

## Publishing *Inti*: A Suite of Services Case Study

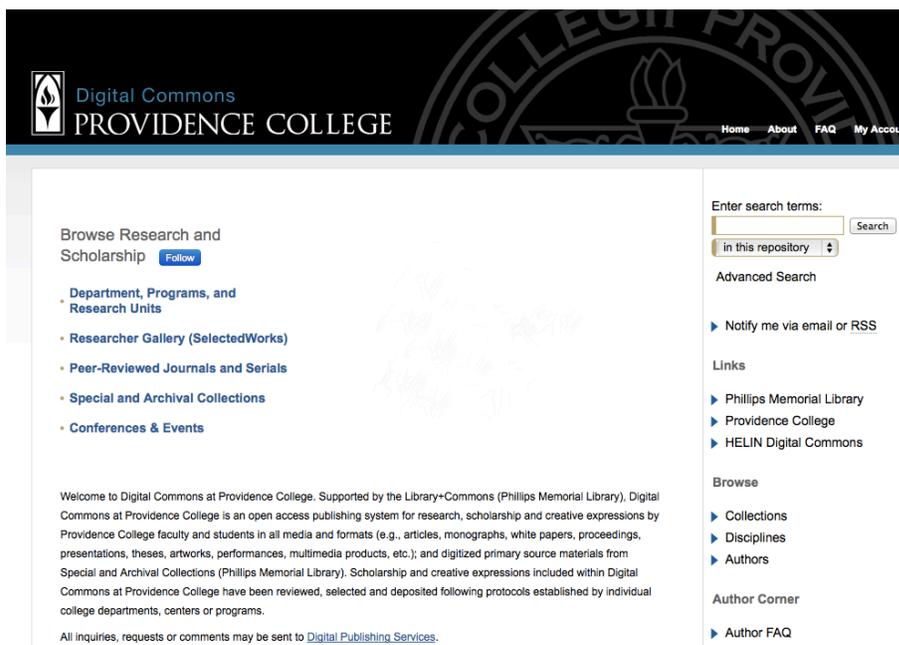
Supporting the teaching, learning and research (TLR) continuum is an organizing principle for engagement between Providence College's Phillips Memorial Library (PML) and its community—a lens through which all PML departments realize their mission. The Digital Publishing Services (DPS) Department (initially called “Digital Services Department”) at the PML was established in 2007 to investigate new collaborations and publishing models for supporting local faculty and student scholarship and creative works. The mission of DPS is demonstrated through its collaboration with the faculty editor of the journal *Inti: La revista de literatura hispánica*.<sup>1</sup>

### Digital Publishing Services: A History

#### Phase I: Tactical

The PML at Providence College (PC) is part of a consortium of higher education and special libraries (i.e., Higher Education Library and Information Network / HELIN Consortium). Early in 2005, the HELIN Central Office, supported by the HELIN Board of Directors, submitted a grant application to the Davis Educational Foundation to support implementation of a consortium-wide institutional repository (IR). With grant funds, a distinct repository would be created for each participating HELIN institutional library. Each library's IR would implement unique institutional domain names and branding; and an “umbrella site” with a HELIN brand would be created encompassing all content included in each IR for cross searching.

In August 2005, a new Library Director arrived at PC's PML. At the end of 2005, HELIN was awarded the aforementioned grant. The Library Director recognized the potential value of IRs and had previous experience with them, but his previous experience had been with an open source solution that required extensive local support



resources. The HELIN grant application had cited bepress (Digital Commons) as its technical infrastructure partner (including ongoing support for IR development), and the Library Director was enthusiastic to explore this Software as a Service solution (SaaS).

In early 2006, the Library Director, recognizing the need for dedicated support to IR development and supporting services, reengineered an existing, open faculty-librarian position to accommodate Digital Commons-PC<sup>2</sup> needs. The open Cataloging position was restructured as Cataloging and Digital Projects Librarian (CDPL). Fifty percent of this position's energies would provide oversight of cataloging services, and fifty percent would manage IR development, working closely with Special and Archival Collections to identify and digitize materials for publication through Digital Commons. The debut (project presentations and discussion) to formally announce Digital Commons to the PC community was scheduled for February 14, 2007.

