and in part the consequence of poor management and bankruptcies.

These issues are by no means unique to the library world, but one need look no further than the acquisition of the Richard Abel Company, Academic Book Center, Boley (who today even remembers Boley?), John Menzies Library Service, and Readmore, among others — all by Blackwell’s (long established as a book vendor and subscription agent, retailer, and publisher) for an example of the creation of a vast empire that could appear unassailable to competitors and customers alike. Indeed, in the late 1960s anyone who suggested that major academic libraries should trade with anyone other than Abel would have been thought naïve or ill-informed. Similarly, Faxon’s market dominance among academic libraries in the 1970s was viewed as virtually absolute. And yet these and other former giants are no more; some having collapsed with dramatic and catastrophic consequences for their customers.

Acquisitions and mergers, closures and bankruptcies are all elements of the business cycle; they continue apace in several market sectors, leaving libraries with fewer choices.

Recessions and depressions have also taken their toll. During the dot-com era several new enterprises emerged. Some spent breathtaking and unprecedented sums on advertising and promotions, including full page color ads in mainstream media. To no avail; when the dot-com bubble burst the consequences were swift and absolute. Those who managed their companies prudently tended to survive. Those pursuing a quick return on investment or short-term gain tended to fail.

One tectonic shift in the book trade was the advent of Amazon. Fueled by millions of investor dollars, Jeff Bezos literally changed consumer behavior. In so doing he condemned whole market sectors to an untimely death — consider how many great independent bookstores, as well as some national chains, are no more. Those who assume an attitude of “survival of the fittest” take a calloused view of what great bookstores meant to their communities; we are poorer for it.

We contend that these conditions and developments are not inevitable. Well-man-

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Cases of Note — Copyright Preempts Invasion of Privacy

Column Editor: Bruce Strauch (The Citadel) <strauchb@citadel.edu>

DEBRA LAWS V. SONY MUSIC ENTERTAINMENT INC., DBA EPIC RECORDS UNITED STATES COURT OF APPEALS FOR THE NINTH CIRCUIT 448 F.3d 1134; 2006 U.S. App. LEXIS 1283.

Debra Laws, vocalist, and Spirit Productions (Spirit) contracted with Elektra/Asylum Records to produce recordings of Laws’ performances. Elektra got “sole and exclusive right to copyright such master recordings” and “exclusive worldwide in perpetuity … to lease, license, convey or otherwise use or dispose of such master recordings.” Elektra also got the right to use Laws’ name, likeness and bio.

Hmmm. I’m sure they seemed so nice when they showed them the Cities of the Plain.

Next, Elektra contracted with Sony Music Entertainment, Inc. to grant Sony license to use a sample of Laws’ recording of “Very Special” in the song “All I have.” This was performed by L.L. Cool J. and Jennifer Lopez. Laws got no money.

I’ve listened to the thing, but don’t get where her bit was blended in.

Sony then released a Jennifer Lopez CD and music video with ten seconds of the same. The song became a mega-hit with a net of forty-million bucks.

And I presume that’s after creative music industry accounting.

Laws sued in California state court for the old common law invasion of privacy — appropriation of name and voice.

Sony removed it to the U.S. District Court, saying her claim was preempted by the Copyright Act. And there they won summary judgment.

Appeal

And of course we know the U.S. Constitution gives Congress the power to promote useful Arts and blah blah. Copyright gives the holder the right to control the work and either distribute it or withhold it. Or produce derivative works, which I guess this is. Blending it in another song.

Sections 301(a) and (b) of 17 U.S.C. provides preemption. But it does not limit or eliminate state remedies outside copyright.

You can see where this is headed. She signed away her rights. But first, we need a two-part test to determine preemption.

Certainly better than three-pronged.

Laws asserted the common law right to privacy (appropriation of name or likeness) which is found in every state. Someone (1) used her identity; (2) made money off it or got some other advantage; (3) weren’t given consent; (4) she’s injured.

Sony said this is not ordinarily preempted, but is under the facts of the case.

Now Two-Part Test Part A

Is the misappropriation claim within the subject matter of Copyright? Copyright protects works fixed in a tangible medium of expression. And that includes sound recordings. It’s fixed when it can be communicated for more than a transitory period. You sing, sit down and shut up. That’s not fixed. Sony had a sound recording. Once a voice is part of it, it can be communicated over and over, and falls within the subject of copyright.

Remember Bette Midler? Boy, that’s showing your age. In Midler v. Ford Motor Co., 849 F.2d 406 (9th Cir. 1988), a professional “sound alike” had imitated her voice from “Do You Want to Dance?” Midler didn’t want to do the commercial, so an ad agency got a license from a copyright holder. A back-up singer who could imitate her voice did the song. And was told to sound like her. Midler was not seeking damages from the use of the song, but from the misappropriation of her voice. Her voice was not copyrightable, so this suit was outside of copyright law.

Midler was applied in Waits v. Frito-Lay, Inc., 978 F.2d 1093 (9th Cir. 1992). Tom Waits sued for “infringement of voice.” The question was whether Waits’ voice was sufficiently distinctive to give him an action for appropriation.

Waits’ voice was in a tangible medium, and Sony held copyright. The entirety of

continued on page 45

Notes from Mosier

from page 43

Aged firms can, and do, uphold high standards of service. Privately held companies have an advantage in that they do not answer to shareholders or venture capitalists, whose demands for short-term return on investment are generally contrary to the interests of their customers. Additional benefits can be the absence of debt, and ownership of equipment and facilities.

Firms that support their employees benefit from stability. Such staff have reciprocating loyalty, and develop sophisticated skill sets, forestalling the need for constant training and re-training of new hires. Just as is true for libraries, vendors create and sustain organizational cultures. Such cultures are of as much benefit to libraries as to well-managed vendors.

We also maintain that libraries should not be inured to transparent hypocrisy.

We at Midwest take pride in over fifty years of steady, stable management and operations. Midwest is well known for meeting the needs of students and faculty, and the publication date — it be in print or out of print. We are capable of providing products and services across a wide spectrum. These include EDI ordering and invoicing, copy cataloging, and shelf-ready books, customized invoicing and reporting, delivery of hard-to-locate and out-of-print titles, We access to firm and standing order databases, as well as a wide range of collection development services. We continue to pursue informed product development and new — to Midwest — services.

Thus the authentic academic vendor. 🦚
Questions & Answers — Copyright Column

Column Editor: Laura N. Gasaway (Associate Dean for Academic Affairs, University of North Carolina-Chapel Hill School of Law, Chapel Hill, NC 27599; Phone: 919-962-2295; Fax: 919-962-1193) <laura_gasaway@unc.edu>  
www.unc.edu/~unclng/gasaway.htm

QUESTION: An academic librarian asks who (or what types of organizations) can apply the fair use principle. Fair use tends to be a defense for educational institutions. Can it apply to non-educational nonprofits?

ANSWER: Every person and business may claim fair use, not just nonprofit educational institutions. The U.S. Supreme Court has said that even for-profit entities may claim fair use. Courts are less likely to find that the use is a fair use when the infringer is a for-profit business, however. Nonprofit corporations are more likely to be found to be fair users than are for-profit ones.

True, many of the fair use cases that are publicized in the library press deal with nonprofit educational institutions, but there are many, many other fair use cases, even in the commercial sector, in which courts find fair use.

QUESTION: A retired university faculty member is dealing with the republication of two of his books, collections of stories of war dating from the days of Arthur of Britain. The first two that will be republished deal with World War II, with other volumes to follow. The publisher has asked for a reasonable number of photographs to accompany the volumes. The author wants to use photographs produced by the United States and the Great Britain during World War II, and a couple are of German origin — both labeled “bild-archiv.” Are all U.S. and U.K. government-produced photos of World War II in the public domain?

ANSWER: For photographs produced by the U.S. Government, its agencies and employees, the works are in the public domain. See 17 U.S.C. section 105. Another issue is whether wartime photos taken by soldiers are government works. If the soldier’s actual job was to take photographs for the War Department or any other federal agency, those would be considered government works and be copyright free. If, however, the soldier took the photo on his or her own time, that soldier is the author.

Then the question is when that work enters the public domain. Consult my online chart “When Works Pass into the Public Domain” to help determine whether individual photographs taken by soldiers are in the public domain. http://www.unc.edu/~unclng/public-d.htm

Government copyright is more complicated for the United Kingdom. The British Government has Crown Copyright in works produced by its employees within the scope of their employment. Crown copyright expires 50 years after first publication, so photographs taken during World War II by government employees are now in the public domain.

Photographs from the German Bild Archiv may require payment of a fee. For terms of use see https://www.bild.bundesarchiv.de/index.php?barch_item=en_agb.

QUESTION: A corporate librarian asks if she purchases permission from the Copyright Clearance Center to use a figure from a published article, does she also need to secure author permission separately or does CCC handle obtaining permission?

ANSWER: There are two possibilities for figures in published articles. (1) The author of the article actually created the figure and therefore, at least initially, owned the copyright because it is a part of the article. The author then likely transferred the copyright to the journal publisher. (2) The figure was first published elsewhere and the author got permission to include it in the published article.

So, in the first instance, the CCC permission is enough, and the figure is just a part of the article which the publisher permits the CCC to license. In the second instance, the CCC may be able to acquire permission for the librarian to use the figure.

QUESTION: An academic librarian asks two questions concerning the school’s institutional repository. (1) Does the school need to get permission from all authors on co-authored pieces before putting them into the repository? (2) For students’ works included in the repository, is their permission required?

ANSWER: (1) It is pretty straightforward that any of the co-authors of an article has the right to give permissions to place the co-authored work in an institutional archive if the authors own the copyright. Permission is not needed from each co-author. Ownership of the copyright is the big issue, however. If the authors have transferred the copyright to a publisher, then the publisher controls whether the work may be placed in an open access repository. Many publishers permit this after an embargo period; other publishers may allow the author(s) to place earlier versions of the article in a repository.

(2) Copyright belongs to the author, and when the author is a student it belongs to that student, not the institution. The only way the institution owns the copyrights in students’ works is to have each student execute a written transfer of copyright to the institution for the work. A faculty member can have the class sign a form at the first of the class which contains a transfer of copyright for student work produced during the class.

QUESTION: A college faculty member inquires about the definition of electronic materials. What is included?

ANSWER: Typically, “electronic materials” include everything in digital format. Often, teachers and librarians use the term to mean text materials including blogs, but it certainly includes graphics, movies and music in digital form, music, Webpages. etc.

QUESTION: What is the copyright status of Facebook memes?

ANSWER: The copyright status of a meme depends on the source. Assume it is a photograph with a caption; was the photograph taken by the person who posted it? If so, that person owns the copyright and can post it with no problems. But if it is simply a caption on a photograph taken by someone else, posting it without permission is copyright infringement. In other words, the addition of the caption did not transform the photograph into a new work.

In December 2013, Facebook announced that it was going to post links to more articles and allow fewer things to be posted that had already been published elsewhere. It is unclear how well this has worked in practice, however.

QUESTION: A college professor asks about working with a state department of public instruction on a study which ultimately resulted in a book published by a university press. The professor is interested in knowing what her assets in the work are.

ANSWER: The answer to this question depends on whether the faculty member had a contract with the state agency and what the contract specified concerning ownership of the copyright. It may be that the state agency requires that all works produced and published with its funding be public domain. Or it might permit the individual author to retain the copyright. Assuming that the faculty author owns the copyright, the next question is whether the author transferred the copyright to the university press that published the work.

If not, then the author is the owner of the asset. If so, many university presses return the copyright to the author once the book is out of print.

The alleged misappropriation was within the fixed medium of the copyright recording.

And Now Part B of Our Test

Is the rights she’s asserting the same as those of copyright law? And, of course, it is.

Laws simply objects to having her voice included in the Jennifer Lopez recording. Or at least not getting paid for it. But she had signed away copyright.

Cases of Note from page 44

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If not, then the author is the owner of the asset. If so, many university presses return the copyright to the author once the book is out of print.
ATG Special Report — Establishing a State-Level Open-Access Journal: The Case of South Carolina Libraries

by Rachael Elrod, MED, MLS (Head, Education Library, University of Florida, 1500 Norman Hall, POB 117016, Gainesville, FL 32611-7016) <relrod@ufl.edu>

and Brent Appling (University of South Carolina) <applingm@mailbox.sc.edu>

Author’s Note: Rachael Elrod is the Head of the Education Library at the University of Florida, and Brent Appling is a Reference and Instruction Librarian at the University of South Carolina’s Thomas Cooper Library. This article provides information on the benefits and challenges faced during the creation of a state-level, open-access journal including getting approval from the state agency, finding a host, forming a committee, developing policies and procedures, finding peer-reviewers, and learning to use bePress, our publishing service.

Foundations of a State-Level Library Journal: South Carolina and Beyond

In response to dismal conditions of library services and a lack of advocacy for libraries, the South Carolina Library Association (SCLA) was established in October of 1915 by several librarians and library supporters (Hux, 1990). The association was built for the purpose of increasing public interest for libraries, advocating for public spending on libraries, and to promote professional development. Within three decades, the association established a publication, The South Carolina Library Bulletin, as a dispersible vehicle to communicate news and issues that supported the mission of SCLA. This publication began in 1945 and ran until 1956 when it was then transformed into The South Carolina Librarian. Like the Bulletin, this publication continued to report library related news from around the state, but also served as a medium for practitioner oriented articles which helped with communicating best practices within the librarian profession. This more comprehensive publication ran until 1988 when rising costs halted production (The South Carolina Librarian, 1988). There was no publication between 1988 until 2003, when SCLA began publishing a quarterly newsletter called News From the South Carolina Library Association. This publication was published online with an annual print issue until 2007. There was no publication from 2007 until several members of SCLA embarked on establishing a new, online, open-access, association journal entitled South Carolina Libraries, which launched in October of 2014.

In establishing South Carolina Libraries, the intention was to continue the mission of communication and professional development, but was expanded to also serve as an opportunity to publish peer-reviewed articles that pertain to the librarian profession. To ensure the development of a useful publication, literature on state-level library publications was reviewed. During this literature review, several functions and benefits of state-level library publications were identified.

According to Scherlen (2008), some of the most prominent functions of state-level library journals include providing information for state library association members about association news, elections, and minutes from executive board meetings, documenting state library conferences, professional networking, section reporting, historical documentation, sharing best local practices, publishing first time authors, as well as other beneficial functions. Throughout the literature, first time publishing and practitioner publishing emerged as two of the more recognizable values of state-level library publications. Scherlen describes first time publishing as a shared value for several state-level library journal editors, and is used widely as a solicitation tactic.

Several different authors have identified practitioner written articles as being the heavier valued form of research and communication of best practices among LIS professionals (Clapton 2010, Schögł and Stock 2008, Haddock 2010). Practitioner written articles, as opposed to traditional peer-reviewed articles, consist largely of the communication of practical implementations of proven practices, recommendations for other LIS professionals, and often include a reduced use of technical terminology and are not overly concerned with the development of theory (Haddock, 2010). These types of articles make up a large percentage of the contents of association journals.

According to studies by Schögł and Stock (2008) and Haddock (2010), LIS professionals in Germany and Australia clearly placed more importance on practitioner oriented articles and publications than on peer-reviewed research articles in their field. Haddock also points out that “publications of library associations reach a wider practitioner audience than any of the scholarly titles in the LIS field.” Thus, association journals, which within the LIS field often are highly concerned with communication and straight-forward best practice research over peer-reviewed theoretical research, are among the more highly read publications for the intention of professional development within the LIS field.

Furthermore, an analysis of a twenty-year run of the Journal of the American Society for Information Science by Harter and Hooten (1992) showed a decrease in the communication of practitioner research and an increase of more traditional scholarly publications by authors from academic units at universities. This study concluded that as information science developed as an academic discipline, much of the communicated research was moving away from “practice-oriented roots” and toward the development of theoretical foundations. In the more recent studies though (the aforementioned papers by Schögł and Stock, and Haddock), it appears that the trend has started to reverse, with LIS professionals preferring the communication of practical research findings to those of the more theoretical persuasion. Reviewing this literature points to the contention that association journals play a large role in buoying the efforts of practitioner communication, both on the part of authors and readers within the LIS profession.

In an effort to continue this trend of practitioner communication, it is the intention of South Carolina Libraries to pick up where The South Carolina Librarian left off as far as a platform for news communication, but also as a vehicle for the communication of best local and professional practices for the South Carolina LIS professional. According to Haddock, “it is the professional associations responsible for these publications that encourage, and are the primary sources of, professional development activities for their members” (2010). As a representative publication of SCLA, a professional association that is dedicated to the development of outstanding LIS professionals in South Carolina, South Carolina Libraries has been established to extend that same dedication to professional development by communicating useful ideas, practices, news, activities, and other items of importance to the library community of South Carolina.

Survey

A survey on state-level library journal usage was sent to the state library organizations of all 50 states for distribution with responses from 30 states. The majority of respondents were from academic libraries (43.8%) with over 20 years’ experience. When asked what article types were most likely to be read in their state’s journal, the top response was peer-reviewed articles at 85%, followed by columns at 81.7%, non peer-reviewed articles at 79.6%, and lastly state/regional book reviews at 71%.

Thus, a high impetus has been placed on publishing practitioner research articles that can be adapted to multiple LIS environments, rather than just research conducted by authors in an academic setting who are motivated by things such as tenure and promotion. This is an important continued on page 47
Establishing a State-Level Open-Access Journal ... 
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aspect for South Carolina Libraries, because SCLA is an association for all types of librarians and library professionals in South Carolina. Therefore, the publication should foster the authorship of all different librarians and library professionals, which is why the publication accepts peer-review as well as non-peer-review article submissions.

Creating South Carolina Libraries

Seeking SCLA Approval

The first step in the process was to officially present the idea of creating the journal to the SCLA’s Executive Board. The proposal was made in August of 2013 and immediately approved. South Carolina Libraries was added as a subgroup under the Editorial Committee.

Seeking a Host

The next step involved finding a place to host our journal. We knew, with the cost of printing and the small size of the organization, that printing was not an option. We needed something online, easy to use, and most importantly, free. The possibility was considered that if we could not find something free, we may be able to advertise to afford the publication, but that would add another layer of complexity we did not want to deal with if we didn’t have to.

Fortunately, a perfect opportunity presented itself in the form of Scholar Commons, the institutional repository of the University of South Carolina. This platform had already been established as a repository managed by University of South Carolina affiliates, and was already hosting several academic journals. The manager of Scholar Commons, Chris Hare, was approached with the proposal for South Carolina Libraries and was enthusiastic about helping to establish the journal.

Seeking Editorial Board Members

With approval from SCLA and a place to host the journal, we then needed to find people to help with the legwork of launching the journal. An email message was sent to the SCLA listserv asking for people to serve in various capacities: Copy Editors, Peer-Reviewers, Book Review Editor, Column Writers, and people to help in general with the creation of the journal’s policies and procedures.

Producing Policies and Procedures

Once we had our Editorial Board created we set about with the creation of the policies and procedures. We used the various policies and procedures of other state library journals to guide us. Three state-level journals that were a big help to us were the Georgia Library Quarterly, Tennessee Libraries, and Kentucky Libraries. In addition, a regional publication, the Southeastern Librarian, served as a great mentor on our journey and provided us with examples of many of their policies to edit for ourselves. Each of these journals had Editors that were enthusiastic about providing any tidbit of knowledge they could to help us out.

One of the points of debate was whether or not to make the journal a peer-reviewed journal, a non-peer-reviewed journal, or a combination of both. Ultimately, it was decided that we would make our first issue a trial and include a call for both peer-reviewed articles and non-peer-reviewed articles so long as we were able to find enough volunteers willing to serve as peer-reviewers.

SCLA’s current membership is 344. With a small number of members, the Editorial Board decided it best to open the possibility of publishing to “anyone with a vested interest in libraries in South Carolina.” This would allow all types of Librarians — academic, public, K-12, special, etc. — to have a voice in the journal. This would also allow other people with an interest in libraries such as library staff, library students, and even vendors and patrons to publish as long as their manuscript revolved around libraries in the state of South Carolina.

