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The Library as Publishing House

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Chapter Six

The Library as Publishing House

James Day, Anne Marie Casey, and Chip Wolfe

The academic library has taken on the new role of institutional publishing house, using institutional repository (IR) services to enable journal publishing and manage conference planning. Librarians taking on this new role as publisher must know the journal publishing work flow, including online article submission, peer review, publishing, marketing, and assessment. They must understand international identifiers such as the electronic International Standard Serial Number (eISSN) and Digital Object Identifier (DOI). To manage conference planning functions, librarians need to understand event functions such as presentation submission, program scheduling, registration and third-party payment systems, proceedings publishing, and archiving. In general, they need to be technologically savvy enough to configure and manage a specialized content management system, the institutional repository.

DEVELOPMENT OF LIBRARY PUBLISHING

In an Ithaka Report on university publishing in the digital age, Brown, Griffiths, and Rascoff (2007) discuss the value library and university press collaborations can add to the publishing process, particularly in the age of online publishing. Many academic libraries have started embracing this new role of publisher as institutional repositories (IRs), generally managed by academic libraries, have provided platforms that enable publications ranging from theses and dissertations to journals and books. This trend has grown very quickly in the last decade.

By early 2013, library publishing had developed to such a degree that 61 academic libraries collaborated with the Educopia Institute to form the Library Publishing Coalition (Library Publishing Coalition, 2013). An early activity of the coalition was the publication of the Library Publishing Directory (Lippincott, 2014), which contains entries for 115 libraries, most of which began publishing in the mid- to late 2000s. Among the descriptions of these library publishers, there are some interesting trends. One is that “there is no single, dominant model for the organization of publishing services” (Lippincott, 2014, p. x). Another is that these libraries share a commonality of philosophy and approach that combines traditional library values and skills with digital work flows to create a distinct field of digital publishing (Lippincott, 2014, p. xi).

So, what does library publishing involve? Rebecca Kennison, in her presentation on libraries in the publishing game, delivered at the American Library Association Annual Conference (June 28, 2014), offered three key elements of library publishing: participation in the production process, presenting original work not previously published, and applying a letter of certification such as peer review or institutional branding. Lefevre and Huwe (2013, p. 194-96) suggest that digital publishing is a new core competency for academic librarians. They write that libraries are already operating in the categories that are fundamental to publishing, understanding scholarly publishing, editorial work, marketing and sales (outreach).

There are doubtless many different reasons that academic libraries venture into the publishing business. Huwe (2013) urges librarians to think strategically when considering becoming a digital publisher. As a good first step, he suggests surveying the local environment to learn whether there is scholarship that is unpublished. He also recommends investigating whether the library's current operation can absorb the new work flow (Huwe, 2013, p. 55).

At Embry-Riddle Aeronautical University (ERAU), the impetus to begin publishing digitally came from library staff awareness of unpublished scholarship at the university. The library management team also determined that the current staff could absorb the new work requirements with some minor reorganization of duties. What they did not consider was how to absorb the work flow if the concept of library as publisher caught fire quickly at the university, which it did. Lefevre and Huwe (2013) state, "Success breeds demand" (p. 210). It certainly has at Embry-Riddle. The remainder of this chapter will describe the environment at ERAU, its publishing process, and new skills that staff have had to learn very quickly.

THE ROAD TO PUBLISHING AT EMBRY-RIDDLE AERONAUTICAL UNIVERSITY

ERAU is a specialized university focusing on aeronautical studies and aerospace engineering. Granting degrees ranging from an associate's degree in Air Maintenance Science to a PhD in Aviation Science, ERAU has two residential campuses and a large distance learning program. The residential campus in Prescott, Arizona, has approximately 2,000 students. The other residential campus, in Daytona Beach, Florida, is home to approximately 5,500 students and the university administration. The largest Embry-Riddle campus is the Worldwide Campus, the distance learning division of the university, which enrolls approximately 25,000 students, who take classes in over 150 centers all over the world or through the online programs. The Hunt Library, located on the Daytona Beach campus, is the library for both Daytona Beach and Worldwide.