At the time of the opening, there were still no formal facilities (workspace/lab) or dedicated staff to support the new work beyond fifty percent of the CDPL's time. The Library Director with the CDPL developed plans for pertinent equipment, facilities (space) and additional staff. Furniture and technology requests (i.e., desks, chairs, Macintosh computers, scanners, Optical Character Recognition (OCR) software, Adobe's Creative Suite) were submitted through existing College funding channels to outfit a vacant space within the library. Two non-exempt, open positions (one full-time, one half-time) from Archives and Interlibrary Loan (ILL), respectively, were restructured and moved to a newly created Digital Services Department, both reporting to the CDPL. With the new department in place, the Library Director and CDPL increased their engagement with the campus community, identifying College or faculty-owned (copyright-secured) collections that would gain benefit and bring benefit to the research audience through digitization and publication.

## **Phase II: Agile-Strategic**

The Digital Services Department continued to evolve, growing in directions informed by advances in technology, changes in scholarly communication and institutional needs. Early in 2009, the CDPL left for another position. The Library Director once again reviewed the position relative to library strategic thinking/planning and decided to shift the position's focus to more strongly develop a library digital services program (position title descriptors flipped, "Digital Services and Cataloging"). The position was filled in January of 2010, and shortly thereafter an additional full-time staff position was added to the Digital Services Department from an obsolesced library function. The "Digital Services and Cataloging Librarian" position was again refocused and renamed in 2011: "Head of Digital Publishing

Services.” This new title reflected the library’s commitment to establish a set of publishing services and to accommodate further expansion of services and staff within the department (department title also changed: “Digital Publishing Services”).

Since 2011, the department has increased its staff (6.5 FTE), redefined and promoted existing staff, and increased collaboration across the College with students and faculty, significantly increasing digital publication output and development of Open Educational Resources. In 2011, Digital Publishing Services Coordinator and Digital Media Specialist positions were created in response to increased requests for services and the need for increased outreach to the community. The department no longer simply provides support services, but rather increasingly behaves as an equal collaborative partner in the creation, management, preservation and delivery of TLR resources.

As of this writing, Digital Publishing Services<sup>3</sup> (DPS) staff assist and collaborate in a wide variety of knowledge creation activities, providing expertise in areas such as: publication options (Web and print); copyright advisement; scanning/digitization; media creation; graphic design; text processing (OCR) & encoding (TEI); metadata consultation; and publishing platform R&D. The DPS Lab<sup>4</sup> is equipped with high-end 27” iMacs and PCs, which include a suite of media creation software, and a selection of scanners, digital cameras and audio recorders for capturing analog as digital surrogates.

## Engaging Inti

*Inti: Revista de literatura hispánica* was founded by Dr. Roger B. Carmosino in November 1974 at the University of Connecticut, Storrs. Since then, and without interruption, *Inti* has been publishing the results of academic research in all areas of Latin American and Spanish Peninsular letters. It has also been a vehicle for creative writing from the Hispanic world.

In 2007, *Inti*’s faculty editor (Dr. Carmosino) supported Digital Services’ proposal to digitize and OCR (Optical Character Recognition) early issues, providing greater journal visibility through Digital Commons, *INTI Archivo*.<sup>5</sup> This early project phase focused on digitizing issues using a method of

The screenshot shows the website for *INTI: Revista de literatura hispánica*. The header includes the journal's name and a navigation menu with links for 'Inicio', 'Acerca de INTI', 'Comité Editorial', 'Contactos', 'Suscripciones', 'Normas Editoriales', 'Galería Inti', and 'Inti Web'. The main content area features a sidebar on the left with a search bar and a 'Recibir noticias via E-mail o RSS' option. The central content area displays the current issue: 'Volumen 1, 57 (2003) Momento Histórico y Realidad Argentina'. Below this, there are sections for 'Complete Issue', 'Frontmatter', and 'Estudios', each with a list of articles and PDF links. A 'Follow' button is located in the top right corner.

reformatting optically recognized text. Initial workflows evolved over time through trial and error, primarily involving scanning bound print issues on a flatbed scanner (using SilverFast Ai scanning software) and performing OCR using ABBYY FineReader. DPS staff then manipulated optically recognized text in a text editor to imitate the corresponding print issue's layout, exporting it as a PDF. In 2011 (again using ABBYY), DPS transitioned from reformatting optically recognized text to recognized text-under-image digital surrogates. This method provided both full text search-ability and views of page image originals. Text-under-image digital surrogates restored a more authentic journal-viewing user experience and created a quicker and more efficient method for processing issues.

