This issue is about the changes that are happening all around us. Our first article by Nancy K. Herther is entitled, “University Presses Facing ‘Enormous Tectonic Shift’ in Publishing.” Are university presses and university libraries at a very basic point of departure? Can university presses remain true to their vision while partnering with libraries? Should they be partnering with libraries?

Our second article “Information Management Trends and Benchmarks 2013” is a brief but fascinating look at Information Management Trends and Benchmarks across corporate, governmental agencies, academic and healthcare institutions. After the recession, this report takes stock of past and future trends and impacts.

For our next two feature articles in this issue, we are publishing edited versions of two of the 2013 Charleston Conference Interviews from the Penthouse Suite. As many of you know, these interviews are part of a series of original video interviews conducted by several Against the Grain and Charleston Conference stalwarts before, during, and after the main conference itself. (The 2013 Interviews in their entirety will be posted on the Charleston Conference Website www.katina.info/conference. Stay tuned to the ATG NewsChannel for further developments! http://www.against-the-grain.com)

Our first interview is with Jim O’Donnell. Former Provost, Georgetown University and was conducted by Tom Gilson and Albert Joy. Dr. O’Donnell has several provocative comments to make about libraries and librarians. Wearing his “provost hat,” Jim brings a campus-wide perspective to the concerns we share with observations that are insightful and informed.

Our second Penthouse interview is with Kari Paulson, VP, General Manager, eBooks at ProQuest. Kari brings us up-to-date on ProQuest’s acquisition of EBL and the progress of EBL’s merger with ebrary. She discusses her role as a key player continued on page 10

The Against the Grain Taking Stock — Annual Report Issue

Guest Editors: Tom Gilson (Associate Editor, Against the Grain) <gilsont@cofc.edu>
and Katina Strauch (Editor, Against the Grain) <kstrauch@comcast.net>

Against the Grain
“Linking Publishers, Vendors and Librarians”

If Rumors Were Horses

Saw that the gorgeous Mary Sauer-Games is now Sr. Director, PsycINFO at the American Psychological Association. She was appointed this February. Mary was formerly Vice President, Publishing - Humanities, STM and Dissertations at ProQuest. Many undergraduates these days are majoring in psychology which is a diverse discipline, grounded in science, but with nearly boundless applications in everyday life. I was interested to learn that APA was founded in July 1892 at Clark University. Its first president was G. Stanley Hall and it began with 31 members. After World War II, it expanded and grew quickly. Today, APA is the world’s largest association of psychologists, with 54 divisions and more than 134,000 researchers, educators, clinicians and students as its members. The awesome Linda Beebe was one of my favorite APA friends. Linda was retired Senior Director, PsycINFO and she retired in December 2012 and is into quite a few new endeavors according to LinkedIn. I am positive that Mary Sauer-Games will be an equally good friend! Congratulations, Mary! http://www.apa.org/

Moving right along, when I was poking around the APA Website, I noticed that there was a link to an article in the Huffington Post called “An Olympian’s Happiness Is No Different From Yours” which caught my eye because of the recent Olympics and all that. And also because the incredible continued on page 6
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From Your (snow, ice, freezing rain go away!) Editor:

W e have had two snowfalls in Charleston this February! The last time it snowed here was 1989, the same year that Hurricane Hugo paid us a visit so we are definitely not used to this kind of weather. Bill Hannay felt so concerned for us that he offered to send us some woolens to keep us warm. So — stuck inside with few woolens, we decided to work on the February issue of Against the Grain. Nancy Herther is from Minnesota so she understands snow and ice, and she had time to gather information about university press developments in the era of a new kind of weather, tectonic shifts. The takeaways extracted from the lengthy interview with Rolf the entrepreneur Janke and Jennifer the PR wizard Lohmann. Margaret Medina’s essay on issues with monograph acquisition has a familiar refrain. I enjoyed Allison Day’s Kentucky hidden collections stories, Bill Hannay’s Mindfield vs. Minefield, Tony Ferguson’s Shanghai adventures, Athena Hoeppner’s COUNTER explanation of expectations, Sam Demas’ MOU point of view, Matthew Ismail’s marketing column. I was thrilled to see Bob Nardini back in the Caught-my-eye-accounts-from-ala-midwinter-newschannel?

Letters to the Editor

Send letters to <kstrauch@comcast.net>, phone or fax 843-723-3536, or snail mail: Against the Grain, MSC 98, The Citadel, Charleston, SC 29409. You can also send a letter to the editor from the ATG Homepage at http://www.against-the-grain.com.

Dear Editor:

I hope this note finds you well. I was delighted to see the December 23, 2013 Against the Grain article entitled “Massachusetts Launches Multitype Library eBook Pilot Project.” (http://www.against-the-grain.com/2013/12/massachusetts-launches-multi-type-library-ebook-pilot-project)

We are so proud of our friends at the Massachusetts Library System. They have been a great resource to the eRead Illinois project from the beginning. Baker & Taylor has also been a true partner to us throughout this project in serving the diverse needs of developing a shared collection for Illinois school, special, academic, and public libraries. Illinois libraries have a strong commitment to resource sharing statewide and we are excited to continue this tradition through eRead Illinois.

Thank you for your thorough article and the mention of the Reaching Across Illinois Library System and the eRead Illinois project. The eRead Illinois project is funded through a grant from the Illinois Secretary of State Jesse White through the Illinois State Library. If you have any other questions or need more information about eRead Illinois, I would be happy to speak with you.

I look forward to further articles on the important strides being made to close the conversation gap between publishers, vendors, and librarians.

Sincerely,
Veronda J. Pitchford
Project Director, eRead Illinois
Director, Membership Development and Resource Sharing, Reaching Across Illinois Library System
<veronda.pitchford@railslibraries.info>
http://www.railslibraries.info

Nobel-pursuing scholar, Donna Jacobs’ column is called “Gross National Happiness” (this issue, p.50) and is a discussion of Alice Munro (Too Much Happiness) who won the Nobel Prize for Literature in 2013 and the Centre for Bhutan Studies which Donna learned about from a running buddy. The Kingdom of Bhutan, is a landlocked country in South Asia located at the eastern end of the Himalayas. http://www.huffingtonpost.com/valerie-alexander/an-olympians-happiness-is_b_4801042.html http://www.bhutanstudies.org/bi/about-us/ http://wikipedia.org/ 

Have you seen these articles on the ATG NewsChannel?

Occam’s Reader Project Tackles eBook ILL — by Paula J Hane — A partnership called the Occam’s Reader Project, comprising Texas Tech University, the University of Hawaii at Mānoa, and the Greater Western Library Alliance (GWLA), has announced that they have entered into an agreement with Springer to run a year-long pilot program with GWLA’s 33 members, focused on eBook interlibrary loans (ILL). — http://www.against-the-grain.com/2014/02/atg-original-occams-reader-project-tackles-ebook-ill/.


ATG Interviews Mary Graham, Vice President of the Charleston Metro Chamber of Commerce — by Tom Gilson and Katina Strauch — Does Mary see “bookless” libraries as eventually replacing existing facilities? — http://www.against-the-grain.com/2014/02/atg-interviews-mary-graham-vice-president-of-the-charleston-metro-chamber-of-commerce/.


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and clandestine visits to reserve rooms and copy copyright and said so.

They declared that would violate for customers. In the early pages, in bold print, which they could, for a fee, create mailing lists data and produced it on the computer from pencil the entries that didn’t reproduce correctly, illegible by the curve created by the binding.

Pencil the entries that didn’t reproduce correctly, illegible by the curve created by the binding.

of local phone books and unwieldy, especially $400.00 each year. It was as thick as a couple source for this information.

The publisher painstakingly collected the copyright and said so. They declared that would violate for customers. In the early pages, in bold print, which they could, for a fee, create mailing lists data and produced it on the computer from pencil the entries that didn’t reproduce correctly, illegible by the curve created by the binding.

Pencil the entries that didn’t reproduce correctly, illegible by the curve created by the binding.

ers, and this book, thick and full of addresses, well-organized and thorough, was the only source for this information.

The directory wasn’t cheap, costing at least $400.00 each year. It was as thick as a couple of local phone books and unwieldy, especially for photocopying. Most likely the kid had to pencil the entries that didn’t reproduce correctly, illegible by the curve created by the binding.

The publisher painstakingly collected the data and produced it on the computer from which they could, for a fee, create mailing lists for customers. In the early pages, in bold print, the publisher also warned users about copying contents. They declared that would violate copyright and said so.

To protect misuse the publisher made surprise and clandestine visits to reserve rooms and copy centers of library subscribers to police abuse of their directory. If they saw a violation they would simply hand the officer a cease and desist letter.

Of course that kid got caught and handed me the letter for advice on what to do. I didn’t say much, just shrugged my shoulders, but ever more I thought — well, someone means business. This thought has stayed with me, twenty years or more, until today.

Recently, we read that on Friday, November 14th, U.S. Circuit Court Denny Chen ruled in favor of Google Inc in its court battle with the Author’s Guild on the Google Book Settlement. The judge ruled in favor of Google that complete scanning of 20 million library books out-of-print yet in copyright was transformative under Fair Use rules of current law.

Judge Chen did not buy the plaintiff’s argument that Google broke the law by not getting permission from copyright holders to scan their works cover to cover into their databases. He decided the random snippets, produced from a keyword search, did not violate the author’s right to ownership of said snippet.

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The news media describes our reaction as one of joy. Larry Page’s brainiac idea of scanning all of the library books of his alma mater, the University of Michigan, into Google’s millions of computers — using an equally versatile scanning machine that Page himself timed and motioned into a 40-minute cycle to photograph the average library book — thrilled librarians all over the world who did not have Web access to such a large collection. The dozen or so big libraries that joined also contributed their special content and in return got a digital copy and the snippets database. All they had to do was house Google scanners (staff and machines).

Then wait a couple of years for the lawsuit to settle. Of course, no one on the Google side of things won the right to have a cover-to-cover database of books from time immemorial until that point, yet to be determined, when this second electronic copy falls outside copyright. This reading suggests the growth of the database is limited by a library’s reluctance these days to buy print copies. Google could continue by buying books, but this may be too bold a move if it is directed at publishers only.
For more information about The ASME Digital Collection,
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Now publishers may relent and just give Google the electronic copy, but what control is this of their warehouse? My own problem is what do I do with all the books I own and those in-print books I want to buy from the second-sale bookstores? May I scan them into my own desktops that are gathering dust in my garage? May I run snippets of this information from my own Website that runs on these desktops gathering dust in my garage?

I won’t scan the page that in every book declares that I can’t put this book into any electronic system for retrieval. You know me, Iowa boy who wouldn’t disobey a no-trespassing sign unless it was to retrieve a book thrown by a bully over the barbed wire fence in the farmer’s field. I know the farmer imparted it, but of course he would have to catch me. Judge Chan just took down that trespassing sign, if only for Google. Those guys — they walk on water and all over copyright.

Mobile Me: the OS Wars

Progress in genuine mobile platforms for academic eBooks moved slowly. As mobile devices take over the computing market, our people have yet to come up with handy apps to take the reading and research experience over to mobile screens.

The roll-out of Windows 8, Microsoft’s answer, hasn’t helped. If you’ve bought a Windows 8 device, it’s rather brilliant in its blend of desktop and mobile touchscreen, but Windows it isn’t. The touch tiles and 64-bit speed create a super-charged interface to an integrated Web environment, especially if one elects to use Office 2013, Internet Explorer all nestled in the software as a services cloud of Skydrive.

Sadly, Microsoft’s late entry into the crowded-on-the-go mobile environment dominated by Apple, Google, Facebook, and Twitter did not push sales of its versatile Surface tablet or its phone, both of which are very enterprise and consumer friendly. Too many of us are sold on our iPhones, iPads, and Android-based products. True, we probably still use Windows at work on our aging desktops and laptops. We don’t need Windows 8 to run these.

Microsoft’s new marketing strategy highlights how well Windows 8.1 works with the Surface for work, school, and play. They are pitching it as the little black dress, perfect for any occasion.

Unfortunately, this socialization approach was tried before. Several decades past, Apple tried to put at least one Apple II or Mac in many elementary and secondary schools. The thought was to get students used to Apple computers and encourage parents, school systems, and colleges to use Apple computers as the computer of choice in education. You may remember the Apple computer sitting, royalty on a throne, in your classroom. Some may have used it but not many. It was the Wintel era where one chip and one operating system and interface dominated.

Now we have a new computing age where there are several platforms which require loyalty. Shift brands and there go your apps, your data, your data contract.

There can be no Apple-only educational platform, just as there can’t be a Google or Android platform. And not every kid can own a Surface, which like the other hardware becomes quickly obsolete.

Downloads from the Meh Zeitgeist 2013

“we’ve become indifferent to our indifference...whatever”

From anywhere in the world...we get it, there’s the Internet, and we’re all connected; disconnect at your own peril. Perhaps, though, it would prove wise to limit patron book renewals to the old paper system — you know, outside the NSA’s Prism...

Open access: If it’s another way of doing business, it’s smart and forward-looking. If it’s not business and just wealth redistribution, well Houston, we have a problem...

Elsevier as diagnosis for what ails STM publishing: it’s like going to the doctor and complaining it hurts when I do this — Doctor: don’t do that...

Wearable technology: don’t even get it started...what next, the wearableBook? Once read, sell it back to My Sister’s Closet?

Google barges and other extraordinary sightings: the Google Guys rule a sovereign state that launches spaceships, drives (sic?), driverless cars, and engineers life over death. The big question is REALLY? healthcare.gov — no joking matter, but finally technology that performs worse than the average library hook-up — the problems, though, highlight the problems of technology trying hard to do something complicated more than uploading photos or videos of talented cats.

Discovery Services: Discovery is pitched all through the IT world. The thought is that it’s all there online; we just need to find it. It’s our war with Google. Sadly, the threat down is way beyond orange. There are too many fronts in the discovery wars — vendor vs. vendor, librarian vs. vendor, and at times skirmishes among librarians for which service and its shortcomings will front their collections with the best discovery service.

Digital Life: like virtual life, on the verge of the oxymoronic. Controlled vocabularies typically drop the conceptual term that defines the vocabulary. There is no need to include “art” as a term in an art index. At least not belabor its use. Besides, ever been to Second Life or Sim City? Right, that’s living...

eBooks: let’s just call them books. It would save us a syllable, and aren’t we all in for time management? It would also drive attention back to the fact that we are in the book business whatever the platform.

Platform Agnosticism: we love it and flaunt its virtues. Why not? Forever we were stewards of a perfect platform, the book, and now we demand the same ease and consistency for our no-shelf-required books. Digital content is as accessible as the software and hardware allows. Differences here are theological difference systems, hardly agnostic.

BYOD: embraced by business, the bring-your-own-device saves money even as it complicates security. In libraries, it only complicates how we accomplish everything for everyone. In those libraries who have eschewed print books we should have BYOB.

Virtual Reference Service: c’mon, its reference with a computer between the librarian and someone who wants to know something. The assumption that it should and can be this way comes from assumptions that users want this. If we just called it reference service we’d have to work harder at the ways we accomplish it. Besides, the virtual librarian looks nothing like Iron Man or RoboCop, so it can’t really be virtual.

Big Data: it’s more than big, it’s huge, gargantuan, fat. And we collect so much of it, and like hoarders, keep it forever to tell us something about right now. “Information wants to be free” becomes “information wants to fill a bottomless supersized beverage.” We are heading toward data obesity...

Librarianship: not Meb but needs rescue, put into all caps and spoken freely and often. Yes, let’s remain Ranganathan but clue the listener into the special depths of what the guy pointedly wrote all those years ago.

Next Gen: or any version number to stand in for progress: there will always be another generation and another generation...

Eponymous Empires: no sooner did Microsoft, Intel, and IBM lose their historic cachet than we got the empires of Google, Apple, Facebook, and Amazon. The mere mention of any one of these seems to freeze thinking into finite patterns: is this all there is? 🤔

Against the Grain Taking Stock...

in the initial discussions as well as the current transition, and then gives us her take on what we can expect in the future from eBooks at ProQuest.

As we look back over 2013, we have much to contemplate about our future as librarians, publishers, and vendors. Admittedly, we are confronted by multiple challenges and accelerating change. However, there are also tremendous opportunities to innovate, re-energize, and play the essential roles in information management and delivery that our patrons and customers have come to rely on. For our part, we here at ATG are looking forward to keeping the discussion focused on the most relevant issues and reporting on all the late breaking news. 🤔
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BLOOMSBURY
University Presses Facing “Enormous Tectonic Shift” in Publishing

by Nancy K. Herther (University of Minnesota Libraries, Twin Cities Campus) <herther@umn.edu>

University presses have worked hard to establish their reputation for high-quality, scholarly monographic and journal publication. In 2011, these presses were poised at the forefront of the transition to eBooks in the research sector. Even then, press directors were quick to point to “enormous tectonic shifts” yet to come in the transition to 21st-century scholarly publishing.

The past three years have seen major changes and challenges to these presses, with potentially competing publishing initiatives from campus libraries and efforts by many universities to re-evaluate the role and organizational structure of their university presses.

University presses are still reeling from efforts of the University of Missouri to close their press in 2012. In the past few years, more than 20 University presses have been moved administratively to positions under the leadership of campus libraries. Others have faced serious financial and survival issues.

Further, the relationships between these presses and academic libraries have been strained by the ongoing lawsuit brought by three academic publishers against Georgia State University Library over fair use and electronic course reserves. Finding pathways for cooperation and collaboration would appear to be a major issue facing both academic libraries and presses today.

Missouri Learns the Perils of Academic Publishing

Just as higher education is experiencing radical change, so too are many of the institutions — from research libraries to college sports to scholarly presses — that have been pillars of these institutions for years. In May 2012, the University of Missouri Press was officially closed, in order to save the University its $400,000 annual subsidy. Three months later, saved by an aggressive PR campaign to fight the perception of irrelevance of the institution in local newspapers and on campus, the press was reorganized and now reports to the University’s main Columbia campus instead of the University system as a whole.

The story of this press, as Greg Britton, Editorial Director, Johns Hopkins University Press, described it, “in crisis and how it acted to save itself” became a major plenary session at the 2013 Association of American University Publishers (AAUP) meeting. Was this a random incident or the first volley in a process of reassessing the role and value of university presses for the 21st century?

“As, essentially, small businesses, presses are an odd fit on university org charts,” University of Minnesota Press Director Doug Armato explains to 4TG readers, “the ‘comfort’ level really depends on the individual administrator to whom you are reporting, whether President, Provost, Vice President, Dean, or University Librarian. There are an increasing number of strong presses reporting to libraries, and I think the key to success has been a recognition that presses have a different mission — outward-facing rather than campus-facing — and need a degree of operational flexibility and latitude to take risks. Presses are often moved around administratively. The library reporting line is certainly at least a modest ‘trend’ now, but university structures and traditions vary widely, and I’m not sure that trend will become a norm. If it does, nothing I’ve seen suggests it would be a categorical threat to presses.”

University Presses Take on Libraries Over Fair Use

The Georgia State University Libraries lawsuit, Cambridge U. Press et al. v. Mark P. Becker et al., was filed in April of 2008 by three academic publishers, Cambridge University Press, Oxford University Press, and Sage (supported by the Association of American Publishers) with costs partially covered by the Copyright Clearance Center and judgment made in May 2012; yet an appeal is still pending. The case involved charges that the university had violated copyright by making unlicensed course content available to students without getting special permission to do so from publishers.

Brandon Butler of the Association of Research Libraries noted that, “not only did the CCC and AAP fail to stomp out fair use in the electronic arena, but they wasted a lot of time and resources over what turns out to have been pocket change in terms of actual harm in a typical semester...I’m baffled that the publishers continue to claim that course reserves pose some kind of existential threat to their business. It was established at trial that GSU’s practices are in the mainstream, so libraries are basically already doing what the publishers claim will put the content that Oxford, Cambridge, and Sage take, usually for free, to resell at a high profit. This is one reason why the publishers cannot win this case, even if the 11th Circuit follows the ill-logic they displayed at oral arguments and gives the publishers some kind of Phyrrhic victory. The attention they are bringing to their own greed and mismanagement will drive more of the authors who depend on to stop giving these publishers free content to sell, and the current economics of higher education guarantees that they will not be able to offset their losses through the increased permission fees they dream about. All of this clearly points out the frictions that have emerged between presses and libraries on campuses across the world.”

Although this may seem harsh, it points to a very basic point of departure between university presses and university libraries. At last June’s annual meeting of the AAUP, plenary sessions focused on the often uneasy relationships university presses are having with campus libraries and the need to find ways to, as President Philip Cercone (Director of McGill-Queen’s University Press) remarked, “remain true to our vision...[while] repair[ing] bridges and roads and invest in building new ones” with their campus partners — and libraries in particular.

Libraries Seek New Roles in Scholarly Publishing

With more than 20 university presses now reporting through campus libraries, changes continued on page 14

Doug Armato, University of Minnesota Press Director
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are clearly coming to both organizations. A newly-published directory of library-sponsored publishing efforts clearly describes the breadth of changing in campus publishing. In 2013, more than 50 academic libraries collaborated to establish the Library Publishing Coalition (LPC) with administrative coordination from Educopia Institute. The goal of this group is to explore the current state of library publishing efforts and explore potential alliances: “The Web, information and social media technologies, and the Open Source and Open Access movements are changing the framework in which scholarship is created, collected, organized, and disseminated,” notes LPC, arguing that “to flourish, library publishing as a community of practice needs organized leadership to address articulated needs such as targeted training and education, better and increased communication and collaboration, new research, and shared documentation.”

In the LPC’s first year, they produced a detailed Directory of Library Publishing Programs, which covers “existing library publishing services, providing details including staff contacts, types of products produced, and software platforms utilized.” LPC noting that “collectively...the libraries profiled in this Directory published 391 faculty-driven journals, 174 student-driven journals, 937 monographs, at least 746 conference papers and proceedings, and nearly 100,000 each of ETDs and technical/research reports.” Among those libraries — both big and small — already heavily involved in publishing are:

- Cal Poly, San Luis Obispo reports having published 52 monographs and 7 peer-reviewed journals.
- Colby College Libraries have published 14 books and 2 journals.
- Columbia University Libraries have completed 36 monographs and 19 peer-reviewed journals and intends to “pursue new publishing partnerships with scholarly societies through members affiliated with the university.”
- Georgetown University Libraries have produced 69 monographs or programs, individual faculty, graduate students [and] undergraduate students.”
- Gustavus Adolphus College’s Folke Bernadotte Memorial Library has produced only one monograph, but plans to work “with similar libraries to study the possible launch of a press.”
- Thomas Jefferson University’s Scott Memorial Library has produced 5 peer-reviewed journals and 4 monographs.
- The University of California System’s California Digital Library has published 59 journals (90% are peer-reviewed) and 159 monographs in partnership with the UC Press, PubMed, BioMed Central, and other partners.
- University of Massachusetts Amherst’s W.E.B. DuBois Library has completed two textbooks, 8 monographs, and 8 peer-reviewed journals, noting that they “are looking into the possibilities of coordinating more closely with our University Press on a variety of services [citing the press’] expertise but not [having] the additional time to assist with the types of publishing services faculty are starting to ask for, such as copy-editing, proofing.”

The Directory also details those institutions in which university presses now report through their campus libraries. The LPC noting that, “as libraries undertake the improvement and expansion of services they will continue to confront a difficult and rapidly changing landscape. Building capacity, sustaining service, and securing funding will require concerted efforts to demonstrate value and improve business models... Libraries will need to convince campus administrators, university presses, librarians, commercial publishers, and content creators that library publishing is an important, strategic, purposeful service area that adds value to the publishing ecosystem.”

“Libraries getting into publishing are forcing presses to reexamine their roles vis-à-vis local constituencies,” consultant and former Penn State Press Director Sandy Thatcher notes. “Some presses, like California, got their start historically as service agencies for their own universities, publishing just the works of faculty members. Since libraries naturally have this local focus, they are reinventing that old model from early university press days. People like Kathleen Fitzpatrick, in her 2011 NYU Press book, challenged presses to think about returning to that earlier model.”

The Amherst College Press creation is noteworthy; Thatcher believes “it is no accident that this new press is going Open Access — because it has been set up within the library at Amherst. Libraries generally are not used to dealing with the book marketplace and all that it entails from the selling side, so almost inevitably library publishing programs will follow an OA model, just because it is too expensive in terms of staff, procedures, business arrangements, technology, etc., to enter that marketplace.”

Speaking at the AAUP 2013 meeting, Purdue’s Charles Watkinson spoke on the impact of “University Press/Library Cohabitation and Collaboration” at his institution, which was physically moved to the Purdue libraries in 2009. In 2012, it was renamed Purdue University Press and Scholarly Publishing Services. Watkinson described three areas of new possibilities being explored: Expanding campus publishing services, perhaps even offering conferences with a stronger base of systematic cost-recovery; better support and capacity for new models of publication (multimedia, data, etc.); and opportunities to expand beyond their synergies in the sciences to other disciplines.

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Sandy Thatcher, Penn State Press Director

“There are some universities, like California,” Thatcher concludes, “where the relationship is formal, and others, like MIT, where there is a formal reporting line but little, if any, collaboration. It’s hard to say if any one of these models will come to dominate. I suspect, for the immediate future, the attitude will be ‘let a thousand flowers bloom.’”

Change — Finding New Opportunities and New Meaning

“Library publishing and university press publishing are complementary services that each provide unique value for the scholarly community,” LPC’s Program Director Sarah Lippincott explains to ATG readers. “Libraries are publishing a broad range of content, from e-journals and monographs to ‘gray literature,’ digital humanities projects, datasets, and conference proceedings. Libraries and the LPC are working to push the boundaries of ‘publishing’ and what counts as publication, but still see the tremendous value of monographs for scholarship. There are quite a few examples of libraries successfully publishing monographs and even launching their own imprints (Newfound Press, Zea e-Books).”

“University presses are watching these experiments with great interest and, in some cases, skepticism,” Lippincott continues. “University presses have decades of experience, while most libraries are relative newcomers to book publishing. In some ways, though, this positions libraries well to be innovators and

continued on page 16
As the age of Big Data emerges, it becomes necessary to take the five dimensions of Big Data—volume, variety, velocity, volatility, and veracity—and focus these dimensions towards one critical emphasis—value. The Encyclopedia of Business Analytics and Optimization confronts the challenges of information retrieval in the age of Big Data by exploring recent advances in the areas of knowledge management, data visualization, interdisciplinary communication, and others. Through its critical approach and practical application, this book will be a must-have reference for any professional, leader, analyst, or manager interested in making the most of the knowledge resources at their disposal.

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pioneers in monograph publishing. They are willing and able to experiment with new business models, technologies, and partnerships. In some cases, libraries are able to take on book projects that university presses can’t accommodate, for example books on esoteric topics that have little potential to bring in revenue.”

“I’d say that presses would likely not worry much about libraries publishing conference proceedings and ‘gray’ literature as well as data sets and the like,” Thatcher believes, “but would worry about monograph publishing and perhaps journal publishing also (if the press at the university has a journals publishing program). One interesting field that a few libraries are exploring is textbook publishing, as at SUNY-Geneseo. I think this makes a lot of sense because it has a campus focus, drawing authors from the faculty and preparing the textbooks to be used in courses at the university. Only a few presses have gotten involved with this kind of effort at Florida and Temple, so there would probably not be much resistance from presses to this type of initiative. If presses were to revert to the ‘service agency’ model, however, they might eye this business as an activity they may want to run.”

Future Challenges for Both Press and Libraries

“Monograph publishing has also been a fruitful area for collaboration between libraries and university presses,” Lippincott notes. “In one collaborative model, the press contributes editorial expertise and distribution mechanisms for print media, while the library provides sophisticated technology for digital versions of the monograph or supplemental material.”

“Most university press publishers recognize that there are publishing needs on campuses that presses cannot meet and see professional dissemination of scholarship on whatever economic model as a positive good,” Armato points out to ATG readers. “We are also used to competing, both with each other and with other kinds of publishers. As library publishing takes shape, we’d all like to see an active dialogue between those units and the presses; going forward, we could all learn from each other, particularly to the extent that Open Access models take hold.”

“The eBook transition has been a major hurdle,” Armato discloses, “but that is well underway with the success of the University Press Content Consortium (UPCC) and some early strong signs at both Books at JSTOR and the expansion of the Oxford Scholarship Online (OSO) platform to content from other presses, not to mention aggressive growth at commercial platforms such as ProQuest/ebrary and EBSCO/NetLibrary. In some ways, the biggest challenge in the academic library market is that it hasn’t transitioned to electronic fast enough and presses are still running parallel print and digital systems for library products, which is costly.”

Looking at Future Challenges

Having these partnerships or collaborations focuses both libraries and presses on developing and respecting separate and shared missions. They offer a support structure of business and administrative services and a chance to move from annual funding to at least salaries coming from general funds, giving staff greater job security. The potential for synergy is also mentioned often, as these alliances provide a broader diversity of perspectives, skills, and talents as well as the opportunity to experiment with the libraries — and other campus partners — on 21st-century learning materials and scholarly works. At the same time, these mergers mean a loss of independence and the need to grow mutual understanding and respect. Some mention the potential threat to the press’ reputation; however, at this point there appears to be little evidence of damage to-date.

However, there are even larger issues facing higher education that impact both research libraries and presses alike. “The next challenge,” Armato believes, “is how the very value of humanities and social science research — the heart of most university press programs — seems to be increasingly called into question. You could almost say that the ‘Serials Crisis’ that preceded the ‘Monograph Crisis’ that then became the ‘Crisis in Scholarly Publishing’ has now escalated into the full-scale ‘Crisis in the Humanities.’ Presses are only as healthy as their markets, and as universities disinvest in humanities and social science research faculty positions and as graduate programs in those areas shrink, presses will find their core constituency under even greater stress than in the past decade of economic recession.”

There has been enormous change in scholarly publishing in the past two years, with only the assurance that more change is on the horizon. "

Nancy K. Herther is Sociology/Anthropology Librarian at the University of Minnesota, Twin Cities campus. Her email is <herther@umn.edu>.

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 <kstrauach@comcast.net>. We’re listening! — KS

BIG BUCKS FOR POTBOILERS

by Bruce Strauch (The Citadel)

Mary McCarthy was a feared and revered writer in literary quarters and the author of four novels before she hit it big with The Group in 1963. The orgasm scene in Chapter 2 had the nation buzzing. And the Sidney Lumet movie of 1966 hit smack in the middle of the sexual revolution.

The Vassar class of 1933 that saw themselves in the eight characters were curious and the reviews were catty, savage, scathing. But the public ate it up and made Mary a rich intellectual.

And that was the real trauma for the intelligentsia — the idea you could actually make money off writing. And they weren’t doing it.


HOUSE OF BOOKS

by Bruce Strauch (The Citadel)

You really need the pictures to appreciate this. Pulitzer-winning author Doris Kearns Goodwin and husband live in an 1850s house in Concord, New Hampshire. With 20,000 books in floor-to-ceiling bookcases. Each room has a book theme: fiction, sports, biography, etc. The converted barn is a waiting room for books to be given away. The three-car garage has her 1,000-book Lincoln collection.

Concord was home to Louisa May Alcott, Ralph Waldo Emerson, Nathaniel Hawthorne, Henry David Thoreau et. al. Doris grooves on that.

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Every year Outsell polls information management (IM) professionals about their operations. Outsell surveys IM professionals in corporate, government, healthcare, and academic settings in the U.S., UK, Europe, Canada, Asia Pacific, Africa, and Middle East. Information managers are defined as those who source, license, distribute, or manage information in corporations, government agencies, academic institutions, or other libraries. Over 600 information managers participated in this survey.

Here are some important takeaways for those of us in the academic environment.

**Budgets**

The picture is more upbeat with budgets improving. At the same time, many vendors have increased prices which have been stable for many years. This encourages the status quo and minimizes the money available for technological improvements, staff development, and cultivation of potential new users.

a) Most all budgets were up 5%, which has not been the case since before the recession. The corporate sector is growing at a 7% rate. Academic and government library functions lagged behind at 3-5% because they are more susceptible to budget cuts and are dependent on tax revenues.
b) Budgets were not able to keep pace with service expansion and the plethora of content available today.
c) Respondents did not foresee shifts in content training and IT allocation in 2014.
d) Academic respondents put very little into current awareness. The highest percentage went to Reference.
e) 30% of IM content goes toward online databases of content, down from 34% in 2012.
f) Investing in content is a top priority for 2014 — online databases and electronic publications. Also on the radar are investments in new technologies, new staff, and expanding the user base.
g) In 2012, only 7% of respondents planned to invest in mobile applications, but the academic sector ranks them first in investment priorities, a trend that began in 2010.

**Content**

Compared to corporate, healthcare, and government, education respondents allocate the largest share (13%) to information technology and to library systems and software. Those in the academic sector predict much the same in 2014.

a) The amount spent on digital content steadily increased from 65% to 66% from 2012 to 2013.
b) Print sources persist particularly in IM functions in academe and healthcare.

c) Academic respondents put very little into current awareness. The highest percentage went to Reference.
d) 30% of IM content goes toward online databases of content, down from 34% in 2012.
e) Investing in content is a top priority for 2014 — online databases and electronic publications. Also on the radar are investments in new technologies, new staff, and expanding the user base.
f) All sectors plan to invest in eBooks, but the academic sector ranks them first in investment priorities, a trend that began in 2010.
g) In 2012, only 7% of respondents planned to invest in mobile applications in the coming year. In 2013, that number has nearly doubled to 13%. Outsell considers mobile to be particularly important to the future of IM.

**Staffing and Budgets**

The typical IM function on average spent $207 per actual user in 2013. However, less was spent per user in government and in educational institutions than in corporate and health where information is highly secure and generally not available to the public.

a) Staffing will remain stagnant or slightly higher. There may be a slight decline in government because of the lingering effects of sequestration.
b) Staff spend very little time on big data analytics. Web design is an area that is frequently outsourced. Big data skills will become more important in the years to come. Because of the skill gap, professionals are not investing limited resources in content they do not understand.

c) Academic respondents put very little into current awareness. The highest percentage went to Reference.

d) 30% of IM content goes toward online databases of content, down from 34% in 2012.

Outsell’s Imperatives for Information Managers

**Measure Value through Impact, Not Volume** — Understanding content as an asset and developing skills in information valuation or infonomics is critical.

**Increase Penetration Rates of Potential Users** — Average user penetration rate for 2013 was 30%, up from 23% in 2012. Make content available through improved mobile delivery and invest in big data analytics and media monitoring.

