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Launched in the fall of 2022, the Big Ten Academic Alliance [BTAA] landscape assessment of academy owned scholarly publishing activities explores the shared challenges and opportunities facing publishing programs and operations within the Big Ten institutions. The assessment, guided by the BIG Collection's open publishing goal to "Create the tools and methods that will enable the members to 'advance increasingly open, more equitable scholarship'", mapped the BTAA landscape using a survey and follow-up interviews with library publishers, scholarly communications librarians, institutional repository managers, open education librarians, and university press directors. Centered on scholarly and academic publishing activities, this report focuses on Library Publishing; a separate report will follow describing University Press activities.

Library publishing is a very young field within academic librarianship with most programs only having 10-15 years of experience. The robustness of the programs and what falls into the service offerings of those surveyed are varied. Some programs only publish open educational resources, some publish only journals, while other programs combine digital scholarship, traditional scholarly monograph and journal publishing, and OER publishing with the management of their institutional repository. Many BTAA institutions have all of those services, while others have only one or two. Some institutions have a dedicated staff member, while others have a committee or a group of staff members. Some institutions have a dedicated staff member, while others have a committee or a group of staff members. Some institutions have a dedicated staff member, while others have a committee or a group of staff members.



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operations. Those include complex or changing organizational structures, lack of strat s

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action within the BTAA that are listed at the end of this rep

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Starting in the fall of 2022, the Big Ten Academic Alliance Library Initiatives launched the Academy Owned Scholarly Publishing initiative [AOSP]. The focus of this work is to examine the scholarly and academic publishing activities currently happening in the libraries and university presses in the Big Ten to understand where there is a need and appetite for community built

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responses with interviews. This report is focu ocu

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publ



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The level and organization of BTAA library staff contributing to library publishing operations varies greatly from institution to institution. This is especially true because the scope of service varies greatly from department to department. For example, at one institution, there is a single “publishing” department that includes library publishing, institutional repository [IR] management, multimodal digital

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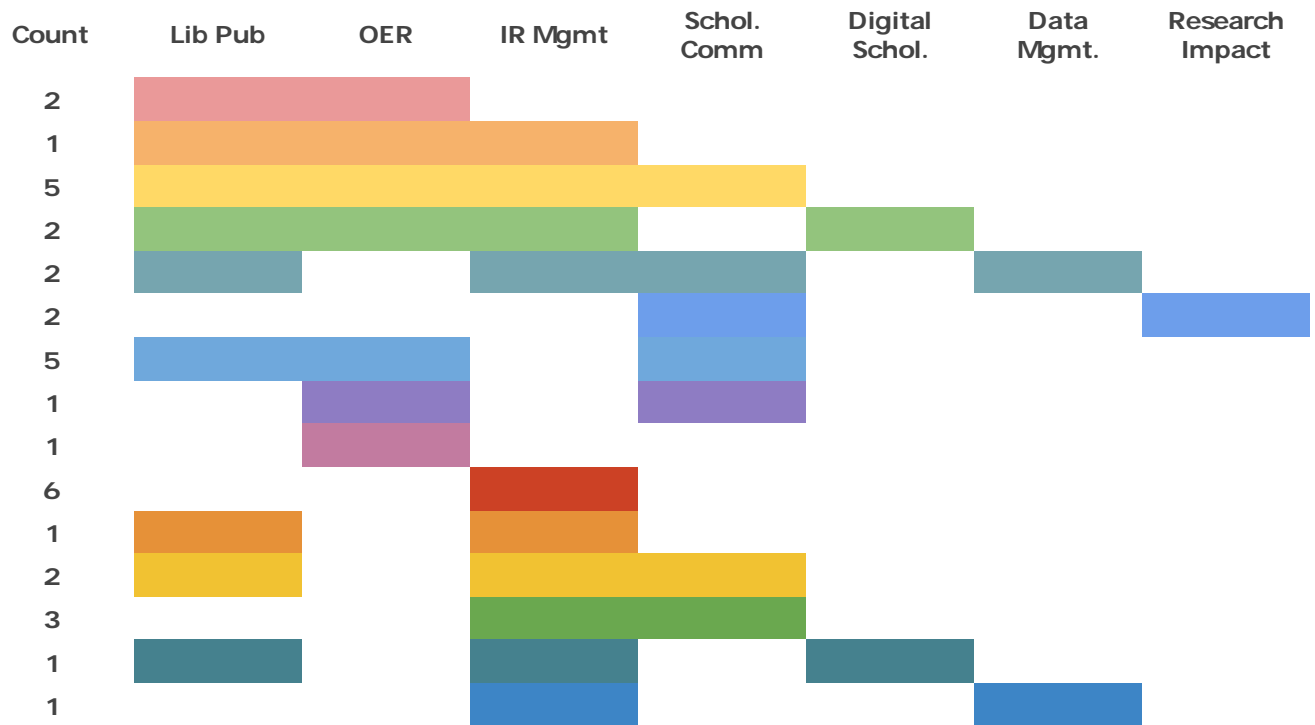