In 2011, Digital Publishing Services assumed responsibility for preparing future issues of *Inti* as digital print-on-demand. *Inti*'s faculty editor had a pre-existing external partnership for some of the publication workflow, so at the outset, inherited workflows and technologies had to be identified, evaluated and either retained or updated [Workflow chart available as Appendix A]. DPS made an immediate decision to move from Adobe PageMaker to Adobe InDesign as the principle desktop publishing tool. Facilitation and coordination of the digital print-on-demand process was assigned to the Digital Publishing Services Specialist (DPSS). Since DPS had limited experience with InDesign, staff went through in-house and Web-based (Lynda.com) training. Following training, the first publication period was marked by due experimentation.

Mimicking the layout provided by print issues and the obsolete PageMaker files, the DPSS created a flexible, but consistent InDesign master page. After preparing the template, text and born-digital or digitized images were ingested. This step, rooted in trial-and-error, allowed for further workflow refinement—principle concerns being consistency of the text and the formatting, font rendering, and time spent. Current iterations of the ingestion process rely on email submission of Microsoft Word (.doc, .docx) or text-recognized Adobe Acrobat (.pdf) files, which are then formatted in Word to closely match *Inti* specifications. “Pre-staging” the text in this manner allows for effective use of the “Place” function within InDesign, which creates a new object based on an external file and retains its formatting. All that remains after ingestion is a consistency check and the application of unique page headings. Some exceptions, such as linked graphics, extend the length of time spent. In total, ingestion and formatting times typically range between 2 to 3 months, depending on staff obligations, faculty editor modifications, and the relative size of the particular *Inti* issue.

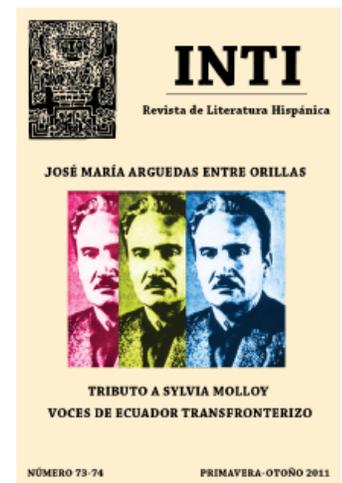
*Inti* issues contain many contributions, so tracking is a crucial part of the entire workflow and is managed from start to finish through a Microsoft Excel worksheet, structured to reflect necessary steps and issue progression. Any

change in article order is immediately updated and reflected in the tracking document to create an accurate index for reference—tracking management takes on the same level of importance as any other step in the publication process.

Once a “final” draft is completed, a third-party proofreader, typically a colleague of the faculty editor, reviews the draft. DPS involvement at this stage consists primarily of providing the proofreader with the draft and the original submissions, and serving as an intermediary between the proofreader and the faculty editor. At first, this transmission of documents was accomplished through paper copies due to a proofreader’s technical comfort. Currently, all documents required for proofreading are uploaded to a shared Dropbox.com folder. Any edits resulting from proofreading are tracked and implemented subsequent to faculty editor review. At this stage, the faculty editor makes final reflections and the publication moves to pre-flight status.

The DPSS then coordinates the pre-flight process on two levels: the first within InDesign, conducted during the ingestion period; and the second based on outsourced digital print-on-demand contractor (McNaughton & Gunn<sup>6</sup>) specifications. The immediate point of concern is establishing a quote for the material. This quote is requested by the DPSS after calculating the total materials required as reflected in the total number of pages and mix of paper stock (if images are included). *Inti*’s faculty editor is provided with the quote and either amends the request or approves it. Once approved, the text is exported as a PDF alongside an InDesign-generated package containing any linked images, fonts, document metadata, and, lastly, the Adobe Illustrator-designed cover. This package is then uploaded to the printer’s production server via FTP. A pre-print copy, requested and reviewed by the faculty editor, ensures that the final printed copy is as desired. If no further changes are needed, the lot is printed and delivered to the faculty editor, and Digital Publishing Services’ role in the digital print-on-demand process is complete.

Since beginning digital print-on-demand publication support for *Inti* issue 71-72, DPS has assisted publishing a second issue with a third in process—completion and distribution date set for the middle of 2013. The current publication model (leveraging technology, local expertise and faculty editor/DPS proximity) has resulted in a fruitful collaboration between the faculty editor and DPS. DPS support has streamlined the publication workflow and freed up the faculty editor’s time to pursue new content opportunities and collaborations.



