Against the Grain

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If Rumors Were Horses

Katina Strauch

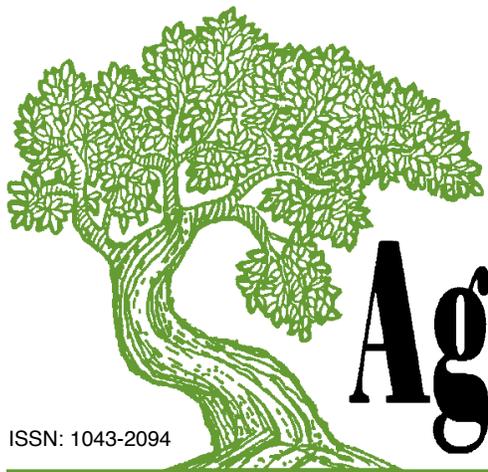Follow this and additional works at: https://docs.lib.purdue.edu/atg

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Against the Grain

"Linking Publishers, Vendors and Librarians"

How Libraries Can Lead: An Introduction to Affordable Learning for Libraries and Publishers

by **Gwen Evans** (Executive Director, OhioLINK) <gwen@ohiolink.edu>

Libraries have always been at the crux of affordable learning. A collection of content shared by many, over many generations, means more people have access to more and better content than they could ever afford on their own. All libraries that serve more than a single private individual share this characteristic — public, academic, and special. In institutions of higher education, libraries actively support learning and discovery for students, instructors, and researchers by acquiring materials on their behalf which may be used for curricular purposes.

In the contemporary institutional context, however, affordable learning usually means addressing the staggering jump in the cost of attending college, specifically the cost of commercial textbooks. Major student costs include tuition and fees (often influenced by levels of state support for higher education), room and board, personal expenses, transportation, and books and supplies. As **Dave Ernst**, Executive Director of the **Open Textbook Network**, often points out, when we ask ourselves what we can do, the only category where libraries in particular can have a direct impact is the last one.[1]

Affordable learning is an integral part of an academic library's service model — so integral that it is often invisible or unremarkable to administrators and faculty. However, it is extremely and viscerally appreciated by students when they can use the library to reduce their textbook costs. Many librarians and consortial library leaders can tell you how often students credit the library or consortium with getting their assigned materials or textbooks for free, whether because the assigned material was already part of the library's print or digital collection, the library put class materials on reserve, or consortial lending arrangements mean that multiple students can borrow multiple copies from across the lending network. Delivering affordable learning is a core mission of libraries and explains why many academic libraries are widening their scope of endeavor to include OER curation, promotion, and publishing; acquiring textbooks in packages in partnership with departments or divisions; and negotiating with textbook publishers directly to lower prices for students. Libraries and library consortia, both in their re-

If Rumors Were Horses

Now hear this! The theme for the **2019 Charleston Conference** is — *The Time has Come to Talk of Many Things...* (**Lewis Carroll**). Many thanks to **Heather Staines** for the suggestion!

Speaking of the **Charleston Conference**, after nearly twenty years, the Hotel Bennett (next to the Embassy Suites Historic District, overlooking Marion Square and across from the Francis Marion Hotel) has just opened! We tried to get sleeping and meeting rooms but, guess what, they are already booked. The viva-ciously wonderful **Shirley Davidson**, our liaison with the hotels, has been working hard to make this happen in 2020. Did I tell you that **Shirley** was the first person who helped me with the conference back in 1980?!

Congratulations to **Kaetrena Davis Kendrick** who was named **2019 ACRL Academic/Research Librarian of the Year**. **Kaetrena** is associate librarian at the **University of South Carolina-Lancaster Medford Library**. The award, sponsored by **GOBI Library Solutions from EBSCO**, recognizes an outstanding member of the library profession who has made a significant national or international contribution to academic/research librarianship and library development. **Kendrick** will receive a $5,000 award during the Middle

Archaeologists, Mayanists, and Hershey's collaborated to reveal this ancient vessel's secrets. See page 32 to read more about this bowl and what it contained.

From Your (crashed) Editor:

Hope that 2019 is beginning smashingly for everyone! Unfortunately I had a huge smash (crash) of all my emails and lost everything! It was my fault, no one else's. I didn't delete enough emails and exceeded my storage limit. But **Matt Branton**, the wizard techie who we all know recovered everything! Whew!

This issue is guest edited by the talk about smashing **Gwen Evans** of **OhioLINK** on the theme **How Libraries Can Lead: An Introduction to Affordable Learning for Libraries and Publishers**. There are articles by **Dan E. Crane** (A Passion for Excellence), **Bob Butterfield** (Answering questions of Affordability), **Gwen Evans** (Ohio: The State of Affordable Learning: How State Academic Library Consortium OhioLINK Took the Lead, Securing Inclusive Access Price Agreements directly with Commercial Textbook Publishers), **Jennifer Becker** (Librarians Provide a New Gateway to Savings for Students), **Wouter van der Velde** (No Limitations on the Use of eBooks: A Bold Move by Springer Nature), **Dean John Smith** (An Idea of Openness), **Mark McBride** (A System-wide OER initiative: The SUNY OER Initiative), and **Mark Cummings** (Beyond Affordability).

