

Scaling Up:

Recovering Costs to Enable Mission-Driven Library Publishing

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Two truths (and a lie?)

Truth: We have reached the limits of our university base funding. If we want to grow, we need to find funds elsewhere.

Truth: there is money available, frequently in departments and units on our own campus. And amazingly, folks want to give it to us. But we need an appropriate way to ask for it and receive it.

Lie: That seems easy enough!

Plan

1. What should we do? (What have we tried already?)
2. How do we do it?
3. What do we have yet to do?
4.What should *you* do?



University of Michigan Press

In partnership with their authors and series editors, the Press publishes in a wide range of humanities and social science disciplines. With a rich history of publishing expertise, the Press leads in the development of digital scholarship and supports the dissemination of knowledge as widely and freely as possible.



Michigan Publishing Services

As experts in scholarly publishing, we provide a suite of publishing-related services to the University of Michigan to help increase the visibility, reach, and impact of scholarship.



Deep Blue

University of Michigan's permanent, safe, and accessible service for representing our rich intellectual community. Its primary goal is to provide access to the work that makes Michigan a leader in research, teaching, and creativity.

Michigan Publishing Services

As experts in scholarly publishing, we provide a suite of publishing-related services to the University of Michigan to help increase the visibility, reach, and impact of scholarship.



Books

Streamlined monograph publishing options designed to make high-quality scholarship available in print, eBook, and Web formats.



Journals

Affordable, efficient, integrated, born-digital publishing solutions for important journals in niche areas.



Digital Projects

Web-based collections that bring together research and primary sources to enrich diverse fields, from the humanities to medicine.



Course Materials

Services, including the Espresso Book Machine and other Print on Demand options, that help instructors enhance pedagogical impact.

The logo consists of the letters 'I' and 'S' in a stylized, serif font, with the 'I' and 'S' overlapping.The logo features a stylized red 'H' shape above the word 'EBOOK' in white, all on a black rectangular background.

**JOURNAL of
ANTHROPOLOGICAL
RESEARCH**

THE
Encyclopedia
of Diderot & d'Alembert
COLLABORATIVE TRANSLATION PROJECT

Philosophers'
Imprint

[JEP]

the journal of
electronic
publishing



MICHIGAN PUBLISHING
UNIVERSITY OF MICHIGAN LIBRARY

Goals:

- Generate resources beyond our limited library funding;
- Subsidize OA projects with revenue-generating projects;
- Incentivize folks (especially but not only at U-M) to try open access by giving them a platform and support staff



PHILOSOPHY
& THEORY
IN BIOLOGY



MICHIGAN PUBLISHING
UNIVERSITY OF MICHIGAN LIBRARY

Goal:

**Create a sense of value for our work and
commitment on the part of our publishing
partners**

	Task	Unit	FTE Hours	Rate	Subtotal	Comments
Basic	Consultation	Editorial	4.00	\$27.00	\$108.00	
	Evaluation / recommendation	Editorial, Production, Technology	8.00	\$30.00	\$240.00	
	Set up new collection	Technology, Production	10.00	\$27.00	\$270.00	
	Prepare first issue	Production	10.00	\$15.00	\$150.00	
	Initial release	Production	1.00	\$27.00	\$27.00	
	Announcing on blog, library newsletter, deposit to DOAJ (if applicable), etc.	Editorial, Outreach	2.00	\$27.00	\$54.00	
Additional/Custom	Feature requests/ development	Technology	0.00	\$27.00	\$0.00	Some development may be needed--relevant to all publications, not unique to this one. Will work with PTG to plan this going forward.
Estimated staff time costs to launch journal:						This estimates only the initial set up and launch cost for Michigan Publishing staff. Does not include other resources or indirect costs (eg. servers, lights), or staff time in other units (e.g. \$849.00 Core Services)

What hasn't worked well (for us)