**Outsource and Automate Some Traditional IM Services** — New content and skills are reshaping information management. Managers should refocus on adding value to content rather than collecting and correcting it.

**Use Proven Tactics to Renegotiate Vendor Contracts** — Usage statistics and ROI help managers negotiate better deals and prove ROI to those who manage the purse strings.
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7,700+ papers

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Remote Sensing
25,500+ papers

Sensors
56,000+ papers

Lessons learned from the Kepler Mission and space telescope management
JO'D: Well, I was really privileged to get to this for a second year. It’s an interesting opportunity for librarians to get to see provosts out of their native habitat, but also for provosts to get out of their native habitat a little bit too and talk to some other folks. I’m going to tell you I learned three things this morning. One of them came from Beth Paul, provost at Stetson University, who was describing the value she sees in librarians being neutral within the institution. Well, we had a little discussion of that to see exactly what that means, but what I really resonated with is that when you are sitting at the center of the institution you are very much aware that there are a lot of stakeholders who have parochial interests. A business school dean may be interested in the business school and doesn’t care all that much about the botany department. Librarians are not inert or neutered, but they are neutral in the sense that they do take an institution-wide perspective and when the librarian says to me “Jim, here is something I think we should be doing,” I’m going to take that seriously, and I think the lesson for the librarians who are here is to know they’ve got that power, they’ve got that credibility, if they will use it to advance what they see as really a strategic interest of the institution.

Janine Stewart, who is the new provost at McDaniel College, formally provost at Hollins University, also woke me up when she described how she knows that many people in university look at the provost as somehow sitting on top of the pyramid. But, the provost really knows that he or she is in the middle of the hourglass. I would’ve said maybe with one pyramid this way and another pyramid this way and the provost is the poor so-and-so caught at a point in between — because it is a liminal job between, not just the senior stakeholders of the institution, but the board as well, and one lesson again for librarians is the provost can help the librarian best when the library helps the provost tell the story up the hourglass, up the pyramid, in a convincing kind of way. When the provost is doing a good job of managing up, the provost can be much friendlier managing down.

A third speaker was John Vaughn, who is the executive director of the American Universities and an old friend of libraries and librarians. He did a little informal survey of what provosts expect of librarians and what librarians expect of provosts. Interesting stuff on the whole program, but my learning from that was the provosts said, “I really hope the library is involved in innovative enterprises,” and the librarians said, “we really hope the provost supports innovative enterprises.” Ah Ha! A little light bulb goes on, and I say, “I think these folks can work together if they understand that’s the way they are playing together.” So, anyway, we enjoyed it a lot, and I think the audience appreciated it, and I hope everybody learned something from it.

ATG/Albert Joy: I have a question about the library’s role. You said the library is neutral but of course the library can also be parochial because the library has library centered interests. There was very little about what the library needs from the provost, and I want to bring up a number of issues about that in the course of the interview. I just wonder what requests you’ve seen coming from the library, because I know one of the problems of a provost is many good ideas come to the provost. Many more than there are revenues for and…

JO'D: Well, I would say a university is a tool remarkably well-designed to generate more good priority ideas that it can ever fulfill. If you have a good faculty that is going to happen all the time. What I would say is that if the library comes to me and says “we need ‘X’ for the library” I’m going to be less able to be helpful than when the library says “the university needs ‘X’ for the library.” That can be facilities issues, it can be staff issues, but don’t just say to me “the cost of materials is going up faster than inflation so I need more money,” but, “the cost of what you and your academics need from me is moving in a particular direction, and we really are well-aligned with what the needs of our users are and this is what it’s taking for faculty and students,” not just to feed a supposed parochial need of the library. If it is really only a parochial need, I’m sorry; I’ve got to put that one a little further down the list. But, many of the things, it can come across that the provost is, in fact, equally, if not more importantly, understandable as statements about what the university needs.

The smallest, silliest thing that happened to the provost at your provost as was that we needed more electrical outlets, because students were sitting on the floor, and they knew exactly where the few electrical outlets were because, without any strategic planning, they’d all acquired devices that had battery lives and they needed more juice. Well, I don’t need the librarian coming to me and saying, “I need more electricity in my building.” I need the librarians saying, “your students need a good place to work and this is a condition of working now. Here’s what we’ve got to do.”
are doing as customers to maximum advantage for the system. There’s been a lot of progress in development of library consortia over the last couple of decades as buyers’ clubs, but I think there is evidence that there is a ways to go yet in really developing that degree of cooperation and collaboration among libraries and finding the right size and shape group and getting people really to sign up. There are problems with that, no question, because you put together a consortium but then discover that libraries in the state of “So-and-so” are required by purchasing requirements of the state government of “So-and-so” to do things that are in fact not in the best interest of the libraries and academic institutions of the state of “So-and-so.” So, there is work to be done in complexities, but I would say the provosts would push back to say “let’s make sure we’ve gotten our own house as much in order and together as we possibly can” and ask how they can help to do that, and maybe they can. It’s the provost who’s going to have more luck going to the state legislature than the librarian is.

**ATG/AJ:** I think the provost also plays a very important role in explaining to the other deans and to the faculty some of the impacts should we pull out of the “Big Deal”... the lack of access and materials needed for research and teaching. Some of this negotiation can be difficult, and there is risk involved.

**JO’D:** There is. I mean, I would say for longer perspective on this, there are lots of things about the present system of acquiring and paying for scientific and scholarly information that we don’t like, and with various exceptions and qualifications somehow it’s sort of working. It hasn’t broken; it hasn’t collapsed. We’ve cobbled it together, the bubblegum and the string may be drying out a little bit and fraying a little bit, but there is nevertheless a system that is functioning. Understanding how and why that is and what you can do to improve it will advance us all, and I must say that for all the points at which people have tried to say “the sky is falling” at the very least, I guess I would say “you’ve still got to convince me the sky is falling.”

**ATG/TG:** You mentioned earlier that you’ve done the panel a couple of times. Have you noticed any changes from the perceptions that the provosts talked about in this panel and the last year?

**JO’D:** I think that is probably too short a timeline for this. I’ll take it back to that hourglass, an ongoing concern that pressures are not always fully illuminated and enlightened. Let’s put it that way: There are a lot of our outside stakeholders who think that “this is all going to change. Universities are dinosaurs. Disruptive change is coming. Brace yourself for some kind of landslide.” I’m moderately skeptical about that landslide. I don’t necessarily mean that there shouldn’t be, but I also recognize that we have a huge installed base of societal expectations and structures that aren’t, in fact, going to change as rapidly as a fantasist might think. If they are going to change rapidly, they’re more likely to change at the privileged and elite end of the spectrum in a good way, and you are going to have challenges in some of the less privileged areas in other ways. I don’t want, this is a metaphor I’ve used for years, I don’t want us in universities to go the way of the U.S. Postal Service with FedEx and UPS and other opportunists taking away the places where the money is, taking away places where the opportunity is and leaving the challenge of particularly public higher education in a worse state.
position than it was before because we haven’t thought systematically. I think it is fair to say that all the people I know in higher education, be they in the least privileged community colleges to the most privileged private institutions, do believe in our continuing to work together as a coherent system, but there are pressures and threats on that we feel and that will then be reflected in the behavior that librarians detect coming from there, from on high.

ATG/TG: Let me follow up. This is a question that I was going to ask you later that feeds into this. One of the main disruptive things that I see going on is “MOOCs,” but you were a pioneer in doing those, weren’t you? You were doing them back in the 1990s?

JO’D: Well, I sort of claim I invented the MOOC [all laughing]. It was the best idea I ever had in the shower in my life, and so in the spring of 1994, in the days of Gopher and Telnet, we did a seminar worldwide on the work and thought of St. Augustine of Hippo, a subject I work on. We had 500 people sign up and as a percentage of worldwide users of the Internet at that point, that’s probably the equivalent of a whole lot bigger number nowadays. It’s been clear for a long time that there are certain kinds of economies of intellectual scale and operational scale that you can imagine; that said, I did about three of those back in the ’90s, and at that point I said, “this isn’t really going somewhere,” and I also said, “I’m not as excited on the third try as I was on the first try.” The first time you do it, there is a woman lecturer in philosophy in a university in Istanbul talking about Franciscans. That’s interesting. There is a country vicar in England who’s astonishingly learned. By the third or fourth time you do it, the lack of direct contact and the lack of real interaction, that is the hardest thing to do, is turning into “You know, so this year I’ve got somebody in St. Petersburg who doesn’t think that we respect Russians anymore.” That’s interesting, but it’s not as interesting as that one in Istanbul was the first time.

So, there is evolution that’s happened, certainly in the technology. You don’t have to use Gopher anymore. You don’t have to use Telnet. You can see what people actually look like. But, I worry because I have a very good friend from my days at the University of Pennsylvania who is very influential in this space and doing a MOOC teaching classical mythology, and I just caught a snapshot of him videotaping his lectures. He was in a studio. It was like this setting, but he didn’t have you guys around. It was just him, a camera, and he was spending the month of August videotaping lectures. And I said, you know, the first morning videotaping a lecture is probably kind of interesting and kind of fun. The 25th morning standing there by yourself in the studio with the guy behind the camera saying “Cut! Could you try that again?” Hmmm, you know, not as much fun as sitting in my office talking to one kid who is trying to get their handle around something in Roman history that I care about and care about talking to that kid about. I’m

struck that the MOOC world has been less “in your face” in the last year than it was a year before, and I think that there is a lot of growing pains and mission search going on to find where is the place in which these economies of scale can really be helpful versus where is the place where they run the risk of commodifying and cheapening something that really should resist commodifying.

ATG/TG: I think on the librarian’s part we’re trying to figure out how we can fit into all this and how we might help if the university goes in that direction.

JO’D: Well, I think the minute somebody in your university says “MOOC” you want to go stand next to them and say, “and what expectations do you really have of the library?” If you’re going to have 50,000 students in your course, make sure that we understand whether our licenses and our contracts let us do anything for these 50,000 students and to make sure that the people doing the MOOC do understand that you don’t just whist up a librarian on the spot and say “could you deliver all those journal articles to all those students?” without a little thought and a little more planning than can happen when you are thinking the idea up in your shower, let’s put it that way.

ATG/AJ: We can think of this as an excellent learning experience for faculty members because as they come to the library and say “can you support this?” that is the opportunity to say “this is what it takes to support this” and you may wish to do some trials of various approaches ...

JO’D: If I could just say — the other thing I would say about this is that the happiest MOOC-ers I know are the ones who either had done a lot of work on integrating technology with education before they got to the MOOC or they’re the ones who are taking from their MOOC experience lessons that go back into the live face-to-face classroom, the for-pay customers back in their home institution. I have a colleague, Professor Jen Ebeler at the University of Texas, a former student of mine, who has, as they say, “flipped” the big Roman history survey course and is just world-class in what she is doing to make it possible to teach a lot of students who don’t necessarily get up in the morning wanting to be in Roman History class, and to get them engaged and maybe really learn something from that encounter that happens using the stuff that has been learned in these other experiments. That’s cool.

ATG/AJ: In addition to being a pioneer in MOOCs, you were a pioneer in open access publishing with the Bryn Mawr Classical Review in 1990. Do you want to talk about the evolution of open access? Especially from my standpoint, I’m an acquisitions librarian so I really work a lot with budget issues.

The budget issue of open access is very troubling for me on an institutional level, maybe not on the access level, but on the institutional — how one pays for those professors’ fees, authors’ fees, etc.

JO’D: Well, right. I mean the mantra goes around that “information wants to be free.” That goes back to the great Stewart Brand, the man who invented the Whole Earth Catalog, and who is at pains to remind you if you quote this back to him that the next thing he said was “information wants to be expensive.” I go more with my friend and colleague, classicist Greg Crane, who years ago said “if it’s not on the net, it’s not information.” Think about that for a moment. I think that is true, and it poses a challenge. We do want information to be as universally and readily accessible as we possibly can. There are realities that impede sometimes for good reasons, sometimes for bad reasons, I think we’ve seen now since we started the Bryn Mawr Classical Review back in 1990, while we’ve been giving away this online journal. We’ve now got 11,000 subscribers reading current book reviews on current scholarship in classics, and we think it is wonderful that lots of people who aren’t classics professors are getting to follow our work. We do that because we are cheap and we are subsidized. We’re cheap just because we’re cheap. We’re subsidized because Bryn
Mawr College lets us have a room, and lets us have some computer access. That’s good. It’s a book review journal, so publishers send us free books. In fact, at an early point in the history of that journal, I looked at my colleague and said, “who knew if you wrote off to publishers and said ‘send us free books’ they would? We should’ve started a book review journal 20 years ago!” But we also are subsidized because we’ve been publishing a small textbook series for about ten years before we started BMCR, and it’s the small stream of revenue that comes from the textbook series, which is classroom paper textbooks, that enables us to pay the expenses that were cheap enough to meet. We’ve evolved going forward. When we started we had a for-pay three-dollar-a-year paper subscription that lasted about five years, and one time we did a CD of the retrospective collection of the first seven years of all of our reviews. Well, that was selling for $10. Sales on that one maxed out somewhere in the low to mid one-figure range. We haven’t gone that way again, so we have been open access because it works for us.

Lots of other models, lots of other experiments, lots of other directions are being taken to make information more readily available at a better price. I would love all of the scholarly and scientific information in the world to be available for free. Of course I would. That’s an asymptote. That’s a limit that we get to. I’d settle for fifty cents a day. I could even go to a buck, maybe a buck-and-a-half if I think of what I’m paying for my iPad connection, for my iPad, for my cell phone connection, for my MiFi gadget and what not. I think I’m actually paying a fair amount per month for information. If you don’t ideologically set the only acceptable price point as zero, then you can find in the domain of economics and sociology the place at which something is going to work. I’m struck that we’re now at a point where OA has been successful enough that we’re beginning to see that even when you give stuff away for free the laws of economics do apply and the laws of human nature do apply, and so it turns out that you weren’t quite sure 25 years ago that certain publishers, whose names would be obvious to library colleagues hearing this, weren’t just kind of cooking up journals in order to get articles and make some money. You know it is just possible that there is somebody doing that with open access journals, and if there are author publication charges to be gotten out of doing that it is just possible that somebody is up to something there too, because it is just possible that people involved in this are human beings and stuff is going to happen.

I think we’ve made enormous progress. There are also things I would praise. I think some of the work that has been done by the biggest and most expensive publishers to make scholarly publication available at zero cost or very low cost in developing countries based on their GDP and so forth is a thing of beauty, and I’ve seen examples of that being entirely wonderful. On the other hand, in my field, there is an argument going on now in Britain over the government thrust there towards open access journals where the three leading associations of classicists have lived for a hundred years with a splendid business model where the revenue stream that comes from the journal pays for keeping these societies going and keeping in two cases the library shared by these societies stocked with books and going as a working tool. Not to say that it wouldn’t be a good thing if those journals were readily and freely available, but it is to say that the social good that has been coming unmistakably from charging for those journals needs to be respected, needs to be thought about, and some other solution needs to be found if we’re not going to use the business models we’ve now had. Sharp diversity in this between fields. Sharp diversity, in fact, between countries and between kinds of publishers, and I think we have made a lot of progress working through these, but, if anything, and I’ve seen some stuff just in the last day from some strong open access advocates saying that we’ve got to be careful that support for open access doesn’t become an enemy of open access, and I think that’s a wise mantra to hold onto.

ATG/AJ: So, in the funding of open access, as a provost, or former provost, what is the revenue coming for the author charges? Do they come directly from the authors out of their pockets? Or do they come from the university in some sort of fund? Do they come from some of the funds given to the library to subscribe to journals that now are open access?

JO: Nothing like this is going to happen miraculously overnight. If you say to me “So, support open access journals and the big expensive journals will go away” — I could imagine somebody saying that — I am going to be at that point, with my provost hat on, devious enough to say “so tell me the date certain at which the expense for those expensive journals is going to go away” — I’m going to ask people to plan for how long we’re going to be doubling charging for this.” If you can’t do that, it’s a lot harder for me, go back to this description I gave of my tasks at the outset, it’s a lot harder for me to put any money towards APCs if you haven’t shown me with any confidence where that other kind of revenue is going to come from. There are projects now underway and there are both foundations, national organizations — and John Vaughn on our panel talked a little bit about stuff the AAU was doing trying to design what a transition would look like to get some of the hard parts solved. I was interested by what he said, and I want to hear more about the situation for the scholarly monograph for the junior scholar in the humanities and social sciences. We know that is a problem in several ways. He was suggesting that they are looking at models for treating a subsidy for publication by open distribution of your first book as the equivalent of start-up charges for a scientist, and rather than paying a subsidy to a university press to publish and sell for dollars is there a way in which you can use the subsidy as an APC in order to make that class of scholarly literature more readily available and sustainable than it is now and leave the presses to publish the second book, the next book, the full professor book that that scholar writes which is the one that will achieve a wider audience and maybe a longer duration of value and therefore justify a greater concentration of dollars. At this point, the paradox is the new assistant professor’s monograph probably costs more to publish than the serious book by the serious full professor, even though you would have to say that the next book by my friend Tony Grafton at Princeton is probably a greater contribution to the world than the next dissertation published by Princeton University Press, however good that happens to be.

ATG/TG: Keeping the focus on open access, recently there has been some concern about peer review in open access. I wonder though, is that isolated just to open access? Do we have a problem with peer review in general? What is your take on that?

JO: Peer review varies widely from discipline to discipline. There is the practice of what happens before things are published. There are, in some disciplines, efforts on post-publication peer review, on open peer review. I would emphasize that we have always had post-publication peer review in the sense that journal articles do get read and journals do have reputations, and both editors of journals and the authors who contribute to journals are making peer review judgments about this journal by whether they will submit their material or not. There was a big fight 25 years ago now in Classics over one of our oldest leading national journals, and it was a fight over what sort of things should be published. What really does constitute quality in our discipline now? And there was a fight and somebody stopped being editor, and a new structure was put in place and other people were put in place. So, we have a legacy system which is not mathematically quantifiably perfect in a variety of ways. There is a sampling error problem. If I’m the editor and I send the article off to three people, and they all say it’s good, lots of times that means something, and once in a while it doesn’t mean something, but we’re comfortable enough with that. But knowing who the editor is, knowing who you are sending to, knowing that the time and effort being put into it are imperfect, and there is now plenty of at least anecdotal, and beginning to be better than anecdotal, evidence that there are areas in which that is a problem. I don’t think that is specifically related to open access journals. If it is, the only way I can imagine that would be is if I were a sharpie thinking up a way to make a quick buck to run a journal now, I would be statistically more likely to be starting an open access journal than a for-pay journal, so maybe just at the moment you are seeing a few more hooligans in that neighborhood than in the other. Okay, fine, that will sort itself out.

I think long term the challenge of evaluating and making clear the results of evaluation of what we produce and publish is a really interesting one for higher education. It’s assessment. It’s outcomes assessment, and so the post-publication peer review of things like citation and impact factor and H factor, and so forth, that seems to me to be important work.
It’s work that could be done in a bad way, a mediocre way, or a good way. My vote is for good, and I think there is a continuing process of debate and discussion in lots of fields about how you would do this, not turn this into bean counting, not turn it into a least common denominator generating review process. But, at the other end, be able to say to boards of trustees, to funding agencies, to the general public, here’s what we do, here’s how good it is, and here’s how we know how good it is and how we can tell somebody else it’s good, and it’s not just a club. There’s an old joke — I think it goes back to George Bernard Shaw, but if it isn’t him it’s somebody like that — who is said to have said that there wasn’t really anybody left in the world who knew ancient Greek, but there was this club of guys who’d agreed with each other that they would tell the world that they knew ancient Greek. That’s a little closer to the truth than absolutely necessary. We’ve got to make sure that that is not the way we’re seen. We’ve got to make absolutely sure it’s not the way we are.

**ATG/AJ:** As an active scholar, can you tell us what your current research is and, importantly, what is the part of the library in your research? I’m sure it has changed over the years, especially as you get more mature in your research? What do you know about ‘X’?

**JO’D:** Well, Artemis Kirk, our distinguished University Librarian at Georgetown, knows that I have claimed for a long time to be one of her primary off-site shelving facilities. Even when I was provost I got nothing from her for this, what can I say? What I am actually working on right now is moving in two directions. One is continuing researches on late antique history and cultural history branching. I’ve always worked on the Latin side and I’m now working out of the Greek side more with Byzantine history. But, I’m also working at trying to write a book that explains to the enlightened general reader what it is people like me do. Is it possible to describe the most technical work we do as classicists in a way that the enlightened general reader can understand? And this morning the e-mail in my iPad is from one of the most distinguished classicists in the world describing a tiny fragment of papyrus about that big [gesturing with hands] which shows three or four letters from each of the beginning of the lines of about 20 lines of *Aeschylus* play, the “Agamemnon.”

The discussion is that at the very top, there are a couple of little marks, and do those marks encourage us to think we know what line 7 of the play began with or not? Because line 7 is critical, where the first instance of a particular word in line seven would be, and can we tell from this tiny scrap, with magnifying glass or whatever, whether at the time that scrap was written, 200 A.D., the line we now see in our 1200 A.D. manuscripts was there or not? Well, I’m going to try to write a book that explains why and how that is important and what you make out of it. So, I’m ransacking the libraries. I was on sabbatical last year. I was an experiment, in a way, because for a period of time I was living away from libraries and so developing a long list of books that I am still working through. Every week I spent the morning in the library getting a towering pile like this and crunching down and sorting through them just to see what I have been missing. At the same time, I’m still saying that the value of our library traveled with me, even when I was away from libraries, and much of it indeed travels around in this device right now. I’m sure there has not been a day in the last year, even when I was away from libraries for a good six months, that I haven’t used our library. The most striking thing people in my discipline have noticed — we depend on a lot of older materials — is that we use many of the materials that we cherish much more frequently than we used to. The accessibility of old journal articles: I read journal articles regularly going back to the mid-19th century, but I used to have to be in the building and go to the building and get them now. Now, I see the reference, and indeed the challenge is, it’s too much like any other Internet rabbit hole, I see the reference and next thing you know, I’m clicking through *JSTOR* to read this 1912 article and see what it has to offer. The lesson for that, which should please provosts, is that the huge investment we have put into building collections, building historical legacy of scholarly publication, is now one that, with the technology, we can get more value from, and that should be good news.

**ATG/AJ:** I think those online back files and collections, the full-text collections, are a great benefit to scholars.

**JO’D:** Sure. Absolutely.

**ATG/TG:** And you are seeing more and more primary source publishing in the electronic sphere and a number of companies are coming out and publishing primary source material.

**JO’D:** Sure, and I will say there are risks, and I would underscore one risk. I had about 15 seconds, I think, of Internet fame back in August when I went to the IFLA meetings in Singapore, and IFLA, the International Federation of Library Associations, of course, has a lot to do with access to digital information, and I got there and I opened up my iPad and discovered that all of my Google books had disappeared because Mr. Google and Mr. Singapore aren’t on the best of terms. They were just plain gone — a sobering lesson.

**ATG/TG:** Jim, our last question is kind of a trick question. If you were sitting in Albert’s and my chairs what question would you ask yourself?

**JO’D:** I would expect you to want to understand better the place of your priorities and my priorities, and I think that is natural and normal. I am very struck from my experience provosting by the uniqueness of the range of things I know. Let me give you an amusing example that highlights it. Frequently, when I was provost, someone would come up to me and say, “Jim, what do you know about ‘X’?” And I would say, “well, really not quite up to speed on ‘X.’” The street, meanwhile, would be babbling about ‘X’ because the street knew all about ‘X’. Truth be told, I knew quite a bit more about ‘X’, but it came to me in a context in which I was not at liberty to discuss it or give any indication one way or another, so I had to do a little bit of tap dancing. Painful, of course, but on the other hand there are good reasons why these echelons and structures of information and awareness happen. I do think it is part of a provost’s job to think as clearly as possible and act as clearly as possible about communicating to stakeholders in both directions, in both pyramids, both ways in the hourglass, what the perspective is from where I sit. But, it means I also expect good communication from the other partners that I have and mutual understanding and respect of the anomalies into which this puts us. The real challenge, then, is to build trust, to build trust between the partners so that when I have to say to you “I really don’t know anything about that,” that you take it that I am not being just devious, and evil, and wicked. I learned to live, and I think it is a feature of senior jobs, university librarians live with it as well, to live with the reality that I will be suspected unjustly of malfeasance, ignorance, and bad faith, and I’ve got to learn to live with it. I can try to make it away, I can try to work it down, but I’m never going to make it all go away. And I have to accept that and make up for it and fight back against it in the other ways that are possible.

**ATG/AJ:** I think what you’re saying is a feature of higher education and the issue of trust is a challenge at all levels.

**JO’D:** Maybe the thing to say then is if we ever imagined ourselves moving into “Super MOOC U” we would have different structures we would require in order to make a kind of trust happen. I used to have a regular meeting with all of my direct reports and the sort of semi-direct reports when I was provost. About 25 people overcrowded into our conference room, and I knew that I should not start the meeting on time because an appreciable part of the value of that meeting was all of those people getting in the room with each other and continued on page 25
Interview — Jim O’Donnell
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seeing each other catching up a little bit and making a lunch date and doing the lubrication that makes the university work, even when the purpose of the meeting was in a large measure me doing the same thing with that particular group. If you suddenly imagine the “Super MOOC University of the World” with professors teaching in their bathrobes from their cabins in Vermont and the administrative staff on a space station orbiting the planet, you would at least have to find different ways to work on trust, and we’re only at stage one of doing that.

ATG/TG: Something’s obviously going to be lost in that setting.

JO’D: Facebook helps, but it’s not the answer.

ATG/TG: Well, Jim, thank you very much. We really appreciate you taking the time out of your schedule here at the conference.

JO’D: It’s always a pleasure to be here down in Charleston with Katina and her retinue and assembly. This conference is one of the most extraordinary assemblages of smart people, and I like to go places where there are smart people, so it is always fun to be here.

ATG/TG: Thank you very much.

JO’D: Thank you.

Rumors
from page 8

And while we are on the subject of baseball, have you read Bill Bryson’s One Summer, America, 1927 (Doubleday, 2013)? There are some great Babe Ruth stories among other fascinating things. The book is so chock full of data that it’s worth reading more than once!

Along those lines, be sure and read the astute Nancy Herther’s article, “University Presses Facing ‘Enormous Tectonic Shift’ in Publishing” (this issue, p.12). There is collaboration going on! This article was originally posted online on the ATG NewsChannel. Did you all meet Nancy in Charleston at the Conference last year? She said she was glad to get away from the Minnesota cold!

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Speaking of scholarly communication, Myer Kutz edits engineering handbooks for Wiley, McGraw-Hill, and Elsevier and still gets good print royalties. Myer asks if everything is going electronic, why are publishers still making print versions available? Another question is, why and where are the print books being printed and bought? Could it be that electronic counterparts are helping the sales of print? (This issue, p.57.)

Speaking of print versus digital, I have to agree with Bob Holley who mourns the loss of the print edition of College & Research Libraries (this issue, p.59). It seems to me that it is much easier to avoid reading digital editions than print editions. It’s the push/pull phenomenon.

Speaking of reading, several of us are wondering about the reading of virtual versus print content and what this does to comprehension and literacy of digital natives who are largely our library undergraduate population these days. Mark Herring (see p.50) and Tony Horava have both written about this in earlier issues of ATG.

With this issue, we have a new column “Digital Conversations – Libraries, Learning, and Literacy,” by the astute and alert Paul Chilsen and Todd Kelley of Carthage College. Quoting Marc Prensky who coined the term “digital native,” “by the time students reach their early 20s, they have spent 10,000 hours playing video games, sent and received 200,000 email and instant messages, but have allotted just 5,000 hours to reading books.” (See the new column, this issue, p.44.)

To balance the reading scales, be sure and read Raymond Walser’s “Browsing on the Bayou” (see p.37) about bookstores in New Orleans. Not to mention Tom Leonhardt’s “You Are What You Read” (see p.46). Do you have a record of everything that you have ever read?

The industrious Ramune Kubilius has compiled the first series of reports from the 2013 Charleston Conference (see p.64) continued on page 28
ATG Interviews Kari Paulson

VP, General Manager, eBooks at ProQuest

2013 Charleston Conference, The Penthouse Interviews, Francis Marion Hotel

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

and Albert Joy (Acquisitions and Preservation Librarian, University of Vermont)

ATG/Tom Gilson: Kari, your company, ebrary, was acquired by ProQuest in January of 2013. How did the deal come about and what role did you play in the negotiation?

Kari Paulson: The deal really started as a conversation. For many years, Kevin Sayar, co-founder and President at ebrary, and I had been talking to each other about how we might collaborate, bring our services together in one way or another that would make sense for our customers, but there was never really the right opportunity to do so. In early 2011, ebrary was acquired by ProQuest LLC, and shortly after that Kevin assumed leadership of three additional ProQuest business units, Serials Solutions, Bowker, and RefWorks.

Over the course of the last year, we just sort of started throwing some ideas around, and I think that those ideas grew to the point we felt that it would be the best thing for our customers and their patrons, the best thing for the service, the best thing for the companies, if we could join forces, bring our teams together, bring our services and products together and merge into a single entity.

ATG/TG: And what was your role in the negotiations?

KP: I was really involved from the perspective of “Is this a good thing to do? If we do so, how would we do it?” And then I was heavily involved in all of the due diligence, in making sure that we were looking at all the right elements and that we were making all the right decisions.

ATG/Albert Joy: So, what did EBL bring that ebrary didn’t? I mean, they each have slightly different policies; how are those going to meld together?

KP: EBL brings some different access models. The Non-Linear Lending model, for example, is one. Our particular implementation of demand-driven acquisition is slightly different as well; there are some different workflows that we bring. There is different content. There is a great deal of overlap, but there is specialty content in each of the platforms that don’t overlap. EBL brings some of the back end services and enhanced workflow. I think, too, the team — EBL brings in a level of expertise that is quite compatible with ebrary’s team. ebrary has a real expertise, especially around the subscription model that they’ve been doing so long, whereas EBL brings a great deal of expertise around demand-driven acquisition. By combining the teams, we really round out the strengths of the two.

ATG/AJ: So, do you see more multiple models then being offered by ProQuest? I have a parochial concern. We, at the University of Vermont, have used EBL in collaboration with YBP, and with YBP we have had a very longstanding — originally it was an approval plan, and now it is a shelf-ready plan, and we very much like both the billing approach, that YBP bills us for the EBL materials, and they also de-duplicate so we don’t have duplication. Do you see that continuing? Will ProQuest be able to maintain those policies?

KP: Absolutely. As we approach this, it isn’t about choosing one model over the other or consolidating. It really is about choice. It’s about offering the most choice, the most choice of content, the best choices in access models. And, you know, when you are selling a product that has limited choice — you have to say “these are the best things,” because this is what you’re selling. But when you have this wide choice of access models and content, then it becomes about consulting. It becomes about really understanding the needs of libraries, tailoring a solution, and utilizing the right options. So, what we hope to gain and what we are intending to gain out of this is to actually support more choices. Similarly, with the workflows that we have established with YBP, they are very important. We understand how important they are, and this isn’t about becoming a self-contained unit within ProQuest. This is about integrating in all of the ways, in all of the places that you are, that libraries are, managing their acquisitions, managing their workflows, managing their collections. Yes, definitely — we will continue to support partnerships like the one we have with YBP.

ATG/AJ: You say that ebrary and EBL have some unique titles. Are there special subject areas or is it more different publishers for the two companies?

KP: It tends to be more around different publishers, and in some cases some publishers will prefer one access model over another. In some cases, it was just really a matter of where we had gotten to with our acquisition policies or acquisition programs, and some of it is accidental. It’s not a perfect world.

ATG/TG: How do you — obviously, it sounds like you really don’t feel like competitors anymore; how do you maintain the open communication that enables the two entities to merge and feel compatible and so on?

KP: Good question. I think it helps that right at the top, Kevin and I have had a very collegial relationship over the years; even though we were competitors, we tended to share our experiences and think about problems. I think we are equally concerned about the industry we’re working in and the issues we’re all facing. So, that was a good start, and when you get that cooperation at the top it helps set the stage, or set the environment, under which the rest of the team works together. There is a very good cultural fit between ebrary and EBL.

ATG/TG: Can you elaborate on that a little bit? That’s interesting.

KP: Sure. We have come from similar backgrounds. We were both startups. We’ve been approaching similar challenges, but from slightly different points of view or slightly different places, but we’ve been working with eBooks more than ten years each. We’ve been growing organically along the way. There was, on both sides, a culture of innovation, a culture of creative problem solving, and sometimes cultures fit and sometimes they don’t. This was pretty easy. It was actually easier than I had anticipated.

ATG/AJ: I think your policies have influenced one another as well over the years.

KP: Absolutely.

ATG/AJ: I’m curious now that you are under the ProQuest umbrella, this idea of a patron-driven model, I wonder if ProQuest is going to apply it beyond eBooks?

KP: Well, it’s certainly something that we are looking at, and we hear from libraries that it’s of interest, and we even, prior to ProQuest, on the EBL side, have always had that on the radar, that this could extend beyond the book content, so it is something that we are looking at and thinking about. No press releases yet [laughing].

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**Interview — Kari Paulson**

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**ATG/AJ:** You’ll be using beta sites to test the various aspects of the platform?

**KP:** Yes. Absolutely. And we’ve been on the road, holding customer forums across Australia, New Zealand, the UK, Europe, and here in the U.S. We’ve gathered together EBL customers, ebrary customers, and joint customers. We’ve spent lots of time talking through the plans and ideas, and hearing from customers what they like, what they don’t like, what they want to make sure we continue to do and what they would like to see changed. We’ve been gathering all of this input and incorporating it as we make our plans. It’s been great. You don’t often have the time to do that with the kind of intensity that we have been able to through this process.

**ATG/AJ:** One of the interesting things at this year’s Charleston Conference has been some talk about looking to the future for textbooks, especially in the digital world. I wonder if you are doing any thinking about different formats to replace academic textbooks and if you can talk at all about that?

**KP:** Yes, textbooks are very much on our radar. It is something we hear about in every session and meeting—“what about textbooks?” It is an area we are investigating. We do have some plans for a pilot coming up for serving textbooks within the library in Australia in early 2014. And these are with proper textbooks, not course adopted texts.

