

Business Development and Migration Tools to Support Next Generation Library Publishing

[Educopia](#), [LPC](#), [CDL](#), [Stratos](#), [Janeway](#), and [Longleaf](#), request \$249,815 over two years for a National Leadership Grant for Libraries implementation project to fully instantiate three hosted library publishing services that are values aligned, open source, community-led, and nonprofit. This project aligns especially well with NLG program goals 3.1, advancing digital inclusion via digital infrastructures and platforms, and 5.1, collaboratively supporting development and management of replicable systems for public knowledge. This work will seed a new ecosystem for open, public knowledge, while countering the conglomerate, profit-driven commercial models that currently dominate this sector.

This project will advance the [Next Generation Library Publishing \(NGLP\)](#) infrastructure and service models that our team has already [developed](#) and [piloted](#) (2019-2022), transforming these into full production services that will launch by 2024 to support Diamond and Green OA requirements as outlined in the [OSTP public access memo](#). This project will enable Longleaf, Janeway, and CDL to host fully community-led, nonprofit publishing solutions at scale that rival profit-driven commercial publishing operations (e.g., Digital Commons). This grant will provide: 1) business development expertise for project service providers to help them grow and scale the strongest possible product offerings; 2) migration tools to facilitate adoption of the NGLP community-driven solutions; and 3) a reciprocal, integrated business model and governance structure, steeped in the [FOREST Framework for Values-Driven Scholarly Communication](#), that encourages appropriate support flows between open-source technologies, service providers, and their user communities. Ultimately this project aims to transform the sector, empowering academic players to break the commercial stranglehold and “platformitization” so common in scholarly publishing in favor of scalable, hosted, and fully open, academy-led solutions.

Project Justification: Library publishers, recognized change agents in scholarly publishing, publish many thousands of journals, data sets, monographs, and other outputs each year.¹ This work amplifies diverse voices and provides crucial publishing venues for marginalized and disadvantaged peoples, fields, and topics.² Currently, library publishers are actively moving away from self-hosted models and one-off, open source solutions; they need collaborative end-to-end solutions hosted by entities that they can trust to provide great service *and* to be responsive, values-based players.³ In order to scale as a healthy alternative to commercial publishing, library publishing needs open infrastructure and affordable, mission-aligned hosted service offerings to counter today’s conglomerate, for-profit lock-in environments.

Since 2019, NGLP has built connectors between powerful, interoperable open source elements (OJS, DSpace, Janeway), including a unified web delivery display. We have onboarded committed, mission-aligned service providers and engaged deeply with the library publishing community. We have developed [FOREST](#) to assist all actors (tool developers, service providers, and publishers) in the NGLP environment with values assessment. Based on this work, in 2022, NGLP launched three nonprofit-based pilots, all using only open source components, offering these to 32 library publishers. These pilots have demonstrated how a modular, open-source suite of platforms and tools, united by the NGLP unified web delivery platform, can be offered as turnkey solutions by trusted service providers to support distinct OA use cases. All pilot participants have indicated their eagerness to see these pilots manifest as full service offerings.

To compete with established, profit-driven hosted journal/IR solutions, the NGLP service providers now need support for business development, service design, governance modeling, and migration tools to smooth library publishers’ transition to new services. This final step that moves pilots to production-level offerings is the one most often missed by academy-led, values aligned projects. Without it, many promising infrastructure projects have withered on the vine instead of flourishing and serving a solid clientele. This project will enable us to substantiate fully featured, competitive services.

Project Work Plan: This highly collaborative project will use design thinking, agile development, and the [Community Cultivation Model](#) to produce scalable, trusted hosted services for library publishers and their editors, authors, and readers.

July-Dec 2023: In July 2023, the PIs (Jessica Meyerson, Catherine Mitchell, Kristen Ratan) will refine/execute all project plans, contracts, advisor engagement, and communications platforms. PIs, contractors, partners, and advisors will hold a virtual kick-off to conduct an on-time gap analysis and refine a customized Capacity Building roadmap for each service

¹ See e.g., <https://librarypublishing.org/library-publishing-landscape-2022/> and <https://librarypublishing.org/lp-directory/>.