### *Inti* PLUS

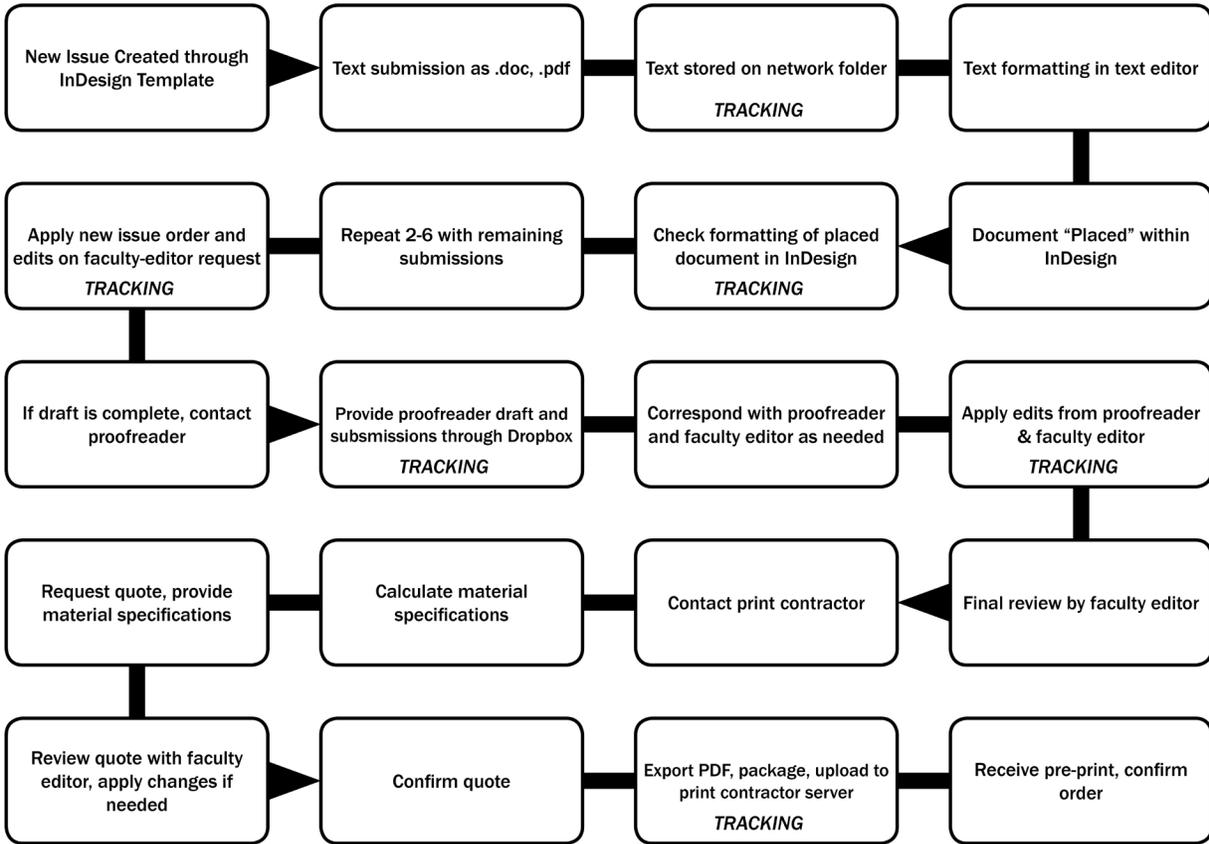
Late in 2011, DPS and *Inti's* faculty editor entered discussions for creating a Website (*Inti Web*<sup>7</sup>) for promoting forthcoming print issues of *Inti*. Since its launch, *Inti Web* has evolved into an ever fuller complement to the printed issue, expanding on it, and incorporating digital media formats not possible in print. Planning is underway to introduce a **Spotlights** section for providing information on current and past *Inti* contributors, many of whom have won prestigious awards and Medals of Honor in Literature and Arts; and to introduce a section called **Voces Transfronterizas (Transborder Voices)**, which will include forms of “writing” and expression only possible through digital media. Undergraduate students within the College’s Foreign Languages Department will be selected by the faculty editor to work with DPS staff on developing these sections. The students will engage in guided research, providing scholarly contributions to this scholarly enterprise.

### Supporting Ongoing Change

Digital Publishing Services’ collaboration with *Inti's* faculty editor continues to evolve as *Inti* evolves within the current disruptive scholarly communication landscape. The department is providing support for both *Inti's* traditional and new communication channels through distributed roles and responsibilities—a suite of services through concurrent overlapping workflows, which require ongoing coordination and adjustment [Suite of Services Workflow / DPS organization chart available as Appendix B]. DPS continues to remain true to its original mission to investigate new collaborations and publishing models for its community by staying attuned to evolving national and international practices and local needs (i.e., looking for global patterns, while respecting local idiosyncrasies) and incorporating continuous departmental self-assessment and training.

