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The Wayne State University Press Journals program comprises 11 scholarly print serials. When the press sought to deliver its journals electronically, in-house, for the first time, it established a mutually beneficial collaboration with the Wayne State University Libraries to host, format, manage, and preserve its content online. A strong university press/library partnership is possible because the goals of the two institutions are complementary: both exist to support the research, teaching, and service mission of the university. By collaborating, the press extends the reach of its scholarly journal publications by making them available, in-house, digitally. The libraries expand their intra-institutional services and collections available...
to their constituents, and advance their scholarly communications agenda. Both increase the value of investments in infrastructure. This case study explores the relationship between the two units, describing what one successful press/library partnership looks like.

History of the Partnership

Wayne State University Press publishes only one journal in the natural sciences, *Human Biology*. It is especially important for journals in this field to maintain a strong online presence. The libraries had subscribed to bepress’s Digital Commons (a hosted institutional repository software with a range of modules, including a full journal publishing platform) in 2005, but as of 2010 it remained underutilized, and the libraries were interested in expanding its use. In support of that goal, a position was created in the libraries specifically tasked with developing the institutional repository. Coincidentally, the press was searching for a tool to support the online publication of *Human Biology* while the libraries were hiring the institutional repository specialist. Upon learning of the mutual goal, the two started the discussion about bringing *Human Biology* into DigitalCommons@WayneState (http://digitalcommons.wayne.edu, our implementation of the Digital Commons software, also DC@WSU). This ultimately involved the press re-creating the journal’s online home as a site inside DigitalCommons@WayneState, and preparing the necessary policies and pages. The press sent the journal’s current content, both digital and print, to the libraries, who processed and loaded it into the newly created site.

Although the press and libraries’ budgets are separate, the existence of a complete editorial and hosting resource for journals inside the Wayne State ecosystem, with costs justified for the libraries by its alternate function as an institutional repository, presented such an opportunity for synergy between the units that it seemed irresponsible not to pursue it. With the success of *Human Biology*’s implementation, the press quickly sought to offer all of its journals on the Digital Commons platform, and the two entered into partnership with a memorandum of understanding regarding shared services.

Organization of Workflow

The press oversees the production of their journals, including copyediting, typesetting, design, printing, and distribution. Because the dissemination of digital files occurs at the end of the production process, the initial press workflow is unchanged by the partnership. Upon receipt of the final files from the compositor, the press distributes final PDF files to all online partners, including the libraries (files are transferred via SFTP over an internal network).
The libraries mount new issues upon receipt of files from the press, and have been responsible for the digitization of print back issues and the ingest of back files to DigitalCommons@WayneState. These tasks generally involve document analysis and metadata creation for each issue, and may also include OCR for back issues or files delivered as image-based PDFs. The libraries also handle the bulk of training for journal editors and other parties administering EditKit (the journal submission and publishing backend to the Digital Commons Journal module).

The press and libraries share responsibility for configuration and administration of the backend of DC@WSU. This is done informally, with each unit delegating duties between themselves as issues arise. For example, it is equally likely that press or libraries staff will respond to editors when they encounter a problem with the configuration of their particular journal or editorial process, and often both units will handle aspects of an individual case. Communication is generally handled via e-mail, although the staff usually meet together two to three times a month, with other face-to-face meetings taking place as needed for specific tasks.

One of the elements helping make the partnership work is a shared journals intern, jointly interviewed and hired by the WSU Press Journals department and the libraries’ Digital Publishing team, and splitting time between the two. The internship is unpaid, but the split workload gives the position a broad exposure to both traditional publisher workflows and digital library workflows. This window into the separate cultures and concerns of both units is of benefit to the internship. The intern participates in metadata creation and batch ingest
of material to the journals’ websites. On the press side, the intern assists in the production of journal issues and producing marketing materials for Wayne State University Press journals.

Making the subscription journal available digitally on a traditionally open-access platform requires a per-article payment layer. Wayne State University Press uses Authorize.Net, a payment gateway service provider, to accept credit card payments ($5/$10 per article) through DC@WSU. Users receive immediate access upon payment without having to visit a third-party site to complete transactions. This per-article payment layer has been valuable to the press in providing instant access to scholars and students who do not have digital access via their institutions or personal subscriptions. Human Biology, situated in a field that values online open access, takes advantage of Digital Commons’ core module to offer a pre-print series in advance of publication. These are cross-linked both from the landing page of the journal and at the article level once the definitive issue is posted.

**Skills and Lessons Learned**

The partnership has been surprisingly instructive. One of the chief benefits has been the sharing of skill sets exclusive to either the publishing or library worlds. These have ranged broadly beyond the mere administration of the DC@WSU system. As outlined in the workflows above, the libraries have taken the lead in teaching press staff and scholarly journal editors how to use DC@WSU to meet their various needs. The press in turn has shared their understanding of the intricacies of their 11 scholarly journals, including the differences among editorial staffs and cultures, format, content, and the myriad “exceptions to the rule” that comprise each individual journal.

The press has expanded its understanding of metadata and XML schemas. When the press decided to start supplying their own XML citation data for a science journal in the PubMed database, the libraries assisted with technical help conforming to PubMed’s schema (PubMed Journal Article DTD Version 2.6, [PubMed](http://www.ncbi.nlm.nih.gov/books/NBK3828/)). This included XML basics, like how to determine required vs. optional elements and attributes and how to correctly nest tags—skills the libraries find to be second nature by now but which the press is just acquiring. The press has also greatly improved the customer service offered to journal subscribers, benefitting from the libraries’ experience providing off-campus access to vendor materials. Digital Commons can provide access via IP or domain recognition, or through individual user accounts. Armed with the knowledge of how the Wayne State University Libraries provide off-campus authentication to their students and faculty (through a proxy service), the press has been able to suggest alternatives to customers who wish to provide this for their students.