² C Roh, “Library publishing and diversity values: Changing scholarly publishing” *College & Research Libraries News*, 2016,

³ <https://educopia.org/nglp-lib-pub-infrastructure/>

provider, based on its documented requirements for maturing from pilot to production service. Formal product development, including consultation and coaching in user experience testing, service design planning and delivery, business modeling, marketing and sales, and business metrics, will be led and facilitated by Stratos, Educopia, and OpenWeave Consulting. CDL will develop the technical specifications for migration tools that extract content and clean up metadata from existing infrastructures and move it into the NGLP service provider environments.

Jan-Dec 2024: [Cast Iron Coding](#), NGLP’s developer team, will build and test the migration suite; all service providers will help test these tools. All tools represented within the NGLP service offerings (e.g., Janeway, OJS, DSpace) will work together to calibrate their individual business models towards a more consciously interdependent sustainability model. This aspect of the proposed work supports the continued cultivation of a cross section of committed actors involved with NGLP to date: Janeway, Longleaf, PKP, CDL, CIC, CrossRef, Atmire, and 4Science. This group will chart workflows between and across tools and actors in order to understand where and when expectations might be set for values alignment, for financial contributions, for community governance, and for specific in-kind support. We are grounding this work in the [FOREST Framework](#) and will publish an extensible model based on our findings. We will also create a clear business case to help library publishers advocate to administrators to transition off of existing contracts (often multi-year) in order to officially sign on to the NGLP solutions and approach. This business case will emphasize cost recovery, functionality, and user experience; it will include a procurement guide grounded in values-based indicators.

Jan-June 2024: We will finalize and publicly launch the services in the last six months of project work. This will be all-hands-on-deck time, particularly for amplifying sales and marketing efforts and supporting migrations.

Diversity Plan: Anti-oppressive service design frameworks and the Design Justice Principles⁴ will inform each stage of the project. Recruiting a range of lived experiences and perspectives for participation in our Advisory Board, our service design planning, market research, and forums to inform the business case development will ensure the outputs of our project activities are applicable to a broad spectrum of users and organizational types. We will intentionally recruit participants from caucus lists on university campuses, caucuses within professional organizations, and platforms who provide job data and services for specific groups.⁵ The service providers will also strive for and report on diverse representation among their prospective clients and within any/all governance models this project helps to found.

Project Results: The capacity building work and migration tools will yield three compelling and complementary production services with at least 15 library publishers and at least 200 publications transitioning to these new solutions in 2024. The business model and service design for each NGLP provider will be documented and shared with the intention of modeling transparency and values alignment with regards to the costs of development, service delivery, upkeep, and interoperability. We will convene open quarterly virtual forums (based on current interest, 75-200 attendees each) to share project findings and to involve additional library publishers, tools, and service providers in thinking about values alignment assessment and about how costs can be shared more effectively to enable community-led solutions to reach scale. The migration tool suite, business case, and procurement guide for community-driven, values-aligned library publishing solutions will be released as open source (MIT license) and green OA elements and we expect each to be heavily used (at least 10 uses of the migration tools outside our service providers, and at least 400 people engaging with the business, governance, and values publications). We will also use targeted virtual presentations to reach specific administrative stakeholders (e.g., VPs of Research, University Librarians, Directors of Technology Services). We expect this work to influence the global conversation regarding how academy-led, nonprofit efforts can scale by channeling, connecting, streamlining, and standardizing interoperability and values alignment. The NGLP business case and assessment model will be amplified and discussed, as well as read and used, by hundreds of players fieldwide.

Budget Summary: We are budgeting approximately 20% of the total \$249,815 requested for project staffing (PI to lead, supervise, manage reporting; PM to support admin and comm needs); 70% will support skilled NGLP project team members via contracts for development activities (product development, technical development, product management, governance modeling, and communications). The remaining funds (10%) will go towards indirect costs.

⁴ Design Justice Network Principles (2018) <https://designjustice.org/read-the-principles>

⁵ E.g., The Association of Black Faculty, Administrators and Fellows (ABFAF), and the Historically Black College and University (HBCU) Library Alliance.