Independent Voices:
An Open Access Collection of an Alternative Press

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Executive Summary

1. A four-year project to digitize and make widely available through open access over 1 million pages of alternative press material sourced from the special collections of participating libraries.
2. The Collection is offered under a unique *cost recovery/open access* acquisition model that results in prices that are 20% of what a library would expect to pay for more traditionally published products, while guaranteeing that the material will eventually become open access.
3. Permissions are obtained from copyright holders that allow their material to be included in the Collection for both controlled and open access. These permissions also extend to the source libraries and their rights to host and display the material.
4. Reveal will provide access through its platform with long-term access and archiving provided by a trusted third-party.
5. Contributing libraries will have a voice in future collection development areas for Reveal and their special collection holdings will have a priority as sources of material for digitization.

Offer Summary - Over the next four years, Reveal Digital will release a series of digital collections of the alternative press that are complete runs of newspapers, magazines and journals drawn from the special collections of participating libraries (collectively, the "Collection"). These periodicals were produced by feminists, dissident GIs, campus radicals and the New Left, Native Americans, anti-war activists, Black Power advocates, Hispanics, LGBTs, anarchists, the extreme right-wing press and alternative literary magazines. When completed, the Collection will represent the largest digital collection of alternative press titles, with complete runs of over 1,000 titles and 1,000,000 pages. See Attachment B for a description of the Collection.

Acquisition Model and Pricing - The Collection is being offered under a <u>cost recovery/open access model</u>. All of the costs associated with publishing the Collection define the sales threshold (see Attachment A). Once the sales threshold is reached, and a two-year embargo period has ended, the Collection will move to open access. If the sales threshold is not reached, the timing for open access will be determined by the Reveal Steering Group.

The starting price for a library to acquire the Collection is determined by dividing the total costs by an estimate of the number of libraries that will purchase the Collection over the offering period. We are assuming 160 libraries will commit to purchase the Collection over the four-year release period. This results in the following annual contribution levels, tiered by type of library:

Type	Annual Contribution	Lump-sum Contribution	Target Libraries	Total Revenue
Bachelors, 2 yr. colleges and smaller publics	$1,283.00	$5,130.00	17	$87,210
Masters	$1,693.00	$6,770.00	22	$148,940

Other Doctorate	$2,563.00	$10,250.00	33	$338,250
ARLs and large publics	$5,125.00	$20,500.00	88	$1,804,000
TOTAL LIBRARIES / SALES THRESHOLD			160	$2,378,400

Price-to-Cost Ratio - On the cost side of the equation, all of the costs, with the exception of sales/marketing and general/administrative costs, are generally in line with traditionally published products. Sales/marketing and G/A costs are significantly lower (25%-50%) from what you might expect under normal publishing models.

The striking difference is on the pricing side where most traditionally published products set a minimum profit bar at 3-5 times cost. The more successful products have revenue-to-cost multiples of 20-30 to 1. Reveal uses a strict 1-to-1 cost recovery model, resulting in pricing that is 20% of similar sized collections offered under traditional publishing models The driver behind the lower pricing is the elimination of 'excess' profits.

Open Enrollment Process - During the six-month open enrollment period, starting January 1, 2013 and running through June 30, 2013, libraries will be able to make their non-binding commitments to purchase the Collection at the above annual or lump-sum contribution levels. The names and types of contributing libraries, along with their level of funding, will be reported on throughout the enrollment period.

At the end of the enrollment period, or sooner, Reveal will evaluate the commitments from libraries, relative to the defined sales threshold for the Collection, and make a decision to either:
1. proceed with the Collection as defined in this prospectus,
2. modify the scope/size of the Collection, which would result in another open enrollment period based on a redefined prospectus, or
3. cancel the Collection all together.

If Reveal elects to proceed with the Collection, then it is committing that it will finish and deliver the Collection as defined in the prospectus. Based on its decision to move forward with the Collection, Reveal will then invoice libraries for their contribution amounts. It is important to note that if more libraries commit during the open enrollment period, the price per library will be reduced accordingly. Libraries can join after the open enrollment period provided that they catch-up to the contribution levels of the charter contributors.

LYRASIS will serve as the sales and administrative agent for the Collection and will manage the open enrollment process. No LYRASIS membership is required for a library to participate in this offering.

In January, 2013, Reveal will make the initial 75,000 pages of the Collection (Feminist and GI Press material) available for testing and evaluation by all interested libraries. At the end of the open enrollment period access to the Collection will be limited to only contributing libraries, until such time that the Collection moves to open access. Reveal plans to make quarterly updates to the Collection over the four-year development period.