In 2010, a new Hunt Library strategic plan focused priority on the digitization and preservation of materials in the library's special collection. Since this was a new area of concentration for the library and responsibility fell across several departments, the library formed a cross-departmental project team. As the team started working on a preservation and digitization plan, it became increasingly obvious that an IR platform would make the effort much easier. Lacking funding for an IR platform that did not require programmers, members of the team began developing the first set of new skills necessary to implementing this project. They began venturing out into the university community to build a network of collaborators to help secure funding and support the IR with contributions.

The library director and the evening media services technician, in particular, began to talk about the benefits of an IR to anyone they thought would have an interest. The networking was very successful. Within a short time, the Hazy Library on the Prescott Campus joined in, as did the university archivist. Other early supporters were University IT, the offices of undergraduate research on the three campuses, the Center for Teaching and Learning Excellence, and a number of faculty who had an interest in providing open access to their publications and to publish journals. By late 2012, the Hunt Library had secured funding for an instance of the bepress Digital Commons platform and in early 2013 began the implementation process with the assistance of each of the partners, as appropriate.

With the expectation that the contributions from the campus community would be slow at first, giving the library an opportunity to develop a work flow, the Hunt Library marketed the IR, ERAU Scholarly Commons, to select faculty at the Daytona Beach Campus. Initially, the library management team assumed that a few hours a week on the part of the evening media services technician, one of the cataloguers, and the electronic services librarian would be enough to maintain the work flow, while the library director and one associate director would take on the initial marketing and faculty assistance; however, business boomed immediately. Within the first year, the library converted one print journal to electronic open access, and assisted in the publication of two new journals as well as seven conferences. This resulted in the promotion of the media technician to digitization specialist, with primary responsibility for journals and conferences, and the involvement of several librarians from both libraries to assist faculty with copyright and uploading issues.

JOURNAL CREATION

The IR is a terrific tool for showcasing the intellectual output of the university. Its other predominant feature is its ability to serve as a publishing platform. The bepress Digital Commons platform can host and manage all aspects of the journal publishing process from online article submission, peer review, editing, publishing, dissemination, and assessment. With this tool, all of these publishing processes are being handled not by professional publishers, but by librarians and library staff. The library is quite literally an academic journal publishing house.

Prior to ERAU subscribing to Digital Commons, the Hunt Library was contacted by the chief editor of the *Journal of Aviation/Aerospace Education and Research (JAAER)*, an ERAU faculty member. The *JAAER* was the university's premier print journal and it was published seasonally, three times a year. The editor had a desire to digitize the journal and make it more accessible to the ERAU community for research purposes. Library staff scanned the previously published journal issues and made them available in a limited version of OCLC's CONTENTdm, available through the Florida Electronic Library. But this was still not digital publishing.

With the purchase of Digital Commons, library staff quickly realized the IR could be used to publish the *JAAER* digitally. None of the staff had publishing experience, but were eager to take on this new role and willing to acquire the new skills needed to undertake this new role for the library.

The publishing of the *JAAER*'s archives in the library's CONTENTdm site was a tremendous step for the journal and the library alike. It allowed the collection to be viewed online and downloaded by ERAU students and faculty. Metadata could be searched, allowing users to narrow their results. This was truly a move in the right direction, but it was not quite the vision library staff had hoped for. Open access (OA) and a continued seasonal publication is what was really wanted. This required two things: the approval of the *JAAER* editors and of the dean that oversaw the journal to take the publication open access, and a new tool to not only manage digital journals online, but to handle the entire process of creating an online journal. The first task was not all that difficult. Presenting case studies of publishing an OA journal—and the brand recognition it brings to an institution—made it an easy sell. Thus the *JAAER* was opened to all researchers worldwide in the library's CONTENTdm site. The second requirement was satisfied

by the subscription to Digital Commons. All the pieces were in place for the library to become the digital publishing house for the university.