Figure 2b: Library Publishing Roles and Responsibilities - Chart

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responsibilities such as data curation and management or multimodal digital project creation support. Library publishing departments also often rely on technologists who are housed in separate departments and the time allocations aren't always precise. Reportedly though, the number of staff w

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publications may be published by different units. For example, journals and monographs may be published by the publishing services unit while dissertations and theses are published by the institutional repository manager. OER textbooks are often published by the open educational resources unit and they may have entirely different processes and standards than the publishing services unit. The landscape of publication types by institution is shown in Figure 4.

Types of Works Being Published by Libraries				
# of institutions	Scholarly Monographs	Journals	OER Textbooks	Other <sup>3</sup>
4				
1				
3				
1				
1				
1				
2				
1				
1				

Figure 4: Library publication types grid chart

<sup>3</sup> Other publication types include: theses, dissertations, research datasets, reports, white papers, technical reports, multimodal digital projects, audio/video content, conference proceedings, research posters, presentations, bibliographies, gray literature, and offprints.







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These are some of the general threats that are impacting library publishing programs.

Library **budgets are not growing**. At all the institutions, expanding the number of staff working on publishing appears to be unlikel



Figure 7:

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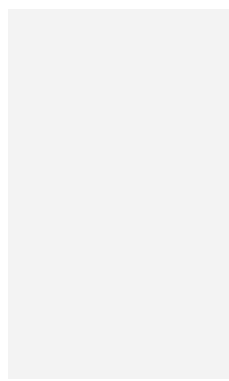
The goal of this land





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Survey<sup>5</sup> respondents were asked to rate how difficult they were to perform activities according to



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4. **Managing staff** requires a lot of time and effort. There is a desire by those in management positions to do a good job managing staff, but the managers are also in the position of being functional experts and working on creating publications. A lot is expected of them. Additional challenges to managing staff include:
    - a. Staff positions don't always have advancement opportunities within the organization.
    - b. Inability to financially reward excellent staff sufficiently to encourage them to stay and to attract new high-quality applicants.
  
  5. **Strategic planning** is incredibly hard.
    - a. Difficult to understand the demand for services from campus.
    - b. Difficult to align with the campus and/or library's priorities and coordinate across units. (e.g., Should the service focus on accessibility? That would require more resources. Are additional resources available? How do you secure them? Who "owns" the service? Do they support and prioritize the work?) Many
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without a clear home. Related services are often spread throughout different departments and units. Staff sometimes aren't sure if their services are fully understood or prioritized by their administrations.

