

## **Newfound Press Business Plan, 2008-2011**

*July 1, 2008*

### ***Executive Summary***

The University of Tennessee Libraries launched its digital imprint, Newfound Press ([www.newfoundpress.utk.edu](http://www.newfoundpress.utk.edu)), in 2005 to develop a framework for making peer-reviewed scholarly and specialized works available worldwide. Building on local digitization investments, Newfound Press demonstrates an open access publishing model that explores issues such as a creating a process for peer review "on the fly," offering new channels for the discovery of research results, and establishing credibility as a viable scholarly publications venue.

Scholarly communication patterns of University of Tennessee faculty parallel those of colleagues globally. Faculty want to produce scholarly publications that reflect high-quality research and writing, gain attention for their work through multiple discovery tools, and have confidence that the content will be accessible in perpetuity. An Association of Research Libraries (ARL) scholarly publishing survey conducted in late 2007 revealed that 65% of 80 respondents were offering or planning scholarly publishing services in response to needs expressed by their campus faculty.

Among emerging library programs that reflect the breadth of campus needs for scholarly publishing services, Newfound Press publishes peer-reviewed works. Related publishing services at the University Libraries include the development of institutional repositories, the provision of information about intellectual property, and programming about the changing scholarly communication culture. Publishing services encompass advising or consulting about publishing practices and decisions, providing server support, developing or installing software, creating permanent URLs, managing manuscript handling systems, preserving content, designing publications, copyediting, adding discovery mechanisms to content, generating files, and offering print on demand.

This business plan describes the purpose and goals of Newfound Press. It outlines objectives, strategies, benchmarks, risks, and contingencies for three fiscal years from July 2008 through June 2011 and identifies the resources needed to meet the goals. Resource needs for personnel, technology, and operating expenses will be met from a combination of existing library infrastructure, the allocation of state or endowed funds, partnerships, and grants. Because an endowment designated for Newfound Press would support long-term sustainability, a program statement will be prepared for the current university development campaign. Annual operating plans and reports made in conjunction with the library's planning process will assure the integration of peer-reviewed, open access digital publishing with other library services.

The Editorial Board expects to publish fifteen to twenty monographs, six journals and six multimedia presentations during the three-year period, emphasizing multimedia and other emerging forms of scholarly communication in the allocation of resources. Total cost projections (excluding existing staff salaries) are \$24,700 for FY 09; \$32,550 for FY 10; and \$55,857 for FY 11. Newfound Press demonstrates to the academic community the potential benefits of increased campus support for scholarly publishing. As scholars exploit emerging technologies and develop new research patterns, Newfound Press is well-positioned to offer faculty enhanced services in a rapidly changing publishing culture.

## ***Introduction***

The University of Tennessee Libraries launched its digital imprint, Newfound Press ([www.newfoundpress.utk.edu](http://www.newfoundpress.utk.edu)), in 2005 to develop a framework for making peer-reviewed scholarly and specialized works available worldwide. Building on local digitization investments, Newfound Press has published two monographs, with two more in production and a third in the referee process. The Press currently hosts one born-digital journal and is considering a proposal for a second. To experiment with digital multimedia publication, the Press has compiled text, recordings, and ephemera from two scholarly conferences for public access. Through Newfound Press, the University of Tennessee demonstrates an open access publishing model that explores issues such as creating a process for peer review "on the fly," exploring new channels for the discovery of research results, and establishing credibility as a viable scholarly publications venue.

UT's vision for Newfound Press is to increase the availability of scholarly and specialized resources. Building on local digital library accomplishments, the Press collaborates with faculty to bring new forms of communication to an expanding scholarly universe, helping authors of narrowly focused content disseminate their work. A new library unit, Scholarly Communication & Newfound Press, engages in several initiatives related to scholarly inquiry across the academy. This business plan describes the purpose and goals of Newfound Press. It outlines objectives, strategies, benchmarks, risks, and contingencies for three fiscal years from July 2008 through June 2011 and identifies the resources needed to meet Newfound Press goals.

## ***Faculty Needs in an Expanding Scholarly Universe***

Scholarly communication patterns of University of Tennessee faculty parallel those of colleagues globally. Today's faculty have access to vastly greater amounts of information than any previous generation of scholars. They continue to use commercially published journals and books purchased by the library; much content is now available as full text online. Supplementing traditional publications, scholars also make extensive use of open access web sites containing books, journals, bibliographies, technical reports, unpublished conference papers, position papers, and data files. Library representatives and other faculty from UT academic departments have stated their preference for electronic formats, confirming a growing trend that if it's not online, it doesn't exist.