Our **Op Ed** this time is by **Bob Holley** (Confessions of an Open Access Heretic) and **Ann Okerson's Back Talk** tells us about Lessons Learned at the Cupcake Store. (I'm hungry). Our interviews are with **Steve Potash** (OverDrive) and **Anne Osterman** (VIVA).

Corey Seeman has been collecting many book reviews. I like his new ratings, what do y'all think? **Rick Anderson's** new book (*Scholarly Communication* and several other great books are on the list), **Donna Jacobs** continues her search of **Nobel Prize** authors and this time picks a short story. **Anne Doherty** elects **Mark Emmons** to give us a timely look at **American Cinema Directors and Directions** (did you see the Academy Awards?), **John Riley** talks about **Susan Orlean's** *The Library Book* (sadly we were unable to afford to bring her to Charleston!).

In the Legal section, **Anthony Paganelli** talks about copyrights for artists and **Bruce Strauch** gives us a case about Appropriation Art Subheadings. **Lolly Gasaway** has her usual relevant questions viz one about ResearchGate.

Myer Kutz (who has a place in these parts) gives us a small sliver history of scientific publishing, **Corey Seeman** (who also has a Charleston connection) and his squirrels (who never change or do they) are into change management, **Mark Herring** is fascinated by Patience and Fortitude at the **NYPL**.

We have several meeting reports from the **WikiCite**, the **38th Charleston Conference**, and the **Fiesole Retreat**. **Wandering the Web** is about Podcasts. Have you tried one?

Meanwhile, **Michelle Flinchbaugh** wants to streamline digitization workflows, **Cindi Sandridge** and **Julie Merkel** are cataloging artists' book collections, **Library Analytics** takes us on a tour of what we talked about last year and how it will change this year, and **Jared Seay** is whimsical for the old analog.

Gotta go and delete some emails. No more crashes for me! And was the groundhog right? Are we going to have an early spring? Happy happy! Love, **Yr. Ed**. 🐦

Letters to the Editor

*Send letters to <kstrauch@comcast.net>, phone 843-509-2848, or snail mail: **Against the Grain**, Post Office Box 799, Sullivan's Island, SC 29482. You can also send a letter to the editor from the ATG Homepage at **http://www.against-the-grain.com**.*

Good Morning Katina:

I hope you are happy and healthy as the fall brings an end to one year and a new one begins.

I have decided not to attend the conference. It has been five years since I retired. It is time to say: Bon Voyage. I am feeling more and more distant from the profession that I've loved and from the folks with whom I've interacted over the years. The **Charleston Conference** has been a highlight of my life and my profession. It and you have given me opportunities and respect that I never expected when I first heard about the conference.

I always think about your particular kindness to me (and to my daughter, **Sarah**) over the years. My impression of Charleston will always be colored by your friendship. No doubt I will be visiting my Brother in the future. I look forward to seeing you when that comes around.

All my sincerest best to the folks at the conference, especially the friendly, hardworking staff. Some of my best memories are connected with your staff, whether in the conference details or just enjoying their company...dancing at the aquarium.

With Friendship, not diluted by distance,

Albert Joy (Retired, University of Vermont) <albert.joy@uvm.edu>. 🐦

Rumors
from page 1

Keynote session on Thursday, April 11, at the **ACRL 2019 Conference** in Cleveland. "**Kaetrena Davis Kendrick** is a fully engaged and dedicated professional with her finger on the pulse of some of the most relevant and significant issues in academic librarianship today," said **Jennifer L. Fabbi**, chair of the **ACRL Academic/Research Librarian of the Year Award Committee** and dean of the **California State University-San Marcos University Library**. "Her work in the areas of underserved and rural user populations, professional ethics, and morale in the profession are discussed widely and used in graduate library programs. **Kaetrena** is framing discussions influencing the future of our profession and the next generation of librarians." The **ACRL Academic/Research Librarian of the Year Award** dates

back to 1978, and recent award winners include **David W. Lewis** (2018); **Loretta Parham** (2017); **Susan K. Nutter** (2016); **Robert A. Seal** (2015); **Tim Bucknall** (2014); **Patricia Iannuzzi** (2013); **Paula T. Kaufman** (2012); **Janice Welburn** (2011); **Maureen Sullivan** (2010); **Gloriana St. Clair** (2009); **Peter Hernon** (2008); **Lizabeth (Betsy) Wilson** (2007); **Ray English** (2006); **Ravindra Nath (R. N.) Sharma** (2005); **Tom Kirk** (2004); **Ross Atkinson**, (2003); and **Shelley Phipps** (2002). Watch for *ATG's* interview with **Kaetrena** coming soon!

www.acrl.org

gobi.ebsco.com

David Parker has a great interview with **Steven Bell** in the upcoming (v.31#2, April 2019) issue of *ATG*. It's about – **Open Educational Resources: The Rise of the Library and Navigating the "Spectrum of Affordability."** Very relevant to the subject of this (v.31#1, February 2019) guest edited issue by **Gwen Evans** of **OhioLink**.