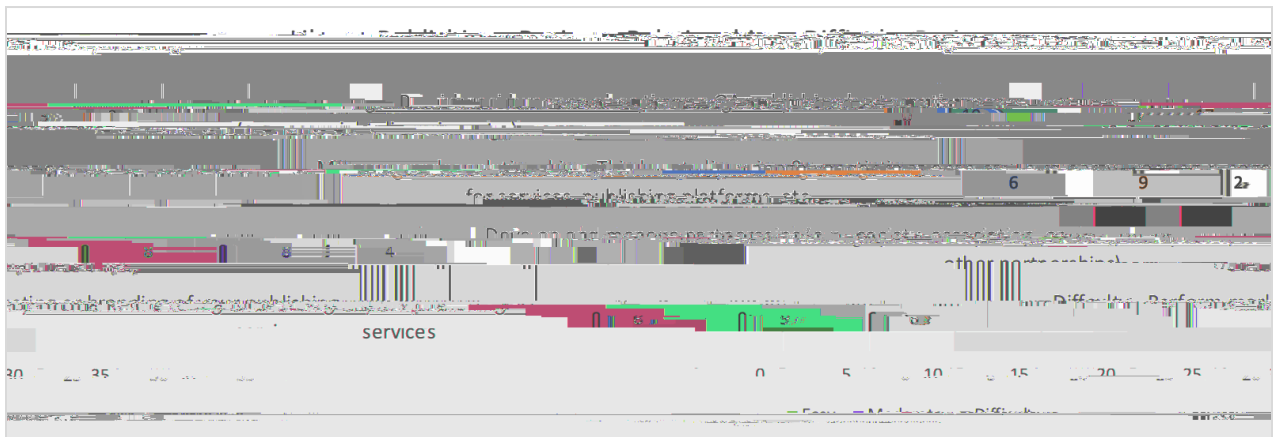
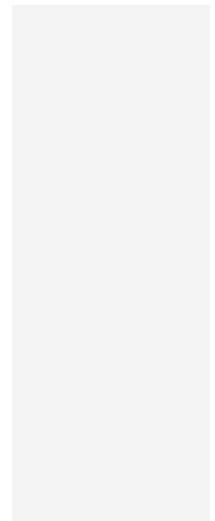
## A - 2 Business Operations **Opportunities**

1. Collaborative **strategic planning** activities

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## B. Business Relationships or Outreach Activities

Business relationships or outreach is the work that library publishers do to develop and manage partnerships and vendor relationships. Most publishing programs do not have the internal



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## B-1. Business Relationships & Outreach Challenges

1. **Library publishing programs and university presses are generally siloed from one another** and operate completely separately from one another. This can cause confusion on campus.
2. **Promoting the benefits and advantages of open access** is complex and time consuming. Providing guidance to authors and editors on open access best practices tends toward unique challenges, not generalities.
3. **Developing trusting relationships** requires an investment of time. This is especially true with societies or associations.

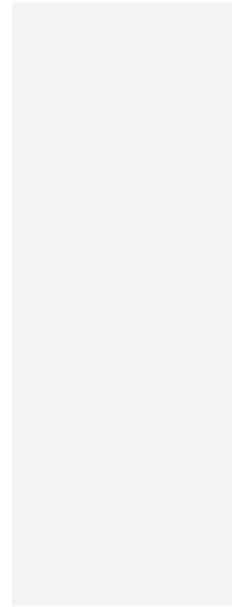




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## C. Technology Operations Activities

The technology category





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There is a lot of duplicate work when there isn't s

