Organizing for Open: Aligning Organizational Structures with Open Values

Diana Castillo
Anne-Marie Deitering
Cara Key

Oregon State University
Oregon State University in Corvallis, Oregon, is located within the traditional homelands of the Mary’s River or Ampinefu Band of Kalapuya. Following the Willamette Valley Treaty of 1855, Kalapuya people were forcibly removed to reservations in Western Oregon. Today living descendants of these people are a part of the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of the Siletz Indians. Indigenous people are valued, contributing members of the Oregon State community and represent multiple sovereign tribes among students, faculty, staff and alumni.
How can our library organize positions and resources to support open scholarship?

...or...

What does it mean for an academic library to reorganize around open?
About Oregon State University

- 33,000 students
- Land, Sea, Space and Sun grant institution
- R1 (doctoral, very high research activity)
- $5-6 million library materials budget
- Central research support (including library) is less than you would expect given our size and research output.
Context

- Negotiating principles.
- Elsevier pause.
- Market changes.
- Open positions.
- Open values.
- New leadership
- Strategic planning/directions.

Resolution supporting Open and Sustainable Scholarly Communication at Oregon State University

WHEREAS the faculty of Oregon State University are committed to producing scholarship with broad and widespread impact, serving the public good. OSU Libraries are committed to providing OSU scholars with access to the information resources they need; and

WHEREAS for-profit, corporate publishers rebranded as data analytics companies have increasingly consolidated control of academic journal content and seek to control the digital infrastructure that supports scholarly communication at every stage of the research lifecycle; and

WHEREAS licensing digital content means that libraries no longer have the rights of permanent ownership over the journals they subscribe to. OSU librarians must now negotiate a wide range of terms and conditions in publisher contracts in addition to price. These terms and conditions are necessary to protect OSU’s rights to use, preserve, analyze and share this content; and

WHEREAS OSU researchers contribute significant labor and expertise to produce and review content for academic journals, usually without compensation from publishers. To provide access to this content, OSU Libraries then pays subscription fees that do not reflect the value of OSU’s contributions to scholarly publishing, but which far exceed the actual value added by publishers; and

WHEREAS on top of these subscription costs, these publishers require OSU authors who want (or are required) to publish open access to pay article processing charges (APCs). APCs vary widely from journal to journal, do not reflect the actual cost of producing articles, and are higher in fields supported by significant public funding and in more selective journals; and

WHEREAS the current scholarly publishing model is not sustainable for libraries or for researchers. Prices rise annually, despite the growing amount of open-access content available. It seals research behind paywalls, exploits unpaid contributions from universities and scholars, and places intolerable pressures on library budgets.

THEREFORE, BE IT RESOLVED that:

On behalf of the Faculty at Oregon State University, the OSU Faculty Senate endorses the Principles Guiding Negotiations with Journal Vendors at Oregon State University and supports the OSU Libraries in its commitment to ensuring sustainable and affordable access to scholarly communication.
Overcoming resistance

We started here

The Case for Change | OSU Transformation Foundation

WHY CHANGE?
WHAT ARE THE IMPACTS?
WHAT IS THE COST OF DOING NOTHING?
WHAT ARE WE GOING TO DO?
Starting the Conversation

● White paper
● Goals:
  ○ Provide context
  ○ Build consensus
  ○ Ground further discussions
  ○ Inform strategic planning
Our working definition of Open Scholarship is “that which enables the broadest possible distribution and use of scholarly work by reducing and removing barriers to sharing, accessing, and distributing scholarly information.”

From Open-ing the Library, 2023
How do we position the Library, whose primary mission is to unlock access to content, in a world where content is already open?

- Collections
- Discovery
- Metadata
- Outreach
- Teaching
- Licensing
- Versioning
- Crediting
- Evaluation
White Paper Overview

- Current trends in scholarly publishing
- Predictions about the Library’s evolving role
- Internal and external interviews
- Considerations and prompts for specific departments and services
- History of OA at OSU + further reading
Prediction 1

The Library’s role as a bridge between users and resources will continue.

We still have a part to play in making these connections...

But *how* we do this needs to evolve.
From Open-ing the Library, 2023
Prediction 2

The Library’s role in distributing locally created content will expand.

We can provide quality sharing platforms and help scholars navigate options.
Expanding the Conversation

- White paper not a comprehensive plan for moving forward
- While working group represented different areas of the library, wanted more input
- Each department has its own needs and expertise in areas touched by open scholarship
Prompt Overview

● Prompts had both common themes…
  ○ Staffing, resources, policies, and communication
● But also some individual issues
  ○ How do we expand support for existing open content?
  ○ How do we meet new federal requirements?
  ○ How do we expand pedagogical support?
Read the white paper:

https://tinyurl.com/osu-open
Think-Pair Activity - 5 minutes

- What are some things that your institution is currently doing to support open scholarship?
- What are some easy changes that could be made?
- What are some changes that could be made that would need more investment?
Library-wide discussions

The Case for Change | OSU Transformation Foundation

WHY CHANGE?
WHAT ARE THE IMPACTS?
WHAT IS THE COST OF DOING NOTHING?
WHAT ARE WE GOING TO DO?

Now we are here
What are the impacts?

How will the change be felt across the organization?

- What strengths do we have in this area?

- What gaps do we need to fill?
<table>
<thead>
<tr>
<th>Strengths</th>
<th>Gaps</th>
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<tbody>
<tr>
<td>Open source</td>
<td>Discovery infrastructure</td>
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<tr>
<td>Repository</td>
<td>User input loop</td>
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<tr>
<td>Values alignment - open</td>
<td>Licensing/ contract law</td>
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<tr>
<td>Values alignment - privacy</td>
<td>Digital preservation</td>
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<tr>
<td>Metadata expertise</td>
<td>Digital collection maintenance</td>
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<td></td>
<td>Privacy/ user data</td>
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What is the cost of doing nothing?

● What do we risk if we do not do this?

● What do we gain if we do?
<table>
<thead>
<tr>
<th>Risks</th>
<th>Gains</th>
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<tbody>
<tr>
<td>Irrelevance</td>
<td>Equity</td>
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<tr>
<td>Greater inequity</td>
<td>Access</td>
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<tr>
<td>Further capitalization of research</td>
<td>Discoverability – for OSU</td>
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<tr>
<td>Diminished research impact for OSU</td>
<td>Better discoverability infrastructure – our</td>
</tr>
<tr>
<td>Not doing this is NOT an option</td>
<td>metadata lives in a shared environment</td>
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<tr>
<td></td>
<td>Sustainability</td>
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Thank you for the excellent conversation today, but most of all, thank you for having a CONVERSATION.

Talking about the future of scholcomm is important, but thinking about our structures is really how we get in front of the curve.

The question to us is, do you buy this premise, is this work we need to do? and the answer I came out of reading it with was, YES, this is hopeful, joyous, proactive future building. I'm really glad to be at a place with such eyes/talent/forward focus.
Next questions

- Change won’t happen overnight – how do we help researchers right now and going forward?
- There are ways to move towards open that are more problematic than others - where should we be investing in open?
- What is our role? What is our lane, and where do we need to collaborate with others?
Where are we now, and what’s next?

- Where does OSU Libraries currently stand?
- What are some changes we can make in the short term?
- What are some changes that will require more time and investment?