As faculty navigate the online scholarly environment, they naturally turn to librarians for advice about ways to discover resources and evaluate options for publishing their work. Together, faculty and librarians are considering the implications of choices that affect intellectual property rights, economic access, and sustainability of the scholarly record. More non-traditional forms of scholarly inquiry and distribution of research results are possible as technology permeates the research and scholarly publishing culture. Likewise, there are greater needs for collaboration among faculty, librarians and educational technologists. UT faculty recently posed these queries that illustrate emerging trends.

- A music theory professor who agreed to edit his scholarly society's journal online seeks an open access publisher and help with journal start up.
- A professor in the College of Veterinary Medicine conducts research in the emerging specialty of human-animal relationships, an intersection of social

work and veterinary medicine disciplines. She wishes to establish a scholarly journal where colleagues with similar research interests can publish their work.

- An English professor hosting a conference on the works of Cormac McCarthy seeks a publisher for the conference proceedings.
- Colleagues of a late German professor wish to publish his translation of the picaresque novel, *Simplicissimus* to which he has added extensive and valuable footnotes. Although the scholarly audience for the work is small and specialized, given easy access, students in Western civilization classes might enjoy the bawdy work to gain a flavor of the 17<sup>th</sup> century.
- Professors of studio art and foreign languages want to express their creative work via multimedia formats. The publication process assumes peer review to satisfy expectations of promotion and tenure committees.
- A sociology professor collaborating with the estate of the prominent scholar, Arthur Vidich, expects to publish the Vidich autobiography as a multimedia work.
- An English professor who compiled a database of Southern sermons written or delivered before 1800 plans to publish the work as searchable content in a peer-reviewed venue.

Faculty want to produce scholarly publications that reflect high-quality research and writing, gain attention for their work through multiple discovery tools, and have confidence that the content will be accessible in perpetuity. Such matters are not unique to UT faculty. An Association of Research Libraries (ARL) report on research library publishing services confirms that faculty across the country are exploring new forms of scholarship.<sup>1</sup> Director of the ARL Office of Scholarly Communication, Karla Hahn, summarizes the findings of a scholarly publishing survey conducted in late 2007. Of 80 ARL respondents, 65% reported that they were offering or planning scholarly publishing services in response to needs expressed by their campus faculty.

Journal hosting services are of particular value to faculty, who ask for advice about converting print publications into electronic formats, the economic impact of various options for frequency or access, and the requirements for markup and encoding to facilitate discovery. Other questions involve preservation, copyright management, and contracts with service providers. Although some libraries and university presses are pursuing cooperative projects, exploration of publishing services in libraries generally extends beyond the boundaries of traditional university press practices. While most university presses focus on monographs, faculty want to explore journal publishing and non-traditional forms of scholarly communication. Laura Brown, former president of Oxford University Press USA and co-author of a recent report on university publishing, sees the potential for libraries and university presses to collaborate.<sup>2</sup> The authors urge university administrations to take a greater interest in and provide more financial support for scholarly publishing. Current U.S. and Canadian publishing initiatives suggest that scholarly publishing should be a fundamental role of the research university. The ARL report concludes, "The question is no longer whether libraries should offer publishing services, but what kinds of services libraries will offer."<sup>3</sup>

## ***University Library Publishing Services Address Faculty Needs***

Publishing in today's digital world means "making a document public with the intention that it be read by others."<sup>4</sup> Publishing services encompass hosting (server support, software development or installation, advice or consulting about a variety of publishing practices and decisions) and related activities such as creating permanent URLs, managing manuscript handling systems, and preserving the content. Other tasks include workflow setup, publication design, copyediting, markup, file generation, and print on demand. Although peer-reviewed works dominate library publishing programs, development of institutional repositories, establishment of copyright information services, and programming related to the changing scholarly communications environment reflect a role for libraries among the breadth of campus needs for scholarly publishing services. Newfound Press focuses on the capabilities and possibilities of new approaches to disseminating scholarship rather than simply automating traditional models. While university presses and other scholarly publishers select what they will publish, in part, on the basis of the potential market, a library digital press can leverage campus expertise, server space, and open source software to provide global access to peer-reviewed content that might not otherwise be available to researchers.

