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Publishing Inti: A Suite of Services Case Study

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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*.1
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. Additionally, an “umbrella site” with a HELIN brand would be created encompassing all content included in each IR for cross-searching, and metadata with links to IR content pages would be harvested from each repository and ingested into the consortium-wide single catalog.

In August 2005, a new library director arrived at PC’s PML, and 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 accommodating Digital Commons-PC needs. The open cataloging position was restructured as the 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, along with the CDPL, developed plans for pertinent equipment, facilities (space), and additional staff. Furniture and technology requests were submitted through existing college funding channels to outfit a vacant space within the library (i.e., desks, chairs, Macintosh computers, scanners, optical character recognition [OCR] software, and Adobe’s Creative Suite). 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 (e.g., the position’s title descriptors were flipped, becoming Digital Services and Cataloging). The position was filled in January 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 as the 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 (the department title also changed to 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.

**Digital Publishing Services staff assist and collaborate in...**

- publication options, copyright advisement, scanning/digitization, media creation, graphic design, text processing and encoding, metadata consultation, and publishing platform R&D.

As of this writing, Digital Publishing Services (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) and encoding (TEI), metadata consultation, and publishing platform R&D. The DPS Lab is equipped with high-end 27-inch iMacs and PCs, which include a suite of...
Engaging Inti

In 2007, Inti’s faculty editor supported Digital Publishing Services’ proposal to digitize and OCR (optical character recognition) early issues, providing greater journal visibility through Digital Commons, INTI Archivo. This early project phase focused on digitizing issues using a method of 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 searchability 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.

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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 (the workflow chart is available as Appendix A). DPS made an immediate decision to move from Adobe PageMaker to Adobe InDesign as the principal desktop publishing tool. Facilitation and coordination of the digital print-on-demand process was assigned to the Digital Publishing Services Specialist (DPSS). Because 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 template (the template is available as Appendix B). 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—principal concerns being consistency of the text and the formatting, font rendering, and time spent. Current iterations of the ingestion process rely on e-mail 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 two to three 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. Thus, tracking management takes on the same level of importance as any other step in the publication process (the tracking template is available as Appendix C).

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 done 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 any 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 & Gunn5) 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 in publishing a second issue with a third in process—completion and distribution dates are 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*) 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 (the Suite of Services Workflow/
DPS organization chart is available as Appendix D). 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 C

Tracking Template in Microsoft Excel

Appendix D

Inti Suite of Services Workflow: Digital Publishing Services’ (DPS) Roles and Responsibilities
Endnotes

1 *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.

2 http://digitalcommons.providence.edu

3 http://www.providence.edu/library/dps/

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

5 http://digitalcommons.providence.edu/inti/

6 http://www.bookprinters.com/

7 http://library.providence.edu/dps/publications/inti/