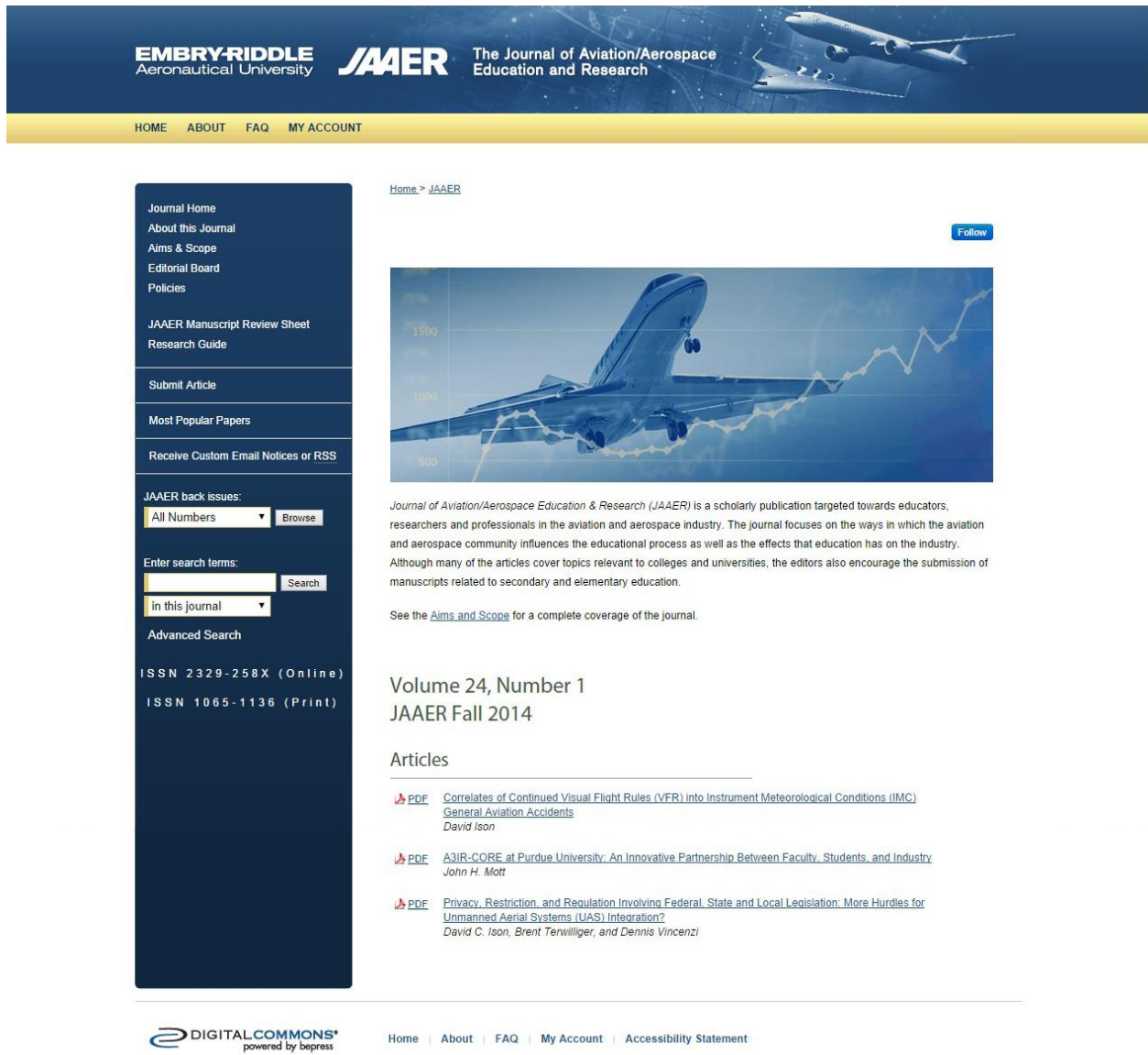


Figure 6.1 JAAER Home Page

There were several benefits to having an established print journal when beginning publishing: it already had an established brand, editorial staff, and publishing process. Library staff began collaborating with the journal editors to move their previous publishing work flow into an all-digital system. This was done in two stages. For the first issue, published in ERAU Scholarly Commons (what ERAU called its instance of Digital Commons), the editors used their traditional process and the library published the final journal articles as a completed issue (at <http://commons.erau.edu/jaaer/>). The second issue would be entirely created using Scholarly Commons. The benefits of this allowed both the journal editors and library staff to learn the process of publishing and the functions of the publishing software. The editors knew the process but had to learn to use a new tool, whereas the library staff had to learn the publishing process as well as

learn how to use Digital Commons to publish the journal. It was a daunting task but one in which the library team ultimately succeeded.