Many campus constituents—UT faculty, in particular—benefit from library publishing services. Traditionally, the University Libraries is central to the research process. Its relatively new programs such as Digital Library Initiatives, Newfound Press, the UT Digital Repository, Research Collections, Research Services, and the Commons reflect priorities that emphasize

- serving faculty research, teaching, and publishing agendas (building collections to support faculty research, providing tools, delivering everything they want to the desktop, developing technological expertise for their publishing projects, supporting the infrastructure for their courses);
- serving student study needs (creating new physical and virtual spaces for private and group work, helping students become more efficient researchers);
- preservation (e.g. launching institutional repositories, as 87% of librarians in a recent Ithaka survey cited archiving and preservation of an institution's intellectual assets as a "very important" reason for having IRs);
- making scholarship available to the wider world (open access, digitizing special collections); and
- lowering the cost of scholarship (alternative publishing, legal experts to negotiate contracts).<sup>5</sup>

The University Libraries is supporting scholarly communications by expanding online collections and creating research environments to help faculty and graduate students create the scholarship of the future. The Newfound Press demonstration explores ways the universities might take more control of publishing that has become an expensive commodity and lower the cost of scholarship. Developing infrastructure and tools to enable multimedia publication has potential applications in all disciplines.

Collaboration is essential to achieve a robust scholarly publishing environment at the University of Tennessee. Likely partners for Newfound Press and the University Libraries include campus faculty, the Instructional Technology Center (ITC), the Office of Information Technology (OIT), the Office of the Provost, the Office of

Research, and the University of Tennessee Press. Synergy among faculty and librarians will increase with the involvement of educational technology specialists who suggest innovative ways to communicate through digital formats and help develop enabling tools. University leaders have high expectations for quality teaching and research. Informing faculty about their intellectual property rights and encouraging faculty to make full advantage of fair use both stimulates productivity and supports the public university mission of disseminating research results widely for the common good. The university Office of Research has a stake in publishing services which help the campus become increasingly competitive for grant funding. Another partner, the University of Tennessee Press, possesses considerable publishing experience and connections. Newfound Press will benefit from UT Press expertise in marketing and print on demand, while technologies tested through Newfound Press may be applicable to UT Press projects. These campus units share a commitment to advancing university scholarship goals.

Newfound Press is available to any author seeking a publisher. An open access imprint, Newfound Press receives non-exclusive permissions for works published, enabling authors to gain maximum exposure for their work while retaining their intellectual property rights. A digital publishing demonstration that began with familiar genres, Newfound Press is experimenting with innovative forms of scholarly discourse. Newfound Press offers authors and editors a test bed for publishing research that may appeal to a limited audience or be expressed in non-traditional formats. The University of Tennessee community directly benefits from Newfound Press as faculty, librarians, and technologists explore current practices and trends in scholarly communication. During its formative stages, Newfound Press will consider content in any discipline from any scholar, using criteria established by the Editorial Board to guide the selection of the works published.

### ***Objectives, Strategies, Benchmarks, Risks and Contingencies***

#### *Objectives*

The following objectives enable Newfound Press to fulfill its mission of developing a framework to make peer-reviewed scholarly and specialized works available worldwide.

- Advise and collaborate with faculty who seek new venues for publication of their research results. Selection criteria favor projects that demonstrate scholarly rigor, offer innovative presentation (including multimedia), contain content and an approach of potential interest across scholarly disciplines, reflect regional relevance, and/or merit wide dissemination and preservation but are unlikely to be published by a traditional press because of narrow focus or innovative format.
- Provide publishing services that include workflow management, production (copyediting, formatting, layout design), hosting, and dissemination of peer-reviewed content.
- Apply access and discovery identifiers to publications, including ISBN/ISSN, Library of Congress registry, cataloging, metadata, persistent URLs, and notification of abstracting and indexing services and registries such as the Directory of Open Access Journals (DOAJ) and the Public Knowledge Project (PKP). Unique identifiers enhance the bibliographic description and discovery of publications and are essential components of scholarly communication.
- Preserve content through local system platforms, format migration, and registry with preservation services such as LOCKSS and/or Portico.
- Record and report use data.

- Promote the availability of publications.
- Provide links to print on demand services.
- Define a minimum set of traditional and new model publishing activities and requirements to support them.
- Identify and offer new services to support authors and editors.