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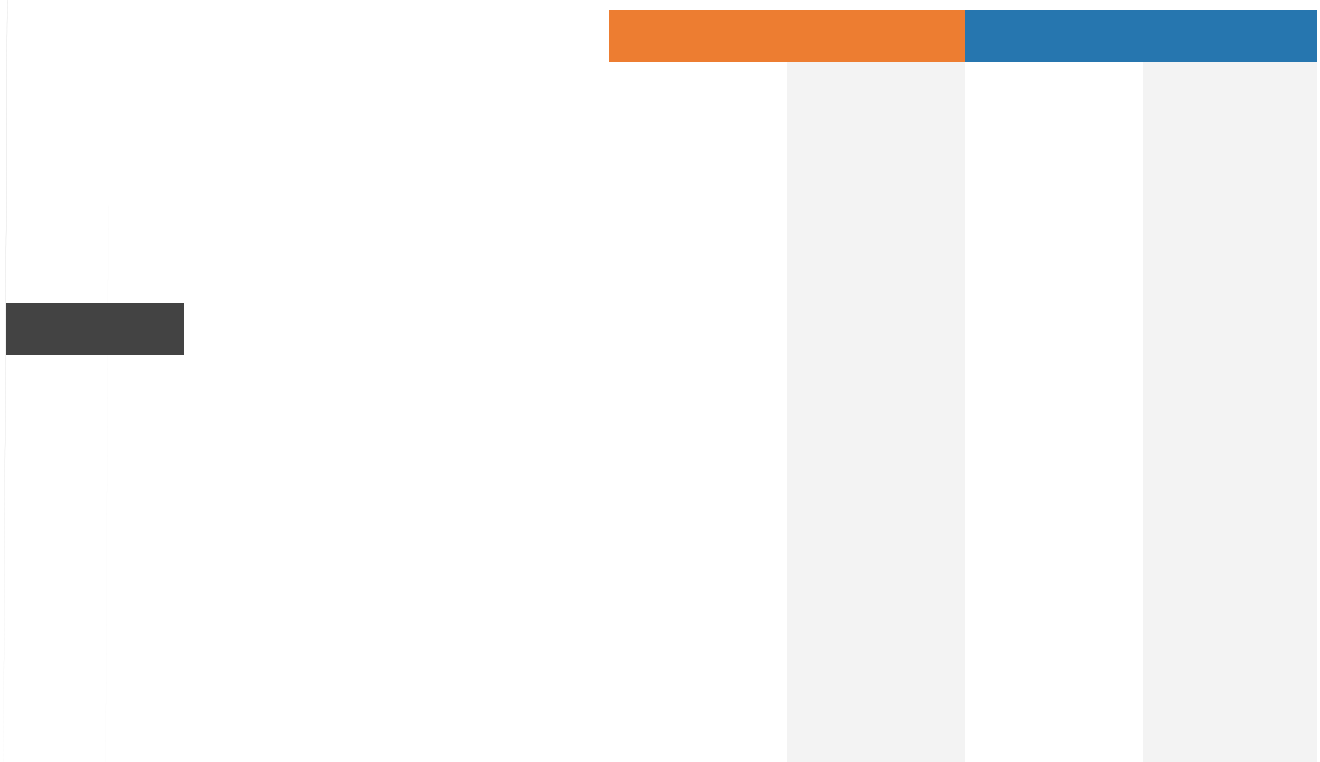