Naming the journal South Carolina Libraries came after a lengthy discussion with the Editorial Board. It was decided that naming it the South Carolina Librarian would alienate those in the library field that are not librarians. A name such as Palmetto Libraries would be overkill since many, many things in South Carolina are called Palmetto this or Palmetto that. Since a majority of other states named their journal “State Name Libraries,” as seen in Appendix A, we decided to go with that format to have some consistency with other journals and to be inclusive to all working in the library field in the state.

Seeking Peer-Reviewers

The most difficult part of gathering volunteers at first was finding people to serve as peer-reviewers. Initially, we decided against having a peer-review section of the journal because of the lack of volunteers. After a conversation at SCLA’s annual conference it was determined that we simply didn’t get the word out well enough. Our first call for volunteers was a broad request for volunteers of any kind, not specifically peer-reviewers. Another call was sent out specifically asking for peer-reviewers, and this time we received almost 40 volunteers!

Pros and Cons of Open-Access

There are some pros and cons to offering open-access to journals for organizations. A journal that requires a password could potentially encourage some people to join the organization in order to read the material. However, an open-access journal provides information freely to anyone interested in the organization.

In addition, we were able to collaborate with the South Carolina State Library to digitize the past issues mentioned previously to add to the history of libraries in South Carolina. By choosing an open-access option, this historic knowledge will be available to all. This was very exciting, especially since these journals were housed only in a few locations, many only available in microfiche format.

Working with Scholar Commons

The platform utilized by Scholar Commons is provided through a subscription to bePress, an online publisher that helps establish institutional repositories throughout the U.S. bePress also supplies excellent support in the form of a journal support professional who helped immensely in learning how to utilize the bePress editorial management software. Uploading articles turned out to be very much a trial-and-error process, and the support from bePress was tremendous and active all the way up to the launch of the first issue.

Marketing

The opportunity to publish was posted in several modes of communication including SCLA listservs, the SCLA Webpage, Facebook, and word of mouth. There was also a direct solicitation effort for articles from specific library professionals which eventually turned into the library “spotlight” articles that were published in the first issue. These methods were successful as we eventually received several articles in all different categories.

Conclusion

The initial vision of South Carolina Libraries was formed in July 2013 with the first online, open-access publication realized in October 2014. Based on past publishing traditions and to keep in line with current LIS literature on state-level and professional development oriented publications, South Carolina Libraries seeks to place itself firmly within the SCLA organization as a vehicle to promote issues pertinent to LIS professionals in South Carolina and to provide early publication opportunities for said professionals. In establishing the journal, several obstacles were presented which included finding an online host, setting policies and procedures, finding willing volunteers to help with the journal, soliciting articles, and learning to use the editorial management system provided by the journal’s online platform. With continued diligence from volunteers within SCLA and continued support from professionals at bePress, South Carolina Libraries is positioned to become a truly valuable asset to LIS professionals within the state of South Carolina.

Bibliography


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**Appendix A:**

State Library Association journals (* indicates peer-reviewed)

Research was conducted to find out what other states offer a state-level library journal. The research found that as of July 2013, there were 21 State Library Associations that currently publish a state-level journal in some format; 11 include peer-reviewed articles, and 2 are password protected for members only. There were 34 State Library Associations that publish a newsletter in some format, 3 of which are password protected for members only.

The following is a list of State Library Association journals found online including the state, the name of the publication, and the URL for the journal.

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**Rumors**

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to join forces with our long-time partner ProQuest, a true industry leader that believes in and supports our vision to provide users with content quickly, easily and cost-effectively,” said Franny Lee, Co-founder of SIPX. “In joining ProQuest’s ranks, SIPX is better positioned to continue working with valued partners and customers to deliver unparalleled service, both now and as new developments in higher education arise in this ever-changing digital and global era.”

Effective immediately, Ms. Lee will lead SIPX, reporting to Ben Lewis, ProQuest’s Senior Vice President for Strategy & Business Development. Watch for Nancy Herther’s report on the merger online. *ATG* is in the process of interviewing Franny and Ben. Watch for our interview in the print June *ATG* and online as well.


The Chronicle of Higher Education and The Wall Street Journal report that “LinkedIn announced Thursday it has agreed to acquire the online-learning company lynda.com for $1.5 billion. It is the social-networking giant’s largest acquisition to date, and signals its continued expansion into the education realm. lynda.com offers more than 2,900 courses online, which include video tutorials for various skills…” See also “A Higher Profile” by Paul Fain in Inside Higher Ed.

[http://chronicle.com](http://chronicle.com)
I work at a regional campus library for Western Kentucky University, one of four campuses in the system. Because we are seventy miles away from the main campus, we rely heavily on the use of digital materials for our students to be able to complete their homework assignments and term papers. These digital materials have made a world of difference to our ability to provide quality education in these regions and to students online. Unfortunately, the advent of digital materials in the late 20th century has caused some difficult challenges for libraries, and especially, academic libraries. As the years go by, more and more students seeking higher education already have a tremendous amount of experience with technology. This experience has led to certain demands and expectations on academic libraries, not all of which can be readily met. The following is a discussion on the services and resources that academic libraries should be offering as the 21st century progresses.

Electronic Resources are Not Optional

By this point, most academic libraries have reconfigured their budgets to allow for the purchase of databases, which provide greater access to journal articles and other scholarly works than was ever possible before. However, the need for databases continues to grow as more scholarly journals develop online access and as patrons come to expect online access. Electronic resource literature recommends that academic libraries have not only ERM (electronic resource management) software but a dedicated electronic resource manager whose job it is to handle contracts, negotiations, and many aspects of troubleshooting once the products go live (Wright, 2013). This is an invaluable resource to the patron base, as it matters very little if the electronic resources exist if the patrons cannot access them. In addition to all of these duties, an electronic resource manager or their subordinate may host workshops on database use for faculty and students alike. Even workshops for the manager’s coworkers in public services might be necessary to ensure that the databases are being used to their fullest extent.

Our electronic resources manager at Western Kentucky University (whose actual title is Coordinator of Electronic and Continuing Resources) is kept very busy by these demands, and yet still finds a way to continue to innovate in her position, adding even more depth to both the faculty and students’ knowledge of electronic resources. Western Kentucky University is not alone in its appreciation of a capable electronic resource manager; a quick look at the American Library Association’s Joblist shows that approximately twenty percent of the jobs posted in the last month (at the time of this writing, January) had some component that dealt with electronic resources. Many of the jobs only dealt with electronic resources. While we should never discount the aesthetic

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appeal of physical books, electronic resources are an important asset for the academic library, allowing the institution to bring more resources to the students and faculty than ever before.

Once the academic library has become accustomed to digital materials through the use of databases, it may be time to expand the collection to include eBooks. The demand from patrons for eBooks may be different depending on subject area, but the demand is there and growing. A bonus of eBooks is that the materials are more easily available if the institution has multiple campuses; while many university libraries have excellent delivery systems that run efficiently (Indiana University comes to mind here), there is nothing quite like instant access to materials. Students who grew up in affluent areas or who have prior experience at other institutions might already be familiar with eBooks. Even smaller communities sometimes receive grants or charitable contributions to provide their students with the technology required for digital textbooks, such as laptops or tablets. Assessment of the college or university’s needs is imperative here: some disciplines (like the health sciences) prefer digital materials because knowledge of their subjects changes rapidly. If an institution has purchased a license to an eBook and there is a new edition the next year, they can (dependent on their agreements) discontinue the first license in favor of a license for the newer edition.

On the other hand, other disciplines may not be as amenable to digital materials or might question their usefulness because of formatting issues. There is often hesitation, for example, from art departments regarding the quality of reproductions of digital materials, though this is changing. My colleagues and I have been loath to remove physical copies of art journals for this reason, and it makes sense that the trepidation would extend to eBooks. However, in the few short years since I completed my master’s degree in library science, quality has rapidly improved, and I am hopeful this will become less of a problem in the future.

Another subset of digital materials is streaming video and music. Services like Kanopy allow institutions to by one-year or three-year licenses for streaming video that faculty can use in their classrooms. These services are newer and most likely less familiar to the average institution, but their popularity is rising. These licensing agreements give the faculty an opportunity to change their routine, while still ensuring that common videos will be available long-term with a minimum of fuss. The best way to shift faculty members to this format, in my experience, is to identify individuals who are using video in their classroom and give them suggestions of videos in the streaming service that are complimentary to what they already use. This will facilitate a gradual change in the faculty without overwhelming them or making them feel like they are being forced to switch. Based on my institution’s experience, though, I would recommend starting with just one streaming service, even if it does not have everything the faculty might want, because it will help the electronic resource manager learn the ins and outs of that type of licensing. If the introduction of one service works well, there are always other services that could be added to make a more well-rounded collection.

At my institution, our electronic resources are reviewed by a committee before purchase, to weigh the short-term and long-term costs against the benefits of purchase. This includes individual purchase like the streaming videos found on Kanopy, which can add some time to the process, but also streamlines the acquisition of materials, in case many librarians (there are seventeen of us with collection development responsibilities) request the same or similar materials. The committee can assess if there is too much overlap in the requests and save the institution money in the long run.

How Do Services Change?

All of these digital materials provide information to the user faster and more efficiently, but it is still the academic library’s job to ensure that students are able to understand the information they are receiving. The reference and instruction departments of the academic library exist not only to facilitate the access to materials, but to help students understand the material and learn how to access it on their own. Gone are the days of librarians as gatekeepers: they are now guides to a wide world of information that the consumer should be thinking critically about. Even news broadcasts have lost some of their authority, and students must learn not only how to find and interpret material, but how to analyze and evaluate the source of the material. Some sources of information considered to be scholarly, like databases, may have material indexed in them that is not scholarly like trade journals, letters to the editor — while other sources that are generally deemed to not be scholarly, like Wikipedia, might be the best place for starting research, because they have more current information than other general reference sources and often link back to more authoritative or scholarly sources in their references that the average user would not be able to find on their own.

Their patrons have changed as well. Students — as well as younger faculty members — would have had access to computers from an early age, if not their whole lives. The concept of digital natives was born over a decade ago and has made its rounds in the literature. Prensky (2001) coined the term digital natives to refer to individuals who “spent their entire lives surrounded by and using computers and videogames, digital, music players, videocams, cell phones, and all other toys and tools of the digital age” (p. 1). While it is important to take into consideration cultural differences and socio-economic status, this definition alone describes a lot of the students that academic librarians will see at the reference desk or in their instruction classrooms.

I am not quite a digital native. Not to give away my age, but I remember a time before there was a computer in my home (though I do not remember a time before there was a computer in my classroom; I have fond memories of playing games on an Apple computer located in the back of my first grade classroom). However, I spent enough of my formative years with access to a computer and the occasional expectation of using it that by the time I got to college, I thought I knew how to find things and how to research. The truth was I knew how to google my question, which is not the same as researching at all, not even in the most user-friendly databases.

I think this gives me a good insight into how digital natives perceive reference instruction. These students who have grown up with technology equate their comfort level with the technology with expertise on how to use it, and that is not always the same thing. They also often conflate similar types of technology with each other though they might need to be approached differently. I have found this to be especially true with search engines versus databases; on the surface these things seem to be the same, but in reality they are not. If one uses the same search term in each, one will get a very different result, depending upon how each is indexed. The assumption that they behave the same requires a shift in how database searching is taught. While a non-digital native might need to be taught how to construct a search query because they do not construct search queries at all, a digital native will often also expect an explanation of why their search query (which might get usable results in a search engine, but not a database) needs to be changed, rather than accept a librarian’s expertise as authoritative. Then, there are the more minor differences: a search engine will often display related search terms at the top or bottom of the search, while also often contain similar terms or synonyms that are usually found in the records of the results or in the thesaurus. All of this is, of course, in addition to the analytical skills needed to be taught to a generation of students who trust search engine rankings. So many of my students have thought the first result on a database search was good enough and refused to look for more.

Academic libraries must offer digital resources to meet the demands of 21st-century researchers. That being said, they must also be prepared to modify their teaching and reference practices to accommodate not only the new resources but the changing students. As technology becomes more integrated into society, it will change how we perceive information, and librarians should be ready to guide their patrons in the analysis and evaluation of such, no matter its format.

References


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<http://www.against-the-grain.com>
I subscribe to half-a-dozen magazines whose print issues arrive in my mailbox. Included are The New Yorker (I began reading it when I was an undergraduate in the late 1950s), The Nation (I began reading it in late middle age), DownBeat and Jazz Times (both cover real jazz, a passion since my teens), and the New York Review of Books (NYRB), started during the New York newspaper strike in the 1960s and in my mailbox or bought on newsstands from the outset, and the London Review of Books (LRB), which I’ve been taking for the past 10 or 15 years.

Just in case you haven’t seen them, these last two publications are tabloid size with text of most articles in four-column format. Readership for both skew academic, I’d guess. I base my hunch not only on the readable scholarly tone and substance of many of the articles (although “readable scholarly” may sound like an oxymoron, in my experience there are many academics in all disciplines who can write clearly and with verve), but also on the plethora of university-based advertising in the NYRB and in the case of the LRB, back-of-the-book ads for university offerings, such as short courses and conferences about writing.

A recent NYRB issue had full-page ads by university presses at Cornell, Toronto, Harvard and Princeton, plus a half-page ad by the University of California Press. In addition, the University of North Carolina Press took over the back cover to advertise eight books, half of them on U.S.-Cuba relations, and the University of Connecticut took over the inside front cover to tout its expertise in 3D printing technology.

A recent LRB issue had ads from university presses (Princeton, Leuven and NYU), universities (NYU again, King’s College London, Essex twice, Aberystwyth, Birmingham, Birbeck, University of London, Georg-August Universität, Cambridge twice, King’s Lynn and Winchester), plus a boatload of other learned organizations and associations. In addition, many contributors to both publications moonlight as members of the professoriate — or is it the other way around?

After poring over the LRB’s ads, should readers feel the need, they can turn to the London Squint Clinic, whose large notice appears under medical services classifieds. By the way, I would be remiss if I didn’t alert you to the book, They Call Me Naughty Lola: Personal Ads from the London Review of Books, compiled by David Ross, published by the MIT Media Lab, no less. Publishing example: “Employed in publishing? Me too. Stay the hell away. Man on the inside seeks woman on the outside who likes milling around hospitals guessing the illnesses of out-patients, 30-35, Leeds.” And if you haven’t had enough of that, there’s a follow-up volume, Sexually, I’m More of a Switzerland: More Personal Ads from the London Review of Books.

As if all of the above weren’t enough, there are still more magazines that arrive in my mailbox. I get three alumni magazines. Then there are two technical magazines: Mechanical Engineering and Plastics Engineering, which come to me monthly as a result of my membership in the American Society of Mechanical Engineers (ASME) and the Society of Plastics Engineers (SPE).

Publishing flagship magazines like these — both are printed on glossy stock and are colorfully illustrated — is a benefit that major technical societies provide to their members. Some of the magazines are impressively prodigious. The Institute of Electrical and Electronics Engineers (IEEE), which bills itself as the world’s largest professional association (LinkedIn doesn’t count, of course), publishes IEEE Spectrum monthly with a circulation of over 380,000 worldwide. The American Chemical Society (ACS), publishes Chemical & Engineering News (C&EN) 51 times a year with a staff of over 50 writers and editors. It’s the largest magazine covering the chemical industry. Its circulation of over 127,000 is an order of magnitude larger than that of IHS’s Chemical Week, for example.

IEEE Spectrum has been in continuous publication since 1964. (It was a successor to a magazine called Electrical Engineering.) C&EN has been in continuous publication since 1923. Mechanical Engineering, also in the top rank, is much older. It has been in continuous publication since 1880.

According to Mechanical Engineering’s editor John Falcioni, to whom I spoke in late February, ASME’s membership bounces between 100,000 and 140,000, including 20% international, depending on members’ annual dues cycles. The magazine’s circulation averages around 120,000 copies. Libraries worldwide, who pay non-member rates, account for 15,000 to 20,000 copies.

Mechanical Engineering’s staff numbers just 10. Not so many years ago, the magazine published more pages than it does now until its advertising base was reduced by the Internet alternative that hit most print publications (the ad base has been stable in recent years).

In order to engage a younger readership, Mechanical Engineering’s design was completely revamped in January 2013 to give the magazine a more contemporary look, according to Falcioni. Graphic elements were completely changed, fonts were made more contemporary, and a different color pallet was introduced.

Falcioni told me that the front of the magazine is of particular interest to readers. Besides his own topical column, there is a multipeage section called Tech Buzz, which features numerous trends and developments of interest to ASME’s membership, including salary surveys, and a Vault-like page, which features articles published in the magazine decades ago but still of interest. There’s no shortage of practitioners and academics who want to write feature articles. Mechanical Engineering publishes 35 to 40 a year in total (fewer than used to be published due to the popularity of Tech Buzz).

Falcioni reports to the person who runs ASME’s entire technical publishing program, which includes, among other things, over 2 dozen scholarly journals. An Editorial...
Advisory Board, comprised of just four ASME members (C&EN’s advisory board has 29 members) provides what Falcioni called “feedback” during our telephone conversation. He noted that the magazine is “pretty independent from the volunteer structure so that the staff can publish material on a diverse number of topics.”

Until his recent untimely death, the board was in the good hands of the outstanding Bob Nickell, whom I met back in the late 1980s, when I chaired the ASME Publications Committee. At that time, there was a dustup between the ASME president (who serves for only a single year) and the editorial staff over the magazine’s content. Those of us who were for editorial independence prevailed with the establishment of the advisory board, which consisted for some years of my late friend Bill Begell, who ran Hemisphere, which published in the thermal sciences area. (Bill told me that he survived the Holocaust by simply walking away from a concentration camp one day. He was a teenager. When I heard this story, I responded that I doubted that anything after that day could lay a glove on him. Sadly, that wasn’t to hold true.)

Of course, society flagship magazines like the ones I’ve been talking about are available to members in digital form and with all the bells and whistles that everyone now expects. Mechanical Engineering’s digital edition is open only to ASME members; libraries have to digitize the print edition.

In the case of C&EN, around 12% of ACS members have changed their access to the magazine from print to electronic copy, according to Wikipedia’s latest information, which may be out of date. I haven’t bothered to find out if I can change my access to Mechanical Engineering from print to electronic. I still like pulling issues out of my mailbox, even though I realize that I should be doing my bit to be more environmentally correct.

Except on rare occasions, I don’t read any issue of any magazine from cover to cover as soon as it arrives. (They’re still a terrific bargain.) So the magazines pile up in the house. I make sure to keep the number of piles at two, not just because of the clutter factor. I bear in mind something said by my old friend Eric Proskauser, refugee from Leipzig in the 1930s (he was another of Hitler’s unwitting gifts to America) and co-founder of Interscience, which merged with Wiley in 1962. Interscience published the great, valuable polymer journals; Eric knew a thing or two about periodicals. As Eric put it, a pile of unread periodicals, with dates on their covers, looks at you with reproach. The gaze from a pile of unread books has much less urgency in it.

Random Ramblings — Rational Individual Decisions that Lead to Irrational Global Consequences

In a small community somewhere in France, Italy, or Spain, the villagers wish to honor a well-liked and respected couple on their 50th wedding anniversary. Each of the fifty families in the village agrees to empty a jug of wine into a large vessel. The couple happily takes the gift home only to discover that they have nothing but water. Each family made the rational decision that substituting one jug of water for wine wouldn’t make a noticeable difference with the forty-nine other contributions to the wine. In the same way, the same principle often applies in today’s economy. Corporations in their desire to increase profits have reduced wages, an extremely rational, if heartless, decision. The global consequence, however, is an underperforming American economy because workers have been squeezed to the point that they don’t have enough money to buy what the companies are selling, which leads to reduced corporate profits. In the same way, installing solar panels or windmills should cut electricity costs for home owners and make money for them through the sale of any surplus power. The unanticipated consequence is that the electric utilities are finding that they don’t have enough revenue to maintain the electrical grid and must build enough capacity to provide electricity when the sun doesn’t shine and the wind doesn’t blow. The utilities are thus asking for rate increases that undermines any savings from self-generation. I won’t even say anything about the negative consequences for the economies of the developed world from couples not having expensive children.

