

OPEN BOOK

**A LIBRARIAN'S GUIDE TO
ACADEMIC PUBLISHING**

OPEN BOOK

**JAMES WISER
and
ROLF JANKE**

Editors

**M B M
PEAK
SERIES** 



MISSION BELL MEDIA

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— Contents —

INTRODUCTION	<i>vii</i>
ACKNOWLEDGMENTS	<i>xi</i>
LIST OF CONTRIBUTORS	<i>xiii</i>
ABOUT THE CONTRIBUTORS	<i>xv</i>
SECTION ONE THE PUBLISHING ECOSYSTEM (THE MACRO)	
CHAPTER 1 Librarian Leadership	<i>1</i>
<i>Michael Levine-Clark, University of Denver Libraries</i>	
CHAPTER 2 Dystopia or Utopia? The Role of the 21st-Century Commercial Publisher	<i>13</i>
<i>Stephen Rhind-Tutt</i>	
CHAPTER 3 University Presses in (Permanent) Crisis: Reinventing Culture and Collaboration for the Digital Age	<i>27</i>
<i>Alison Mudditt, University of California Press</i>	
CHAPTER 4 Going It Alone? Publishing Agreements in Associations and Societies	<i>39</i>
<i>Barbara Walthall, American Political Science Association</i>	
CHAPTER 5 Open Access: What We Are Really Thinking	<i>57</i>
<i>Robert Boissy, Springer Nature</i>	
CHAPTER 6 The Library Monographic Service Provider: The Content to Library Information Ecosystem	<i>69</i>
<i>Mark F. Kendall, YBP Library Services</i>	

CHAPTER 7 Globalization and Academic Publishing: It's a Small World, After All <i>James Wisner, Community College League of California</i>	83
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SECTION TWO THE PROCESS: FEEDING THE ECOSYSTEM (THE MICRO)

CHAPTER 8 Market Research: Under the Hood <i>Elisabeth Leonard, MSLS, MBA</i>	93
---	----

CHAPTER 9 Making Beautiful Music: The Role of a Publisher in the World of Journals <i>Jayne Marks, Wolters Kluwer Health Learning, Research & Practice</i>	107
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CHAPTER 10 Acquisitions: Where do Books Come From? <i>Steven D. Smith, D.Phil</i>	123
---	-----

CHAPTER 11 Finding a Needle in a Haystack: The Saga of a Reference Book <i>Rolf Janke, Mission Bell Media</i>	141
--	-----

CHAPTER 12 E-Books are Still Books, After All: The Challenge of Ebook Publishing and Changing Models <i>Rebecca Seger, Oxford University Press</i>	153
---	-----

CHAPTER 13 More Than Libraries: Copyright, Licensing and the Key to Ancillary Revenue. <i>Carol S. Richman</i>	163
---	-----

CHAPTER 14 Sales: The Road Oft Traveled <i>Jenni Wilson, Proquest</i>	177
---	-----

EPILOGUE	187
-----------------	-----

INDEX	193
--------------	-----

— Introduction —

Academic libraries are the central hubs of any campus setting. It is where highly organized content in print or digital formats is available for faculty, students, and the campus community. As this content flows out to every corner of a campus and beyond, one should consider the bigger picture: where did that content come from and how did it get there? Of course, libraries purchase the content, but before that step happens, there is a significant ecosystem of content creation and dissemination and we believe many librarians are wondering how it all fits together. Academic publishers and their partners are behind it all, and the library market and its purchasing power is now more than ever a core customer segment to their financial viability and sustainability. Captured for the first time, *Open Book* represents an authoritative perspective about the elements, the ideas, the processes, and predictions involved in academic publishing as it relates to the library market and its patrons.

In our travels, it has become increasingly apparent that publishers seem to be learning a lot more about the library yet, lacking the opportunity, librarians know little of what happens behind the doors of academic publishers and the vendors that play a vital role in distributing their content. Gaining knowledge of the publishing business will perhaps empower you to associate, communicate, and negotiate with them, and by design, create a leadership role for yourself among your peers. As the editors of this book—one a librarian, the other an academic publisher, with a combined 52 years in the academic library space—we feel that this book will also enrich you with authoritative perspectives and commentaries on the most important components of the publishing process and provide insight to how complex academic publishing for the library market really is.

Publishers come in all shapes and sizes, for profit and not-for-profit, and have strong ties with closely related business such as distributors, e-book

aggregators, and societies. One book cannot possibly cover all of the components and services that publishers provide, but we feel that we have captured an excellent core of key topics that are will not only be relevant today but in the future as well. More importantly, we are honored to have a stellar list of contributors who have all forged ground, leading their respective companies and services forward to better serve academic libraries.