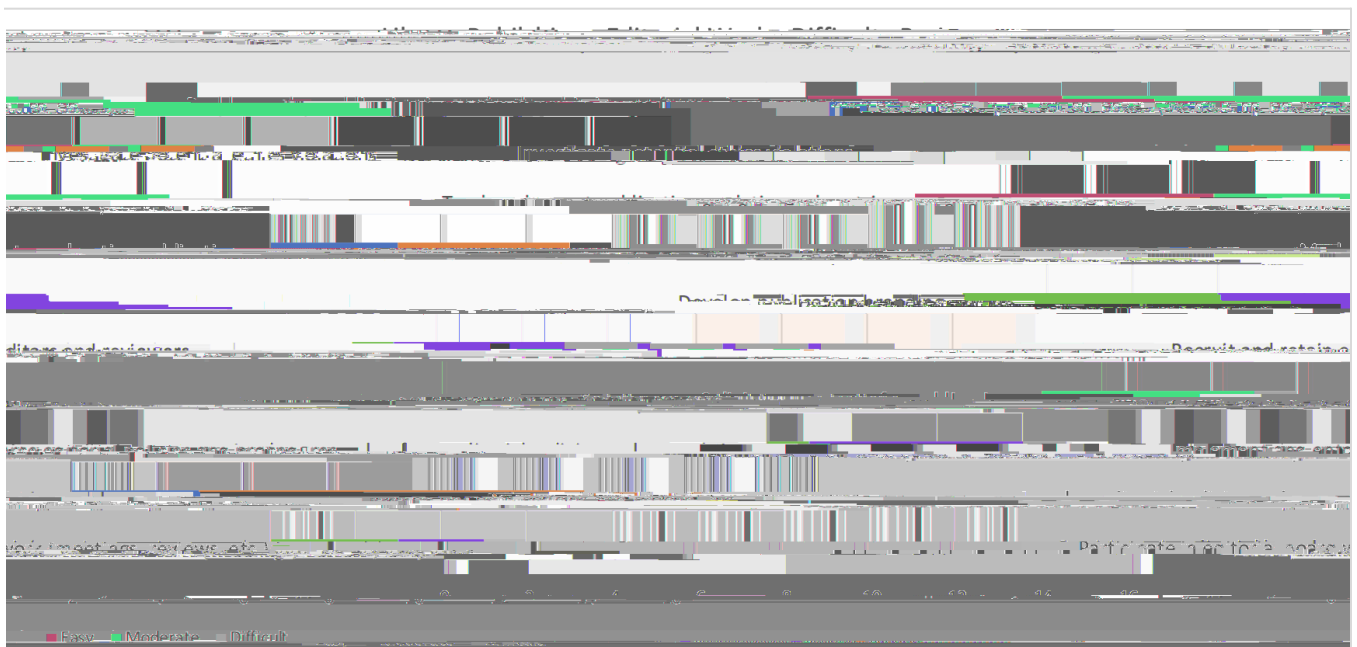
### D. Editorial Work Activities

A good portion of editorial work - academic editing - on scholarly journals and monographs is done by scholars who serve on editorial boards and those who participate in peer review. In addition to that effort, many publishers participate in the editorial work alongside the scholars — either through providing advice, or implementing and enforcing policies, or providing copyediting services. For both, the editorial work is immensely important.

Because the effort differs for

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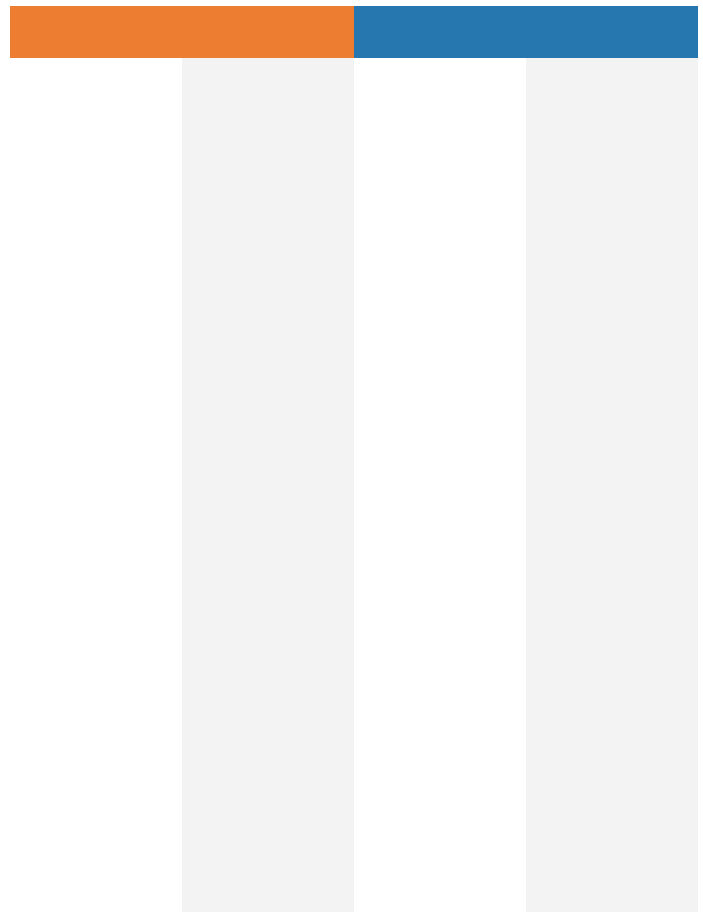
## 2. Share



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## E. Production Work Activities

Production tasks are those associated with taking the raw



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authors) but those tasks might also be some that are omitted from the publishing process. This is a further area of exploration, and a question of how standards might intersect with collective action aims. It wasn't explored in this study, but precisely what standards should be expected for library publishing programs?