Hiring the Best Faculty Candidate

Most search committees work hard to find the best faculty candidate to hire. The days are long gone when middling schools didn’t interview graduates of elite institutions because these candidates wouldn’t accept the position. The shortage of faculty positions even in STEM areas has completely changed things so that universities and colleges benefit from a buyer’s market. The end result, however, has been a massive change in scholarly communication that has made life difficult for libraries. As the shortage of positions for newly minted PhDs has increased, the rational strategy has become to do whatever possible to become a more attractive candidate. Part of this strategy is to have an increasing number of publications to show the search committee that the candidate will achieve tenure and also enhance the reputation of the institution.

When I graduated with my doctorate in 1971, candidates weren’t expected to have any publications. This has changed to the point that even undergraduates publish to enhance their potential for academic success. Candidates for tenure-track faculty positions often have three or four publications plus multiple conference presentations and poster sessions. New journals have appeared, and existing journals have increased their page counts to meet the demand for publishing channels. Even if the quality of this higher scholarly output is good, which many doubt, the increased number of journals has stressed library budgets and helped create the current crisis in scholarly communication. Furthermore, the increase has also made life difficult even for journal publishers as static library funding has been spread out over a greater number of potential subscriptions.

Increased Standards for Faculty Tenure and Promotion

The same factors as mentioned in the preceding paragraph apply to faculty who are seeking promotion and tenure. Administrators and Tenure and Promotion committees know that they can demand more because so many candidates are waiting in the wings for an opening. The unanticipated results, however, can be somewhat different and even a bit favorable for the scholarly communication crisis. To give an example, I had a friend who, upon earning tenure, decided to screw the system that had screwed her for six years by taking several years off from publishing. While part of the tenure process is finding faculty who will continue to be productive, merit increments, if they exist, and the possible promotion to full professor don’t rationally justify the push for maximum publication for those who have made it over the tenure hurdle. Even the dedicated faculty member may now decide to focus less on the quantity and more on the quality of the publications.

Getting the Best Price

In these tough economic times, a rational strategy for collection development librarians is to negotiate the best price. While I admit that this strategy is less likely to have negative global consequences, they can occur. Libraries want vendors and publishers to stay in business to provide the services and materials that the libraries want. To do so, these companies need to make a profit. If the vendor pool in any area shrinks too much, the remaining players can increase prices as competition lessens. The most dangerous situation occurs when a company is facing bankruptcy and decides to lower prices as a last-ditch effort to remain solvent. If this strategy does not succeed in saving the failing firm, libraries may find themselves losing continued on page 53
money for pre-paid materials or services or, at a minimum, having to use staff time to find new providers or update their records. The Faxon debacle of 2003 caused some libraries to lose over $1,000,000 in serial pre-payments. The effects of the recent Swets shutdown are yet to be determined. I would hope that more libraries bought pre-payment insurance to protect themselves after the earlier disaster.

A second danger of negotiating a too-low price may occur with the approval plan. The company that bids too low may stop providing materials that it is contractually obligated to supply but where it can’t make a profit by claiming that these items are not available. For the library, the hassle of enforcing the contract is usually not worth the effort. Libraries should blame themselves for a third risk when they prepay for a set that the publisher never intends to deliver after a sample volume or two.

The Big Deal

The big deal makes sense in that the library acquires a much larger package of materials for a relatively small increment over the price of purchasing individually what the library really wants. The big deal vendors benefit by distributing their less popular journals and can satisfy their shareholders through the accounting trick of allocating costs across all the serials in the package. The vendors also claim that faculty and students use the extra journals that came as part of the package. One speaker at a conference once even contended that this use showed that librarians don’t really know what their users wanted, to which a librarian in the audience replied that faculty would stop using the journals once they discover how bad they are. In any case, the unintended negative consequences of the big deal are well documented. From the library perspective, the library loses budgeting flexibility since cutting an individual title in a big deal saves no money. It is difficult to explain to faculty why their preferred title must be cut because it is an individual subscription when the mediocre title in a big deal continues to be purchased. The big deal has also created pressure on university presses, scholarly societies, and small independent publishers to merge with the larger publishers with big deals or at least find some way to get their publications included in the packages. The fact that the Université de Montréal got so much publicity for cancelling a big deal indicates that it doesn’t happen very often.

Patron-Driven Acquisitions (PDA)

I’ve left the most controversial topic for last. I completely agree with Rick Anderson that a library has no obligation to buy any book, including one from a prominent university press, that doesn’t have immediate demand from a faculty member or student. Where we disagree is about the consequences of this decision. The Internet, the out-of-print book market, digitization, and print-on-demand have made PDA possible because most books remain accessible long after their initial publication. If the library doesn’t buy the book today, the same book will most likely be easily purchased ten years from now when someone does want it. It might even be cheaper. The new, more restrictive PDA-purchasing model may well have several unintended consequences. If the university press requires a certain volume of immediate sales to stay in business, this change will make the press less likely to select a book with limited marketability. For example, a book on the Ferguson incident would be more likely to be published though it will be completely forgotten in five years rather than a book on eagles in 17th-century heraldry even if this book’s impeccable research will remain valid for decades. In universities where a tenure book is required, faculty with niche research interests will be less likely to be hired or to receive tenure. Since graduate students are intelligent, they will be more likely to choose popular research areas and thus narrow the scope of future scholarship.

Other pushbacks less favorable to libraries are also possible. Some commentators suggest that university presses raise their prices. Some presses manage to stay in business by publishing esoteric scholarship at high prices for those libraries that wish to collect comprehensively. I doubt that most PDA libraries would stop purchasing the books their faculty want if the prices increased by 50%. Another outcome would be for academic administrators to calculate the money that libraries are saving from PDA and to recapture some or all of it to subsidize that institution’s university press or to provide the gold open access fees for faculty that the administration wants to keep. Administrators get paid to look globally at the institution’s goals and to move money around to meet them.

Conclusions

Do I have any answer to the issues raised above? Of course not. If I did, I would bottle the solution and become a millionaire. It makes little sense when making rational individual decisions to worry about diffuse global consequences no matter how real they are. For one or even a group of institutions to take the moral high ground would most likely have little effect upon the “system” and would penalize the individual institutions much more than it would solve the problem. In some cases, as given above, the other side has potential pushbacks to make the rational decisions less rational and thus change individual behavior. Groups can also seek to change the government rules, as is the case right now for requiring open access for grant-funded research, but doing so is difficult and can sometimes itself have unintended negative consequences. The principle behind the issues raised above has been around since civilization began, and somehow humans have managed to muddle through for better or worse, though worse often has a higher probability. Knowing this principle does help explain how the world works and the rationality behind some irrational consequences.

Random Ramblings
from page 52
And They Were There

Reports of Meetings — 34th Annual Charleston Conference

Issues in Book and Serial Acquisition, “The Importance of Being Earnest” — Francis Marion Hotel, Embassy Suites Historic Downtown, Courtyard Marriott Historic District, Addlestone Library, College of Charleston, and School of Science and Mathematics Building, Charleston, SC — November 5-8, 2014

Charleston Conference Reports compiled by: Ramune K. Kubilius (Northwestern University, Galter Health Sciences Library) <r-kubilius@northwestern.edu>

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Column Editor’s Note: Thank you to all of the Charleston Conference attendees who agreed to write short reports that highlight sessions they attended at the 2014 conference. All attempts were made to provide a broad coverage of sessions, and notes are included in the reports to reflect known changes in the session titles or presenters, highlighting those that were not printed in the conference’s final program (though some may have been reflected in the online program). Please visit the Conference Website, http://www.katina.info/conference, for the online conference schedule from which there are links to many presentations’ PowerPoint slides and handouts, plenary session videos, and conference reports by the 2014 Charleston Conference blogger, Donald T. Hawkins. Visit the conference blog at: http://www.katina.info/conference/charleston-conference-blog/. The 2014 Charleston Conference Proceedings will be published in partnership with Purdue University Press in 2015.

In this issue of ATG you will find the second installment of 2014 conference reports. The first installment can be found in ATG v.27#1, February 2015. We will continue to publish all of the reports received in upcoming print issues throughout the year. — RKK

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THURSDAY, NOVEMBER 6, 2014
(continued from previous installment)
MORNING CONCURRENT SESSIONS

How Libraries Use Publisher Metadata Redux — Presented by Steve Shadle (University of Washington Libraries)

Reported by: Rachel Walden (Student, University of South Carolina-Columbia) <rachellanewalden@gmail.com>

This session covered how libraries will use publisher metadata to provide and support access to electronic content. Case studies were presented, and examples from several publishers were highlighted. For this study the different user groups and their needs were determined. This was done by the use of personas. The five user groups were beginner, researcher, scholar, professional, and visitor. The beginner and researcher personas were focused on. The most important need for the beginner was ease of access and for the researcher to have current information and to be able to manage citations. Open link resolvers and library discovery services were discussed, and it was explained how they increase access. Libraries use open-URL link resolvers because navigating a library system is time consuming for the users; the resolver gets the user to the appropriate copy and also can provide alternate services if full text is not licensed by the library. Library discovery systems support “find” and “get.” Users are able to gain access to the materials right from the search results. There are two big problems with discovery metadata that comes from publishers. One is the issue of changing ISSN and titles for materials. When it doesn’t include the previous information the older materials will not be found with the newer. Also the problems of differing terms, such as “review,” is that a book review or a literature review is a research paper.

Improving the Library Research Skills of Graduate Students & Postdocs: Perspectives from a Librarian and a Former Postdoc — Presented by Carol Feltes (Rockefeller University); Kinga Hosszu (Faculty of 1000)

Reported by: Ramona La Roche (Student, University of South Carolina-Columbia) <ralaroche@email.sc.edu>

Feltes (University Librarian Rockefeller University) and Hosszu (a former postdoc at Stony Brook University now working at F1000) shared their experience and insights.

Feltes described the Frits Markus Library, established 1904 and housed in the biomedical research university (Rockefeller University). The laboratory school consists of 75 labs. The educational program began in the 1950s, had its first Ph.D. graduates in 1959, and has birthed 24 Nobel Prize winners. Student composition is about 200 at any given time; twenty to thirty are accepted annually.

A students’ survey determined the ineffective utilization of the library by users, who in most cases were not aware of what they didn’t know. Medical researchers often believe that science/medical librarians cannot be of assistance to them. There is universal concern that students are not using more expensive research sources, but instead rely on Google Scholar, Google, Wikipedia, and PubMed.

Hosszu described graduate students, postdocs, and faculty as needing library portals with resources — funding, job search, fellowships, workshops info, thesis collections, writing, research, reviewers, teaching, emails, coursework, reference/citation management, deadlines, standardized institutional Web design, personalized/ subject-specific library resources, chat services interfaced with research, etc.

Libraries should provide rotational classes, online streaming of literature recommendation software, metrics, data analytics, OA, publishing, and collaboration tools such as Google docs, Github, and predatory journals. If library staff is limited vendors, grants management and writing centers can teach graduate credited courses.

Just a Click Away: One Academic Library’s Experience with Patron-driven Streaming Video Licensing Thread — Presented by Anita Foster (Illinois State University); Anne Shelley (Illinois State University)

Reported by: Cheryl Aine Morrison (University of Washington) <ehrobin@u.washington.edu>

Based on the success of their electronic patron-driven acquisition (PDA) program, and the growing demand for streaming media, the Milner Library, at Illinois State University, decided to embark on a pilot project with Kanopy, a distributor of online education media, to test a streaming media on-demand licensing service. Foster (Head, Acquisitions and Electronic Resources Unit) began with a brief introduction of the institution and the patrons they serve as well as an overview on the eBook PDA program. She then outlined the challenges continued on page 55

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faced with their current streaming and physical media options, particularly self-hosted material. She then gave a brief introduction of the pilot program. **Shelley** (Music and Multimedia Services Librarian) gave more details about the program including licensing terms options, provision of MARC records, and discovery options. She discussed their marketing campaign and the very positive reaction from faculty and students. Then she covered some of the problems discovered in the first few months of the program, including the confusion caused by titles discoverable on the **Canopy** launch page, which are not available for PDA licensing. So far they are very happy with the program, although they did concede that its popularity may create budget concerns at some point in the future.

**Real Time Acquisition Workflows - Vendors & Libraries Panel**
— Presented by Ann-Marie Breaux (YBP Library Services);
Liz Butterfield (Willamette University);
Amanda Schmidt (Ex Libris)

Reported by: **Matthew Whitney Haney** (Student, University of South Carolina-Columbia) <mhaney@email.sc.edu>

The representatives from the companies and **Willamette University Library** discussed the many benefits which have occurred because of this update in software that was tested. The process for acquiring items through Alma for the librarians was cut from seven steps to only three, and whereas before a person was forced to wait till a set time the next day to access the items and for them to appear in a library’s system, it is now automatic. The delay was especially problematic for libraries in other parts of the world, like Australia. However, while the new system update does correct many problems, there are still a few issues that need correcting. The main issue the librarian from **Willamette University** found was in the entering of codes. Because many universities and locations have similar names or abbreviations, the librarian sometimes would not be able to retrieve the desired items at first. Overall, the panel provided an excellent session, offering the audience plenty of time to ask questions, and while the panel was not able to speak on how larger universities in the study handled the changes, the information was offered.

**Successful E-Resource Acquisitions: Looking Beyond Selecting, Ordering, Paying and Receiving to Discovery and Access**
— Presented by **Denise Branch** (Virginia Commonwealth University)

Reported by: **Stephanie Spratt** (Kraemer Family Library, University of Colorado, Colorado Springs) <sspratt@uces.edu>

**Branch** (Head, Continuing Resources) used her session to report on how the **Virginia Commonwealth University** (VCU) has used **Ex Libris** Library Management Solution, Alma, to aid Technical Services workflows in an environment where the previous focus on acquisition, organization, delivery, and documentation shifted to a focus on access and discovery. This shift in focus, in addition to being the catalyst for implementing Alma, also led to a reorganization of the Technical Services department. The library moved from Aleph to Alma in 2012 and is also using the Primo discovery layer. VCU’s story is not unique. Many libraries have struggled in their response to the growing realm of electronic resources. What is unique, however, is the optimistic approach that VCU took in responding to the changing environment. Where others seem to focus on the doom-and-gloom of having to change and adapt workflows, VCU saw it as an opportunity to improve services. While not all aspects of Alma have yet been implemented, it sounds like VCU is well on their way to standardizing the messy e-resource access and discovery scene in which we find ourselves. For those libraries that can afford these or similar library systems, the future of Technical Services looks bright.

**You Got Surveyed! Real-time Polling on the Landscape of Use-Driven Acquisition**
— Presented by **Erin Gallagher** (Rollins College); **Michelle Leonard** (University of Florida)

Reported by: **Julia Blake** (Franklin University Nationwide University) <julia.blake@franklin.edu>

**Gallagher** and **Leonard** are in the process of writing a book on what’s happening in use-driven acquisition (UDA), and used the session to follow up on their widespread survey from summer, 2014. The session took advantage of Poll Everywhere real-time polling software to engage the audience, who could respond to questions anonymously via a Web browser or text. Questions and discussions ranged from how many types of UDA are being implemented or offered to how they might be publicized and managed.

**Thursday, November 6, 2014**

**Lively Lunch Discussions**

**50 Shades of Grey and Beyond: The Impact of Popular Culture on Collection Development. Do Traditional Methods of Building Collections Bring These Materials in or Filter Them Out?**
— Presented by **Genya O’Gara** (James Madison University); **Joyce Skokut** (Ingram/Coutts); **Pam MacKintosh** (University of Michigan)

Reported by: **Rebecca Wingfield** (Stanford University Libraries) <wingfield@stanford.edu>

**Skokut** (the Director of Collection Development at Coutts), opened the panel by encouraging dialogue and questions from the audience, which made for a lively discussion. **Skokut** provided an overview how **Coutts** treats popular culture titles on approval and noted some of the useful geographic metadata that can be applied to popular culture content. **O’Gara** (the Director of Collections at James Madison University) discussed some of the challenges of collecting popular culture for libraries whose collecting profiles are strongly oriented toward curricular and research needs. **MacKintosh** (Economics Librarian and Coordinator, Shapiro Library Reference Services, University of Michigan) concluded the program by discussing how popular culture is selected for the undergraduate library at the University of Michigan by a cohort of selectors and the balancing act between collecting popular culture and providing materials that provide curricular support. This panel provoked an interesting discussion among audience members and the panelists about some of the major challenges of collecting popular culture and provided a glimpse into the popular culture collecting practices at a range of libraries, from community college libraries to major research university libraries.

**Do Libraries’ Needs Still Match Publisher Offerings? “The Truth is Rarely Pure and Never Simple” (Oscar Wilde)**
— Presented by **Nadia J. Lalla** (University of Michigan); **Don West** (ACCUCOMS); **John Banonis** (ACCUCOMS)

Reported by: **Oriana Bedolla** (Student, University of South Carolina-Columbia) <bedolla@email.sc.edu>

True to the title, the panel of this discussion offered an informative and detailed look at the current state of the relationship between publisher offerings and the needs of libraries. Many different issues were outlined including those related to users and lease versus ownership of materials. The panel concluded with a question-and-answer segment regarding the aforementioned issues as well as possibilities for a new e-resources acquisitions model which sparked dynamic debate. Many questions were raised regarding the possibility of a new acquisitions model including the feasibility of incorporating journals and eBooks continued on page 56
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into a single model. The result was an open-ended conversation that left more questions than answers. However, the panel stated firm agreement
on one concept: a better working relationship between publishers and libraries rests on the need for innovation, collaboration and flexibility.

Guided Encounters: Mapping Content Strategies — Presented by Gail Yokote, Moderator (University of California, Davis);
Lenny Allen (Oxford University Press); Kittie Henderson (EBSCO Information Services); Jan Maxwell (Ohio State University);
Myra Appel (University of California, Davis)

Reported by: Ramune K. Kubilius (Northwestern University, Galter Health Sciences Library) <r-kubilius@northwestern.edu>

Yokote introduced the session, observing that a desirable aim is to collect data that has context. There are issues, and this requires strategies. At her institution and that of Appel, who went into more detail, a massive reorganization created a Collection Strategies Department that incorporates all subjects and locations (including Archives and Special Collections). Evidence-based assessment, evaluation, management are quantitative and qualitative. Available data is more transparently available to liaisons and collected centrally from vendors. Allen shared the publisher’s interest in data of the costs variety—digital publishing costs that are the same and different from print, the “wrenches” (challenges) that DDA and short-term loans create trying to do three-year profit analyses. Henderson talked about the ecosystem of scholarly publishing and the analyses that EBSCO has done surveying academic libraries and publishing partners. Results reflect the journey (transitional phase), diverse needs; “Build services in advance of needs,” she advised. Maxwell, new as a collection strategist, overviewed what is in place at OSU: a strategic plan, quarterly collection progress reviews. Without a doubt, consortia change how libraries do business. There are politics to decisions, and the math has to be done. Libraries are part of a whole, but still produce knowledge locally (oa) vs. OA (the cost of which OSU is studying). Yokote jumpstarted discussion by opining that institutions should reinvision archives to incorporate the whole careers of researchers, from graduate school to faculty, to transferring elsewhere. Repositories should be developed to meet needs. Productive careers of researchers, from graduate school to faculty, to transferring an item vs. content is different.

