Open and Equitable Scholarly Communications: Creating a More Inclusive Future

Use Case Study Examples

June 2019

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Contents

Executive Summary

In creating this document, the ACRL Research Environment and Scholarly Environment Committee (ReSEC) seeks to provide targeted use cases for how different constituencies can address the areas of focus in the new research agenda, *Open and Equitable Scholarly Communications: Creating a More Inclusive Future*. (The full research agenda is freely available on the ACRL website as a PDF and for purchase in print in the ALA store.) The primary areas of focus align to three major concepts - People, Content, and Systems. The use studies provide a starting point toward identifying practices and delineating questions within the research and scholarly environment that will lead to the creation of more open, inclusive, and equitable systems to support scholarship.

This document, created by the 2019 Emerging Leaders Group D, Cari Didion, Sheila García, Kim Henze, and Teresa Schultz, is organized according to four role archetypes an individual may fulfill within an academic library. These include Library Staff, Public Services Librarians, Technical Services Librarians, and Library Administration. While general ways to engage with the agenda are provided according to role type, each role is then subcategorized by type of institution. The types of institution categories listed in this document include Large Research Universities; Community Colleges; Liberal Arts Colleges; and Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Asian American and Native American Pacific Islander Serving Institutions (AANAPISIs), and Tribal Colleges, henceforth referred to as "Minority-Serving Institutions." By organizing the document in this manner, the project team hopes that the text allows individuals to focus on the categories that align the closest to their current professional landscape.

In addition to the use case studies themselves, the document provides an overview of research benefits and anticipated difficulties. An appendix is also provided, which provides a list of possible research partners. Acknowledging that the agenda seeks to engage with both new and existing audiences, the list was generated primarily based on the needs of an academic library professional that has little to no experience working with national organizations.

An important note: The project team and ReSEC acknowledge that both the roles listed in this document, as well as the institution types do not comprehensively reflect the academic library landscape. As such, the use studies are not prescriptive and are meant to serve as a starting point for potential engagement. Proposals that explore additional topics related to the areas of focus of the Research Agenda not covered in this document are encouraged.

Role 1: How Library Staff Can Take Part

Introduction

The ACRL's new [Research Agenda](#) lays out areas of librarianship in need of more research, and the Research and Scholarly Environment Committee wants to invite all ACRL members - even those who do not traditionally conduct research - to take part. Below we've provided some possible ideas for research projects that library staff might find particularly interesting, but by no means should library staff consider this list to be comprehensive. We welcome other ideas connected to the new research agenda as well.

The call for proposals for research grants has gone live as of June 12th, 2019, with an application deadline set for 5 p.m. Central Time on Monday, September 30th, 2019. Grants of up to $5,000 are offered to fund new research that align with the areas of focus suggested in the research agenda. More information can be found on the ACRL webpage for the [Scholarly Communications Research Grants](#).

Research Ideas

General Ways Library Staff Can Participate

- **Supporting Promotions of Staff**
  - This project could take several forms. For those with the time and resources, they could conduct a survey of library staff to see how they feel about what steps, if any, their libraries have taken to support them in seeking promotions to professional positions whether at their current institution or elsewhere. Are they supported if they want to study for an MLS? Do they receive professional development funds to attend conferences? Do they actually get promoted?
  - Or, for those who have been part of initiatives, they could write a case study detailing their own role in the program, what worked and what didn't.
- **Barriers to Staff Research**
  - Research can be an important component of obtaining a professional level position at a research university, one that might keep staff out if they have not had the ability to publish already. This project could take one of several forms - a quantitative survey, a set of qualitative interviews, or autoethnographic self reflection of the problems that staff face in pursuing scholarly contributions, including lack of time, support, knowledge, and mentorship.
- **Staff Data Management**
  - Libraries create and handle data every day, and staff often work with that data. Although there's been a recent advent among professional librarians to learn about and practice data management, are library staff also learning about and practicing data management? This project would survey staff about their own interaction with library data and their knowledge and use of data management practices. This could also be a case study if staff at an institution have already undertaken this work and want to share what they have learned.