**ATG/AJ:** Right, that is the first part of the question. Is the traditional textbook replicating it in “E” fashion?

**KP:** For the purpose of this experiment, yes. But, then we are also looking at delivery of textbooks to end-users as well. We are looking at the combination of both textbooks within the library setting, textbooks to end-users, and we don’t have any exact plans that I can share with you now, except to say that it is something we are really circling around and figuring out what is our role here and what can we bring to this.

**ATG/AJ:** I want to talk about affordability for college students, a very big topic, certainly around the country and certainly at my university, and any kind of work to make that easier, especially in the text material, and in thinking again of ProQuest and their large content collection, you would think there might be some possibilities for collaboration in that regard, to come up with new models for “supporting classes,” let’s call it.

**KP:** Certainly. And interaction with our research tools, what value we can bring to, not just getting the content, but the actual research.

**ATG/AJ:** Discoverability, the actual research process around utilizing these textbooks. That is very exciting.

**ATG/TG:** As far as the eBook space goes, is there a place for things like self-publishing or open access and, even more broadly, what do you see the eBook space looking like in five years?

**KP:** These are a couple of the things that we are really considering and thinking about—what role we play in open access, what role we play in self-publishing and the technology. I think there will be, again, more choices or more ways that content is being made available, whether it is through stronger self-publishing channels, whether it is through increasing open access, I think these channels will evolve as they make sense. The technology is there to support it, so really the forum is there to test out these different things and if it’s going to work, it’ll stick.

**ATG/AJ:** It is interesting that we started in this industry with eBooks, but the technology you’ve developed is really applicable beyond that. I think of streaming media, which has only in the last few years become practical. Why shouldn’t streaming media, for example, be part of the conversation? What I’m saying is that this is not necessarily all about eBooks, right? It’s really the technology providing access to digital materials with different business models.

**KP:** So, yes, we are—the things we do, or we aim to do, is to facilitate that ease of access, facilitate the workflow, make things... continued on page 28
Interview — Kari Paulson
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discoverable, makes things easy to use, provide the research tools around it, whatever the content format is, so I think the next few years will be telling in terms of what happens with self-publishing, what happens with open access, what happens with some of these other ways of bringing content to the public.

ATG/TG: Speaking even more broadly, we talked about eBook space, in terms of library collections, where do you see things going in the next five or ten years? Obviously eBooks are going to be a big part of it, but what other developments do you see? Is there a place for print, for example, what do you think?

KP: Absolutely. Print will continue to have a place. There will continue to be, in some cases, a preference for print. I think print will work better for some content types more than others. When we talk about “E versus P,” I don’t think it’s really a “versus.” I think it’s about “E and P,” and just like different models serve different content better in “E,” different formats serve different content better overall. We know libraries have challenges around space. We know they have challenges around budget. The print and the “E” really supplement each other. The “E” can make the print much more valuable by making it more discoverable or more “scannable,” and the print will often provide a more immersive reading experience.

ATG/TG: One of the things that came up when we were talking to Stephen Bell earlier: we asked him how, because he presented this morning and talked about this notion of serendipity and just happening upon things, we asked him, and I wanted to ask you, how does that translate into the eBook space? How can people just “happen” upon eBooks like they do on the shelf in a library, just “Oh, I didn’t even know it was there, and there it is!”

KP: We’re seeing it happen now with eBooks in the demand-driven acquisition model. For example, I just came from a session, “Ebooks Down Under,” and there were a couple of Australian universities that we work with who have been doing DDA for eight years now. The number of titles they can expose to their users with the “just-in-time” delivery model behind it means that the students can pass their eyes over a greater number of resources. So, the serendipity of stumbling upon something that the library wouldn’t have otherwise made available to them or discoverable to them and the ability to micro-transact means that the library can expose more things than they may not otherwise afford in their core collection or their collection building environment, than they can through these other mechanisms. So, that is one example of how that is happening.

ATG/AJ: So, as you expand your formats, do you see your platform as a supplement to or a complement to the current discovery engines? A lot of places have moved into these big discovery engines just to give that serendipity, but it almost sounds like, as you expand beyond simply eBooks, that might be what you’re aiming towards with this innovative business model.

KP: Discovery and PDA or DDA are actually perfect for one another because it is a wider breadth of content and the ability to micro-transact or to make things available just at that second.

ATG/AJ: I think it is very exciting.

KP: It is exciting. In this session, there were some really fantastic stats, and both of these universities are spending 88 and 90% of their acquisition budgets electronically. We don’t see that happening as frequently here in North America, but it is moving in that direction. The kinds of changes in behaviors and the different ways in which we are able to make this content available are exciting, and the stats are starting to flow from that now.

ATG/TG: So, you are seeing usage statistics that support this kind of purchasing model?

KP: Right. There was a statistic presented in this session about the books that were purchased in this way (through DDA). 98 or 99% of these books continued to have usage post purchase. We haven’t seen these kinds of usage stats across preselected print content before.

ATG/AJ: Actually, research shows about 40% of the approval plans models never get use. Whereas with PDA, we know there’s one user already because that’s the person who is requesting it. And statistics show that something that someone has requested has a much greater chance of being used again.

KP: Right. So, it’s a combination. These books are more discoverable so they are being found more often, and what’s being acquired is absolutely tied to what’s needed. There are some interesting statistics coming out, and I think we still have so much to learn. The stats that came out of this presentation were absolutely encouraging and tell us that some of the things we’re doing, we’re doing right.

ATG/TG: I think what we normally end the interview with is what I kind of refer to as a trick question, but it’s really not. If you were sitting in Albert’s chair or sitting in my chair what question would you ask yourself?

KP: That’s a tough one. What question would I ask myself? I might just set this up to make it really easy (laughing).

ATG/AJ: What are your challenges?

KP: I think we are in a challenging environment as we’re shifting, print to “E”; when you hear of libraries spending 90% of their budget on electronic resources, that is a big shift, and there’s a disruption associated with it. It wouldn’t be so hard if we could just take this thing and flip it over and there was no change in behavior, but we see hiccups through this transition. The biggest challenge is to understand. When you’re looking at short-term data and trying to understand what that means long-term, it is a challenge. It’s something that we have to continue to pay attention to. We need to keep looking at what’s happening in the immediate term, but we have to understand it in the context of the longer-term. We don’t have that many years of experience with eBooks, but it’s growing. Now, both ebrary and EBL have been around about 12 years. So, it’s not an excuse to say we don’t know. We have to really make sure we do know and that we are taking the time to understand, both within our world, but also within an industry as a whole. How is this impacting the libraries? How is this impacting publishers? We are a community, we have an ecosystem here, and we all play our part in maintaining a healthy environment.

ATG/TG: We all have a responsibility to gather the data and share it so that these kinds of decisions can be made in the most effective and efficient way for our users and for our budgets and for so on.

KP: Right. So that we’re not looking at it just from within our silo, we really have to understand how our behavior and what we’re saying with our data impacts the environment as a whole. And that is a challenge. We couldn’t hire enough data analysts [laughing] to solve that completely. The challenge is prioritizing that and making sure we don’t jimp to conclusions.

ATG/TG: Kari, we really appreciate your taking the time to come over and talk to us. We’ve learned a lot, and it’s been a lot of fun and, again, I want to thank you for doing this. It’s been great.

KP: It’s been my pleasure. Thank you.

Rumors from page 25

and you will notice that Tony Horava (see above) wrote the report on SelfPub 2.0. Since self-publishing is currently not vetted, there is much resistance in colleges and universities to purchasing this type of material. There is an opportunity for libraries to vet this body of material which is doing nothing but growing!

Speaking of vetting self-published material, check out “Assuming the Risk for Your Own eBook” which gives a general overview of the publishing process and the peaks and valleys that are necessary to get something out there. The Data Conversion Laboratory, Inc. (DCL) has many resources available on this topic. Did you meet the vivacious Laura Dawson of Bowker, and one of the coauthors of this white paper in Charleston?

http://www.dclab.com/resources/whitepapers-content-strategy

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<http://www.against-the-grain.com>
ATG Interviews Rolf Janke
CEO and Founder, Mission Bell Media

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

and Katina Strauch (Editor, Against the Grain) <kstrauch@comcast.net>

ATG: Rolf, you have over 30 years' experience in various aspects of academic publishing. But for those readers not familiar with your accomplishments, could you give us a rundown of the highlights?

RJ: Over those 30+ years, I have been involved with textbook, trade, professional and reference publishing with such companies as International Thomson, Blackwell, ABC-CLIO and SAGE Publications. At Blackwell, an Oxford, UK-based company, I was one of the first editorial executives to be based in their first major office in the U.S. That was a real learning experience navigating a well-known UK publisher through the complexities of the U.S. higher education markets. It also allowed me to travel outside the U.S. where I learned that publishing on a global level was great fun! My most memorable publishing highlight was at SAGE where I founded SAGE Reference. What a great opportunity to start an imprint under a great company like SAGE. I will never forget the early days travelling around to academic libraries and listening to what was most important and needed on the reference side then applying that through award-winning publications.

ATG: We understand that you recently founded a new company called Mission Bell Media which is a publisher of digital and print content focused on leadership and leadership studies. Can you tell us about it? Where did the idea come from? Why the name Mission Bell Media? What market is your content aimed at? What digital and print formats are you publishing in?

RJ: I have always been passionate about leadership as a topic. In my early days as a publishing executive, I remember reading John Kotter’s “Force for Change” which at the time was the book on leadership, and I would argue still is. That is when I started to watch, listen and learn from leaders around me — from my father to the CEO of the company I was working for at the time. But it really wasn’t until the early days of SAGE Reference where I was able to publish in leadership and the Encyclopedia of Leadership became one of the most successful titles we ever did. It was not only a commercial success but I was reading every article as it came in and learned so much from it!

So fast forward to Mission Bell Media. Late last year, I decided to start my own publishing company and sought the advice from entrepreneurs on just about anything. Their advice was simple; you better be passionate and enjoy what you do and not be afraid to fail. I am passionate about publishing and leadership so it was game on. Mission Bell Media will produce digital and print media in leadership and leadership studies for librarians, faculty, students and professionals.
The products will be e-reference works, eBooks, software and video. Well, that is what is up on the whiteboard for now, and I am sure it will change over time to include other forms of media as well. We will produce print when needed.

The name Mission Bell Media has a local connection for me. I live in Santa Barbara, CA which has one of the larger missions in the state. It is a beautiful building with so much history, and I have always been drawn to the bell towers, especially at night when they are all lit up. It also has a historical-meets-contemporary feel to it which sort of summarizes my publishing career, an old print publisher now focusing on digital.

**ATG:** With such a deep connection to the area would you ever consider publishing local history or local interest books?

**RJ:** Santa Barbara County has a very strong and growing wine region, and I have enjoyed learning about our local industry for many years now. I have actually thought about publishing a few boutique titles on how some of the local winemakers became leaders in their industry. That would be great fun to do!

**ATG:** In addition to your digital focus it sounds like you will be offering print-on-demand. How will that work? Is your print-on-demand model one that is being used most frequently by smaller publishers? By even bigger publishers? Will you doing any warehousing of some titles? Is there a threshold?

**RJ:** I am looking at two avenues for print distribution. The first would be licensing our digital content to another publisher that has a strong and established print sales, marketing and distribution process established. I have already been approached by some and feel this could be a logical approach for our reference titles. The second would be print-on-demand. There are many sources to use and who we use will depend on many factors such as our target customers, product specs and the value they provide to the customer. By focusing on digital and allowing others to handle our print and inventory, we can keep our costs down and make our products very affordable.

**ATG:** Do you expect the bulk of your market to consist of individuals or institutions?

**RJ:** This is a very good question. I think the safe answer for now is both. If we publish reference works on leadership as well as resources specifically for librarians, you can see that the individual vs. institution market can be one and the same. There are other institutional markets we will target, but they are not our immediate focus.

**ATG:** What is your strategy for generating the kind of quality e-reference works, eBooks, software and videos expected in today's academic and professional markets? How will you recruit authors and contributors? What quality controls will Mission Bell Media provide in terms of peer review, copy editing, etc.?

**RJ:** There are a couple of aspects of the quality issue here. First and foremost, our mission is to produce content that provides a real value, thus having a high quality attached to it. Second, with such a high value that we will place on our content; we will translate that passion to our business partners who will develop and produce our content. Ideally, the end product, no matter what format, will meet and maybe exceed the markets expectations.

Recruiting authors and contributors will be a challenge because we are a startup, but I have had the wonderful opportunity to work many talented authors over the years and I have already warned them that they should expect a knock on their door from me. I am pleased to say that no one has told me to go away and come back later….

We will peer review our products as well as put our content through the traditional production process which will include strong development, copyediting, etc. I should mention that I will be establishing an advisory board who will help assist me in markets, technologies and processes that I am not familiar with. The members will consist of librarians, academics, professionals and digital media experts.

**ATG:** Why do you think that now is the time for a publisher like Mission Bell Media? What unmet needs do you hope to fill? What specific opportunities led you to start your own company now?

**RJ:** Because of our specific focus on one topic and it’s a topic people care about. It’s not about self publishing and it’s not a list of titles that will get lost in a large publishers catalog. As far as what needs we hope to fill, we don’t necessarily want to publish more “how to” books on leadership, as there are many, but focus more on defining the many inter disciplinary aspects as well as a focus on the experiential nature of leadership.

Regarding the specific opportunities, I look at it more as to what was and still is available to me that led me to starting my own company. I have met so many brilliant, creative, hard working and entrepreneurial people over the decades, and prior to officially announcing MBM, I reached out and asked many of them their thoughts on starting my own company. The standard response was “of course you should!” There were also some pretty humorous responses which I probably shouldn’t mention here....

**ATG:** Do you have any partners in your new venture?

**RJ:** Yes, I am currently working with some key business partners who will be very involved with various aspects of the business. I worked with these folks when building SAGE Reference, so I am very aware of their capacity and how they can fit into my business.

**ATG:** Founding your own company is quite a challenge. What are the biggest hurdles you’ve had to face so far? On the other hand, what have been the most pleasant surprises?

**RJ:** The biggest hurdle for me is learning to get out of my own way! We have all heard “lead, follow or get out of the way.” Well, as an entrepreneur, I need to practice what I am publishing in. The most pleasant surprise is how much fun it is to learn a whole new way of building a business. You become the CEO, the COO, the director of marketing, editorial director, sales director and your typical day is never typical. I could write a whole article on this alone. Oh, the dress code at MBM is a nice change from the corporate sector.

**ATG:** If you could give one bit of advice to an aspiring entrepreneur thinking of starting his or her own business, what would it be?

**RJ:** Well, I am still a newbie entrepreneur but I would say, surround yourself with creative, smart and fun people and, of course, the advice given to me, make sure you are passionate about what you are doing. And the most sobering advice, don’t be afraid to ask for help...!

**ATG:** We understand that you were spreading the word about Mission Bell Media at ALA Midwinter in Philadelphia. What was the response?

**RJ:** I was really pleased with the initial reactions at ALA, from librarians, publishers and old colleagues. I also received a great deal of advice from CEOs of established companies, but they themselves were once in startup mode. There was also a genuine sense of enthusiasm behind the focus on leadership and I only got an “are you crazy!” from one person.

I should also mention that this ALA was a very unique experience attending now on my own — I really sensed a new-found appreciation for this industry and that libraries have never been more important!

**ATG:** Given your past expertise as founder of SAGE Reference, we would be remiss if we did not ask you about your views on reference publishing. What do you see as its future? Does it have one? If so, what does it look like?

**RJ:** Reference publishing has a future. However, there are far more obstacles for sustainable growth than there have ever been. I have been working on this problem that reference publishers have to believe that value plus relevancy equals sustainable growth. Your content has to be of value, and it must be relevant. Haven’t we always believed in that? Maybe more so but in better economic times and when technology was emerging, not dominating. Now, it seems more of a game of survival, and perhaps more so but in better economic times and when technology was emerging, not dominating. Maybe more so but in better economic times and when technology was emerging, not dominating. Your content has to be of value, and it must be relevant. Haven’t we always believed in that? Maybe more so but in better economic times and when technology was emerging, not dominating. Maybe more so but in better economic times and when technology was emerging, not dominating.

**ATG:** Speaking of SAGE Reference, what have you taken with you as lessons from the SAGE Reference experience?

**RJ:** Probably the most important lesson was how to build something, grow it, brand it, grow it some more, make it digital, make it global, make sure people have fun working for it, grow it some more and finally realize that the process never ends. And that is a very good thing.

**ATG:** Starting your own company must take tremendous amounts of energy. Do you ever get a chance to relax and recharge your batteries? If so, what are your favorite activities and pastimes?

**RJ:** It is time consuming, especially when I have never done this before. But I have learned you also need to walk away from it occasionally and recharge, so I take advantage of Santa Barbara and ride my bike, play golf, enjoy our local wine and head down to my satellite office...the beach.

**ATG:** Rolf, thank you for taking time from what must be a very hectic schedule to talk to us. It was fun, and we learned a lot.

**RJ:** Thanks Katina and Tom, I really appreciate the opportunity to discuss Mission Bell Media! 🌅

<http://www.against-the-grain.com>
ATG Interviews Jennifer Lohmann
Adult Services Manager, Southwest Regional Library, Durham County, NC

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

and Katina Strauch (Editor, Against the Grain) <kstrauch@comcast.net>

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ATG: Jennifer, last October in an online interview in the ATG NewsChannel, we talked about an interesting fundraising idea that you and the Durham Library Foundation came up with. You all hosted an online auction so people could bid on naming privileges for a character in your fourth romance novel, “Weekends in Carolina.” What a great fundraising idea! Who came up with it?

JL: The donation of a character name was my idea, but it wasn’t an original one. Lisa Gardner and Lee Child have all done auctions for character names with the proceeds benefiting charity. The library’s marketing department and I floated a bunch of ideas about how to best “sell” the name, and the auction seemed like the fairest.

ATG: How did the auction turn out? Can you tell us who won and what the character will be named? What part will he/she play in the novel? Will there be a similar auction for your fifth novel?

JL: A couple readers in my romance book club pooled their money. They are naming the character after their dogs (Norma Jean, Sidney). Since characters are usually referred to by their first name and Norma Jean would show up more than Sidney would, I split the winners into two characters. They will be two of the farm’s interns.

ATG: Deep down every librarian wants to be an author, but you’ve actually done it. When did you first get bitten by the writer’s bug?

JL: I’ve always enjoyed writing, though I was never good at finishing stories. In second grade, I used to finish my stories with, “Stay tuned for the next exciting adventure in the tale of . . .” because I couldn’t write an ending. I wrote when I came back from China and got involved in Romance Writers of America. Then I got caught up in my library career and fell away from it. After winning the Librarian of the Year Award, I thought, “If everyone here can finish a book, so can I.” I gave myself a year to finish a book and start submitting it.

ATG: What were the biggest challenges you faced as a first-time author? How did you overcome them?

JL: Figuring out how to manage my time was difficult. Deadlines change the pressures to write quite a bit, but you can’t let it change the spark or fun of writing. I’m not sure I’ve completely overcome that challenge. I actually think having a full-time job helps, because I can’t be focused on the writing all the time. Marketing is also a challenge. Librarians and writers are generally introverted, which probably means I’m doubly so! Recognizing that it’s okay to self-promote has been hard. Figuring out how to self-promote effectively has also been a challenge. Both of those are a process, rather than something I feel I’ve overcome.

ATG: As an author who has gone through the demanding process of getting published, what do you make of the self-publishing movement? Would you ever be tempted to self-publish yourself? Or are there services that a publisher provides which are too valuable to give up? If so, what are they?

JL: Self-publishing is great, but I think it’s something too many authors jump into before their work is ready to be seen by the public. Still, there are a lot of great books that have been self-published and probably wouldn’t have been published by a traditional publisher because they are too niche or hard to sell, or what have you. The fact that self-publishing exists and can give readers access to those books is great. I thought about self-publishing my first books and finally decided I wanted to go through the process to see what it took for a book to be market ready. And it’s a process! Each book has a round of revisions, a round of line edits, a round of copy edits, and two rounds of proofreading.

I am still interested in self-publishing and am working on the hybrid-author model (being both traditionally- and self-published). Self-publishing means outsourcing all the editing work, and I would probably outsource the cover art and formatting as well. Time is a valuable resource, and I’d rather be writing than messing up the formatting over and over. The distribution to bookstores is something that would be hard to give up as an author, but the increased royalties could make up for it.

ATG: Above and beyond what the publisher does, what role should the author play in marketing their books? How can they arrange for book reviews, promotional tours, etc.? Do you have any tips from your personal experience?

JL: Authors provide the bulk of their own marketing. Publishers concentrate their marketing on their top-sellers, so if you’re not that, you do 99% of the work yourself. Because I write category romance (rather than mass-market or single-title), I have to send my books out to most of the review sources (and just got my first review in Library Journal, which was really exciting for this librarian!). I’ve not done promotional tours, but I have arranged for blog posts on romance blogs and will continue to do more of that. It’s important to be out and participating in the community all the time, not just when you have a book out.

ATG: We notice that all of your books are available as eBooks as well as in print. What percentage of sales do they make up? Do you think they are as reader friendly as their print counterparts? How do your fans like them?

JL: Right now print makes up most of my sales, especially because category romances come to many readers by subscription. I don’t think readers see a difference between my print and eBook versions. Harlequin works hard to put out a quality product without the errors many people have seen in eBooks. It helps that the books start digitally and are formatted, rather than scanned and edited. I’ve not had comments from fans on the difference between my eBook or print version. So I know many of my library patrons prefer eBooks. I like them for reading at night, especially since I can change the font size and don’t have to wear my glasses to read.

ATG: Putting on your librarian’s hat for a moment, are you seeing any changes in patrons’ reading tastes/habits or in their library usage patterns? How about in the role librarians play as readers’ advisors? What adjustments are librarians making to keep pace with the needs of today’s patron?

JL: I think discovery is harder for both readers and authors. With so many books on the market, it’s hard to sort out the ones you like from the ones you don’t and even harder online. Browsing is a treasured reader activity. As bookstores struggle, libraries can really help fill the “discovery” void, both through active and passive readers’ advisory. I love a good book and, for some reason, an unexpected book that I enjoy is an even greater pleasure. I’m not sure I can answer any changes in taste, since I don’t check the circulation stats of books/authors as closely as our selectors do, but I can say we have a lot of patrons discovering eBooks. This means libraries have to provide the services and books how the patrons want them. We have some books in five different formats (regular print, large print, eBook, and audiobook). If the book was made into a movie, then we might have six! This is just a new way of the time-honored librarian practice of meeting your patrons where and how they need.

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<http://www.against-the-grain.com> 31
library profile

Southwest Regional Library
3605 Shannon Road, Durham, NC  27707
Durham County Library, Main Library
300 N. Roxboro Road, Durham, NC  27701
Southwest – Phone: (919) 560-8590  •  Fax: (919) 560-0542
Main – Phone: (919) 560-0100  •  Fax: (919) 560-0137
Website: durhamcountylibrary.org

BACKGROUND/HISTORY:  Southwest Regional Library is reopened after renovation three years ago.  It had been a very busy, very small location.  It is now triple the size and a very busy, larger location.

STAFF:  162  EMPLOYEES:  135  FTEs.  BUDGET:  9.2 million

TYPES OF MATERIALS YOU BUY:  We buy eBooks through Overdrive, books, audiobooks, CDs, magazines, and DVDs.  We also subscribe to many databases, both through the library individually and through North Carolina’s resource, nclive.org.

USE OF MOBILE TECHNOLOGY:  We do have eBooks through Overdrive for people to check out on their devices and use the Library Anywhere app.  It’s not exactly a mobile technology, but we have this fabulous Website, isthelibraryopen.com [this was an idea of our Board of Trustees, I think] that makes finding out hours so, so simple.  You should check that out.

WHERE I SEE THE LIBRARY IN FIVE YEARS:  System-wide, the Main Library will be under renovation or nearing renovation by then.  That will be a big improvement for the downtown area of Durham and for services to the population around Main.  I used to work at the downtown branch, and I can’t wait for that to happen.  Also, as a system, we will be exploring more mobile technologies and ways to reach our patrons where they are, not just in the buildings.  Durham County just finished their strategic plan and the library is working on ours based off of that, so anything more specific should wait until the strategic plan is completed.

ADDITIONAL ITEMS OF INTEREST TO ATG READERS:  Durham is a wonderful place to be a librarian.  The local population is so supportive of their library system, and I have wonderful colleagues.  There are really great things happening in the Durham County Library system, including “First Library in Space” (http://firstlibraryinspace.org/), the Durham Comics Project (http://durhamcomicsproject.org/), and other inventive, innovative programs for our community.

Thinking about my next novel happens all the time.  Running and taking my dog for a walk are prime thinking times, because I think best about the next book when my mind is allowed to wander as I’m engaged in something else.  I’m always on the lookout for the next idea and keep little notes of the little triggers.

ATG:  Do you have any words of wisdom for those librarians who share the dream of becoming a published author?

JL:  Finishing the book was the big hurdle for me.  I really had to develop the discipline to sit and work every day.  Writing is 99% butt-in-chair and only 1% muse.  Also, join a local writing group; you’ll learn so much.  I’m lucky because the Romance Writers of America is the most professional, supportive, and with-it writing organization out there, but you will get good information from all of them.  It seems silly to say to a bunch of librarians, but reading is so important.  Read in the genre you want to write in to get a feel for expectations, and read in other genres to get ideas on how to play and expand on expectations (while still meeting them).  Bob Mayer advises people to read big authors’ debut novels (the books that sold on merit alone) and breakout novels (the books where the author went from good to a great seller), and see what it was about those books that worked.  And then write, because no matter how much you read, the words don’t get on the page until you put them there.

ATG:  Thanks Jennifer.  This has been fun.  We’ve really enjoyed talking to you and we’re glad the auction was a success.

JL:  Thank you!  I enjoyed answering your questions.  Usually I’m either wearing my librarian hat or my author one, so it was fun to wear both at once.
World Clothing and Fashion: An Encyclopedia of History, Culture, and Social Influence (2014, 978-0765683007, $249) is the most recent work by prolific reference book author, Mary Ellen Snodgrass. Published by M.E. Sharpe, this two-volume set offers more than 310 entries covering “milestones” in the history of clothing and fashion from “the pre-historic use of skins and shells” to the contemporary fashions of Versace and Vera Wang.

The individual articles fall into a variety of categories ranging from accessories and adornments to fabrics, fibers, and materials and from manufacturing, production, and care to fashion trends and movements. There are also entries that focus on techniques from applique to textile printing as well as trades and professions from costume design to modeling. Other articles are devoted to numerous regional, national, and culture styles as well as clothing types and specific clothing items. There are also biographical entries for key players in the development in the fashion and design.

The entries themselves are survey articles that offer historical background and relevant facts all written in a straightforward and accessible style. Value-added features include a glossary of 82 terms as well as a chronology of significant events, a collected bibliography, and a 120-page general index. The set is visually enhanced by black and white photos, but one regrets the lack of color images in a reference on clothing and fashion. Admittedly, the production cost of color photos was probably prohibitive. That being said, it is hard to visualize clothing and fashions one is unfamiliar with, so additional illustrations and images would have enhanced the set. Fortunately, images are readily available on the Web.

World Clothing and Fashion: An Encyclopedia of History, Culture, and Social Influence brings together diverse elements of a fascinating topic with social, cultural, artistic, and economic implications, all viewed from a historical perspective. It is a reference work that high school students and lower-division undergraduates will find useful for their initial research. Interested public library patrons will also find it a helpful resource. In short, World Clothing and Fashion … provides a reliable starting point for students working on research papers as well as a resource of informed background information for the interested lay reader.

The set is also available in the Sharpe Online Reference collection. See http://www.sharpe-online.com/.

Diabetes in America: A Geographic & Demographic Analysis of an Epidemic (2013, 978-1619251724, $350) is the first in a new Health in America series being offered by Grey House Publishing. Using data from the National Minority Quality Forum, this reference “looks at diabetes in every state, U.S. territory, and congressional district” and then provides rankings and comparative statistics.

Starting with a profile of the entire United States, the book continues with profiles for
Applied Science: Engineering and Mathematics (ISBN: 9781619252448) is one of three recently released volumes in Salem Press' Applied Science reference series. The other two are Applied Science: Science & Medicine (ISBN: 9781619252400, $195) and Applied Science: Technology (ISBN: 9781619252431). All are priced at $195. The articles in these volumes have been selected from Applied Science: A-Z Arrangement (2012, 978-1-58765-781-8 $595), a five-volume set edited by Donald R. Franceschetti. These new volumes are evidently intended for those libraries that are not interested in the full set and its higher price tag but see a need for individual volumes that focus on specific applied sciences.

Obviously, the articles compiled in the volume under review focus on the fields that make up engineering and mathematics ranging from fractal geometry to robotics and from probability and statistics to chemical engineering. These entries also provide an appreciation of the relationship between the two broad disciplines, as well as offering a sense of their significance in our daily lives. The entries range from 3,000-4,000 words in length, and all employ the same format. Each starts with a brief list of connected and related fields, a summary statement, and a list of key terms and concepts. This is followed by a definition of the field and its basic principles, a background and history, a section on how the discipline works, relevant applications and resulting products, the field's impact on industry, careers and course work, and finally social context and future prospects. The writing is jargon free and not overly technical but nonetheless informed. Each entry also has a list of further readings as well as useful Websites. Other value-added features include a multi-page table of common units of measure, a biographical dictionary of significant scientists, a glossary of terms, a timeline, a general bibliography, and a subject index.

Applied Science: Engineering and Mathematics provides informative discussions of the various fields that constitute these two major disciplines while at the same time giving the reader a sense of both the diversity of these fields as well as the connections they share. As such, this volume will be of use to both those who seek a better understanding of the specific fields within engineering and mathematics as well as to students who are contemplating future careers in these areas. While the book is intended for high school students, it will find a ready audience with interested undergraduates and lay readers as well. Libraries that already have the research and Appleton-Century: A-Z Arrangement may want this individual volume in their circulating collection. As with all Salem Press reference works, online access comes with a print purchase.

A second edition of Western Movies: A Guide to 5,105 Feature Films (2013, 978-0786646725, $49.95) is available from McFarland. Written by Michael R. Pitts, this edition adds 900 film titles to the original, listing Westerns from the early silent era to the present. According to the introduction, in order to qualify for inclusion a film must have been, or must currently be, available for public viewing. The films can be feature length or part of a serial and can range in format from 8mm to various video formats.

The variety of Western films covered is impressive and includes Hollywood classics like Stagecoach and B pictures from companies like Republic as well as TV originals like Lonesome Dove, multi-part serials like Deadwood Dick, and films with a western setting like The Petrified Forest. Entries are brief but offer useful details. Each starts with the film title and then provides the release company and date, running time, color or B&W, director, script writer, cast, brief synopsis, and a short critical comment.

No doubt many fans and researchers will find this reference both useful and interesting. Basic information for each film is provided, and the lists are arranged alphabetically. Each entry provides a description of the film and takes up the majority of the entry. However, each synopsis is only about a sentence or two long and the criticism takes the form of a pithy comment or two. But perhaps more problematic from the research standpoint is the lack of a full general index. Other than the alphabetical list of titles, the main finding aid is the Index to Entry Numbers which is really a name index. There is no indexing to aid those researchers who want to find the titles of films made by different companies like Republic or United Artists or a list of Western serials or films made in the silent era. Such information is contained in the entries, but there is no direct way to get to it.

Western Movies: A Guide to 5,105 Feature Films does provide readers and researchers with an impressive alphabetical list of titles and relevant detailed information for each film. Despite the indexing shortcomings, Mr. Pitts should be given a great deal of credit for compiling such a rich list of Western genre films. And admittedly, the price is more than reasonable for the amount of information provided. However, future editions might consider more thorough indexing, even if it means raising the price a bit.

Extra Servings

In March 2014 M.E. Sharpe will release:


Salem Press is releasing the new editions of two of its better known titles:


**Berkshire Publishing** has just released:

- *The Berkshire Dictionary of Chinese Biography* - 3 volumes, (ISBN: 9781933782669, $595) “is the work of more than one hundred internationally recognized experts from nearly a dozen countries. It makes the entire span of Chinese history manageable by introducing the reader to emperors, politicians, poets, writers, artists, scientists, explorers, and philosophers who have shaped and transformed China over the course of five thousand years…”

January 2014 saw **Sage Reference** publish two new titles:

- *Encyclopedia of Sport and Exercise Psychology* by Robert C. Eklund and Gershon Tenenbaum, (ISBN: 9781452203836, $375) “explore the theory, research, and application of psychology as it relates to sport and fitness in a manner that is accessible and jargon-free to help readers better understand human behavior in sport and exercise settings.”

- *Cultural Sociology of Mental Illness: An A-to-Z Guide* by Andrew Scull, (ISBN: 9781452255484, $350) “looks at recent reports that suggest an astonishing rise in mental illness and considers such questions as: Are there truly more mentally ill people now or are there just more people being diagnosed and treated? What are the roles of economics and the pharmaceutical industry in this controversy? At the core of what is going on with mental illness in America and around the world, the editors suggest, is cultural sociology…”

**CQ Press** was busy in January 2014 publishing a new work:

- *Encyclopedia of American Recessions and Depressions* - 2 volumes, edited by Daniel J. Leab, (ISBN: 9781598849455, $189) looks “at the financial cycles in American economic history from colonial times to the present day, with an eye on the similarities and differences between past and present conditions as analyzed by leading economic historians…”

January 2014 will see **ABC-CLIO** release:

- *Encyclopedia of American Recessions and Depressions* - 3 volumes, edited by Kerrie Harvey, (ISBN: 9781452244716, $415) explores “how the rise of social media is altering politics both in the United States and in key moments, movement, and places around the world. Its scope encompasses the disruptive technologies and activities that are changing basic patterns in American politics, and the amazing transformations that social media use is rendering in other political systems heretofore resistant to democratization and change.”

Greenwood is also publishing a new title in January 2014:

- *All Things Dickinson: An Encyclopedia of Emily Dickinson’s World* - 2 volumes, edited by Wendy Martin (ISBN: 978-1-4408-0331-4, $189) “illuminates the beliefs, customs, events, material culture, and institutions that made up Emily Dickinson’s world, giving users a glance at both Dickinson’s life and times and the social history of America in the 19th century…” and “provides the wider context necessary for a more complete understanding of Dickinson, presenting Dickinson’s life and times as well as discussion of her poetry and letters…”

In July 2014, **Oxford University Press** will publish:

- *Encyclopedia of Aesthetics*, 2nd edition - 6 volumes, edited by Michael Kelly (ISBN: 9780199747108, $1195) is “now expanded to include over 800 entries and surveys the full breadth of critical thought on art, culture, and society, from classical philosophy to contemporary critical theory.” The second edition also offers “enhanced or new coverage of international aesthetics, modern aesthetics, new media, and new fields of research such as geoaesthetics and neuroaesthetics…”

Previously available only in print, the *Literary Research Guide* is now available in a searchable online format for libraries.