Figure 18: Production Work - Count of Institutions Graph

Figure 19: Production Work - Diffusion Graph

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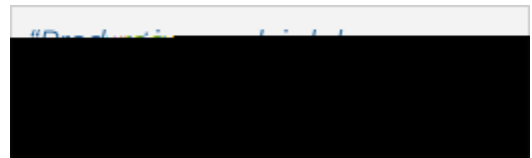
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accomplished by the teams don't always exist. Staff go above and beyond to meet the needs of the editors/authors, but that amount of effort doesn't scale.

4. **Publishing systems aren't always interconnected.** For instance, adding multimedia content can be difficult if there isn't a streaming server available. Linking between institutional repositories and publishing platforms is not always straightforward and presents "just another hurdle."

## E-2. Production Work Opportunities

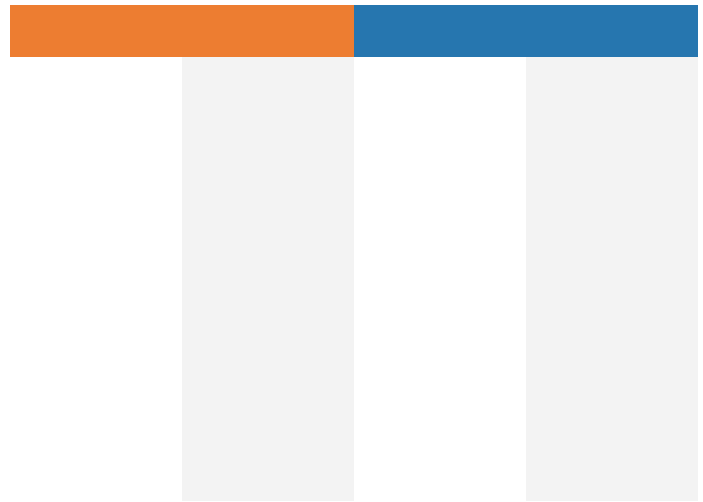
1. **Shared contracting with third party vendors** for copy editing, layout, typesetting, etc.
2. **Shared service model** would potentially allow staff to specialize in areas allowing for greater resourcing of production work activities.
3. **Establishing shared production standards and expectations.** Production standards vary across the BTAA library publishing programs. Establishing baselines, with clear workflows and processes could assist in creating quality controls and shared effort.
4. **Shared systems for tracking work on publication development.** Tracking the development phases of each publication can be overwhelming when many publications are being worked on. Having a system that helps manage each publication as a project was noted as something that would benefit many of the institutions.
5. **University press and library publishing collaboration.** University presses have well established practices and methods for tracking work. Library publishers would benefit from learning more about the standards used at presses, and from the processes that are employed.
6. **Accessibility.** Investigate and establish process improvements, and develop standards throughout production workflows to ensure publications are fully accessible.



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## F. Post-Production Work

Once the publication has been created, the work isn







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Though this report does not dive into the data collected from the BTAA university presses that participated in the survey and the interviews, there are some overlapping areas of opportunity that should be considered. As noted above in some of the speci

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6.6 Governance models  
 Sustainability  
 Overall need for a shared vocabulary and framework for communication

Publishing skills & operational standards

- Shared documentation
- Workflow requirements
- Editorial standards
- Production and post-production quality markers
- Automation (e.g., creation of formats)

7.1 Accessibility of  
 Preservation (e.g., archiving, backup)  
 Discoverability (e.g., platforms)  
 Usage and impact data (e.g., gathering end user feedback)  
 Project management skills

8.1 Technology environments (e.g., publishing platforms)

8.2 Tool evaluation and testing  
 Shared platforms  
 Shared templates (e.g., OJS/journal article templates)  
 Publishing interoperability (import/export from older