### *Strategies*

- Distribute information about Newfound Press to the UT community. Invite queries and proposals for publications.
- Editorial Board members manage peer review for specific works with support from Newfound Press staff.
- In collaboration with library departments and OIT, refine standards for the delivery and preservation of media formats.
- Develop procedures for securing and recording ISBN/ISSN numbers, applying cataloging and metadata, notifying abstracting/indexing services and other channels for bibliographic access such as DOAJ, PKP, and LC registry, and registering content with LOCKSS, Portico, or other preservation services.
- In collaboration with technology colleagues, develop mechanisms to record and report use data.
- In collaboration with UT Press, UT Graphic Arts, or a web-based company, identify and link to at least one reasonably priced print on demand service.
- Prepare and disseminate press releases and other publicity to bring publications to the attention of specific audiences.
- Invite potential reviewers to write about specific publications.
- Collaborate with ITC to support faculty who wish to publish multimedia works.
- Determine intellectual property policies through consultation with the Editorial Board and post policies on Newfound Press web pages.
- Develop annual operating plans and prepare annual reports in conjunction with the library's planning process.
- Prepare a program statement supporting the creation of a Newfound Press endowment in the current university development campaign.

### *Benchmarks*

- Publish or host new works each year.
- In conjunction with the library's planning calendar create goals that reflect the objectives and strategies above.
- Describe progress towards Newfound Press goals in an annual report and in occasional reports to the Editorial Board.
- Release new marketing products each year.
- Secure new funding through university allocations from state or endowed funding.

### *Risks and Contingencies*

- University and library priorities could change, reducing or eliminating support for Newfound Press. Should Newfound Press dissolve, the library assures preservation of existing publications in perpetuity. Format migration is assumed. Emerging print on demand services, as well as mass digitization projects, increase chances that content will be available for generations to come.
- Submissions that meet the selection criteria and expressed interest in Newfound Press services could exceed the resources allocated, particularly for staff time and server space. This would be a desirable problem, with a range of contingency

options available. One possibility is that the Press would become more selective of projects. Another option would be to allocate additional staff and computing resources. Availability of designated endowed funds provides some assurance for sustainability and growth. Increased university support for scholarly publishing would stimulate innovation and draw attention to the value of a digital press for the campus.

- Staff time and computing resources may be invested in projects that do not work. Authors could change their minds about publishing with the Press after staff invest time in planning, peer review and production. Given the exploratory nature of the Press, some staff time will be devoted to consultation that does not result in publication. Each project provides Newfound Press with opportunities to gain experience and observe trends that will inform future procedures and solutions.
- Risks associated with intellectual property issues are complex. Newfound Press requires authors to sign a statement giving the Press non-exclusive rights to publish in perpetuity. The current statement does not contain an indemnification clause. Although traditional publishers require authors to sign detailed contracts, it is unlikely that differences with authors are resolved through litigation. The most appropriate contingency for such cases is to negotiate a resolution that satisfies both the author and the Press. Because Newfound Press is an open access publisher, authors are encouraged to use Creative Commons licenses which outline the terms for use of the content. The Newfound Press web site includes copyright information. The University Libraries would respond to any queries about violations of intellectual property with an investigation and a commitment to resolution of differences. Attorneys will be consulted as needed.

### ***Resources***

Hahn's ARL report addresses the cost of library publishing services:

Library publishing services have few pretensions to the production of elaborate publications and libraries pursue a different economics from those of traditional publishers. Libraries' products certainly resemble many publications produced by traditional publishers, but they are largely electronic-only and basic in their design. Limiting services to purely electronic publications offers some significant advantages over print-oriented publishing. Costs are kept low by simplifying production and design and relying on open-source software. Online full-text publishing enables discovery by a wide range of search engines and full-text searching, reducing the need for marketing. Workflows tend to be streamlined and almost all services are highly automated once production commences.

For many publications the goal is to keep publishing costs low enough to be managed as core library services. Start-up or set-up costs for journal publishing are generally substantially higher than ongoing publishing or dissemination costs. As with most scholarly publishing, much of the work of content recruitment and selection, and even some editing, is done by unpaid volunteers drawn from the ranks of active scholars and researchers. The largest costs lie in the startup process of advising, prototyping, creating workflows, and generating whatever layout and graphic design is considered adequate. However reduced, of course, there are still real costs to providing basic publishing services.<sup>6</sup>

As with many other research universities starting scholarly publishing services, financial support for Newfound Press currently comes from within the University Libraries. Following are estimates of resources needed to support Newfound Press for three years beginning in July 2008. Fiscal year 2008/2009 is considered a start-up year.

### *Human Resources*

Newfound Press is a core library service unit within the University Libraries Scholarly Communication & Newfound Press department reporting to the Executive Associate Dean of Libraries. The department offers advice and consulting about a variety of publishing practices and decisions; publication of peer-reviewed content; archiving, dissemination, and preservation of the university's intellectual capital; programming to increase awareness of scholarly communications issues and developments; collection and dissemination of information related to intellectual property rights; and research and development that helps faculty and students create the scholarship of the future. While the primary focus of Newfound Press is to publish peer-reviewed content, its mission and goals are closely allied with other University Libraries scholarly communication initiatives.