Ways Library Staff at Community Colleges Can Participate

- **Staff OER Interaction**
  - o What role do library staff at community colleges play in OERs on their campuses? This project could consist of surveying library staff about what day-to-day work they do and in what area (course reserves? etc.) related to OER. The project could also investigate if staff notice any trends among instructors who use OERs and how that compares with self-reported information from faculty.

Ways Library Staff at Liberal Arts Colleges Can Participate

- **Staff Participation in Protection of Cultural Knowledge**
  - o What role do library staff see for themselves in ensuring we protect works by an oppressed community that are not meant to be shared with the broader public? Do they think these roles are visible to both their colleagues and the public? This topic can be researched through a series of qualitative interviews with catalogers and archivists; a quantitative survey of library staff; or an autoethnography to determine gaps between perceived application and actual participation.
- **Supporting Staff in Innovation**
  - o Interview staff who have been affected in a reorganization to better support technological innovation. How did it go? What worked, what didn't, and how can they be best supported? This could also be a case study written from the viewpoint of library staff.

Ways Library Staff at Research Universities Can Participate

- **Diversity Fellowships and Staff**
  - o Do diversity fellowships help staff-level librarians enter professional positions? Researchers could survey current and previous diversity fellows to determine what percentage have served in staff-level positions prior to their fellowship. An additional project could consist of surveying host institutions of a diversity fellowship to gain deeper insight as to whether staff experience impacted selection of candidates.
- **Scholarly Communications Staff Perceptions**
  - o Do staff who work in areas related to scholarly communication identify as being part of the scholarly communication workforce? Do they feel others also see them as fulfilling this work, or do others marginalize them? This research question can be explored through contextual inquiry, delving deep into whether these perceptions exist and what factors contribute to building this culture.

Ways Library Staff at Minority Serving Institutions Can Participate

- **Staff Support of Open Infrastructure**
  - o This would be a qualitative project, which could include either interviews or focus groups, of staff at minority serving institutions to interrogate what role, if any, they play in supporting open infrastructure and how the needs of their institutions influence this work. This could also be used to see how the broader world of

academic librarianship could benefit from more participation by these groups and institutions and how their practices could be more broadly implemented.

Broad Research Benefits

- **Contributing Their Voice:** The voices of library staff are often missing from library science research. This leaves a void in our knowledge of what staff bring to libraries and in some situations, may render their labor and talents nearly invisible. Library staff often play hidden roles, fulfilling day-to-day work that is not easily seen by others in the profession, let alone the public. By working on these and other research projects, staff can help their own institutions as well as other libraries, better understand what they bring to the profession and how the profession can better support them and their work.

Broad Anticipated Difficulties

- **Lack of Support:** Library staff are often not supported to conduct research as part of their job duties, meaning staff would likely have to conduct research during their off hours. Also, they might not have access to research infrastructure, such as survey platforms like Qualtrics, depending on their institution. Library staff are also not always given financial or time support to present their research at conferences or provided with guidance on the scholarly publishing process.

Role 2: How Public Services Librarians Can Take Part

Introduction

The ACRL's new Research Agenda lays out areas of librarianship in need of more research, and the Research and Scholarly Environment Committee wants to invite all ACRL members - even those who do not traditionally conduct research - to take part. Below we've provided some possible ideas for research projects that public services librarians might find particularly interesting, but by no means should they consider this list to be comprehensive. We welcome other ideas connected to the new research agenda as well.

