



# Customer Voices

What do researchers need?

What kind of support do they need/expect?

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*Associate Professor, Information Systems Science*

*Hanken School of Economics, Helsinki, Finland*

*Keynote presentation at the 2019 INCONECSS Conference 6.5.2019*

*@mikaellaakso*



# *My background and perspective*



- » D.Sc. (Econ.) 2014
- » Research has been focusing on how open access has been introduced and influenced scholarly journal publishing.
- » Member of the strategy group coordinating open science development in Finland.
- » Member of the strategy group for journal publisher negotiations on behalf of the Finnish university library consortium (FinElib).



<http://hdl.handle.net/10138/45238>

# Where do I come from?



- » Hanken School of Economics
- » Independent university-level business school, founded 1909
- » Physical activity on two study locations, Helsinki & Vaasa
- » ~2500 active students
- » Teaching in Swedish ja English + language studies



- » 5 departments
- » 229 faculty members

[https://www.hanken.fi/sites/default/files/atoms/files/hanken\\_arsberattelse\\_2017\\_eng\\_utan\\_bleeds.pdf](https://www.hanken.fi/sites/default/files/atoms/files/hanken_arsberattelse_2017_eng_utan_bleeds.pdf)

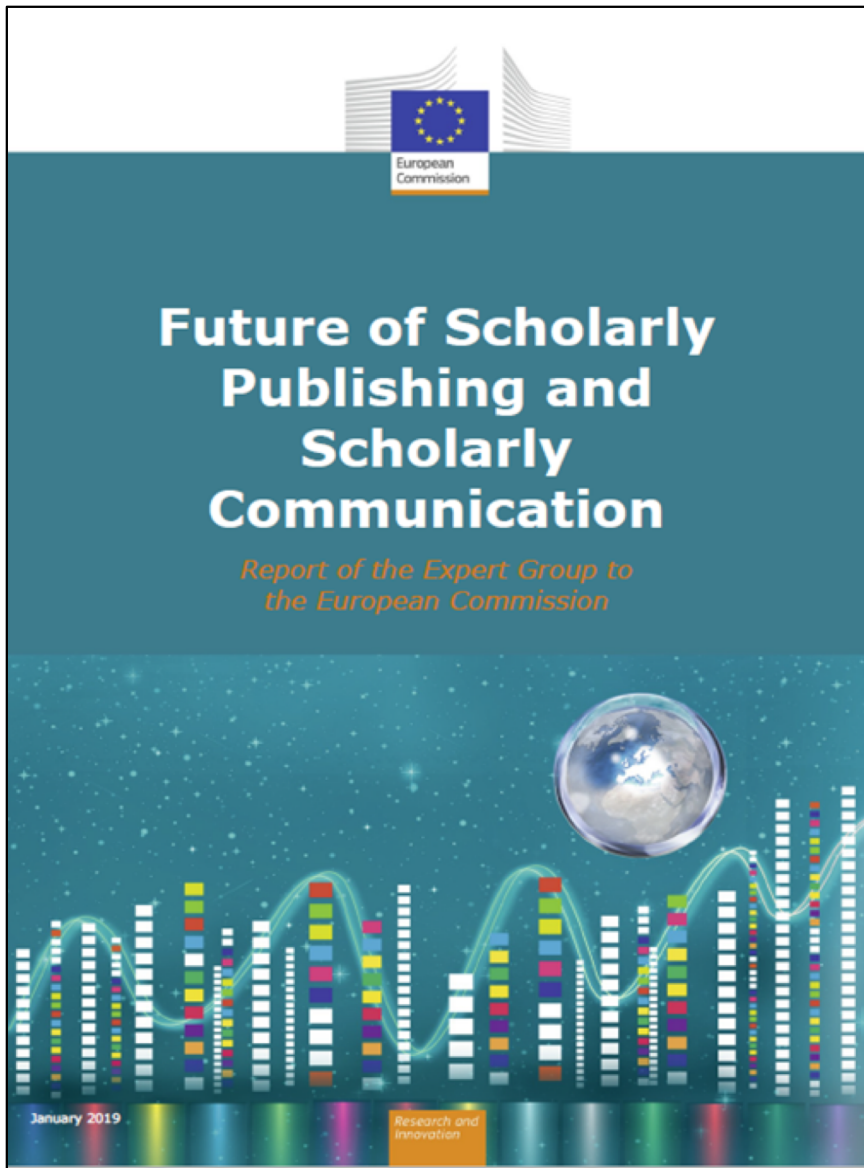


# *A few notes and disclaimers*



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- » My opinions and statements are not representative of any particular group of researchers or any organisation.
- » This talk is not 100% limited to economics, business and management disciplines – it is grounded in findings from the broader general research landscape.
- » Focus on support in terms of research, support for teaching and learning also important but is not so prominent in this talk.



**September 2017 - December 2018**

Purpose was not not to attempt to predict the future, but chart the possibility of a path forward that can be translated into policy

- 1. Historical analysis**
- 2. Foundation of functions and principles**
- 3. Analysis of present shortcomings**
- 4. Analysis by key actors**
- 5. Recommendations**

Based around the following functions of scholarly communication:

- **Registration** - for claiming precedence
- **Certification** - for establishing validity
- **Dissemination** - for visibility and accessibility
- **Archiving** - to preserve the record
- **Evaluation** - emerged as an additional function

# *Vision - ten principles*



Maximizing accessibility

Maximizing usability

Supporting an expanding  
range of contributions

A distributed open  
infrastructure

Equity, diversity  
& inclusivity

Community building


Promoting high-quality  
research & its integrity

Facilitating evaluation

Promoting flexibility &  
innovation

Cost-effectiveness

drawn on: Vienna  PRINCIPLES



*What we concluded, which is an important aspect for this talk as well:*



“

...nothing will do more to foster change in accordance with the principles set out in this report than concerted work and institutional change in the area of rewards and incentives.

”



# *Agenda*



- 1. My background and perspective** ✓
- 2. Current circumstances**
  - » Open access and the researcher perspective
  - » The role of the library in turbulent times
- 3. What do researchers need**
  - » Understanding researcher behavior
  - » The intersections of researcher-library-institution
  - » A closer look at support in the different parts of the research process
- 1. 10 practical tips for librarians**



# *This recent survey will be used to reflect on my perspectives*



REPORT

## Ithaka S+R US Faculty Survey 2018

April 12, 2019

Melissa Blankstein  
Christine Wolff-Eisenberg



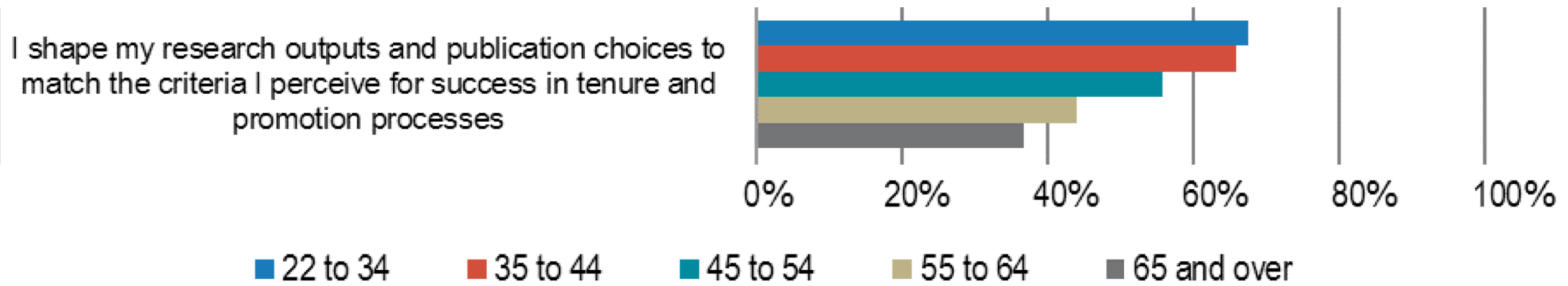
Survey distributed via email to a sample of 150,941 randomly selected faculty members at 4-year colleges and Universities in the United States. 10,919 complete responses for an overall response rate of 7.2%.

Previous iterations of the survey conducted every three years since the year 2000.

Some figures have been cropped for this presentation to increase legibility.