The online format features automatic linking to humanities reference sources in your library’s catalog, as well as a personalization tool that allows users to save searches and citations for later use.

The electronic *Literary Research Guide* will be updated regularly. Libraries pay an initial fee to establish access to the electronic format of the fifth edition and an annual update fee to maintain access.

Visit [www.mla.org](http://www.mla.org) for a **FREE TRIAL** or e-mail subscrip@mla.org for more information.

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*All prices listed in US dollars. Agencies are eligible for a 4% discount from the introductory subscription rates.

Libraries may order at [www.mla.org](http://www.mla.org) Phone 646 576-5166 Fax 646 576-5160 Send e-mail orders to subscrip@mla.org
Having been deeply involved in digital information management since 1971, Donald Hawkins is well suited to be the editor of this book. He has assembled a well-chosen assortment of experts to provide their insight on various aspects of personal digital archiving.

In the Introduction, Hawkins identifies some technological developments that have led to the relatively new interest in personal archiving, including the widespread use of digital cameras, the extensive use of email, and the recent emergence of cloud storage services. “In response to these trends, commercial software packages for the preservation of family and individual histories have begun to appear, and the general public’s awareness of and interest in personal archiving is rapidly increasing.”

In Chapter 1 – “Personal Digital Archives: What They Are, What They Could Be, and Why They Matter” – Jeff Ubois of the MacArthur Foundation discusses the importance of personal digital archives from a social and cultural perspective. He observes, “Clearly, the concept of the personal digital archive is on the minds of many, artists and historians to genealogists and entrepreneurs and engineers to funders and managers of memory institutions. Over the last few years, a common language, shared awareness, and a new field of study centered on personal archives have begun to take shape and appear, and the general public’s awareness of and interest in personal archiving is rapidly increasing.”

In Chapter 2 – “Personal Archiving for Individuals and Families” – Danielle Conklin, of Cotton Gloves Research discusses the challenges of personal archiving. These challenges include dealing with the large amounts of unorganized files that many people have, and the problems that changing technologies and formats present for long-term storage and access. Some case studies show “how people are archiving,” each with a different set of approaches.

In Chapter 3 – “The Library of Congress and Personal Digital Archiving” – Mike Ashelfelder of the Library of Congress reveals what the LOC tells people about preserving personal digital material. The chapter includes a section on digital photos, with technical nitty-gritty as well as basic principles. He explains the LOC’s interest in disseminating personal archiving know-how: “We are firm in our conviction that people should have a basic knowledge of how to take care of their digital stuff.”

In Chapter 4 – “Software and Services for Personal Archiving” – Hawkins describes available software and services for the following activities: archiving photos and documents; collecting notes; email archiving; email backup with manual archiving; and archiving home movies and videos.

What happens to a person’s digital materials after that person dies? In Chapter 5 – “Digital Inheritance: Tackling the Legal and Practical Issues” – Evan Carroll of the Digital Beyond discusses the legal complexities of access to a digital legacy, along with rights, ownership, and estate planning. Practical issues such as awareness of digital materials are also covered, along with solid advice on how to deal with the complexities.

In Chapter 6 – “Social Media, Personal Data, and Reusing Our Digital Legacy” – Catherine C. Marshall of Microsoft Research, Silicon Valley, continues the theme of complexity regarding digital belongings in cyberspace. The author asks, “Should we think of our stuff in the cloud and on social media as an extension of our local stuff, and does this mean we should have a plan for keeping it safe, too? Is that online stuff still under our control? What do we own and what can we use? Does it have value to other people?” The author describes what surprised her about each of three studies that she conducted on how “the locus of personal information and people’s associated management practices have shifted dramatically over the past decade.”

In Chapter 7 – “Reading Ben Shneiderman’s Email: Identifying Narrative Elements in Email Archives” – by Jason Zalinger, University of South Florida; Nathan G. Freier, Microsoft Corporation; and Ben Shneiderman, University of Maryland. This chapter opens with the intriguing question, “When you don’t know what you are looking for, how do you find it?” The authors describe their testing of a narrative approach to searching the large email archive of a professor (at his invitation), with the aim of developing an interesting account of that person’s life and career. This chapter describes the sometimes surprising and creative “narrative search” techniques (such as searching on “ninja”) that they used. “The goal is not to find complete narratives (although many do exist) but to search for critical narrative clues, like the right jigsaw puzzle piece, that will lead users to find rich, rewarding information about someone else’s life in email.”

In Chapter 8 – “Faculty Members as Archivists: Personal Archiving Practices in the Academic Environment” – Ellysia Stern Cahoy, The Pennsylvania State University Libraries, examines personal archiving issues specific to academicians. She also discusses “principles for helping scholars effectively manage, maximize, curate, and archive their scholarly materials throughout their academic career.” The emphasis is on author-managed preservation of scholarly digital materials.

In Chapter 9 – “Landscape of Personal Digital Archiving Activities and Research” – Sarah Kim, University of Texas at Austin, examines the emerging field of personal digital archiving by drawing connections among research activities recently or still being conducted in that field. She notes major trends in the research, and observes that “researchers from diverse backgrounds are uncovering interesting empirical data and engaging in new conceptual discussions as well as offering visionary suggestions related to personal digital archiving.”

In Chapter 10 – “Active Personal Archiving and the Internet Archive” – Aaron Ximm of the Internet Archive describes the activities and roles of the Internet Archive, a repository of digital cultural materials. The organization’s work with personal archives is discussed. The focus of the discussion is active personal archiving, which the author describes as “the automated collection by an archive of its own contents on behalf of a specific individual human or institution by simple software agents.”

In Chapter 11 – “Our Technology Heritage” – Richard Banks, Microsoft Research, Cambridge, U.K., uses examples from the various generations of his own family to examine “the gradual shift of our lives from physical to digital and the increasing role of technology as part of legacy.” The most interesting parts of this chapter are those that delve, in colorful detail, into the interplay between physical object and digital legacy.

In Chapter 12 – “New Horizons in Personal Archiving: 1 Second Everyday, myKive, and MUSE” – Hawkins, along with Christopher J. Prom, University of Illinois, and Peter Chan, Stanford University, describe three modern...
Where can you do innovative searches?
Where can you save articles you want to study?
Where can you share material with colleagues or students?
Where can you find conference presentations?
Where can you find citation data to manage your research?
All journals. All books. All magazines. All archives. All Here.
The ACSESS Digital Library is a complete collection of content as published by the American Society of Agronomy, Crop Science Society of America, and Soil Science Society of America. The Digital Library makes it possible to browse research, comment on, and share all of our published literature in one convenient place.

The Peripatetic Browser — Browsing on the Bayou
by James N. R. Walser, LTC, EN (U.S. Army) <raymondwalser@gmail.com>

One Saturday morning, last October, I decided to travel to New Orleans to visit bookstores. A quick Google search revealed a pleasing series of rose pins indicating numerous browsing locations. Quickly, I made the two-hour drive from Mobile and was in the French Quarter and my first book store by around 10:00. Faulkner House Books, http://www.faulknerhouse.net/, is a small bookstore of new and rare books. Situated in a quaint alley, I found it a pleasant and cozy boutique with a small selection focused on Southern writers. At this time, I was engrossed in a biography of Percy Bysshe Shelley, so my shopping list included many Romantic authors and I did not browse long.

My next stop was Crescent City Books, http://www.crescentcitybooks.com/, a comfortable location with creaking wooden floors, ratty carpets, and high bookshelves. It contained a varied and well-displayed collection at slightly higher prices than other stores in the city. Around the front desk, there were shelves of old leather-bound volumes with almost unreadable spines. I asked the cashier about other bookstores in the area, and he helpfully provided me with a small New Orleans bookstore map. Before leaving, I flipped through a new copy of The Book Lover’s Guide to New Orleans by Susan Larson displayed at the counter. The book is available on Amazon for those interested in a more in-depth history of New Orleans and its writers.

Before entering Beckham’s Bookshop, http://www.beckhamsbookshop.com/antiquarian-and-rare-books.html/, I waited as two teenagers admired the doors of the “bada** old bookshop.” They went in ahead of me and after rapidly riffling some volumes quickly departed in search of an iced latte. Beckham’s was my favorite book store in the French Quarter, a completely eclectic and disorganized mix that provides the patient browser a wide and well-priced selection. While browsing, I listened to a circular conversation between the cashier and a customer searching for a specific CD. The cashier explained he knew very little about music and that the store had no system of cataloging its CDs so he could not tell her if they had the titles she wanted. She would just have to look.

The third floor, which reeked of cat litter, was a complete chaos of vinyl records at very low prices, most around two dollars, and made me want to buy a record player. On the way down, I paused to look at a black and white photo. The cashier had no idea but mentioned that people would often buy these types of photos and place them in their houses to pretend they were old relatives. I made several purchases and was particularly pleased that I found a nice, inexpensive 1st Edition of J.B. Priestley’s Angel Pavement, a book on my to-read list for some time. Beckham’s also has a sister bookshop, Librairie Books, with a much smaller selection.

After returning to my car to drop off my purchases, I strolled up Conti Street to Dauphine Street Books (no Website). The store has a newer selection shelved in cramped quarters which could not fit two browsers back to back. I was surprised to see Shakespeare shelved in the general fiction area and when I asked the owner about his system for filing he stated that all the fiction was filed together and seemed surprised at the question. I did find a paperback copy of William Godwin’s, Caleb Williams, which was on my to-buy list based on my reading of Shelley’s biography.

After stopping for a muffuletta on Bourbon Street, I went over to Arcadian Books (no Website) which was almost impossible to browse. The owner was very friendly, but most of the books were placed with the spines facing down and the tops out or else covered behind rows of these books. It was difficult to look through anything without moving books, and I didn’t have the energy after lunch. I did purchase a mammoth biography of Joseph Conrad by...
Swets North America Scholarship Essay — 2013 Charleston Conference

by Margaret Medina (Library Technician III, Monographs Section, Acquisitions and Metadata Services, Colorado State University) <Margaret.Medina@colostate.edu>

“One in the past, we’ve always heard you need to do more with less. However, the new mantra seems to be to do less with less. To which do you adhere and why? Please address what information/metrics/services are essential and what can be eliminated.”

Doing Less with Less in Monographs Acquisitions

In my 25 years with CSU Libraries, I have experienced the automation and technological advances that have allowed the Libraries to move the acquisitions and processing of library materials from a paper-based process to a computer-based workflow. In this time at Colorado State University Libraries, there has been a dramatic shift in collection development and acquisitions of monographic library materials. Prior to 2010, material selection was performed by librarians in their subject area of expertise. In 2010 we implemented the patron-drive acquisitions (PDA) of electronic books, a direction endorsed by a CSU Libraries-Information Technology Task Force. We started by loading weekly files of electronic book bibliographic records into our online catalog in 2010, and then in November 2011, we added Print demand-driven acquisitions (DDA) records to our online catalog.

The state of Colorado has seen a yearly reduction in higher education funding which has resulted in lower budgets for state universities. The trickle down effect has resulted in reduced dollars for the CSU Libraries and our Materials Budget. With most of our budget going towards Serials expenditures, Monographic spending has been greatly reduced. From fiscal year 2008-09 to FY 2012, there has been a 25% reduction in Monographic expenditure. In previous years we were purchasing more individual titles with less money and staff, so we are now purchasing less individual titles with less money and less staff. Monographic expenditure in print and electronic in FY 2008-09 was $29,709, and in FY 2012-13 it was $10,591. In 2008, the Monograph unit had one department head, one administrative professional, and six classified staff members. With a hiring freeze and lay-offs in 2009, and loss of staff through retirement, and no salary increases freeze and lay-offs in 2009, and loss of staff through retirement, and no salary increases, the Monograph unit now has five department heads, one administrative professional, and four classified staff members. With purchase options in the catalog records, we let our patrons decide if they want the book shipped in 3-4 weeks or rush shipped at an extra cost to the library, and whether to be notified when the book is available for check-out.

Our Purchase Plan of monographic titles has been reduced as a result of less budget dollars to spend. We have eliminated all subject areas from our Purchase Plan except for subject areas of Literature and Veterinary Medicine. Faculty and students prefer to use materials in these subject areas in print format instead of electronic. As faculty are discovering, electronic books are much more useful for classroom instruction than putting a print book on Class Reserve.

We are also purchasing library materials through consortia. We have an electronic book project with eight other libraries in the Colorado region so that the cost of the books purchased is shared by these participating libraries. This year Colorado State University Libraries is contributing more dollars to the project since our patrons purchased more books in the last year than the other libraries in the Alliance.

Smaller libraries in the consortium are benefiting since they are now jumping into the electronic book world.

As the purchaser of monographic materials for Colorado State University Libraries since July 2011, the purchase of a single title can now be a print version, eBook version with single user, multiple user or unlimited lending options at different price points. The print format may be published, but if a faculty wants the electronic version for multiple user access, do we wait for the electronic version or just order the print since it is available at the start of a semester? The ordering process has now become convoluted in relation to the published format of a book title and the intended use of a title.

Instead of spending money on individual monographic titles, CSU Libraries are also changing the expenditure of our materials dollars on online reference packages/collections of materials. These collections are continued on page 39
Archived through our regional consortium with discounted costs.

Since 2008, Colorado State University Libraries have seen less budget dollars and less staff. To make the library more sustainable and relevant to our patrons, we have moved to a patron-driven acquisitions model for our monographic titles in print and electronic format. We have drastically reduced the number of monographs purchased since 2008. Also, there has been a reduction in the number of staff. We have instituted wherever possible a “cradle to grave” process and cataloging-at-receipt. With less budget dollars, less staff, and efficient workflow, we are doing less with less. 🌎

The Peripatetic Browser

Frederick Karl from the small discount rack. However, after some of the reviews I have seen on Amazon, I am having second thoughts about actually reading this colossal tome.

I dropped in very quickly to The Iron Rail Book Collective (no Website) which is, as one might expect, a small store largely focused on counter-cultural subjects. The French Quarter tour largely complete, I visited some stores in the rest of the city. Maple Street Used and Rare Books, http://www.maplestreetbookshop.com/, is two buildings, one of new and one of used books. Unfortunately, the used section was closed on this day. Next was Blue Cypress Books, http://bluecypressbooks.blogspot.com/, with a fairly standard selection of more modern used books. Finally, there was McKeown’s Books (no Website). I did not make any purchases, and by now it was time to start home.

Overall New Orleans is a great city for book lovers. I highly recommend to anyone visiting that you request the book store map at the first store you visit. If you plan to do all the French Quarter stores in a day put on your walking shoes and have a rally point to drop books in case you get too ambitious in your purchases. Also stay focused. Depending on the time, there will be plenty of distractions in the way of Cajun food and cold beer that could prevent you from achieving your goal. If you have more than one day, well…Enjoy! 🌞

Book Reviews

archiving projects. This chapter effectively illustrates the advances being made in the field of personal digital archiving.

In the final chapter – “The Future of Personal Digital Archiving: Defining the Research Agendas” – Clifford Lynch of the Coalition for Networked Information brings the perspective of three decades of “trying to understand the ways in which information technology and ubiquitous computer communications networks are reshaping the scholarly and cultural record of our civilization.” He explores a dizzying assortment of possibilities for the future of personal digital archiving. 🌎

Don’s Conference Notes

Open Access To Published Research: Current Status and Future Directions: An NFAIS Workshop

Although many naysayers of open access (OA) exist, it is still important, and new directions are emerging. A workshop held by NFAIS, the National Federation of Advanced Information Services, in Philadelphia on November 22, 2013 entitled “Open Access to Published Research: Current Status and Future Directions” was very timely and appropriate. It drew an audience of 25 onsite and over 40 remote attendees.

Today’s OA Landscape

Richard Huffine — Photo courtesy of Donald T. Hawkins.

Richard Huffine, Sr. Director, Federal Government Market, ProQuest, opened the workshop with a review of today’s OA landscape. He began his presentation with a definition of OA from Peter Suber, co-founder of the Open Access Directory:1 “literature that is digital, online, and free-of-charge and most copyrighted and licensing restrictions.” This tag cloud shows some of the terms most frequently encountered in OA discussions.

Huffine reviewed the three generally accepted types of OA:

Gold: The cost barrier has been removed by journals with permission of the copyright holder. Gold OA includes journals dedicated to being open, articles in subscription journals, and supplemental data posted to an author-controlled site. Many gold publications are supported by Author Page Charges (APCs).

Green: The content is hosted on an institutional repository or is made available through “self-archiving” by the author or copyright holder. Publishers’ agreements govern what the author may do and what can be deposited in a repository.

Clear (Libre): Public domain content where the cost and usage restrictions have been removed. The main rights management model is a Creative Commons (CC) license. Because data cannot be copyrighted, but a collection of it can, there will continue to be grey areas around derivative works derived from data, and many policies are not clear.

Mandates — policies requiring researchers to make their results freely available — are a recent OA trend. The U.S. Government has tried to legislate OA with little success; many of its proposals have been viewed as efforts to protect publishers’ investments. A recent memo from the Office of Science and Technology Policy (OSTP) directs agencies to develop plans supporting increased public access to research funded by the Federal government and requiring access to both the data and the publications. Agency’s were required to submit draft plans by August 2013 and begin collecting public input shortly thereafter, but the recent government shutdown severely delayed implementation of this mandate.

Huffine concluded that the ultimate outcome of today’s OA issues may result in a variety of strategies depending on the research discipline and the willingness of researchers, institutional repositories, funders, and publishers to work together.

The Researcher’s Perspective on OA

According to Jean-Claude Bradley, Associate Professor of Chemistry, Drexel University, openness in science is very field-specific because the amount of data to be shared varies significantly. The current research environment has created a selective bias towards which experiments are attempted because ambiguous or negative results are rarely reported in the literature. Bradley has created a “Chemical Rediscovery Survey” by doing a wide variety of experiments and making the data openly available for analysis. He has also assembled a database of data on over 20,000 chemical compounds, much of it donated by chemical companies. By making data openly available, many challenging chemistry questions can be answered more efficiently. Bradley was the first of several speakers who suggested that raw data should be made available before publication of a journal article, not afterwards as is now the case.

Government Responses to Researchers’ Needs

The National Science Foundation (NSF) funds basic research in a wide range of disciplines with a mission to protect our ability to educate the next generation of scientists. Researchers funded by NSF publish their results in a wide variety of journals and are encouraged to make their data available through OA. The OSTP memo is aligned with the goals of NSF, but trust is important to sustain agency policies. NSF has a history of data sharing and fosters Gold OA by permitting researchers to include the APCs in their grant applications. Continued on page 42
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The Department of the Interior (DOI) manages the nation’s public lands and minerals. High-quality science and scholarship are important in advancing its mission, and because it pays researchers to do its work, it functions like a university. Over 10,000 scientists are employed by the DOI, and its annual R&D budget is $800 million, approximately 82% of which is allocated to the U.S. Geological Survey (USGS). A major USGS mission is to provide reliable scientific information the public; all of its data are freely available online. Over 41,000 scholarly publications on subjects such as earthquake hazards, invasive species, imaging of the earth’s surface, and climate change have been published externally and are cataloged on the USGS Website, with links to the original published sources. Because of the volume and quality of its data, most journal publishers are eager to accept USGS articles on an OA basis. The USGS was therefore well positioned to respond to the OSTP memo and has developed technologies for managing massive open datasets. It also sees a need to urge researchers to make their data available before publication of an article about it and is committed to ensuring that DOI is compliant with the OSTP mandates.

Publisher and Library Perspectives on OA

Judy Ruttenberg, Program Director at the Association of Research Libraries (ARL), said that the current publishing environment is an ecosystem (first image, below) that is subject to periodic disturbances (second image), and because of the current pace of change, adaptations must be transformative, not just adaptive.

The open content movement will continue to challenge the commercial market, and libraries have an opportunity to play a variety of roles, especially as intellectual property rights advisors and managers.

The Shared Access Research Ecosystem (SHARE), a network of three university digital repositories, has issued joint statements and public comments, produced a development draft, formed a steering group, secured funding, and created four working groups to study technology, workflow, repositories, and communications.

Scott Delman, Director, Group Publishing, Association for Computing Machinery (ACM), described the Clearing House for the Open Research of the United States (CHORUS), a non-profit public-private partnership of publishers providing public access to the results of agency-sponsored research. Currently, CHORUS has 80 signatories and is growing. It offers an open technology platform to meet the public access needs of agencies, researchers, librarians, publishers, and the public. There is no cost to participate in CHORUS because it builds on the existing infrastructure of the scholarly community.

CHORUS and SHARE complement each other and are working jointly to create persistent identifiers and metrics for content. A pilot system with seven initial publishers is now available at chorussuccess.org.

The American Institute of Physics (AIP), has long been active in OA. In 2005, it introduced a voluntary hybrid author-pays model of OA, but only about 1% of its authors chose to use it. AIP Advances, a peer-reviewed and OA online journal with articles published under a CC license, has received a good reception in the community.

AIP is active in the Open Access Scholarly Publishers Association (OASPA) and has also created an OA “MegaJournal” covering a broad subject area, which selects articles only on the basis of “technical soundness” (everything that deserves to be published will be published) and which has a business model that allows each article to cover its own costs. This year, AIP has created two more OA journals: AIP Materials and Structural Dynamics. It also requires datasets to be openly available with a link to them from the article abstract (not just from the body of the article), and it has a strict policy of not charging subscribers for OA content published in subscription journals.

Copyright Trends

Chuck Hemenway, Director, Business Development, the Copyright Clearance Center (CCC), summarized a CCC white paper entitled “5 Considerations For Publishers Developing OA Business Models”:

1. OA does not necessarily mean making content available free-of-charge to everyone. CCC recommends that publishers get involved and start learning what OA licenses are available and what they mean.
2. OA opens diverse sources of revenue from content users and non-traditional sources.
3. OA increases the importance of professionally managing both pre- and post-publication transactions by providing a better author experience, scalable models, and the ability to adjust business rules.
4. OA provides an increased role for intermediaries because today’s sophisticated business models require a heavy investment in technology, knowledge of scholarly publishing, and publishers working collectively.
5. It is necessary to measure and test the impact of price changes on sales, and the agility to change prices, even at an article level, is necessary. One price does not fit all. Publishers must focus on data and think about it as a tool that they must master to be independent and successful.

Perspective of the Public Library of Science (PLoS)

According to Helen Atkins, PLoS Director of Publishing, PLoS, with 4,500 submissions a month, is now the world’s largest not-for-profit OA publisher. PLoS believes that published research articles should be immediately and freely available online without restriction, for the benefit of scientists, science, and the greater public good.

PLoS began after 34,000 scientists signed the founders’ open letter that stated: “…beginning in September 2001, we will publish in … only those scholarly and scientific journals that have agreed to grant unrestricted free distribution to any and all original research reports that they have published …”

With the launch of PLoS Biology in 2003, PLoS became a publisher and today it publishes seven OA journals. It has been self-sustaining since late 2010 and is supported by a global network of thousands of academic reviewers, editors, and authors.

Recently, PLOS ONE, the world’s first OA MegaJournal, was launched. The editorial criteria for publication are that the data must be scientifically rigorous, ethical, properly reported, and that conclusions of the article must be supported by the data. The editors do not ask about the importance of the work or the relevant audience, so the journal is not artificially limited in size. Initial fears that PLOS ONE would become a “dumping ground” for articles rejected elsewhere have not materialized. By July 2013, 50,000 articles had been published in PLOS ONE, and by the end of the year, the 100,000th article will have appeared.

PLoS has developed pioneering metrics at the article level to measure the impact of its journals and published articles. Article-level metrics have become important to researchers because they show the overall performance and reach of a published article in comparison with articles on the same subject in more detail than a simple citation count does.

continued on page 43
National Laboratory (LANL), established a repository of preprints of articles by the particle physics researchers called arXiv\(^{14}\) that currently receives submissions of over 7,000 preprints a month. Over 200,000 articles are downloaded each week. According to a detailed study\(^{15}\), articles deposited in the arXiv repository before formal publication in a journal enjoy a significant citation advantage over those not deposited. The repository is currently funded by Cornell University Library; its annual budget in 2010 was $400,000.

Stephen Harnad at Southampton University posted a “subversive proposal” on the Internet in 1994\(^{16}\) calling for “all authors of ‘esoteric’ writings...to be archived free online,” which led to self-archiving (Green OA) and ultimately to the Budapest OA Initiative (OAI)\(^{17}\) and the Eprints software.\(^{18}\)

The PubMed Central (PMC)\(^{19}\) OA archive of biomedical and life sciences literature was launched and managed by the National Center for Biotechnology Information (NCBI) at the National Library of Medicine (NLM). The National Institutes of Health (NIH) issued a mandate requiring scientists funded by NIH to deposit their articles in PMC upon acceptance by a journal for publication.\(^{20}\) Compliance with this mandate shot up from 19% to 75% as soon as it was signed into law in 2007.

As Dean of Engineering at Southampton University, Hey was responsible for monitoring the output of over 200 faculty members plus 500 graduate students and staff. He found that the library was unable to afford to subscribe to all the journals where they published their work, and he therefore established an institutional repository in 2002, insisting that all staff and students deposit their articles in it. Other institutions followed, which led to the creation of the Registry of OA Repositories (ROAR) to track the growth of repositories in 2004.\(^{21}\) ROAR now lists over 300 repositories.

Science has become data-intensive, and scientists are overwhelmed with datasets from many different sources. We reached a tipping point with the OSTP memo — collaboration and sharing of data are expected, and the new model of scientific publishing is to publish the data before writing articles on it.

Data sharing policies like those at NSF are becoming common. They will require funded research data to be securely protected for at least ten years, which is causing much concern among universities. The Global Research Council\(^{22}\) a global network of national research funders, has endorsed an Action Plan towards OA and is working with scholarly societies to transition their journals to OA. Even states are getting into the act; the California legislature has passed OA legislation.

For the future, Hey wondered what the role of the research library will be and said that librarians must reshape themselves to be relevant. One significant role for them will be to be the guardians of all the research output of an institution — not only the publications but the data. He recommended reading Paul Ginsparg’s article entitled “As We May Read” as a view of the future of OA.\(^{23}\)

The full program of the workshop with links to the speakers’ slides is available on the NFAIS Website at http://nfais.org/event/eventID=534.

Donald T. Hawkins is an information industry freelance writer based in Pennsylvania. In addition to blogging and writing about conferences for Against the Grain, he blogs the Computers in Libraries and Internet Librarian conferences for Information Today, Inc. (ITI) and maintains the Conference Calendar on the ITI Website (http://www.infotoday.com/calendar.asp). He recently contributed a chapter to the book Special Libraries: A Survival Guide (ABC-Clio, 2013) and is the Editor of Personal Archiving: Preserving Our Digital Heritage (Information Today, 2013). He holds a Ph.D. degree from the University of California, Berkeley, and has worked in the online information industry for over 40 years.

Endnotes

1. http://www.doaj.org
8. See http://www.plos.org/about/what-is-plos/early-history/
15. Available at archive:0906.5418.
17. http://www.budapestopenaccessinitiative.org/
23. http://www.jneurosci.org/content/26/38/9606.full

Tony Hey — Photo courtesy of Donald T. Hawkins.

Tony Hey, Vice President, Microsoft Research Connections, reviewed three significant milestones in OA’s development:

- In 1961, Paul Ginsparg, a particle physicist working at Los Alamos

Closing Keynote: The Road to OA: Past, Present, and Future
The world is a different place.
As commonplace as that statement might seem, its veracity feels clearer today than ever before. Almost everywhere we turn, the way we imagine, create, process, and communicate has changed. As we have started to talk with each other about the changes in communication, the impacts of which we may only dimly perceive, there are a few core ideals that bubble to the surface. Like anyone involved in education, our goal is to help people learn and to do so effectively and efficiently. The population of the world continues to grow, and the relationship between people and their environment is getting ever more complex. The number of societal challenges and opportunities that present themselves also continues to grow in complexity as well. If higher education can do more to help address these challenges and can do it while containing costs, then everyone wins. There have rarely been such extraordinary opportunities to magnify learning and strengthen higher education through the effective use of communication technology. Librarians, technologists, and instructors have incredible opportunities, but realizing them will require us to think and work together in ways we never have before.

Because the world works in radically different ways than it did even 20 years ago, it is safe to say that we must transform the way we think about education. As the changes in our screen-based and digitized society speed up, and the global inhabitants of that culture shift with it, then predictably, education must respond to the call. If educators are to do this successfully, we will have to take stock of the resources we have to help make those changes. We must circle the wagons as it were, not to buffet the attack and cling to what we think we know, but rather to pool our resources and redouble our efforts so we can better lead the way on these new frontiers. Of course, this is happening, but it may need to happen faster and with a clearer sense of the greater goals and expanding possibilities.

Since libraries have always been cornerstones of learning, their role is also shifting. It seems to us that libraries and the librarians who run them are rife with possibilities in the push to repurpose and realign resources for learning in a digital and global communication system. And what better way to make this shift than to work locally — one on one with each other — to sort out what can be done, what is available, what is attainable, and what is best. That is what we are doing. We are coming to the table together to try and parse out the various components of this expanding challenge: What can we do together to better position ourselves and our organizations to meet, and in some ways get ahead of the demands of this exciting, global, at times both invigorating and enervating, but wholly essential and extraordinary shift in communication?

As we continue this dialectic together, we think it might be useful to share our experience — to publish our dialogue as it were — our explorations, frustrations, anticipations, and determinations. Given that this is a publication targeting all things library-related, and owing to our recent panel presentation at the 2013 Charleston Conference on this very topic, it seems fitting to speak to the library issues first and lay out some of the issues from a library perspective.

Each generation has its challenges and its contributions to progress in library management and information science. Over the past twenty years, librarians have successfully repurposed library space as they have simultaneously helped create and adopt new forms of scholarly communication that do not require shelf space. However, American history scholar and University President Edward Ayers has recently reminded us (Ayers, 2013) that we have not yet uncovered the secret for broadly creating and disseminating digital scholarship. He (2013) states that “The articles and books that scholars produce today bear little mark of the digital age in which they are created. Thus the foundation of academic life — the scholarship on which everything else is built — remains surprisingly unaltered.” We believe that this situation is about to change!

First, the work of converting print material to network deliverable content is largely underway or complete. Many publishers and librarians now agree that the printed version of network deliverable content is the vestigial organ or the scholarly communication system. In many cases librarians have stopped maintaining print versions of content that are available in the network deliverable formats. Some digital immigrants, that is, people born or brought up before the widespread use of digital technology, may still object to eliminating the published print version of scholarly communication, but scholarly societies and associations continue to move forward and are dealing successfully with these objections (see Kieft, R., K. Fitzpatrick, B. Nordin, and S. C. Wheatley. “Scholarly Societies, Scholarly Publishing, and the New Information Ecology.” 2013 Charleston Conference Proceedings. West Lafayette: Purdue University Press, 2014. Print.). At our library, the purchase policy was recently reset so that the digital version of any work is the preferable version when both versions are available.

Second, and perhaps even more importantly, the social context for change is providing fertile ground for reconceiving how communication works in a network-connected world where open access, open source, and cloud-based services are broadly accepted and utilized. Digital natives are not going to be so easily enthralled about a scholarly communication system that is based upon the limitations of print communication. “Today’s students think and process information fundamentally differently from their predecessors,” maintains Marc Prensky, a former teacher and author who coined the term “digital native.” “By the time students reach their early twenties, they have spent some 10,000 hours playing video games, on average, and received 200,000 email messages and instant messages, but have allotted just 5,000 hours to reading books” (Prensky, 2001).

It is apparent to us that Prensky is accurate in his assessment, but the implications for communication and specifically for the scholarly communication system are not as clear. This is where we can put our collective heads together, roll up our sleeves, and get to work in order to put it all together with the digital natives. Certainly the tweeting, texting, gaming, and video creating behaviors are indicative of certain skills and knowledge. More interesting, however, are the aspects of digital communication that reflect a larger purpose and implicit understandings about what can be done with the nascent digital communication system as it exists today. We observe the behavior of the digital natives, and may even participate ourselves, but do we understand the mindset and the unspoken assumptions of the digital natives?

Digital natives have an intuitive understanding of the information ecosystem. They see little difference between communication and information. Communication instantly becomes information because it can often be readily accessible to all. Digital natives use, contribute to, and repurpose information from broad, accepted and crowd-sourced venues. Wikipedia is not any more suspect than any other source of information. Digital natives select appropriate tools and formats for the impact desired. Their goal is to deliver and present their work in the most effective way possible. In the digital communication world, they have many choices. They understand that in some circumstances YouTube may present more advantages for reaching others than an officially sanctioned communication organ. They want to connect with like-minded people no matter where they are located. They put together new knowledge through synthesizing information and formats and through working with others over the network in a highly transparent and collaborative
manner. They have an intuitive understanding of the audience because they understand that the digital generation will define communication going forward. In essence, they are already defining the future with their assumptions.

They want to have a worldwide impact, even if, and perhaps even because, their efforts are indigenous in terms of their location. They want to influence others with their ideas, but are realistic in the degree to which their communication will sway others, given that we are awash in a sea of information. They are open to alternative perspectives because their communication system is so relatively open and transparent. Given what we believe is true of the digital natives, how can those of us who are digital immigrants help them use their broad-minded purpose and understandings to more intentionally advance learning, scholarship, and society, while still being mindful of our obligations to quality and to protecting the permanence of the scholarly record? The time seems propitious to turn our professional attention to moving forward with scholarly communication in the digital age and to focus on nurturing digital scholarship by digital natives. Librarians and libraries have a significant role in this effort. Librarians have roles as instructors in helping natives understand the importance of understanding all aspects of scholarly communication, including the preservation of and access to information. The immutability of the printed record in a library continues to stand as both a symbol and a practical reminder of why the artifacts of print culture continue to be incredibly powerful. Creating a digital system that is trustworthy involves determining how openness and the process of transformation can co-exist happily with the immutability of the scholarly record.