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Research Ideas

General Ways Public Services Librarians Can Participate

- **Addressing the Need for Anonymity in Open Access**
  - o Open access and sharing may conflict with the cultural practices and ideologies of underrepresented and often, vulnerable populations. The Immigrant Archive Project for example, focuses on collecting the histories of immigrants to have them be "seen and heard." How are the gaps for individuals who are undocumented addressed? How do such projects impact trust within these communities? Surveying the work of current library oral historians who take conscientious steps to protect these communities could be examined with a final product that provides concrete steps based on current practices and/or a literature review.
- **Reference Journal Copyright Policies**
  - o This project would analyze the copyright policies of scholarly journals with a focus on reference services, in order to see how permissive they are in regards to authors sharing their work(s) as preprints, postprints, as well as sharing of the final published version(s). Findings could be compiled in a white paper or other avenue to serve as a reference tool for librarians seeking to publish research relating to reference services.
  - o An alternative project could build on prior studies looking at the participation of librarians in sharing their published work(s) to determine how public services research compares to the overall dissemination of library research. This could be done by selecting traditional, paywalled public services-related scholarly journals and searching to see which articles have been made open, whether through hybrid or green Open Access models, and whether authors are consistently following their journal's copyright policies.

- **Teaching Research Practices of the Global South**
  - o This project could survey instruction librarians to see if and how they incorporate Global South research and issues in their instruction sessions and materials. Do librarians mention biases against the Global South? Do they encourage students to seek out Global South researchers and/or point them to resources to help find this research? The resulting survey results can serve as a starting point for the further exploration of building inclusive instruction practices that critically engage with research published both traditionally and through Open Access avenues in the Global South.

Ways Public Services Librarians at Large Research Universities Can Participate

- **Determining Best Practices for Creating an Accessible Format Copy**
  - o Within the Marrakesh Treaty language, the definition of an accessible format copy is broadly defined. An example project to better define what constitutes an accessible format copy could consist of conducting an in-depth comparative analysis of accessibility practices undertaken by already existing accessible book service providers. A possible outcome of this project would be a white paper noting current common practices and suggested standards in the creation and eventual lending of accessible format copies.
- **Self Perceptions of Scholarly Communication Activities**
  - o Large research universities have increasingly created dedicated scholarly communication departments, but this shouldn't always mean that public services librarians are divorced from these activities. This project could survey public services librarians on their self-perceived role in supporting scholarly communication and how this work is balanced with the work of dedicated scholarly communication librarians. This could be either a survey of reference and access service librarians or a series of qualitative interviews. Questions could include what they identify as specific ways they participate in this work and whether or not their job description includes predetermined activities that are related to scholarly communication.

Ways Public Services Librarians at Community Colleges Can Participate

- **OER Case Study Project**
  - o This project would involve a case study at an institution with an active OER program. Librarians involved could survey their participating faculty at both the department and role level on what is important to them when choosing material for use in the classroom. Non-OER participating faculty could also be surveyed with the same questions to determine how the two groups compare in selection criteria.

Ways Public Services Librarians at Liberal Arts Colleges Can Participate

- **Scholarly Communications Team-Led Efforts**
  - o Smaller university libraries might not have the resources to create dedicated positions to scholarly communication efforts, but may pursue these services through a team model, whereby scholarly communication work makes up only a portion of each team member's responsibility. This project could survey how

these libraries structure this work. Is the work spread evenly? Is there one person coordinating efforts? How often are the involved librarians coming from public services? This could be done by a survey of librarians at smaller institutions or an analysis of their websites to see what services they offer and who is listed as a resource for help.
- o An alternative project could review previously published case studies of scholarly communication efforts by smaller academic libraries to help answer the questions listed above.

Ways Public Services Librarians at Minority-Serving Institutions Can Participate

- **Library Retention**
  - o Do minority-serving institutions see better retention rates of public service librarians of color? If so, is it a simple case of institutional background that attracts more ethnically diverse librarians? If this is not true, what issues are hampering these institutions to ensure that their librarians reflect their student population? This project could be a mixed-methods study, sending out a survey to administrators at these institutions about their retention of librarians of color and what practices they take to improve or maintain these rates, followed up by interviews with an administrator and librarian at a handful of these libraries.
- **Toward a Guiding Standard of Building Diverse Collections**
  - o Do librarians in institutions that are designated minority-serving institutions follow similar protocols in ensuring that their collections are diverse and reflective of their communities? This project would consist of comparing collection development policies across several institutions to determine if there exists common practices that can serve as a guiding standard to build diverse and in particular, reflective library collections. This can be done by comparing the text of collection development policies and/or conducting structured interviews with public services librarians to better understand how the selection process takes place.