More specifically, we start out the book with a look at the publishing industry as a whole, beginning with a comprehensive chapter by Michael Levine-Clark, who, as an academic librarian sets the tone as to the significance behind publishing ecosystems. He examines the point at which librarians and publishers intersect and how to best build this important relationship. Stephen Rhind-Tutt's chapter follows, with an in-depth look at what qualities make for a good publisher, in the details of the day-to-day business as well as the value of being open to ideas. Stephen looks candidly at the changing market and proposes real-life solutions. Building on the theme of challenges in publishing, Alison Mudditt discusses the important role the university press plays in the advancement of scholarship. Producing this valuable content faces challenges in the form of economic and market changes. Alison describes the collaboration needed to continue this advancement in the future. Offering the flip side of the publishing coin, Barbara Walthall gives us the viewpoint of associations and societies. When deciding whether to self-publish or partner with a publisher, Barbara details clear advice on how to navigate the uncertainty. She offers two case studies that examine the pros and cons of each situation. Following this discussion, Robert Boissy examines a topic that has proven controversial: open access. Robert offers not only the general economic perspectives, he also examines the challenges of the publisher, the author, and the reader. Just as Robert discusses intersecting needs, Mark F. Kendall explains the world of the library monographic service provider. He describes how the needs of the library as well as the needs of the publisher meet in the world of the library service provider, and offers advice on how to gain the most value from this important relationship. James Wisner finishes off the first section of the book with a look on how globalization effects libraries and publishers alike. James looks at real-life examples of how

world economics have affected library budgets. He also presents the opposite point of view as he examines how publishers have to react to changes in the global climate.

In the second section our book focuses on publishing in a micro-level, beginning with Elisabeth Leonard's look at market research. Elisabeth explains market research, product development, and the impacts on the publishing industry. She describes how thoughtful and articulate this research must be and how libraries and publishers can work together to find the best value from this process. Jayne Marks continues the theme of collaboration as she explains the complex world of journals. She describes the various players involved with publishing a journal—from the authors, the editors, the societies, the publishers, the librarians, and so on. Although the balance is a difficult one and the amount of work is vast, partnership makes it possible. Steven Smith also describes the complexity of the publishing world as he explains the work of an acquisitions editor. Steven describes the combination of vision and strategy needed in conjunction with the attention to business detail demanded in a changing market. The theme of a changing market is also front and center in Rolf Janke's chapter on reference. To illustrate the point, Rolf examines the transition from print to digital reference. The day-to-day decisions associated with this uncertainty is outlined in a case study of how to create a "must have" reference work. The changing climate of the publishing world has affected reference significantly just as technology and economics have affected the e-book. Rebecca Seeger delves into this complicated topic by describing the challenges in printing monographs as well as the challenges of digitizing this content. Sales and usage statistics are examined as Rebecca joins this information with real-life decisions made daily by librarians. Carol Richman carefully examines details of the publishing industry as she describes copyright, licensing, and how these agreements affect libraries and publishers alike. She examines the complex issues that students, authors, librarians, and publishers grapple with daily. Jenni Wilson wraps up the second section of the book with a look at the world of sales. She offers a glimpse into a world that starts when the publisher meets the librarian. From day-to-day interaction to long-standing relationships, she describes how everyone benefits from a balance between knowledge of the library and knowledge of the publishing world.

We hope that you will find value in what this book has to offer and that you will share some of the insights you have gleaned with your colleagues. Finally, it is our goal that this book will make you an informed librarian by directly bringing you fresh insight about this publishing ecosystem. Enjoy, and perhaps the next time you are at a conference where publishers and vendors are present, take the opportunity to learn more . . . this book is only the beginning.

James Wisser, Editor
Rolf A. Janke, Editor

— Acknowledgments —

I would like to thank the authors included in this work, as each contributor opened up their daily lives to us and let us walk a mile in their steps. In addition to the editorial talents of the staff of Mission Bell Media, I want to thank so many of my friends in this wonderful industry—both librarians and publishers—all of whom work to disseminate scholarship for the greater good of society. Finally, I want to especially thank Rick Burke, my dear friend, colleague, former boss, and mentor. He models to me what appropriately bridging the gap between librarianship and academic publishing can and should look like, and his life and career have in many ways inspired this work.

James Wisner

I would like to sincerely thank all of the contributors for their time and creative energy. It was an honor to work with them and I actually learned a great deal myself from reading their chapters. This book would not have been possible without the amazing editorial talents of Sara Tauber and Mary Jo Scibetta. Their dedication and commitment to making this happen was a joy to be involved with. A shout out to Danielle Janke, Mission Bell Media's Social Media Marketing Manager, who as you read this is spreading the word on *Open Book*.