The head of Scholarly Communication leads Newfound Press for approximately one-quarter time with responsibilities that include oversight of the Press, manuscript solicitation, consultation with authors and prospective authors, financial management, and promotion. Editorial staff include a managing editor (.25 FTE, English Studies and Theatre Librarian) and a technical editor (.5 FTE Senior Library Associate III). The managing editor provides editorial direction and services, promotional research and writing, and oversees registry with bibliographic discovery services such as the Library of Congress, ISBN, ISSN, and metadata application. The technical editor designs and creates digital files and layout, applies appropriate metadata, registers publications with various harvesters and search engines, compiles use data, manages journal hosting, conducts copyediting, and oversees web pages.

An Editorial Board comprised of UT faculty and professional staff with staggered two-year terms provides advice about annual operating strategies and manages the peer-review process. The Editorial Board collectively represents a substantial UT faculty and staff service commitment, particularly for Board members who manage manuscript review. As more Board members participate in the process, the sustainability of this approach will be assessed. However, the model for reliance on faculty service to support scholarly publishing has worked effectively for generations within discipline-based scholarly societies and commercial presses.

Library digital publishing draws on human resources in both the internal and campus infrastructure. Among the specializations needed to support Newfound Press publications are technology expertise related to software applications, digitization, preservation, and cataloging/metadata. Outreach and instruction services will contribute to Newfound Press marketing. To reach its goals, Newfound Press requires help from staff in units such as the UT Digital Repository, library and campus technology support, Digital Library Initiatives, Research Collections, Research Services, and metadata services. Fortunately, Newfound Press publishing experiences may stimulate innovations in projects sponsored by the collaborators. Also, Newfound Press authors interested in new forms of scholarship are likely to request service from several of these interconnected groups.



New funding is needed for graduate student assistance and additional staff to perform digital publishing tasks. A doctoral student hired with Scholarly and Research Incentive Funds (SARIF) funding in 2008 provided copyediting, permissions procurement, and digitization assistance, demonstrating the viability of graduate student talents to support the work of the Press. Funding for .25 FTE graduate students (at \$10 per hour) during 2008-2009 and .5 FTE for FY 10 and FY 11 would provide copyediting, metadata application, digitization, and file management services while exposing future scholars to the emerging scholarly publishing environment.

Tasks assigned to the managing and technical editors are both diverse and considerable. The addition of one support staff position will enable Newfound Press to meet increased demand from faculty. Given that the most popular publishing service in research libraries is hosting online journals, one person responsible for all aspects of journal hosting could enable UT to meet faculty needs. If the multimedia publication envisioned by the Board becomes popular with faculty, additional staff support will be needed in this area.

The following table summarizes human resource needs and costs for three years.

***Newfound Press Human Resources Needs, 2008-2011***

Human Resources	Year 1 (Start Up) 2008-2009		Year 2 2009-2010		Year 3 2010-2011	
	Quantity	Cost	Quantity	Cost	Quantity	Cost
Director (Head Scholarly Communication)	.25 FTE					
Managing Editor (English Studies & Theatre Librarian)	.25 FTE					
Technical Editor (Senior Library Associate III)	.50 FTE					
Graduate Student @ \$10/hr	.25 FTE	\$ 5,000	.5 FTE	\$ 10,000	.5 FTE	\$ 10,000
Senior Library Associate I					1 FTE	\$ 21,402
Library staff specializing in technology, Digital Library Initiatives, cataloging, public relations, Research Services & Collections, UT Digital Repository						
Newfound Press Editorial Board						
OIT						

*Technology Resources*

Newfound Press technology expenditures in FY 08 included \$2,380 (from a collection endowment) for OIT to record and produce fourteen presentations during and prior to the April 2007 *The Road Home; McCarthy's Imaginative Return to the South* conference about the work of Pulitzer-Prize winning author, Cormac McCarthy. The content uses approximately five gigabytes (5 GB) of server space, and was hosted by Digital Media Services (DMS) at a deeply discounted fee of \$115 for nine months. At the usual DMS storage fee of \$5 per gigabyte per month, the annual cost for these files would be \$330. A rough estimate of server space requirements for video recordings is approximately two hours per gigabyte for "talking heads" and one hour per gigabyte for recordings with more action.