Was poking around **Linked in** and saw that **John Dove** has a new advisory role. Turns out that the role is at **Mapping Scholarly Communications Infrastructure** which is an effort

Little Red Herrings — Patience and Fortitude

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

Is there anything more glorious than the Beaux-Arts **New York Public Library**? I don't mean just for librarians, but for anyone. Stop and think for a moment what this grand edifice has done in such a short time. Begun in 1897, the **Stephen A. Schwarzman** Building, or more typically, the Main Branch of the **NYPL**, is of course an iconic fixture in Midtown Manhattan with, as seen below, Patience and Fortitude guarding the tree of

knowledge since 1911. (I felt an even greater sense of connection when I realized the lions' marble is pink marble from Tennessee, home to my family for more than thirty years). From the **NYPL's** Renaissance style to **Edward Laning's** *Prometheus Bringing the Gift of Fire* in the Rotunda, to the magnificent main reading room (also seen below), the **NYPL** with its myriad programs is really more than a mere library when you think about it.

For decades it was home to just about every culture and ethnicity seeking to advance their knowledge at a time when formal education may not have been possible. Legal immigrants found a way to learn their new language and understand their new culture. Aspiring writers found an intellectual respite for their writing and research. Would-be professors found a way to equip themselves for any task at hand. The

NYPL may be responsible for more writers, critics, pundits, professors, and playwrights than any other facility in the country (though there are sure to be disputants about that claim).

One display I saw while there recently was a small one of more than two dozen books under a glass cloche, as it were. These were the written contributions to which the **NYPL** provided their intellectual birth in the last twelve months alone. Not many large universities can claim as much, a point only rivaled by our national library. Moreover, writers such as **Robert Caro**, **Stacy Schiff**, **Betty Friedan** and **E. L Doctorow** have nurtured their works though the intellectual incubation of the **New York Public Library** and ultimately to the light of day.

As I walked into the building again, I was struck by the dozens of names that grace the archways up to the Rose Reading Room. Obviously many are well known, not the least of which are the founders, **Samuel Tilden**, **John Astor**, and **James Lennox**, the last two, incidentally, who originally named the lions after themselves (fortunately **Mayor LaGuardia** renamed them Patience and Fortitude). Now some will certainly complain that these names evoke the robber baron era of the early 1900s (especially since **Astor** is considered one of

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students in the class to have course materials in hand at the first meeting of the class. If they do not think any of the inclusive access options are suitable they are under no obligation to use any of them and can continue requiring their students to purchase materials as they had been doing in the past.

There have been pleasant surprises along the way. It was easier than expected to modify **Wright State's** learning management system (Banner) to allow students to opt-out of paying inclusive access fees (as is required by federal regulation[5]). Less than 1% of students taking classes that are participating in the inclusive access program have chosen to opt-out so far. Many instructors report that they had not realized how much time they would be saving at the start of the classes that they teach when all students have course materials in hand the very first time that they meet.

Perhaps the best surprise of all though is that, despite assertions that it could not be done, it has been possible to dramatically reduce textbook costs in a relatively short time frame without sacrificing quality of instruction. In addition to being passionate about academic freedom, faculty also proudly consider themselves to be "guardians of the curriculum." Entailed in that guardianship is a fiercely protective attitude about the quality of courses and of certificate/degree programs. All four of the initiatives endorsed by the **Wright State University** Faculty Senate and, subsequently by the Ohio Faculty Council, make a college education more affordable without compromising quality — not by intangible "improved efficiencies" but by actual savings to students. 🐢

Endnotes

1. *https://uspirg.org/news/usp/student-group-releases-new-report-textbook-prices*
2. *https://www.insidehighered.com/quicktakes/2017/09/20/study-high-textbook-prices-lead- poor-grades*
3. *https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Dec/meeting/TextbookAffordabilityResolution-Approved.pdf.*
4. *https://www.ohiofacultycouncil.org/sites/ohiofacultycouncil.wright.edu/files/page/attachments/TextbookAffordabilityResolutionOFC.pdf*
5. *https://www.ecfr.gov/cgi-bin/text-idx-?SID=f26563f69fbe76d894166903c-246601c&mc=true&node=se34.3.668_1164&rgn=div8*

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to study the current state of digital scholarship infrastructure in the U.S. and to help envision a more modernized and sustainable system that would enhance scholarly communication at colleges, universities, and research libraries across the country. With a recent grant from **The Andrew Mellon Foundation** over the next 18 months, this project will focus its efforts on mapping out the range of infrastructure that comprises the system of scholarly communication, and surveying colleges and universities to understand their current investment practices in this infrastructure. Principal Investigators: **Mike Roy** (**Middlebury**), **David Lewis** (**x-IUPUI**) with help from **Educopia**, and **The Andrew Mellon Foundation**. *https://educopia.org/category/blog/*
https://educopia.org/mapping-scholarly-communications-infrastructure/

John Wiley & Sons, Inc. has announced a countrywide partnership agreement with **Projekt DEAL**, a representative of nearly 700 academic institutions in Germany. Under an annual fee, this three-year agreement provides all **Projekt DEAL** institutions with access to read **Wiley's** academic journals back to the year 1997, and researchers at **Projekt DEAL** institutions can publish articles open access in

An Idea of Openness

by **Dean John Smith** (Director of Cornell University Press) <djs486@cornell.edu>

> *"The diffusion of culture — knowledge, an appreciation of the beautiful, perhaps wisdom — to the common man…is declared to be a new factor in history which should be viewed optimistically."* — **Patrick Brantlinger**,
> *Bread & Circuses: Theories of Mass Culture as Social Decay* (1983)

Cornell University Press began with an idea of openness in 1869. **President Andrew Dickson White** believed in the diffusion of learning and in the vision of a university press as an "intellectual organ" that would provide a publication outlet for scholarly achievements. **Cornell University** had been founded four years before as an institution where "any person can find instruction in any course of study." **Ezra Cornell** and **A.D. White** designed a place where students without means could pay their tuition through labor, where practical pursuits were ranked equally with studying the classics, where women and African Americans could also earn a degree, and where a university press would be established — the first university press in the United States.[1] As we celebrate our 150th year, our experiments with open access have generated exciting results.