Over the past several years we have noted how newer technologies are “baking in” the preservation of earlier versions of work so that access to previous versions is even easier than examining the cross section of an archeological dig. Transparency for the entire communication process can be enhanced given the flexibility of new technology tools. Those who use these tools to capitalize on the disposition of the digital natives should find fertile ground for capturing their enthusiasm. As space in libraries becomes available because maintaining print is less of a priority, the function of supporting digital scholarship becomes ever more important and even a bit easier. Providing support for the “consumption” of network deliverable scholarship is a function that libraries have supported for the past twenty years. How many libraries have established space and adequate support for the creation of digital scholarship?

We note that as early as 1995 some research libraries’ created space in the library and established positions to support efforts for creating digital scholarship. Other libraries established space and support for teaching and learning, with a major focus on helping digital immigrants adjust to the possibilities of e-learning that technology adoption makes conceivable. Other major libraries have actually created a publishing operation or moved an existing one under their administrative control.

Smaller libraries, such as those at leading liberal arts colleges, have begun to bring together existing information technology support for teaching and learning with librarians’ interests in digital scholarly communication. The fusion of technology for learning with library proclivities for process and quality is an interesting combination that could potentially add tremendous value to the educational experience that is offered to students. Using digital media to collaboratively learn, create work products, and demonstrate learning is the best way to engage digital natives in active learning along the lines of what they increasingly expect. With their interest in and experience with media, digital natives are likely to produce some powerful and effective knowledge products.

What type of support systems are needed for these opportunities?

- Physical and virtual “space” and technologies for supporting digital communication.
  What types of space and support might libraries provide for students and faculty when it comes to digital communication projects? At our library we are grappling with the opportunities presented by thousands of newly available square feet that opened up when print material was moved off site or deaccessioned. One idea that we are particularly interested in is creating a digital communication center where experts and novices can come together to create digital work, whether it is to meet class requirements, promote an idea or organization, support research and teaching, or add to the scholarly record.

- Expert consulting resources for digital communication and media creation.
  Libraries will require more expertise with digital media as they work to support students and faculty in creating and using media as part of their work. Librarians and others with expertise in video, animation, audio, images, games, and other types of media will be in greater demand.

- Consultation support for directing faculty and students to “new digital publishing” opportunities.
  There are many new start-up companies that are eager to engage authors in new digital publishing ventures. In addition, some existing publishers, including not-for-profits, are looking for authors who are ready to integrate visual media or interactivity into their work. At our College we recently collaborated with faculty and students who specialize in children’s literature and hosted a conference for next generation digital publishers of this genre. Many publishers participated and the conference sold out. Many of those who attended were school teachers, and they confirmed that elementary and high school students expect and are looking for digital works.

Librarians who work for a broad and open vision of scholarly communication that belongs to everyone will serve the next generation of students as well as society. Collaborative projects will help lead the way. The nascent realignment of subsystems for scholarly communication is a potentially productive development in the history of higher education. How can we learn from the past to make sure that the broad interests of society today and future generations are well served by academic librarians and their libraries?

The interests of librarians are naturally aligned with those of digital natives. Working to support the digital natives may mean refocusing and redirecting efforts toward a larger goal, a new generation of learner scholars, and a new set of priorities. We may need to refrain from supporting every source of network deliverable content in order to create support for
The most valuable item on my desk is a 3" x 5" loose-leaf notebook that I have carried around for more than fifty years. It is a record of all of the books that I have read from 1962 to the present, a record of my intellectual development, changing needs and interests, and books that have nurtured me through impressions and re-readings.

I have long known that one’s memory is not to be trusted and when I’ve remembered first running across an author or a particular book, I have been off by several years more than once. I had long thought that the first Saul Bellow I ever read was The Adventures of Augie March, but it was Seize the Day followed by Henderson the Rain King and then Augie March.

The book has taken a beating over the years, and many of the punch holes have re-inforcements to keep them in place. The early pages contain two lines per entry with the title on the first line and the date finished, author, and number of pages on line two. In 1965 I changed the format to one line: date, title, author. I was a soldier in Germany then, a trumpet player in the 84th U.S. Army Band, and interested in furthering my education through reading and writing short reviews (book reports) in another 3”x5” loose-leaf notebook of each book that I read. That didn’t last long, but the few that I wrote survive and make me wish that I’d written more, that I had continued the exercise. But that last year in the Army became a very busy year for me, and I gradually stopped writing about what I read.

The first book that I read in 1963 earned a C- at Dartmouth, as a civilian. I was crashing in the room of a friend from high school who shared the space with a roommate. I had time on my hands. My friend’s roommate did not, so I wrote a paper on The Old Order by Katherine Anne Porter. I don’t remember if he paid me or not, and I don’t remember if having read Pale Horse, Pale Rider about three weeks earlier had any bearing on the paper or the grade. If the roommate was happy with the C, how could a college dropout complain?

Of the thirty-two books that I read in 1962, I managed only eight while in college that winter semester, and among them was the first of four Steinbeck books, The Winter of Our Discontent, a gift from another high school friend who remembered both my birthday and how much I admired John Steinbeck while still in high school. That summer, I also read The Log From the Sea of Cortez and Cup of Gold, a serendipitous purchase while in the Ft. Lewis PX. I also owned a copy of The Portable Steinbeck and so, in the year in which he won the Nobel Prize for Literature, without realizing it, I had the beginnings of my first author collection that has grown to more than 60 items.

Before I left Chapel Hill in spring 1962, I bought a second-hand Modern Library edition of Casals of the Sea by William McFee. I bought the book not because it cost only a quarter, but on the basis of a quote included in a letter from another high school friend.

“Be master of yourself. The world is not an oyster to be opened but a quicksand to be passed. If you have wings you can fly over it, if not you may — yes, I am coming now, my dear! — you may quite possibly be sucked in.”

The wise man speaking to our hero — of late hooked on reading, is a second-hand bookseller who is being drawn away from his first love, books and their wisdom, by his wife. I was overpowered by the book, in part a tale of sea-faring men and their families.

I now own 18 McFee books including four editions of Casals of the Sea. One is an Armed Services Edition published especially for members of the United States Armed Services during World War II.

When I first read that book, it was only to get to the root of the passage cited above. I am sure that I did not read the introduction written by Christopher Morley. The name would have meant nothing to me, and why waste time on an introduction when the entire book was waiting? But in 1975, I discovered Parnassus on Wheels, perhaps Morley’s most famous and popular book, although Kitty Foyle probably earned him more money because it was not only a bestseller (501,000 copies sold including reprints) in 1939-1940, it was made into a popular film starring Ginger Rogers in 1940. One of my copies of Kitty Foyle is an Armed Services Edition.

Kitty was a modern, liberated woman before her time, but Roger Mifflin, who peddled books from a covered wagon, is my hero. He once refused to sell a book to a man because he wasn’t ready for it yet. But he sold him something to read to bring him up to speed. A good bookseller is also a reader’s advisor.

But I digress. I was going to relate how this unknown writer of introductions (one of Morley’s specialties in touting books of high quality) became one of my favorite writers over the years and I advanced from finding reading copies to collecting first editions and related Morley items. My Morley collection now runs to about 90 items, none of which is exceedingly rare, but their presence comforts me. I’ll continue to read him and appreciate his often whimsical outlook on life, one of...
literate bemusement but with some biting social commentary, too, when called for.

I am dismayed at how poor my recall is of most of the books in my loose-leaf catalog but am pleased at how many memories are connected to a whole year’s worth that remind me of a phase of my life long past. The third book that I read in 1963 happened to be the first book I read as a soldier. I was in Basic Training At Ft. Dix, New Jersey in the days when the draft swept up not only high school graduates not in college or college dropouts, but college graduates. When I was seen reading Jane Eyre for pleasure (why else would I be reading a high school requirement as a buck private in the Army?), I must be a college man. Being a dropout and reading Jane Eyre only added to my status. You are what you read.

The next year in fall 1964, I was a member of the 84th U.S. Army Band stationed in Fulda, West Germany. I was a trumpet player who owned a stack of Bob Dylan records and was thus suspect in the eyes of a group made up of professional musicians and those with music degrees from college. I had come from a combat outfit and had not been assigned to a band straight out of Basic Training. I spent more time in downtown Fulda drinking beer with my German friends than I spent socializing with my fellow musicians, soldiers, countrymen. But one day I was caught reading Thomas Pynchon’s V. Don’t ask me how I came to know about the book or the author, but I had bought a paperback copy of the book at the PX and liked it from page one. I was asked if I would let a colleague read it when I was finished (September 25, 1964), and thus it began circulating around the band and once again my status was bumped up a notch by a book. You are what you read, redux.

1965 was my last full year in the Army. I skied in the Voralrhein in Austria that January and spent a week on leave in Spain that July. The 84th combined with two other Army bands and went to the Netherlands for a week to participate in a NATO Tattoo. And in between, I played music for a living and spent as much time as I could find drinking beer and making friends with some German families who helped me improve my German. And I had time to read and a wonderful Post Library to supply me with books. I read Schiller’s Maid of Orleans in English seven years before I read it in German along with G.B. Shaw’s version. I read The Screwtape Letters and discussed it with a preacher’s son. I discovered Willa Cather (Death Comes to the Archbishop, My Antonia) and Walker Percy (The Moviegoer). There are 49 books listed for that year, the most I was to read until 1971 when I was a grad student.

I may not have read as many books a year while in the Army, but as I look at what I read, including books by Max Shulman, Peter Devries, and Simenon thrown in for pure entertainment, I was really preparing myself to finish college and go on from there. It was not a conscious effort by any means, but what drove me to read those books is the same force that pushed me through college.

When a soldier gets short, that is, has six months left in the Army, it is the company commander’s duty to have a conversation with the short-timer.

“Have you ever thought of re-enlisting, soldier?”

“Yes sir, I’ve thought about it, but I’m getting out when my enlistment is up.”

“What will you do with your life then?”

“I’m going back to college, sir.”

“That’s what they all say.”

You are what you read.

In this vein (no pun intended), note the interview with Jennifer Lohmann (p.31) who had an auction fundraiser for naming a character in one of her novels. Pretty cool!

I was fascinated by the recent Outsell “Information Management Trends and Benchmarks 2013” in this issue. Tom Gilson and I pored through this report and tried to delineate some “takeaways” for us academic
Hidden collections is a term sometimes used by special collections libraries, archives, or museums when referring to un-cataloged or un-processed items that are temporarily unavailable to researchers for short or long intervals due to a variety of reasons. This column will interview different special collections libraries, archives, or museums across the United States of America to get an inside look surrounding the challenges and issues that come with processing or caring for unique materials, while providing access for research purposes. There are a lot of factors involved in getting donated or purchased materials readily accessible for researchers and we cover many of these aspects in this column.

In this Against the Grain issue, we were fortunate to speak with Louise Jones, Director of Special Collections and Library, at the Kentucky Historical Society in Frankfort, Kentucky. The Kentucky Historical Society (KHS) was formed in 1836, chartered as a state society in 1838, and became an agency of the Kentucky government in the 1950s. According to the KHS Website, the Kentucky Historical Society “collects, preserves, conserves, interprets, and shares information, memories, and materials from Kentucky’s past.” Please find additional information about the Kentucky Historical Society at http://history.ky.gov/.

This column discusses hidden collection challenges to reveal general obstacles that naturally follow working with rare or unique materials in special collections and museum environments. Jones correctly pointed out that “attic” wording like hidden collections needs to be “jettisoned” from the vernacular of archives or special collections, when referring to the delay between accepted donated items and the time it takes to accession or process the new materials. Jones explained that “hidden collections” terminology makes special collections or archives “look like we are keeping secrets and hiding treasures” that could “break the public’s trust.”

Special collections libraries, archives, and museums continually work towards providing the best service and access for all researchers to their unique collections as quickly as possible. However, there are unavoidable delays between the item coming into the special collections or museum and the item being immediately accessible for research. Access issues commonly occur because of processing concerns with the donated or purchased item that delays accession or cataloging the materials.

Access Issues

If special collections libraries or archives remain as “places where the public can come to find information,” then as Jones later responded to a different question, “knowing your audience and how your researchers look for something should have some bearing on how you make it accessible.” Access to rare materials by interested researchers is the ultimate goal of all special collections, archives, and museums. Jones also responded to a question about ways to prevent hidden collections from happening with, “Until we professionals spend adequate time thinking about how researchers will access a collection and act accordingly, collections will remain hidden.”

Access for the researcher usually occurs after all the processing, describing, organizing, digitizing, conserving, and cataloging for the new collection materials is finalized by special collections or museum personnel. Accessioning and processing a collection quickly and accurately to provide better access for the public propels special collections and museum personnel into action. However, specific conservation treatments may be needed because there are different types of materials contained within a donated item that slow down the process to provide public access. Preservation issues delay public access to certain collections, while special collections and museum personnel determine the conservation needs for each item. There could be mold or insect problems, fragile or brittle condition issues, and archival storage methods that special collections personnel need to address quickly to preserve the material before providing researcher access. For example, a scrapbook may contain food, baby teeth, plants, fur, balloons, or newspaper clippings. Each item requires different ways to conserve the materials to prevent bugs that might be attracted to the food or fur and acidity problems from the newspaper clippings to prevent further damage to other items within the scrapbook. See below are two photographs from the Camilla Herdman scrapbook at the Kentucky Historical Society that illustrate some conservation issues associated with special collections materials.

An additional Kentucky Historical Society example of a collection with preservation concerns was described by the director of the Special Collections as…

“A handful of letters about a particular topic in reasonably good condition will be put in a folder and cataloged. A collection of scrapbooks containing hundreds of pieces of ephemera glued to pages made of construction paper will be looked at long and hard to determine just how to house it and under what conditions it can be brought out into the reading room for public review.” As Louise Jones further explained, “Each collection needs to be assessed for its unique attributes.”

In a different response to another question about the challenges, problems, or frustrations when dealing with hidden collections… Jones answered,

“Determining at what level to catalog/describe a collection can have an immense impact on the use of that collection. We have a collection entitled ‘The Ronald Morgan Postcard Collection (Graphic 5).’ Graphic 5 consists of 12,000 postcards documenting Kentucky prior to 1940. It is arranged alphabetically by town with three subseryes for Kentucky rivers, bridges, and railroads. We have an item level inventory. We have digitized at least one image from each town/river/bridge/railroad. The catalog record describing the entire collection would have 1,000 subject headings if cataloged for greatest access. Instead we are creating local catalog records for each town and

Images courtesy of Special Collections and Library, Kentucky Historical Society

<http://www.against-the-grain.com>
linking them to select digital images and an inventory page for the entire holdings for that town. We are doing this because many of our researchers search our collections by place name or county. Because they are so focused on the locality, they would never, without direction from staff, think to look for statewide collections at the state level.”

Thereby, the Kentucky Historical Society provides access to unique collections with innovative ways for description and cataloging to connect the researchers with the items needed.

Processing Collections

Prominent issues that can delay public access or processing of a new collection include preservation concerns, arrangement of the materials, cataloging problems, archival storage containers, staff availability, space, and specialized or conservation equipment.

There will always be some type of delay for items coming into special collections with all the resources or time required to get the item safely available for use by the public. Most special collection libraries, archives, or museums will continue to have backlog processing and accessing materials for a variety of reasons that include time, resources, equipment, staff, storage, cataloging, and condition of the material.

Jones reminds library and museum professionals to, “Leave behind guilt over perfectly normal backlogs.” Jones also commented about un-cataloged or un-processed items within KHS that …

“It would be impossible to stop bringing in collections until we are completely caught up. However, we also have collections that are in various stages of processing. Sometimes, a collection comes in well-organized but in poor housing. We work with our volunteers to re-house these, create folder level finding aids and collection descriptions, and get them out for public use. However, we also welcome input from researchers themselves. We view the finding aid as a fluid document that can and must change as researchers identify materials of rich information pertaining to their study.”

The question about whether there is enough technical or financial support available to help process and uncover hidden collections in today’s libraries, archives, or museums brought the following answer from Jones …

“There will never be enough grants funding to item catalog everything we have. However, in my humble opinion, archivists and librarians rarely use technology to their advantage. You can link a catalog record to digital content, but very few archives do. You can break down a collection into more descriptive series with detailed finding aids linked to these catalog records. MARC cataloging gives a formal structure to descriptive catalog information but can be made to appear far friendlier than most librarians think. One reason our researchers don’t use our catalogs with success is that they are filled with intimidating professional jargon which is largely abbreviated.”

Digitization

Description and arrangement of a collection can make items difficult to locate by researchers, if the key words or metadata within the catalog records have not been updated or contain obscure word choices. However, digital images or documents are helpful for researchers to identify key information, people, or research materials. Detailed catalog records can also aid researchers with additional information to narrow their topic or broaden their search.

Jones explained aspects of access problems as …

“the real obstacles to researchers are poorly described collections in correct but unfriendly MARC catalog records. When we can achieve finding aids that really help people to find things they want, then we will be able to say we are good stewards of our collections. I think graphic collections are particularly difficult to make accessible, as traditional finding aids aren’t useful. We have used “digital collections” to help with access, but who among us can digitize everything? To me, a descriptive catalog record, with lots of natural language and Library of Congress Subject Headings, a decent finding aid, and a selection of digital content goes a long way toward opening up an otherwise under-used collection.”

The question about whether digitization or special equipment like overhead scanners might speed up the processing/accessing of collections to eliminate or slow down backlogs returned this response from Jones as …

“I think that digitization enhances access to a collection, but METADATA is how the researcher finds it in the first place.”

Therefore, accurate and up-to-date electronic finding aids assist researchers in locating specific collections or individual material records. Although digitization of collection listings or descriptions helps researchers to understand whether a certain collection contains what they need before travelling to the library or requesting the materials.

Specialized overhead scanning equipment assist special collection personnel to gently handle fragile materials in specially designed book cradles that won’t break the book binding or damage brittle pages. These V-shaped book scanners can also be adjusted to allow for full scanning of oversized printed materials like documents, maps, or atlases. The digital images can then be quickly accessed by researchers online, after some processing for cataloging or describing has been done by special collection personnel and before archival storage is assessed. However, expensive equipment like overhead scanners, as well as content management systems and Website capacity, may not be available to smaller special collections, archives, or museums because of high costs or personnel issues.

Sometimes, a general online listing in the catalog or on the website about certain collections that may be in the early or later stages of processing or accessing can alert researchers to materials that may be of interest in the future. However, the special collection, archive, or museum would need to make sure that clear wording in the digital record specified that the collection was currently unavailable until the entire accession process was completed.

This may raise some concerns about potential high expectations and disappointment risks for impatient researchers that most special collections, archives, or museums might want to avoid.

Conclusion

Special collections, archives, and museums depend on the generosity and support of their community, university, and private donors. Every effort is made to keep the public and private supporters actively engaged with the special collections, archives, museums unique collections, special events, valuable displays, and rare materials. Therefore, un-processed or un-cataloged collections are only temporarily hidden from public view until vital processing, accessing, describing, cataloging, and conservation needs of each unique item are satisfactorily done. Thereby, collection materials are safely available for future researcher use.

The ideal arrangement for all special collections materials would include everything stored neatly in designated archival boxes that were filled with detailed acid-free folders, acid-free paper, and archival enclosures to protect each unique item. However, adequate resources, personnel, time, and funding are not always available to accomplish these important tasks. Special collections, archives, and museums daily strive to achieve reasonable results to protect rare and unique materials, while providing access for research purposes.

We look forward to visiting with another special collection library, archive, or museum to gain valuable insights and real information about hidden collections in future ATG issues.
Little Red Herrings — Far From the Maddening [sic] Crowds

by Mark Y. Herring (Dean of Library Services, Dacus Library, Winthrop University) <herringm@winthrop.edu>

We live in an age of chattering masses, a phrase not to be confused with “the chattering classes.” The latter were eggheads, soi-disant intellectuals, or tweed-coated academics who readily opined on any topic, some of whom actually knew what they were talking about. The chattering classes essentially talked to each other, noses firmly in the air at times, so the rest of us hoi-polloi might learn something. It was a phrase for an elitist age, and it did not sit well as we began to let it all hang out.

Today, however, we have thrown out the chattering classes for the chattering masses. In our hyper-connected age, everybody talks to everybody else, with all sorts of entertaining news from the burned toast, to the failed romance, to that meatloaf-did-not-sit well-last-night-#-explo- burst from the burned toast, to the failed romance, to that meatloaf-did-not-sit well-last-night-#-explo- sion. And speaking of explosions, we “blow up” the Twitterverse with our claptrap that masquerades as real conversations and human connections. Essentially we are all talking to ourselves because no one is really listening.

The delight in all this is its instantaneousness! I italicize the word because that lends both credibility and celerity to it. It’s another way of saying there is no time for reflection, no time for second thoughts (those are shared later, if at all), or even any time for self-censorship. The most interesting of these are the chronicles of romance that run the gamut from the icky schmaltz to the randy obscene. Celebrities going off on each other are also fun, as are companies that say what shouldn’t be said and offend most everyone, or say what they should, but their timing is off preempting company headquarters. Then there are those government nudniks who think they know what they’re doing, but blurt out information that was really meant to be secret, classified, or released at a later date.

That instantaneousness I italicized earlier is partly to blame. Everyone is in a rush to be first, to get there — wherever there is — before anyone else does. So, they rush the bread out of the oven, and lo and behold, when it comes out all gooey and inedible, they are confounded by it, hoisted on their own petards. And yet it continues, day after day, week after week, month after month, year after year. Even presidents, especially those who are so certain they are tech-savvy-cool end up tweeting when they should have been truckling to the Constitution.

We enjoy Twitter nitwits like Anthony Weiner — only God could have a sense of humor like this — who thinks of the Internet as a cone of silence (http://bit.ly/1cbqLIZ) and so send pictures that this family magazine cannot even describe. In many ways, people like this deserve what they get, courtesy of the lightning rod we call the Internet. But none of this worries me so much as these anonymous chattering masses that no one knows who they are, only that they are legion. They shout about a movie, a book, a company, a factoid, not knowing much about any of these things but loving the sound of their clicking keys. I have written before of Farhad Manjoo’s excellent article about how online readers won’t read to the end of an article before commenting; they rarely read beyond the first scroll (http://slate.me/1cJ7h5C). Elsewhere (http://bit.ly/1kT6cL) I have written about Dan Fagin’s experience of writing about his brother-in-law’s heart attack (http://slate.me/1JkqXAM) only to have his Twitter followers have Fagin dead and buried. One group even began a prayer chain — a nice gesture to be sure but for Fagin not his brother-in-law. Then there is the Twitter crowd who paused to reflect on Neil Armstrong’s death … a year too late (http://usat.ly/1g9of69).

This isn’t so much a reading problem — though it certainly is that — as it is a cultural shift to react, not think, to post, never reflect, to chatter, and not shut up for even a second. They ruin movies, people’s lives, restaurants, appliances, books, enterprises large and small, and for what? For no other reason than they want to see their ALL CAPS IN PRINT. For this we are giving up newspapers, personal communications, books, libraries, and Lord only knows what else!?

Europeans have long thought of Americans as shallow, frivolous, and a bit too silly. We complain that they are staid and too “uptight.” But are we a bit too superficial for our own good?

Are our own technology, our tweets, and our posts proving their criticisms in spades? 🎤

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Booklover — Gross National Happiness

Column Editor: Donna Jacobs (Retired, Medical University of South Carolina, Charleston, SC 29425) <donna.jacobs55@gmail.com>

Is there such a thing as too much happiness? This question can open a never-ending philosophical discussion. When the Canadian author Alice Munro won the 2013 Nobel Prize for Literature in the fall, the question was brought to mind again. The numerous press releases announcing her award mentioned the 2009 collection of short stories entitled “Too Much Happiness.” It was time again to check out a book. I read the book on my Kindle, checked out from the Charleston County Library, processed through my account at Amazon — this makes me happy.

If you are a follower of this column you are aware that I don’t review books — I connect them to life. This new book and author were presenting a challenge until I expressed my dilemma early one morning to my running buddy. She responded with “Have you ever heard of the concept of Gross National Happiness?” to which I responded “No.” A quick education, and I had the connection I needed to write.

In the over 100 page document “A Short Guide to Gross National Happiness Index” written by Karma Ura, Sabina Alkire, Tshoki Zangmo, and Karma Wanddi of The Center for Bhutan Studies, I learn: “In the GNH Index, unlike certain concepts of happiness in current western literature, happiness is itself multidimensional — not measured only by subjective well-being, and not focused narrowly on happiness that begins and ends with oneself and is concerned for and with oneself. The pursuit of happiness is collective, though it can be experienced deeply personally. Different people can be happy in spite of their disparate circumstances and the options for diversity must be wide.” … “The GNH Index provides an overview of performance across 9 domains of GNH (psychological wellbeing, time use, con- 50 Against the Grain / February 2014 continued on page 51

<http://www.against-the-grain.com>
munity vitality, cultural diversity, ecological resilience, living standard, health, education, good governance.” A statistical analysis of indicators, variables, cut off points, and degrees illustrate how the index is in use in the country of Bhutan. The legal code of 1729 developed during the unification of Bhutan states: “if the Government cannot create happiness (dekid) for its people, there is no purpose for the Government to exist.” In 1972, the 4th King of Bhutan declared: “Gross National Happiness to be more important than the GNP,” and the GNH Index was developed as a standard for the country. Although there is no one official definition for GNH, the document shares the following statement that is widely in use: “Gross National Happiness (GNH) measures the quality of a country in a more holistic way [than GNP] and believes that the beneficial development of human society takes place when material and spiritual development occurs side by side to complement and reinforce each other.” The particular reference to happiness despite disparity was the element to connect life to literature for me.

Alice Munro was born in Wingham, Ontario. She began writing in her teens and continued this interest in her studies at the University of Western Ontario. English and journalism were her academic pursuits prior to marriage. She and her husband settled in British Columbia and opened a bookstore, “Munro’s Books.” (This fact makes me happy.) Her first story collection, “Dance of the Happy Shades,” was published in 1968, and Canada began to take notice of this crafter of words in the form of short stories. The Nobel Committee praised her as the “master of the contemporary short story” when honoring her with the prize. “We’re not saying just that she can say a lot in just 20 pages — more than an average novel writer can — but also that she can cover ground. She can have a single short story that covers decades, and it works,” said Peter Englund, permanent secretary of the Swedish Academy.

“Too Much Happiness” is Alice Munro’s collection of 10 short stories entitled:

Dimensions
Fiction
Wenlock Edge
Deep Holes
Free Radicals
Face
Some Women
Child’s Play
Wood
Too Much Happiness

Murder, suicide, adultery, humiliation, despair, loneliness, violence, oppression, and sexual manipulation are a few of the “happy” threads that weave through this collection. The philosophical pondering continues. What constitutes happy when your life has been impacted and altered by inhumanity? Thanks to Nobel authors and governmental think tanks we are still in the discussion.

The last story of the collection is a result of Munro’s random discovery of Sophia Kovalevskaia, a 19th-century Russian mathematician and novelist. She discovered Sophia while researching another subject in the “Britannica.” The combination of mathematician and novelist piqued Munro’s interest, and after seeking out everything about her she wrote a fictionalized story of her last days filled with flashbacks to her earlier life.

As I exit my writing cubby, I leave you with two quotes from this final short story of “Too Much Happiness”:

“She has already written to Julia, saying it is to be happiness after all. Happiness after all. Happiness.”

“Always remember that when a man goes out of the room, he leaves everything in it behind,” her friend Marie Mendelson has told her. “When a woman goes out she carries everything that happened in the room along with her.”
I have been asked to address the topic of opportunities and challenges for text and data mining in academia, with a special emphasis on the legal issues involved in these research techniques. To do so, I will begin by taking you on a sightseeing trip through some mining regions outside the ivy-covered walls. Only by seeing the broader contexts in which text and data mining is used can one appreciate the legal issues in which academics must operate.

**Background**

What has come to be called “data mining” is the process of extracting hidden knowledge from large amounts of raw data. Data mining goes beyond traditional searches of databases. In traditional database searches, information is returned in response to a direct query. Think historically of searching through a card catalogue based on the Dewey Decimal System or, much more recently, doing an Internet search for books written by that eminent legal scholar, Bill Hannay. For the purpose of this speech, for example, I did a traditional search in the Lexis-Nexis legal database for court cases in the United States mentioning text mining or data mining. (The answer was 116 cases, but a number of them were false hits.)

By contrast, in “real” data mining, what is retrieved is not explicitly in the database. Rather, the desired information implicitly emerges from patterns and relationships. The process of discovering (and then analyzing) such patterns and relationships has come to be termed “data mining.” The term became popularized in the early 1990s coextensively with the growth of artificial intelligence (“AI”) with database management techniques. A data mining project can look either for trends or for anomalies. In the latter regard, one of the earliest commercial successes was in credit card fraud detection. Similar uses of data mining have been employed in law enforcement and national security.

For example, the insurance industry compiles hundreds of thousands of claims reports from different insurance carriers into a common database and uses data mining techniques to identify potential claim fraud schemes. Where individuals have unusually frequent accidents and the same groups of doctors, lawyers, and chiropractors repeatedly show up in connection with “rear-ender” collisions or “slip and falls,” it may indicate patterns which deserve further investigation.

In the wake of September 11, 2001, for example, a data mining company presented the Department of Defense with a data pattern analysis proposal geared toward improving the security of military installations in the United States and possibly abroad. It suggested that a rigorous analysis of personal characteristics of persons who sought access to military installations might be used to predict which individuals pose a risk to the security of those installations.

At the same time, the pervasiveness of massive databases — especially ones containing personally identifiable information or matters of personal sensitivity — has led to increased concern about the government or private industry making dangerous intrusions into the private lives of millions of Americans.

In June 2013, U.S. and U.K. newspapers reported that the FBI and the National Security Agency (“NSA”) had for a number of years been obtaining access to vast amounts of telephone and Internet data on millions of American citizens, including those who only make calls to other U.S. numbers, for data mining purposes unrelated to any specific target or investigation. The news stories resulted from the leak of classified and unclassified documents to The Guardian newspaper by former NSA consultant Edward Snowden. The furor over the NSA data mining has intensified in the past few months and led to both law suits and proposed legislation.

The pharmaceutical industry has also been making substantial use of data mining, particularly in connection with marketing to the doctors who prescribe medications. Drug stores and pharmacies, as a matter of business routine and federal law, receive prescriber-identifying information when processing prescriptions. Many pharmacies sell this information to IMS America and other data-collecting firms that analyze prescriber-identifying information and produce reports on prescriber behavior. “Data miners” lease these reports to pharmaceutical manufacturers subject to nondisclosure agreements. In turn, “detailers” — salesmen who represent the drug manufacturers — then use these reports to refine their marketing tactics aimed at doctors in order to increase sales.

These practices took a dark turn when drug manufacturers began using the mined data to encourage physicians to prescribe drugs for “off-label” uses. Off-label use is the use of a pharmaceutical drug for an unapproved indication or in an unapproved age group, unapproved dosage, or unapproved form of administration. While it is legal for a physician to independently decide to prescribe a drug off-label, it is illegal for the drug company to promote off-label uses to prescribers. Under the Food, Drug, and Cosmetic Act, manufacturers are prohibited from directly marketing a drug for a use other than the FDA approved indication.

The stakes for drug makers can be high. In 2009, Pfizer agreed to pay $2.3 billion in fines and penalties to resolve charges brought by the U.S. Department of Justice, arising from the illegal “off-label” marketing of prescription drugs by the company.

Using sophisticated “prescription data mining” and “influence mapping” analyses, Pfizer had targeted specific physicians for visits by Pfizer sales representatives to promote off-label uses of Pfizer drugs.

Litigation has also been brought based on the continued on page 53
Legally Speaking  
from page 52

Sale of pharmacy customer prescription information to data mining companies who sell that information to drug manufacturers for marketing purposes. 11

In an effort to ban this sort of data mining, various state legislatures enacted laws prohibiting the use of prescription information for marketing purposes. For example, in 2007, the state of Vermont enacted the Prescription Confidentiality Law (Act 80), one component of which is the following:

A health insurer, a self-insured employer, an electronic transmission intermediary, a pharmacy, or other similar entity shall not sell, license, or exchange for value regulated records containing prescriber-identifiable information, nor permit the use of regulated records containing prescriber-identifiable information for marketing or promoting a prescription drug, unless the prescriber consents.... Pharmaceutical manufacturers and pharmaceutical marketers shall not use prescriber-identifiable information for marketing or promoting a prescription drug unless the prescriber consents.... [18 Vt. Stats. Ann. § 4631(d).]

Drug manufacturers fought back and brought litigation in federal court alleging that their constitutional free speech rights had been violated. Though they lost at the trial court level, the manufacturers won a victory in a 6-to-3 vote in the U.S. Supreme Court.

Writing for the majority, Supreme Court Justice Kennedy held in Sorrell v. IMS Health12 that the manufacturers’ First Amendment rights had been violated. Sorrell struck down the Section 4631(f) of the Vermont law forbidding the sale of prescriber-specific information by pharmacies to “pharmaceutical manufacturers and pharmaceutical marketers.” The Supreme Court rejected Vermont’s explanation that the law was intended to protect public health and keep health care costs in check, saying that the law could not withstand “heightened scrutiny.” The Supreme Court found that heightened scrutiny was the appropriate standard of review because the Vermont law was a content-based — only forbidding the marketing of drugs — and a speaker-based — only silencing pharmaceutical marketers and manufacturers — prohibition on speech. The Supreme Court held that the speech’s commercial nature did not negate the need for heightened scrutiny because “[w]hile the burdened speech results from an economic motive, so too does a great deal of vital expression.” 13

In addition to these large scale commercial mining operations, a number of cases have arisen in connection with individuals or companies attempting to engage in data mining on the Internet. These cases often involve efforts to collect customer information off of the Internet through the use of so-called “Web crawlers” or “bots” (short for robots), meaning programs that search through hundreds or thousands of Websites to collect information on product pricing or availability. The same techniques may be used in an effort to collect personal information off of social networking sites, such as Facebook. Such efforts are often prohibited by courts because data mining is contractually prohibited by the Website. 14 (Remember the “contract” you clicked okay to when you signed up for the service or entered the Website?)

Data Mining in Academia

So now at last we come to the subject of data mining in academia. We have come the long way round in order to illustrate that the legal issues affecting the topic for today are derivative of — and dwarfed by — the far, far larger context of the use of data mining in law enforcement, national security, and commercial marketing operations. Rules developed by courts or legislatures to deal with fraud, terrorism, or the invasion of privacy may be ill-fitting shoes when applied to the efforts of liberal arts or scientific scholars to find some new angle or insight into their disciplines.