How to Handle Article Processing Charges — Presented by Anthony Watkinson, Moderator (CIBER Research); Simon Thomson (Open Access Key); Barbara DeFelice (Dartmouth College); Patty Gallilee (Simon Fraser University); Jennifer Goodrich (Copyright Clearance Center)

Reported by: Crystal Hampson (University of Saskatchewan) <crystal.hampson@usask.ca>

Watkinson indicated that a session had been proposed with this title, but the primary speaker withdrew. The (conference) directors chose to invite panel members from a variety of stakeholders, under the same (initial session) title. Gallilee described her mid-sized institution’s Open Access (OA) fund and its growth. SFU’s authors collaborate with those at a large institution with no OA fund, which may increase SFU’s costs. DeFelice’s fund is small-scale. She finds that the service opens conversations with others on campus. The fund is part of their suite of OA supports. Thomson discussed OAK, a platform to manage APC payments. One time-motion study indicated the cost to process an APC was $150. OAK makes the work more efficient for institutions and for authors, to encourage authors to publish OA again. OAK is used by 240 institutions in 68 countries, mainly in Europe and the U.S. Goodrich reported on an October roundtable of leading UK universities, Jisc, and publishers. Both institutions and publishers shared the same issues: the need to standardize OA policies and licenses, harmonize vocabulary and identifiers, simplify processes, make activities sustainable and scalable, preserve academic freedom and author choice, and make research valuable for the user.

Selectors of the Future: What Should (or Can) They Learn in an MLIS Program? — Presented by Helene Williams (University of Washington Information School)

Reported by: Rachel Walden (Student, University of South Carolina-Columbia) <rachellawalden@gmail.com>

This session covered the curriculum for one collection development course and welcomed feedback on how to improve it so the students will be prepared for the career field. Reality-based teaching was the core of the class with sufficient background knowledge of collection development thrown in. Many different aspects of collection development are taught including policies, approval plans, acquisition process, budgeting and finance, working and negotiating with vendors, selection and workflows, liaison work, and consortial and collaborative collection development. The class also does not focus entirely on books and teaches all aspects of collections including e-resources, which so many other programs don’t do. The feedback from the students is that having an end product of building a collection for a work setting really enhances what they have learned and allows them to apply it. The participants in the session described the library as a business or a factory and that all the pieces have to fit and work together. Having new professionals who are capable of and have experience interacting successfully with vendors, faculty, and other staff is very important when they are looking for new employees. Collection development is a group effort, and no one person will be able to do it in a vacuum.

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Are We There Yet? A Longitudinal Study of the Student E-Book Experience — Presented by Kendall Hobbs (Wesleyan University); Diane Klare (Wesleyan University)

Reported by: Anne K. Abate (Library Discount Network) <anne@librarydiscountnetwork.com>

This session featured Hobbs (Interim Head of Reference, Wesleyan University) and Klare (Interim University Librarian, Wesleyan University) reporting on the results of a study of student use of eBooks that was conducted at Connecticut College, Wesleyan University, and Trinity College. This four-year longitudinal investigation was a qualitative study including interviews, usability studies, and usage statistics for students to reveal how they use eBooks. The investigators attempted to do the research in a non-leading manner in order to get real answers from the students. The questions were: What is an eBook; Have you used one?; Can you find an eBook? Use this ebrary book?; Use this Ingram MyLibrary book?; What do you see as the future of eBooks? The results proved that more students are using eBooks than four years ago, but pretty much in the same way. Students are not really using advanced features of eBooks. Laptops are the most frequent access tool. Students still prefer print for both academic and leisure reading. When asked about the future, students were hoping for more integrated content and collaboration tools. The session description provided an accurate summary of the results that were detailed in the presentation.

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Deploying Mendeley to Support Research Collections — Presented by Helen Josephine (Stanford University); Jennifer Chang, Moderator (Elsevier); Indira Verramreddy (International Food Policy Research Institute (IFPRI))

Reported by: Laksamee Putnam (Albert S. Cook Library, Towson University) <lputnam@towson.edu>

Chang introduced Mendeley, a bibliographic management tool that also serves as a social network for academics. Users can utilize Mendeley for free, or institutional subscription access can be provided, allowing larger groups and improving various Mendeley features. Chang then introduced the two speakers, Josephine providing a perspective from a university setting, and Verramreddy providing a perspective from corporate science.

Josephine presented Mendeley as an analytical tool that students and faculty can utilize beyond the basic bibliographic management. Partnering with her school’s writing centers, Josephine helped run a variety of workshops in order to teach Mendeley to undergraduate and graduate students. Students can share resources within a class, such as a lab group, essentially crowdsourcing a database and ensuring important citations aren’t missed. Faculty can gather alt-metrics on resources, viewing trends such as which articles are the most read. The more groups utilizing Mendeley, the stronger a tool it becomes.

Verramreddy mirrored similar points in her portion of the session. However, her perspective could be taken to a global level. Rather than just a class of students, large working groups could be created within Mendeley to allow scientists from around the world to collaborate. Bibliographies to share information allowed the scientists to find parts of the world guided by vast networks.

Video Acquisition is filled with headaches

against the Grains / April 2015 <http://www.against-the-grain.com>

Libraries Leading the Way on the ‘Textbook Problem’— Presented by William Cross (North Carolina State University Libraries); Brendan O’Connor (North Carolina State University Libraries); Marilyn Billing (UMass-Amherst); Charlotte Roh (UMass Amherst)

Reported by: Jennifer Culley (The University of Southern Mississippi) <Jennifer.Culley@usm.edu>

A good-sized crowd gathered for the thought-provoking session regarding libraries and the issue of rising textbook costs. Cross, O’Connor, Billing, and Roh addressed the idea of faculty creating their own texts for student use. This session addressed the changing landscape of textbooks, the influence of these changes, and how libraries see themselves assisting in the changes. It met, and exceeded, my expectations of how much good and useful information would be presented during the session.

The presenters explained that technologies are evolving and that faculty can use it to their advantage to create digital or interactive textbooks for their students; these textbooks are also made freely accessible to others outside of the university. If libraries choose to administrate the software and provide guidance for the creation of these new textbooks,
they will assist faculty, make textbooks more affordable to students, and help change the marketplace of textbooks.

By creating partnerships with faculty and obtaining grants to assist with costs of textbook creation, the library can assist with better quality textbooks at a more reasonable cost. I was not aware, until this session, that there are currently monies available in grants to assist libraries and faculty with this endeavor. However, I hope to bring up this, and the topic of textbooks in general, to my library in the hopes we can explore some of these cutting edge ideas.

One System, Different Expectations: The User at the Center of Discovery — Presented by Christine Stohn (Ex Libris); Laura Morse (Harvard University)

Reported by:  Katie O’Connor (College of Charleston) <oconnorkm@cofc.edu>

One main reason to do user studies is that users come to a search with different expectations. Stohn began the presentation by explaining user and usability studies, and how libraries can use these to provide more effective searching for their patrons. Ex Libris collaborated with Harvard over the past year to collect usage scenarios and feedback from users. Morse explained how this data helped Harvard create personas and scenarios in order to optimize searching in their discovery service. Several recurring themes appeared in the studies, including a need for students to build up their terminology on a subject, and a desire among faculty members and researchers for the newest material in their field.

Out of the Basement: Impact of Video on New Library Resources and Library Collections and Services — Presented by Julia Gelfand (University of California, Irvine); Eileen Lawrence (Alexander Street Press); Howard Burton (Ideas Roadshow/Open Agenda Publishing); Michael Fusco (JoVE)

Reported by:  Anne Shelley (Illinois State University) <anne.shelley@ilstu.edu>

Gelfand began the session, stating that her library has been working to develop their video support for science and engineering. She mentions reasons for this initiative, including, but not limited to, the fact that users are interested in using video for teaching and learning, there are many new products on the market now, video brings extra interaction and expression to one’s learning experience, and students are more and more creating their own academic work in the form of video. With these enhanced services, though, the library has also confronted a number of issues, such as streaming, a variety of formats to manage, and device compatibility.

Fusco spoke about JoVE’s role in helping students engage with scientific experiments through video. He presented a number of case studies and data that demonstrated the effectiveness of learning through video in both the corporate and academic sectors.

Burton spoke about using video for enhancement. He deliberately wanted video content in Ideas Roadshow to emphasize conversations and pedagogical goals, and much of their product consists of academic interviews between himself and a researcher. He explored three examples of this “deliberate enhancement”: providing a motivational and contextual environment for “humanizing” researchers, demonstrating interdisciplinarity, and revealing new insights and perspectives through informal conversation.

Two years in, and Bucknell is still extremely pleased with the results of their move from approval plans to a 100% patron-driven approach to selection and acquisitions. Bucknell is the largest private liberal arts college in central Pennsylvania and uses OCLC’s WorldCat as their discovery service. Bucknell’s approval plan process was efficient, adding roughly 12,000 titles per year to their collections, but Clarke and Heuer found that only titles “rush” ordered or from a specific request were actually being used. Bucknell’s patron-driven plan provides a two-pronged approach: over 200,000 bibliographic records were loaded into their catalog based upon a profile using subjects and costs as parameters. These titles were available for browsing, short-term loans, or purchases. If a needed title was not available through this plan or as part of existing collections, the title was borrowed or purchased through a mediated request form via Iliad. This new approach resulted in a 73% reduction in titles ordered from 2012-2014 and a 75% reduction in monies spent although concerns persist about the rising costs of short-term loans. The reduction in staff time needed for selection and acquisition resulted in new metadata responsibilities for technical services staff, and public services staff had more time to spend embedded in classes. A new digital humanities position was created. Bucknell is in the process of joining HathiTrust, continues to weed their collections, and plans a major deselection project in the future. Saved monies were used to purchase primary source materials, journal backfiles, and materials for Special Collections. This presentation did not address textbooks.

That’s all the reports we have room for in this issue. Watch for more reports from the 2014 Charleston Conference in upcoming issues of Against the Grain. Presentation material (PowerPoint slides, handouts) and taped session links from many of the 2014 sessions are available online. Visit the Conference Website at www.katina.info/conference. — KS

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http://www.wsj.com
https://www.insidehighered.com

The Springer and Macmillan potential merger was discussed in detail in Scholarly Kitchen by Kent Anderson January 20, 2015.

It is unclear when or if the merger will be approved. The final sentence of the SK editorial is worth repeating, “Scale is the new normal, and those without some element of scale to their business may soon find themselves with few options.”

http://scholarlykitchen.sspnet.org

Given all this consolidation in the industry, several articles on the ATG NewsChannel by the perceptive Nancy Herther are worth reading. Google Deals & Privacy: What Have We Been Sold? (Part 1 of 2 Parts). Mastering the Curation, Integrity and Citation of Quality Research Data: Research Data Publication, Part II. http://www.against-the-grain.com

Thank goodness it is Spring even though it means that the heat will return to Charleston! Happy Spring! Yr. Ed. ☺

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Data Infrastructure: The Importance of Quality and Integrity — A CENDI/NFAIS Workshop


Keynote Address

The workshop was keynoted by Marcia McNutt, Editor-in-Chief of Science Magazine, who presented an excellent overview of the issues surrounding data quality and integrity and used three examples to demonstrate that public trust in science depends on integrity.

1. The data must be trusted. For example, several studies of stress levels in animals gave differing results, so people said the data were unreliable. However, according to a recent article in Nature, 1 animals tend to suppress pain around men more than around women, but the investigators had not recorded whether the studies were done by men or women. There was nothing intrinsically wrong with the data, but the unknown variable gave the perception that the data were unreliable.

2. Experiments must be reproducible. In the “Miracle on the Hudson” plane crash in 2009, the pilot reported that he smelled “burning birds” as the engines shut down. This observation led to experiments in the U.S. and Japan on the limits of engines to tolerate bird strikes; however, the researchers in both countries could not reproduce each other’s data. Further investigation on the methodology revealed that the U.S. investigators were using fresh test birds, and the Japanese were using frozen ones. Once both teams used the same type of birds, the data were reproducible.

3. Interpretations should be free from bias. Bias is one of the hardest things to avoid in data, and there are two types of bias: false positives and false negatives. How a question is phrased can introduce bias into the final results. And sometimes experiments cannot be repeated, such as those involving earthquakes, because the earth never repeats the same event in the same way.

Journals have an important role to play in promoting data quality, and they have an obligation to alert the scientific community when data is found to be not reproducible. Prestigious journals are setting standards for publication because scientists want to publish their results in them. In a joint editorial in Science and Nature (only the third in history between these two journals), McNutt discussed actions that journals were taking to address reproducibility, the development of guidelines for publication of research, and requirements for authors to report their experimental parameters. Over 70 publishers have agreed to the guidelines.

Incentives for producing quality data and reproducible results are available to a number of organizations:

- Federal agencies have a responsibility to make reproducibility in research part of their funding guidelines and to instill a culture of scientific and data quality and integrity in their operations. The Department of the Interior is the first agency to issue a policy on data quality for its agencies.
- Universities train current and future researchers in the scientific method. One incentive for producing reproducible results is to reward those who do so.
- Similarly, scientific societies should consider honoring researchers who consistently produce reproducible results and adopt reproducibility guidelines for their publications.

It is clear that a team effort is needed in these incentives, but privacy issues may cause problems, especially in areas such as biomedicine where patient data is often used in studies. In such circumstances, the policy adopted by Science is a model. If an author cites privacy restrictions, the owners of the data must show that anyone who wishes to repeat the research can access the data under the same terms and restrictions as the original authors, thus eliminating any potential biases. And authors should be encouraged to deposit their data in a public repository with links to the data and any publications resulting from it.

Federal Policy Implications of Data Quality

Kevin Kirby, Enterprise Data Architect at the Environmental Protection Agency (EPA), listed three recent legislative actions relating to data quality:

- The Data Act, signed into law on May 9, 2014, is the nation’s first legislative mandate for data transparency. It requires open, standardized data in federally funded research and publication of that data online.
- The Open Data Policy, established in response to an Executive Order issued May 9, 2013, establishes data as an information resource and sets open and machine-readable data as the default for government information. One result of this policy has been a resurgence of interest in data.gov, the “home of the U.S. government’s open data,” which currently contains links to over 132,000 data sets.
- The Information Quality Act of 2002 required the issuance of guidelines to Federal agencies ensuring the quality, objectivity, utility, and integrity of the information they disseminate.

In response, the EPA issued its own information quality guidelines (IQGs) http://www.epa.gov/quality/informationguidelines/, and is producing metadata records that describe data sets and provide links to them. It has also developed standards, controlled vocabularies, registries, and repositories for data elements. Kirby said that references and thesauri are very important in improving searches for data, and a data categorization scheme is still needed.

Daniel Morgan, Chief Data Officer at the Department of Transportation (DOT), wondered if we are managing all of our assets properly. He noted that it is frequently difficult to standardize on definitions, but it is necessary; for example, the definition of a bridge is important in the National Bridge Inventory (http://nationalbridges.com/). Data can become well regarded and trusted by capturing good metadata. Sometimes it is necessary to instill a culture within an agency’s research community and implement a data management plan (which DOT has not done yet.)

Morgan said that we must reward people for sharing their data. Basic researchers need to interact with applied researchers, and we must help them to build good metadata. He suggested that the library community is a good place to turn for assistance in these areas.

Perspectives of Data Initiators, Funders, and Managers

Laura Biven, Senior Science and Technology Advisor at the Department of Energy’s (DOE’s) Office of Science, said that the Office supports about 22,000 scientists, graduate students, undergraduates, and engineers at over 300 institutions. It provides 47% of Federal support of basic research in the physical sciences and is also responsible for supporting over 28,000 users per year at the world’s largest collection of scientific user facilities such as those at more than 30 National Laboratories and major universities. As a result, incoming data rates into computing sites are skyrocketing, and there is now an increased value in collecting data because of new analytic tools.

The Office of Science recently published its data management plan (http://science.energy.gov/funding-opportunities/digital-data-management/), including principles and requirements, and its requirements will be included in all future solicitations for research funding. Other DOE offices will follow suit by October 1, 2015; by that time, there will be a single DOE-wide policy on data. Journal articles and accepted manuscripts from projects supported by DOE funding are now available on the DOE’s Public Access Gateway for Energy and Science (PAGES) system (http://www.osti.gov/pages/).

Dr. Isaac Kohane, Co-Director, Center for Biomedical Informatics at Harvard Medical School, focused on electronic medical records and said that one of the major challenges to reproducibility is getting the data in and out of the system.

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out of a repository reliably. Even a small healthcare center can accumulate a large amount of data in a short time. Harvard’s Shared Health Research Information Network (SHRINE, http://catalyst.harvard.edu/services/shrine/) is a repository of aggregated data on patients that can be used in medical research studies. Kohane said that the quality of the data is critical in such studies, and it is important to make data available and discoverable so that it can be used.

Melissa Cragin from the National Science Foundation (NSF) gave an update on public access plans for data (NSF does not conduct research; it only funds it). As a result of the Open Data Policy established in 2013, NSF has expanded its long-standing data sharing policy and is now requiring a two-page data management plan (DMP) as a supplement to all funding proposals. Publication and data management costs must be included as a direct charge in proposal budgets. Information in a DMP may include types of data, standards, access and sharing policies, provisions for re-use, and archiving plans. In a survey of DMPs, considerable variation was found in structure and content; using DMPs to understand trends is therefore a non-trivial effort. Cragin suggested that these issues for data need to be considered:

- Intersection of data management, public access, and preservation,
- Moving to a culture of sharing,
- Increasing our understanding of variations in the role of science “drivers,” and
- Knowledge of and sustaining of the stakeholders.

Collaborative work is increasing, resulting in very large and complex data sets being produced, which is causing an increase in the need for access to tools for data sharing and publication. The traditional role of the single investigator with a team of graduate students is changing; big data is radically affecting the “long tail” of science.

Principles that have guided NSF’s funding activities have included recognition and support for peer review, collaboration among agencies, and encouraging support for existing archives. NSF is responding to current changes in scientific research and is developing a new plan for data management that follows these core principles:

- We will proceed incrementally.
- We will respect the diversity of sciences that NSF supports and the communities in which scientific research is conducted and scientists are educated.
- We will use automated techniques, when appropriate, to reduce investigator and administrative burdens while achieving accountability.

The plan is in the comment phase now; when approved, it will be posted on the NSF Website (http://www.nsf.gov) along with FAQs and guidance.

Disseminators and Service Providers

Jane Greenberg, Professor and Director of the Metadata Research Center (http://cci.drexel.edu/mrc/) at Drexel University, began by noting that data is only as good as its metadata. She is involved with Drexel’s DRYAD project (http://datadryad.org), a curated general-purpose repository that makes data discoverable, freely reusable, and citable. Researchers are repeatedly creating the same metadata by cutting and pasting it into templates; the motivation for DRYAD is to automate metadata generation and allow researchers to concentrate on the things that need human intervention. It is important to get scientists to think about owning their metadata.

When an article is accepted for publication, authors are asked to deposit it in the DRYAD repository and receive a Digital Object Identifier (DOI) for it. The email notifying the author of acceptance is parsed, and a form prepopulated with metadata is returned for completion. (Many researchers will not fill in blank forms because of the time involved, so prepopulating the form as much as possible increases the likelihood of a response.) The data set is stored in the system, and it may be published before the article, which many journal publishers do not approve of; nevertheless, about 30 of them have signed a Joint Data Archiving Policy (JDAP, http://datadryad.org/pages/jdap) and have become DRYAD partners. Once the data has been deposited, it and its metadata can be accessed and reused.

A recent report published by the Office of Economic Cooperation and Development (OECD)10 suggested these valuations of some common data holdings:

- Market cap of Facebook per user: $40 - $300
- Revenues per record per user: $4-$7 per year for Facebook and Experian
- $0.50 for street address;
- $2 for date of birth;
- $8 for Social Security number;
- $3 for driver’s license number; and
- $35 for military record.1

Metadata is an asset and can be used, thus increasing the value of the initial investment in the data. Although it costs about $40 to produce a metadata record, many articles have a reuse rate of over 50%.