Rolf A. Janke

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— About the Contributors —

James Wiser, Library Consortium Director, Community College League of California, has almost 15 years in the library and publishing industry. James has worked seven years as a traditional librarian, five years as a library consortium officer, and two and a half years as an employee of a large academic publisher. He likes to joke that in any negotiation between a library, a consortium, or a publisher, he has at one time occupied each seat at that table.

In his current role as a library consortium director, James enjoys the variety of his everyday. He says, “I love getting to know a little bit about so many different libraries but not enough that I see many of their challenges or need to take responsibility for those challenges. It’s like being a grandparent, I think!” As he navigates in his current profession, James has a distinct leadership strategy. His three guiding values are transparency, authenticity, and example-setting. Honest communication, James feels, is an integral part of leading a team, and a team needs to know not just the decisions that have been made but the rationale behind them. Understanding that rationale helps coworkers to internalize the organization’s values, which helps guide their work on a daily basis. James states, “I believe good leaders also need to be authentic: there’s no one, single way to be a good leader, but your leadership style needs to come from who you truly are as a human being or people will not take you seriously. I try to model what I would most like to see in those I lead; most people can sniff out hypocrisy fairly easily.” Professionally, James is inspired by the ability to make progress on needed change. James explains, “I heard someone once say that some great leaders are philosophers and other great leaders are plumbers. Admittedly, I’m more of a plumber; I like to roll up my sleeves and get things done. Lots of meandering, conversational indecision frustrates me more than anything else, and I don’t like posturing or strategizing that does not directly impact real-world situations.”

If he moved into a position within an academic library, the job James would most want would be that of a Scholarly Communications Librarian. He says, “I think with my experience with libraries, publishers, and licensing, a role like that would play to my natural strengths and interests.” When asked what he would like to do if he left the library or publishing world entirely, James imagines it would be fun to manage a luxury resort. Ideally in Hawaii.

Rolf A. Janke, founder of Mission Bell Media, has spent 37 years in higher education publishing. When Rolf joined Blackwell Publishers more than two decades ago, he worked in the college textbook side of the business, but quickly understood the significant role academic libraries play in the campus community. After attending his first American Library Association (ALA) conference, Rolf remembers being amazed how large the industry was and has remained on the library publishing side ever since. His favorite parts of his job are the external facing components, such as talking to prospective authors, meeting librarians in their workspace, or talking to vendors and getting their perspective on the library business. Rolf enjoys connecting with people in and around the library world. He says, “There’s a lot to take in but it is satisfying trying to stay in the center of it all.” When discussing leadership strategy, Rolf’s advice is “To put yourself in everyone else’s shoes. People respond when they realize you care about their situation, no matter how big or small it might be. Integrity always trumps greed or ignorance.” Rolf also encourages going beyond an open door policy. “A good leader doesn’t wait for staff to come to them, they are already out interacting with their team . . . leading them!”

When asked, “If tomorrow you moved into a position within an academic library, what job would you want?” Rolf answers easily, “It would have to be a reference librarian. I have met so many reference librarians and have so much respect for them. I would embrace and appreciate the challenges of what they have experienced over the years as technology, economics, and user experiences have changed so dramatically. I would also call up my favorite reference publishers, sit them down in a room and ask “Where are we going from here?” In his current role as a publisher, Rolf is professionally inspired by the process of turning an idea, a discussion, or a light-bulb moment into a book. Through the process of actually making that book, Rolf finds inspiration in those he

works with—creative and innovative people who are passionate about what they do. If Rolf weren't working in the publishing industry, he imagines an alternative career making wine. "Much like a book starting with a single idea, wine starts with a single grape, and a few years later, with a lot of luck, care, skill, and patience you create something that others will enjoy. There is something very romantic about that and I think it would be a very interesting adventure, much like the making of a book."

Robert W. Boissy, Director of Institutional Marketing and Account Development for Springer Nature, has been in the publishing business for 13 years. Prior to publishing, Robert worked for a subscription agent for 15 years. When asked how he found his way into the academic library landscape, Robert said, "I have a Master's Degree in Library Science as well as a Certificate of Advanced Study in Information Transfer, and always knew I wanted to be working in and around the academic library community. Building knowledge from knowledge never grows old." Robert likes the idea of helping librarians who have dedicated their lives to helping others with their information needs. If Robert weren't doing what he is doing now, he replies enthusiastically, "I would be working in an academic library, of course! Ideally, as an Assessment Librarian, with some Reference and Bibliographic Instruction duty. I would like to tell the story of the library in a way where no administrator could doubt its value."