What is an example of academic data mining? Two years ago, Folger Shakespeare Library director Michael Witmore gave a speech describing his use of data-mining methods to analyze Shakespeare’s First Folio. 15 Witmore processed 767 different thousand-word excerpts of plays from the First Folio through a piece of software called “DocuScope.” The software is based on a database of 40 million English linguistic patterns sorted into more than 100 categories. Filtering Shakespeare’s classics through DocuScope uncovered patterns in Shakespeare’s work that a human scholar, trained in traditional academic reading methods, would never see. Such as the fact that — purely linguistically — Shakespeare’s Othello is a comedy. Surprising, no? Well, I’ll say no more on the merits of this piece of research at this point. I cite it merely as an example of how data mining might be used in the liberal arts. More to the point is to ask whether this research would have encountered any legal issues that needed to be solved.

The first issue that might arise in text mining is whether there is any copyright problem in obtaining and searching the “database” (here, the First Folio). Maybe, but maybe not. Master Will is of course long dead, and his works have been in the public domain for nearly four hundred years.16 Yet there might be a question about copyright. Why? The answer lies in the particular version of the First Folio the researcher wishes to use. All of the numerous printed editions of Shakespeare’s works through the 19th century are out of copyright, but it would likely be true that any modern, electronic, word-searchable edition is in copyright. Shakespeare’s words are not copyrighted, but the electronic version of them might be. If you go to the trouble of converting an old, out-of-copyright print edition of Shakespeare into a Microsoft Word document or some other e-text, your e-text of it may well be copyrightable. Thus, while there are several Websites which offer a free electronic edition of Shakespeare, you should check to make sure that the version you plan to search is not somehow protected. 17

We will need to revisit the copyright question later, but let’s go on with our discussion of the Shakespeare data mining project. So there would seem to be no copyright issue as such. And presumably there is no problem in accessing the non-copyrighted edition of the First Folio. By that I mean that the version you are working with has no electronic lock on it that you would have to unlock (or possibly “circumvent”). So, is there anything else to worry about? Yes. We need to know what search engine or data mining software you are planning to use?

Possibly the software is proprietary. You may need permission to use it. DocuScope, for example, is owned by Carnegie Mellon University, from whom you must obtain permission to access and use the software. I have not seen their form of license agreement, but it may include some requirements relating to publication of research using DocuScope.

Well, that’s a pretty easy set of steps to go through in order to data mine the First Folio. Easy, compared to other situations. The difficulty factor would increase if the contents of the database you want to search are copyrighted. Let’s say you want to apply DocuScope to the collected works of William Faulkner and Ernest Hemingway, both of whose works are — so far as I know — still under copyright. First, you would have to find an electronic database containing their novels and short stories. Let’s assume that you can find all of them in the Google Books Project or HathiTrust Digital Library (“HDL”). The issue of whether Google had a right to scan all the books in the world is still an open question before Judge Chin,18 but the District Court decision in the HathiTrust case19 issued by Judge Baer recognizes that such copying constitutes “fair use” of the works under 17 U.S.C. § 107 because the use for scholarship and research was “transformative” by providing superior search capabilities rather than actual access to the copyrighted works and facilitating access for print-disabled persons.

Judge Baer stated:

Transformative uses are likely to satisfy the first factor. Campbell, 510 U.S. at 575 (“The central purpose of this investigation is to see ... whether the new work merely supersedes[s] the objects of the original creation ... or instead adds something new, with a further purpose or different character, altering the first with new expression, meaning, or message; it asks, in other words, whether and to what extent the new work is ‘transformative.’”) (internal citations and quotation marks omitted). A transformative use may be one that actually changes the original work. However, a transformative use can also be one that serves an entirely different purpose. Bill Graham Archives v. Dorling Kindersley Ltd., 448 F.3d 605, 609 (2d Cir. 2006) (affirming district court’s conclusion that the use of entire copyrighted concert posters in a book to “document and represent the actual occurrence” of the concerts was different from the “dual purposes of artistic expression and promotion of the original use”). The use to which the works in the HDL are continued on page 54
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Logically, a researcher only needs — or would want — to engage in text or data mining if, first, there is a large-enough collection of books or articles to make the effort meaningful and, second, the collection of works is machine-readable ... preferably in a common format. Thus, a biochemical researcher might be interested in data mining the past 50 years' worth of scientific journals but only if they are electronically searchable in the right kind of way. But access is no easy matter. There's the rub.

To obtain access to all of Elsevier's past and current journals, for example, may require special permissions and payment of fees that are not inherent in the university's current subscriptions. Elsevier's current policy on data mining includes the following:

- We wish to understand our customers' text mining requirements and as practically every content mining request has a different goal there is not a common solution to provide this. Consequently we request that customers looking to mine our content should speak to their Elsevier Account Manager or should contact us directly at universal.access@elsevier.com.
- We will then discuss the mining request, access to the content (see below), licensing, and (where applicable) pricing for the project.
- Mining requests are often content specific. Customers can choose to mine our full-text content, abstracts, data, and other materials. A charge may be applicable dependent on the request.
- Hold up on the idea of obtaining permissions for a moment, and let's talk about whether the researcher has the right and ability to obtain access without going down the permission route.
- If you already have access to the copyright-protected work via Google Books or Hathitrust's HDL, you may choose to skip seeking permission to data mine. Of course you better check with your university's lawyers first, but conceptually you might be able to run the search.
- But if there are access problems because, for example, "technological protection measures" (TPMs) have been installed on the database to control or limit access, there is more of an issue.
- Assuming you had access to some sort of device or software that could cancel or circumvent the TPM, can you legally use it to do so? The answer to this question is on the outer edge of legal certainty.
- The Digital Millennium Copyright Act ("DMCA") of 1998 includes TPM provisions that ban both acts of circumventing TPMs used by copyright owners to control access to their works, as well as any device, service, or technology that is primarily designed or useful for circumvention. However, the DMCA does include seven limited (and generally inadequate) exceptions including for library acquisitions, security testing, reverse engineering of software, encryption research, and law enforcement.
- Arguably, the use of TPMS as a practical matter nullifies the ability to make "fair use" of protected digital works. The DMCA bars consumers from circumventing TPMs to make fair use of a protected digital work, such as making a back-up copy of a copy-protected CD or DVD that they have purchased. A possible crack in this wall has opened up in the last few years as a result of two decisions by the U.S. Court of Appeals for the Federal Circuit.
- Section 1201(a)(1) of title 17 of the United States Code prohibits any person from "circumvent[ing] a technological measure that effectively controls access to a work protected under this title." The Federal Circuit confronted the issue in Chamberlain Group, Inc. v. Skylink Technologies, Inc. in 2004.
- There, the court noted that, when Congress enacted the DMCA, it "chose to create new causes of action for circumvention and for trafficking in circumvention devices. Congress did not choose to create new property rights." Accordingly, the court held that section 1201 "prohibits only forms of access that bear a reasonable relationship to the protections that the Copyright Act otherwise affords copyright owners." A copyright owner alleging a violation of section 1201(a) consequently must prove that the circumvention of the technological measure either "infringes or facilitates infringing a right protected by the Copyright Act." The following year, the Federal Circuit again dealt with a claim of circumvention under the DMCA and reaffirmed its ruling in Chamberlain. In Storage Technology Corporation v. Custom Hardware Engineering & Consulting, Inc., plaintiff StorageTek claimed that defendant CHE's use of certain devices to circumvent a data locking protocol constituted a violation of the DMCA. (CHE repairs STK libraries, or "silos," that are connected to Library Control Units.) The Court of Appeals concluded that it was unlikely that StorageTek could succeed on the merits of its copyright claim and therefore "[t]o the extent that CHE's activities do not constitute copyright infringement or facilitate copyright infringement, StorageTek is foreclosed from maintaining an action under the DMCA." The court held that, "[t]o the extent that StorageTek's rights under copyright law are not at risk, the DMCA does not create a new source of liability." The Federal Circuit reasoned that, because the DMCA must be read in the context of the Copyright Act, which balances the rights of the copyright owner against the public's interest in having appropriate access to the work, "courts generally have found a violation of the DMCA only when the alleged access was intertwined with a right protected by the Copyright Act." This holding was followed in a subsequent case involving CHE.
- Five years later, the Court of Appeals for the Ninth Circuit considered a DMCA circumvention claim and declined to follow the Federal Circuit's approach or to adopt an infringement nexus requirement.
- Without the Ninth Circuit's ruling, one might have felt fairly confident that the correct reading of § 1201 of the DMCA is that there cannot be a circumvention violation unless it leads to copyright infringement. Thus, one might have concluded that a circumvention to engage in fair use would not be actionable. However, in light of the Ninth Circuit's contrary decision, such a conclusion would entail a certain amount of risk. Accordingly, the conservative approach for the moment at least would be to avoid circumventing technological protection measures and to opt to seek permission from the owner of the protected works.
- Finally, even without the existence of TPMS barring access to a protected work, there may be contractual or licensing constraints on the ability of an academic researcher to freely mine the works otherwise available to him or her. Contractual provisions in journal or database licensing agreements may place restrictions on the user that either expressly or inferentially bar data mining without permission. Copyright law has not been interpreted to preempt or override such contractual restrictions. The university or library holding the license may be deemed to be in breach of the license agreement if it permits data mining (that is prohibited by the agreement). Even "open access" journals may present a problem if the license is a restricted one (such as an "ND" or No-Derivs one). E.g., the need to provide the attributions required by the CC license may be burdensome when numerous books or articles are mined.
- With license agreements, as with the other aspects of the data mining project such as copyrightability and TPMS, it is important for the researcher to consult closely with the library staff and with the university counsel before lowering oneself too precipitously down the mine.

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librarians in light of all that is happening in our industry. I was especially struck by the truth of the “big data” takeaway — “Big data skills will become more important in the years to come. Because of the skill gap, professionals are not investing limited resources in content they do not understand.” (See this issue, p.18.) And we libraries have lots of big data — so much in fact that Dennis Brunning says that “we are headed toward data obesity.” (See p.8, 10.) Speaking of which, the how-wonderful-that-he-is-talking-to-us Jim O’Donnell will be directing a panel in Charleston this year.

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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

**Questions & Answers — Copyright Column**

**QUESTION:** A state government librarian has been working with HathiTrust to digitize older state Banking Commission reports. Hathi had the volumes digitized but did not want to make any volumes newer than 1923 available to the public. The librarian believes that the state’s public records law means that documents and publications produced by state agencies cannot be copyrighted. She was able to convince Hathi to proceed with the Banking Commission reports. Another state publication the librarian would like HathiTrust to digitize and make available are the state court reports (judicial opinions). Five of the volumes in the middle of the set of reports have copyright notices at the bottom of the Table of Contents page, but none of the other more than 300 volumes do. Why do those five volumes have a copyright notice? Is it possible for a state agency to claim copyright on a publication produced by the agency when the state has an open records law?

**ANSWER:** According to the Copyright Office’s Compendium (which is now being revised and soon will be posted on the Web), official state government documents such as judicial opinions and statutes are not eligible for copyright. But the *Copyright Act* is a federal statute and applies only to federal documents. So, under the federal *Copyright Act*, a state government could claim copyright in its publications. Most do not do so, however. It is likely that there was a change at the state printer and the notice was inserted in those five volumes during this time. Then, at some point, the matter was corrected for future volumes.

For documents that are not official judicial opinions and statutes, the issue is more complicated, and some states do claim copyright in those documents they publish. The theory for not allowing copyright is that citizens of the state have already paid for the publication of their tax dollars and thus should not have to pay for them a second time.

Another complication occurs when states do not publish their own judicial opinions and statutes but contract with a private publisher to do so. The private publisher likely will claim copyright in the volumes. One could argue that the statutes themselves without annotations or other extraneous matter or the judicial opinions without annotations or editorial additions should be copyright free.

**QUESTION:** An art history professor asked how many images he may show in his classes. For the most part, these images come from disks sent by the publishers of art history textbooks. The professor assumes that the publishers want the images to be used for teaching purposes, and that permission to use the images is not necessary. Is there a difference between displaying images in a face-to-face classroom as opposed to posting them on a course management system as a PowerPoint presentation? Is it fair use if the artist has been deceased for more than 70 years?

**ANSWER:** It is very likely that publishers intend for the images on the disks be used for display in art history courses. If there is any license agreement that accompanies the disks, one should follow it. Otherwise, showing the images in a live classroom is permitted under section 110(1) of the *Copyright Act*, so teachers are allowed to display images to students with no permission required. Today, most teachers display images via a computer and an LCD projector. If there is any transmission of the images through a network, such as a course management system, section 110(2) applies. The professor may display images in a class session in same quantity he would use in a face-to-face classroom. There are limitations on the display, however. For example, students are not permitted to download the images, and images may not be retained beyond the class session.

Whether the artist is deceased is irrelevant. The image is the photograph and not the underlying painting or sculpture. So, it is the life of the photographer that controls. Today, photographs of two-dimensional works of art that are a faithful reproduction of the work are said to lack the requisite originality to qualify for copyright, however.

**QUESTION:** A school librarian reports that her school has just adopted iPads for each student. In celebration of the upcoming Teen Read Week, she wants to feature students reading using “iREAD” instead of just “READ,” and then create the posters such that the poster border looks like an iPad. Does the combination of “iREAD” and a poster made to look like a giant iPad go too far? None of these images would be posted on the school’s Web site.

**ANSWER:** This clearly seems like fair use. The librarian is simply displaying posters that use the idea of “iREAD” taken from an iPad. Further, the posters are not being distributed but simply posted in the school for a short period of time.

**QUESTION:** An individual owns railroad photographs from the 1920s, 1930s and 1940s. The photographers are deceased. The individual wants to be the sole owner of the photographs. He asks if he acquires a copyright to these photos, would it make him the sole owner?

**ANSWER:** It appears that the person owns copies of these photographs (maybe even the only copy of them) but not the copyright. The law provides that the photographer owns the copyright, although he or she may have transferred it to someone else. Since the photographers are deceased, their heirs own the copyright in these photos, if the photos were protected by copyright. In order to own the copyright, there must be a written transfer of copyright from the owner (photographer or heir) to the individual.

There is certainly a possibility that the photos are no longer protected by copyright. When they were taken, the term of copyright was 28 years, but there was also a renewal term. One would have to know for each photo when it was taken, whether it was registered for copyright, if the copyright was renewed, etc., in order to determine whether the work is now in the public domain. If a photograph was published in the United States before 1923, it is definitely in the public domain. If it was published but never registered, it is now in the public domain. If registered and then renewed, it may still be protected by copyright. If the works are in the public domain, there can be no copyright.

If the photograph has never been published, and the photographer has been deceased for more than 70 years, it is now in the public domain. These photos existed as of 1978, and may have passed into the public domain at the end of 2002 if that was longer than 70 years after the photographer’s death. Otherwise, the term of copyright is life of the author of the unpublished photograph plus 70 years.

**QUESTION:** A university librarian writes that a campus is planning to institute a central depository for course syllabi. Plans have barely begun, but one professor who regularly balks has done so again, this time over a question of copyright ownership. Who owns the copyright in course syllabi? May a faculty member refuse to have her syllabus included?

**ANSWER:** Many colleges and universities are posting syllabi either as a part of an institutional repository or to provide evidence in case the legislature or other funders have questions about what is going on in classes. In most academic institutions, faculty members own the copyright in their syllabi. Placing them in the repository does not require an assignment of copyright but rather a simple permission on the part of the owner to have it reproduced and displayed in the repository.

Another issue involving syllabi is that there are different types of syllabi — some syllabi actually contain full text of all of the readings assigned rather than just a citation to them. This type of syllabus also raises some issues about reproduction and distribution. For either type of syllabus, however, putting them into an institutional repository makes sense and may either be fair use or covered by the faculty member’s employment contract.

Certainly, a faculty member may refuse to post her syllabus, but such refusal may violate the employment contract and could result in disciplinary action or even termination. ♦
The last royalty statement from one of my publishers (I edit engineering handbooks for three major publishers — Wiley, McGraw-Hill, and Elsevier) was something of an eye-opener, although I should have been prepared for it. Royalties for my three titles, published in 2005, 2009, and 2011, were up overall, but welcome as that news was, it wasn’t the big news. What caught my attention was that for the first time, royalties from electronic sales had surged ahead of print royalties. I allowed myself to contemplate the notion that strength in electronic sales hinted at a robust life for the current editions of these books, right up to the moment, I hoped, that the publisher issued new editions.

You might throw up your hands and shout that I shouldn’t have been surprised in the slightest. Let’s face it; we all know which way this thing is going. Or we think we know. Or, as some among us would have it, we ought to know by now. I’m talking about the migration from print to electronic of reference and scholarly books, as well as some textbooks. Or has this thing advanced enough so that I should say the replacement of print books by all manner of electronic books? I might as well. The evidence is all around me.

It’s been years since the powers-that-be at the big engineering school not far from where I live cleared out the bookcases, which used to hold numerous big-time technical reference works, as well as journals, if memory serves, from the main reading room and put in tables and a few banks of computer terminals. It wouldn’t surprise me if that library’s acquisition budget was 80/20 electronic versus print, or maybe the ratio is even more pronounced. I got the 80/20 figure recently from a librarian at a major state university, where some vestiges of a humanities curriculum that might still be somewhat print oriented may be hanging on in an era when politicians and university boards of trustees seem bent on making universities into trade schools. As for students, their demands are for having textbooks delivered to their smart phones. So I’m told — and I have no inclination to doubt the messengers of such tidings, even if I have to acknowledge that they are making prophets of those CEOs who kept repeating the tired bromide that their organization’s mission was to provide customers what they wanted wherever and whenever they wanted it. Dreams, even those out of the mouths of CEOs, can come true once the enabling technology becomes available.

Then there are STM journals. Once STM publishers were able to run their subscription businesses as well in the electronic realm as they always had in the print world, the rest of the story was inevitable. Nowadays, if someone hands you a paper copy of an issue of an STM journal, chances are it’s an examination copy, which the publisher might be using for publicity purposes at a scientific conference. Publishing journals electronically makes everything about them easier to do. Now that journals are electronic they’re just better than they used to be a generation ago, especially for readers, who have searchable archives at their fingertips, among other new delights. The benefits are spreading to the wider world of periodicals, as general interest magazines hasten to stay viable. The current issue of The New Yorker arrived with a wraparound providing me with an activation number so I can access the magazine’s digital offerings.

On the other hand, when it comes to trade books, many readers of fiction and non-fiction must still prefer print. Some people even think that there are books that work better in print than electronically. For example, David Carr devoted one of his New York Times columns to a successful print book, Cool Tools, that, according to Carr, “has a thrown-together appeal that invites browsing of another sort.” Everyone can easily see that Amazon recognizes the preference: Amazon may tout its Kindle line, but as a service to customers it lists used copies from non-Amazon sellers alongside new copies and Kindle versions for each title, no matter how recently published. I’m one of those old-school customers. When it comes to fiction, I still prefer print, and I’m not above buying used copies. (One of my favorite haunts is a tastefully stocked used bookstore — no James Patterson there! — about twenty-minutes drive from my home.) I’d much rather read a slightly worn trade paperback than scroll through a version of that book on my Kindle. Fact is, I haven’t even charged the machine for months.

As for those reference and scholarly STM books that increasingly are going electronic, there’s this curious thing: the publishers are still making print versions available, and in many cases, it seems to me, the books look and feel better than these kinds of books used to. I say this after perusing dozens of titles at the PROSE Awards judging this January. I also have to say that art books and clinical medicine textbooks are as lavishly produced as they ever have been. But the college textbooks I reviewed as a judge — in chemistry, physics, mathematics, and environmental and earth sciences — may have even more colorful features than such textbooks in these disciplines used to have, perhaps because publishers have surmised that today’s undergraduates, even

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Blurring Lines — Demand-Driven Access to Journal Articles

From Publisher Token Systems to Aggregation Plays: eBook and Journal Article Access is Converging

Column Editor: David Parker (Publisher, Business Products, Alexander Street Press; Phone: 201-673-8784) <dparker@astreetpress.com> Follow me on Twitter @theblurringline

If you read my November column in Against the Grain you know that I believe demand-driven acquisition and metered-usage models will grow in both degree and importance for university library collection development strategy and in terms of providing a fertile pathway for new business models. In “The Blurring Line” I am especially interested in emerging business models and the people and companies behind these efforts to innovate. In this column I will explore demand-drive models in the delivery of journal articles. It has always struck me that the book publishing world can learn much from the journal publishing world in terms of open access and the journal publishing world can learn much from the book publishing world in terms of demand-driven access. Of course much book and journal publishing goes on under the same roof, but frequently the respective publishers struggle with incorporating the advances from the world of their counterparts.

In journal publishing all too often the discussion around new business models is confined to explorations of open access versus the traditional publishing model. Open access is a critically important topic, especially for scholars seeking the broadest dissemination of their ideas and the broadest access to research. But open access will inevitably be constrained by its funding models and/or business models, whether they be state/university-driven or publishing company-driven. I suspect I will be writing a future column on new publisher business models to fund open-access in journal publishing, but that is for another day.

The same pressures that are pushing open access forward are behind the growth of demand-driven models. Declining state and university budgets coupled with better data analytics and data sources combine to simultaneously force and empower librarians to look harder at the big deal and broad-based subscriptions. I believe that the big deal will slowly but inevitably unwind as a primary business model for acquiring journals and most second- and third-tier journals will face increasing pressure to experiment with demand-driven models. Of course, top-tier and very high-usage journals will be somewhat insulated from these pressures, but the drive to maximize revenue generation will compel the savviest publishers to strike the right balance between a variety of business models to meet the most possible customer segments. And librarians and scholars will use a mix of content acquisition methods to get the needed research in scholars’ hands as fast as possible, so we are sure to see a healthy mix of open access, subscriptions, ILL, rentals, and peer-to-peer sharing.

In the remainder of this column I want to stay true to the mission of The Blurring Line and look at some examples of where demand-driven is heading in the journal world with a specific focus on aggregation players in the space.

The forerunner to demand-driven models in journal article access was the token system introduced by publishers such as Wiley, Nature Publishing Group, and Future Science. This is a very straightforward model dating back to the late 1990s. The publisher offers a package of tokens for a fixed fee, and the library and its patrons draw down on a fixed account of tokens as they access individual articles and at their leisure with no period or term of usage. Depending on the degree of control the library is seeking over token usage, regimes can be put in place. For example, Wiley’s token system offers a “Super User” through whom requests must pass before a token is dispensed and an article is accessed. The token system looks and functions like PDA, but was the construct of individual publishers seeking a controlled and tightly monitored system to dispense single articles for unsubscribed journals. The token system, however, suffers from a lack of scale in that it is confined to single publishers. The recent introduction of aggregation schemes for demand-driven access to journal articles offers new and interesting opportunities. Here I will focus on three stand-out examples: Deep Dyve, Get it Now, and ReadCube.

DeepDyve is a professionally-oriented service that has aggregated nearly 10 million articles across thousands of peer-reviewed journals sourced from 100+ scholarly publishers. DeepDyve is focused on selling memberships to individuals and organizations in the professional/corporate space. This is not a PDA model, but rather a rental model predicated on access for a term of use/access to an individual article. The DeepDyve story is compelling as it represented the first aggregation scheme oriented toward delivering affordable, real-time access to journal articles with an emphasis on marketing to professionals and researchers outside of the university. And DeepDyve’s membership model opened up new spaces for thinking about how content could be monetized, not only in terms of distribution channels, but also in terms of revenue generation models.

The Copyright Clearance Center’s (CCC) service, Get It Now, provides a similar service to that of DeepDyve, but aimed at the scholarly researcher in the university library. If the library selects an unmediated service, access to articles is provided via an open URL search and the library is billed on a monthly or bi-monthly basis and articles can be shared across users if the library has an annual copyright license from CCC. A medi-

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graduate students, have low attention spans as a result of heavy Internet usage. This is just an impression. I haven’t done any side-by-side comparison between textbooks of different eras. Otherwise, with regard to physical quality of the scientific reference and scholarly books I reviewed in the PROSE Awards judging, I saw no evidence that corners were being cut. I had the impression that color was being used more freely than in the past. Some trim sizes struck me as extravagant. Expense wasn’t spared on freely than in the past. Some trim sizes struck

here. So what’s going on? Well, it must be cheaper to print and bind these books that it used to be, no matter how much color is used, or the weights of paper and covers. Short print runs can’t be as much of a problem as they once were. Because the major STM publishers are global, I suppose that they can easily get print reference works. And here’s where my thinking took a turn. I love physical books, but these piles looked wasteful. So here’s one question I had, among others: are there still overseas markets for these behemoths, even though searchable electronic versions are far more useful? Answers to such questions are beyond my pay grade these days. But I do wonder whether such questions are on the minds of publishers up these cold winter nights.

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Sometimes learn about changes that concern me in unexpected ways. In a recent article on “Arguments Over Open Access” by Carl Straunseim from Inside Higher Ed (January 6, 2014), Mary Ellen K. Davis, Executive Director of the Association of College and Research Libraries, reported that College & Research Libraries will no longer appear in print. “The ACRL made its scholarly journal, College & Research Libraries (C&RL), open access in 2011, and the publication will this month go online only after members ‘begged’ the organization to end its print edition, Davis said.” I certainly am not one of the “beggars” and will give two personal reasons plus an organizational worry to explain why I am mourning the disappearance of the print edition. I will add that I’ve been a member of ACRL for over forty years.

My first reason springs from the advantages that print still maintains for me as a reading format. Please don’t accuse me of being anti-digital. I teach online, answer email online, and do most of my research online. I stopped printing out documents years ago because I put them in folders and never read them. Then why do I feel differently about C&RL? To begin, I consider it to be a treat to read this publication in the evening in my easy chair, most often with a glass of wine, after I’m completely sick of looking at digital screens. I have wireless access for my easy chair; but I don’t want to look at yet another digital device whether it be a netbook, tablet, or smart phone. (I don’t have any special love for the feel or smell of paper.) In addition, I want to look at the whole issue as expeditiously as possible. I scan print for content much more easily than I can scan digital even if digital includes abstracts, summaries, and tables of content all hyperlinked to the correct spot in the journal issue. I started my career as a subject cataloguer and have retained the skill of flipping through non-fiction works and being able to summarize content in less than ten minutes. I dare anyone to do this with a substantive e-document. When the latest issue of C&RL arrives, I scan the articles quickly, often reading the abstract, first paragraph, and conclusion to see if I’m interested in reading the complete article later. I also pay particular attention to the book reviews for reasons that I’ll explain later.

Finally, as I’ve written elsewhere, I believe that the basic unit of scholarly communication is becoming the article rather than the journal. I still, however, consider C&RL to be a coherent entity because of its focus on an area of great interest to me. I would not say the same about American Libraries, which, while appealing to a much more diverse audience with a great variety of library news, includes some content of less interest to each individual member of its audience. I would also contrast reading C&RL with much of my digital reading where each short item is self-contained and usually not related to other parts of any digital document in which it is contained. I consider these documents comparable to newspaper articles and quite different from substantive documents. For longer texts, including books, I still prefer print. My other option is to read lengthy digital documents at my peak energy levels, usually in the morning fortified with several cups of coffee, when I have greater patience for sustained digital text.

The second reason I’m mourning the print edition of C&RL is the serendipity factor. Most of my professional reading and research focuses on precise topics where I use resources like Library Literature Online. I’m searching for a known item, most often discovered elsewhere, or for a specific subject. While complete issues of many library science periodicals are available, I seldom if ever take the time to look at an entire issue. I often feel guilty about no longer scanning important journals such as the Journal of Academic Librarianship but not guilty enough to make doing so part of my regular routine. With the physical copy of C&RL, I sometimes find myself reading articles that I would have otherwise paid no attention to but find interesting enough from the abstract to read in their entirety. I pay particular attention to the book reviews — first, because they are relatively short, and, second, because they keep me up-to-date on scholarship in library and information science. I’d also suggest that scanning C&RL is the journal equivalent of browsing the stacks for related physical books of potential interest — another loss from the increasing focus on e-resources.

The third reason for mourning the physical edition of C&RL is that I believe that dropping the print edition of C&RL may pose some organizational risks for ACRL. I can certainly understand the decision to do so from a fiscal perspective. Providing a print copy and mailing it to 11,944 members (2013) must be a substantial cost for the division. On the other hand, the print version is one of the few tangible benefits of paying $58 annual dues as a full member. I have long thought that the policies of the American Library Association offer...
few inducements to join divisions and round tables. Programs sponsored by ALA units are open to all members, as are any committee or interest/discussion group meetings, though some special events charge a lower fee for members. Being appointed to a committee requires membership in the unit, but a subject for another column could be why ALA members are becoming increasingly disinterested in such appointments. The arrival in the mail of C&RL reminds me that I’m an ACRL member and am receiving a visible benefit from this membership. Over the years, I’ve dropped membership in two other divisions when they ceased distributing print publications. I have enough commitment to ACRL that I’ll most likely continue to renew each year. Perhaps this factor doesn’t concern other members who are more involved with ACRL through Facebook, Google Groups, Twitter, ALA Connect, and other social media.

The cost savings in eliminating the print version of C&RL will most likely far exceed the loss of revenue from any decreased membership dues. Nonetheless, I worry about this slippery slope that I see occurring in many parts of my life. My local daily newspaper went digital and also reduced content to save money. In the beginning, I read the digital version daily, though not as thoroughly because scanning the entire issue was more difficult as I’ve already discussed above. I stopped reading it completely when I lost the email that contained the password and didn’t consider it important enough to go looking for it. The same will most likely be true for the digital edition of C&RL. I’ll get the digital email about the new issue, perhaps even with a table of contents; make a mental note that I should really, really read it; file the email away in my “read later” folder; and eventually delete the email without reading the issue. To be fair, I have a stack of publications in my office that will also be discarded at some point without systematic reading; but I have at least scanned the most important ones when they arrived and noted the organization that sent them. In the end, I’ll have less of a connection with ACRL and ALA. I don’t know if other organizations have faced this same issue. A quick Google search indicates that many professional societies stress the benefits of receiving print publications as a perk for joining and at least a few have less expensive online memberships that don’t include print journals.

I’m beginning to worry that I look like a Luddite in too many of my columns, but I’ll remind readers that the Luddites were right — technology would change their lives in ways that they didn’t like. Where they were wrong was that they could do anything to stop these changes. I know better than to make that mistake but hope that I can at least mourn the losses attached to adopting new technologies, including not receiving a print edition of C&RL.

**From the University Presses — Whither Library-University Press Partnerships?**

Column Editor: Alex Holzman (Director, Temple University Press; Phone: 215-926-2145) <aholzman@temple.edu> http://www.temple.edu/tempress

This is the last column I’ll write before I retire as director at Temple University Press, and it seems an auspicious time to think out loud about how the library-university press relationship has evolved in recent years and where we might thrive by working together in the future.

The January 2014 publication of the Association of American University Presses (AAUP) Press and Library Collaboration Survey (http://www.aauptnet.org/images/stories/data/LibraryPressCollaboration_report.pdf) provides a good place to start. The good news — ninety-five percent of the respondents, which included both library and university press personnel — “see the need for presses and libraries to engage with each other about issues facing scholarly publishing beyond the usual topics of open access, fair use, and copyright.” A variety of responses to questions throughout the survey show an unmistakable trend toward increasing degrees of library-press interaction, though the benefits of those interactions seem much less clear.

The survey spends a lot of time on the scope and success of library publishing programs, how they differ from press publishing programs, and where (whether) they should cooperate on specific programs. It also notes that the press reports directly to the library at just over seventeen percent of the respondent institutions. That would seem to imply working together much more closely, or at least a better understanding of each other’s needs and priorities, but unfortunately, the study doesn’t treat that group with any further specificity.

Here’s a striking difference between presses and libraries. Slightly over 40% of reporting presses are charged with recovering the costs of their publishing program, including staff salaries and overhead costs, while another 25% are charged with achieving an “acceptable loss,” which I expect means achieving a budgeted loss (subvention) negotiated with the administration at the start of a budget year.

Libraries face a very different situation. Only 8.5% of respondents are charged with recovering the full costs of their publishing program. More astoundingly — and I don’t know what to make of this — thirty-five percent of reporting libraries say they don’t know what their home institution’s financial expectations are of their publishing program compared to sixteen percent of presses. So one in six presses and more than one in three libraries don’t know what their institution’s financial expectations of their publishing program is. This from a survey sent to library directors, deans, and university librarians (titles vary), and to press directors.

Perhaps — the report doesn’t say — library-side folks are included in the number of respondents saying they don’t know what financial results define acceptability to presses and vice-versa. That would be a bit of a relief, but only a bit. Because in 2012, when the survey was taken, and surely in 2014, I’d hope every library and press coexisting (or in one in six cases engaged in a direct report situation) on a campus would talk to each other enough to have at least this minimum mutual understanding of what their university’s administration expects of them.

Here’s another mystery. The survey asks, logically enough, what types of materials the library and press partner to publish. Yet only thirty-five of eighty-three respondents even bothered to answer the question. I’m not sure if this is because there are so few press-library publishing partnerships that result in an identifiable product (partnership can be defined in terms of subsidies, archiving, and other activities that don’t produce an actual product).

I’ll end what I’m sure can quickly become a boring recitation with two hopeful stats. Twenty percent of library-press collaborations are more than ten years old, and another twenty-five percent are between five and ten years old. These things appear to last; I would guess the fifty percent under five years old result from an accelerating number of such programs, not a high failure rate.

Equally hopeful, absolutely none of the respondents have any plans to suspend existing partnerships between presses and libraries, and 70% plan to develop new ones. Cooperation is in the air.

To which I can only say, thank heavens. The absence of real understanding between these key university players in the scholarly communications ecosystem has puzzled me throughout my almost thirty years in university press publishing. Presses, except for some of their journals departments, didn’t understand libraries even as customers for the longest time. Libraries didn’t understand the financial pressures the university puts on presses and, even worse, tended to lump university presses with commercial presses, especially on those occasions — and there are some — when presses took the same positions as their commercial counterparts.

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I heard someone say recently, “The textbook industry is in trouble. You can’t swing a dead cat without hitting someone who thinks they can write the next textbook replacement.”

Huh? Who would want to swing a dead cat? How would such a person be regarded in a professional setting? And where does the expression “you can’t swing a dead cat without hitting (this or that),” come from, anyway?

The World Wide Web seems to be, well, not-fully-informative on this last question. Yahoo Answers labels as “Best Answer” a meandering set of data points touching variously upon “the hit TV show Cheers,” the idea that the gestured form of the expression is performed “by circling of one hand in the air like a lassoing action,” and the assertion that “the term ‘dead cat’ is an expression from the mide-70s… not referring to our kitty friends though.” Finally, the Yahoo Answers entry links to an etymology site according to which, “…there is no trace of this phrase, [sic] before the last twenty years.”