I arrived at **Cornell** with an idea of openness in the Spring of 2015. I'd worked on OA initiatives in prior professional lives and discovered a Sage House staff with a willingness to experiment on a deep and rich backlist of 6,000 titles. There were new grants available from the **National Endowment for the Humanities** Open Book Program to digitize classic texts and we had published several groundbreaking works in our history. **Cornell Library** quickly became a valuable partner as we used circulation statistics, subject area selectors and faculty to determine the books we wanted to bring back. We've republished more than 100 open access books in Anthropology, Classics, German Studies, Literary Theory, Medieval Studies, Political Science, and Slavic Studies. We've recorded more than 200,000 article downloads in 150 countries on **Cornell Open**, **Project MUSE** and **JSTOR**. We've seen more than 30,000 full book downloads from Kindle and we've reopened lines of communication at home and abroad — re-engaging authors, scholars, librarians, faculty, presidents, provosts and the next generation of students around the world.

We stressed that an idea of openness for classic texts extends to the classroom. For our second **NEH** grant, entitled a "Celebration of the Humanities," we emphasized the use of our literary theory titles in courses and engaged **Caroline Levine**, Chair of English Department at **Cornell** and **Cornell President Hunter R. Rawlings**. We also contacted global consortia including **Lyrasis** and **ICOLC** members to drive course use.

We applied an idea of openness to our frontlist titles as well and we currently participate in TOME and Knowledge Unlatched. We've opened access to the Press's vast repository of knowledge on the way to digitizing our entire backlist through partnerships with **NEH** and **The Internet Archive**. We believe that what has been called "the low-use monograph" was simply undiscoverable and inaccessible. Open or not, our digital monographs are being used around the world.

We discovered that an idea of openness is a critical core value for university presses in the age of fake news. Openness leads to the discovery and access of peer-reviewed scholarship published by university presses. Some of the most heavily downloaded classic titles — *Proletarian Peasants*, *Revolution of the Mind* and *Revolutionary Acts* — from our **NEH** experience focus on life in Russia during the time of the Bolshevik Revolution. We noticed a surge in Kindle full book downloads after the 2016 Presidential election.

Our recent frontlist open access book, *Communicating Climate Change* is the number one downloaded title from the **Cornell Open** site. **Brantlinger's** *Bread & Circuses* is the most heavily accessed OA title across all platforms.

The book discusses how the media can best be used to help achieve freedom and enlightenment on a democratic basis. A reader's comment on Amazon states, "[The book] shows the clear path to how we are inclined to embrace toxic media."

These OA texts compliment general interest books that are helping to effect positive change in the world such as *Wounds of War* about why all of us should be concerned about the privatization of veteran's healthcare and *Deadly River* revealing the UN's role in the cover up of the cholera epidemic in Haiti. University Presses represent a wealth of reliable, peer-reviewed knowledge in an age where truth is being challenged every day.

Cornell University librarian **Gerald Beasley** and I regularly discuss ideas for openness. We talk about having an access option for our titles and about giving back to the world. All publishers have claimed that the dissemination and discovery of knowledge is a major objective. This goal is now achievable on a global scale and the revolution will not be televised — but accessed.

Our marketing department published our first OA catalog last month for the **Modern Language Association Meeting** featuring 40 titles in literary theory. On social media, information about this catalog and a link to the titles reached 80,000 individuals, recorded 12,000 engagements and was shared 800 times. The books were downloaded in 6,000 times in PDF form and 1,500 in EPUB in five days. Readers in the Philippines topped all countries.

Fostering ideas of openness and access to knowledge are, we believe, why universities and their presses exist. 🐦

***Dean Smith** is the director of **Cornell University Press** and has recently made his book of poems **American Boy** open to all on **The Internet Archive**.*

Endnotes
1. Laun, Karen, Cornell University Press, Est. 1869, (Ithaca, Cornell, 2019), 1.

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Wiley's journals. **Projekt DEAL** was set up by the **Alliance of Science Organisations in Germany** representing the vast majority of the most important science and research organisations there. The consortium includes nearly 700 mostly publicly funded academic institutions in Germany such as universities, universities of applied sciences, research institutions and state and regional libraries. As part of the project, national licensing agreements are to be implemented for the entire portfolio of electronic journals of large academic publishers. To support the overall advancement of scholarly research, **Wiley** and **Projekt DEAL** are together launching three important new initiatives as part of the partnership. First is a new flagship open access journal. This interdisciplinary journal will publish top-tier scholarship from the global research community and will serve as a unique forum for the development of new open access publishing models. In another key aspect of the agreement, **Wiley** and **Projekt DEAL** will establish an open science and author services development group focused on innovating and

library to make resources accessible to its wider community and uses these resources instead to favor the research of select individuals. One speaker at the **Charleston Conference** commented on how many more resources could have been made available to everyone if these fees for the select few were eliminated. A more serious issue is the fact that the top research-intensive institutions produce so much research that paying the APCs would approach or surpass the cost of purchasing current serials subscriptions. These subsidies also raise issues of equity between disciplines where grants pay the APCs and those that don't. The biggest beneficiaries of this increase in open access materials are smaller institutions and those in the Third World who don't have the resources to purchase large collections of paywalled articles.