RECEIVE AND EVALUATE REQUESTS

Requests for the creation of new journals quickly followed the introduction of Scholarly Commons to the faculty. Initially the chief academic officer (CAO) of the Daytona Beach campus was approving requests for the five journal slots that came with the basic Digital Commons license. When requests began coming in from the other two campuses, the members of the Scholarly Commons Team determined that requests needed to be vetted by a group representing all three campuses. They requested the assistance of the University Research Council (URC), comprised of associate deans and faculty from the three campuses.

The electronic services librarian developed a journal or event request form that submits an email to the URC Chair. The request form includes information such as contact name and email address, proposed journal title, university department, a description of the scope, and the desired launch date. Generally, a member of the Scholarly Commons Team meets with the requestor to determine basic elements of the request, and is then able to provide information about the potential journal (or conference) to the URC.

DESIGN AND BRANDING

Design and branding of journals and conferences can be the most tedious and stressful step of the entire publication process. For ERAU's model, the process involves three or more departments: the department sponsoring the journal (or conference), the university's website development team, the library, and in some cases, the e-commerce department for registration payment within the university working in conjunction with bepress to produce the final design. This step of the process determines the look and feel of the journal for many years to come. Also, the design process may take weeks or even months before all parties are satisfied with the final look. This iterative process often also puts the journal development process on hold for library staff, who are unable to move the project forward until agreements have been made between all parties.

Two keys to making this process streamlined and successful were found. The first is to work with the university's website development team to develop thorough and detailed questions for the journal (or conference) administrators to answer about their vision of the site to be built. Often the new journal editors do not have a clear idea of their desired design, so current examples of other Digital Commons journals that closely resemble their aims and scope are sent to give the editors a better idea of what is available, to help them dream a little. Second (and probably most important), the library team firmly (but kindly) set the expectations from the very beginning for what their site is and what it is not. Library staff explain what the editor roles will be, and what the role of the library will be. These two steps simplify the process and expedite the launch of the branded journal site.

In order to assist journal editors and function as a facilitator between the journal editors and the university's website development team, library staff needed to gain a basic understanding of graphic design and branding. While the website development team created the actual graphics for the journal site, library staff communicated the requirements and assisted the journal editors in developing their vision.

SETUP AND CONFIGURATION

When discussing the IR, setup and configuration refer to the layout of a journal site's landing page and subpages. Basically, it is how the information is organized and displayed on the screen. Quite often the whole process of entering the world of online publishing is overwhelming to the new journal administrators, who don't really know what they want to display. Sometimes they know exactly what they want, but they just don't know how to express their vision.

The library team tries to ease this angst by keeping it simple, and begins by asking the editors what information they would like to display on their landing page and what information they prefer be visible for each individual article. Then, referring back to one of the keys to launching successful sites, sites within the bepress community having similar disciplines are located. This often provides ideas and inspiration for building the site. At other times, a better start is to publish items for the journal owners, to see the outcome. Visual aids are sometime the best inspiration for layout and design, and then the journal site is built up from there. The journal owners are assured that at this stage of the process, the setup and configuration of the journal website can be redone until it is what they had envisioned.

Librarians are experts at organizing items, and are very familiar with the elements of print journals. However, library staff were not previously experts at the organization and presentation of digital journals and the different ways these are presented and accessed. A print journal is a single entity. Typically a digital journal's elemental part is the article, while the journal "issue" is merely a collection of these individual articles. Many other online journals were analyzed to understand the best ways to set up and configure the journal site and issues for the journal editor clients.

POLICY DEVELOPMENT

Early in the implementation process, the Scholarly Commons Team worked with a faculty advisory committee to develop basic policies regarding submissions. Most of these were derived from policies of other IRs. As Scholarly Commons has grown and the number and types of requests have proliferated, the team began formulating new policies in biweekly meetings as the need arose. Currently, these policies are being formalized into publicly available documents and a LibGuide.

Policy development in libraries is a normal part of doing business, so the librarians were aware from the beginning of their importance; however, there continues to be so many practices and questions that are new and different from traditional library services that it is sometimes difficult to be proactive.