Newfound Press experimented with the conversion of VHS video to digital format in FY 07. Content from a conference (*Democracy & Tradition* sponsored by the Religious Studies Department) held at UT in 2004 that currently uses 17 GB on a library server. Approximately twenty hours from library and OIT staff were devoted to developing standards for digitization and recording. While the group agreed upon many standards for production, more decisions and documentation are needed. These should be resolved in a broader context that includes the UT Digital Repository and other library digitization projects such as those led by Special Collections and Digital Library Initiatives. Standards and documentation for Newfound Press content should be consistent with overall library technology architecture. Development time should be budgeted for the next three years to accommodate a dynamic media environment and emerging digital preservation standards. Some of the questions to be resolved for Newfound Press include display applications (e.g., RealPlayer, Windows Media, QuickTime), preservation format cost/benefit, the role of emerging national digital preservation services such as LOCKSS and Portico, and documentation of procedures.

The Newfound Press focus on multimedia will require large amounts of server space. Existing Newfound Press content uses 25 GB of storage space on three different servers. The library server hosting the web site uses 3 GB; the *Democracy & Tradition* conference videos occupy 17 GB on a library server used for development (contains duplicate files that should be deleted); and DMS hosts the McCarthy conference videos that require 5 GB and annual payment of a hosting fee. If Newfound Press publishes fifteen to twenty monographs, six journals, and six multimedia projects within the next three years, library technology colleagues suggest that one terabyte (TB) of space should be sufficient. Of course, file sizes may vary widely depending on content format. The table below shows current Newfound Press publications and the amount of server space devoted to each.

***Server Space Required for Newfound Press Publications, May 2008***

<b>Publication Title</b>	<b>Server Space Used</b>
Goodness Gracious, Miss Agnes	7 MB
Travels of a Country Woman	12 MB
Simplicissimus	8 MB
Gamut (electronic journal)	100 MB
Democracy & Tradition (conference)	17 GB
The Road Home (McCarthy conference) video recordings on DMS server	5 GB
The Road Home posters on library server	17.6 MB
The Road Home photos on library server	44 KB

Server space, however, is just one hardware component to support digital publication. It is likely that Newfound Press text and video files will reside on different servers. A video streaming server requires considerable storage space as well as enough RAM memory and processor speed to process large multimedia files as they are viewed by users. A video streaming server with an 8 TB storage capacity and appropriate upgrades will cost approximately \$10,000-\$12,000. Software to manage streaming may be open source or commercial. Another cost is for tapes to back up publications. To accommodate one TB of stored data over three years, Library Technology Services (LTS) would purchase three sets of three tapes for rotation to back-up locations. Each tape holds 400 GB of uncompressed data; purchases could be made in three increments as total file size increases. Estimated

cost is \$500 per tape. As new servers are added to the library machine room, more network ports and electrical power will be required, as well as a network speed upgrade from 100 MB to one GB. A UPS battery unit to keep servers running during electrical power outages is an essential investment to maintain access to content 24/7. While a UPS battery for one server would be less than \$1,000, the library will likely purchase a unit for all servers; estimated cost is \$5,000.

Other software needs include *DreamWeaver* for web page design, *InDesign* for monograph layout, *Open Journal Systems* for journals access, *Adobe AcrobatPro* for creating and reading PDF files, and *Photoshop* to support individual publication graphics as well as web page design. Although OJS is open source, programming skills are necessary for customization.

The following table summarizes needs for technology resources exclusively devoted to Newfound Press in the next three years.

***Newfound Press Technology Resource Needs, 2008-2011***

Technology Resources	Quantity	Year 1 (Start Up) 2008-2009		Year 2 2009-2010		Year 3 2010-2011	
		Cost	Quantity	Cost	Quantity	Cost	Quantity
Workstations @ \$1,700			1	\$ 1,700	1	\$ 1,700	
Server Space @ \$1,000/TB	1 TB	\$ 1,000					
Video Streaming Server @ \$10,000/8 TB	1 TB	\$ 1,250					
Software							
Photoshop, Dreamweaver, InDesign		Already installed	1	\$ 500	1	\$ 500	
Adobe Master Collection	1	\$ 500			1	\$ 500	
Final Cut Pro for video editing			1	\$ 500			
<b>Total</b>		<b>\$ 2,750</b>		<b>\$ 2,700</b>		<b>\$ 2,700</b>	

The technology needs of Newfound Press will be small compared with much larger scale projects undertaken by Digital Library Initiatives and the UT Digital Library Repository. Technology support for hardware, server space, software, and consultation should realize some economy of scale as the technology architecture for the library evolves. Nevertheless, the table above reflects costs to maintain and expand Newfound Press publications. New workstations should be acquired in the second and third years to accommodate a growing staff. Purchase of a Mac operating system, the standard platform for multimedia development, will expand publishing capability. Newfound Press could share with other projects the cost of purchasing server space for text and multimedia. The software listed in the table supports maximum staff productivity.