<https://sr.ithaka.org/publications/2018-us-faculty-survey/>

*Reward systems seem to guide in particular the research and publication behaviors of younger faculty*

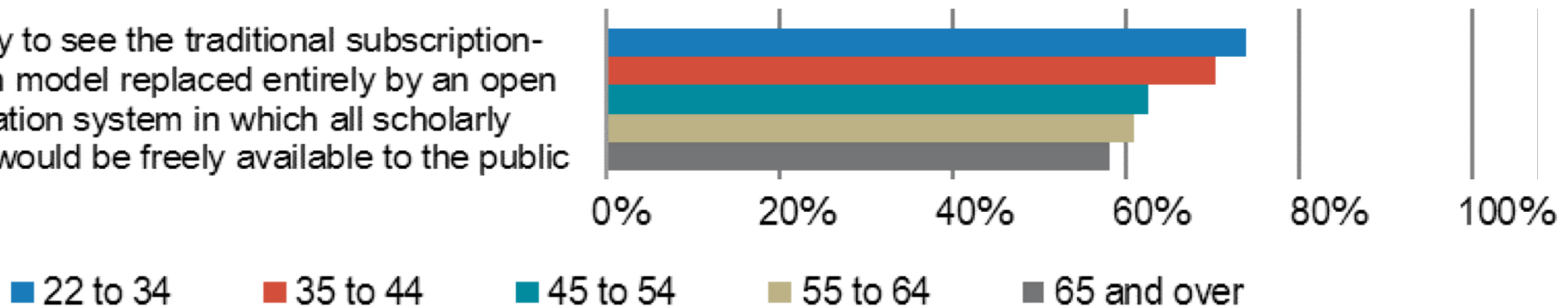


Percent of respondents who strongly agreed with this statement. <https://sr.ithaka.org/publications/2018-us-faculty-survey/>

*...and at the same time, in particular early-career researchers, want to see change in the publication model*

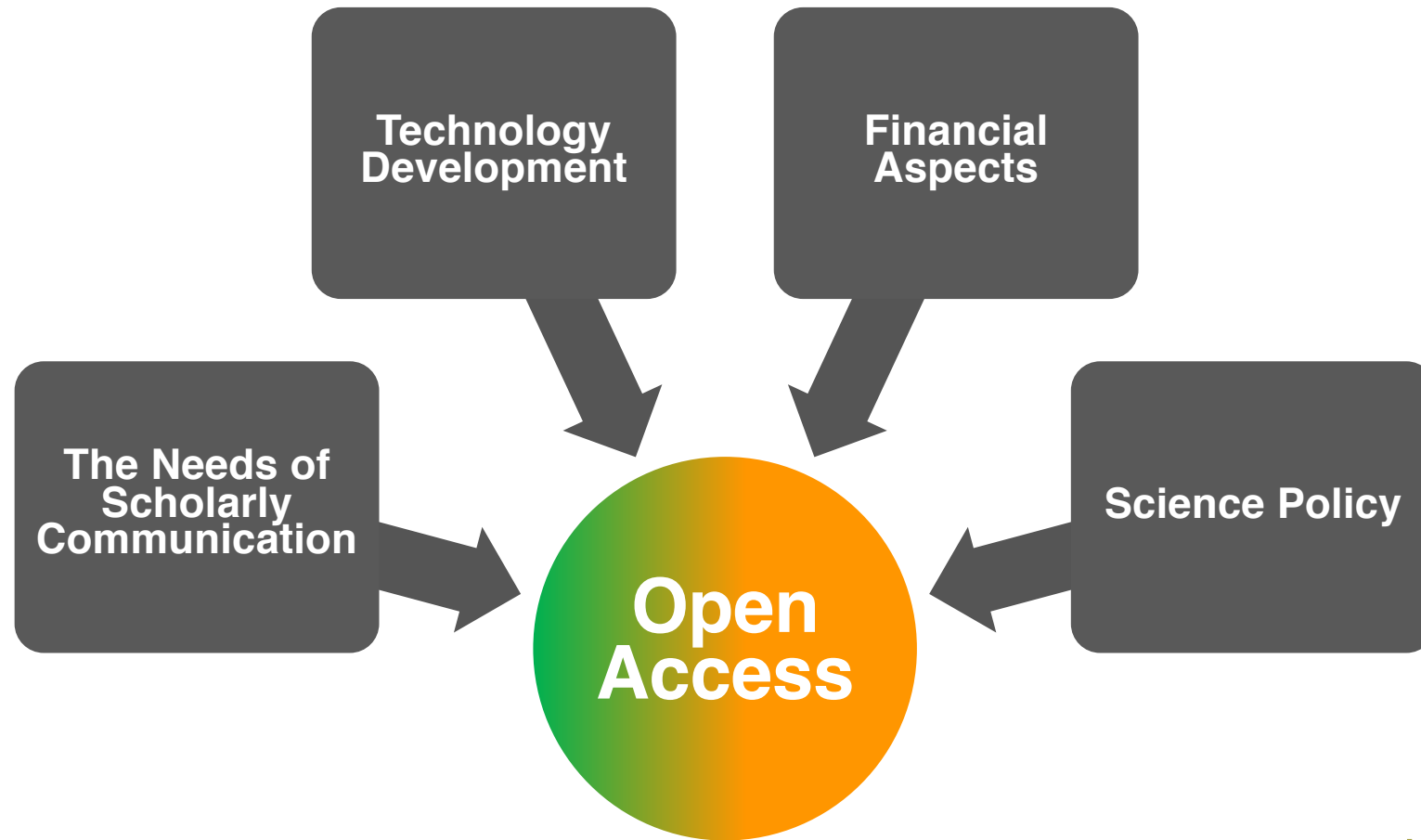


I would be happy to see the traditional subscription-based publication model replaced entirely by an open access publication system in which all scholarly research outputs would be freely available to the public



Percent of respondents who strongly agreed with this statement. <https://sr.ithaka.org/publications/2018-us-faculty-survey/>

*Open Access is constantly evolving, can easily cause confusion among researchers*



Laakso (2014)

*And acceleration of change is only increasing*



**cOAlition S**  
**Making Open Access a reality by 2020**  
A DECLARATION OF COMMITMENT BY PUBLIC RESEARCH FUNDERS  
<http://scieur.org/coalition-s>

o p e n a c c e s s  
2 0 2 0

**Horizon Europe**  
THE NEXT EU RESEARCH & INNOVATION PROGRAMME (2021–2027)

Volume 1, Issue 1 December 2018 ISSN 2590-1451  
**RESEARCH POLICY:**  
Policy, management and economic studies of science, technology and innovation  
Available online at [www.sciencedirect.com](http://www.sciencedirect.com)  
ScienceDirect