EISSN ASSIGNMENT

Print journals are typically assigned a unique International Standard Serial Number (ISSN). Online journals, even when they have no print version, still can be assigned an ISSN or electronic ISSN (eISSN) if they also have a print version. Online journals must have published five issues to be eligible for an eISSN.

One role of the library acting as publisher is to assist the journal editors in obtaining their eISSN. ERAU's first journal, the *Journal of Aviation/Aerospace Education and Research*

(*JAAER*), was an established print journal with an ISSN. So immediately an eISSN for the online version could be requested. For the subsequent journals that were natively electronic, the library team assists journal administrators with obtaining their eISSN by providing them with the application form and the link to the Library of Congress website where they can apply for their eISSN. Once they obtain it, the eISSN is added to their journal site in the IR.

DOI REGISTRATION AND ASSIGNMENT

Cataloging items is a primary function of the librarian profession. Librarians are used to working with classification systems and assigning call numbers, whether Dewey Decimal classification or Library of Congress classification, to their physical items. Library staff were familiar with the Digital Object Identifier (DOI) scheme for providing permanent links to online objects such as e-books and e-book chapters, journal issues and articles, and even videos. But as an end-user only, the assignment of DOIs is typically done by the creator of the digital object rather than the librarian trying to classify it. When the library became a publisher, the registration and assignment of DOIs now became important tasks. Librarians have strong skills as catalogers, but had to learn the rules and the procedures of DOI creation and assignment.

As a publisher, the library was eligible to register with a DOI registration agency. ERAU chose CrossRef, one of several DOI registration agencies. There are financial costs associated with becoming a DOI-assigning organization. The first cost is the initial registration and subscription fee to become a member of CrossRef. The second cost is the fee for each individual DOI requested; that means a fee for each journal article the editors wish to publish. Library staff should budget for these costs unless the university is funding them.

Next, the Scholarly Commons Team developed a DOI assignment policy and procedures. The process was kept as simple and streamlined as possible to achieve the greatest usage by the journal editors and article submitters.

Journal administrators determine whether DOIs will be assigned to published works. When editors want DOIs assigned, they request them from the catalog librarian who creates the DOI through the university's CrossRef membership. The librarian adds the DOI to the metadata of the associated paper within Scholarly Commons and simultaneously relays the DOI information to the journal editor and article author. It is then the ultimate responsibility of the editor and author to adhere to the CrossRef DOI guidelines as set forth by the DOI policies put in place by the library and the Scholarly Commons Team.

EDITOR TRAINING

Functioning as the publisher, the Scholarly Commons Team is responsible for instructing the journal editors in the features and functions of the publishing platform. Obviously this meant that library administrators of the platform needed to learn all of these things. When it comes to training for journal editors (and training for conference administrators), ERAU was fortunate that its contract with bepress includes training directly by its service representative. Thus, library staff must only facilitate online training sessions between the new editors and the bepress representative. The initial training session runs about an hour and a half, and submerges the editor(s) in all the functions and operations of the back end of the system.

Unfortunately, the initial training session leaves the editor(s) with almost no practical training. To address this need, the Scholarly Commons Team developed stage two of the editor training which is provided as soon as possible after the vendor's training session. This practical training consists of hands-on practice using a demonstration site and multiple computers to simulate each step of the process, from an author submitting an article to the journal to the editor publishing the article in a new issue on the site. It was challenging for the library IR administrators to create the mock work flow part of the training, but it has proven invaluable to the editors. The training is often repeated as new editors and assistant editors come on board. Each practical session is tailored specifically to that journal or conference.

JOURNAL PUBLISHING WORK FLOW

Once the journal has been approved, and the site branded, set up, and launched, the process of assisting the journal administrators with managing the work flow of publishing content begins. The traditional publishing steps remain the same. However, now Scholarly Commons manages all of the steps for the editors.