For the third area, the library-sponsored institutional repository has a role in disseminating faculty research. Repositories are often able to include "unofficial" versions of paywalled papers as well as any papers whose access isn't restricted by copyright agreements. The stated advantages of making these open access publications available is an increase in readership and citations. The research cited in my *Library Trends* article was inconclusive about whether open access increased citations with various studies coming to differing conclusions. Perhaps the research habits of the subject discipline make a difference. On a more fundamental level, I encountered those who questioned the value of citation counts for achieving tenure, promotion, and salary increases. As with paying APCs for select faculty, some librarians have questioned the amount of resources required to create an effective repository. One obstacle is the variations in publisher agreements on the rules for making any version of a paywalled paper open access. If the library requires the faculty member to discover the rules, the worry is that they won't consider it worth their time to add the paper to the repository. If the library takes on the task, faculty are more likely to submit their papers but the library faces increased staffing requirements to discover the rules. In fact, if the deposit process doesn't function well and has significant delays in adding faculty materials, faculty members may feel less kindly toward the academic library than if it had done nothing at all. In any case, as with funding APCs, the institutional repository will not benefit all faculty.

To conclude this section, most if not all faculty are involved in research for their teaching and research. Only some will find it beneficial for the library to fund APCs and to make their papers available in an institutional repository. Even for those faculty, their contact with the library will also be sporadic, based upon a specific need, rather than the consistent library use formerly required to complete most research.

I will now turn to the practicalities and economics of open access as it affects my hypothesis. All the research for my article including asking for comments by postings to the main university and college libraries discussion lists did not uncover any firm evidence that libraries were saving money from open access. Perhaps part of the answer to this question depends upon what 80% of articles being open access means. First, if a high percentage of journals include an embargo period for eventual open access, libraries might still be forced to continue buying journals as they are published because of the importance of immediate access to key content. Second, if a journal is 90% immediate open access, the remaining 10% paywalled content might nonetheless require a subscription. In other words, 80% of articles does not necessarily mean 80% of journals. Another explanation is how many of the 100% open access journals are additional titles that did not make it possible to cancel paywalled subscriptions. Even with the vast increase in open access articles, very little seems to have occurred to modify the current model except that publishers have the additional revenue stream of APCs. I confess that this result saddens me if all the efforts and high hopes for a revolution in scholarly communication have only reaffirmed the status quo with only slight differences around the edges.

I've decided not to speculate at length on other possible changes from 80% availability of articles from open access. Subject databases could still provide the links to articles though the faculty comments about their lessened use of **PsychINFO** contradict this assertion. Perhaps the library catalog or a special serials finding tool could provide the links to the open access content.

With this heretical position, perhaps I'll be called before an Open Access Inquisition at the **2019 Charleston Conference**. I'd welcome any questioning, as long as it doesn't include torture, about how open access has benefitted academic libraries. I'd also be quite willing to convert if the judges can convince me that my worries are unfounded that open access will lessen faculty loyalty to and support of academic libraries. 🌲

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accelerating new publishing approaches. The partners will also create and host a new annual symposium for early-career German researchers focused on surfacing cutting-edge ideas on the future of research communications. In order to enable the signing of the **Projekt DEAL** contract with **Wiley**, the **Max Planck Society** is involved, as a member of the **Alliance of Science Organisations** behind the **Projekt DEAL Consortium**, founded **MPDL Services GmbH**.

www.projekt-deal.de
https://www.projekt-deal.de/wiley-contract/

This agreement was announced during the **APE (Academic Publishing in Europe) Conference** in Berlin in February 2019. The focused and learned **Arnoud de Kemp** has been the **APE Initiator & Organizer** since 2006.

www.ape2019.eu

Watch for **Anthony Watkinson's report from APE** in our next issue v.31#2, April 2019!

The **University of Oklahoma Libraries** invites higher education institutions to share their artificial intelligence (AI) projects in a new online registry. **Projects in Artificial Intelligence Registry (PAIR)**, is an online database to support collaboration and grant funding across higher education insitutions exploring AI research. "**PAIR** is designed to be an international registry of AI projects being developed in higher education that will help foster collaboration, cooperation and partnerships, as well as helping to find grant funding," **interim dean of OU Libraries Carl Grant** said. "Registering a project is easy, requiring only a project name, keywords, and area of specialization. Additional options can indicate if they are seeking collaborators and if they're seeking grant funding. All those fields can also be searched to find information and then provide the capability to contact the project owner." **OU Libraries** announced the registry during the December 2018 meeting of the **Coalition for Networked Information (CNI)**. According to its website, **CNI** is an organization comprising nearly 250 institutions supporting "the transformative promise of digital information technology for the advancement of scholarly communication and the enrichment of intellectual productivity." Following the presentation, three universities have joined the **OU Libraries** registry to share their AI research. Some examples of AI research include: At the **University of Utah's J. Willard Marriott Library**, researchers are applying machine learning techniques to extract information from digital images to assist in metadata creation. Researchers at both the **OU Libraries** and the library at the **University of California, Irvine** are creating chatbots, computer applications that imitate human personality to interface with online library patrons. Supported in part by a grant from the **Andrew W. Mellon Foundation**, the **Indiana University Libraries** are working to build and test an open-source Audiovisual Metadata Platform (AMP). According to **IU Libraries'** press release, AMP will "generate searchable, time-stamped descriptions for audiovisual content," with the end goal of making available hundred of millions of hours of audiovisual content. The AI registry can be viewed at *pair.libraries.ou.edu*.

