Customer Voices
What do researchers need?
What kind of support do they need/expect?

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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

A few notes and disclaimers

» 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 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

This slide is modified from a slide created by Bianca Kramer: [tinyurl.com/fspsc2019](https://tinyurl.com/fspsc2019).

Full report: [https://doi.org/10.2777/836532](https://doi.org/10.2777/836532)
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.”

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Full report: https://doi.org/10.2777/836532
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
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.

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

...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

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

Laakso (2014)
And acceleration of change is only increasing
The majority of European institutions already have an open access policy in place

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/](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.

http://www.acatiimi.fi/7_2018/12.php
Interrelated competition at many levels, for a lot of different things*

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

Researchers

*not an exhaustive list
» 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.

Percent of respondents who strongly agreed with each statement.

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

Percent of respondents who strongly agreed/agreed with each statement.  
Different kind of support needed at various stages of the research process
Help with navigating the tool & platform landscape

Some commercial actors already cover large parts of the cycle
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.

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

Percent of respondents who indicated that each of these methods is highly important.

- My college or university library’s collections or subscriptions
- Materials that are freely available online
- My own personal collection or subscriptions
- Collections or subscriptions of other institutions
- My academic department’s collections or subscriptions

What do researchers do when unable to access a resource?

- Search for a freely available version online
- Use ILL or document delivery services provided by my library
- Give up and look for a different resource
- Purchase it myself
- Ask a friend at another institution
- Contact the author
- Request a copy using social media (such as #canhazpdf on Twitter, etc.)

Percent of respondents who indicated that each of these methods is used often or occasionally.

Web services built upon and enhanced by more open metadata APIs and/or open access
There is a lot of work to be done concerning processes and support for data management, data storage, and data sharing.

- When I am in the process of collecting data, media, or images for my research, I often organize or manage these data on my own computer or computers.

- When I am in the process of collecting data, media, or images for my research, I often organize or manage these data on a cloud storage service (such as Google Drive, Dropbox, Flickr, etc.).

- My college or university library manages or organizes my data, media, or images on my behalf.

Percent of respondents who strongly agreed with each of these statements.

[Graph showing percentage of respondents for each statement in 2015 and 2018.]

Writing & Publication
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
### Share of full-OA journals and articles some of the lowest considering any discipline

<table>
<thead>
<tr>
<th>Subject Area</th>
<th>Journals</th>
<th>Articles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>OA</td>
<td>Non-OA</td>
</tr>
<tr>
<td><strong>Business, Management &amp; Accounting</strong></td>
<td>85 (5.5%)</td>
<td>1446 (94.5%)</td>
</tr>
<tr>
<td><strong>Economics, Econometrics and Finance</strong></td>
<td>76 (8.2%)</td>
<td>851 (91.8%)</td>
</tr>
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Erfanmanesh (2019)
Low relevance of megajournals
» 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.
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?

No deal, no review

#nodealnoreview

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.
In interviews I’ve conducted with faculty, there is a clear lack of awareness of open access.
“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
Outreach & Assessment
Outlet-based journal rankings influence all activities

FINANCIAL TIMES

50

AACSB ACCREDITED

EFMD

EQUIS ACCREDITED
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. McKiernan¹, Lesley A. Schimanski², Carol Muñoz Nieves², Lisa Matthias³, Meredith T. Niles⁴, and Juan Pablo Alperin²,⁵

“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.
12 years since John Willinsky’s call to action.

“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)
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.
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!