When reviewing different solutions for an IR, library staff knew that they wanted a system that led the industry in processing and showcasing scholarly research material. Digital Commons did just that. It was initially developed as an online journal processing and publishing tool, and after a short review of the system and what it had to offer, library staff knew this was the product not only for the soon-to-be online journals, but for all the university's intellectual and creative works. The IR offers a way for journal editors to monitor and control the entire publishing work flow, from the moment an article is submitted for consideration to the time it is published in their online journal. The online process dramatically reduces the time it takes to move an article from submission to publication, as compared to traditional postal mail processing and review of potential journal articles. This not only increases the number of submitted works, but also increases the scholarly measure of the peer-reviewed materials being published. This in turn increases the journal's value to the research community. Open access makes ERAU's journals available to all researchers worldwide, heightening brand recognition and university standings in the research community.

ONLINE ARTICLE SUBMISSION

The first step in publishing a journal issue is to gather content from authors. This means finding authors with a desire to publish their work. For the journal editors it means creating a simple means for potential contributors to submit their papers for editorial review. In the past, this meant an author would type or print manuscripts on paper, determine the proper mailing address, find an envelope, and mail the submission to the journal editor. Now, these tedious manual tasks are no longer necessary.

With an online journal in an IR, the author's tasks of preparing his or her work for publication consideration ends once the article is complete. Using an IR, the online submission is simple, straightforward, and can be completed in minutes. This expedited process eliminates the excuses of procrastination and ultimately increases not only the number of submissions received, but the quality of work that the journal publishes.

Before the journal launch, the Scholarly Commons Team had already coordinated the setup of the online article submission form. The team worked with the editors to determine the information fields required, the people to be contacted, and the initial work flow once a paper is submitted. The more information that the editors can receive from the author, the less work that is required for the editors and the catalog librarian.

PEER REVIEW PROCESS

Similar to pre-online peer review processes, this process offers editors the ability to disseminate article submissions to knowledgeable and creditable persons with an expertise in the corresponding discipline, and typically requires at least three reviews before editors will accept the paper. The major difference between the old paper process and the new digital online process is the turnaround time. The new system no longer relies on the mail system for delivery and return of printed articles. Articles are available for online review at all times, and the possibility of the printed paper being lost by the reviewer is eliminated, which generally increases the speed of the review process dramatically.

To protect the integrity of the paper, reviewers must “sign” a click-through agreement, agreeing to review the paper prior to being given access to the paper. Also protecting the original paper is the IR’s process of turning all documents into PDF files upon delivery for review. Reviews are submitted online by providing comments within an online review page. Reviewers also have the option to upload review files rather than filling out text boxes, all accomplished through the online review page. When major revisions are suggested by reviewers, the editor can immediately address the article concerns with the author and request a revised paper. Additionally, if the paper is not deemed suitable for publication, the editor may render that decision and inform the author that his or her paper will not be considered for publication in their journal.

This work flow was originally established by the Scholarly Commons Team. For each journal, the type of peer-review system the journal wishes to employ must be determined, the contacts involved gathered, and the IR configured to manage the process for the editors. This meant ERAU’s IR administrators needed to develop a thorough understanding of the various peer review processes in order to set up the most appropriate peer review process for each journal.

PUBLISHING

The ultimate goal and final step of the journal publishing process is the actual publishing of the journal content online in the IR. Editors are responsible not only for the managing of their journal article’s review process, but also for managing the publishing of the article once it has been accepted for inclusion in the journal’s online presence. In most cases, editors opt to publish their journals in the traditional volume and issue compilation process, which may or may not have predetermined publishing dates or seasons. There is also the option to publish sequentially as articles are received and reviewed. This is basically an open-ended volume publishing on an as-needed basis. No matter which route the editors wish to follow, they are responsible for the creation of volumes and issues within the repository. They must also assign the volume and issue to each article they wish to publish. If publishing as an issue at a specific date, they may also predetermine the order of the articles to be published. When they “close” an issue within the system, it will then publish all articles at the same time in the order determined by the editor.

Editors also have the ability to include works that are not peer reviewed, such as letters to the editor, forums, or book reviews. There is also an option for editors to include an issue introduction or editor's forum to introduce their new issue and/or volume. It is the editor's discretion to utilize this feature, which is commonly used when introducing a special issue or highlighting an extraordinary article published within. With all these options, the software interface can be overwhelming for the editor, whose role in editing a journal at an academic institution is typically an additional task outside of the editor's day-to-day responsibilities.

