

Pastures of Persuasion: Herding Faculty for an Institutional Repository



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Overview

- Early attempts to herd faculty
- Those that got away
- Other ranchers' round-ups
- Future attempts to herd faculty





Sep–Oct 2003: Engage the Herd

- Librarians contact academic departments
 - Introduce concepts, services & benefits of IR
 - Solicit feedback to gauge faculty issues & interest
 - Inquire about content & user requirements
- Outcome
 - 10 departments responded
 - 14 content types recommended
 - 4 minimum requirements





Nov 2003: Start to Move the Herd

Do we need an **institutional** repository?

- What is an IR?
 - System to store, organize, preserve, & provide access to scholarly (digital) information
 - **Institutionally** defined, cumulative & perpetual, open & interoperable
 - Increase visibility of **institution**
 - Increase use of faculty work
- Why might we need one?
 - Crisis in scholarly communication
 - Innovative work not valued
 - Lost resources



Provost's Council



Nov 2003: Start to Move the Herd

- What would it take?
 - Commitment, collaboration, standards & policies
 - Easy submission & permission to self-archive
- Proposed next steps – contingent on interest
 - Educate faculty & evaluate software
 - Conduct needs assessment
- Handouts
 - PowerPoint slides
 - ARL “jaws of death” graph
 - Data on open archives practices & concerns



Provost's Council

The Dominant Cat

- Outcomes – department h
 - Interested, some enthusias
 - **Concern: easy submission**
 - Approve conducting an ass
 - Report to provost in 18 mor
- Provost's instructions
 - **DO NOT propose creating an IR**
 - Engage discussion
 - Assess level of interest
 - Identify costs & concerns

First sign that we might have burst the lead cat's bubble of security & entered his flight zone.



Jan 2004: Camp

- Need enterprise system that handles content management, search, and reporting
- Need vision, definition, & plan
- Need broad data gathering
 - Other institutions
 - Newspaper article
 - Faculty Senate
 - Open Town Meeting
 - No survey

Two people
can move a large herd
more efficiently
than one.



Computing Services



Mar 2004: The Next Round Up

Do we need an institutional repository?

- What is an IR & why should you care?

- Store, organize, preserve, & provide access to digital content
- **Institutionally** defined, cumulative & persistent
- Increase visibility of **institution** & use of its content

Talk about taking them
to new pasture.

- What would it take?

- Comm
- Easy s

- Address crisis in scholarly communication
- Increase use & impact of faculty work
- Encourage work of innovative faculty

Exec. Committee
Full Faculty Senate



Mar 2004: Talk to Gain Trust

- Barriers to success

- Long-term preservation of
- Persuading faculty & acquisition
- Current faculty & publishing
 - 88% of faculty use open arch
 - 58% of faculty self-archive
 - 55% of publishers allow self-archiving
 - Others will permit if asked

- Current & next steps

- Needs assessment
- Software evaluation
- Open Town Meeting

Herds will move miles up steep mountains & through cold streams to get to the next pasture.





Mar 2004: Talk Honestly

- What would it cost?
 - **Start up: \$10,000–\$50,000** for servers & storage
 - Operating: \$285,000 annually
 - **ONLY NEW \$\$** = full-time programmer @ \$70,000
 - Existing staff can digitize materials, provide system management, design metadata & interface
- Handouts
 - PowerPoint slides
 - *Faculty / staff newspaper article*

Cats have an incredible sense of smell. Here's where they might have first sniffed the scent of competition for provost dollars.



Mar 2004: Beware of Mood Swings

- Outcomes
 - Resistance, curiosity, interest
 - Concerns
 - Cost
 - Copyright
 - Scholarly communication
 - Senate will co-sponsor Open Town Meeting
 - Keep Senate informed

Though a solitary species, cats can & do live in groups, where they are subject to territorial & protective aggression.