The libraries have been afforded a crash-course in PDFs and publication standards. Making backlist issues available online has required digitizing print volumes, subjecting the output to optical character recognition (OCR), and generating readable PDFs. Digitization required that the libraries acquire and implement a high-end book scanner (ATIZ BookDrive Pro).
and OCR required an investment in enterprise-grade software (ABBYY Enterprise Edition). Even so, the PDFs that libraries are accustomed to interacting with in the archive/preservation world do not always follow the same specifications that are required in the print publishing world. Where libraries are often comfortable with machine OCR and Dublin Core metadata, publishers require “Web-ready” PDFs, meaning internally cross-linked, >99% accurate OCR, and optimized for smaller file sizes (when submitting material to aggregators like Project Muse, WSU Press conforms to the NISO JATS standard).

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Along the same lines, the press has learned much about the working world of librarianship. The libraries have set up meet-and-greet sessions with the press and libraries staff in order to teach the press more about library acquisitions and the continuing needs of academic libraries during the shift from print to digital. The libraries were very forthcoming with their personal recommendations about specific online partners and the benefits they bring, and the press learned how link resolvers work to connect individual journals to their corresponding location with an external aggregator. This insight has allowed the press to make educated decisions regarding the aggregators through which to disseminate their journals, deciding to actively pursue a partnership with JSTOR and to keep new journals restricted to Project Muse and JSTOR. This has positively benefited the press’s library subscribers and users, including the WSU libraries.

The libraries gained valuable insight into the nature of a scholarly journal, through collaboration with the press and its processes, but often simply through the logistical contortions necessary to bring individual issues online. What constitutes a journal? Is it a collection of articles, perhaps divided into various types (feature, book review, editorial)? Is it whole, to be offered as a single document, like a monograph (and analogous to its print counterpart)? What about journals with thematic (as opposed to structural) divisions, which aren’t as easily captured in the Digital Commons platform? Figure 2 shows example elements from three different WSU Press journals. Merrill-Palmer Quarterly is a traditional journal in the social sciences, and its articles can be represented as discrete elements. Individual issues of Framework, a humanities journal, are often curated, and internal structures with no analogue in Digital Commons, like “dossiers,” can complicate the presentation of individual articles; often in this case, many articles are concatenated into one document. Fairy Tale Review is a literary review, and the varied length and format of its contents makes offering individual works problematic; each issue is presented as a whole.
Knowing when to atomize the content in a journal and when to treat a journal issue like a monograph has paid dividends for the libraries, e.g., when considering how to model content for journals and journal-like digital objects being preserved in other library systems outside DC@WSU. The libraries have already developed content models for journal-like objects (in this case, digitized issues of a weekly newspaper) based on experience with the press: an article or section is part of an issue (an article is optionally part of a section), an issue is part of a volume, and a volume is part of a periodical. This model allows the libraries to ingest journals and journal elements into a digital object repository (Fedora Commons) for future front-end development. In fact, the difficulty in modeling journal issues to fit the Digital Commons repository software informed the libraries’ decision to begin developing a Fedora Commons repository, where digital objects might be more variously and robustly modeled.

The libraries have also been able to assess what a sustainable journal production process might look like for open access journals published in-house. The press has been invaluable in sharing its experience and perspective on managing editorial staff, and the libraries have developed a familiarity with copyediting and scholarly editorial processes by working with the pre-print and pre-press versions of the documents, and by the many snap decisions that must be made regarding arrangement and formatting of articles online. The libraries’ sense of the workload provides a baseline for planning and policy regarding future journal projects outside the press partnership.

Positive Press/Library Relationship

The positive relationship that has developed between the libraries and the press has proved essential in running a successful operation. It makes possible the loose, almost informal...
division of labor, and there’s a sense of a free exchange of information. The libraries gain a good understanding of current trends in publishing, while the press keeps up-to-date on developments involving open access journals and fair use, among other topics. Together, the press and libraries are able to have meaningful discussions on important topics, often uncovering coinciding interests and ideals.

This collaboration has afforded a number of other expected and unexpected benefits. The partners enjoy a unique advancement of parallel goals: the press expands its publishing capacity without incurring extra costs, and offers native electronic formats, per-article access, and an electronic backlist; the libraries expand their digital publishing activities, collaborate intra-institutionally, and establish digital workflows (e.g., OCR) that support a range of library activities. Because the partnership is unforced, the partners avoid the dysfunction that can arise when units are combined by administrative fiat, and are free to expand their activities in any mutually agreeable direction.

As an example, the press and libraries, upon the demonstration of the successful journals collaboration, have expanded the scope of their partnership. The units are exploring the digitization of print backlist monographs, which would provide the press with accurate OCR and metadata to send to conversion vendors and the libraries with e-book titles to offer the Wayne State community. More informally and perhaps more valuable in the long term, the relationship has opened up avenues of communication that weren’t previously available: conversations between the two about a variety of issues (how do interpretations of recent judicial copyright decisions differ between the libraries and press, for instance) have resulted in a broader range of understanding for both parties, and uncovered areas (e.g., perspectives on fair use) where the two share unexpected common ground.

**Conclusion**

As academic libraries continue to cross over into the publishing world, and university budgets adjust to future economic realities, partnerships like that between the Wayne State University press and libraries will look more and more attractive to both academic presses and libraries. As outlined here, such partnerships strengthen the university as a whole and the units specifically, provide for expanded service by both partners, and pay dividends in skill-sharing and new perspectives. Wayne State University Press and Libraries look forward to continued fruitful collaboration as both gain a better picture of exactly what a university press and an academic library can aspire to be.