# The majority of European institutions already have an open access policy in place

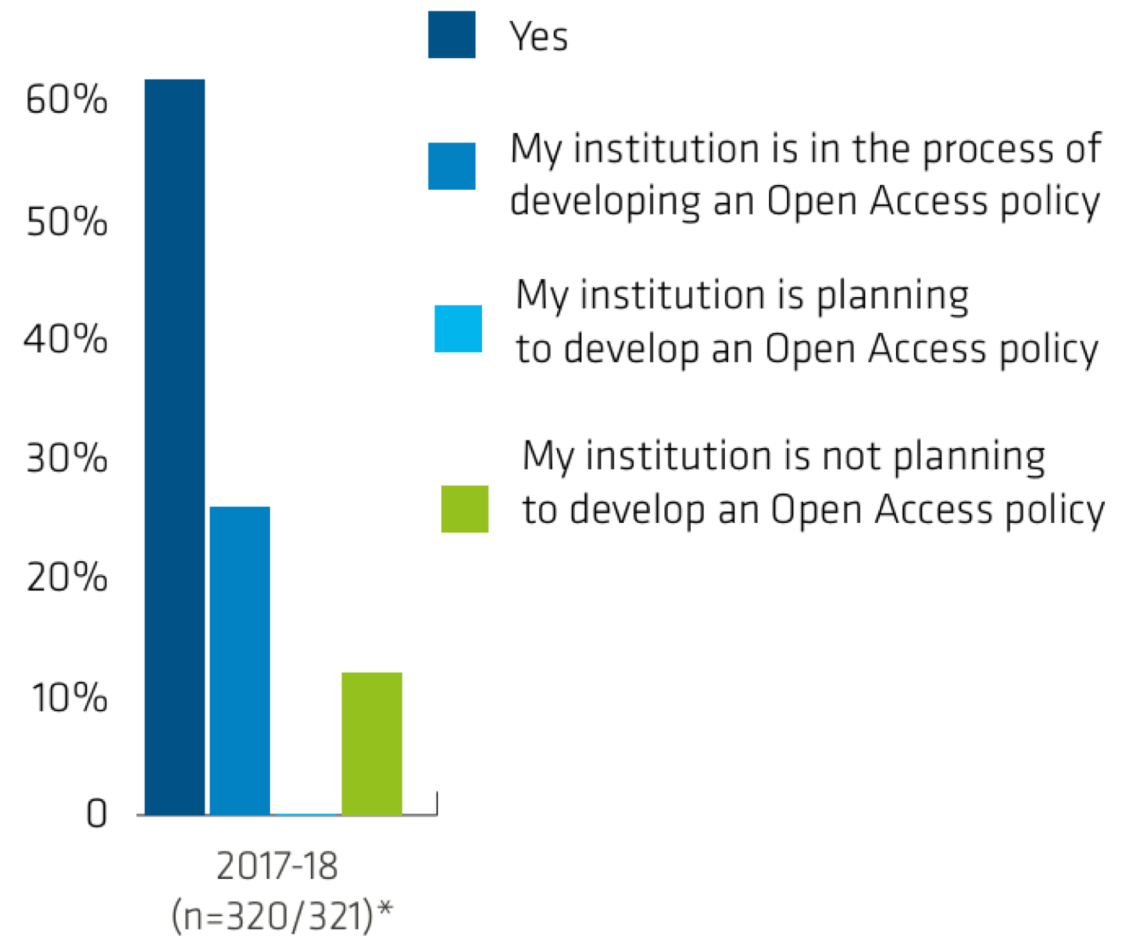


eua EUROPEAN  
UNIVERSITY  
ASSOCIATION

## 2017-2018 EUA Open Access Survey Results

By Rita Morais and Lidia Borrell-Damián  
April 2019

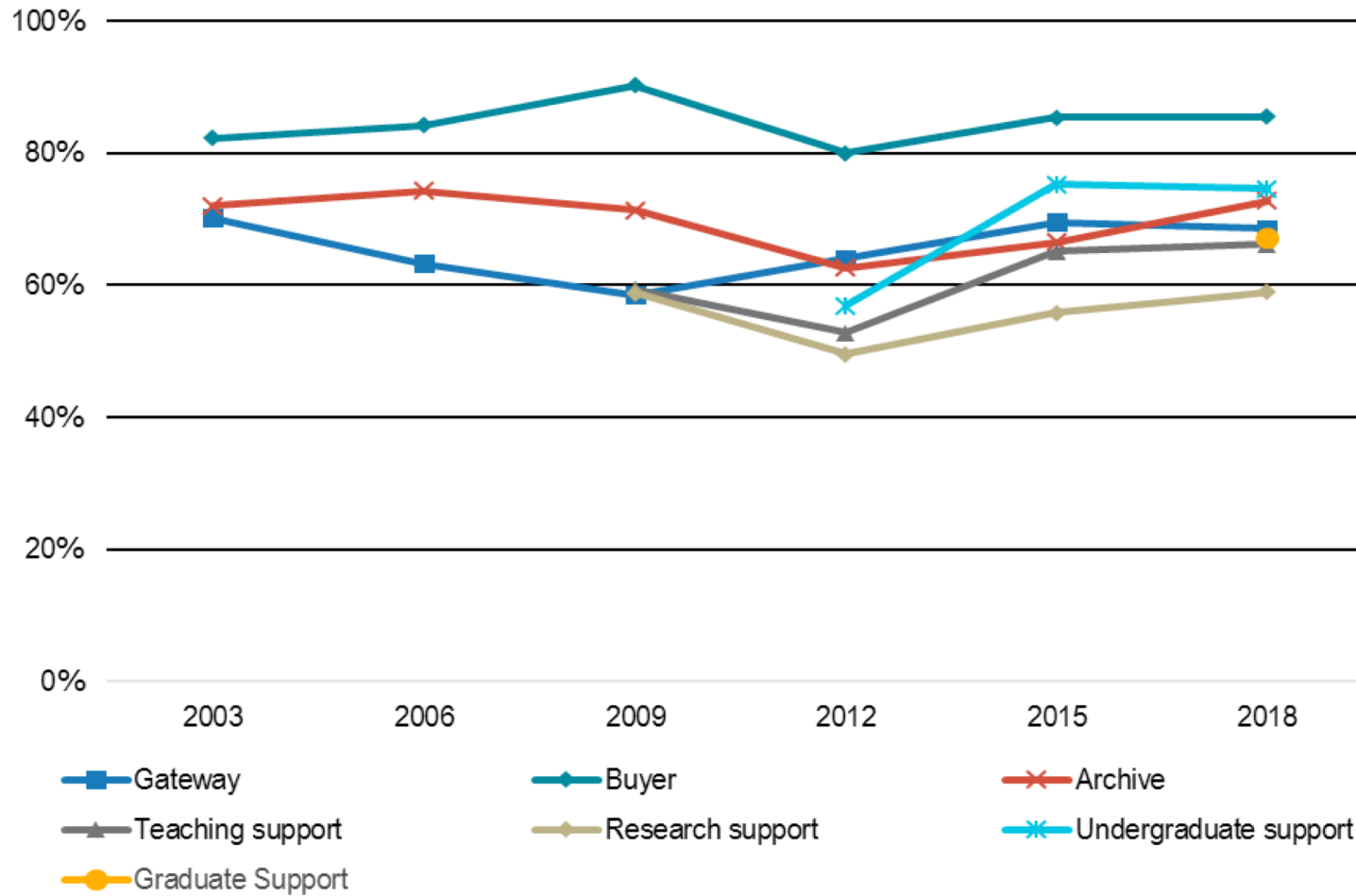
[https://eua.eu/resources/publications/  
826:2017-2018-eua-open-access-su](https://eua.eu/resources/publications/826:2017-2018-eua-open-access-su)



*What should the role of the library be?*



# Academic libraries have a lot of functions to take care of, how to prioritise and meet changing needs?



Percent of respondents who indicated each item as highly important. <https://sr.ithaka.org/publications/2018-us-faculty-survey/>



*What do researchers need?*



# *Researchers are in general risk averse when it comes to merit accumulation*



- » Short-term employment with a strong "up-or-out" principle guides a lot of decision-making among researchers.
  - » (e.g. in Finland 70% of research and teaching staff is non-permanent).
- » Primary focus on established mechanisms and criteria for accumulating merit.
- » Only after that can one be more adventurous, if there is any energy or sanity left.
- » **The decisions, needs, and priorities of researchers are balancing between short- and long-term (primarily individual) interests.**

# *Interrelated competition at many levels, for a lot of different things\**



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\*not an exhaustive list



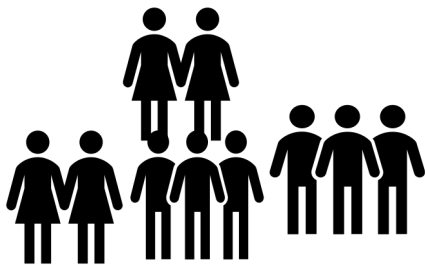
Universities & Business Schools

- Secure funding
- Get competitive applicants
- Get or maintain accreditations
- Appear attractive in rankings and comparisons



Libraries

**How to best provide support for all of this?**



Researchers

- Conduct research and get it published
- Get positions
- Get grants
- Teach interesting and successful courses
- Supervise
- Have societal impact