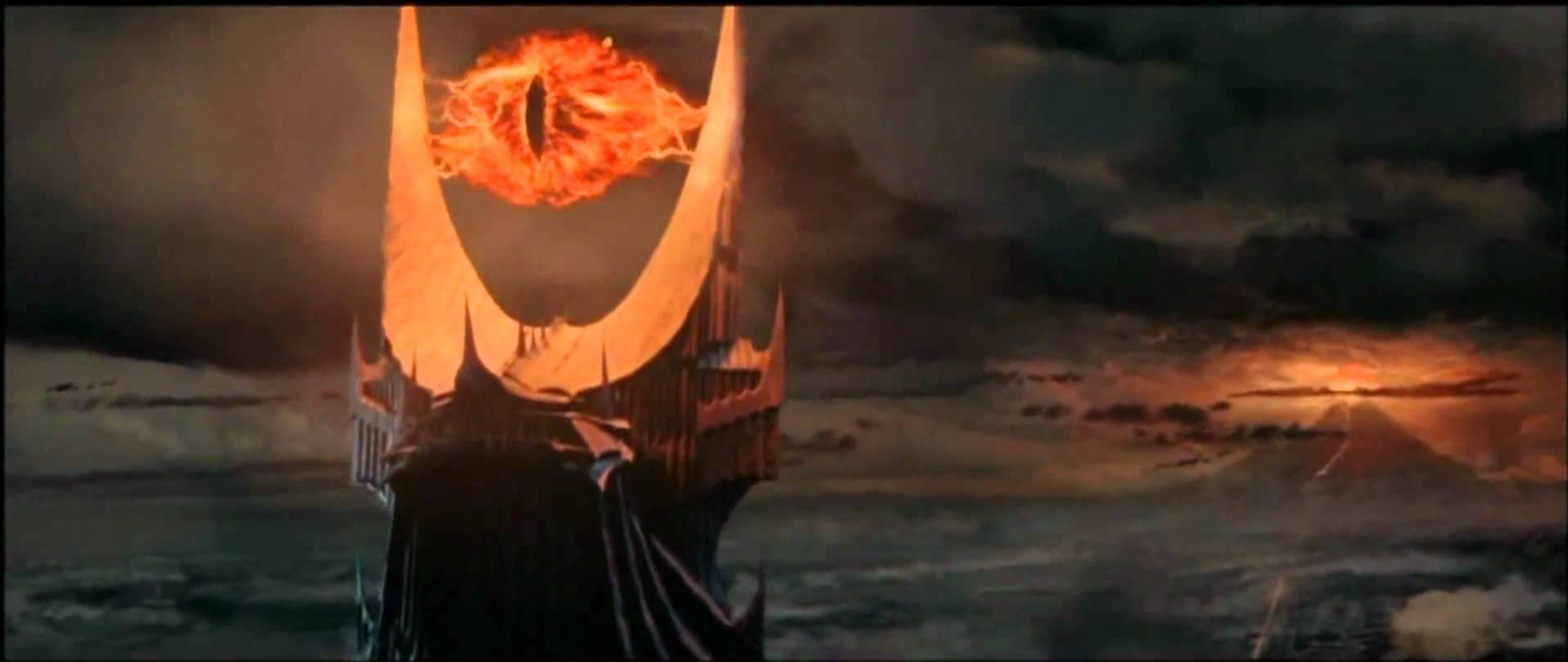
- Subsidizing OA with revenue generating products
- A tier-based fee structure
- Charging external partners a significantly higher rate while waiving fees for UM-based partners
- Subventions

New goals: What do we want to do?

- Scale up sustainably
- Advertise services and recruit new offerings clearly and proactively
- Steward university resources well
- Ask our campus partners to invest/share the risk of taking on a publishing project

1. Find out how much it costs to do your work
2. Ask for that much money

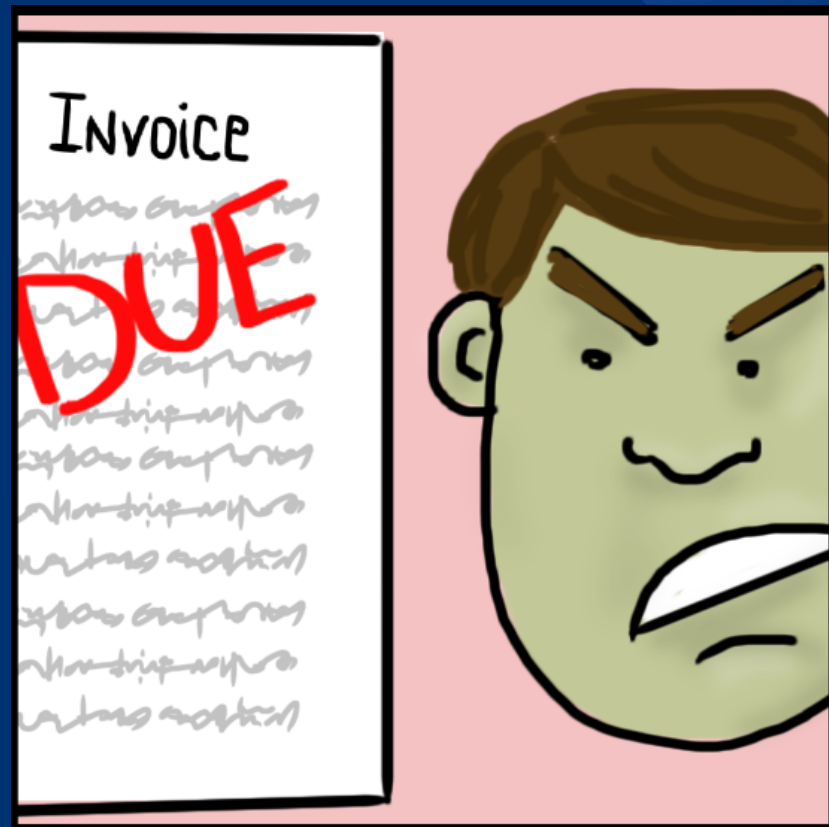
So, how to get started?