Broad Research Benefits

- **Value of Learned Experience(s):** In working directly with the campus community, whether they be students, faculty, or staff, public service librarians gain rich experiences that can be drawn upon when conducting research in any of the three focus areas of the agenda: people, content, and systems. By engaging in research, public services librarians are able to continually improve their practice and in turn, inform the practice of librarians at similar institutions.
- **Improving and Elevating Information Literacy:** Information literacy remains a core component of librarian duties within academic libraries. In order to ensure that instruction continues to be approached in a critical manner that values the inclusion of diverse perspectives and open access resources when conducting research, engagement with the research agenda will help in analyzing and continually expanding current practices.

Broad Anticipated Difficulties

- **Time:** While this issue will apply across institution and role type(s), time to devote to research can be particularly difficult for public service librarians in smaller institutions. Balancing research along with several other duties can lead to extended timelines or burnout on a project, as iterative designs can be difficult to implement with less staff available to partake in research.
- **Establishment of Dedicated Workflows:** Research is often conducted to improve on a service or establish clear guidelines. For results to truly have an impact however, these practices need to be including in established workflows. While some may simply require a few changes to common practice within an institution, others may require the establishment of workflows for which dedicated staff may not be available, such as in ensuring accessible format copies meet set standards.
- **Conscientiously Navigating Cultural Differences:** This relates to cultural differences across institution and role type, but can also relate to cultural differences among the population(s) libraries serve. While the intent can be good, a focus on the anticipated impact on these communities can assist in determining if a specific avenue of research or practice should be undertaken. An example is the battle of the name within Latinx communities. Many individuals who identify as part of this community will resist the use of Latinx and prefer the use of different terminology. Being aware of such issues will assist in ensuring that research that focuses on traditionally underserved populations is approached in a conscientious manner.

Role 3: How Technical Services Librarians Can Take Part

Introduction

The ACRL's new Research Agenda lays out areas of librarianship in need of more research, and the Research and Scholarly Environment Committee wants to invite all ACRL members - even those who do not traditionally conduct research - to take part. Below we've provided some possible ideas for research projects that technical services librarians might find particularly interesting, but by no means should they consider this list to be comprehensive. We welcome other ideas connected to the new research agenda as well.

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Research Ideas

General Ways Technical Services Librarians Can Participate

- **Creating a broader scholarly communications workforce**
  - The creation of dedicated scholarly communications positions is still relatively new to the field of librarianship. An opportunity for research exists in conducting an analysis of technical services job descriptions via job postings on library listservs, social media, and other avenues. The postings can be analyzed through to identify what language is used to define scholarly communications work.
  - Alternatively, individuals that consider themselves as engaging in scholarly communications work can be asked to define their how their position aligns with the work of scholarly communication. These definitions can be distilled and analyzed to determine how scholarly communication work is broadly defined within academic libraries.
- **Managing research data and enhancing discovery**
  - Through a survey or interview, identify how (or if) faculty are accessing shared data. Ask participants to articulate how they would redesign shared data to be more user friendly and searchable. The results of this project can be presented in the form of a white paper or poster that showcases the various ways shared data can be enhanced and serve as a reference point for institutions seeking to improve their approach to shared data.

Ways Technical Services Librarians at Large Research Universities Can Participate

- **Examining the Diversity of Collections through the use of Vendor Profiles as a Purchase Model**
  - o Due to the large volume of published works, some institutions have increasingly relied on vendor profiles as a purchase model. While this model provides a less time-intensive alternative to purchasing items, these also directly influence the diversity of collections. Research opportunities include undertaking a study on the myriad of ways libraries rely on vendor profiles, how diverse the books in these profiles are, the extent to which content selected through a vendor profile lends to or may prohibit diversity of collections, and examining how libraries broach the topic of building diverse collections when creating vendor profiles.