Michael Levine-Clark, Dean and Director of the University of Denver Libraries, has worked in libraries for over 20 years. Initially, Michael found his way into the library landscape simply as a way to make money. He says, "I worked in bookstores during and after college and couldn't see a sustainable career, so I decided to go to library school." Michael says that his favorite part of working at a university is that he is surrounded by smart people doing interesting things, allowing him to continually learn. For most of his career, he's been a collection development librarian, responsible for providing the resources that support teaching and research. He loves the fact that his acquisitions choices have helped to shape a collection that will serve students and faculty long into the future. If he had to switch careers, Michael feels that he might explore

publishing, which was the other career path he considered, but is thankful that “libraries are here to stay!”

Mark Kendall, General Manager, YBP Library Services, has been in publishing for 32 years—20 of which he worked with a library book/service provider. Mark enjoys the fact that no two days at his job are ever the same. He feels this variety “creates an environment of continuous energy, occasional angst, and plenty of excitement.” He continues, “As a service provider, we are constantly evaluating, and reevaluating, how we can best meet our customer’s evolving needs in an increasingly digital world. In the fast paced ecosystem in which we work, embracing ambiguity while continually innovating are the most enjoyable parts of my work.” Mark’s leadership strategy is to lead by example and hire, develop, and support the best people in the industry, with a preference for those that demonstrate vision. He finds inspiration in the feeling that he is an active participant in delivering content that supports global education and helps develop and shape the leaders of tomorrow. When asked what he would do if he weren’t in his current role, he answers, “I suspect I would be working somewhere within the publishing or education field or, perhaps more likely, running a bed and breakfast inn somewhere in New England.”

Elisabeth Leonard has spent more than five years in publishing. Elisabeth became an academic librarian in 1997 because she found the process of research and helping others get the information they need both enjoyable and satisfying. When asked about her leadership strategy, Elisabeth says, “Supportive innovation has been my mantra throughout my career. When there is a problem, the staff most impacted should resolve the issue in a way that best fits the organizational culture and vision—striving for excellence but unimpaired by the notion of failure.” She believes that a leader should be present to provide vision and the support to experiment. Elisabeth finds professional inspiration in talking to researchers at all levels. She states, “Whether talking to an undergraduate student or a seasoned researcher, hearing about their passion for resolving research questions and making research findings available in some form is motivational.” When questioned about what position she would want if working in an academic library, she has trouble coming up with

an answer because she has loved every library job she had—reference librarian, head of reference, and Associate Dean. She adds, “I think if I went back into higher education, I’d like to teach library science. I have had a lot of varied experience and think it would help inform future librarians.”

Jayne Marks, Vice President Global Publishing for Health Learning, Research & Practice at Wolters Kluwer, has been working in publishing for 35 years. Jayne was always fascinated by science but realized during her time at college that bench research was not right for her. Working on scientific publications seemed the next best thing and she has been doing that ever since. Jayne’s leadership strategy is to be clear about where you need to go as a team, give support and guidance where needed, and then get out of the way and let them succeed. She says, “Always be prepared to listen and never stop giving feedback.” Professionally, Jayne says there is nothing more inspiring than hearing from a nurse or resident that one of their products has helped them do a better job. When asked if she moved into a position within an academic library tomorrow, which job she would want, Jayne muses, “I’d probably want to teach students how to find and value good quality, trusted content. I’m not sure that is a full-time job so I would probably want to work on building the library websites so that students could find what they are looking for.” Or, as a back up, she jokes that she would probably try her hand at professional golf!

Alison Mudditt, Director, University of California (UC) Press has spent 28 years in publishing. Alison finds the most rewarding part of her job is the time she gets to spend on campuses talking with librarians, faculty, students, and university leaders. She feels that relationship building is critical for her to understand the needs and challenges of library patrons and in doing so she is able to connect with their needs in a very real way. Alison says, “One achievement I’m really proud of over the past five years at UC Press has been the close relationship we have built with our libraries through the California Digital Library, the team of University Librarians, and the awesome staff across the UC Libraries. They have been an incredible source of ideas, feedback, and support.” When asked where she finds her professional inspiration, Alison answers with excitement, “I’m inspired and motivated by the incredible

scholarship that we publish and the opportunities provided by new technologies, not only to democratize access to this content but to help us make more efficient and effective use of our accumulating knowledge.” Motivated by the mission to add reach and impact to this scholarship, Alison hopes that the work published at UC Press can deepen understanding and drive progressive change. “When I hear our authors interviewed as experts in national and global media on the Flint water crisis, the pursuit of war criminals, the unequal impact of economic hard times on women, or the immigration crisis in the Sonoran Desert, I feel deeply proud of the work we do.”