# *Make important things a common priority*

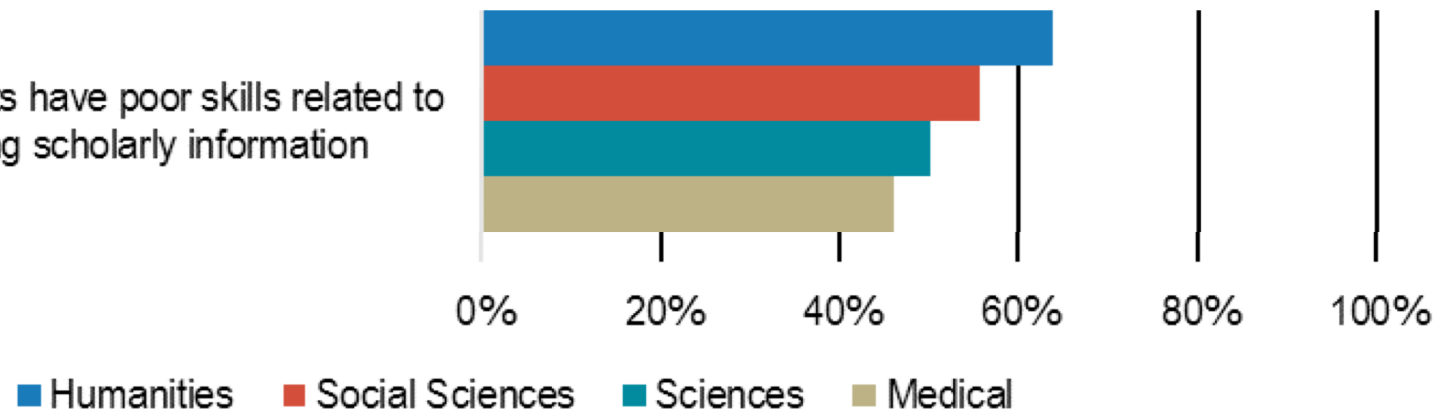


- » **Libraries are the critical merging points for top-down and bottom-up support for researchers**
- » Support is at best a mix of at least:
  - » Education and training in anticipation of skills/information needed
  - » Fast problem solving
  - » Provision of information about alternative options that are/have become available
- » It can not be libraries taking on key tasks involving change alone, needs to be support on the institutional level.
- » The mix between top-down policy and bottom-up receptiveness for change needs to be aligned = **Change management**

*Researchers and libraries could collaborate more on teaching students good information searching and evaluation skills*



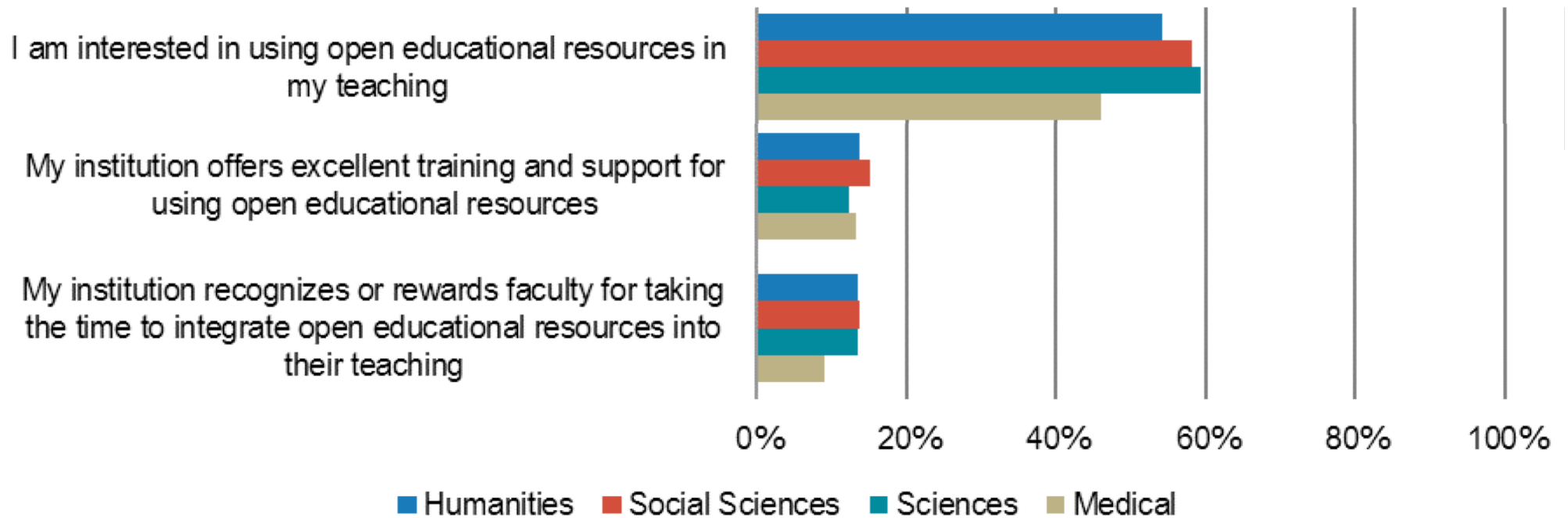
My undergraduate students have poor skills related to locating and evaluating scholarly information



Percent of respondents who strongly agreed with each statement.

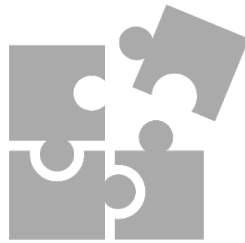
<https://sr.ithaka.org/publications/2018-us-faculty-survey/>

# Large gap in researcher interest and institutional support for integration of Open Education Resources



Percent of respondents who strongly agreed/agreed with each statement. <https://sr.ithaka.org/publications/2018-us-faculty-survey/>