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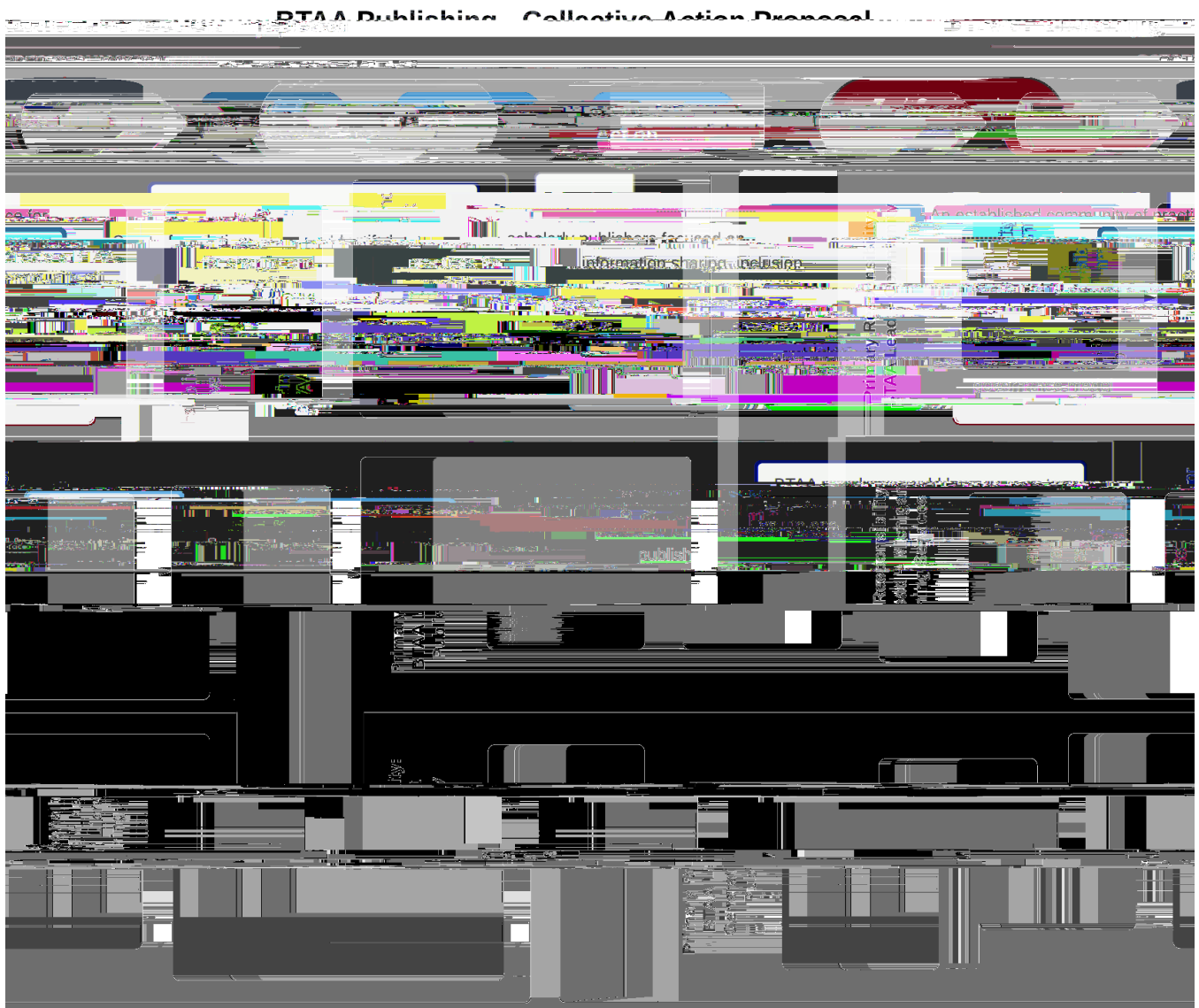
As with the priorities, when the participants were asked to share their vision for what library publishing at the BTAA

Retain  
More  
Local  
Control



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The BTAA's Library Publishing community is ready for action. The challenges are known and the opportunities are exciting. The work to strengthen our academy-owned publishing operations falls within the BIG Collection



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## Description:

Establish a BTAA Community of Practice for Scholarly Publishing, with the BTAA VPO for Academy Owned Scholarly Publishing as their initial BTAA representative. The community would develop a charter for the group to outline clear roles and responsibilities and specific outcomes (e.g., drafting shared definitions for publications, shared strategic planning, identifying priorities for desired vendor provided services, etc.). The Community of Practice would establish a governance model, in relationship with the BIG Collection Steering Committee and the BTAA Library Initiative's current governance structure, for shared goal setting, pilot projects, and timelines in order to identify best practices for accessibility, discoverability, preservation, marketing, financial models for collective action, etc.