DRYAD is now receiving about 80 papers a week for deposit in its repository. It is based on MIT’s DSpace technology (http://www.dspace.org/); DOIs are generated by the DataCite system (https://www.datacite.org/). DRYAD began with articles in evolutionary biology and has now been extended to other subject areas. Some articles have been downloaded many times, which is one measure of DRYAD’s success. DRYAD is governed by a 12-member board that sets policy and goals; a payment plan was launched in September 2014.

Bruce Wilson, Enterprise Architect at Oak Ridge National Laboratory, said that his job is to help scientists do their job. There are many reasons to enable access to federally funded research; Wilson asked how do we ensure data quality to facilitate this? We need to understand what is happening when researchers generate data and help them to automate the process (Wilson called this “data carpentry”). Because of today’s tools, it is easy to generate huge quantities of data. We must focus on what users need; in common with several other speakers, Wilson said that “good enough” is not a bad policy. Here are his observations:

- Keep the end in focus: doing science.
- Make doing the right thing the easy thing.
  - Automation is often key.
  - Security and usability should not be mutually exclusive.
- Value standards, sustainability, and simplicity.
- Confidentiality is often over emphasized. Think integrity first, then long-term availability.
- Discovery is essential to availability. Metadata is hard and essential.

Science is a voyage of discovery, so we need to set objectives reasonably depending on how far ahead we can see. We must protect the confidentiality of some data, but how do we balance that with the need for access to public data? Many people are looking for data they can easily find with common search tools, but they miss the wealth that is available in areas that popular search engines cannot see. Many tools can expose data; the challenge is to deliver the information that scientists need to do their job at any time, anywhere, and on any device.

Megan Force, Digital Research Analyst for Physical Science, Thomson Reuters, described Thomson’s Data Citation Index (DCI, http://wokinfo.com/products_tools/multidisciplinary/dci/), which is part of the Web of Science. The DCI provides citations to data sets and can merge them into the metadata for an article. A recent study found that many researchers are not receiving adequate credit for their digital scholarship, so they are reluctant to share it, and many data repositories do not have clear standards or mechanisms to promote sharing.

The DCI was developed in response to researchers’ problems in finding and sharing data. So far, 220 repositories are indexed; at its launch in 2012 it contained over 4 million data records. The DCI is cross-disciplinary and searches can be conducted across disciplines. Criteria for including a repository in the DCI include:

- Editorial content that is desirable to the research community,
- Persistence and stability, with a steady flow of new information (or at least an assurance that someone is in charge of the repository),
- Thoroughness and detail of descriptive information, and
- Links from the data to the research literature.

Formal citations to data sets are often difficult to find because they are buried in the text of articles or are cited in bibliographies. Efforts are underway to capture these citations and add them to the DCI.

Following this session, attendees and speakers were asked for a wish list for data producers. The following were mentioned:

- Better attribution of authorship of data,
- Support for the data carpentry movement, which is a vehicle for culture change, and
- The ability to show evidence that current research is moving science forward.

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The audience noted that many of the points discussed in this session are related to the incentive structure of science and how scientists get credit for their work. The must perceive benefits of making their data available. Persistent identifiers are essential for data because some data sets may be in more than one repository. For credit purposes, only one identifier is needed, but whenever the data is changed, a new identifier must be used for each version of the data set. If a data set has been created from several others, all of the contributing data sets be cited.

**Charleston Seminar — Being Earnest With Our Collections: Determining Key Challenges and Best Practices**

Charleston Conferences have traditionally concluded with a “rump session,” where a few hardy attendees gathered for a free-flowing discussion on topics of interest. During the past few years, a desire for a more structured session grew, and it came to fruition this year in the form of a new Charleston Seminar entitled “Being Earnest With Our Collections: Determining Key Challenges and Best Practices.” The seminar attracted significant interest and drew about 50 attendees, who listened to four presentations on topics of current interest.

**eBooks: Key Challenges, Future Possibilities**

Michael Levine-Clark, Associate Dean for Scholarly Communications and Collections Services, University of Denver, and Rebecca Seger, Director, Institutional Sales, Oxford University Press USA, began by identifying the following key challenges facing today’s eBook market.

1. Developing sustainable, flexible, and predictable business models has become difficult because today’s trends affect all the players. Budget crises occur regularly in libraries, causing publishers’ revenues to become even more unpredictable than they have been in the past. In the academic library market, demands for short-term loans and multiple eBook access models (subscriptions, purchases, or demand-driven acquisitions (DDAs)) have arisen. All of these forces are challenging, resulting in little predictability and sustainability in the eBook market.

2. In order to preserve their content, eBook producers and aggregators must consider which hosting platform will provide them with sustainability and long-term access to their products. Leased eBooks and those available through DDA are subject to these concerns. Every book that a publisher produces is a market risk and has continuing fixed costs. (Thus, long-term scholarly publishing in some disciplines is changing: for example, Wiley has ceased publishing physics books.) Publishers and aggregators have become the “library shelves” for eBooks, and they are experiencing pressure to impose hosting fees for content that may or may not be purchased. Perhaps a dual hosting model would be viable, with aggregators providing access across a range of publishers and managing discovery, and publishers implementing post-purchase access. It is important to ensure that all published scholarly monographs are preserved in a trusted repository such as Portico (http://www.portico.org/digital-preservation/) or LOCKSS (http://www.lockss.org/).

3. Resource sharing in the print world is commonly done via interlibrary loan (ILL) — a core value. Some librarians have suggested implementing ILL for eBooks as well, but does that make sense? When a print book is out on ILL, access to it at the owning library is unavailable; how can that be implemented for eBooks without causing confusion to users? Levine-Clark and Seger said that we should work with publishers to establish a model that allows immediate access to everything with faster delivery to users, but is cheaper than ILL. Replacing ILL with short-term loans is a positive development; perhaps owning libraries could ask publishers if they could pay for usage when the eBooks in their collections are actually used, or else borrowing libraries could pay a “DDA fee.” Or perhaps content from short-term loans could be embargoed until the publisher’s production costs have been recouped. Whatever model eventually emerges, it is critical to ensure that eBooks are more portable and accessible to users, not less.

4. Now that many textbooks used in academic courses are available as eBooks, how should libraries handle them? Libraries traditionally do not purchase textbooks for their collections. Publishers are concerned about loss of revenue when textbooks that would have been purchased by many students on a campus become available electronically. Libraries want books in their collections regardless of their use in a class, but publishers want to replicate the course reserve shelf without undermining their market. Course adoption often sustains unprofitable monograph publishing; it will be important to develop models that will be workable for all parties but that will not add to a library’s costs. The book rental market is also changing the economics of textbook publishing.

5. What is the future of the scholarly monograph and how can both libraries and end users be accommodated in an age of electronic publishing? Is monograph publishing sustainable in an environment of shrinking budgets and, thus, shrinking purchases? Can this form of scholarship thrive in a digital world? One possibility is for a hybrid purchasing model in which the library buys the book text, and the users (students) pay for added functionality such as searching, the ability to make notes, etc. It is important for libraries to work with publishers to find solutions, and there should be more communication between them. It is also important to recognize that print still matters in an eBook environment.

**Mapping a Cloud Strategy and Transitioning From Legacy Systems**

Robert MacDonald, Associate Dean for Library Technologies, Indiana University, said that cloud usage is booming. He quoted a recently published RightScale “State of the Cloud” Report (http://www.rightscale.com/p/2014-state-of-the-cloud-report) which reported that 94% of today’s businesses are using cloud storage. The next major trend will be an increase in public cloud usage; in the last year alone, global spending on public cloud services has dramatically increased, from $47 billion to $170 billion. Many enterprises are taking a hybrid approach to cloud services, using both their own servers as well as public services such as Amazon’s Web Services. (As the market leader, it is four times the size of every other competitor.) Libraries must decide when or if they should move their data to the cloud. Key decision points include: Where does my data actually reside? How do I control it? Do I get it into the system and back out? They also need to consider from a cost or service perspective when would be the right time to migrate. There may not be any urgency, and because costs are currently decreasing, it might be prudent to wait. Internal cloud service, business processes as a service (BPaaS), has recently emerged, in which a user can configure a cloud-based system from parts of several other services. Such an environment gives users more control of a control ecosystem, but it may require technical support from people with system administration skills.

Moving to a cloud-based service is a large and potentially transformational change for libraries. Jill Grogg, Electronic Resources Coordinator, University of Alabama Libraries, discussed the importance of considering the human element of change, noting that if something is not terrifying, it is not truly change! She said that implementing a change with the magnitude of a move from legacy to next-generation systems necessitates a serious self-reflection and a thorough understanding of communication. We communicate every day with many people: our bosses, co-workers, and our children. Understanding communication means understanding negotiation. Analyze and interpret noise, both literal and metaphorical.

Change is unsettling, and it makes people anxious. It is important to deal with questions showing anxiety at the time they come up, then act at the appropriate time, provide good feedback, and move decisively.

**Alternative Serial Distribution Systems For Libraries**

Jonathan Harwell, Head of Collections and Services, Rollins College, and James Bonnelle, Acquisitions and Collection Development Librarian, Lewis & Clark College, said that we need to focus our attention on creating...
The Last Library on Earth

It’s too soon to say, but my TV addicted pals figure the new Fox comedy “The Last Man on Earth” will take with Sunday’s fickle audiences, long enough, at least, to produce a few memes. The library is dead, the library lives!

Phil Miller, played by former SNL and Nebraska native Will Forte, ends up in Arizona after a futile tour of the United States looking for living people. They’ve disappeared because of a virus. Nothing remains except the artifacts of American culture. And Phil.

Once Phil concludes he’s alone, he plans his suicide, just not wanting to live alone. He can have anything that remains but quickly learns it isn’t much. He paints a target in red and white on a big solid boulder and takes aim with his old pick-up truck. Good idea, except the old F150 doesn’t have much horsepower to gain much speed. Phil has too much time and manages to give one last look-around to his kingdom. He sees smoke. Rising. In the distance.

At her own campsite, the last woman in the world lives. That would be Carol Pilbasian, played by the comedian and actor Kristen Schaal. Phil drives over. He finds a pink bra.

They begin a reverse creation story. Phil and Carol find out quickly they are not match.com matches. They realize, though, they must recreate civilization from scratch.

They reverse engineer life from the junk of man. To irrigate a tomato garden Phil reads up at the public library about this sort of thing. No running water, no electricity, no Wikipedia. But there is a library.

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Endnotes

1. Until recently, libraries made extensive use of subscription agents in developing their serials collections, but today’s systems allow libraries to easily manage their own subscriptions, so the days of agents as managers of subscriptions are closing. Many of them are becoming “acquisitions agents,” helping librarians negotiate pricing deals with publishers.
It’s a comedy, so there’s no big lesson here except for the fun of watching ontogeny recapitulates phylogeny — or bringing man to woman, woman to man, and order on a world whose switch has been turned off.

As librarians, we have to delight in imagining a library as a useful place when all is doomed. I’ve got a former colleague who went from the library to better things, warning me to get into gear and save libraries from a fate of becoming mausoleums. Because of the Internet and Google and all of that.

Now I can point to the Fox Sunday night primetime line-up and do a re-direct of the common wisdom. It takes a library after, well, whatever.

Of course, Phil could, for amusement, at anytime burn the library down for fun. He still has matches and there is all sorts of kindling. He won’t though. He needs those tomatoes. And eventually some tips of midwifery — the individual’s privacy.

He makes great points; here are some:

- Actual content of communications is less noisy and insightful than “meta-data.”
- Government cyber-espionage agencies like the NSA do not need illegal data taps on wired and wireless Internet as much as simply the data waste given off by normal Internet and mobile network activity.
- Under ubiquitous surveillance, we can be influenced to buy when we simply act hungry or be charged for crimes that may or may not be construed from a video cam.
- The biggest issue isn’t net neutrality or a corporate Internet but that all of us have dunked the kool-aid that the Web can only work in its present free access in exchange for almost complete omniscience of the military-industrial complex.

Was Ike right? Was the major threat not Marxist-Leninism but Big Brother in the unified and seamless cooperation of Big Government and Big Business?

Schneider’s assessment of the post-Snowden, post-9/11 cyber world is less than sanguine but more than nihilist dystopia. He’s down, as the kids might say, with our own ability to understand the issues. All may want Snowden to answer for the NSA whistle-blowing, but no one agrees and all scratch their heads, at least as citizens, about our self-imprisonment by online data and behavior. There are one too many data links where data should be secure — bank accounts, health records to name a few — for anyone to go unnoticed.

In the United States and other democratic countries we’ve taken for granted the inalienable right to make decisions and behave lawfully in the context of equal human and legal rights. Underneath all of this is the presumption of privacy and rights like the one to not self-incriminate. Almost overnight these values have been compromised in effect to make a communications system work effectively. The trick now is to figure out how data can become a David, how those of us who work for the NSA and Google for free might fashion a slingshot and stone out of ones and zeros.

Oh, yes, as librarians our stance is well-known. Let’s keep it that way.

Annals of Search Diogenes Edition

I’m not finding you. I won’t find you, will I?

You never know where life will take you. You never know what you’ll need to know or will be able to know. Online search holds out hope that more can be known about all this, but, alas, it can’t deliver.

Take the world depicted on CBS’s new CSI franchise, CSI Cyber Crime. I can believe that cyber crime is out there happening just beyond these keyboarding fingers. Yet I can no better assess the truth of the hyper-cyber or the cyber cyber of this new world of criminality. The logic at hand and deployed makes sense, entertains me while vexing me. Is their world my world?

I feel like a hopeless and hapless Diogenes seeking the honest man. In my opinion, honesty, good behavior, altruism, golden rule — all these blend. I sense that most of us feel this way. The definitive way is not through the Web or any other tool. These tools obscure as much as they help. I could use CSI Cyber tools at my finger tips. I could use Patricia Arquette on my speed dial.

Perhaps, software, networking, and all that server-posted content might help me think like the cyber sleuths on CSI. I could think like a machine. Machines help predict, and if you behave predictively, so much the better. Unfortunately, we, all in Diogenes’ footsteps, encounter along the way so much one-off behaviors. The driverless car powered by Google zigs when the driver zags.

Thankfully, a human can intervene and take over controls. The human side of all of this and, for this column, the human in search is where the librarian may thrive. We can be the drone pilot, we can be the adviser who connects the dots that machines do not pick until someone real tells them.

Certainly the annals of search will devote much time to artificial intelligence and smart search. Some suggest it will end with the machine becoming more human than its designers. Likely, smart people will step up and draw a line in the sand where machines can take charge.

The Turing Test to guess whether or not a human is communicating with an out-of-sight machine is simple. A human judge must determine if by questioning alone whether he or she is speaking with a machine or human. Can the machine successfully imitate a person?

Surely, the Diogenes tale of searching the world for an honest man needs revising in the modern world to extend to machines. Diogenes will have to answer — is this a machine or person? What need he ask to find out if he’s found an honest man or honest machine?

Who knows? But it is clear Diogenes would not be able to Google it.

Against the Grain / April 2015
A sales rep walks into a library and says, “I’ve got a new Database Product that the company has just developed, and I wanted to personally tell you all about it. When I describe its features and benefits, your library will want to buy it. We even have some special, limited-time incentives for you to consider that are tied directly to this product.”

“Oh yeah” says the librarian.

“Can I try it out for free for a year?”

The correct answer to the librarian’s question is:

a) If it were up to me, I’d do it, but our company policy is that trials are extended only for 30 days or less.
b) I can honor your request, but only if you make a three-year commitment to buy.
c) Great idea, but I’ve got to speak to my manager for approval.
d) Sure, but only if you agree not to take your salary for a year.

e) When pigs fly.

When the inevitable events of my life conspired to unceremoniously drop me into the world of sales, I had many notions of what a salesperson is supposed to do, supposed to look like, and, most of all, I had no idea how a person could earn a living by just speaking to other people. I had heard tales of how successful salespeople are able to travel the world in comfort and at the same time make significant sums of money, but my only reference points to the world of selling were watching the movie “Glengarry Glen Ross” and seeing “Death of a Salesman” on Broadway. Yikes!

All I could think of was the Richard Nixon poster popularized around the time of Watergate that showed the disgraced President’s face with the caption, “Would you buy a used car from this man?” Stereotypical visions of men in plaid suits with inappropriate ties, garish pinky rings, accompanied by a fat cigar in their mouth, permeated my thinking as to what a “sales guy” possibly should look like. “Sign here pal and it’s yours.”

Although I will admit to having indulged in the smoking of a fine cigar on occasion, I have neither plaid suits, nor inappropriate neckwear in my wardrobe. Moreover, my initial vision of what a salesperson in our business should look like was not entirely accurate since the majority of my sales/marketing colleagues over the years consist of a well-coiffed and well-dressed group of people that I am proud to have been associated with.

With the establishment of my consulting practice after many years of working for some of the finest information companies in our business and then writing the definitive book on the process of buying and selling of information, I have had the great honor to speak at information industry events, at local SLA library chapters, and to MLS students at library schools throughout this country. I have spoken about how to break up the barriers of misinformation that seem to exist between the salesperson and the information professional so that the business of buying and selling information can proceed unencumbered. In the interest of transparency, I’d like to share some of the questions that have been asked of me at these meetings, complete with my responses.

Salesperson Continuity

A recurring question from the audience involves trying to understand why there always seems to be a constant change in the assignment of salespeople to the customers’ accounts. Whether by choice or not, salespeople seem to be on the move more than ever before, which means that if you dealt with Alan in 2013, who was replaced by Joe in 2014, you probably will see Jane in 2015 telling you that she is your new sales rep. Hard to establish any rapport with your sales rep under this all-too-familiar scenario.

To me, this sales rep revolving door approach used by some companies in our business is one of the root causes of why a number of major information industry firms are not hitting their sales objectives. They are forgetting the most basic premise of the sales success mantra, which states, “People buy from people; they don’t buy from companies!” Ours is a relationship business, and to establish this mutual trust, time to work together must pass between the two parties. If over a five-year period the library has seen multiple salespeople from the company, how can a relationship even hope to be established? It simply can’t.

For most sales organizations, the rule of thumb in the measurement of salesperson attainment of their goals is broken into three categories based on the reps’ performance. There is the top 20%, the bottom 20%, and the rest of the staff falls somewhere in the middle 60%. This means that a good sales director, with company support, will reward the top 20% and will hopefully prepare them for senior executive positions, while at the same time, actively replace the bottom 20% and then concentrate on working with the middle 60% to get as many of them as possible into the top category. The goal of this methodology is to keep the top performers satisfied, weed out the folks who are not doing the job, and work with the majority to help them succeed. This is an example of Basic Sales Management 101.

My goal as a manager of salespeople was always to keep the staff challenged and provide them with reachable incentives so as to allow them to earn as much money as possible so that both the company and the rep had the wherewithal to reach their yearly revenue goals and, as a result, stay with the firm for many years. However, with the advent of on-line recruiting sites, reps have a far wider network that informs them of seemingly better jobs somewhere else. Tie this fact to a company whose internal policies towards salespeople may be perceived as harsh, and the result is more movement between sales jobs than ever before. It’s a sign of the times that may ultimately give the salesperson more opportunity to grow and prosper, but in the short term, the carousel of interchangeable reps annoys the customer and puts added pressure on the company to hire better than adequate replacements.

The problem for the company is that when an employee of many years leaves, a part of the company culture also leaves. Sure, the new person may have great credentials, but ultimately it will take some time for that new person to learn the policies, fit into the culture, and begin to create new customer relationships. In my opinion, working with what you’ve got is preferable to constant turnover of employees.

Are the “Special Deals” For Everyone, Or Is This Just A Ploy Used As An Enticement To Get New Customers?

“My got a deal for you!” How many times has that been said to you? Probably you heard that more times than you care to remember. But the reality is that companies are always offering incentives to entice their customers to buy more products and services. Sometimes, those offered incentives are designed to only attract new customers. Marketing departments work tirelessly to create the incentives to help bring in more business, thus giving credence to the old adage that says, “Marketing creates the need and sales is tasked to fill it.”