- **Understanding the costs of un(der)recognized and un(der)compensated labor**
  - o The technical services librarian can engage in research that assesses and outlines the costs involved with open source projects. Many institutions have embraced the notion of open content creation and in doing so have created incentives for faculty to participate in the adoption of open resources/textbooks for their course materials. They may also encourage faculty to design accessible content by sharing their knowledge related to MARC standards, descriptive elements and controlled vocabularies. While encouraging the creation and adoption of open content is a valiant effort, there are hidden costs to the institution that need to be identified. The technical services department could keep a record of the time each staff member spends on building the infrastructure for open access materials. They may then conduct a survey of other institutions to determine which aspects of producing open content are the most costly.

Ways Technical Services Librarians at Community Colleges Can Participate

- **Creating Incentives for Participation**
  - o The adoption of Open Textbooks can be considered an innovative approach to curriculum design. However, community colleges are often staffed with only a few tenure-track, full-time faculty members while the rest of the teaching faculty is comprised by a large ratio of part-time, adjunct faculty. Typically tenure-track faculty control the content of the curriculum, choose a textbook, and in doing so, also subscribe to a pre-made publisher's course content that can be uploaded to an LMS (Learning Management System.) This content is then passed down to the adjunct faculty with little or no room for change or supplementation. The technical services librarian at the community college could be the catalyst for encouraging faculty to adopt open textbook resources. They may also engage in research to understand the needs and fears of faculty with respect to adoption of open educational content.
- **Creating Systems that Permit Increased Access to More People**
  - o Community colleges that cater to the working adult often allocate more of their courses to online, hybrid, or blended content than traditional face-to-face courses. In doing so, online content needs to be accessible to learners of all

styles and abilities. Course content that was designed locally, i.e. created by the instructor, may not conform to today's W3C Web Content Accessibility Guidelines. Pre-recorded lectures may lack proper closed captioning or transcript requirements. Written content either in the LMS or in the form of PDF documents may not have the proper heading structure that would allow a screen reader to properly navigate the page. The same can be said for library-generated content. The technical services librarian at the community college could engage in research that identifies the role the library plays in assisting faculty with creating accessible content. This could be either a case study of their own institution's work or a survey of community colleges to see how they approach this area. Likewise the technical services librarian could work with faculty to facilitate programs to help faculty create accessible online, or hybrid content.

Ways Technical Services Librarians at Liberal Arts Colleges Can Participate

- **Advancing innovation in Academic Libraries**
  - The technical services librarian at a liberal arts college can work with other liberal arts colleges and consortia to identify and create innovative and shared (open-sourced) software platforms. They can engage in research that identifies how innovations surface, which could take the form of case studies that outline the successes of other liberal arts colleges in developing tools that enhance the workflow of technical services librarians.
- **Increasing awareness concerning creators' rights**
  - Technical services librarians at liberal arts colleges need to be mindful of "creators rights" with regard to original and shared content. As the need for open sourced content grows and expands so too does the need to educate faculty about copyright, fair use, and plagiarism. The technical services librarian can survey faculty to understand their current perceptions about fair use, creative commons licensure, open content attributions, etc. From the data generated from this survey, the technical services librarian can create content intended to educate their faculty about creator's rights and correct any misconceptions identified.

Ways Technical Services Librarians at Minority-Serving Institutions Can Participate

- **Toward Inclusive Metadata Practices in Accessible Format Material(s)**
  - While the Marrakesh Treaty allows libraries to lend accessible copies to all ratifying countries, differences in resources and capacity also creates access inequities across academic libraries within the U.S. The treaty provides an opportunity to better serve individuals with print disabilities by minimizing this inequity through lending; however to do so, the items must be discoverable across not only different languages but knowledge systems as well. A research opportunity lies in surveying current practices employed through existing shared catalogs, in an attempt to determine if they're accessible and inclusive across linguistic and cultural differences. A possible outcome would be a SWOT analysis or a list of best practices to consider in creating accessible format materials.

