

times, a rather frustrating feature of this book, particularly when extensive statistical detail is provided which tends to obscure the overview of a project. On a more positive note, the length of the chapters does make it an easy book to dip into, rather than one requiring sustained concentration!

Hefty price tag aside (rather ironic given the subject), I would recommend this book to all those who want to know more about the tangible steps being taken around the world in order to address information inequalities. It is inspiring to read about these projects, and if lessons learned from their implementation are taken forward and used by others, all the better.

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**Campus-based Publishing Partnerships: A Guide to Critical Issues**

Raym Crow

Washington, DC, Scholarly

Publishing and Academic

Resources Coalition, 2009, 72 pp.

Freely available at

<http://www.arl.org/sparc/partnering>

SPARC is to be commended for commissioning consultant Raym Crow to prepare this timely report on publishing partnerships that have been evolving over the past decade on university campuses. It both summarizes a range of ongoing collaborations, treating a few in depth in an appendix, and offers a useful analytic framework to guide those managing them.

While university presses have by themselves been experimenting for a

much longer time with various approaches to e-publishing (as tracked by the Association of American University Presses,<sup>1</sup> more recently presses have been looking to find collaborators to share both the risks and the rewards and, spurred by the recommendation of the July 2007 Ithaka Report<sup>2</sup> that they seek to align their missions more closely with those of their parent institutions, have increasingly looked for such partners on their own campuses, particularly but not exclusively with libraries. Meanwhile, reacting to pressures from faculty and university administrators to provide more electronic services and motivated by their budget problems to find alternatives to traditional print-based publishing models, libraries have become involved in developing new ways to make materials housed or created on their own campuses more readily available, whether through basic hosting services such as institutional repositories or in more ambitious efforts to launch fully-fledged publishing operations.

Academic departments, research institutes, and computing centers have, for their own reasons, sometimes engaged in these collaborations, too.

This new SPARC Guide aims to survey the terrain as it exists today and to provide a basic roadmap for successful partnering. It focuses on collaborations where both libraries and presses are involved, but expects its analysis to apply in many ways to other campus entities as well and, indeed, explicitly includes 'academic units' and 'computing centers' along with libraries and presses in one especially helpful table (5.1) comparing core competencies of the four different types of entity. Though understanding the reasons for this focus, I would have appreciated some more emphasis on the role of computing services, as it has been

my experience that the IT services play different and sometimes competing roles in computing labs, libraries, and presses.

An initial overview of current collaborations divides them into five main types: backfile digitization projects; library online provision of press print publications; press distribution of library-sponsored content; digital research and reference services; and online publishing platforms. The basic business models are identified as 'parallel' and 'integrated'. The former, where 'the press and the library each operates under its own funding model', predominates in the vast majority of collaborations; the 'integrated' approach, where press and library operate the collaboration under a unified model with risks and returns fully shared (though not necessarily equally), is touted as being more conducive to long-term success for collaborations that have the ambition of moving beyond one-off projects. The information in this overview seems generally reliable, but according to the University of Virginia Press's director, it is 'very misleading' to describe its Rotunda project as a collaboration of the press, library, and academic computing, and Eelco Ferwerda, the University of Amsterdam's digital projects manager, characterizes the library-press collaboration there as 'much broader than described in the Guide'. (Ferwerda provides, in addition, some interesting information about libraries at some European universities, e.g. Göttingen, that have launched presses themselves.)

In a chapter titled 'Strategic Objectives for Presses and Libraries', the Guide then elaborates the 'general benefits of partnering' before devoting a section each to benefits specifically for libraries and for presses. (Not least among the benefits for presses are the 'political' ones accruing from their perceived

greater utility to their parent universities when they collaborate with libraries, which affords presses a measure of protection especially in times of economic hardship.) The goal here is for libraries and presses to be clear about how their partnership can help each attain its own strategic objectives, which is necessary to 'gain the commitment and resources it needs to succeed'.

The next chapter stresses the importance of reconciling the disparate financial models that libraries and presses use if a collaboration is to be sustainable over time. It also points out the advantages of including some revenue-generating programmes to lessen the dependency of the collaboration on the vagaries of university budget allocations and to create surpluses that can cross-subsidize other programs that may be critical to mission success but less capable of finding a market. The utility of business principles, even for non-profit organizations, is highlighted for their importance to operating a collaboration in an economically cost-effective manner.

'Practical Partnership Issues' are discussed next. These include: 'whether each organization is prepared to collaborate'; 'what strengths each organization brings to the partnership'; 'how the partnership defines its strategy and the type of publishing services that it wants to offer'; 'the objectives and performance criteria for the partnership'; and 'how the partners structure and manage their alliance'. On this last point, the Guide sets out a spectrum of possible relationships, from 'informal alliances' on one end through two types of 'joint venture' all the way to an 'independent management structure'. The more ambitious the objectives and scope of the collaboration are, 'requiring a significant commitment of resources and entailing greater risk', the more imperative

it becomes to develop a formal structure for the partnership.

The Guide concludes with three case studies: the *Global, Area, and International Archive* (GAIA) of the University of California, which is a collaboration among the press, California Digital Library, and the division of International and Area Studies (UCIAS); *Lexicons of Early Modern English*, a joint project of the library and press at the University of Toronto; and *Project Euclid*, a cross-institutional venture of Cornell University Library and Duke University Press.

According to SPARC's announcement in issuing the Guide, it

will help partnering organizations to: establish practical governance and administrative structures; identify funding models that accommodate the different financial objectives of libraries and presses; define objectives that advance the missions of both the library and of the press, without disrupting the broader objectives of either; and demonstrate the value of the collaboration to university administrators.

It should indeed be helpful in all these ways.

Finally, it needs to be noted that the Guide was released in conjunction with the establishment of a new website, the Campus-based Publishing Resource Center,<sup>3</sup> which is managed by an 11-member editorial board (which includes the two co-directors of Penn State's Office of Digital Scholarly Publishing). It currently offers case studies, a bibliography, and a listserv, and plans eventually to provide FAQs, sample planning documents, and an index of collaborative projects as well.

#### References

1. <http://www.aaupnet.org/resources/electronic.html>
2. <http://www.ithaka.org/strategic-services/university-publishing>

3. <http://www.arl.org/sparc/partnering/>

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**PoWR: The Preservation of Web Resources Handbook – Digital Preservation for the UK HE/FE Web Management Community**  
University of London Computer Centre

JISC, 2008, 102 pp.

e-Book, free online at

<http://jiscpowr.jiscinvolve.org/files/2008/11/powrhandbookv1.pdf>

The recent explosion of available digital and online content has put library resources, already squeezed by annual budget cuts and physical space constraints, under further pressure and has raised new issues regarding the management and preservation of web resources. When combined with a frequent lack of centralized awareness, the institutional preservation of web resources can soon take on the appearance of a cultural, political, technical, and legal minefield, and the authors of the *Handbook* do their best to navigate users through any potential pitfalls.

*PoWR: The Preservation of Web Resources Handbook* provides an invaluable guide to librarians and the UK HE/FE web management community, by addressing issues of digital preservation and the future-proofing of digital content. This is a significant study-cum-guide, and what makes this well-structured handbook even more relevant is that it is based on real-life experiences, collated from workshops, blogs, and related case studies undertaken as part of the JISC-funded PoWR project. As outlined in the Introduction, 'one of the goals of PoWR is to make current trends in digital pres-