Dr. Steven D. Smith, John Wiley & Sons Inc., has 25 years in publishing. Steven fell into publishing by accident but quickly found that he enjoyed formulating and implementing strategy in the junction of corporate objectives and culture. Professionally, Steven finds challenge not only in correctly identifying strategic threats and opportunities but in seeking input, counsel, and advice. As a leader, Steven is deeply committed to a collaborative style of leadership. He says, “My time at Blackwell and Wiley has helped me to promote ideas, knowledge, discovery, and learning in ways that enable students, teachers, and researchers to succeed. These deeply held values have sustained us in our mission, whether in good times or when we have faced uncertainty and turbulent change.” If he had not followed his heart into the publishing world, Steven can imagine himself making the transition to being a fiction writer or a painter. But, he says, “I’m an entrepreneur at heart. What I have in mind is a business at the intersection of digital archiving, strategy, and publishing” and he adds with a wink, “if someone would like to get involved, please do get in touch!”

Stephen Rhind-Tutt, the President of Alexander Street Press, has worked in publishing for almost 30 years. Stephen found his way into the academic library landscape after he was recruited in 1987 by a fledgling CD-ROM publisher, Abt Books. From there he was hired to run the Health Science publishing division of SilverPlatter Information, one of the first and largest vendors of CD-ROM. “It was a great experience and hugely fun.” said Stephen. “At that time library after library was experimenting with their very first electronic products.” Stephen then moved to head up product management for

Information Access Company, now a part of Gale/Cengage. He then moved to head up Chadwyck-Healey (U.S.), which was moving online from being a CD-ROM publisher. In 2000, when Chadwyck-Healey was acquired by ProQuest, Stephen cofounded Alexander Street Press. He grew it to a staff of more than 100 and some 150 products before selling it in June 2016 to ProQuest. During his career Stephen has been involved in many innovations, including one of the first electronic journal publications, the first streaming services for libraries, the first database of comics for libraries, and much more. During his career he has managed nearly 500 electronic library products.

Carol S. Richman is a veteran of the publishing industry. When asked about the favorite part of her job, Carol responds, “The favorite part of my job has been working with librarians and helping sales staff close deals.” Professionally, Carol is inspired by knowing the landscape and learning more about how things change. If Carol suddenly changed careers and moved into a position within an academic library, she says she would want to work at the Help Desk and have the ability to work directly with library users either via email or face-to-face.

Barbara Walthall, American Political Science Association, has been working in publishing for 34 years. Barbara unexpectedly found herself gravitating to publishing when she found that attention to detail, scheduling, communication, and books all found a home in publishing. Another way to look at it, she jokes, is that “It was a good field for someone slightly obsessive/compulsive to find success and fulfillment.” She feels the best aspect of her job has been working directly with authors to prepare their manuscripts for publication. Barbara states, “I enjoy that collaboration and fulfillment in seeing something rough become polished and then published in a valuable form. Building that trust and communication can sometimes be a challenge, but is always worth the effort.” She believes in being part of a team and embracing the different strengths each player brings to the team. Barbara believes that in publishing, the team includes the typesetter, the printer, the copyeditor, the managing editor, and the marketing staff. She states emphatically, “Everyone contributes to the success and everyone should be treated with the same respect.” If she

were not employed in her current position, Barbara would be tempted by many opportunities, but theater easily comes to mind. She says, “. . . maybe children’s theatre in underserved communities. There is great power in the arts.”

Jenni Wilson, a Sales Specialist for Ebooks at ProQuest, has been working in publishing and library sales for more than 20 years. The journey to sales began after finishing her Master of Library and Information Science (MLIS) degree at University of Illinois. After that, she headed down to Texas, where she worked as an Assistant Librarian in a two-person geology and petroleum engineering library (it was Houston, after all) and a book store. After leaving Texas and heading back up to Illinois, Jenni found herself, for a number of reasons, looking for jobs outside of a traditional library setting. Given her pre-library school background in sales and customer service, she started looking at positions being offered by publishers and other library vendors. According to her, being in a sales position has many advantages, but the one that she enjoys the most is the experience of meeting people from around the country and around the world. When asked about what inspires her professionally, Jenni says, “I find inspiration in people who manage to be successful without being overly dramatic or overly challenging.” When imagining a move to a position within an academic library, Jenni is intrigued by the task of managing electronic resources, acquisitions, and organization.