Delivery and Archive Platforms - The Collection will be hosted on the Reveal Digital platform, which will provide controlled access to contributing libraries. The Reveal platform is being built by iFactory, a Boston-based software design and development company, using their PubFactory delivery platform. The platform provides page image-based access with full-text searching, hit-term highlighting, searchable issue-level metadata and browsing of the collection by series, title and issue.

We have built into our cost/price model five years of hosting on the Reveal platform. Beyond that five year period, the ongoing annual cost to provide access to the collection is estimated to be 12% of the annual contribution fee. Based on that, one option is to charge an annual hosting fee of $150-$600, tiered by type of library. Our preferred option is to turn to a trusted third-party as the long-term archive and open access host. The timing of the

migration of each collection to its long-term hosting solution, and the related access fees, if applicable, will be determined by the Reveal Steering Group. Discussions are currently ongoing with the Internet Archive and the Hathi Trust to serve as digital archives and hosts for open access.

Rights Clearance - In cases where the material is in copyright, Reveal is contacting the rights holders and securing permissions to include their material in the Collection, both during controlled access as well as open access. Reveal is also obtaining permission from the rights holders that allow the source libraries (the libraries that provided material to Reveal) to host and display the material.

Target Audience - The Collection will be of interest to scholars and students of American history, journalism, social movements, women, sexuality, gender, feminism, literature, social psychology, citizenship studies, political thought, political philosophy, radicalism, political culture, labor studies, peace studies, culture, and race; and will include historians, political scientists, anthropologists, sociologists, psychologists, social psychologists, and students of literature and of philosophy. Scholars from a broad array of interdisciplinary programs, departments, and centers will seek access to these collections. These publications also will provide valuable sources for course readings and research.

Advisory Groups - An Editorial Group consisting of academics and librarians is being created to assist in the definition of collection areas and title list selection. Dr. Marc Kruman, Chairman of the History Department at Wayne State University, has agreed to head this group. A Steering Group of special collection librarians, library directors and library consortia directors will provide oversight on the acquisition model, and its associated cost assumptions, help determine a viable long-term archiving solution and provide direction for future digitization opportunities. We expect to have the Steering Group in place by the end of January, 2013.

Benefits for Contributing Libraries - Libraries that contribute to the support of the Collection will receive the following benefits:
1. immediate access to the Collection at price points that are significantly lower than traditional published collections
2. the option of locally loading the Collection in whole or in part
3. priority as a future source of material for Reveal's collections
4. free MARC records and COUNTER compliant usage reports
5. a voice in the future collection development areas for Reveal

Overall Benefits for the Library Community - The Reveal model offers a distinct set of benefits for bringing special collection material to open access:
1. a cost effective alternative to grant funding for digitization
2. through aggregation Reveal is creating new digital collections that exceed the sum of their parts
3. the Reveal model provides a framework (cost and price models, open enrollment acquisition model, hosting option, etc.) for libraries to use in bringing their own collections to open access
4. makes use of existing acquisition budgets to fund both digitization and access
5. establishes new price points for acquiring digital collections

QUESTIONS AND COMMENTS
Please direct any questions and comments on this prospectus to:
Jeff Moyer at jmoyer@revealdigital.com or 734-821-3992

Attachment A
Project Cost Summary

The following summarizes the expected costs to produce the Alternative Press collection as outlined in this prospectus. It also defines the underlined sales threshold, which is the revenue target to be achieved before the Collection moves to open access.