A big issue for information companies is making sure that every customer is being charged the same as their similar-sized institutions. That means that if Library A is paying $5X for a specific product, then every other library in the same demographic as Library A should be charged as close as possible to the same amount. It’s a nice goal, but sometimes over the years, the goal/expectation of uniform pricing for similar-sized libraries goes somewhat amiss.

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The rather simplistic lyrics say: 

The goal for any sales organization in any business is to eliminate smooth-talking, jive-talking insincere people and accentuate a positive relationship, building a sales team that will create the environment to buy and sell information efficiently and productively.

Mike is currently the President of Gruenberg Consulting, LLC, a firm he founded in January 2012 devoted to providing clients with sales staff analysis, market research, executive coaching, trade show preparedness, and product placement and best practices advice for improving negotiation skills for librarians and salespeople. His book Buying and Selling Information: A Guide for Information Professionals and Salespeople to Build Mutual Success is available on Amazon and Information Today: www.gruenbergconsulting.com
**International Dateline — A People’s Palace, Ring the Changes**

by Rita Ricketts (Blackwell’s Historian and Bodleian Visiting Scholar; Author of Adventurers All, Tales of Blackwellians, of Books, Bookmen and Reading and Writing Folk; and Author of Scholars, Poets and Radicals, Discovering Forgotten Lives in the Blackwell Collections) <Rita.Ricketts@bodleian.ox.ac.uk>

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**Introduction**

Professor H. W. Garrod, classical scholar and former professor of Poetry at Oxford, saw books as “the stronghold of Truth” — a truth, Basil Blackwell added, to be discovered anew by each generation, a sentiment reiterated by Sir David Attenborough at the opening of the *Marks of Genius* exhibition in *Oxford’s Weston Library*. But in the past only the rich, top scholars and the clergy had this privilege — and the leisure. Increasingly from the eighteenth century, “ordinary” citizens could try to give themselves an Oxford education at church schools, workers institutes, and at the public library: Oxford’s public library was opened in the 1850s under the librarianship of Benjamin Harris Blackwell. His son opened a bookshop, treated like a free library, opposite its neighbour (the *Bodleian Library*), who would only admit scholars. Now, although unbeknown a champion of Outreach for some years, the Bodleian has come out. Its renovation of Giles Gilbert Scott’s fortress-like building, renamed the *Weston Library* in recognition of the generosity of the Garfield Weston Foundation, liberates treasures once hidden away. More importantly, it is open to all. Directly accessible from Broad Street, the entire ground floor is one vast democratic space, The Blackwell Hall, which has been generously funded by Julian Blackwell.

**A Democratic Space**

Under cover of the darkened skies occasioned by a rare eclipse of the sun, on Friday, 20 March 2015, sheets of corrugated iron were finally removed from the top of the steps of what used to be known as the New Bodleian. Shimmering in the spring sunlight, hours later, stood the *Weston Library*: “a temple to the book.” Through the glass portals, directly accessible from Broad Street, spreads the vast Blackwell Hall. This democratic space, enticing to any passerby and open to all, signals to any passerby and open to all, spreads the vast grandeur of this Edwardian powerhouse of thought and the subtlety of its art deco embellishment have been preserved. First commissioned in 1934, the design of Giles Gilbert Scott, the building replaced a row of huggemugger tenements dating from late Mediaeval times. Barely finished, the new building was commandeered for war use in 1940, functioning as a Naval War Library, centre for the Prisoner of War educational book scheme by the British Red Cross, and as a site for the Inter-service Topographical Department of the Naval Intelligence Division. Only at the end of the war could the building finally be used as a university library.

The most recent £80m reconstruction, which has so inspiringly juxtaposed old and new, is the brainchild of architect Jim Eyre. Its conception, as a space to tempt and gratify students and scholars from all walks of life, even invertebrate latte-drinkers, is in great measure due to the current Bodley Librarian, Richard Ovenden and his two immediate predecessors Sarah Thomas and Reg Carr. Working closely with Jim Eyre, as Richard Ovenden has explained to audiences across the world, he sought to create “a 21st-century library where scholars and members of the public explore the Bodleian’s national and international treasures.” But how was this dream to be realized — to be paid for?

It is a tribute to both the concept and design that the essential — generous — support of a number of donors was won. The building was renamed the Weston Library in recognition of a £25m donation to the project by the Garfield Weston Foundation, which was matched by Oxford University Press. A £5m gift from Julian Blackwell, Life-President of Blackwell’s — whose iconic Oxford bookshop sits adjacent to the Weston Library in Broad Street — allowed the funding of Blackwell Hall. Charles and George David made a £2m donation, and The David Reading Room has been named in honour of their father, Rhodes Scholar Charles Wendell David. Global electronics manufacturer Samsung supported the Library with a gift of state-of-the-art hardware and bespoke software as well as expert consultancy.

The Weston Library is one part of the Bodleian’s Libraries as a whole, which support research and learning in Oxford. But the Bodleian is also “a national and international cultural and scientific institution in its own right.” As such, Richard Ovenden reminded, “it has major obligations for the preservation and dissemination of knowledge, which have led it to engage in major collaborative projects ranging from international exhibitions, to data analysis, digitization, and scientific investigation.” The Weston Library’s new Centre for Digital Scholarship, fully equipped with digital technologies, embodies the Bodleian Libraries’ emphasis on digital discovery, preservation, and infrastructure to support scholarship. “Now at last the Bodleian Libraries have a state-of-the-art facility commensurate with their world-class research collections,” said Michael Suarez, Professor of English at the University of Virginia, a current Visiting Fellow at the Weston.

Within the Weston Library, students and researchers already have their heads down in the three refurbished reading rooms. Alongside, visiting scholars from across the globe are given shelter in a purpose-built Centre, which owes nothing to monastic asceticism. Behind the scenes, in new world-class conservation studios that include an integrated workspace for preservation and restoration, Bodleian experts are intent on giving painstaking attention to the university’s most important collections. Collaborating with scientists to bring new techniques — such as hyperspectral imaging — they are busy discovering new information about the Bodleian’s amazing artifacts. Trainee digital archivists too are exploring state-of-the-art methods of preserving digital materials for the future.”

The first book to be brought back into the Weston Library, after the refurbishment, was a beautifully bound copy of Plato’s complete works in Greek, given to Elizabeth I by the Chancellor of the University of Oxford in 1564. Curators are also at work to conserve and catalogue major 20th-century archives in Oxford, for example, those of Oxfam, Stephen Spender, Tolkien, and Alan Bennett. Their work is seemingly without end, as collections continue to be deposited. Locals and visitors
to Oxford are warmly invited to come in and find out more about this work in progress. Resplendent on the wall of the Blackwell Hall they will see the newly conserved 13th-century Luttrell Psalter, the Bodleian’s first book. 7 They will also see the Magna Carta, the first printed book issued in 1473, and the first edition of Shakespeare’s works, the First Folio. 8 They will discover exception...
The idea of this innovative session began with a discussion between Katina Strauch and Michael Arthur at the 2013 Charleston Conference. The session replaced the traditional Saturday afternoon Rump Session with a new and innovative way to address key challenges facing collection management.

The 2014 Charleston Seminar was kicked off by two notable speakers with one of the hottest topics when Michael Levine-Clark and Rebecca Seger presented on the conflicting issues surrounding eBook models. In Ebooks: Key Challenges, Future Possibilities, the presenters identified five key challenges.

- Developing sustainable models that are flexible and predictable
- Preservation of content
- Resource sharing
- Course adoption
- Future of the monograph

Michael and Rebecca outlined key concepts for each of the five challenges and discussed future possibilities for addressing the challenges. Noted that as libraries helping to make DDA sustainable for publishers by paying a small per-title DDA fee that gets passed on to the publisher, adding back in a small amount of predictable revenue. The recommendation for a DDA fee varies from current models in that the funds would go directly to publishers to help offset losses from the reduction in overall book sales. Currently DDA includes fees for value-added services by aggregators with little if any of this funding going to publishers. This results in a reluctance by publishers to support high-impact, low-use titles. The concern is that some publishers will pass on publishing academic monographs if they have to rely only on revenue from DDA. The fee could offset the costs of profiling, record loads, archiving, and browsing. Models could be based on book type, age of the content, and sales projections. Libraries and users are not well served if the academic monograph does not remain viable. The presenters were asked to address key challenges with eBook models. While there is no data available to support the necessity of DDA fees, it seems logical that publishers are going to move away from publishing certain types of monographs if STLS continue to impact overall sales.

The challenge for librarians and publishers is to develop sustainable models that will support important academic publications that may not have a broad market. It was stressed that ILL is a means to an end. ILL is more costly and less efficient than short-term loans, so librarians and publishers need to work together to develop ways in which content can be provided faster to users without the intermediary step of going through the lending-delivery process. Models that provide for low-cost, immediate access to content, and that may include DDA fees if necessary to offset the reductions in sales, may help libraries and publishers in the long run. Currently publishers are losing money when print books are moved from one library to another through ILL. This is a slow process for the user. Low-cost models for providing immediate access to the user would provide the publisher with some revenue. This, along with DDA fees, may help offset the reduction in overall monograph purchases.

Moving from legacy to cloud-based systems requires thorough planning and adept implementation. The challenges in moving to a cloud-based system were emphasized by two dynamic speakers at the 2014 Charleston Seminar. Jill Grogg and Robert McDonald gave the audience a chance to step outside the normal issues faced in collection development when they introduced key challenges for the next step in library automation with Transitioning from Legacy Systems to Cloud Infrastructure. Robert began with an environmental scan of the impact of cloud-based systems. 94% of businesses report cloud usage. $47B was spent in 2013 on cloud services, and that is estimated to increase to $107B by 2017.

There are many options for libraries through a number of products including Alma, Intota, Sierra, and Kuali Ole. It is important for librarians to spend ample time before a migration to gather information. The session addresses the challenges, including a determination of how functions carried out in legacy systems will be handled as well as ensuring that any current interfacing to other systems within the institution will be manageable. Any change in LMS should also involve a plan for exit strategy. Will the new system be easy to migrate when the time comes? All systems will eventually need to be replaced. Planning for a move to a cloud-based system can be very costly and require a major outlay in human resources. Does the library have the expertise to manage the migration? What about the daily management of the system after the migration? What guarantees does the library have from the vendor regarding support after the sale?

Jill stressed self-reflection and a thorough understanding of communication during the process of a shift from legacy to next gen systems. Understanding the ways in which people communicate, negotiate, and handle change is critical. The time spent addressing these factors and preparing for the uncertainty of staff members will pay off in the long run with a more successful migration.

Facing unsustainable subscription increases has been a challenge for libraries for many years. Many libraries face nearly annual cuts to subscriptions and reductions in monograph expenditures. Some libraries purchase few if any monographs in order to maintain costly subscriptions. Addressing the concerns many librarians have regarding the future of subscription models and particularly the Big Deal, Jonathan Harwell and Jim Bunnelle provided the audience with insights in their Lightning Round: Alternative Serial Distribution Models for Libraries.

The speakers stressed that the current subscription model as the primary approach to serial acquisitions (supplemented by ILL & PPV) is unsustainable for library budgets, and thus for publishers. Libraries need flexible alternatives, such as demand-driven acquisitions and perpetual purchasing of serial content that is similar to that available for monographs. With support from serial vendors and publishers, libraries can leverage discovery layers to add serial content to library collections on the fly, based on usage. Libraries need increased granularity for purchasing article-level content at the point of need. This should be available within discovery layers. Publishers should consider just-in-time purchasing with pricing tied to usage or even the type of usage.

The 2014 Charleston Seminar was capped off when Rick Anderson delivered Depth Perception in Academic Libraries: A Two-Dimensional Model. Rick never disappoints, and in this session he was both thoughtful and insightful as he stressed that the librarian has a fundamental duty to advance both the mission of the library and of its host institution. Librarians may, at times, find themselves at odds with the mission of the library or the institution. Librarians need to understand the mission of the institution and the library, and be aware of the degree to which their own beliefs and goals are in harmony with those of the institutions they serve. They can then move toward ensuring that their individual goals and activities will help further the missions of the larger institutions they serve.

One question that emerged from the audience discussion was the degree to which a middle ground exists between accepting the institutional mission and rejecting it — couldn’t a librarian who disagrees deeply with aspects of the institutional mission work to change it? Rick suggested that this is not only possible but desirable — but that, ultimately, each institution is going to decide what its mission and directions will be, and those who work for the institution will then have to decide whether or not they can continue to support those directions in good conscience.

As with any new endeavor, the 2014 Charleston Seminar had some growing pains. There should have been more time allotted for Q&A and development of specific steps to be taken to address the recommendations made by the outstanding presenters. Future plans may include breakout sessions or opportunities for moderated discussions following each presentation.

Throughout the event, questions from the audience focused on the assumptions being made by the presenters. In most cases the presenters were coming from the view that library budgets (serials and monographs) are being reduced and that new models have to be found to allow the library to provide content at a price of need and to move away from the package (article or book) and focus on providing content at a price point acceptable to the libraries while also ensuring the publishers can continue to produce relevant content. Some in the audience expressed that not all libraries are dealing with declining budgets or may not feel the need to move in drastically new directions.

Future editions of the Being Earnest with Collections column will feature new and innovative ways in which librarians are meeting the information needs of users while managing the many competing issues they face. Plans are in place now, and ideas and potential speakers are being sought, for the 2015 Charleston Seminar. If you or someone you know is interested in featuring a new idea or best practice that helps address collection development in the 21st-century library please contact Michael Arthur at <michael.arthur@ucf.edu>.
Biz of Acq — Cooperative Collection Development Among Michigan’s Public Universities

by Joe Badics (Acquisitions Librarian, Bruce T. Halle Library, Eastern Michigan University, Ypsilanti, MI 48197; Phone 734-487-2402) <jbadics@emich.edu>

Column Editor: Michelle Flinchbaugh (Acquisitions and Digital Scholarship Services Librarian, Albin O. Kuhn Library & Gallery, University of Maryland Baltimore County, 1000 Hilltop Circle, Baltimore, MD 21250; Phone: 410-455-6754; Fax: 410-455-1598) <finchba@umbc.edu>

Universities compete regularly against each other, from vying for potential students to battling in various sporting events. Public universities compete for financial support from their state government. On the other hand, libraries have been bastions of cooperation, from sharing cataloging to sharing resources via interlibrary loan. The public university libraries have taken cooperation a step further in the state of Michigan, thanks to COLD (Council of Library Directors).

2015 marks the 20th anniversary of the first Council of Library Directors/Deans Collection Development discussion group meeting. It was held at the University of Michigan’s Dearborn campus on April 21, 1995. It grew out of an idea by co-chairs Bettina Meyer of Western Michigan and Joanna Mitchell of Northern Michigan. They were the Collection Development Librarians at their institutions and had represented their institutions at a 1994 meeting of the COLD directors. They proposed that a discussion group be formed of the collection development librarians from the Michigan public universities. A discussion group for representatives from the interlibrary loan units had already been formed in 1991, and the directors approved of one for the collection development librarians.

The members of COLD are the fifteen Michigan public universities: Central Michigan, Eastern Michigan, Ferris State, Grand Valley State, Lake Superior State, Michigan State, Michigan Technological, Northern Michigan, Oakland, Saginaw Valley State, Wayne State, Western Michigan, and the three University of Michigan campuses — Ann Arbor, Dearborn, and Flint. In addition the Library of Michigan and MCLS (the Midwest Collaborative for Library Services, formerly MLC — the Michigan Library Consortium) have been included as members.

The ILL and CD discussion groups meet at the same time twice per year, spring and fall. One of the institutions volunteers to host the meeting. The host picks a date that works for their campus. They suggest housing for travelers arriving the night before and often arrange a group dinner for those arriving the day before. The host also traditionally offers a light breakfast, lunch, and free parking to its guests. All institutions have hosted the meeting. The logistics can be amazing, considering Michigan is a large state and three of the universities are in the Upper Peninsula. Attendance is usually very good, and in recent years libraries have had the option of participating through a conference call when travelling is just not an option.

Ms. Meyer and Mitchell provided solid leadership for the CD group until they retired. Ever since then one of the librarians has offered to chair for a year or two. The chair will establish the agenda for the meeting, often asking for feedback and advice from the others. The ILL group has always rotated chairs.

What happens at each meeting varies. Sometimes there are guest speakers, or members will present about something new at their institution. For instance, JSTOR and ProQuest’s ebrary have sent representatives to past meetings. Susan Powers from Central Michigan University has reported on their experience in using the Copyright Clearance Center’s Set it! Now resource to obtain journal articles. Usually Diana Mitchell from MCLS will inform the CD group about upcoming electronic renewals or new offers. Sometimes the topic is relevant for ILL and CD, so part of the meeting will include both groups. The essential point is that the discussion percolates from the participants to the directors: we do not receive edicts from our bosses about what to discuss.

A popular feature for both groups has been the Round-Robin reports. We go around the room, and everyone talks about the latest news at their library and university. If the agenda is full, the Round-Robin reports will be put in writing in advance. The meeting results are shared with the COLD deans, either in writing or in person at one of the directors’ meeting.

Probably the most important reason to meet is for the invaluable networking. There is a sense of camaraderie. You can ask for advice or clarification without judgment and learn from others’ mistakes. People can vent, but overall it is an amicable atmosphere. The new librarians and staff are mentored by their seasoned colleagues. Since you see these people twice per year, you become comrades. People look forward to these semi-annual meetings.

The growth of electronic resources has meant that there is often financial incentives for group purchases. MCLS has led the way in brokering deals on behalf of state universities, as well as other Michigan libraries. We can opt in or out, depending on our interests or finances.

There have been several interesting actions that have grown out of the discussions. The concerns about storage issues and cooperative retention in the CD meeting led to the formation of the MI-SPI, Michigan Shared Print Initiative. Using the services of MCLS and SCS, Sustainable Collection Services, seven of the public university libraries reviewed their shared holdings and came up with a plan for retention and weeding. Several other state universities have expressed interest in participating in a follow-up analysis.

The ILL group has discussed the need for reaching out to other ILL departments. A sub-group worked with MCLS and representatives from other nearby state libraries to create the inaugural Great Lakes Resource Sharing Conference. It was held on June 5 and 6, 2014, in Perrysburg, Ohio. Its success has led to a second conference to be held in summer 2015 at Kalamazoo, Michigan.

As for my library, we became interested and later implemented a DDA (Demand-driven Acquisitions) program for eBooks after learning about Doug Way’s experience at Grand Valley State University.

Unlike our southern neighbor state, Ohio, the libraries at the Michigan public universities do not have a state legislative mandate to cooperate. We do not have the same ILS. We do not all use ILLiad or MeLCat for interlibrary loan. We do not use the same serial vendors or book jobbers. The impetus for continued cooperation has evolved from the semi-annual discussions.

There has been the expected turnover in library staff over the decades since the first COLD meeting that I attended in 1996. I have gone from being one of the new kids to one of the old timers. As the COLD discussion groups have evolved, we have been having discussions about the future. The COLD directors have expressed their continued support. In 2011 the COLD directors created a third discussion group. This is for heads or chairs of reference services. I am confident that the COLD discussions will continue, with substantive benefit to all of the participating libraries.
Manchester’s John Allison may still be young, but he is an elder statesman in Webcomics. He first put pen to his comic *Bobbins* in 1998. After having his samples rejected by *United Features* and *King Features Syndicate,* he put those first pages of *Bobbins* up on his own site and kept trudging on.

That early incarnation of what would become Allison’s “Tackleverse,” a series of comics spanning over 16 years and several generations of characters in the fictional Yorkshire town of Tackleford, looks very different from Allison’s comics today. While always keeping a loose and instantly accessible style, the look of Allison’s comics has evolved quite a bit over the years, as has the direction of his writing.