Hmmm. If I remember my Tom Sawyer correctly, it was Johnny Miller who, for the privilege of helping Tom whitewash the fence, “…bought in with a dead rat and a string to swing it with…”

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Not too great a leap from rat to cat.

And since rats, mice, and other mammals are already called upon to assist in advancing the cause of Science, let’s use rats for the possibly distasteful job before us, that is, to tease out and separate conflicting truisms about the veracity of content accessible on or through the World Wide Web designed to serve an academic or educational mission.

Professional or paid mourners, according to Wikipedia, are also called moirologists. Wikipedia cites http://wordsmith.org/words/moirologist.html. That’s reassuring, because my Concise Oxford Dictionary, Tenth Edition, is silent on the matter, my Websters Unabridged is not at my present location, and my kid sister, the Classicist, got the OED when we cleared out Dad’s study — she had more room than anyone else, as well as the most plausible requirement for it.

The Concise Oxford Dictionary does cover the word authority, however. For the purposes of this column, we’re going to use the third definition, “the power to influence others based on recognized knowledge or expertise — an authoritative person, book, or other source.”

I mention moirologists because they were, quoting Wikipedia, “...compensated to lament or deliver a eulogy.” I can’t claim to fall under the demographic group this represents and am glad of it. Truthfully, I couldn’t, in good conscience, accept compensation for lamenting something I truly lament. Nor, for that matter, would I comfortably lament something simply because I thought my job called for it.

At any event, I think it’s a little early to call in the moirologists for the textbook-publishing industry wake. There’s nothing going on in the world that should cause the textbook-publishing industry to choke to death on its last meal.

There may be, however, enough going on to give them a little heartburn...

But let’s not be negative.

Permit me instead to celebrate a couple of things. These, I think, are Good Things, and, in my opinion, worthy of celebration. If anyone wishes to regard them as a threat to a way of life, let them call in the moirologists. It’s not my job.

The first thing I’ll mention is Kahn Academy, which, if you haven’t visited yet, is found at https://www.khanacademy.org. Have you ever helped a kid out with homework only to run into the realization that some of your own K-12-acquired content could use a little dusting off? I first learned of the Khan Academy in conversation with another parent who was helping a kid out with math homework. According to their “about” page, they are, “...a not-for-profit with the goal of changing education for the better by providing a free world-class education for anyone anywhere.”

According to the Wikipedia article on Khan Academy, in 2004 Salman Khan, a graduate of MIT and Harvard Business School, began tutoring his cousin in mathematics using Yahoos’s Doodle Notepad. The article continues, “When other relatives and friends sought similar help, he decided it would be more practical to distribute the tutorials on YouTube. Their popularity there and the testimonials of appreciative students prompted Khan to quit his job in finance as a hedge fund analyst...in 2009, and focus on the tutorials (then released under the moniker ‘Khan Academy’) full time.” By 2010, Khan Academy had transformed into a 501(c)(3) organization and stopped accepting advertising revenue via YouTube and is now supported by donations including what Wikipedia terms, “...significant backing from the Bill & Melinda Gates Foundation and Google.”

From pre-college Math, the organization has branched out into additional subject areas including Science (Biology, Physics, Chemistry, Organic Chemistry, Cosmology and Astronomy), Computer Science (Python Programming), Economics and Finance, (Microeconomics, Macroeconomics, Finance and Capital Markets, Entrepreneurship), and the Humanities (World History, Art History, American Civics). They also partner with content from the Museum of Modern Art (MoMA, NY, NY), the J. Paul Getty Museum, the Stanford School of Medicine, and others.

This is already content of astonishingly high quality, and getting better.

Much good can also be said for our next exemplar, the CK-12 Foundation.

Again, according to Wikipedia, CK-12 is “...a California-based non-profit organization...established in 2007 by Neeru Khosla and Murugan Pal to support K-12 science, technology, engineering, and math (STEM) education.

They began though employing a Web-based platform called the “FlexBook,” but have gone on to broaden their focus to content delivery across multiple modes of delivery.

Do this if you haven’t already (and perhaps you have: maybe I’m the last person to discover this stuff — it wouldn’t be the first time): go to Amazon, then the Kindle book store, then do a search on the term “CK-12.” As of this writing, that search gets me 64 results, 52 of which are Kindle books published by the CK-12 Foundation, and 12 of which represent Amazon’s search system trying to be over-helpful.

The point is this: you can buy all 52 of those books published by the CK-12 Foundation, 41 of which have customer ratings of four stars or greater, for a grand-total-outlay of $0.00. Just on the first page of results we find Basic Physics – Second Edition, Life Science for Middle School, Chemistry, Trigonometry, Middle School Math Grade 6 – Volume of 2, Commonsense Composition, well, you get the idea...

If you take a look at the Physics book, you’ll find it’s reasonably well written, sometimes colorfully illustrated, and features hyperlinks embedded in the text. It’s published under a Creative Commons license.

To indulge in one of today’s most popular pastimes, the standing-up of a strawman argument for the sole purpose of cutting it down, do I think we should shut down all the K-12 school libraries, send all their books to Mars (or some other planet affected by cataclysmic climate change), and toss the publishers and sellers of K-12 textbooks onto the scrapheap of History? Certainly not! And they shouldn’t or won’t willingly lie down on that scrapheap all by themselves, either.

I’ve clipped recipes from newspapers. Does that mean publishers should be made to stop printing cookbooks? How about if I’ve done a Google search for “Potatoes Au Gratin”? The key phrase here is “...made to.” I’m free to employ a recipe published in a newspaper, in a cookbook I’ve borrowed from my public library, or read off of my cell phone (protected by its spill-proof cover, of course).

By the same token, privately-held industry is free to manufacture or publish what it will, to “go with the flow,” or “swim upstream” in the marketplace, as however best fits their strategic plan. School boards have the right to make choices, and do.

Those manufacturers of buggy whip holders, back in the day, were free to continue to make buggy whip holders for as long as they wished. How long was dependent upon their willingness to absorb the pressures resulting from a dramatic drop in demand, a shrinking market, and cut-throat competition as rival buggy whip holder manufacturers sold off remaining inventory. Some of the buggy whip holders survived by switching to making clips into which to clip your horseless carriage’s starting crank.

And as I’ve pointed out more than once over the years, most of those folks, even those who thought about horseless carriages, thought about them as “horseless carriages,” not as “automobiles,” the term not yet having come into common use.

We’re in such times today. Even, lo, these many years into the “digital revolution,” or whatever you want to call it, we still have trouble thinking about Emerging Things except in terms relating to things with which we’re already familiar.

I think there’s good reason for hope. And I hope, one day, in some pan-galactic future, some future counterpart of mine will truly be able to say, “It’s getting so that you can’t swing a post-molting Zambobian lava beast without hitting an out-of-work moirologist!”

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

The 2013 SCLA/SELA joint conference “Local Roots: Regional Reach” was held in the historic Westin Poinsett Hotel in downtown Greenville, SC. and attended by more than 400 librarians, publishers, and vendors.

“Building Partnerships: On Campus and Off” featured Dr. Gordon Baker, Clayton State University, GA and Robert E. Fox, University of Louisville, making the argument that “the library staff must build partnerships within the campus and off campus if the library is to be meaningful for the learning community.” Both speakers offered their libraries’ experience to support this contention.

As strategies for reaching out to students Mr. Fox highlighted the use of library publications, tours and orientations, welcome back events, and partnering with individual classes to do special events. In connecting with faculty he noted the positive effects of faculty orientations, sponsoring a series of “Tuesday talks” where faculty discuss their research in layman’s terms, providing meeting space, and librarian liaison efforts. He stressed the need for collaboration with campus groups ranging from student government and faculty and student advisory boards to the College Foundation, Alumni Affairs, the Writing Center, and the First-Year Experience — all with an eye toward enlisting them as library advocates. He ended by reminding the audience that librarians can’t assume that “people know our story” and that libraries need to take advantage of their staff talents as well as other campus resources to build needed partnerships.

Dr. Baker focused on off campus partnerships, noting that for his library the K-12 community was a good fit. He discussed the value of contacting school media coordinators and media specialists, conferencing with teachers, and presenting to students, especially highlighting available library resources. He also talked about his library’s efforts in working with the local museum, acting as the “Foundation Center” providing information to the local community, and having an internship position at the Clayton State archive to work with local genealogy groups.

In her presentation “Beyond.gov – Using Non-Government Websites for Government Information,” Kathy Karn-Carmichael from USC-Aiken told the audience about a number of worthwhile Websites. True to the program description, Ms. Karn-Carmichael discussed a number of sites that would be useful in providing information “on business, social sciences, and international relations in academic and public settings.”

Ms. Karn-Carmichael divided her discussion into six major topic areas, recommending Websites for each. She started by talking about Legislative and Judicial Sites, noting that *Thomas.gov* was being replaced by *Congress.gov* and then spoke highly of the Supreme Court Database (<http://scdb.wustl.edu>) that “contains over two hundred pieces of information about each case decided by the Court between the 1946 and 2012 terms.”

Next on her list was the Demographic Website Social Explorer (<http://www.sociosexplorer.com/>, which she felt was easier to use than the Census Bureau’s Database American FactFinder (<http://factfinder2.census.gov>), in addition to containing thousands of interactive maps.

Given the recent concern about the activities of the National Security Agency, Ms. Karn-Carmichael pointed to sites that focused on government transparency including the National Security Archives (<http://www2.gwu.edu/~nsarchiv>), which is centered at George Washington University and is the biggest requester of FOIA documents — and according to the LA Times, “the world’s largest nongovernmental collection” of declassified U.S. documents. Her second choice in this category was OpenSecrets.org (<http://www.opensecrets.org/>), a non-partisan Website that sheds light on campaign and political spending as well as providing data on lobbying efforts.

Patent Searching is of interest to many people, and Ms. Karn-Carmichael recommended two sites: Google Patent Search (<https://www.google.com/?tbm=pts>), which enables you to search more than seven million U.S. patents, and Patentscope, (<http://patentscope.wipo.int>), sponsored by the World Intellectual Property Organization, and which has “32.5 million patent documents including 2.2 million published international patent applications.”

In searching for Statistical information STATIS America (<http://www.statasamerica.org>), a service of Indiana University’s Kelley School of Business was Ms. Karn-Carmichael’s top choice. She admitted that some of the information was not as robust as full census data but praised what she saw as the zero learning curve as well as a software feature that allowed users to make numerous statistical comparisons.

She ended her presentation by recommending two history-related Websites. The first, Historical Timeline (<http://www.historicaltimeline.com/>) provides five historical timelines categorized under the broad topics The World, Leaders, Religion, Wars, and Inventions. Besides providing relevant chronological facts, each timeline has a bibliography of related resources displayed side-by-side with the events. The second was the Policy Agenda Project (<http://www.policyagendas.org/>), which collects and organizes data from various archived sources to trace changes in the national policy agenda and public policy outcomes since the Second World War.

“Growing a New Liaison Program” featured librarians at Georgia Regents University, a newly consolidated university which formed when Augusta State University and Georgia Health Sciences University merged. Naturally, this merger led to the joining of Augusta State’s library arts and the Library with GIS at Greenblatt Medical Library, hence the need for a new approach to library service.

Presenters Melissa Johnson, Autumn Johnson, and Camilla Baker discussed how they started with the idea of transplanting the embedded librarianship model from the Greenblatt Health Sciences Library to the new consolidated university library but eventually emerged with a liaison program instead. After examining the pros and cons of the embedded and liaison models they chose the latter with its focus on providing duties/services centered on specific subject disciplines. Although there were a number of similarities between the two models, the embedded model was seen as too narrowly focused to fulfill all of the responsibilities assigned to the library and the librarians. Better communication, increased sustainability, and improved work load balance were also given as primary reasons for preferring the liaison model. The presenters also discussed the implementation process that included four training sessions as well as contacting and making connections with the faculty departments to explain the new model and the reassigning of liaison responsibilities among the librarians themselves.

“Reimagining the University Press: Digital, Historical, and Student Centered” was presented by Trisha O’Connor and Alii Crandell of Coastal Carolina University’s Athenaeum Press. They discussed the production process of the first book published by the press, entitled continued on page 64

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33rd Annual Charleston Conference — Issues in Book and Serial Acquisition, “Too Much is Not Enough!” — November 6-9, 2013, Charleston, SC

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

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 2013 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 2013 Charleston Conference blogger, Donald T. Hawkins. Visit the conference blog at: http://www.katina.info/conference-charleston-conference-blog/. The 2013 Charleston Conference Proceedings will be published in partnership with Purdue University Press in 2014. — RKK

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And They Were There
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Chasing the Paper Canoe. The book follows explorer Nathaniel Bishop’s journey down the Waccamaw River in a paper canoe more than a century ago. While the annotated chapters were written by faculty, the presenters claimed that what was unique about the publication was the student involvement in every phase of the book’s development. In particular, students were responsible for the taking of the photographs and the design and production of a companion Website which includes streaming video via a feature called Augmented Reality.

O’ Connor and Crandell noted that the creation of Chasing the Paper Canoe was a valuable learning experience for both themselves and the students as they developed a realistic sense of the time and research demands of such a project, were required to make connections with the community, had to develop more technical knowledge, and had to foster faculty integration in the project. A member of the audience asked about librarian involvement especially in the research phase of the project. The presenters admitted that librarians had not participated but that librarian involvement in future projects was an excellent suggestion.

According to the presenters the experience gained with Chasing the Paper Canoe will be used in two new projects: My Life with Mickey which presents five stories of Mickey Spillane, acclaimed pulp fiction author, through the eyes of his wife, Jane Spillane, and The Gullah Spirituals Project, which is a multi-media, multi-dimensional look at the music, history, culture, and language of the Gullah people of South Carolina.

“Organization Change and Conflicts: Challenges and Opportunities” was designed “to analyze and discuss inevitable and predictable conflict associated with organization change processes.” In line with this, Tom Ward, University Ombudsman at Clemson University, took the audience through the various elements of organizational change including the complexity and ramifications of change, motivational factors causing change, the types of organizational change, and the design, implementation, and managing of change.

In discussing the complexity and ramifications of change, Mr. Ward noted that there are predictable tensions and conflicts often due to bad execution and lack of clarity as to goals. Such issues can be anticipated so managers need to be aware of potential pitfalls. Regarding motivations for organizational change he pointed to external factors like funding, technology, and customer needs as well as internal factors like a change of leadership, space needs, and generational differences. Mr. Ward continued by elaborating on various types of organizational change including changes in control, restructuring, management style, condition of employees, and market conditions — i.e., competition, and legislation, and policy. In discussing design, implementation, and management of change, he stressed an awareness of the existing conditions within the organization as a key element, noting that the change process accentuates existing challenges. He then gave reasons why people resist change including an absence of trust, lack of consistent, quality communication, lack of familiarity with the new processes, and negative expectations. He felt that it was essential to build an Esprit de Corp, noting that people need to trust leaders, feel a connection to the old way in some fashion, and believe that the change is beneficial.

The Charleston Conference for 2013 was an eye-opening experience for this attendee. Although it was not my first, I appreciated this conference more than any of the previous years. Having been a resident of Charleston for over two full years, I now fully appreciate the scope of everything that happens during this unique event, and yet I only attended sessions on Friday and Saturday.

The first one was a “shotgun session” billed as “pecha-kucha-like” featuring four PowerPoint presentations and a “rapid fire group of talks.” The topics included ERM (electronic resources management) and the “extended mind.” There was mention of the “As We May Think” article by Vannevar Bush (featured in The Atlantic Monthly, July 1945), which predicted information technologies and services like Google and Wikipedia. I found that very interesting. There was also discussion about “filter failure” vs. “filter success” illustrating the ramifications of settings and cookies which control the filter and flow of information for a particular user. Presenter John Dove spoke of how publishers once served as primary filters as to what information was obtainable; however, more recently “information overload” has become all too common. The talk was interesting and insightful, but I couldn’t understand what the best solution would be for “information overload.” Perhaps it may be best described as an ongoing challenge.

The next session featured several presenters from around the globe speaking about the unique relationship between university presses and academic libraries. I learned that they coexist symbiotically or at least that they should. Also, they should probably not compete against or work against each other.

Another session concerned “e-textbooks” which are gradually becoming popular. Apparently they represent only 15% of all “eBook purchases,” and yet they have only been available since 2007. It was mentioned that students illicitly download the most popular “e-textbooks” online for free at torrent-based Websites like http://thepiratebay.xx/. This session was also insightful but did not persuade me to invest in any eBook technology. Apparently the majority of undergraduate and graduate students are also staying with traditional textbooks (in print) for the time being.

The final event of the Charleston Conference (for me) was the Hyde Park Debate where the theme was the pros and cons of academic publishers selling content back to academic libraries (at a high price). I listened to very persuasive arguments on both sides, for and against. Both speakers were very knowledgeable, passionate, and well prepared. I was actually more impressed with the informed comments from audience members representing the fields of publishing, technology, and academia (Johns Hopkins, UCLA, SUNY, and many more). It was during this final session that I realized how interesting and inspiring the collective experience is at the Charleston Conference. I felt like I was in the company of experts and look forward to next year.
This pre-conference was a great opportunity to learn about the issues and challenges in grappling with self-published works. Publishing is becoming more democratized, and many tools and platforms are now available for authors of all stripes to have their own voice outside of the traditional supply chain. How and why should academic libraries address this burgeoning field...interviews with industry players...opinion editorials...other features. Produced by folks with impeccable library and publishing credentials...[this is a title you should consider...]


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Vendors and library service providers collaborate with librarians across the world to incorporate their collection development and acquisitions workflows into various online bibliographic databases and ordering tools. As Collections Consultants with Ingram Coutts, we often hear the joys and pains from libraries using these ordering platforms. A recurring question is, “What were you thinking when you designed this?” Sometimes this is a positive statement, as in, “Did you truly build this just for me?” or, “Is this the first stage in something great to come?” This can also be a negative statement, as in, “Why didn’t you take our institution’s perspective into account when you made this change?” or, “I’m worried this development will be more disruptive than helpful.”

We regularly act as liaisons between librarians and our company’s product development teams, communicating the wants and needs of librarians to those who have the tools and know how to make things happen. We decided to go directly to the experts and get their views on product development and what library service providers are really thinking when changes and enhancements are made to their platforms.

The discussion below is the result of telephone conversations with Bob Nardini, Vice President of Product Development at Ingram Coutts, and Andrew Pace, Executive Director, Networked Library Services at OCLC.

**SF:** Tell us about the acquisition tools you develop for libraries using your services — why these products and how do they work?

**AP:** For the purposes of this conversation I’ll talk primarily about WorldShare Management Services. Part of “why” here is discovering gaps in our approach to a networked library service, particularly when dealing with library collections. You can have ILL and cataloguing services and now discovery services, but what about the actual collection management? Why hasn’t that moved up to the network level? Part of the challenge is that integrated library systems were designed before cloud computing, before the Internet had even become part of library environments. The challenge in a nutshell is that integrated library systems were incapable of dealing with the changing nature of collections and the changing needs of patrons and were incapable of dealing with the kinds of collections libraries were spending the majority of their money on.

Before coming to OCLC, I was at NCSU Libraries working in IT on systems problems. We had just launched a new discovery interface and were struggling with what we were going to do about the ILS — essentially a dinosaur. This was the fall of 2007, and I got a glimpse at OCLC of the possibility of moving these things to the cloud network. It was then I had an epiphany — we could take the ILS apart and put it back together with networked technology. This was the idea when I joined OCLC; we needed to dismantle and rebuild with 21st-century technology.

**BN:** The purpose of OASIS is simple — it allows customers to do business with us. It allows our customers in academic libraries around the world to find the titles they need — whether known or unknown — and place the order. It is a simple concept as there are two basic points that matter: find the title and order it. But there can be many steps in between searching and ordering, and we must give libraries many different routes from point A to point B with lots of substations along the way.

**SF:** We know that these different routes to an end can result in a lot of feedback from customers on how the product can be enhanced. How do you decide which enhancements to pursue? What factors do you need to take into account before pursuing an enhancement?

**BN:** We wish every library in the world had the same workflow and placed orders in the same way with the same systems and the same local data, but of course this is far from the case. Libraries have all sorts of ways to order. Before working on OASIS, I had a similar role with YBP developing GOBI functionality, so I’ve had a hand in both the major systems academic libraries use to buy books. Whenever a change is proposed, what do we do next? Well, we think about various categories that could influence the decision: will it create more sales? Direct or indirect sales? Which customers are asking for this change (if any)? Are they large? Are they new? How will this change fit into workflow for other libraries? Will it benefit just a small number of libraries or a larger number of libraries? And then you have to think about the level of difficulty. Here is where we see lots of back and forth between library and vendor, and between vendor rep and IT. How hard would it be to make this change? How long will it take? Many proposed changes seem simple but turn out to be not so simple, and those of us not in the “tech” side may not be aware of extent of the difficulties. Just recently I asked IT to change something wording on OASIS. It turned out we had to wait for a bigger, formal release because that sentence was tied to a piece of underlying code, while other wording wasn’t and could be changed right away. Who knew? This is a small but revealing example of how things go. Obviously the easier the change the more likely we are to do it.

We also have to think about whether the competition is doing this. How will this help us in the marketplace strategically? Does this fit the functionality that we already offer?

**AP:** We respond to requests for enhancements in a variety of ways. One thing that helps is using a specific development methodology. Rather than a waterfall development methodology used in the past, we’ve moved to an agile model where we have 2-3-4 week sprints of functionality development. We have 158 customers using WorldShare Management Services in seven countries and are introducing 20-25 new features every quarter, pushed out automatically. In the last release in August, 83 percent of new features were the result of direct feedback from our current user base.

Another consideration is critical mass — is it one library or several libraries asking for this feature? We have 25 years of local system development to catch up with, so there is always plenty to do!

**OCLC’s** clarity of mission helps with business decisions about when to help and what can be done. Starting from scratch also helps with overcoming barriers. Our main question is will there be a good “network effect” possibility with this change? We are also looking at the market reaction to change and adjusting if needed. We regularly run into localization and segment requirements, public libraries vs. academic libraries, for example, and the need to carefully balance all of those things. Part of...
our strategy is also planning a “careful march” to measure the impact of change and adjust quickly when necessary.

**SF:** How do you see new acquisitions models developing? It seems like there is a bit of push-pull happening, with libraries sometimes driving development and vendors sometimes pulling customers along.

**AP:** Often, the second mouse gets the cheese. Some people wait to see what the service provider’s approach is; some people wait to see if an effort will fail or not. When moving library services to the cloud, some people didn’t jump on board immediately because they were so entrenched in the model of local systems. Now OCLC is comfortable as a market leader because we had libraries willing to take chances with us. I’d say we’ve had about 50/50 push-pull in developing WorldShare Management Services. Libraries have been doing what they’re doing for long enough, they knew where the inefficiencies were and knew the things they wanted to change, so there was a bit of pull. But some of it was OCLC seeing the network effect of sharing and discovery and trying to push and apply that network effect to other areas. The push and pull became both market driven, because we try to do a good job of listening to what the market is saying (especially the early adopters), but it was also technology driven when we saw the opportunity for network effect.

**BN:** This is hard to answer in any absolute way. Both situations happen — the push and the pull — it really depends upon the context of a particular change. When it comes to eBooks, for example, particularly in early days, Ingram Coutts tried to do the “pushing” to introduce a lot of ways for libraries to incorporate their purchasing of MyiLibrary eBooks side-by-side with print in a coordinated way. Ingram Coutts was the first vendor to offer a fairly strong set of services allowing libraries to do that; we were ahead of most of the libraries on that, though a few institutions were clearly pushing for this. Now that the number of libraries shifting budgets from print to eBooks has grown, libraries are now doing the pushing toward various new ways of supporting PDA/DDA. Both push and pull can happen at the same time, and there can be a shift from one to the other. In my earliest GOBI days, the Web was just becoming a widespread tool for purchasing. By putting GOBI on the Web we were introducing libraries not only to GOBI, but to the Web in general. In those early days, it was the vendor doing the pushing and many libraries were not happy about this new way of going about their business. Those experiences were not always pretty, but now it’s hard to imagine life without a Web-based ordering platform.

There are, though, a small number of libraries, for whatever particular local reasons, who want to partner with vendors to push radical changes. When one library pushes the vendor to do something and we do it, we can then spread this functionality across the library world, and not just in one market here and there. That is certainly how it went with integrating eBook and print PDA. We were pushed heavily and smartly by Arizona State University. They pushed us, and we pushed out into the larger world the changes they wanted us to develop. And now for years many libraries have benefited from the services ASU pushed for.

But we’ve found by now many libraries have developed workflows so intertwined with their vendor’s systems that it has become more difficult for a library, particularly a larger library, to move than it used to be. That’s one of the reasons vendors develop the systems we do, to get as close as you can to your customers.

**SF:** The biggest shift in the monograph acquisition world in recent years has been incorporating eBooks into collection development. How do multiple formats, and multiple platforms, play into platform development decisions? Why are eBooks such a disruptive factor?

**AP:** We know WorldShare Management Services has to be able to manage e-content as well as print content. The challenge here is that e-content management is fraught with chaos; it’s fraught with the near-impossibility of prescribing or proscribing workflows. We were dismissive of print serial management at first because we wanted to make sure we were managing e-content as well as we had historically managed print (nevertheless, we developed print serial management because the market demanded it). Here is where the cooperative management of knowledge bases is an asset. Someone in traditional monograph acquisitions can query a database that alerts the library of the existence of an eBook from various providers. The collection development policy can also drive these alerts. OCLC is the only provider building discovery, link resolver, technical services, and cataloguing around a single global knowledge base from the outset. Libraries want to be able to use applications around a shared knowledge base; they don’t want to be using multiples. Otherwise they would end up cataloguing the same thing seven times — a lot of redundancy. A knowledge base is central to managing collections as much as WorldCat is central to managing physical collections. With local systems, there is no opportunity for sharing vendor files, as traditionally libraries enter the people they do business with system by system by system.

Using WorldCat as the database of record is a massive example of how doing something to scale allows you to do it differently.

**BN:** For years our company’s eBook strategy was focused on our own MyiLibrary platform. But now that the competition among academic eBook platforms is so intense, we’ve changed that strategy. There is no one platform with all the best features and all the best titles to itself. Libraries have made their choices to prefer this platform or that platform, and as I’ve already said, it’s not so easy to change course. Now we are integrating other platforms into OASIS, side-by-side with MyiLibrary. EBSCO was the first, our work with EBL is well underway, and others will follow. So, now OASIS is not only a way to integrate print and eBook purchasing, but also a way to integrate different eBook platforms.

**SF:** Dismantling and rebuilding is an important part of maintaining relevant products. How do customers respond to radical changes?

**AP:** This is the “WorldShare Paradox”: providing libraries a platform on which they can do the kind of work they’re used to doing while simultaneously allowing them to do their work differently so they can do different things. Change is hard but I’ve seen it embraced with enthusiasm by hundreds of libraries and thousands of librarians and library staff. OCLC wanted to leverage every method possible to foster cooperation within each library and amongst all libraries. It is overstated that libraries don’t want to change. They want to change in ways that make sense, make them more efficient, and save money. Libraries will make changes if doing things differently allows them or their library to do different things. Our goal is to create efficiencies in the library that will allow libraries to use their time in better ways. In collection management, libraries are spending more time on things that are unique about their collections and less time on things that are commoditized. We have to find areas in which there is a suitable investment for libraries to try something new. In early days (way back to four years ago) it was about finding early adopters, people willing to take the plunge into something new. As they say, everybody wants to go to heaven but no one wants to go first.

**BN:** Sometimes customers realize change is necessary and they’re willing to give us a lot of leeway. They know it’s not an easy thing to do. You’re running multiple systems at once because you can’t stop system A while you’re building or rolling out system B. Both have

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Bob Nardini is Vice President, Product Development at Ingram Coutts. He worked in both public and academic libraries prior to 1985, when he took a job in the academic bookselling industry, where he has been ever since. In 2007 Bob joined Coutts and since then has been involved in several areas of the company’s activity, especially development of the OASIS customer interface and the MyiLibrary eBook platform. Bob holds an M.A. in History from the University of Virginia and an M.L.S. from the University of Toronto. He lives in Niagara Falls, New York and crosses the border each day to work in Niagara Falls, Ontario. ✪

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Marketing Academic Libraries — Marketing is Communication With Our Users

Column Editor: Matthew Ismail (Director of Collection Development, Central Michigan University, Park Library, 204B, Mount Pleasant, MI 48859; Phone: 989-774-2143) <ismail.md@cmich.edu>

What is marketing and how do we apply it to academic libraries?

If you’re anything like me, these two questions don’t exactly play to your strengths.

I say “if you’re anything like me” because I suspect my background is pretty typical for academic librarians. BA and MA in Middle Eastern History. A couple more MAs dealing with European History. After grad school I’ve worked twenty years either as a reference or a collection development librarian. I published a book in 2011 called Wallis Budge: Magic and Mummies in London and Cairo concerning the legendary Victorian Egyptologist Sir E. A. Wallis Budge.

You get the picture. Lots of reading and writing in the humanities and social sciences. Lots of building collections and helping students and faculty with their research. No work experience outside the academic world. No marketing experience — like most librarians.

The idea for this column was suggested to me by Katina Strauch at the recent Charles ton Conference because we both agreed that academic librarians can no longer assume that our users know what resources and services our libraries can offer them (besides study space!). Indeed, even as early as 2005 OCLC found that 90% of students reported starting their research with either Google (68%), Yahoo (15%), or MSN Search (5%). Only 2% of students said they began their research on the library Web page (OCLC 2005). When I was in college in the early 1980s, the library was the default source of information for coursework. The fact that students now mostly think of Google when they have information needs suggests that librarians have some work to do.

So, back to the basic question: What is marketing, anyway, and how does this differ from the activities of the Mad Men of advertising?

Marketing refers to the process of preparing your product for the marketplace. It involves understanding who your potential customers are and what they want to get from your product or service. Colors, logo, and other design elements help to align the image of your product with the interests of your target audience. It is marketing that defines your brand and attracts the market share you want.

Advertising is the process of making your product and service known to the marketplace. It is essentially spreading the word about what your company has to offer. While marketing is the way in which you convince potential buyers that you have the right product for them, advertising is how you communicate to them the existence of that product. (Lovering 2013)

So, marketing is a larger process than the advertisements you place and the pamphlets you distribute. Yet, even some business folks may not know about marketing:

Let’s face it, to the average business person, marketing equals promotion.

Marketing is what you say and how you say it when you want to explain how awesome your product is and why people should buy it. Marketing is an ad. Marketing is a brochure. Marketing is a press release. And more recently, Marketing is a Facebook page or a Twitter account. (Brenner 2012)

This confusion between marketing and promotion is pretty typical in libraries. Library brochure at Circulation Desk? Check. Library homepage with a news and announcements section? Check. Distribute bookmarks to freshmen at orientation? Check. Facebook page with announcements about the library’s upcoming workshops and activities? Check. We’ve got marketing.

But marketing, as some experts know, is an investment quite beyond creating a few brochures. “There is so much stuff going on in a modern university library, and the patron audience changes so often, that personally I have wondered how anyone can claim success without a huge marketing effort,” says Donald Dyal, Dean of Libraries at Texas Tech University. When Dyal arrived at Texas Tech in 2001, he told me in an email in December of 2013, he created a Department of Communications and Marketing. This department is staffed by a Director, an Assistant Director, a graphic designer, a photographer/videographer, and,
for a time, a 3D animator. It’s this investment that has allowed Texas Tech to mount some impressive marketing campaigns which we’ll examine in the next column.

Dyal and his staff at Texas Tech started their marketing campaign, not by asking which services they wanted to promote, but by studying the channels of campus communication. Dyal’s team gathered data, for instance, which indicated that “the student newspaper was read regularly by a minority of students. The online newsletter of campus events was read even less,” so these could not be their primary venues. The library’s homepage might seem like a good marketing option, but according to Dyal, Texas Tech had data which indicated that “most frequent library users avoid the Web page and go directly to the area they need/desire. At best, marketing on a Web page is passive, and it only informs those few who are already in the know because they are already looking for new services.”

So, Dyal and his staff began by gaining an understanding of the best way to communicate with students. But what do we say when we reach out to them? “Marketing is not about teaching [students] how to do research,” says Dyal. “It is about making them aware of things they need to know, when they need to know them.” This distinction is often difficult for librarians to accept — that marketing is not about instruction in how to access or use library resources, but rather a process of learning who our users are, finding the best channels to reach them, and then conveying to them content that could be helpful to them.

But there’s another question: which medium is most useful for communicating with students today? As Dyal says, at Texas Tech they “observed that with very few exceptions, the best form of marketing is visual — not some notice tacked to a bulletin board or a flyer.” And this is very much in line with current marketing practice. As one marketer says: “For a long while I thought about marketing as wordsmithing — putting an abstract idea into a sentence, picking just the right words. But then things started to change — less text please, more graphics — we’d rather see it than read it. This year more than ever, visual content is going mainstream. (Shoor 2012)

In a world of Pinterest and Instagram, Tumblr and Facebook, it is engaging graphics, not blocks of text or talking heads, that will allow us to communicate most effectively with our users.

With an emphasis on visual marketing, then, it makes sense that that about 70 percent of the Texas Tech Libraries’ marketing is delivered online or digitally. What do they do?

• There are monitors throughout the Library displaying digital posters and videos
• They send HTML digital flyers via email to their 16 Personal Librarians who then share these with students and faculty as appropriate
• A rotator on the home page displays Library news
• Rotating wallpapers highlight services and events on the Library’s 250 public computers
• The Library also has contacts across campus who manage digital monitors within their own departments, colleges, or buildings who agree to host their digital posters.

And of course, the Libraries utilize social media extensively.

Texas Tech’s marketing efforts paid off with a 2013 John Cotton Dana Library Public Relations Award. In the next issue we will see some examples of what they did.

References


Collecting to the Core — GLBTI Memoirs

by Ellen Bosman (Professor and Head of Technical Services, New Mexico State University; Gay, Lesbian, Bisexual, and Transgender Studies Editor, Resources for College Libraries) <ebosman@nmsu.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

H umanity has a strong impulse towards storytelling and one of the most commonly told stories is that of a life. Plutarch promoted personal stories as “a sort of looking-glass in which [we] may see how to promote personal stories as “a sort of looking-glass in which [we] may see how to...”