need a manual for reference while you're conducting projects, then the workbook is an asset. If you're new to Service Design, I recommend **Marquez's** and **Downey's** 2016 book and then deciding whether you need their 2017 book, which reiterates pretty much the same advice.

ATG Reviewer Rating: I need this available somewhere in my shared network. (I probably do not need this book, but it would be nice to get it with three to five days via my network catalog.)

Stachokas, George. *Reengineering the Library: Issues in Electronic Resources Management*. Chicago: ALA Editions, 2018. 978-0-8389-1621-6, 320 pages. $79.00 (ALA Members $71.10)

Reviewed by **Michelle Polchow** (Electronic Resources Librarian, University of California, Davis) <mpolchow@ucdavis.edu>

A title in the **ALCTS** (**American Library Association's Association for Library Collections and Technical Services**) monograph series, this book pulls together an edited collection of chapters authored primarily by librarians with electronic resources (e-resources) responsibilities and perspectives. The authors have pulled together case studies that reveal the state of e-resources management over the last five to ten years, some two to three decades after the initial widespread incorporation of electronic resources in library collections.

Stachokas acknowledges needed change in our profession and offers both solutions to future problems and recounting (especially in chapters six and ten) of where libraries currently find themselves on this journey to manage e-resources. In discussion of the marketplace, a citation attributed to **Marshall Breeding**, a recognized expert on library technology, predicts that by 2026 libraries should reduce dependencies on commercial producers of both metadata and content, and improve user experience by establishing open high-quality linked metadata and progress towards the semantic web. Another chapter on professional competencies for e-resources librarians, **Christine Korytnyk Dulaney** and **Kari Schmidt** notes a slow change in management approaches. Even as budgets and quantity of e-resources universally reaches 80% of current library activity, there remains a lopsided distribution of staff dedicated to physical resources. The degree of lopsidedness frequently translates to a single e-resources librarian and rarely are job competencies to manage e-resources distributed across 80% of the library. As I write this review, **Breeding's** prediction is only eight years out for libraries to produce open, standardized and linked metadata. To this end, one chapter has passing mention of a struggling open metadata knowledgebase project. Another chapter concerning freely available e-resources mentions librarians are resistant to contribute to metadata projects without direct benefit to their institution. If these are the futuristic challenges and shared vision of academic libraries, an envisioned path to this end is not central to this book and leaves a rather bleak "state of the union."

As a reader, I considered these case studies using the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. Many threats and weaknesses are touched upon, but the book offers little to rectify looming issues such as: libraries' collective struggle to convey their value to their institution and stakeholders; a research environment where users no longer use the library catalog as a primary access point for e-resources; and slow adoption to data mine the technology systems to monitor user satisfaction and gain market strength by adaptation, as is the modern business practice in virtual environments. Using the SWOT analysis, it seems a missed opportunity that few case studies optimize libraries' unique privileges granted through copyright law.

From a different angle, the book is an excellent retrospective review of cooperation achieved by libraries, publishers, and technology providers over the last 10 years, deploying information standards such as COUNTER, DOI, OpenURL, SERU, and SUSHI. It's well-deserved acknowledgement for the work that has propelled libraries' evolution from the linear processing of print and physical resources to complex and dynamic management of e-resources, often under staff reduction constraints. A few authors mention metadata standardization as contrary to local campus need, but ultimately this book makes the case that retrospectively, standards have achieved the greatest successes for managing e-resources. Overall, this book may be of less value to professionals in the trenches of e-resources management, but perhaps mandatory reading for library administrators to more fully understand the severity and urgency of the reengineering needs. This might be especially true for library administrators who do not see the complexity of the management of electronic resources as a real concern or problem. Returning to the SWOT analysis, if libraries fail to satisfy users' information needs in this dynamic environment, the likely outcome will be an undervalued institution overcome by its current threats and weaknesses. The long-term management of e-resources can no longer be sustained by just a few library employees. If the details of management outlined by the book are fully understood by administrators, actionable change at the highest levels seems a critical next step in order that performance catch up to the 80% focus on spending and collection holdings.

ATG Reviewer Rating: I need this in my library. (I want to be able to get up from my desk and grab this book off the shelf, if it's not checked out.)

Endnotes

1. See *https://scholarlykitchen.sspnet.org/author/planxty/* for **Rick Anderson's** articles from the *Scholarly Kitchen*.

2. Please see *https://scholarlykitchen.sspnet.org/2018/11/26/do-you-have-concerns-about-plan-s-then-you-must-be-an-irresponsible-privileged-conspiratorial-hypocrite/*.