This myriad of publishing options means that library IR administrators are considered the experts, and are often consulted by the journal editors to answer questions regarding specially requested processes that may not be utilized on a regular basis. It is extremely important for the IR administrators from the library to be knowledgeable about the entire process and the inner workings of the IR. The administrators must also be able to create good working relationships with those editors, and offer outstanding communication when dealing with time-sensitive issues. Providing an extremely timely response to publishing issues is paramount for the IR team.

MARKETING

The marketing of library services and new resources has been an integral part of the Hunt Library work flow for many years. But publicizing the opportunities afforded by Scholarly Commons has created the need for a new set of tools. Generally, marketing has been a function of a small number of the librarians on the Scholarly Commons Team. Because the IR is new to the university community, faculty have generally been interested in learning more. Librarians used Selected Works, Scholarly Commons's companion piece, as the "hook" where faculty can display their research on a personal page. While this approach of promoting a personal page for displaying research did garner some attention, the questions librarians received led the team to develop multiple approaches, which cover the publication of journals, the support of conferences, and the whole concept of open access publishing.

Marketing was subdued for the most part in the first year because there was sufficient demand from word-of-mouth advertising done by faculty in their own departments. As the team begins its second year, the principal form of marketing the IR will be a LibGuide that explains what Scholarly Commons is and how to submit. Librarians will still present to departments, but only by request. Journal administrators assume the responsibility for marketing their journals to the research community.

ASSESSMENT

The final role of the IR administrators, librarians on the Scholarly Commons Team, is to provide the journal editors a thorough assessment of their journal's reach. With traditional print journals, this would include subscription figures. Independent sources could possibly provide data on the number of times each article was cited by others, but otherwise an author might not know the reach of his or her research.

The publishing of an online journal in an IR affords the journal editors, and thus contributing authors, a much better means of assessing the journal's and individual article's reach. Scholarly Commons, with the addition of Google Analytics, can provide detailed assessment reports to the editors and authors, who can get figures on the number of citation views and the

number of full-text downloads of journal articles. IR administrators can also install third-party analytics tools such as PlumX if they want more detailed reports.

Unless the library manages its own website, library staff might not be familiar with website assessment tools. Fortunately in Hunt Library's case, library staff maintain the library's website and some were familiar with using Google Analytics. For others, website assessment using Google Analytics, particularly in the IR context, was a new skill to acquire.

CONFERENCE MANAGEMENT

Another publishing function of the IR is conference management. Conference planners can use Digital Commons for nearly all of the functions of their event: the agenda process, participant registration, managing conference work flow, media presentation, and archiving. The one exception is that the IR does not support e-commerce which must be handled using third-party services.

At ERAU, library staff found conference management to be a challenge but also extremely rewarding. It is challenging because no two conferences are the same and there is always at least one unique requirement needed during the development of each new conference. The team found being able to work hands-on with other departments, faculty, and administrators, with whom they would normally have no interaction, to be extremely rewarding. It is especially rewarding when meeting with a conference committee to be able to share Scholarly Commons and everything this powerful tool can offer their conference.

Scholarly Commons can handle everything from participant registration to peer review processing of submitted papers and presentations. As with with ERAU's online journals, conference administrators have the option of creating a unique site with logos and banner artwork that will help brand their conference. Library staff have had to learn about the various aspects of conference and event planning in order to advise and configure the IR for conference planners.

AGENDA PROCESS

When it comes to conferences, the published agenda is what conference attendees typically come to the IR to see prior to the conference taking place. The agenda is published in cooperation with the conference administrators, who create and submit the agenda to the Scholarly Commons Team. The agenda will include information such as what takes place, where it takes place, and when it takes place. Items such as breaks and lunches are set up like a paper presentation within the system to create a place holder and allow administrators to add additional information, such as what is being served or information on a lunch speaker if that is relevant. Panel sessions are also loaded with the general information, and include details like the moderator's name and any other panel members, the panel title, subject, and/or a descriptive theme. Typically most conferences have presentations that may or may not include a written paper, visual presentation, or video. These items can be ingested by the system in the same manner as journal articles and can be peer reviewed, if that process is desired.