Apr 2004: Large Herd, Long Trail

- Open town meeting
 - Background, interests, definition, benefits, software, costs, work, barriers, self-archiving
 - **Who should steward assets? What priority?**
 - Handouts: PowerPoint slides
- Outcomes
 - Poor attendance & varying level of interest
 - **Concerns**
 - Innovative work
 - Images & multimedia
 - **Need 5 year vision of IR**



Jul–Aug 2004: Camp

- No enterprise system meets our needs
- Tactical plans must align with strategic plans
- IR division of labor
 - Computing Services: software & infrastructure
 - Libraries: info architecture, metadata, & support
- Pilot repository 2005–06
 - Focus couple departments
- Need engaging vision



Computing Services

Aug 2004–present: On the Trail Again

- Campus–wide Web Forum
 - Content management system
 - Assess campus needs
 - Prepare user requirements
 - Evaluate software
 - Recommend solution
 - Search – ditto
 - Infrastructure
 - Standards & practices
 - Marketing





Oct 2004: On the Trail with Cliff Lynch

Discussion with invited faculty

- Focus on services, not control
- Invest wisely & meet real needs
- Outcome
 - Clarified understanding of challenges & financial impact of strategic decisions
 - **Concerns**
 - Rights & copyright infringement
 - Standards & interoperability
 - Purpose, functionality, & relationship between IR, content management, & course management



Jan 2005: Chuck Wagon Gets Away

- Request \$90,000 for IR in 2005-06
 - \$20,000 for servers & storage
 - \$70,000 for permanent, full
- Outcome: Provost says “No”
 - No faculty problems would be addressed by an IR
 - No faculty are requesting an IR
- Decide to pilot IR with existing resources

Dominant cats
prefer not to confront
subordinate cats





Other Ranchers' Round-Ups

- IR success = content searched & cited
- Current IRs are small, cost per item is large
 - Average 1,250 documents
 - Large IR (4000 documents): \$71 per doc per year
- Benefits & services of IR are not aligned with faculty needs





The Mind Set of the Herd

- Concerned about
 - Copyright, contractual agreements, & access
 - Time required to self-archive
- Need support for how they find, use, organize, create, & disseminate digital scholarship
 - Tools for authoring, collaborating, & managing content & access
 - Seamless submission
 - Stewardship & preservation



Speak the Language of the Herd

- Address their concerns without jargon
 - “You maintain ownership,” “No worries about backups,” “Easier than maintaining a web site,” “It’s like Google,” “No broken URLs”
- Talk about creating *personal* repositories & empowering scholarly *communities*
 - Showcase them & their research
 - Enable them to create & name collections





Debunk Myth of Self–Archiving

- **Perception:** burden outweighs the benefit
- **Reality:** active researchers spend 40 minutes a year entering metadata
 - Median per article: 5 minutes, 37 seconds
 - Average per article: 10 minutes, 40 seconds
 - Time shrinks as user deposits more material
 - 20% authors have problems depositing 1st article
 - 9% have problems with subsequent deposits
- **ROI:** 200% increase in citations

Provide Incentives

- Emphasize **faculty** own &
- Enable **easy deposit & access**
- Provide & promote **useful services**
 - “Tell a colleague,” “Notify me,” “Paper of the day”
 - Browse by collection, department, center, etc.
 - Statistics for authors & departments
 - Security, backups, & preservation
 - Version tracking & linking
 - Full text searching

Cats can hear 3 times better, see 10 times better, & smell 14 times better than mere humans.





2005–06: Tactical Pilot IR

- Vision, requirements, workflow, & business model

- Demonstrate DSpace + content

- 1500+ Carnegie Mellon faculty
- Documents from any faculty
- Probably experiment with e-portals

- Strategies

- Raise awareness: 36% are unaware of self-archiving
- Tie development to needs & wants of early adopters
- Target retiring faculty, faculty with “green” publications, & open-access friendly constituencies

Herds will follow much more readily & eagerly than they will drive, with a lot less energy expended.

2006–07: Strategic Production IR

- **Garner institutional support**
 - **Mission** to steward intellectual assets
 - **Policy** of self-archiving
 - **Practice** of faculty reward system
 - Acknowledge self-archiving
 - Reward innovative work
- Enterprise software?



Thank you!

The best way to move a herd is patiently & slowly. If they move too slowly, get closer, but beware of entering their flight zone.



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