3. See **Regazzi, J. J.** (2015). *Scholarly communications: A history from content as king to content as kingmaker* & **Hyland, K.** (2015). *Academic publishing: Issues and challenges in the construction of knowledge*. Oxford: Oxford University Press.

4. **Marquez, J. J.,** & **Downey, A.** (2016). *Library service design: A LITA guide to holistic assessment, insight, and improvement*.

Who doesn't like chocolate? Not me and not **Ann Okerson** or **IGI Global** based in Hershey, PA. This is from **Atlas Obscura** (February 21, 2019). The vessel is now in the collection of the Museo Nacional de Arqueología y Etnología in Guatemala. Courtesy **James A. Doyle** — During the classical period of the Maya, from approximately 250 to 900 A.D., chocolate was a cornerstone of

daily life. It was currency, a ritual ingredient, and a pleasurable drink. But until recently, the details of Maya life were fairly opaque, largely due to the destruction wrought by the conquering Spanish. In the 1980s, after intense effort by Mayanist scholars, there was breakthrough after breakthrough in deciphering Maya glyphs, the written symbols that survived in codices, stone carvings, and pottery. One milestone was the examination of a remarkable ancient vessel, which was found, by an unlikely party, to contain chocolate. See — "Archaeologists, Mayanists and

Hershey's collaborated to reveal this ancient vessels secrets," by **Anne Ewbank**.

UVA Library, **UVA Press Partner To Make Original Scholarship Freely Available** (February 11, 2019) by **Anne E. Bromley**, <anneb@virginia.edu> — A new partnership at the **University of Virginia** aims to solve high costs and to make new knowledge more readily available — and free. Called **"Aperio,"** the new digital publishing partnership between the **University Library** and **University of Virginia Press** employs

became more devoted to poststructuralist and ideological perspectives. Poststructuralists read cinema with semiotic, psychoanalytic, literary, and Marxist lenses from the perspective of the viewer, disconnecting and dismantling the meaning of the film from authorial intent. Ideological theorists with Marxist, feminist, postcolonial, or queer approaches interpreted and critiqued film with the aim of challenging dominant power structures and narratives. Neither epistemology found any relevance in auteur theory.

Nonetheless, despite the passage of time and the arrival of competing perspectives, auteur theory has persisted. Whether this is due to romantic notions about authors, popular beliefs about how movies are made, or a genuine conviction that directors shape films more than any other creative talent, conversations about cinema often revolve around the director. This fact is reflected in *Resources for College Libraries*, where nearly nine in ten works listed in the "Filmmakers" section are about directors. This is not due to editorial viewpoint, but is a reflection of the published academic scholarship (though it is worth noting that the popular press publishes numerous books about actors in addition to directors). **Andrew Sarris** and his book, *The American Cinema: Directors and Directions, 1929-1968*, played a significant role in the development of the idea that the director is the author of a film. This influential work remains a relevant and consequential part of every academic library film studies collection. 🌿

Figure 1: Sarris's Director Categories

(All text below quoted directly from *The American Cinema*, with pages noted.)

PANTHEON DIRECTOR: These are the directors who have transcended their technical problems with a personal vision of the world. To speak any of their names is to evoke a self-contained world with its own laws and landscapes. They were also fortunate enough to find the proper conditions and collaborators for the full expression of their talent (39). Exemplars: Charles Chaplin, Alfred Hitchcock, Orson Welles

THE FAR SIDE OF PARADISE: These are the directors who fall short of the Pantheon either because of a fragmentation of their personal vision or because of disruptive career problems (83). Exemplars: Frank Capra, Cecil B. De Mille, Vincente Minnelli

EXPRESSIVE ESOTERICA: These are the unsung directors with difficult styles or unfashionable genres or both. Their deeper virtues are often obscured by irritating idiosyncrasies on the surface, but they are generally redeemed by their seriousness and grace (123). Exemplars: Stanley Donen, Donald Siegel, Jacques Tourneur

FRINGE BENEFITS: The following directors occupied such a marginal role in the American cinema that it would be unfair to their overall reputations to analyze them in this limited context in any detail, but a few comments may be in order (145). Exemplars: Michelangelo Antonioni, Luis Buñuel, Sergei Eisenstein

LESS THAN MEETS THE EYE: These are the directors with reputations in excess of inspirations. In retrospect, it always seems that the personal signatures to their films were written with invisible ink (155). Exemplars: John Huston, David Lean, Billy Wilder

LIGHTLY LIKABLE: These are talented but uneven directors with the saving grace of unpretentiousness (171). Exemplars: Busby Berkeley, Michael Curtiz, Mervyn Le Roy

STRAINED SERIOUSNESS: These are talented but uneven directors with the mortal sin of pretentiousness. Their ambitious projects tend to inflate rather than expand (189). Exemplars: John Frankenheimer, Stanley Kubrick, Sidney Lumet

ODDITIES, ONE-SHOTS, AND NEWCOMERS: These are the eccentrics, the exceptions and the expectants, the fallen stars and the shooting stars. They defy more precise classification by their very nature (205). Exemplars: John Cassavetes, Francis Ford Coppola, Sam Peckinpah