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## End Goals That Would be A

scholarly publishing community of practice

BTAA Community of Practice for Scholarly Publishing

BTAA Community of Practice for Scholarly Publishing

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## Description

Create a pilot program to offer vended publishing services to BTAA institutions. Services could include copyediting

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Develop ingest protocols with NGLP & Cast Iron Coding  
Develop shared display interface

**Phase 3:**

Identify priorities for working with shared data: marketing, discovery system connections, preservation, accessibility, etc.

This visualization, Figure 23, illustrates how these three streams of proposed actions relate to one another.

Library  
Publishers

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Figure 24: Diagram : Collective Action Streams

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The three proposed actions are related to and build on one another. A clearly defined cohesive community, built on trust and a shared framework, is required for collaborative efforts to thrive. Vended services, to fill existing gaps in standard publishing processes and create increased capacity, will strengthen all library publishing operations. Creating a "sandbox" for all the BTAA-published publications will allow the community to engage in at-scale efforts that are too challenging for individual operations to solve including shared discovery, shared marketing, and shared preservation of content.

For collective action to thrive, a cohesive community, built on trust and a shared governance framework must be established. The first recommended action creates a space for the library publishing community to grow together. The individual participants also need to be operating with shared standards and within their resourced capacities.

Offering vended services, from a trusted, academy-owned partner such as Michigan Publishing Services, will provide the individual publishing operations the opportunity to scale their own work, implement more robust workflows, and ensure they are meeting scholarly publishing standards. It is important to note that Michigan Publishing Services is organizationally aligned with the University of Michigan Press. They are unique in their integrated operations, as well as in their shared publishing platform, Fulcrum. Because they have contracted with a robust network of vendors, they are poised to extend those relationships and serve as a third party connector for the other BTAA institutions that would find managing even one or two of those relationships onerous.

Once the BTAA's library publishing community has been brought together, and they have been able to fill in the gaps within their individual workflows, the real power of the BTAA network can be fulfilled through a shared display of the content being published. The time savings in creating a unified display, that can also showcase an individual publisher's works, is powerful on its own, but the underlying data that is gathered together offers exceptional benefits and enables the BTAA library publishers to work at- re

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There is an opportunity here for university presses to participate, and to showcase their open access publications alongside library produced publications. The expertise that each community brings would benefit the other community tremendously, thereby strengthening each.

The BIG Collection encourages the BTAA community to identify solutions to shared challenges. It inspires us to transform our processes to work at scale. The opportunities for impactful, collective action between BTAA member publishers are great, and would significantly contribute to building the BIG Collection and meeting the first milemaker of "Any content, to anyone, from anywhere...now and in the future."

Exciting times are ahead!



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OER publishing programs often also require the management of an incentive program.

Several institutions are also part of Unizin, the Open Education Network, and other state-wide initiatives. [hk](#)



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Similar to the issues surrounding the tracking of metadata about publications, there are a myriad of issues related to managing datasets including: What system (s) are best for the different types of datasets being created? Are there collective action solutions that the BTAA should be exploring? How to best support researchers' growing needs? Again, much could be learned from cross-institution discussions.

### **Multimodal digital projects**

Several respondents also worked on digital scholarship (also known as digital humanities, or multimodal digital projects). Interestingly, however, rç



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Category	Task
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Business Operations	

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The [full list of survey questions](#) are available on Google Drive. The survey questions are also available in a [Word Document that can downloaded](#).



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Open Access Scholarly Publishers Association

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