*Different kind of support needed at various stages of the research process*



Discovery

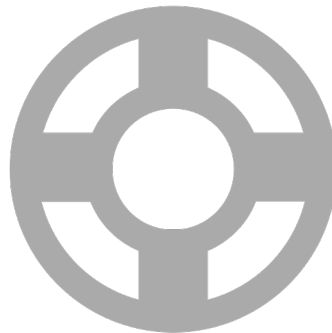
Analysis

Writing

Publication

Outreach

Assessment



# Help with navigating the tool & platform landscape



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## Discovery

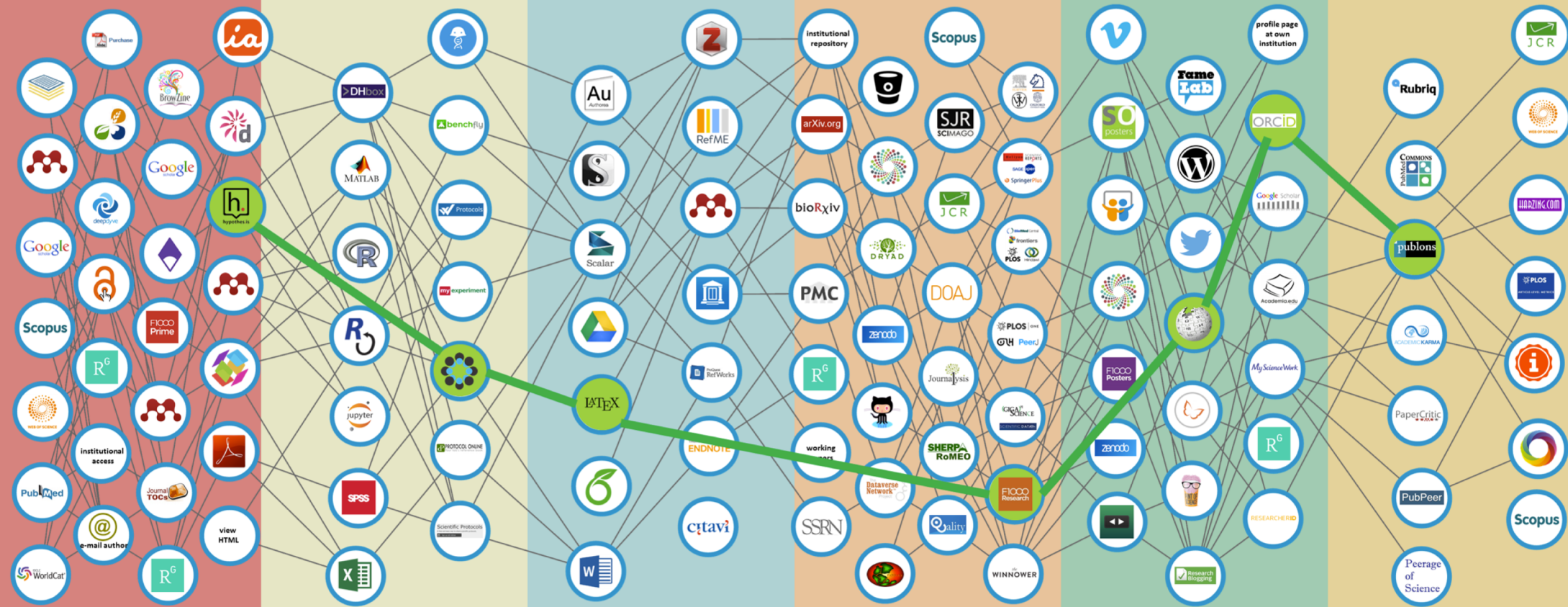
## Analysis

## Writing

## Publication

## Outreach

## Assessment





# Some commercial actors already cover large parts of the cycle



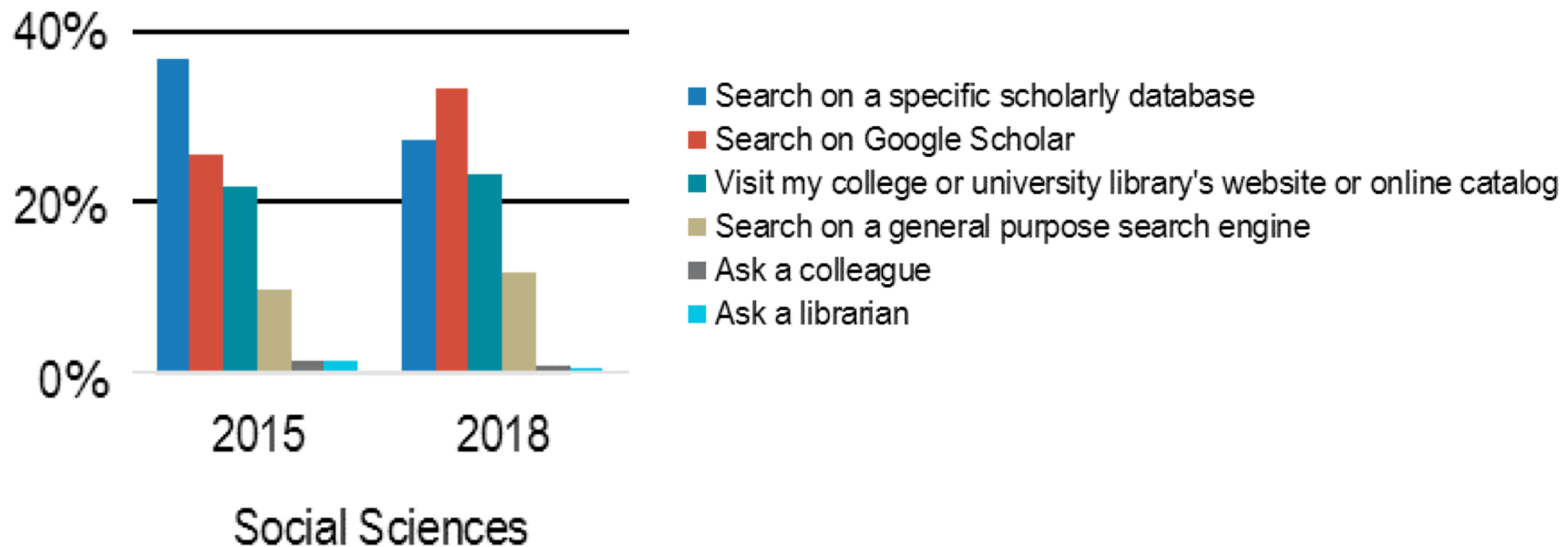
HANKEN



ELSEVIER

<https://www.elsevier.com/connect/the-information-system-supporting-research>

# *How do researchers most often begin their literature search processes?*



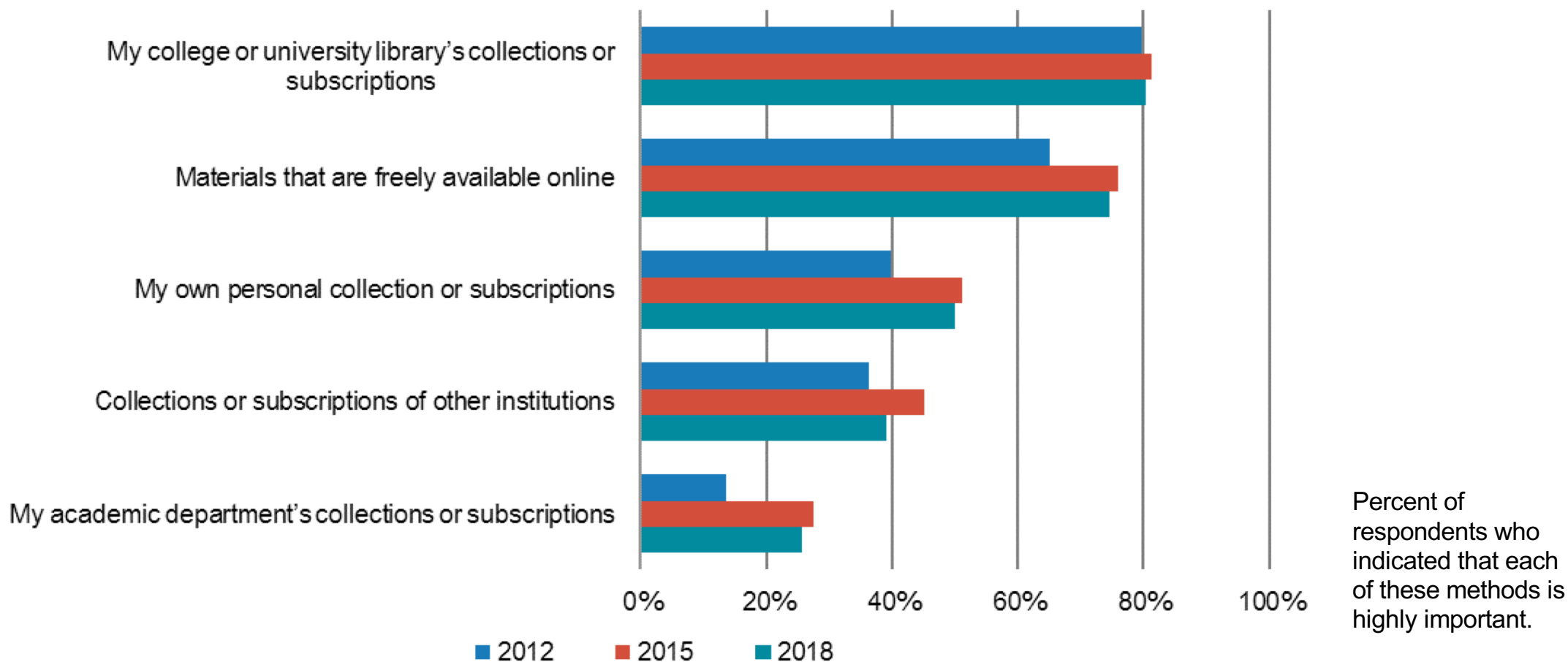
Percent of respondents who indicated that each option is the starting point for their exploration.

<https://sr.ithaka.org/publications/2018-us-faculty-survey/>

# Importance of sources for accessing journal articles and scholarly monographs routinely used for research and teaching?



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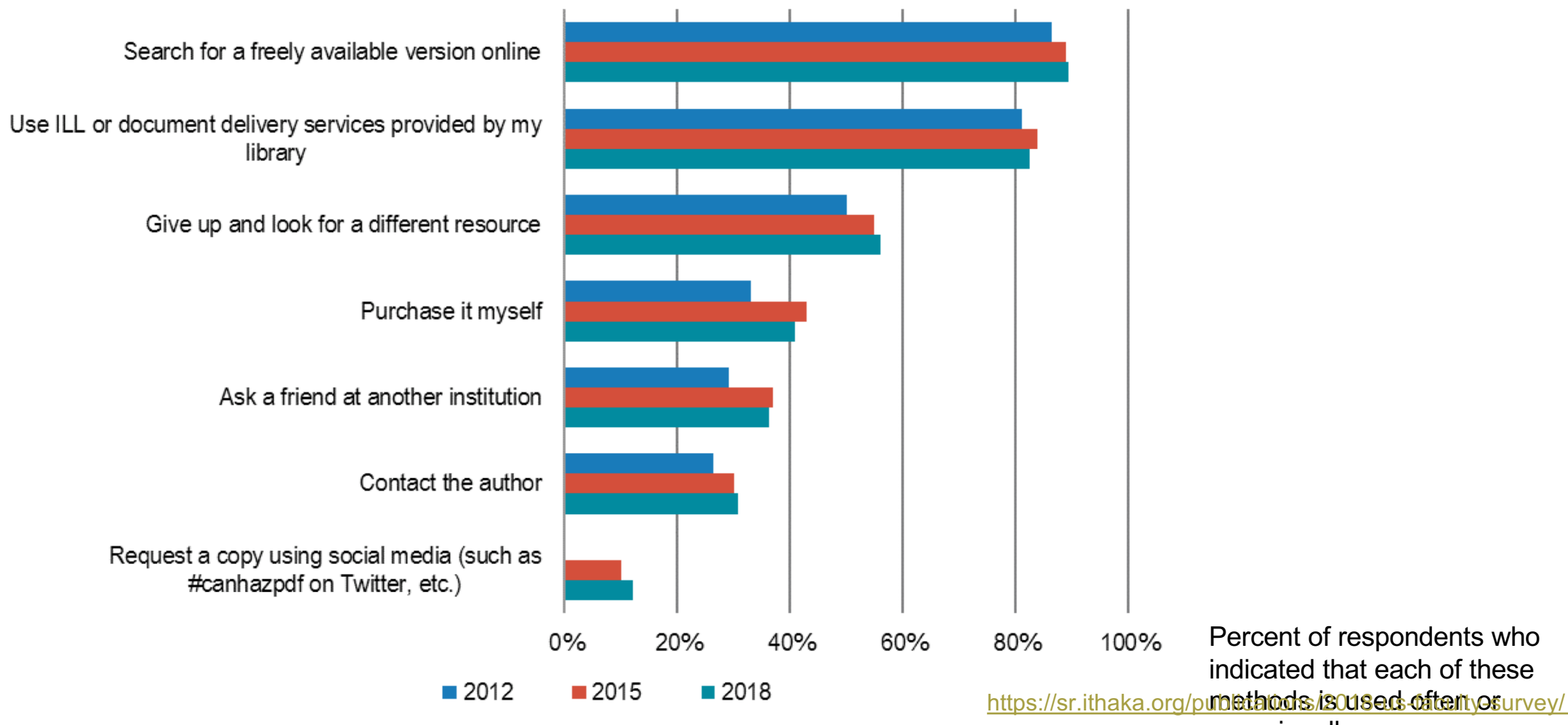