Working with the Bureaucracy

- Be ready for invoicing to take extra time and effort
- Take advantage of programs like external Accounts Receivable



Recharge Rates

- A way of billing direct costs (e.g. salary) in your unit to other units, internal or external
- Required by Federal regulations for public institutions
- Might be called something else, like a “rebill”

What a Recharge Rate Looks Like (Fixed Menu)

Recharge Activity: XML Conversion

Performed by: Digital Publishing Technician

Salary: \$35,000/year

Unit of activity: Article

Time spent per article: ½ hour

Times activity performed per year: 500 (250 hours)

% of FTE devoted to recharge: 12.5%

Recharge rate per article: \$8.75 (internal) \$11.38 (ext.)

What a Recharge Rate Looks Like (Hourly rates)

Recharge Activity: XML Conversion

Performed by: Digital Publishing Technician

Salary: \$35,000/year

Unit of activity: hour

Hourly Rate: \$17.50 (internal) \$22.75 (external)

Hours activity performed per year: 250 hours

% of FTE devoted to recharge: 12.5%

Recharge Rates and your Budget

- Allocate portions of salaries to recharge account
- Attempt to estimate correctly
- If you're off by more than ~3%, rebalance account at the end of each Fiscal Year (transfer funds in/out)

Setting up a Recharge sounds like a lot of work,
and it is.

But there are intangibles, too.

Tracking Time, or How Do I Measure Effort Without Making Everyone Hate Me?

Time Tracking for Production Work

Sheets home \$ % .0_ .00 123 Times New... 11 **B** *I* ~~ABC~~ A

	A	B	C	D	E	F	G
1	Person Doing the Work	ISBN	Book Author / Title	Task	Hours (nearest 0.5)	Department	Notes/Comments
2	Kelly Witchen						
3	Mary Sexton	9780472117505	Jackson / Researching Black Communities	To-printer process - PP12	3	UMPRES	
4	Mary Sexton	9780472119004	Miller / Snarl	To-printer process - PP12	3	UMPRES	
5	Mary Hashman	9780472119608	Kehoe/Law and Transaction Costs in the An	Communication - PP02	0.5	UMPRES	
6							
7	Kelly Witchen	2153-3873	FS 40.3	XML conversion - PP16	8	Journals	
8	Kelly Witchen	2330-4014	ERGO Vol 1	XML conversion - PP16	2.5	Journals	
9	Kelly Witchen	2330-4014	ERGO Vol 1	Web Setup/Release - PP14	0.5	Journals	
10	Kelly Witchen	2330-4014	ERGO Vol 1	Communication - PP02	1	Journals	
11	Kelly Witchen	2162-0423	WSFH 40	XML conversion - PP16	6	Journals	
12	Kelly Witchen	1994-0219	MJCSL 20.1	XML conversion - PP16	1.5	Journals	
13	Kelly Witchen	9780472036165	Goodman / A Heart Beating Hard	XML conversion - PP16	3	UMPRES	
14	Kelly Witchen	9780472036158	Derby / Full Metal Jhacket	XML conversion - PP16	1	UMPRES	
15	Andrea Olson	9780472072644	Herrera / Latin Numbers	Editorial Cleanup - PP06	15.5	UMPRES	
16	Andrea Olson	9780472072590	Jolly / European Union	Copyediting - PP03	4.5	UMPRES	
17	Andrea Olson	9780472072590	Jolly / European Union	Communication - PP02		UMPRES	
18	Andrea Olson	9780472072651	Thalmann / It All Began in Nuremberg	Editorial Cleanup - PP06	4	UMPRES	
19	Kevin Rennells	9780472036271	Greenlee / Political Consequences of Mother	Manuscript Prep for Typeset - F	0.75	UMPRES	pa conv
20	Paula Newcomb	9780472072439		Cover / jkt / case - PP04	3	UMPRES	
21	Paula Newcomb	9780472072668		Manuscript Prep for Typeset - F	5	UMPRES	new text design
22	Kevin Rennells						
23	Kevin Rennells						
24	Paula Newcomb		Postcard for Saje	Marketing: Promotions/Publicity	0.5	umPRES	
25	Andrea Olson	9780472072590	Jolly / European Union	Communication - PP02	0.5	UMPRES	
26	Andrea Olson	9780472119561	Van Nortwick / Late Sophocles	Editorial Cleanup - PP06	5	UMPRES	
27	Paula Newcomb	9780472072637	Ellerby / Embroidering the Scarlet A	Manuscript Prep for Typeset - F	3	UMPRES	
28	Paula Newcomb	9780472032433	Felso/Clear Grammar 3, 2nd ED	Cover / jkt / case - PP04	3	UMPRES	