For the agenda, only the author, title, date and time, location, and abstract of the presentation are published prior to the conference taking place. The actual paper or other presentation material is not published prior to the conference. After the conference, there is the

option to make these items freely available to the community. Because each conference is unique, there are always exceptions and extraordinary differences to be embraced, and library staff take them in stride. It is these little challenges that keeps the job as publisher fun and exciting.

CONFERENCE WORK FLOW

In the Scholarly Commons system, the conference work flow is similar to the journal work flow, with a few minor differences. Rather than journal editors, library staff now support conference administrators, who oversee the flow of papers during the review process. Like journals, abstracts and papers are submitted using the online submission form. Papers submitted in Microsoft Word format are automatically converted to Adobe PDF format to maintain paper integrity. The conference administrator is informed of the incoming paper via email, and can then send the paper out for review to members of the Master Review List that support similar fields of expertise. Overall decisions to accept or reject the papers are made by the conference administrators using the feedback from the reviewers. Revisions to the paper can be suggested to the author by comments submitted by the reviewers or the administrator. Final revisions can be made until the conference administrator locks the paper or the paper is posted for publication. At this point, only IR and conference administrators have access to revise any portion of the submission, including the final draft.

Unlike journal administrators, who generally know the journal publishing process, conference and event administrators are typically not professional event planners. Most of them are new to conference planning tools like Digital Commons. Thus, library staff spend much more time managing the work flow for conferences than they do with the journals. Any library staff managing an IR must be prepared to allocate more staff resources if they plan to offer this time-consuming service.

E-COMMERCE

Open access journals published using an IR administered by library staff do not have subscription fees. They are not money-making publishing ventures; however, conferences and other events sponsored by the university often do have registration fees for attendees. As a publisher hosting conference and event websites, coordinating an e-commerce website was a new role for the library.

At ERAU, the Scholarly Commons Team consulted with the university's Student Financial Systems and Support department to find an e-commerce solution. The team determined that the university's existing e-commerce service, TouchNet, could be leveraged. This meant that the Scholarly Commons Team had to function only as a liaison to the TouchNet team for e-commerce, and the IT department for the e-commerce portal branding. The library team was responsible for communicating the e-commerce policy and helping the conference administrators to complete the TouchNet Marketplace application.

CONFERENCE ARCHIVING

Conference Archiving is really the publishing of the conference proceedings post-conference. As mentioned earlier, the IR allows one to publish all the metadata associated with the conference prior to the event actually taking place, and allows the embargo of the actual paper or other presentation medium until after it takes place. The Digital Commons solution has the functionality

as an archival tool, but as with any third-party vendor, file archival is subject to the longevity of the company's existence.

Therefore, the team practices file backup other than relying on Digital Commons. This is done by redundancy of files on the university's server, as well as a designated secure network drive that is routinely backed up by a hosted third-party data backup and recovery service.

CONCLUSION

Scholarly Commons has provided ERAU with a new avenue to highlight the research being conducted by faculty and students. It has also increased the perceived value for the Hunt and Hazy Libraries. Through the publishing of electronic journals and conferences, the libraries are viewed as being far more relevant than they had been. University administrators are proud of the contributions ERAU is making to the body of research in the university's fields of expertise, and they are turning to Scholarly Commons as a possible platform to highlight university work.

The benefits to the library have been tremendous. Members of the Scholarly Commons Team often interface with university administrators and faculty in new ways. The library has developed allies and networks across the university that did not exist before. In addition, staff with former roles that were not challenging, or appeared to have no room for growth, have blossomed as they have learned to manage the publishing process and catalog in new areas.

At ERAU, library staff worked as a team with the publishing functions distributed among many staff members: the director, several associate directors, the digitization specialist, the electronic services librarian, and the catalog/metadata librarian. Having other duties, each person was able to spend only part of his or her time managing the IR. Hiring a dedicated full-time scholarly communications librarian would be beneficial for any library planning to implement an IR for the university.

From a simple concept in a library strategic plan to preserve the print special collections, the staff of the Hunt and Hazy Libraries have become university publishers. The process has not always been an easy one, as demonstrated several times in this chapter. Library staff have had to teach themselves just ahead of training the journal editors and conference administrators, but the library staff enjoy the challenge and look forward to continuing to develop new skills.

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