An alternative to purchasing a library video streaming server is to rely on the OIT's Digital Media Services to host the content. Current cost of the service is \$5 per GB per month (\$60/GB per year). Given the outer limits of Newfound Press server space projections, one TB would cost \$60,000 per year.

*Operating Resources*

Operating resources projected for the next three years include graphic arts, the purchase of ISBN numbers, marketing, video recording and production, digitization services, purchase of images and permissions, legal advice, travel, and training. While many resources needed for digital publishing can be supported within the existing infrastructure, some capital outlay is essential. The table below projects operating resources needed to publish an estimated fifteen to twenty monographs, six journals, and six multimedia programs during the next three years.

***Newfound Press Operating Resource Needs, 2008-2011***

	<b>Year 1 (Start Up) 2008-2009</b>		<b>Year 2 2009-2010</b>		<b>Year 3 2010-2011</b>	
<b>Operating Resources</b>	<b>Quantity</b>	<b>Cost</b>	<b>Quantity</b>	<b>Cost</b>	<b>Quantity</b>	<b>Cost</b>
Graphic Design @ \$50/hour	10	\$ 500		\$ 1,000		\$ 1,500
ISBN Numbers @ \$30 each	10	\$ 300	10	\$ 350	10	\$ 400
<b>Marketing</b>						
Brochures @\$\$.50 each	2,000	\$ 1,000	2000	\$ 1,050	2000	\$ 1,105
Posters @\$1 each	50	\$ 50	50	\$ 50	50	\$ 50
Printing @ \$40 per monograph	40	\$ 2,400	40	\$ 2,400	40	\$ 2,400
Travel from Knoxville & to Knoxville		\$ 6,000		\$ 8,000		\$ 8,000
Video recording & production for 10 hours		\$ 2,500		\$ 3,000		\$ 3,500
<b>Digitization services</b>						
Image purchases & permissions		\$ 200		\$ 250		\$ 300
Legal advice @ \$200-\$250/hour	10 hrs	\$ 2,000	5 hrs	\$ 1,250	5 hrs	\$ 1,500
Training		\$ 2,000		\$ 2,500		\$ 3,000
<b>Total</b>		<b>\$ 16,950</b>		<b>\$ 19,850</b>		<b>\$ 21,755</b>

The graphic designer for the *Gamut* web pages charged \$500, the going cost for web design of approximately \$50 per hour. While some graphic design can be handled by library staff or by authors, a small allocation for increasing amounts of external web design services supports an expanding Newfound Press portfolio. The Press purchased a package of ten ISBN numbers at \$30 each in 2007; five have already been assigned to monographs, including those associated with multimedia. There is no charge for ISSN numbers.

Marketing Newfound Press content both enhances discovery and contributes to developing a reputation for high quality publications. Strategies for promoting the Press and its content include development of printed brochures and posters that publicize publications and programming. Travel funding supports marketing by enabling the delivery of presentations outside Knoxville and hosting speakers on campus. The Editorial Board envisions programming on scholarly communication issues as one strategy to engage faculty in discussions about the potential benefits of digital publishing in general and, specifically, publishing with Newfound Press. An allocation for printing Newfound Press monographs will enable the production and distribution of review copies to solicit book reviews for scholarly journals. In keeping with its digital mission, Newfound Press favors paperless marketing methods whenever possible.

During FY 07 Newfound Press commissioned the recording and production of fourteen presentations related to the Cormac McCarthy conference at a cost of \$2,380. Amounts listed in the table above would cover the cost of approximately ten hours of recording and production per year. The line for digitization services is included to reflect that while library digital production can probably accommodate the needs of Newfound Press, outsourcing is an option should a large job materialize. During FY 08 Digital Library Initiatives spent approximately forty hours assisting the author of a Southern sermons bibliography in which Newfound Press has expressed interest; staff converted the content from an old database to its current format that uses MySQL and a php5 interface.

For the *Simplicissimus* manuscript, Newfound Press purchased an image from Yale University Library at a cost of \$20 during FY 08. A small allocation for future purchases and permissions will enable the incorporation of externally owned images into publications. Online publications involve complex intellectual property issues. Because UT legal counsel is generally unavailable to academic departments and individual faculty, outsourcing would be a mechanism for securing well-informed legal advice when necessary. Ten hours are budgeted for the startup year, with five hours for the following two years.