<https://sr.ithaka.org/publications/2018-us-faculty-survey/>

# What do researchers do when unable to access a resource?



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*Web services built upon and enhanced by more open metadata APIs and/or open access*

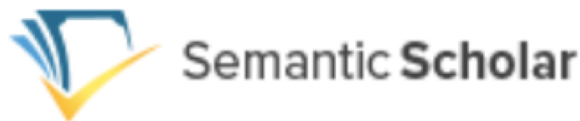


Microsoft Academic


**scite\_**



**Yewno**



IRIS.AI

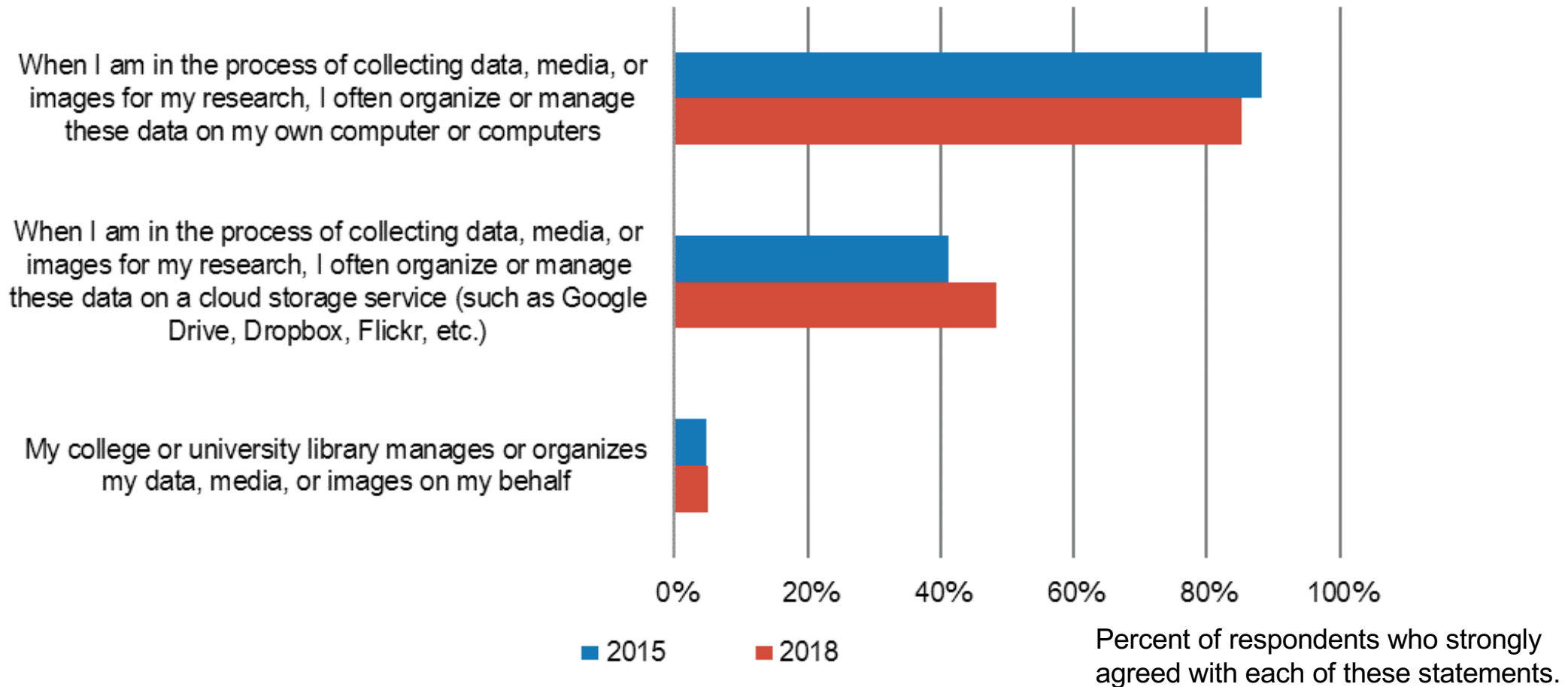


Dimensions



**scienceOPEN.com**  
research+publishing network

# There is a lot of work to be done concerning processes and support for data management, data storage, and data sharing



<https://sr.ithaka.org/publications/2018-us-faculty-survey/>

# *Writing & Publication*



*The general landscape of journals , particularly  
within business and management journals*



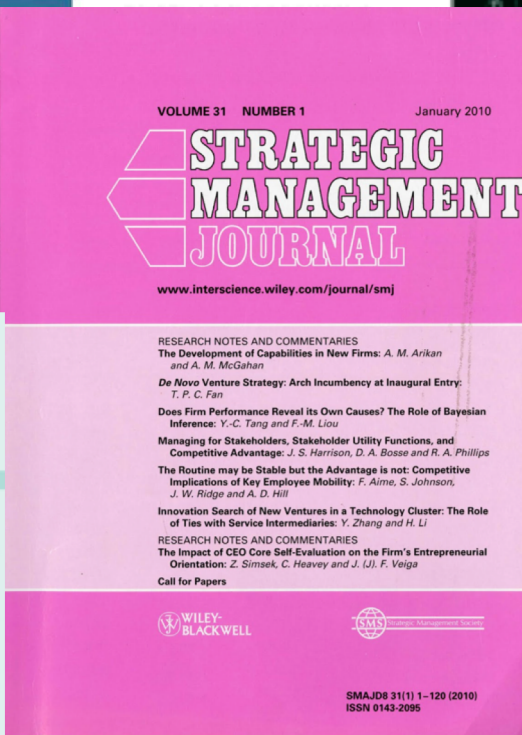
- » Journals have formed very strong communities and have respected seniority hierarchies.
- » Generally ”slow science”, long review times, multiple revision rounds, long times permitted to submit revisions.
- » One or two articles in the right journal can make or break an academic career.
- » External funders and their policies not as effective as in many other disciplines.



# Some example journal titles



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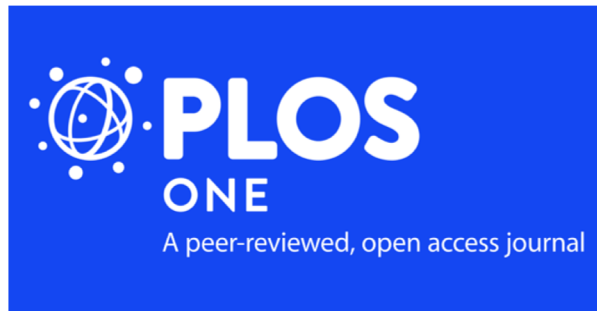
*Share of full-OA journals and articles some of the lowest considering any discipline*



Subject Area	Journals		Articles	
	OA	Non-OA	OA	Non-OA
<b>Business, Management &amp; Accounting</b>	85 (5.5%)	1446 (94.5%)	8141 (4.2%)	185969 (95.8%)
<b>Economics, Econometrics and Finance</b>	76 (8.2%)	851 (91.8%)	7277 (5.6%)	122498 (94.4%)

Erfanmanesh (2019)

# *Low relevance of megajournals*



*High presence of questionable journals in specifically this discipline*

- » Aggressive e-mail marketing spam tactics have made these visible to most researchers.
- » Has facilitated the creation of a negative mindset about open access publishing for many researchers.