*Bobbins* focused on a cast of young professionals writing for a Tackleford magazine. Those characters, music writer and inventor Tim Jones, his record store buddy Ryan Beck, with, wild-eyed ingenue Shelley Winters, and Bourgeois Boheme editor’s daughter Amy Beckwith-Chilton, became the center of a growing cast. Plots revolved around office and romance drama often spurred along by Tim’s inventions, which gave a dose of sci-fi flavor to an otherwise earthy setting reminiscent of television sitcoms.

As the stories started to feature more and more sci-fi and supernatural elements, Allison spun the strip off into *Scary Go Round* in 2002. Eventually he switched from vector illustrations with soft colors drawn in Adobe Illustrator back to scanned pencil illustrations colored digitally. For my money, this is really when Allison started to hit his stride, in the middle chapters of *Scary Go Round.* Amy and Shelley came to share a flat with a freeloading fishman named Desmond, who liked to lounge around in his underpants, or less. Shelley and her sister Erin went to Hell at one point, somehow resulting in the latter Winters becoming a demon queen and being removed from the town’s memory. New characters continued to rotate through, and much of the original *Bobbins* cast fell out of sight.

In 2009 Allison made another big change, moving the clock forward with *Bad Machinery.* This third era focused on a new generation in two competing groups of adolescents (boys vs. girls, of course) growing up and solving mysteries that grew out of all the inexplicable otherworldly goings on in Tackleford. The setting of Griswalds school gave readers the British grammar school vibe with a bit of Northern roughness, more *Hetty Wainthropp Investigates* than *Harry Potter.* Familiar characters popped up in new age-appropriate guises. Newly married, Amy Beckwith-Chilton started running an antique shop in town, while husband Ryan graduated from the record store to the role of a young instructor at Griswalds.

The last several years Allison has been producing four pages or more each week. In fact *scarygoround.com* is often updated seven days a week, depending on his schedule with other projects. Side stories often revisit old characters from the *Bobbins* and *Scary Go Round* incarnations on Fridays or in weeks between larger *Bad Machinery* stories. Secondary characters take the spotlight under his *Giant Days* moniker, as well.

Not being tied to print opens up many possibilities for a creative entrepreneur like Allison. But it can also make for confusing continuity. Allison himself admits that the lines between *Bobbins*, *Scary Go Round*, and *Bad Machinery* are hard to find. “After 16 years and counting of the same continuity, the greatest difficulty I have is making my work approachable to new readers while retaining the old ones,” he notes on his blog. “But I don’t have the luxuries that the creators of an issue of *Marvel’s* Alpha Flight from 1988 had. I don’t have an editor to straighten things out. I have a fallible human memory of nearly 5,000 pages of comics, with no master document detailing the relationships between various characters.”

These strips’ digital birth does not mean there are no John Allison works in print. He has long offered prints of individual strips, books, eBooks, and merchandise through Topatoco and his own site. Since the third *Bad Machinery* story he has been working with Oregon’s Oni Press to collect that title for print. Oni’s wider reach, especially in the States, difficult for Allison to reach with convention and bookstore appearances, has given the author new readership. He told Comic Book Resources, “I know the work’s found a lot of readers through libraries. That’s an audience I never would have access to. [Oni] works hard to get things out into all kinds of channels that I had no concept of.”

Giant Days is also available in print from Boom Studios’ creator-owned imprint BOOM! Box.

Still, Allison has clearly been itching to write and draw stories beyond Tackleford. He wrapped *Bad Machinery* in 2014, feeling its young detectives had grown up enough and had perhaps suffered more than their share of ghostly MacGuffins. The last storyline on *scarygoround.com* gives readers a finale for many of the original *Bobbins* crew, including a reunion for the long separated Winters sisters.

Lately Allison has been tweeting about a robotic policeman named Robert Cop and offering up sketches on Tumblr of an upcoming project called Yawning Skv. “At the start of April,” he writes on his blog, “it will be time for something new.”

**Column Editor:** Jerry Spiller (Art Institute of Charleston) <yeri.spiller@gmail.com>
A t the end of February, amid the snow and the false alarms for snow and ice, came the following headline: “Why Digital Natives Prefer Reading in Print — And Yes You Read that Right!” (http://wapo.st/1BcFIZo). No, it didn’t come from the pen of this column’s author (though it could have), nor did it come from any number of those whom some wish to brand as Luddites: Nicholas Carr, Mark Bauerlein, or Sven Birkerts. Rather it came from Maryland reporter Michael S. Rosenwald and The Washington Post. The piece is eye-catching if for no other reason than it isn’t from the usual suspects!

What Rosenwald discovered is precisely what Carr, or Birkerts, or Bauerlein, or your faithful columnist has been saying for at least a decade: yes, online reading occurs, and many digital natives use it for a variety of reasons. But no one, including them, prefers online reading when trying to comprehend a difficult text.

It is as if Rosenwald is reading over Carr or Bauerlein’s shoulder. The students he interviews do not like online reading because it is distracting. They find online reading difficult when they read an online text, 90% of the time they are also doing something else: checking email, checking in at a social network, or even playing a game. Rosenwald opens with a young man, age 20, who simply prefers reading text because of the smell, the feel, and even the silence of the text: it isn’t making sounds, ringing bells, or offering a rabbit hole in which to get lost, literally or figuratively. Further, online readers tend to skim, cannot fully comprehend what they are reading, and find that their minds really wander — all over the place. Some even complain that the light in their eyes rather than over their shoulders is problematic.

Some of those interviewed said they would not even attempt a difficult text in electronic form. And who can blame them? Most anyone can scan a newspaper or even take on a book. But does he require so much elaboration. “Met him pike hoses” isn’t going to resonate with many that Joyce is word-playing with metempsychosis. But readers find that even
Curating Collective Collections — Double Dipping: Using Digitization Workflows to Acquire Print Preservation Data

by Amy Wood (Center for Research Libraries) <Wood@crl.edu>

Column Editor: Bob Kieft (College Librarian, Occidental College, Los Angeles, CA 90041) <kieft@oxy.edu>

Column Editor’s Note: Many of the columns that have appeared in Curating Collective Collections have treated the reasons, procedures, and decision parameters for creating shared collections of print journals and monographs. To a one, participants in such projects acknowledge and sometimes lament their having to rely on incomplete, inconsistent, or inaccurate holdings data or to accept the risks of making retention commitments without being able to verify the condition or existence of the volumes retained. The policy decisions about the items partners will share and the number of copies to be shared, together with the financial, operational, and governance arrangements needed to sustain the retained collection, seem like the hard things to do in making a shared print agreement. But, as anyone who has ever used, let alone maintained the records in, a library catalog knows the devil, angel, or God (depending on their metaphorical preferences) is in the data details. Amy Wood’s column raises the question: does the devil, angel, or God (depending on their metaphorical preferences) exist in the data details? amywood’s column raises the question: does the devil, angel, or God (depending on their metaphorical preferences) exist in the data details?

The Center for Research Libraries (CRL) has learned from experience managing its general collection and its JSTOR print archive that item-level information is essential for knowing precisely what is in the collection, for enabling automated collection comparison and development, for sharing data with multiple catalogs or registries, and for addressing future unknown data needs. Tools that help create an efficient workflow in validating and recording the data make it easier and more cost effective to produce granular gap and condition data for print archives and shared print collections. CRL’s Project CERES offers a model that can be adapted to a variety of projects for producing and recording granular data.

Project CERES Background

Project CERES 1 is a collaborative effort between the Center for Research Libraries (CRL), the United States Information Network (USAIN), and the Agriculture Network Information Center (AGNIC). It couples print archiving with digitization for access. The idea of the project was conceived from CRL’s 2010 Institute of Museum and Library Services grant-funded project, Cooperative Print Archiving by Discipline: Developing an Infrastructure to Sustain Scholarly Resources. This two-year project has created a sustainable and scalable plan for cooperative management of legacy print materials at the local, state, regional, and national levels in the field of law as well as agriculture as discussed here.

In 2012, CRL began working with the USAIN preservation committee to develop Project CERES’ goals, governance, and a process for choosing projects on which to work. Two primary goals were established: supporting consensus-based, cooperative archiving of agriculture resources and expanding electronic access to these important resources.

The initial focus of preservation and digitization has been:

- The extensive body of serials and government publications on agriculture, rural life, and home economics published between 1820 and 1975 that have been digitized and/or microfilmed under the USAIN program.
- Other agricultural and related trade and industrial journals published in the U.S. and Canada.
- Serial publications published by the U.S. agricultural extension services and experimental stations.

Project CERES runs on an annual cycle and operates under CRL’s Global Resources Partnerships. CRL provides $50,000 a year in funding for all Global Resources projects combined. CERES is governed by a subcommittee, under the USAIN preservation committee, comprising members of USAIN and AGNIC. The committee guides the priorities within the overall scope, develops the guidelines and process for participating in Project CERES, and chooses how funds are spent each year.

In the first year, August 2013-July 2014, thirteen participants preserved, digitized, and shared metadata for approximately 50 titles and 10,500 items. In the current year, eight participants are working on a similar number of titles and items. These are significant numbers considering the first year’s participants had a budget of $3,125 each and the average budget of the current year is $5,600. (Each phase had one participant drop out of the project due to staffing changes.)

Project CERES Preservation and Access Data

Data is an important output of Project CERES. CRL developed the data and data disclosure requirements for Project CERES to work with existing successive entry cataloging rules, which track major title changes and shared print metadata disclosure standards developed during the OCLC Print Archives Disclosure Pilot project. Adhering to industry standards is crucial for optimal sharing of records and information between catalogs and registries that disclose holdings committed to preservation or shared print programs. Participants are required to:

- create title and issue level metadata,
- disclose holdings in OCLC’s Worldcat and CRL’s PAPR database,
- provide free access to digital versions via local digital asset management systems and CRL’s digital delivery service, and
- make the digital versions available for archiving with the National Agriculture Library.

Title Metadata

Participants are required to create MARC bibliographic records for both the print and the digital versions. The MARC record for the digital version includes a hyperlink directing users to the digital resource’s URL. Participants using digital asset management systems also create metadata records for those systems. No project standards have been set for these records, although participants often used Dublin Core. For the most part, participants are using existing print records from their library catalogs, but if there are no existing records or that they have begun to digitize.

Library announcement that the CERES context, readers will recall the recent legal materials between materials in the domain of agriculture. —
if the library had not previously tracked major title changes, new records have to be created. Existing records also have to be upgraded to current cataloging standards, if necessary. Participants are encouraged to request an International Standard Serial Number (ISSN) from the U.S. ISSN Center11 for each title that does not already have an ISSN.

**Granular Metadata**

CRL developed a spreadsheet template to capture granular data about completeness and condition of holdings. The spreadsheet was designed using Microsoft Excel, but any software using tables or spreadsheets would work. Each column in the spreadsheet records a single category of information (see entire list below), which helps keep the data clean for aggregation and sharing in a variety of metadata formats. The spreadsheet also minimizes the effort of recording data by requiring entry of a simple yes or no response or page numbers. This approach also helps eliminate inconsistently entered descriptive terms.

Most of the terms for condition have been taken from the Preservation & Digitization Actions: Terminology for MARC21 field 583.12 Fields included in the spreadsheet are listed in the tables below and in the examples on pg. 74.

<table>
<thead>
<tr>
<th>Completeness metadata:</th>
<th>Page specific information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title and piece identification</strong></td>
<td><strong>Number of Pages</strong></td>
</tr>
<tr>
<td>Journal Title</td>
<td>Title Pagination</td>
</tr>
<tr>
<td>Additional Title (monograph titles),</td>
<td>Missing Pages</td>
</tr>
<tr>
<td>Print OCLC#</td>
<td>Covers, foldouts, etc.</td>
</tr>
<tr>
<td>Print ISSN</td>
<td>Scanned Front Covers</td>
</tr>
<tr>
<td>Series</td>
<td>Scanned Back Covers</td>
</tr>
<tr>
<td>Volume</td>
<td>Additional Pages</td>
</tr>
<tr>
<td>Issue</td>
<td></td>
</tr>
<tr>
<td>Part</td>
<td></td>
</tr>
<tr>
<td>Publication Date</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Condition metadata:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Highlighting/Underlining</td>
<td>Repaired poorly</td>
</tr>
<tr>
<td>Insect Damage</td>
<td>Repaired soundly</td>
</tr>
<tr>
<td>Loose (pages, covers, bindings)</td>
<td>Tight Binding</td>
</tr>
<tr>
<td>Marginalia</td>
<td>Torn</td>
</tr>
<tr>
<td>Mold Damage</td>
<td>Warped/Cockled</td>
</tr>
<tr>
<td>Obscured Text Block</td>
<td>Yellowed/Browning pages</td>
</tr>
<tr>
<td>Rebacked</td>
<td>Reprint</td>
</tr>
<tr>
<td>Rehearsed poorly</td>
<td>Binding pattern variations</td>
</tr>
<tr>
<td>Printing Errors</td>
<td></td>
</tr>
<tr>
<td>Acidic Paper</td>
<td>Alkaline Paper</td>
</tr>
<tr>
<td>Brittle Paper</td>
<td>Faded</td>
</tr>
<tr>
<td>Foxed</td>
<td></td>
</tr>
</tbody>
</table>

Additional fields to capture administrative metadata are also included to help manage the projects.

** Metadata Compliance by Project CERES Participants**

During the first year, project participants were all able to provide title (bibliographic records) and completeness data. Condition metadata was requested but not required in the first phase, but some participants provided the information. Although some participants were initially intimidated by the amount of data requested, many decided as they input that it was easier than expected and had immediate benefits. One participant reported that the library’s archivist was thrilled when the print volumes were transferred to the archives with the metadata spreadsheet because no resources had ever been transferred to the archives with such detailed information. This metadata enabled the archivist to understand what was being transferred and where there might be condition issues to address. This made the process of verifying a complete transfer from library to archive much faster. Another participant found that scanning operators had made decisions about re-ordering pages in the scanned version for easier viewing of images that were meant to be seen in a horizontal layout; filling out the pagination on the metadata spreadsheet helped them catch those changes. Participants also found and recorded variances and inconsistencies with dates and enumeration of issues that were printed on the items.

Colorado State13 was one participant that incorporated the metadata gathering into the quality control steps of the overall workflow. Although filling out the gap and condition metadata was not something they had done for other digitization projects, they were able to exceed their expected preservation goals for the project by 22%. In their project proposal, they listed 100 items that would be preserved and digitized. They completed the digitization and metadata recording for 122 items within the project’s single year timeline.

**Model of Metadata Capture for Collective Print Archives**

There are many elements of the project that can be adapted to other projects. It is important in a library environment to use MARC bibliographic records because that is what OCLC’s Worldcat database and library catalogs and discovery systems use now. It is important to encourage participants to request unique ISSNs because a unique internationally recognized ID that transcends individual MARC records and possible duplicates is a key element in sharing data among databases and systems. Once the MARC record and ISSN are in place, the focus can be on recording granular metadata elements of enumeration variations, publication history, and gaps and condition in a flexible format that allows data to be easily transformed into a variety of formats for sharing. This will enable libraries to respond more quickly to system innovations of the future.

Using spreadsheets to record and manage data during the project gave participants the most flexibility and potential for accuracy with minimal training. Most library staff are familiar with using spreadsheets or tables at the level of entering data, and the format requires little training even if staff do not use tables or spreadsheets frequently. Part-time student workers often completed the metadata worksheet and did so with consistency. There are no tagging or field codes or data formatting and punctuation rules to learn (and re-learn each time the data is entered). Questions that surfaced when entering data were about inconsistencies recorded on the pieces themselves such as an incorrect enumeration or date printed on an issue. Resolutions to data problems encountered by one participant were easily shared among all participants via email. With everyone using the same spreadsheet, there were no additional software-specific data entry requirements that necessitated additional instructions tailored to the software. The spreadsheet has also helped CRL aggregate all of phase 1 participant data.

CRL is still in the process of aggregating the data for the first phase. Steps include: loading the MARC records to the CRL catalog, adding records to CRL’s digital delivery system registry, creating MARC holdings records with 583 fields for commitment, gaps, and conditions according to OCLC’s recommendations for disclosing print archive holdings, and loading the issue-level data into a database that stores the granular data at an item level. The granular metadata in the spreadsheet and existing tools enable us to do all of that.

**Conclusion**

There are many successful print archiving, shared print programs and collaborative
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from page 73

Collection management and programs upon which to model new projects. Project CERES offers a unique model in the capture of metadata that can be reproduced in other projects coupling digitization with preservation or a high level of validation without digitization. The flexible format for capturing individual elements of data in separate fields lends itself to modification based on data needs of a project producing even minimal validation. The focus of working with existing standards but storing the data in a format-agnostic database enables data and resource sharing. The ability to dip into the data well multiple times for multiple purposes is a major gain in efficiency and also lays the foundation for working with any future standards that may be developed.

Endnotes

13. The author would like to thank Beth Oehlerts, Metadata Management Librarian, Colorado State University Libraries, for supplying the following data.

Sample Detail from Metadata Spreadsheet 1

<table>
<thead>
<tr>
<th>Journal Title</th>
<th>Additional title (monographs titles)</th>
<th>Print OCLC</th>
<th>Print ISSN</th>
<th>Series</th>
<th>Volume</th>
<th>Issue</th>
<th>Part</th>
<th>Publication Date</th>
<th>Number of Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press bulletin (Colorado Agricultural Experiment Station)</td>
<td>Seepage or rare waters on the Uncompahgre River</td>
<td>5165452</td>
<td>n/a</td>
<td>1902</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press bulletin (Colorado Agricultural Experiment Station)</td>
<td>The prairie dog as a range pest; and methods of extermination</td>
<td>5165452</td>
<td>n/a</td>
<td>1903</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press bulletin (Colorado Agricultural Experiment Station)</td>
<td>Grasshoppers: their habits and remedies</td>
<td>5165452</td>
<td>n/a</td>
<td>1903</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press bulletin (Colorado Agricultural Experiment Station)</td>
<td>Plant life and their remedies</td>
<td>5165452</td>
<td>n/a</td>
<td>2003</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press bulletin (Colorado Agricultural Experiment Station)</td>
<td>Spraying for plant life and the cooling moth</td>
<td>5165452</td>
<td>n/a</td>
<td>1904</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press bulletin (Colorado Agricultural Experiment Station)</td>
<td>A co-operative experiment in tree planting;</td>
<td>5165452</td>
<td>n/a</td>
<td>1905</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press bulletin (Colorado Agricultural Experiment Station)</td>
<td>Fall handling of potatoes to lessen injuries from insects and fungi</td>
<td>5165452</td>
<td>n/a</td>
<td>1904</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press bulletin (Colorado Agricultural Experiment Station)</td>
<td>Forage treatment of seed grain for sowing</td>
<td>5165452</td>
<td>n/a</td>
<td>1906</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sample Detail from Metadata Spreadsheet 2

<table>
<thead>
<tr>
<th>Title Pagination</th>
<th>Percentage overall of images (estimate)</th>
<th>Color Images</th>
<th>Photographs</th>
<th>Plates</th>
<th>Other Images</th>
<th>Missing Pages, Covers, foldouts, etc.</th>
<th>Scanned Front Covers</th>
<th>Scanned Back Covers</th>
<th>Additional Pages</th>
<th>Reprint</th>
</tr>
</thead>
<tbody>
<tr>
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in a print world, enjoyed Sardanapalian benefits, are trying to recapture those cash cows in bits and bytes but with little success. It isn’t so easy, but they’re discovering it is much cheaper to print an electronic book while dropping the price only marginally. Like online courses at war with classroom ones, online books are going to be cheaper and provide a greater return on investment. That ROI does not necessarily include what students are investing in, however. If eBook reading increased 200%, it would still have a way to go before it caught up with print reading if measured in terms of value received and retained.