SUBJECTS FOR FURTHER RESEARCH: These are the directors whose work must be more fully evaluated before any final determination of the American cinema is possible. There may be other unknown quantities as well, but this list will serve for the moment as a reminder of the gaps (227). Exemplars: Tod Browning, Victor Seastrom, Maurice Tourneur

MAKE WAY FOR THE CLOWNS!: These are the most conspicuous of the nondirectorial auteurs, and, as such, they cannot be subsumed under any directorial style. They are ultimately the funniest footnotes to the auteur theory (237). Exemplars: Jerry Lewis, Harold Lloyd, Mae West

MISCELLANY (251). Exemplars: William Dierterle, Victor Fleming, Stanley Kramer

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Endnotes

1. **Sarris**, **Andrew**. *The American Cinema: Directors and Directions, 1929-1968*. 1st Da Capo Press edition. New York: Da Capo Press, 1996.*

2. **Sarris**, **Andrew**. "Notes on the Auteur Theory in 1962." *Film Culture* 27 (Winter 1962/63): 1-8.

3. **Truffaut**, **François**. "A Certain Tendency of the French Cinema." [1954] In *Movies and Methods*. Edited by **Bill Nichols**. Berkeley: University of California Press, 1976.

4. **Sarris**, *The American Cinema*, 27.

5. **Sarris**, *The American Cinema*, 31.

6. **Sarris**, *The American Cinema*, 31.

7. **Kael**, **Pauline**. "Circles and Squares: Sarris and Joy." In *I Lost It at the Movies*. Boston: Little Brown, 1965.*

8. **Kael**, "Circles and Squares," 308.

9. **Kael**, "Circles and Squares," 308.

10. **Sarris**, *The American Cinema*, 27.

11. **Sarris**, *The American Cinema*, 272.

12. **Sarris**, *The American Cinema*, 278.

13. **Sellors**, **C. Paul**. *Film Authorship: Auteurs and Other Myths*. London: Wallflower Press, 2010, 16.*

14. **Sellors**, *Film Authorship*, 130.

*Editor's note: An asterisk (*) denotes a title selected for *Resources for College Libraries*.

the latest technology to produce what's called "open access" to research, scholarship and other educational materials — eventually including textbooks. (**"Aperio"** is a Latin word meaning *"to uncover, to open, to make public."*) The library is offering a platform for academic journals, both new ones and possibly those transferred from costly private publishers, and the **University Press** is publishing eBooks. "This is a historical turning point for libraries," **UVA Open Publishing Librarian Dave Ghamandi** said, "from ac-

quiring and collecting content and making it available locally to partnering with scholars to produce and widely disseminate their work." *https://news.virginia.edu/content/uva-library-uva-press-partner-make-original-scholarship-freely-available*

This is exiting! (Taken from **Elsevier Connect**, February 15, 2019 by **Tom Reller** and **Ian Evans**). **Kumsal Bayazit** takes over today as **Elsevier's Chief Executive Officer**, replacing **Ron Mobed**, who joined **Elsevier** in 2011. **Kumsal becomes the first female CEO in the company's close-to-140-year history**. Born and raised in Turkey, **Kumsal**

like to speak about. Part of the process is not speaking about oneself, but listening to the other person speaking about themselves and their goals. It's better to listen than to monopolize the conversation when trying to find common ground to build upon.

• How can I keep myself from being negative? To me, the most important part of any negotiation is not buying into a negative tone. Rhetoric aside, no one wins if you have to defend yourself from negative comments made by your counterpart. It's easy to fall into dredging up the past or blaming others or being uncooperative due to the pressures of the moment, but these attitudes never work. Always be positive and know who you are dealing with.

When I managed sales teams, I often asked the reps to communicate with their peers working for our competitors. Rather than tear down the competition, try to find out how their products and services differ from ours and always take the high road when speaking about similar products to customers. I instituted the "take a competitor to lunch" program which instructed my salespeople to interact with other salespeople at our competitors. The knowledge gained at those lunches was immeasurable as well as built a degree of camaraderie. I did the same, often dining with VPs of other information companies which were our competition. My opening line was always, "can you give me some advice….?" Eliciting someone's advice helps to lower barriers and creates a cooperative tone. At the negotiating table, asking the other person's advice indicates a strong desire to come to a mutually acceptable agreement.

The bottom line is that both parties need to be well prepared, have their facts straight and realize that they must be willing to take less than expected as an outcome.

As usual, I will end this column with a song quote. This one comes from the hit musical "Hamilton" written by **Lin-Manuel Miranda**. The title is "The Election of 1800." The lyrics are most appropriate for the subject matter at hand. "Well I'll be damned; you won in a landslide. Congrats on a race well run. I did give you a fight uh huh; I look forward to our partnership." 🌿

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https://www.elsevier.com/connect/elsevier-welcomes-a-new-ceo

More new stuff! The *ATG* team of **Leah Hinds** and **Tom Gilson** attended **ALA Midwinter in Seattle**. Were you there? If you missed it, see the report at *https://www.against-the-grain.com/2019/01/atg-news-announcements-from-ala-midwinter-1-29-19/.*

CORRECTION: The Rumor about **Prenax** that was published in the Dec. 2018-Jan. 2019 issue of *ATG* (v.30#6, p.65) was inaccurate. We retract it and apologize. 🌿