- **Enhancing Representation within Academic Libraries**
  - Enhancing representation within academic libraries is key for a diverse workforce. What is the typical representation of the technical services librarian at a minority-serving institution? And how does that compare to the library at large? The technical services librarian can engage in an ethnographic research project to map the representation that exists in minority-serving institutions.

Broad Research Benefits

- **Broader Insight:** Including the technical services librarian in initiatives that require research may be a bit out of their purview especially at specialized or smaller institutions. However, the benefits to this type of research may give the institution valuable insight into their own practices.

Broad Anticipated Difficulties

- **Partnering with Faculty:** Some of these projects involve working with academic faculty, who can be territorial over their subject matter. If the library or librarian initiates a discussion about any of the aforementioned means of participation, it may lack faculty buy-in.
- **New Workflows:** The technical services librarian, in particular, may have trouble integrating new initiatives into their current workload, especially if those initiatives stretch the scope of their normal duties and practices.
- **Time:** Technical service librarians may also lack faculty status, which would make broad sweeping initiatives harder to implement, as well as conducting research during work time.

Role 4: How Library Administration Can Take Part

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Research Ideas

General Ways Library Administration Can Participate

- **Adapting Commercial Business Models for Production and Licensing**
  - One of the biggest challenges to creating a sustainable, independent scholarly communications model lies in academic libraries' current reliance on publishers' infrastructures to license, package, and host content. Currently, the cost for libraries to create/maintain these workflows, networks, and hosting sites on their own and within extant library budgets is prohibitively high. A useful study will look to identify businesses and industries with closed-circuit production and licensing akin to what an ideal scholarly communications model may look like (e.g., Netflix funds and produces their own material at the same time that they host and offer content to their consumers--similar to how a sustainable scholarly ecosystem would simultaneously fund research and then host/provide content to its communities). What are the business models of these companies? How do they raise profits and continue to produce content? How might the business strategies utilized by these consumer companies be adapted in whole or in part to an academic-led initiative?
- **Prioritizing Inclusion and Social Justice in Consortial Collection Development**
  - Consortial collection decisions are often weighed on factors such as cost per use, number of requests from libraries, quantity/quality of content per dollar, user experience, accessibility, and change cost to the community. This often favors general or mainstream (i.e., hegemonic, normative) subject areas and content types that demonstrate strong usage across various libraries in the system -- factors that often privilege canonical materials that are also often predominately white/male/Western. Librarians might conduct a survey of collections to identify presence (or lack) of diverse content and/or authors: What types of content do

selectors in your library (or peer institutions within a consortium) expect to cover with collective, consortial buying? What is the critical mass of member libraries necessary to move consortia into considering diverse content and authors as part of their collective buying materials? How might a consortium or its member institutions make steps to create a more inclusive, diverse shared collection? How would purchase-decision factors change? What alignment might be required in order for shared collections to be more representative? What are some strategies to begin those conversations?

Ways Library Administration at Large Research Universities Can Participate

- **Evaluating Costs and Benefits of Homegrown Scholarly Communications Infrastructure**
  - o One promising alternative for developing sustainable scholarly communications infrastructure is for libraries to host and maintain infrastructure themselves, rather than relying on commercial vendors. In order to gather buy-in from campus administrators for initial funding, the library might look into the costs of developing and maintaining core pieces of scholarly communication infrastructure. Here, we suggest that library administrators or staff conduct a cost-benefit analysis to compare current for-profit products to the launch and maintenance of an "academy-led" or "community-owned" infrastructure, using your own or peer large research universities as a test case. Look at 1-, 5-, and 10-year comparisons. At what point does the community-owned infrastructure create a positive return on investment? What are the particular pain points or high-cost elements of infrastructure in which the library community should invest research for alternatives or innovative solutions? What are the fast- or high-return elements of infrastructure to which libraries can adapt more readily?