What this means for libraries is obvious, isn’t it? We still have to collect and support both for the time being, in the same way that we have for years supported microfilm and bound periodical volumes. Microform reading only caught on when there was no other choice. I would find it surprising if eBooks end up in the same dustbin. Microform-reading was never easier, better, or more convenient. Nothing about it enticed the reader. Its only attraction was a pedestrian one: it saved space while still providing access, even if a difficult one. eBooks have already shown their value in the benefits mentioned above, but also in leisure reading. None of us really like lugging suitcases of print books with us on vacation (my long-suffering wife will argue that she knows at least one person). Having the ability to take literally hundreds appeals to those of us with eyes larger than our brains.

But when it comes to scholarship that must be recalled and remembered, few of us will choose the electronic text over its printed counterpart. I believe this to be more a facility of evolution and practice rather than something inherently hard-wired in us. Unless or until we can rewire our brains — and, for better or for worse, online reading is doing that — we will read both formats, depending on the subject matter and/or reason for reading.

I haven’t had time to sift through the new literacy report, so I cannot speak to how well or to what extent the issue of online reading contributes to the strength or weakness of it. If the students in the Rosenwald story are right, and if my own research in this subject may be at all correct, it may well unroll many of the gains we have made in recent decades. Poor readers, especially, will have a much tougher time going forward if they must learn to read digitally first. If that continues, we will see future generations underperforming when compared with their past peers.

And so, the print versus online debate continues in its ironies, even as you read this article first in print, or, if you come to it much later online. ❄

Pelikan’s Antidisambiguation — Editions, Tweaks, and User Preferences

Column Editor: Michael P. Pelikan (Penn State) <mpp10@psu.edu>

I’ve made comments before in this space about problems that continue to plague eBook projects that begin with out-of-copyright print sources. Optical Character Recognition (OCR) has improved hugely over the past ten or fifteen years, but achieving the last incremental improvements that would bring it close to practical perfection has proven difficult. Even if achievable, near-perfect OCR would do nothing to address the backlog we’ve accumulated of poor OCR’d texts, many of which, as mentioned, are out of copyright.

This means there’s not a lot of financial incentive to promote investment in retrospectively repairing past results of flawed OCR projects. This came up for me again recently whilst reading, for only the second time in my life, the Personal Memoirs of Ulysses S. Grant.

My first encounter with this material was through Project Gutenberg. It came in the form of a pure ASCII text file. It had line endings and carriage returns, but nothing more exotic than that. The file itself was not the product of OCR. Instead, it was typed by true enthusiasts: candidates for sainthood who felt strongly enough about a particular book to take on the task of transcribing as an entire work from printed page into keystrokes, for the good of the World.

The quality of transcription of many such works was variable, but improved over time. This was not in small measure because other folks came along and began to make corrections to the hand-built editions, in a way somewhat similar to how a wiki article can be improved over time. Better, in some ways, because there were fewer matters relying upon subjective interpretation, at least in the case of same-language transcriptions — either it was correct or not.

I don’t really understand, if a human-generated, even curated, transcription exists, why the builders and publishers of e-texts don’t take advantage of them. Why start from scratch and apply machine-driven OCR to printed text if there’s already a transcription? Many, perhaps most, such transcriptions are freely available and could be used — it would cost only attribution and recognition of the source, something I’d perhaps wrongly assume that even the most craven, financially motivated republishers of old works could bring themselves to do.

Instead, now, a dozen or more years after admiring the transcription of General Grant’s memoirs, and hoisting a coffee cup in toast to continued on page 77
Let’s Get Technical — Working Together to Move Titles to Off-Site Storage

Column Editors: Stacey Marien (Acquisitions Librarian, American University Library) <smarien@american.edu>
and Alayne Mundt (Resource Description Librarian, American University Library) <mundt@american.edu>

In our previous ATG article, “Workflow Collaboration at the American University Library” (v.26#6, Dec. 2014-Jan. 2015), Alayne and I detailed the first time the Acquisitions and Cataloging units at American University Library collaborated on a project. In this article, we describe how we came together to work on moving over 100,000 volumes to our off-site storage facility.

The Situation

Over the course of the past two years and up to the present, the Technical Services unit has moved over 100,000 volumes from our stacks to our consortium’s (WRLC) off-site storage unit, located about an hour away from the American University campus, in Upper Marlboro, Maryland. The moving of all these volumes was done in order to create more study space for students in the library. Before the massive relocation occurred, there had been a small-scale weeding project involving the science librarian and the librarian responsible for collecting in philosophy and religion. This small weeding project took place a couple of years before the big push to move low-use books offsite. Both those librarians identified titles to be moved and asked their respective faculty to review the titles. Cataloging handled all of the technical aspects of that project.

There are three ways that the bulk of the titles are being identified and diverted to cataloging in order to be moved off-site. Since the timeframe was tight and we had no formal weeding policy, a quick and dirty criterion is being used to pull the volumes. If the publication date was 1980 or earlier and had no circulation statistics since 1998 (when our library implemented the Voyager system), the title is pulled. The head of Circulation runs the title lists for the student workers to locate the books. He excludes any titles that are charged to administrative accounts, such as processing and repair. The student workers take the titles off the shelves and put them in an area in Technical Services for the Cataloging and Acquisitions staff to review. The process of identifying the titles is more complicated than just running a report as we are dealing with many multi-volume sets. Certain criteria are set up in evaluating the multi-volume sets, and it is complicated enough to warrant a separate article.

The second way the titles are identified for weeding is to evaluate the books that are damaged and routed to Acquisitions from the Circulation Department. The Circulation staff has loose criteria to identify damaged books. If a book is checked out with damage, a note is made in the circulation record so that when it is returned, the book is placed on a cart for the processing unit. When the books are returned, they are also examined for obvious damage. The books can also be identified when the student workers are in the stacks doing tasks such as shifting or shelving. The number of damaged books spike at the end of the semester. The cart of damaged books is then given to Processing, and a form is filled out for the Collection Managers to review. A decision can be made for the book to be replaced and moved to off-site storage or to just be sent without being replaced.

The third and final way titles are identified to be moved is from a one-time dismantling of our reference collection. Decisions are made by the Collection Managers about retaining reference titles that would then be moved to the stacks or would be moved to off-site storage.

The Logistics

Once the books slated to be sent to off-site storage are staged for cataloging work to be done, they are placed on shelving in Technical Services. Cataloging student workers have been trained by Circulation staff to pull books, so they are able to work on all aspects of the move to storage workflow: pulling, staging, database work, and boxing. This has ensured that there is always work for students to do and there is no downtime due to delays in pulling from Circulation. Cataloging staff, student workers, and Acquisitions staff involved in the move-to-storage project, pull books to be worked on from the staging shelves. There is no proscribed order for working on books, so titles can be pulled at random. Cataloging has developed two sets of procedures for books being moved to storage. One procedure is for single-volume books, which is primarily used by student workers, and the other procedure is for more complex problem resolution and multivolume sets. This is because the location change procedures for the two categories of materials are treated differently in the catalog.

Instructions for working on books being sent to storage include:

- Checking that multiple date elements in the record match each other and the book in hand.
- The ISBN.
- Pagination.
- Title statement matches the book in hand.
- Publishing statement matches the book in hand.
- Location code.
- Barcode matches the book in hand.

If any of these elements do not match or are incorrect and they are being worked on by students, the books are set aside for full-time staff to correct.

Students have been trained to scan the barcode and create an item record for monographs that did not have them, and to change the location code to identify them as a book that will be stored in the off-site storage facility. They place any books that have incorrect elements or other problems in a special shelving unit for full-time staff to correct.

Because multivolume sets are more complicated and need to be treated differently in the catalog because of display issues, work on them is reserved for full-time staff. The same bibliographic elements are checked as for single volumes, in addition to:

- Certain fixed field elements.
- Holdings statement in the holdings record matches what we actually have.
- Individual volume information in the item record is correct.
- Additionally, we add a note into the holdings record that displays in the catalog to indicate that the books are held at storage and can be requested through our consortium loan service.

The Acquisitions unit has been able to contribute significantly to this project over time. All Acquisitions staff members have been trained on the move to storage workflow. One Acquisitions Specialist has been trained on more complex elements of the project, and has taken on some problem resolution as well as oversight of Acquisitions student workers contributing to the project.

Additionally, our Processing Department, which is located within the Acquisitions Unit, has played a large role in this ongoing project by being able to evaluate books slated to be moved to off-site storage for damage or mold, and replacing or repairing books as necessary. The Processing and Serials Specialist has trained Cataloging Staff and student workers to evaluate books and route them to her for continued on page 77
the unknown person or persons who made it possible for me to enjoy the work, I’m confronted with obvious, characteristic OCR errors in a recent eBook edition. Grumble.

But this shouldn’t be the end of the story! Have you noticed that Kovid Goyal’s *Calibre* (<http://caliber-ebook.com>) permits the editing of an eBook file? Regular readers of “Antidisambiguation” (at least, those who would admit to it) will recognize my shout-out to this extraordinary open source software package. If you use an eBook reader, I mean, at all, you owe it to yourself to have a copy of *Calibre* installed somewhere.

All right, but say I use *Calibre* to fix an obvious OCR botch in an out-of-copyright work like *Grant’s* — what then? Well, I’d have to sync the repaired file to the several eBook readers I maintain, as well as the file servers I keep at home for purposes of redundant back-up. Ever looked into NAS RAID devices? These are a faintly miraculous technology, once accessible only among the corporate or the hopelessly geeky — now available to all! I presently employ three of these boxes on my home network, each containing two hard disk drives configured to mirror each other. Whilst they quiet the mind, they also exact a bit of overhead in terms of file management but good file management will always entail a blend of good decisions and good practices.

The idea of applying corrective measures to an eBook differs only in degree from things we already do. Those controls on your audio devices labeled Bass and Treble? Those have been collectively referred to in the past not merely as Tone controls, but Equalization controls. The concept behind audio equalization is corrective. Recognizing that different listening environments have differing acoustic characteristics, as do the many and various transducers in use, thoughtful manufacturers of audio gear provided audio controls permitting one to tailor the frequency response of one’s audio gear to compensate. If your rugs and curtains absorb high frequencies resulting in, say, a six dB roll-off at 10 kilohertz, you can boost the response of your system at 10 kilohertz by six dB to “equalize” it.

Of course, many folks don’t use these controls to equalize anything but, in fact, to de-equalize, indeed, to change the frequency response of their audio systems simply to suit their preferences. Those worthies cruising slowly down the street in the low car with dark windows and after-market muffler, whose audio system’s subwoofer can be heard two blocks away, sending ripples through puddles like *Crichton’s* T-Rex, melting their tympanic membranes — they’re merely applying user preferences.

This appetite to configure, to tweak, to personalize, must cause despair, or at least shrugs, among the engineers and producers who struggle to achieve a particular sound in a produced recording. The thoughtless destruction of producer’s and artist’s wishes has been going on for a long time. Ever been in a discount store and heard one channel of a stereo recording in housewares and the other in lawn and garden? I recall a story my brother told of the fourth and last time he went to *Stanley Kubrick’s* “2001, A Space Odyssey” — it was in 1969 at a drive-in theater in Indiana. It was raining heavily. You could just make out the screen through the fogged windows. The little metal speaker box hanging in one side window was struggling to handle “Also Sprach Zarathustra” with little success. Poor little thing…

I’ve long wished for there to be released the audio version of critical editions of recorded classics. As a darn-near-life-long multitrack audio production guy, there’s nothing I’d like more than to get my hands on a multitrack version of particular classic recordings. As soon as the *Beatles* got past “Beatles ‘65” they were increasingly taking advantage of technical possibilities afforded them by their studio, and opened by the skills of *George Martin*. *Hendrix’s* early recordings were very simple. In the space of a few hundred days these artists were taking their music places few had gone before, and they were layering sound upon sound to do so. It was the audio equivalent of photo or motion picture compositing, placing elements of differing origin into seamless proximity with each other.

With a multitrack edition of these recordings, one could separate the original signals, listen to each individually, and gain a better understanding and appreciation for how the producer and the artist achieved such phenomenal results. Of course, it would require that a multi-channel mixer be part of the signal chain — but who wouldn’t want that? And if a particular sound always seemed buried to you, you could bring it out in the mix! Conductors do this when they interpret a score in front of them, shaping the statement and balance of each of the parts of the score through guidance provided to the orchestra. Really, a musical score is a multitrack representation. So its counterpart in recorded music — that’s all I’m asking for…

Blu-Ray and DVD editions of motion pictures often offer options in playback to include or exclude deleted scenes, to change language settings, etc. I’ve seen the occasional book, usually a children’s book, that feature branching in the storyline, permitting exploration of alternate plotlines based upon decisions as you go.

I know it will probably not happen in my life time. Works of interpretation are works themselves — that’s probably part of the reason why such a great idea won’t easily come about. Royalties and Intellectual Property issues involving derivative works get complicated. But I’d be happy to sign a license attesting that I would not release a remix of Sergeant Pepper or Electric Ladyland — I would only take bits of them apart to see how they work. This isn’t too different from standing in front of an artist’s masterpiece in a museum with a sketchpad, working with charcoal and paper to understand what’s going on in the painting or sculpture.

There are some promising prospects enabled by digital audio analysis. Some of the same algorithms that achieve noise removal through example (sample the offending waveform, then look for it in compound waveforms through example) can absorb high frequencies resulting in, say, a six dB roll-off at 10 kilohertz, you can boost the response of your system at 10 kilohertz by six dB to “equalize” it.

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There are some promising prospects enabled by digital audio analysis. Some of the same algorithms that achieve noise removal through example (sample the offending waveform, then look for it in compound waveforms and separate it out, leaving a clean signal) can be used to “de-mix” a mixdown. It might be feasible before long to divide a favorite recording back into separate tracks. If you’re interested, there’s an intriguing PhD dissertation at *Stanford’s* Center for Computer Research in Music and Acoustics entitled “Interactive Sound Source Separation” by *Nicholas J. Bryan*. The dissertation is licensed under a Creative Commons Attribution-Noncommercial 3.0 United State License. Google that title to find the pdf. Outstanding work.

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Let’s Get Technical 
*from page 76*

triage, as well as to isolate any books that have mold.

After performing the check of bibliographic elements and changing the location code, books are reshelved in the staging area on their spine. This signals to student workers that these books are ready for boxing to be sent to the off-site storage facility. Students track the number of books boxed on a spreadsheet so that we can report to our administrative office the number of volumes being sent, since we are charged by our consortia’s main office for relocating them to the off-site storage facility. Our consortia office sends a truck to pick up the boxed books once a month.

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The Results

Since the move to storage project began in June 2012, we have relocated approximately 102,000 volumes to off-site storage, freeing up student study space within the library. The secondary benefit to the project has been cleanup of records and ensuring that books match the record they are attached to before sending them to off-site storage. This is in addition to evaluating the books conditions and having the opportunity to repair or replace damaged or moldy materials. 💀

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Pelikan’s Antidisambiguation 
*from page 75*

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The famous philosopher Thomas Nagel asked in a very influential article a few decades ago “What Is It Like To Be a Bat?” (The Philosophical Review, Vol. 83, No. 4 (Oct., 1974), pp. 435-450). I woke one day and found out I had become a librarian. So what is it like to be a librarian?

There are things around me that are just different — like all the people who asked if I needed help unpacking my books — never had that experience before. Then a couple more came along and asked me how my books were organized and if I had cataloged them. Hadn’t been asked that before either and was too embarrassed to answer.

But I have the keys to the building now, and anytime I like, I can go out wandering in the stacks, where all sorts of wonderful stuff lies in arm’s reach. For a professor of classics, that’s pretty neat. I don’t doubt my staff will get used to having to send somebody out to find me and reel me back in for my next meeting.

That’s all the dream-come-true part, and I know I’m surrounded by smart and interesting and nice people. Already, even in my own behavior, I’m beginning to notice interesting things. For example, when I know that I want one particular book from the stacks, I sit quietly at my desk and click a few times and then a few hours later go out, downstairs, and across a broad concourse to the circulation desk to pick up the book there — I don’t actually go out into the stacks to look for it. By the time I’ve had it paged, I have to walk further for it, but think less.

The stacks are pretty quiet most of the time. Our circulation figures don’t show exactly how much of what leaves the building has been personally selected from the stacks by a patron and how much is paged down to the desk for pickup, but that category has grown dramatically.

Our buildings are heavily used by students, of course, but many of them aren’t using library print materials when they do. A fair number are using our online materials from inside our building, of course, and we get an appreciable number of online chat connections coming from people who are sitting in our facility and could easily find a live librarian for face-to-face questioning if they looked up from their screen now and then. Going to the library, though, remains of high value as a way of making oneself get serious about one’s work in a way that isn’t so easy to do in a dorm room or a student union food court.

Divine wisdom decided to liven up my first month as a librarian by sending Noah’s flood to our science library. (The “deluge” sprinklers failed in the wee hours of the morning and burst into action in an amazing torrent I wish I’d been there to see. Damage is in the seven figures.) With a lot of other things starting to happen, I saw this as an opportunity to intervene in the necessary reconstruction process, to figure out what we should do that would let us not just reopen but also reinvigorate the building and the services it provides. Everything is an opportunity if you look at it the right way.

Soon, the bigger conversations are coming. Our fifty year old main building needs drastic renovation, so that’s an opportunity to think about what we want it to be for the next fifty years. That means getting faculty and students, who might normally take us for granted, to join in the thinking process. My instincts tell me that getting it right about the print collection is very important for all our futures, and that at the same time getting it right about what’s truly new in our world is just as important.

For example, think about your own information gathering, just today, before you took up this copy of ATG. How much of it consisted of reading things that had been written, edited, put in fixed form, published, and delivered to you in a neat package, whether in print or online? And how much, on the other hand, of the most valuable information you have used today came to you in the form of a page of Google search hits? Whatever the relative percentage, that second category is critically important and growing. If you ask a good question, that first page of Google hits is information for you of extremely high value, but nobody sat down to write it, edit it, publish it, and deliver it to you in any traditional way. As soon as you’ve used that information, it will be gone. Yes, the search may point you to some old-fashioned artifacts, but it probably also points you to some things that are themselves search results; it dives into the deep Web for the particular combination of data points that have meaning for you right now. Our libraries are full of resources that offer even richer possibilities for the right questioner as we move into the age of data mining.

The question that keeps me awake most these days is how to deal with the implications of such changes to our practices? What is it going to be like — well, for that matter, what is it already like, for us to live in a world where the information we most need and want doesn’t come prepackaged, but is created for us at the intersection between our curiosity and intelligence — and that of a lot of other people we’ll never meet or have any business dealings with? Librarians used to be able to put the right book on the table in front of readers. Now we increasingly work with readers as they go into the vast caverns of information possibility, hoping to shape the right query and get back what is most needed.

For myself, personally, that’s a disquieting way to think about the world. It makes me happy to have moved into a place where I’m surrounded by smart librarians. I will need them, I think, more than ever. We all will.
Cold Spring Harbor Laboratory Press announces the launch of a new monthly online publication, *Cold Spring Harbor Perspectives in Medicine*. Covering everything from the molecular and cellular bases of disease to translational medicine and new therapeutic strategies, each issue offers reviews on different aspects of a variety of diseases and the tissues they affect. The contributions are written by experts in each field and commissioned as Subject Collections by a board of eminent scientists and physicians. These Subject Collections gradually accumulate articles as new issues of the journal are published and, when complete, each Subject Collection represents a comprehensive survey of the field it covers. *Cold Spring Harbor Perspectives in Medicine* is thus unmatched for its depth of coverage and represents an essential source for informed surveys and critical discussion of advances in molecular medicine.

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- Multiple Sclerosis
- Muscular Dystrophy
- Parkinson’s Disease
- Prion Diseases
- Skin Diseases
- Schizophrenia

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fulfillment

noun \ˈfü(l)-ˈfil-mənt\ also fə(ˈl)\-

: the act or process of fulfilling
: the act or process of delivering a product (as a publication) to a customer

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