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

For example: how many memoirs are about African Americans? Authors? Business persons? Gays and lesbians? Women? If, as tatiana de la tierra asserts, people enter libraries looking for themselves, to see their culture and community reflected in literature, then memoirs are central to collection development.1 In academic libraries, this centrality is augmented by the need to support the curriculum, and memoirs can serve as useful interdisciplinary educational tools, documenting history, providing personal narratives that give insight into social events, and facilitating identity and self-discovery. Librarians seeking to enhance biographical collections could benefit from more detailed information about the genre. Subject cataloging assists genre analysis and discovery, but cataloging has limitations, particularly for historically marginalized groups such as the gay, lesbian, bisexual, transgender, and intersex (GLBTI) community. For example, television personality Ellen DeGeneres is a well-known lesbian, yet the Cataloging in Publication record omits this information from her recent memoir Seriously — I’m Kidding, and omissions like this hinder the identification of GLBTI memoirs.2 This essay offers a partial remedy to the difficulty of locating GLBTI memoirs by suggesting important titles for an academic collection and exploring these works within the context of personal identity.

Prior to the gay liberation movement, dedicated GLBTI biographies or memoirs were virtually nonexistent. The tide turned with Jane Rule’s 1975 work Lesbian Imagery, which focuses on the lives and works of lesbian authors. Rule was concerned with...
also gave authors the opportunity to rage at a society demonizing the afflicted and to excise past ghosts and facilitate reconciliations before death. Paul Monette’s canon, beginning with the multiple award-winning Borrowed Time, belongs in all libraries.21 Borrowed Time is a deeply intimate love story chronicling the HIV-infected author’s two years caring for his partner; later works memorialize lovers and recount Monette’s health struggle and impending death. Artist David Wojnarowicz worked on a graphical biography prior to his death, depicting his gritty life on the street as a prostitute and anger against homophobia through watercolor illustrations in the first graphic novel to address AIDS, 7 Miles a Second.22 Heaven’s Coast, a finalist for the Lambda and Stonewall Awards, is poet Mark Doty’s lyrical memoir of his partner’s death, a topic which he revisited, along with the company of a canine companion, in his Stonewall Award-winning Dog Years.23-24

Librarians seeking to balance the collection by including AIDS memoirs by or about people of color will encounter difficulties. Typically, these stories are located within other works, such as a single author’s collection of essays or poems, as exemplified in Essex Hemphill’s Stonewall Award-winning Ceremonies: Prose and Poems, and anthologies such as the ground-breaking Sojourner: Black Gay Voices in the Age of AIDS, the first anthology devoted entirely to African American AIDS writing.25-26 The Stonewall Honor Book Pedro and Me: Friendship, Loss, and What I Learned, by Judd Winick, is the story of friendship between a Jewish cartoonist and a Cuban American AIDS educator who meet while appearing on reality TV.27 The story’s distinctive origins and the Latino protagonist qualify this title for inclusion in GLBTI collections.

The place of graphic novels in an academic library is sometimes questioned, but the increasing availability of nonfiction graphic works circumvents the debate. In the category of GLBTI graphic memoirs Alison Bechdel is well regarded. Her 2006 work, Fun Home: A Family Tragicomic, sets an extremely high standard.28 The expressive, detailed art and literate prose details Bechdel’s relationship with her father. The accolades afforded Fun Home — Lambda, Stonewall, and Publishing Triangle awards, New York Times bestseller — and its appeal to a wide audience justify including this and other works by Bechdel in any collection. Mia Wolff’s artistic renderings relate the story of science fiction writer Samuel Delany’s inter racial relationship in Bread and Wine: An Erotic Tale of New York.29 As an early effort in this category and one of the few featuring a person of color, this title is a unique contribution to collections. Dylan Edwards pushes the definition of memoir by combining or slightly altering the life stories of six female to male transsexuals in Transposes, a Lambda Award finalist.30 Edwards’ artistic liberties should be forgiven and the title included in collections due to the paucity of graphic memoirs featuring trans people.

Once stilled by society, the present state of GLBTI memoirs is encouraging; reviews, awards, subject headings, and the 2009 implementation of a BISAC (Book Industry Standards and Communications) code specific to GLBTI memoirs—Biography & Autobiography / Gay & Lesbian—are all indicators of the genre’s growth and maturity. While the titles selected here were intentionally chosen to represent the GLBTI community’s diversity, the availability of biographical and autobiographical works is sufficient to warrant recommendations in ever-narrowing areas such as politics, military, sports, entertainment, health, or education.

Beyond the prevalent narratives chronicling coming out and AIDS, memoirs exploring other issues related to GLBTI life are emerging, as well as “incipental” memoirs in which the subject’s sexuality is not the story’s primary focus. By providing readers with what Philip Lopate called “a reward in the form of a shiver of self recognition,” GLBTI memoirs become teaching tools transcending time, place, and culture to aid in personal development and preserve social history.31

Endnotes

*Editor’s note: An asterisk (*) denotes a title selected for Resources for College Libraries.
The growing body of shared print MOUs is beginning to give shape to the movement towards collective action to ensure preservation of and access to a national collection. The success of shared curation of the North American print collection will depend on the efficacy of these cooperative agreements in creating a workable set of supra-institutional policy and organizational arrangements. What are the key considerations in developing a MOU? Do these agreements provide sufficiently robust mechanisms to ensure effective discovery, access, and preservation of a shared collection? Viewed collectively, are they laying a firm foundation on which to build a national program?

While we are still early in the grass-roots phase of creating a national collective collection, some patterns are beginning to emerge in the 32 or more U.S. MOUs identified so far. This is the first of several columns in which I will attempt to identify some early trends and issues and provide some guidance in developing MOUs.

“Shared Print Policy Review Report” by Constance Malpas reported on a review of 18 MOUs up to 2008, and concluded with “areas for further work.” My next few columns will follow up on some of these suggestions by:

- reviewing the MOUs written since 2008;
- detailing key considerations to address in developing a MOU;
- summarizing how U.S. consortia have answered the questions below; and
- characterizing differences in approach, and making some observations and recommendations on emerging practices.

Based on a review of existing agreements and my consulting experience, what follows are key questions that should be addressed in framing an MOU. This is meant as practical guidance for those writing and updating MOUs, cooperative agreements, last copy policies, and other foundational documents for shared print initiatives.

**Before You Start Writing**

Full and frank discussion of the following questions helps develop a set of principles and common understandings to guide the writing of an agreement.

- What are your goals (e.g., ability to weed and/or substitute digital copies with assurance of access to print copies, space savings, cost savings, guaranteeing preservation and access to of little used materials, etc.)? Which are most important?
- What type of shared print program are you initiating? Light or dark storage? Distributed or centralized? Regional consortial, statewide, or other in scope?
- What is the business model and is it sustainable?
- What relationship (e.g., overlap, complementary, partnership), if any, will your efforts have to other shared print programs and/or preservation programs (e.g., WEST, Hathitrust, Portico, CIC, ASERL, etc.)?
- Will the MOU address a specific project (e.g., a specific list of journals or publishers), or anticipate development of an ongoing program of shared collection management? Do you anticipate a potential move into other genres (e.g., monographs, reference materials, government documents, newspapers, microforms, etc.)?
- Who is the audience for this MOU?
- What inherent tensions within the consortium are likely to come into play in shaping the MOU? Every group has them; they typically include: resource disparities; and/or differences in mission or types of libraries, in need for space, or in extent of commitment to preservation of legacy materials.
- Based on discussion of these questions, can you articulate a set of principles to guide your cooperation on a shared collection?

**Key Questions**

Writing an MOU entails thoughtful discussion of the following questions and can be informed by perusal of extant MOUs. While it is not necessary to answer all of these questions in your MOU, it is very helpful to consider each of them as you frame it. You will need to decide which to address in the MOU and which to answer in separate policy, procedure, or guideline documents. This not a comprehensive list. Each set of questions leads to others at a level of detail beyond the scope of this column.

1. **Program description, principles, purposes, goals and definitions** — Very briefly describe the aims and model of this shared print initiative. What are its purposes, goals, and principal modes of operation? Is it part of an existing consortium or a new entity? What are your guiding principles? What is the duration (number of years) of the agreement? What terms should be defined for the benefit of future readers? Is this a legally binding document?

2. **Eligibility and participation** — Who are the participants? Who is eligible to join? If part of a pre-existing consortium, is participation in the shared print program required or optional for consortium members? Is every member expected to participate in every component of building a multi-faceted shared print program, or can participants opt-in to specific initiatives? Are there different categories of membership? Do retention commitments survive beyond the duration of membership? Is access to the shared collection restricted to members of the consortium?

3. **Governance and operations** — What is the governing body responsible for policy, financial, and contractual decisions? How is this group constituted (appointed/elected, representation, terms of service, etc.)? Is there an administrative host and what are its roles? Is there a steering committee responsible for managing day-to-day operational functions and implementing projects to advance the program? If so, how is this group be constituted and how does it relate to the policy-making group?

4. **Scope and selection of materials for shared collection** — Define the shared collection. What sorts of materials are included and excluded? What are the selection criteria and who approves them? What are your last copy policies and attendant mechanisms? What is the minimum number of copies that will be retained? Will you keep one copy of every item, or are there provisions for weeding last copies of materials judged unnecessary to retain? Before agreeing to retain an item on behalf of the consortium, is a library required to check the shelves to see if it actually exists and meets agreed condition criteria? What are the condition criteria, e.g., completeness, absence of mold or excessive markings, good physical condition? Are there different categories of materials defined by the level of risk? Will the scope of the shared collections expand through future initiatives? Are there provisions for transfer of materials to assemble complete sets, ensure retention of best copies, etc.? Will you initiate cooperation on prospective acquisition of print materials?

5. **Duration of retention commitment** — What is the length of retention commitments? Will there be different retention periods for different categories of materials?

6. **Ownership and location of materials in shared collection** — Who owns materials retained on behalf of the group: the owning institution, the consortium, or a separate entity constituted for this purpose? Where do they reside: in the owning library, in a central storage facility, or what? Are there restrictions on selling, discarding, donating, or otherwise relinquishing ownership or control of any of the materials an institution has agreed to retain? May a participant later transfer to another participant titles it has agreed to retain? If so, who bears the costs of transfers, who owns the materials, and how is this handled?

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Column Editor: **Sam Demas** (College Librarian Emeritus, Carleton College & Principal, Sam Demas Collaborative Consulting) <sdemas03@gmail.com>

**Curating Collective Collections — Policies For Shared Print Programs: Questions to Address in Writing a Memorandum of Understanding (MOU)**

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<http://www.against-the-grain.com>
7. Withdrawal of materials from member collections — What are the rights and responsibilities of participants when withdrawing materials not specifically included in the shared collection by means of retention commitments? Specifically, does the last copy policy cover only materials formally included in the shared collection, or does it cover all materials in the participant collections? How do you handle questions of bibliographic indeterminancy, e.g., exact copy vs. manifestations judged to contain equivalent content?

8. Collection management/maintenance — Are your provisions for preservation of shared titles sufficiently robust to meet the long-term needs of the participating institutions? What are the roles and responsibilities of participants in relation to storage requirements and collection management for materials retained on behalf of the consortium? Specifically what are expectations concerning physical handling, marking, bibliographic identifiers, temperature and humidity, security, inventory of retention titles, protections against inadvertent discard of retained materials, and replacement in case of damaged, lost, or missing materials? Are there different requirements for materials deemed to be at different levels of risk?

9. Access/service model — What are the loan policies for materials in the shared collection? Do they differ from those of other materials in the participant’s collection? Are there provisions for “building use only” for at-risk materials? Are you able to piggyback on existing consortial delivery and ILL policies and infrastructure? Are there restrictions on who can access materials in the shared collection, e.g., will they be available to libraries outside your group? Will you provide document delivery and digitization on demand from the shared collection? Are you concerned about “free riders”?

10. Business model — Typically costs will include: discovery services, delivery services, ongoing storage and maintenance of materials, updating bibliographic records, replacements, collection analysis, data refresh where relevant, transferring materials to other libraries, and withdrawing materials from local collections. Which costs will be absorbed locally by participants, and which will receive financial support from the consortium? Who approves the budget and, if relevant, the cost-sharing formula? Who is the administrative host and what are its budgetary responsibilities?

11. Bibliographic control and disclosure — What are the expectations and standards for bibliographic control? What are your policies and mechanisms for clear and consistent disclosure of: duration of retention commitments, holdings statements, and materials withdrawal in light of retention commitments by other participants?

12. Withdrawal of members from participation — What if an institution wishes to withdraw from participation in the shared collection? Under what circumstances would this be acceptable? How would you ensure that the interests of the consortium in ensuring long-term preservation of unique content retained by the withdrawing party is balanced with the interests of the withdrawing party?

13. Dissolution of the shared collection — How would you handle a potential dissolution of the shared collection and the attendant agreement?

14. Amendment and review of MOU — What provisions will you make for regular review and for amendment of the MOU in light of changes in the landscape of library preservation and access, and in light of changing needs of the group?

15. Institutional commitment: signatories to the MOU — Is this a commitment on the part of the library, or on the part of the college or university? Who will sign the MOU? Library Director, Chief Academic Officer, President? While still respecting the autonomy and cultural differences among participating institutions, how do you guard against the potential for a future arbitrary institutional mandate that erodes the shared collection?

16. Related policies, procedures and/or guidelines — How will you provide for formulation and promulgation of policies, procedures, and guidelines relating to the shared collection that are not included in the MOU?

Conclusion

Successful shared management of our legacy collections will ultimately require an interlocking set of local, consortial, and, perhaps ultimately, national collection management policies and plans. The grassroots development of consortial MOUs has emerged as the first step.

The key complementary step, almost universally overlooked, is for each participating institution to develop its own collection management plan. This should articulate local collection values, policies, and practices within the context of the consortial MOU, and guide local action in implementing the MOU. Taken together, these twin foundational documents begin to provide a rational framework for creating and managing a collective collection.
Analyze This: Usage and Your Collection — COUNTER: Basic Explanations to Disabuse Expectations

by Athena Hoeppner (Electronic Resources Librarian, University of Central Florida)

A s the Electronic Resources Librarian, I frequently compile usage reports for librarians and administrators. Almost as frequently, I find myself explaining the reports. In my experience, we librarians look at usage data through a lens of expectations. We expect stable usage with moderate increases yearly; we expect usage on par with our peers; and we look for low cost/use to prove the value of e-resources. Over the years, I’ve experienced many things which confound those expectations and lead to large fluctuations: usage lower than peers; and unreliable or un-calculable cost-per-use.

At the core of usage analysis and comparisons is the COUNTER Code of Practice. COUNTER establishes protocols widely adopted by e-resource vendors to produce and deliver consistent usage reports to libraries. The first Code of Practice, released in 2003, described seven reports. The newest release (required as of 31 December 2013) describes 23 reports. The reports document three basic types of interactions between users and e-resources: Search Activity, Full Content Access, and Turnaways, with variations for type of content (i.e., article, book, multimedia), mode of access (i.e., desktop, mobile device), file format delivered, and year of publication. For UCF’s searches and full content access data, I use the 10 go-to reports discussed below.

**Search Activity Reports**

Four reports give a complete account of all of UCF’s searches in COUNTER-compliant e-resources: Platform Report 1 (PR1), Database Report 1 (DB1), Book Report 5 (BR5), and Journal Report 4 (JR4). BR5 and JR4 include only Total Searches. PR1 and DR1 include a richer view of search behavior with data for:

- Regular Searches
- Searches-federated and automated
- Result Clicks
- Record Views

I sum searches from the PR1, BR5, and JR4 to calculate UCF’s total searches across all of our COUNTER-compliant e-resources. For vendors that offer more than one interface or service for interacting with the content, the platform report reveals how much each interface is used. For example, PR1 for EBSCO delineates searches run on their EBSCOhost, EDS, EDS API, and Mobile interfaces.

DB1 is more detailed than PR1, with usage for each database on a platform. On multi-database platforms, a single query typically runs simultaneously in several databases on a platform. The usage statistics count the search in each database, so one query can result in a 1x (number of databases) increase on the DB1 report. Use PR1 to see total usage instead of summing the data reported on DB1.

In Release 4 — sessions are no longer counted and reported, but Results Clicks and Record Views have been added. ARL needs to update its Survey in response to the changes, and Usage Summaries in Library Annual Reports around the world will look different next cycle!

**Full Content Access Reports**

COUNTER Release 4 offers reports for the variety of content types modern libraries provide to users, including articles, eBooks, eBook chapters or sections, and multimedia of all kinds. The following reports provide a complete view of UCF’s use of full content from COUNTER-compliant vendors:

- Book Report 1 (BR1) – title requests
- Book Report 2 (BR2) – section requests
- Journal Report 1 (JR1)
- Journal Report 1a (JR1a) – journal archives
- Journal Report 1 GOA (JR1GOA) – Gold Open Access
- Multimedia Report 1 (MR1)

**Joe User: A Time Traveler’s Walk-Through**

To illustrate how user behavior translates into usage statistics, let’s track Joe User as he proceeds through a typical library research session in three settings: Single Database, Federated Search, Web Scale Discovery (WSD). Joe’s basic behavior will remain consistent. He enters a query for “knee,” clicks on five results, and accesses five full content items. We’ll look just at the statistics in DB1, PR1, and the suite of full content reports JR1-MR1. For the sake of simplicity and space, I combined and compacted the data in the examples below.

**One Database Setting**

Joe starts his session in 2003, using one database, CINAHL, on one platform, EBSCOhost. He enters “knee,” clicks on five results, and opens five full-content items. His activity would generate the following search usage data.

<table>
<thead>
<tr>
<th>Database</th>
<th>Platform</th>
<th>Regular Searches</th>
<th>Federated Searches</th>
<th>Result Clicks</th>
<th>Record Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>CINAHL</td>
<td>EBSCOhost</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

Joe opens one Springer book chapter, three full-text articles (one each from EBSCOhost, Wiley, and PLOS ONE), and one video from Alexander Street Press. Each opened item is counted on each vendor’s report appropriate for the content type. If the Wiley article is Gold Open Access, it is counted on JR1GOA. If it is from a purchased archive, it goes on JR1a. The article from PLOS ONE is not recorded on any COUNTER report — PLOS journals are green open access, so no authentication is needed to read the article and PLOS does not issue COUNTER reports, and instead uses article level metrics.

**Multiple Databases/Federated Searches**

We teleport Joe into the near past, 2009, where Joe tries MetaLib using a Nursing Quick Search form that sends the query to five databases: CINAHL and Alt-Health Watch from EBSCOhost; PsycInfo and Dissertations Full-text on ProQuest; and Cochrane from Ovid. Joe runs his search for “knee,” clicks two results from CINAHL, one from PsycInfo, and two from Cochrane.

This time, Joe’s usage is distributed across the five database, three platforms, plus MetaLib. Results Clicks and Record Views are new to Release 4, so I did not know how they are counted in federated search systems like MetaLib. Oliver Pesch, a COUNTER Executive Committee member, technical committee chair, and Chief Product Strategist at EBSCO, explained the accounting for me: “Record Views” would be counted by the platform where the records are retrieved from; however, “Result Clicks” would happen on the platform that generated the result list. Therefore, in the table that follows, the Record Views continued on page 75.
would be 2 for CINAHL, 1 for PsycInfo and 2 for Cochrane – and 0 for MetaLib since MetaLib does not host the “records” being viewed. The “Result Clicks” are as would be expected.

<table>
<thead>
<tr>
<th>DB1 - Database</th>
<th>Platform</th>
<th>Regular Searches</th>
<th>Federated Searches</th>
<th>Result Clicks</th>
<th>Record Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>CINAHL</td>
<td>EBSCOhost</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Alt-Health Watch</td>
<td>EBSCOhost</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
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<tr>
<td>PsycInfo</td>
<td>ProQuest</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Dissertations FT</td>
<td>ProQuest</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cochrane</td>
<td>Ovid</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Metallaib</td>
<td>Metallaib</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

Assuming that Joe discovers and selects the exact same full content as in the scenario, there is no change in the full content usage statistics. The full content reports are not affected by federation. How the user got to the full-text makes no difference, be it through an A/I federation, a link in an online course system, or a Google Scholar search. So long as the content is hosted on a COUNTER-compliant vendor site, the use is tallied on most suitable report: JR1, JR1a, JR1GOA, BR1, BR2, and MR1.

**Web Scale Discovery**

Joe catches up with modern times and repeats his activity in a Web scale discovery service with one query, five clicks on results, and five full-content accesses as before. Because WSD is relatively new, and because Release 4 is brand new, I was once again unsure how the activity translates into COUNTER statistics.

Oliver Pesch explained:

*Our user Joe searches EBSCO Discovery Service (EDS), which covers 100 databases (for sake of an example)... each of the 100 databases will receive a +1 for “Searches — Federated and Automated”; however, the PR1 for EBSCOhost will receive only a +1 for Searches Regular to represent the user’s actual search on EDS. Since EDS shows which database a result is from, each result click will be attributed to the database the result is from, and each view of an abstract will be reflected on that database as a “Record View.” If EDS is also searching other databases via federated search “connectors,” the individual searches will not show on EDS but would show as “Searches — Federated” on the content-provider’s COUNTER DB1 report. Record views would show on the content-provider’s COUNTER DB1 report. EBSCOhost PR1 report would only reflect Result Clicks and Record Views for databases hosted, searched, and accessed on EBSCOhost.*

The scenarios above illustrate how changes in search modes and technologies can have a big effect on statistics. Search statistic increased from 1 to 6 to 100+.

**Choices, Circumstances, and Complications**

Now that we’ve examined how searches, clicks, and full-text data are affected by different scenarios, I’ll revisit to my original point that year-to-year or library-to-library comparisons of COUNTER data is problematic. The scenarios demonstrate that a library’s use of federation or WSD has an appreciable effect on search statistics. I experienced this impact first hand in the late 2000s when many of UCF’s peers implemented federated search as their primary access to e-resources. UCF chose to use federated searching in a limited capacity. For a couple of years, around ARL Survey and Annual Report time, I had to explain why UCF’s search statistics were much lower than our similarly sized peers.

One year, UCF’s limited federate search implementation, dubbed Quick Articles, experienced a hiccup. We included only three databases in our general search group, and one stopped working with our system for a period of months. Even though we did not steer traffic to Quick Articles, our search statistics for the problem database plummeted. I have seen similar effects from network and EZproxy down time.

### DB1 - Database

![Table](http://www.against-the-grain.com)

<table>
<thead>
<tr>
<th>PR1 - Platform</th>
<th>Regular Searches</th>
<th>Federated Searches</th>
<th>Result Clicks</th>
<th>Record Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBSCOhost</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>ProQuest</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Ovid</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>MetaLib</td>
<td>1</td>
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<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>3</td>
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</table>

<table>
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<tr>
<th>PR1 - Platform</th>
<th>Regular Searches</th>
<th>Federated Searches</th>
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<tr>
<td>EDS</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

Some libraries make the perfectly valid choice to encourage searching individual databases. Most will implement a discovery service and include as many relevant databases as possible. The exact contents of the discovery index will vary from service to service and library to library. In addition, each discovery service uses proprietary relevancy ranking algorithms. Even if the services included exactly the same data sources in their index, they would each surface different results in the first few pages. All of these choices and differences will increase use of some e-resources and likely decrease use of others. Different choices by libraries may result in peer libraries showing very different usage patterns.

Cost-per-use calculations are also affected by the issues above, but the larger difficulty stems from inconstancies in the availability and granularity of pricing data. Many of UCF’s
Notes from Langlois — Thoughts on Sustainability

Column Editor: Scott Alan Smith (Langlois Public Library, Langlois, Oregon; Phone: 541-348-2066) <scott.alan.smith@langloislibrary.net>

In my last column I provided an overview of the circumstances surrounding the Langlois Public Library and my first year of service here. These circumstances are hardly unusual; I suspect more than a few readers will have thought to themselves, “well, what’s so notable about that?” My point in describing some of the day-to-day aspects of managing a small rural public library was to set the stage for a more encompassing discussion of the sustainability of such libraries, and libraries in general.

One of the first things I did upon arrival here was to join the Association for Rural and Small Libraries (ARSL). The organization consists of people involved in such institutions and has proven to be an invaluable resource for fielding questions ranging from board relations, programming, security systems, recommendations for equipment, policies and procedures, insurance, and on and on. Many small libraries operate with limited staff; directors in such libraries perform most if not all of the work necessary to operate a library, from staffing the circulation and reference desks and other traditional library functions, to ordering supplies, processing payroll, and changing the light bulbs.

One fundamental question confronting many of us is the basic issue: how do we keep this going?

The Langlois Public Library is a tax-supported public institution. We get $.7707 in property tax for every $1,000 of assessed value of all property owners in our district (which is an enviable millage for a district; unfortunately our district is the size of a postage stamp). We benefit from grants, donations, Friends’ group fundraisers (book sales, craft fairs, silent auctions, etc.), and other supplemental funding. We partner whenever possible with our sister libraries in Agness, Gold Beach, and Port Orford.

We provide outreach through area schools, support community events, and open our space to local and regional groups seeking meeting rooms, facilities suitable for presentations, and the convenience of a local venue. We deliver educational and entertainment programming to a village otherwise unserved by such resources. We are the only community commons accessible to our patrons.

The Library enjoys broad support; many of our patrons are deeply committed to the Library and want very much to see it thrive and flourish far into the future. The Friends group devotes long hours to fundraising events throughout the year, and provides welcome additional money to purchase materials for the collection and new equipment, and to undertake expanded programming opportunities. Dedicated volunteers help sustain longer opening hours and perform essential maintenance and upkeep on the facility.

Our service experience mirrors that of national trends: during economic downturns library use surges. We have many patrons who cannot afford internet access, cable television, or books, and who need basic services such as faxing, scanning, and photocopying. Many visit us daily; we are usually busy.

Regrettably, our current foundations may not be enough to guarantee our long-term sustainability. Much of our budget consists of fixed costs: utilities, supplies, systems fees, and the like. These costs generally increase annually, whereas tax receipts do not. The local economy, long dependent on two moribund industries — fishing and timber — promises little in the way of recovery. As the gap between costs and taxes collected widens, the strain of offsetting the difference with donations, grants, and other sources of funding becomes increasingly challenging. Unless we can craft an effective solution to address the fiscal realities facing us, our library district will not survive, nor will the others in the county.

This scenario plays out across the state; indeed, throughout the nation. Oregon has already suffered entire county library systems forced to close (e.g., Hood River County; Jackson County). Although these counties have succeeded in re-opening their libraries, it has come at great cost — to taxpayers, to patrons, and to staff. Some, like Jackson County, must again put a ballot measure before taxpayers this year; failure to pass may mean closing once again.

Curry County, Oregon, does not have a unified county library system; each library is an independent tax district. Although most libraries in the county share an integrated library system and seek to pool resources for programming and collections, each of us performs a whole range of administrative tasks separately. This independence is a point of pride for many of our residents, but ultimately such a view is simply too naive and insular. Our ongoing collective health will rely upon coming to understand such independence as a critical liability.

For one thing, such redundancy consumes many too scant resources, diverting scarce budget dollars and staffing that could be more effectively deployed if we had a centralized county system. In practice our separate districts offer little real benefit. Invariably inconsistencies arise in service policies, cataloging, donor relations, grant writing, and general operational philosophies. At the end of the day, such independence is a luxury we can no longer afford.

Curry County also has the unfortunate distinction of being one of the poorest counties in the state. In 2013 we failed to pass a ballot measure to sustain funding of 911 and other emergency services, and the fate of law enforcement in the county after July 1, 2014 remains in jeopardy. How likely are future library initiatives to fare in such a climate?

I am convinced our future depends upon nurturing a new model for this county, and

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Notes from Langlois
from page 76

Indeed upon moving beyond the already established foundations of regional library support to something more grounded, more stable, and ultimately more unassailable than what has gone before. If we cannot fashion a measured solution to the basic question of how do we keep this thing going, the citizens of Curry County will be without library services.

That libraries need to do a better job of marketing is not news. That we need to incorporate advocacy as an ongoing, daily facet of our service delivery is not news. How we accomplish this is a more opaque question.

For us, the first steps will be to disband the independent districts and form a single county system. Far easier said than done. The political canyon that exists just between Langlois and Port Orford, thirteen miles apart, is enormous. In recent years the two schools in Langlois were closed and merged with Port Orford; this has left a bitter taste in the mouths of Langlois residents, and that toxic legacy will make it very difficult to accept the idea of combining just these two districts. Port Orford’s tax rate is lower; persuading their voters to approve a new district with a higher rate may prove impossible. Add to this the idea that north county, already convinced that the officials in the county seat of Gold Beach ignore or conveniently forget this neck of the woods, might ever be persuaded to join forces with the rest of the county, and — well, you get the picture.

This will require a ballot measure. Voters will have to approve it. Talk with many here, and they’ll tell you it’s impossible. The challenge for the likes of me is to demonstrate that if they don’t, everyone suffers.

As noted earlier, simply forming a county system isn’t a guarantee of success. Just because Hood River and Jackson Counties re-opened doesn’t assure survivability. We need to grow beyond being a unified system, and beyond understanding ourselves to be libraries in the traditional, historical sense. We need to re-invent ourselves yet again.

Do not misunderstand me. I remain committed to the core values of librarianship. I spent thirty years as a book vendor and serials agent before becoming a librarian, and I still have to pause when someone asks me what I do for a living without answering, “I’m a bookman.” To change into what we must re-shape ourselves to be is not to abandon what we have been or where we come from, but to reaffirm those values while embracing new ones.

Cynics might also read personal ambition into this, but they are mistaken. My goal is not to build a fiefdom within this obscure little corner of the state — the county — the world — with Langlois as its center. My goal is to ensure that Langlois continues to have a library at all; one that reflects the interests, concerns, and virtues of its odd, quirky, and fundamentally wonderful little constituency.

My job is to secure this Library’s funding and support. My job is to steer this district to its future. Ultimately, my job may be to put myself out of a job. Sustainability is about the institution, not the individual — and besides, getting there is a journey unlikely to be achieved in my lifetime. In my next column I’ll talk more about what I think the coming versions of the Langlois Public Library might just look like.
Experiences Here

Back Talk — NYU’s Shanghai Library and My Experiences Here

Last June I wrote a Back Talk column entitled “To China or Not to China: International Branch Campus (IBC) Libraries.” In that article I reviewed the reasons why universities in one country would want to establish branch campuses elsewhere; the major challenges such institutions face when doing so; and what would it be like to work in one of these IBC libraries. One of the major reasons for writing it was to help me decide if I really wanted to leave the comforts of sunny Arizona for a six-month assignment at New York University’s Shanghai (NYUSH) campus as its interim library director.

I did of course decide to go, but as my stint in Shanghai is about to close, I decided I would tell you a bit about this library and my experiences here.

This was my first opportunity to work in a brand new library. I was the second staff member to arrive. Preceding me was a very resourceful young librarian who was to eventually be in charge of access services. But with no one else around, for several months she had been THE librarian in charge of everything. She did a great job. Fortunately, we had a month to get in shape before the first class of 300+ freshmen arrived.

Let me begin by telling you a little about NYUSH. It is the third Sino-US Higher Education Joint Venture in China. It is partnered with the East China Normal University (ECNU) and is physically situated on its campus in northwest Shanghai. Next year NYUSH will still be linked with ECNU, but it will move to its own custom-built vertical campus on the south side of the river dividing Shanghai.

NYUSH is very strong in science and technology, but it also provides a broad liberal arts education for its students. English is the official language of instruction.

Certainly, starting a new library in the digital age is a much easier job than it must have been in the print-only days. Because of the nearly one million eBooks, 90,000 electronic serials subscriptions, 1,000 or so online databases shared by all in the NYU Libraries system, we had much to offer our new students from the first day they arrived in Shanghai. But I don’t want to get ahead of myself. What I want to do is give you a functional description of how we meet our readers’ needs:

Collection Development

We have a seasoned professional subject specialist in Manhattan to coordinate the collection building work in Shanghai. He was with us here for the first two months when the students first arrived. He is now being helped by two, soon to be three, resource and reference librarians who arrived in November. As coordinator, he uses email to communicate with the faculty while the local reference librarians, as departmental liaisons, make face-to-face contact with students and teachers to help identify what is needed. The printed collection is now being built, but by the end of 2014 it should have many tens of thousands of general research materials. Now, in addition to a few thousand books needed to meet the immediate needs of its freshman class, NYUSH’s library has a leisure reading collection of English and Chinese bestsellers. Its students also have access to the very substantial Chinese language electronic and print holdings of ECNU.

Technical Processing

Most of the western language materials we add to the collection are ordered, received, and paid for in New York. Once received there, they are cataloged and processed by NYU’s Knowledge Access and Resource Management Services division. This takes advantage of the experience and broad range of skills possessed by these professionals with only a few added staff to take care of our needs. Once materials are shelf ready, they are shipped via an approved importer in China, or for rush materials sent via a super fast courier service.

Public Services

As already indicated, we currently have two reference librarians. Departmental liaison work is one of the most important things they have to do. Once we get the third professional, they will divide up the responsibility to work with the humanities, social sciences and science/technology. Now we only provide face-to-face service ten hours during the week, supplemented by 24/7 opportunities to email questions or chat with a NYU reference librarian stationed in some part of the world. In fact, during the afternoon hours our reference librarians help answer the questions of researchers on the other side of the world. As the staff grows, we plan on extending our own hours to evenings and weekends. Researchers in Shanghai also benefit from having access to the many library subject guides developed by librarians throughout the system. These guides provide lists of useful indexes, reference tools, etc. We also take advantage of online citation management and alerting services for newly acquired materials to help researchers meet their information needs.

Access Services

We have one professional who oversees this function but is helped by 2.5 support staff. We provide paper reserves but we also help teachers create links between online resources and the single learning platform used by them. Interlibrary loans, between the Shanghai and Manhattan campuses, are of great importance. Shanghai’s students and teachers can all place non-mediated online request for books to be shipped using a courier service, at no cost to them — this will also include books borrowed via ILL from other libraries as well. If they prefer, they can instead request the tables of content, or one or two chapters from books held by NYU, to be scanned and sent to them electronically.

Other Forms of Support Services: So that our readers can enjoy the same access to electronic forms of information as those in Manhattan, they are provided access to a NYU Virtual Private Network (VPN) that connects them to the main campus’ Internet backbone. This means that what they see and do electronically is just like it would be in New York. Part of the Shanghai library staff includes an experienced professional who is in charge of providing electronic classroom teaching support for the entire campus. Teachers can also go...
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