Finally, training will enable Newfound Press staff to develop requisite skills for digital publishing. New skills are needed to make the most of design and journal management software, create discovery mechanisms (such as metadata, Digital Object Identifiers, registry with abstracting and indexing services), and host multimedia works. Exploring new services, such as print on demand, provides opportunities to learn new vocabularies and foster collaboration with experts as staff gain knowledge through practice.

Although the University Libraries is providing start up funding for Newfound Press, future support could come from a combination of state and endowed funds, partnerships, grants, and the creation of designated endowments. The University Office of Research awarded a SARIF grant in 2006 to support Newfound Press electronic journal start-up. Faculty editors and authors have received departmental support for travel to scholarly conferences to speak about Newfound Press services. A university development campaign in progress has the potential to create an endowment designated for Newfound Press. Publishing services will be sustained through the collaboration of Newfound Press stakeholders. Although production of print monographs, CDs, and restricted access charges are potential sources of revenue, the cost to generate income must be balanced with the cost to create and maintain fiscal accounting mechanisms. For the coming three years, Newfound Press will focus on developing digital content for open access distribution.

Newfound Press production since 2006 has provided some basis for predicting future costs and staff capacity to handle new submissions. The envisioned publication of fifteen to twenty monographs, six journals and six multimedia presentations during a three-year period promises increasing staff facility with production of the relatively traditional book and journal formats. Approximately 50% of overall resources will be devoted to multimedia and other emerging forms of scholarly communication. Total costs (not including existing staff support) of \$24,700 for FY 09; \$32,550 for FY 10; and \$55,857 for FY 11 will purchase a robust scholarly publishing program for the University of Tennessee that addresses faculty needs to disseminate the fruits of their research in the digital environment. Further, Newfound Press demonstrates to the academic community the potential benefits of increased campus support for scholarly publishing. Cost increases during the first triennium are primarily for staff

resources that enable the Press to publish greater amounts and more complex content.

### **Conclusion**

The ARL survey observes that many libraries are using a digital publishing business model that subsidizes set up and then relies on other funding approaches for ongoing publishing. Other libraries are seeking special funds for start up, but providing ongoing publishing support as a core library service. The Newfound Press business plan is a blend of these models in that the campus has contributed to start up and, while the library is clearly establishing scholarly publishing as a core service, success is dependent upon the continuation of and, hopefully, expansion of campus contributions.

University of Tennessee faculty are among the institution's most valuable assets. Research productivity and scholarly communication are central to the academy's ability to attract the best students, prepare competitive grant proposals, and build an international reputation for innovation and quality. In a culture where increased university attention to scholarly publishing promises economic benefits, a library digital press and related services enable the university to expand the existing infrastructure to provide publishing assistance to faculty. The outlook for Newfound Press is bright. With many other research universities still contemplating scholarly publishing initiatives, UT has established a competitive edge, demonstrating beneficial results at a modest cost. As scholarship continues to exploit emerging technologies, Newfound Press is well-positioned to offer faculty enhanced services in a rapidly changing publishing culture. This business plan is funded for FY 09 through the current library infrastructure and an allocation of \$11,500 from undesignated collection endowments. Funding for FY 10 and FY 11 will be allocated within the context of library annual planning cycles.

The Newfound Press demonstration offers several options for library digital publishing. If every research library worldwide were to provide similar services, access to scholarship could become more transparent than ever before. The name Newfound Press was inspired both by the landscape of the Great Smoky Mountains and the desire to offer new approaches for scholarly publishing. Like the geographic explorations of our region's early settlers, Newfound Press is venturing into a territory filled with possibilities beyond the scope of our imaginations. Leading the expedition are members of the Editorial Board and Newfound Press authors, contemporary pioneers whose vision for global access will influence future library digital publishing innovations.

### **Notes**

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<sup>1</sup> Karla L. Hahn, *Research Library Publishing Services: New Options for University Publishing*. Washington, D.C.: Association of Research Libraries, March 2008. <http://www.arl.org/bm~doc/research-library-publishing-services.pdf>.

<sup>2</sup> Laura Brown, Rebecca Griffiths, and Matthew Rascoff, *University Publishing in a Digital Age*. New York: Ithaka, 2007. <http://www.ithaka.org/strategic-services/university-publishing>.

<sup>3</sup> Hahn, p. 28.

<sup>4</sup> Christine Borgman, *Scholarship in the Digital Age: Information, Infrastructure, and the Internet*. Cambridge, MA: The MIT Press, 2007.

<sup>5</sup> Brown, p. 15.

<sup>6</sup> Hahn, p. 6.