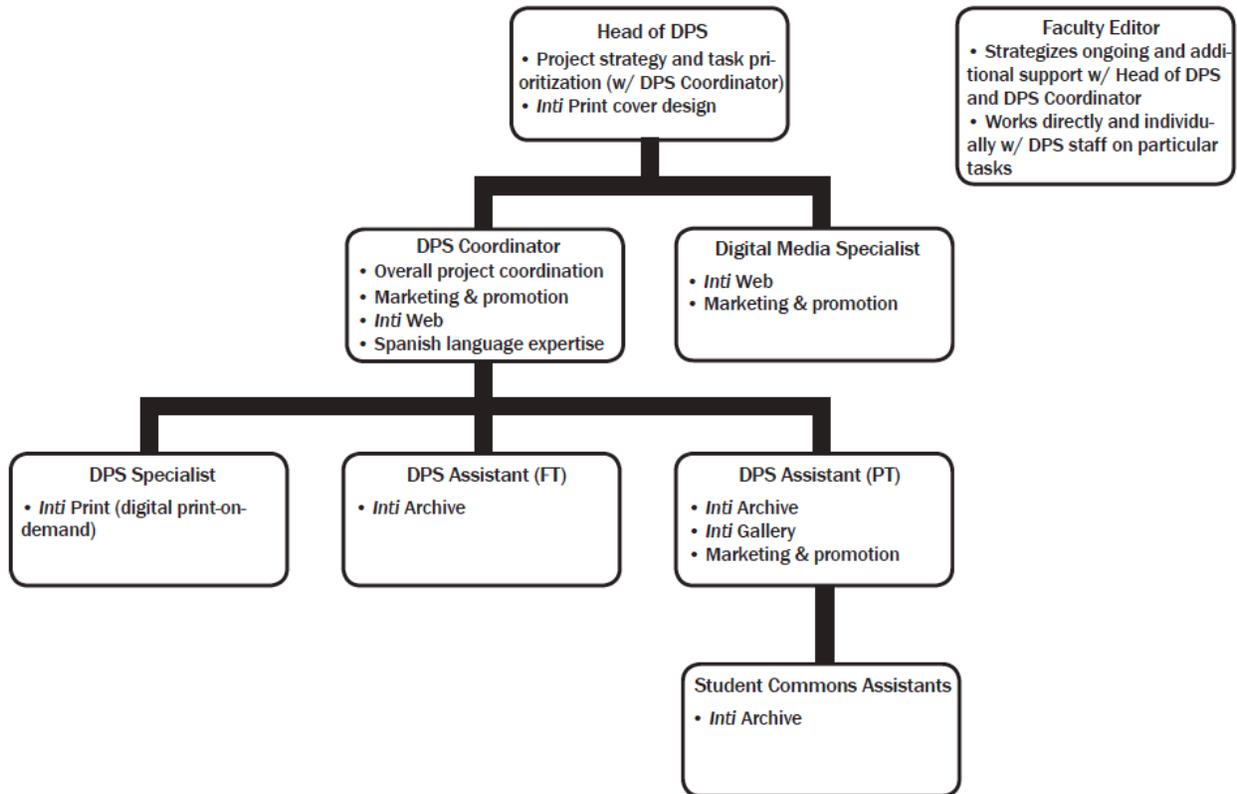
Appendix A

Digital Publishing Services' *Inti* Digital Print-on-Demand Workflow



Appendix B

*Inti* Suite of Services Workflow: Digital Publishing Services' (DPS) Roles and Responsibilities



**Notes**

<sup>1</sup>*Inti* is a paper subscription-based, peer-reviewed journal first published in 1974, dedicated to publishing the results of academic research in all areas of Latin American and Spanish Peninsular letters.

<sup>2</sup><http://digitalcommons.providence.edu>

<sup>3</sup><http://www.providence.edu/library/dps/>

<sup>4</sup><http://www.providence.edu/library/dps/Pages/Resources.aspx>

<sup>5</sup><http://digitalcommons.providence.edu/inti/>

<sup>6</sup><http://www.bookprinters.com/>

<sup>7</sup><http://library.providence.edu/dps/publications/inti/>