Summary report

This Week ◀ ▶

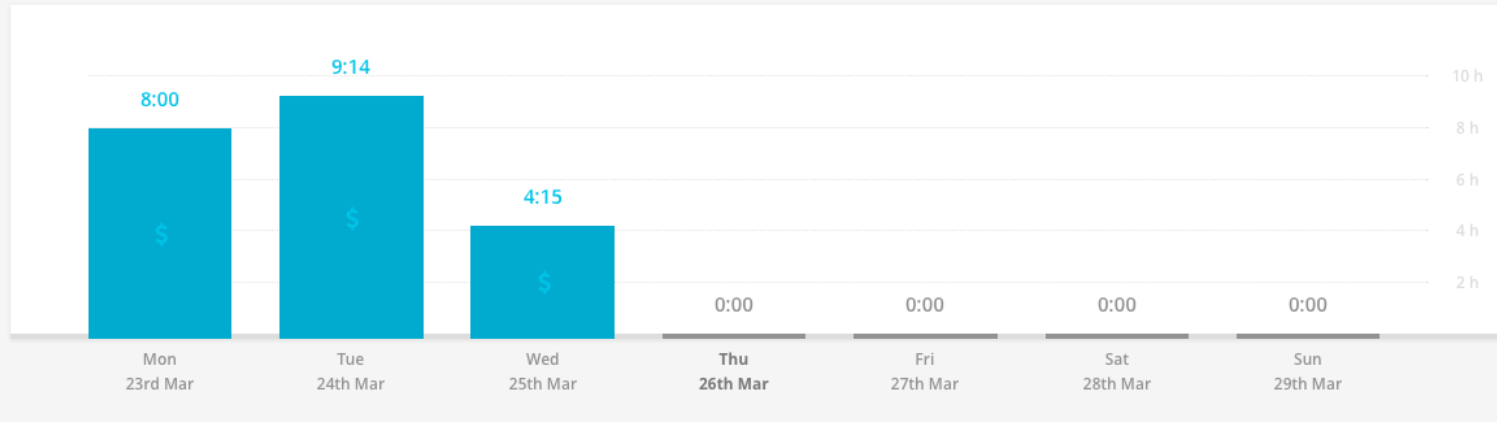
Team ¹³ ▾ |
 Client ¹ ▾ |
 Project ¹²⁹ ▾ |
 Task ▾ |
 🏷️ ▾ |
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 🔍 Description...
Apply

[Clear filters](#)

Total **21:30:47**

Billable **21:30:47** (0 USD)

Export ▾



+ Grouped by **Project / Time Entry** ▾ | Sorted by **Title (A - z)** ▾



Author Compensation

Traditional Royalties on Sales are problematic for OA + Print on Demand projects.

Instead, Michigan Publishing Services offers authors a percentage of Net Publisher Compensation (what we receive after printing/distribution/fees are taken out.)

Current Year Goals

Via Recharge, recover:

25% of our student and 100% of our vendor costs

30% of the Digital Publishing Coordinator

10% of the Director of Publishing Services

10% of the Print Services Manager

5% of the Front-end Web Designer

5% of an Accountant

What's the story of library publishing at your institution, and are your business models consistent with it?