Ways Library Administration at Community Colleges Can Participate

- **Building Open Education Buy-In Among Overworked Faculty**
  - o In communities with high percentages of adjunct faculty (and high percentages of commuter and part-time students working toward associates degrees), what can administrators do to make the transition to OERs easier? Admins might conduct a study on the effectiveness of team-built and/or team-taught classes for which faculty collaboratively customize open textbooks and OER materials: What is the effect on workload for instructors? What is the effect on learning outcomes for students? This is a good opportunity to collaborate with faculty on original research: As a group, set up a rubric for grading comparisons, log staff hours in a shared location and assign codes for work types (e.g., OER editing, lesson planning). Analyze ROI for students, for faculty, for the campus. What incentives would prove most effective for getting adjunct faculty to adopt OERs? What disincentives are at play in this community, and how might they be minimized?

Ways Library Administration at Liberal Arts Colleges Can Participate

- **Acquiring and Retaining Diverse Library Employees at Small Institutions**
  - o Fostering a diverse workforce is an essential project for all library types and roles. How do libraries at small colleges and universities do in attracting and

retaining librarians of color? Although their size might limit resources available to them, do smaller institutions do as well or better than larger ones? If so, why? If they do worse, what are the reasons they struggle?

- **Promoting Open Access Publication in Promotion & Tenure at Smaller College and Universities**
  - Recently, some schools have explicitly recognized open access contributions in the policies surrounding promotion and tenure, but most of this traction has occurred at institutions with well-established research cache and large scholarly output, particularly R1s like Harvard, IUPUI, and Virginia Commonwealth University. Meanwhile, smaller liberal arts and private colleges may be lagging behind because of the institutional cost of establishing strong OA pipelines/support, because teaching is prioritized over scholarly output, or because faculty focus is elsewhere entirely (or some combination of these and other limiting factors). What specific challenges do liberal arts and small private colleges face in the promotion and incorporation of open access publication into promotion and tenure policies (as compared to larger R1 institutions)? This might be conducted by way of a survey and follow-up interviews with library administrators at peer colleges as well as larger research universities. How might these challenges unique to smaller colleges and universities be overcome? Are there advantages that a liberal arts community can leverage to promote publishing in open access publications?

Ways Library Administration at Minority-Serving Institutions Can Participate

- **Rewriting the Canon: Evaluating the Appeal of Inclusive Textbook Narratives in Faculty's Adoption of OERs**
  - One of the many benefits of OERs is their ability to instantly shift a textbook or curricular narrative to include previously ignored or minimized figures and themes. Such an opportunity should have appeal across higher education institutions, but may be particularly successful at minority-serving institutions where students may be more engaged to find people who look like them and stories that sound like theirs in their textbooks. Here, library administrators might conduct surveys and interviews with faculty and deans about their willingness and motivators to contribute to OERs. What models would motivate faculty at minority-serving institutions to contribute? Are they especially moved by the need or opportunity to eschew hegemonic, canonical narratives in subject textbooks to create a more inclusive, wider representation of narratives and histories? What incentives are most effective to encourage this work? What disincentives are in place, and how might they be minimized?

Broad Research Benefits

- **Lead by example:** When library administrators investigate foundational alternatives to the scholarly communication status quo, their librarians and staff witness active prioritization of open, inclusive, and equitable initiatives from above. This encourages them to adopt a more critical mindset and seek opportunities for bettering collections, outreach, and infrastructure.
- **Institution-wide conversations:** Library administrators can build awareness of the need for open, inclusive, and equitable foundations in the scholarly community through

conversations with peer administrators, deans, and leading faculty -- whose buy-in is essential for a successful transformation of the scholarly communication ecosystem. Additionally, serving as a spokesperson for openness, inclusion, and equity also positions the library as a leader for these issues on campus.