# *Need for collective action*



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- » **The Dilemma of Collective Action** ([Wenzler 2017](#))
- » "For academic libraries to continue to achieve their traditional role of storing, organizing, preserving, and providing access to the scholarly record, they increasingly will have to take responsibility for the entire cycle of scholarly communication from publishing and editing through preservation, but it is unlikely that they will succeed in doing so through the uncoordinated actions of individual institutions and will require new experiments in cooperation and coordination."

# Could researchers take a common stand?



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**Tiedonhinta.fi**

Statement Signatures News Contact English

## THE COST OF SCIENTIFIC PUBLICATIONS MUST NOT GET OUT OF HAND

[UPDATE 2016-12-21] Elsevier and Finland's higher education and research institutes have agreed on one year's extension to negotiations on electronic journals. Similar extensions have been agreed on with Wiley and American Chemical Society. More time is needed in order to find a solution for advancing open access. Deals covering multiple years have been made with Taylor & Francis and Sage.

Large international scientific publishers are currently enjoying remarkable profit margins. Their business is heavily indebted to the voluntary work of the researchers. The scientific community produces research, usually publicly funded, edits the publications as unpaid volunteers, and then buys back the scientific publications. Publishers have increased the price of publications significantly year by year although in this digital era the trend should be the opposite. In 2015 Finnish research organisations paid a total of 27 million euros in subscription fees and in the future the price looks to be higher still. The hikes in fees are especially problematic at a time when funding cuts are narrowing the scope of opportunity for science as it is. In currently ongoing contract negotiations Finnish scientific libraries are demanding that prices be made more reasonable and open access publishing more prevalent. We, the signatories, support these goals. We are prepared to abstain from refereeing and editorial duties for the journals of the publishers involved in these negotiations if the goals of the Finnish negotiators are not realised.

The price tag for scientific journals in 2017 is currently under negotiation. The talks between FinElib consortium, which represents the Finnish scientific community, and international scientific publishers over subscription conditions have proved extremely challenging. Some publishers have been unwilling to meet the demands of the Finnish negotiators that prices be made more reasonable and open access to content more prevalent.

The matter is urgent. The deadline for some of the negotiations, including Elsevier, is 31 Dec 2016. If the negotiations do not yield a mutually agreeable resolution thousands of essential scientific journals will at once become unavailable to the Finnish scientific community. This would significantly encumber the work of researchers.

The current system favours the publishers unilaterally: the scientific community produces and reviews scientific articles free of cost to the publisher after which the publisher charges the scientific community (and the rest of society) for access to these same articles. The profit margins for scientific publishers are remarkably high, for instance 37% in the case of Elsevier in 2015. The profits for these private agents come largely from public funds.

In 2015 our research organisations paid a total of 27 million euros in subscription fees. In recent years these costs have risen by as much as ten percent in a single year. At the same time funding for science is trending in the opposite direction (see figure 1): government funding of universities increased from 2011 to 2015 a total of under four percent. In 2015 the Finnish government announced it would cut over 600 million euros from teaching, science, and education.

Allekirjoita / Undertekna / Sign

FIRST NAME \*

LAST NAME \*

EMAIL \*

CONFIRM EMAIL \*

TITLE AND FIELD OF RESEARCH

Large international scientific publishers are currently enjoying remarkable profit margins. Their business is heavily indebted to the voluntary work of the researchers. The scientific community produces research, usually publicly funded, edits the publications as unpaid volunteers, and then buys back the scientific publications. Publishers have increased the price of publications significantly year by year although in this digital era the trend should be the opposite. In 2015 Finnish research organisations paid a total of 27 million euros in subscription fees and in the future the price looks to be

SUPPORT STATEMENT WITHOUT BOYCOTTING

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# No deal, no review

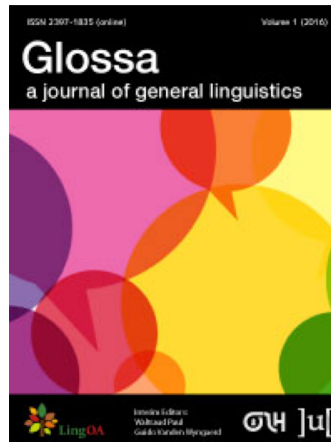
#nodealnoreview

## JOIN THE BOYCOTT

<https://tiedonhinta.fi>

<https://www.nodealnoreview.org/>

*It is possible: Editorial boards abandoning leading journals, “declaring independence”*



It's ultimately the scholars that have the power for enabling change but coordinated effort is needed.

# University presses an option?



**HUP** HELSINKI  
UNIVERSITY  
PRESS

**LSE** THE LONDON SCHOOL  
OF ECONOMICS AND  
POLITICAL SCIENCE | Press

**Lund University Press**

WELCOME TO LUND UNIVERSITY PRESS – AN ACADEMIC  
PUBLISHER FOR THE 21ST CENTURY



**STOCKHOLM**  
UNIVERSITY PRESS

**UNIVERSITY OF WESTMINSTER  
PRESS**

**WHITE ROSE**  
UNIVERSITY PRESS  
Universities of Leeds, Sheffield & York

open access research in action

*University of*  
**HUDDERSFIELD**  
University of Huddersfield Press



Goldsmiths  
Press

**CARDIFF**  
UNIVERSITY  
PRIFYSGOL  
CAERDYDD

Cardiff University Press  
Gwasg Prifysgol Caerdydd



Edinburgh University Library  
**Open Journals**

Celebrating  
**500,000 downloads!**

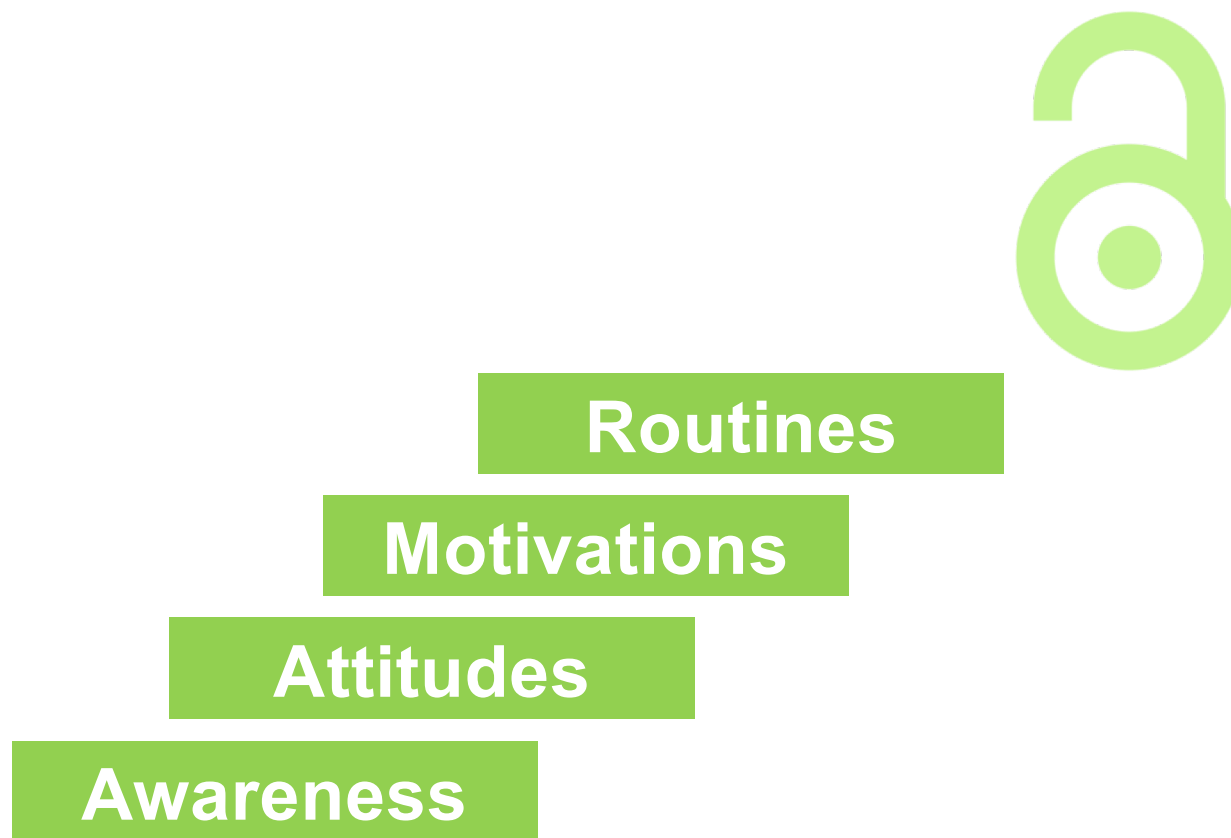
**UCLPRESS**  
The UK's first fully open access university press



In interviews I've conducted with faculty, there is a clear lack of awareness of open access



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*Explanations for lack of self-archiving manuscripts in  
the institutional repository*



“I don’t have enough time.

“I co-authored the article, I do not have the most recent manuscript version.”

“Publication is enough for me, I do not care about wider dissemination.”

“I immediately delete all manuscript files from my computer once the article is published.”

“No one would ever find it in the institutional repository.”

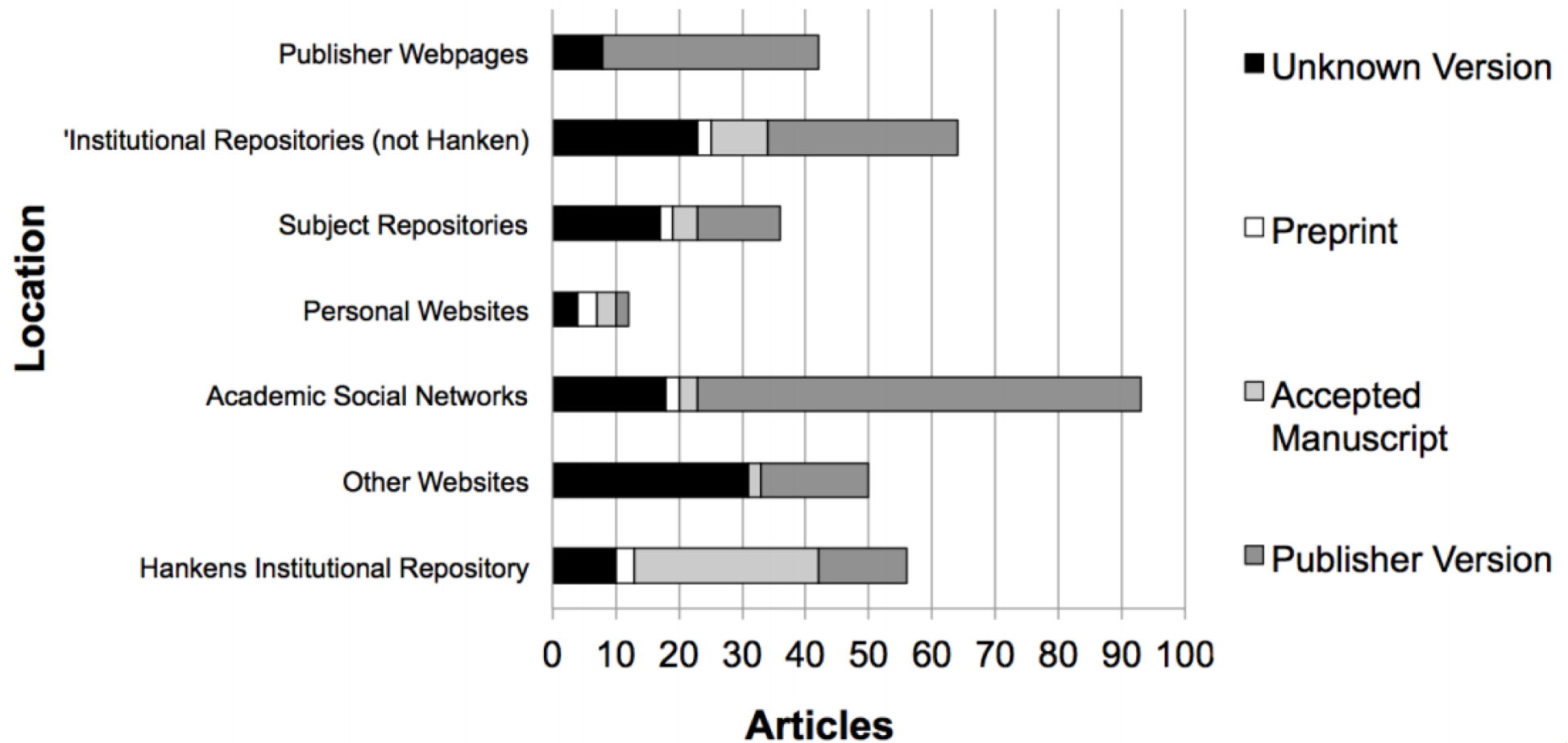
“I am uncertain about what I am allowed to distribute.”

“Manuscript versions are inferior to the published article.”

“Readers would be confused about how to cite the article.”

“I already use other services to disseminate my research outputs.”

# Hanken School of Economics access footprint



[Laakso et al \(2017\)](#)

Still an strong misconception - Academic social networks are not platforms for providing sustainable open access



Academia.edu  
share research

ResearchGate



# *Outreach & Assessment*

# *Outlet-based journal rankings influence all activities*



FINANCIAL TIMES

50





*Evaluation based on outlet-based metrics is not a phenomenon exclusive to business schools*



**Use of the Journal Impact Factor in academic review, promotion, and tenure evaluations**

Erin C. McKiernan<sup>1,\*</sup>, Lesley A. Schimanski<sup>2</sup>, Carol Muñoz Nieves<sup>2</sup>, Lisa Matthias<sup>3</sup>, Meredith T. Niles<sup>4</sup>, and Juan Pablo Alperin<sup>2,5\*\*</sup>

*“Our qualitative analysis shows that 87% of the institutions that mentioned the JIF supported the metric’s use in at least one of their RPT documents, while 13% of institutions expressed caution about the JIF’s use in evaluations. None of the RPT documents we analyzed heavily criticized the JIF or prohibited its use in evaluations.”*

<https://doi.org/10.7287/peerj.preprints.27638v2>

# *Alignment of reward systems*

- » Without diversifying academic evaluation and merit systems change will be hard.
- » It does not look likely that major publishers will initiate wide-scale "flipping" of journals to open access.







*Broadened reward acknowledgement would reduce the singular focus on getting published in exclusive journals*



*”For the purposes of research assessment, consider the value and impact of all research outputs (including datasets and software) in addition to research publications, and consider a broad range of impact measures including qualitative indicators of research impact, such as influence on policy and practice.”*

**<https://sfdora.org/read/>**

So far signed by 1328 organizations and 14123 individuals

# Open access + Wikipedia



- » 12 years since John Willinsky's call to action.

Home > Volume 12, Number 3 — 5 March 2007 > Willinsky

f i @ s t m x ñ d @ ¥  
PEER-REVIEWED JOURNAL ON THE INTERNET

What open access research can do for *Wikipedia*  
by John Willinsky

*“The results suggest that much more can be done to enrich and enhance this encyclopedia’s representation of the current state of knowledge..”*

([Willinsky 2007](#))



# *10 practical tips for librarians*



1. As far as possible, bridge *compliance* with building *intrinsic motivation*
2. Connect existing/least-resistance researcher behavior and the services provided
3. The services offered must be aligned with researcher needs and practices, there needs to be demand for what you are offering.
4. Just-in-Time information and support is key, there is also a time and place for preparative support but try to minimize it.
5. Managing mixed messages, with regards to e.g. Open Access there are many opinions and agendas at play.



# *10 practical tips for librarians (cont.)*



6. If you, and your service providers want to succeed, the end-user experience has to be on par with the other services researchers use for similar purposes elsewhere.
7. Don't encourage or force what cannot be done (target messages to appropriate audiences/researchers only).
8. Use and support open source software when possible, for the benefit of everyone involved.
9. Go where researchers are, offer collaboration opportunities.
10. Ask and you will know, many customer voices are silent. Surveys and resource use monitoring can only go so far.

*Thank You!*