- **Vendor visibility:** If vendors see administrators, who are the ultimate decision makers for big deals and library-wide workflows, investigating local and homegrown alternatives to their for-profit products, the vendors may be more likely to switch tactics and prioritize open, inclusive, equitable content and workflows in their systems as well. While vendor market shifts may not ultimately be enough, a greater focus on open, inclusive, and equitable values from vendors will help smaller or more limited-budget institutions that don't (yet) have the latitude to break out from these commercial systems on their own.

Broad Anticipated Difficulties

- **Time:** Finding time to devote to research can be particularly difficult for administrators, who are often pulled into various projects and meetings. Balancing research along with several other duties can lead to extended timelines or burnout on a project.
- **Conflating Admin Research with Library-wide Investments:** Administrators' research endeavors can often be interpreted as areas of future development for the library as a whole. While this is not necessarily a bad thing, administrators may find themselves navigating political vendor or campus assumptions about their library's investment in the programs, systems, or projects that they investigate.

Appendix I: Finding Research Partners

Outlined below are potential avenues through which to find partners in conducting research related to the Research Environment and Scholarly Communication. The list is not comprehensive and like the use case studies, is meant to serve as a starting to further exploring avenues for collaboration.

ALA Divisions

Association for Library Collections and Technical Services
- Collection Evaluation and Assessment Interest Group
- Collection Development Librarians of Academic Libraries Interest Group
- Collection Management and Electronic Resources Interest Group
- Committee on Cataloging: Description and Access

Reference and User Services Association
- Collection Development and Evaluation Section (CODES)
- Sharing and Transforming Access to Resources Section
- Reference Services Section (RSS)
- Shared Collections Interest Groups

Library Leadership and Management Organization
- Assessment Community of Practice
- Management & Leadership Community of Practice

Association of College and Research Libraries
- Assessment Discussion Group
- Copyright Discussion Group
- Heads of Public Services Discussion Group
- Hip Hop Librarian Consortium
- Scholarly Communication Discussion Group
- Personnel Administrators & Staff Development Discussion Group
- Research Assessment and Metrics Interest Group
- Systematic Reviews and Related Methods Interest Group
- Technical Services Interest Group
- Universal Accessibility Interest Group

Library and Information Technology Association
- Assessment and Research Committee
- Altmetrics and Digital Analytics Interest Group
- Heads of Library Technology Interest Group

ALA Roundtables

Gay, Lesbian, Bisexual, and Transgender Roundtable
Library Instruction Roundtable
Library Support Staff Interests Roundtable
Library Research Roundtable

ALA Affiliates

American Indian Library Association
Asian/Pacific American Librarians Association
Association of Research Libraries
Black Caucus of the American Library Association
Chinese American Librarians Association
Joint Council of Librarians of Color
Online Audiovisual Catalogers
REFORMA

Listservs

ALA Electronic Discussion Lists
LOC Library Listservs
IFLA Mailing Lists
Coalition of Open Access Policy Institutions

Additional Groups and Organizations

International Federation of Library Associations
- Committee on Copyright and Other Legal Matters
- Academic and Research Libraries Section
- Reference and Information Services Section

World Blind Union
The National Library Service for the Blind and Physically Handicapped
Accessible Books Consortium
DAISY Consortium
Big Ten Academic Alliance
Online Computer Library Center (OCLC) Research
International Coalition of Library Consortia (ICOLC)
American Association of Hispanics in Higher Education
American Indian Higher Education Consortium
Asian Pacific Americans in Higher Education
American Association of Blacks in Higher Education
#critlib
Library Pipeline
Scholarly Communication Toolkit
Digital Library Federation
American Academic and Scholarly Research Center
Beyond Access
Open Science Collaboration
Creative Commons
SPARC Libraries and OER Group
Green Open Access Working Group