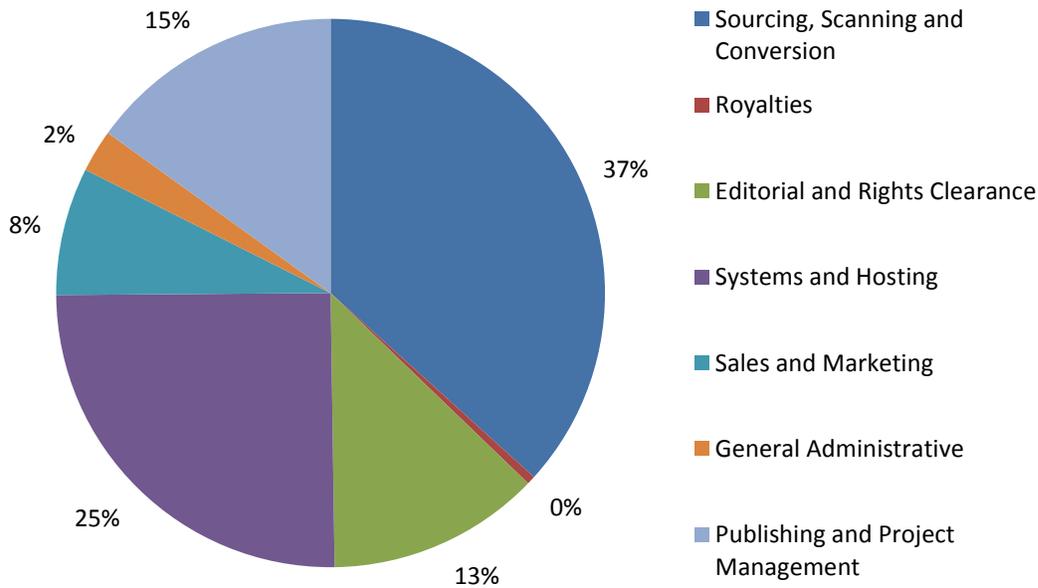|		
Sourcing, Scanning and Conversion	$	869,000
Royalties	$	11,892
Editorial and Rights Clearance	$	297,300
Systems and Hosting	$	594,600
Sales and Marketing	$	178,380
General Administrative	$	59,460
Publishing and Project Management	$	356,760
TOTAL COSTS	$	2,367,392

Figure 1: Total Project Costs by Category

Sourcing, Scanning and Conversion – Covers the cost of sourcing the material from contributing libraries including, library staff time to pull, box, ship and re-shelve the material; content check-in, scanning, full-text conversion, metadata capture and quality control. Total cost is $0.85 per page for 1,020,000 pages.

Royalties – Given the type of content targeted for the Collection, we expect to be able to negotiate with the rights holders for the inclusion of their content without any cash royalties being paid. Instead, we are offering copies of the converted material to the rights holders with no restrictions on their use of the digitized material. Our experience to date with over 75 rights holders for feminist periodicals suggests that the vast majority of rights holders are extremely happy to have their material included in the Collection with no further compensation. A

cost of 0.5% of expected revenue has been applied to cover incidental costs associated with providing the converted material to the rights holders or to pay modest royalties where required.

Editorial and Rights Clearance – This line item covers contract editors who work to identify sources for material and who also identify, find and contact rights holders to obtain permissions. A cost of 15% of expected revenue has been applied to cover these costs. Note that our rights clearance activity also applies to the source libraries and their ability to display the digitized material sourced from their libraries through their websites.

Systems and Hosting – Covers a share of the onetime costs associated with developing the delivery platform plus the annual hosting/access fees associated with providing ongoing access to libraries. Reveal has contracted with [iFactory](#), a Boston-based software design/development company, to provide platform and hosting services. For this model we have used 12.5% of expected revenue as a proxy for the final systems and hosting costs.

Sales and Marketing – LYRASIS will be providing sales and administrative support for our collections. Additionally, we will have marketing-related expenses, associated with the launch of the Collection. 7.5% of expected revenue has been set aside to cover these costs. No LYRASIS membership is required for libraries to participate in this offer.

General Administrative – This line item covers internal administrative costs such as accounting, legal, rent, insurance, etc. Given our size we have set aside 2.5% of revenue for this expense.

Publishing and Project Management – This final category covers salaries, travel and related costs associated with defining publishing opportunities, building publishing plans, engaging contract editors, managing individual projects and the overall planning for Reveal Digital. These costs are defined as 15% of expected revenue.

Independent Voices – A Collection of an Alternative Press

The flood-like appearance of an alternative press in the late 1960s expressed the upsurge of dissent and of aspiration of American youth. Feminists, dissident GIs, campus radicals and the New Left, Native Americans, anti-war activists, Black Power advocates, Hispanics, and members of the lesbian, gay, bisexual, and transgender community all began to publish newspapers and periodicals. Drawing their inspiration from the successes and failures of the Civil Rights movement and the movement against the Vietnam War, an amorphous but broad movement for radical change splintered. Black civil rights organizations like SNCC expelled whites from their organization, Students for a Democratic Society became increasingly divided over tactics and goals; radical feminists challenged male-dominated New Left groups as organizations that replicated the gendered roles of society they purportedly were seeking the remake; and marginalized groups like members of the LGBT community resisted police harassment at Stonewall and beyond. All of these groups found their voices in the alternative press.

Over the next four years, Reveal Digital will publish a series of digital collections of the alternative press that are complete runs of newspapers magazines and journals drawn from the special collections of leading academic libraries. The very nature of a small, diffused and dissenting press with inevitably short runs and small circulations meant that the preservation of the publications would be erratic. It also dictated that whatever issues were preserved likely would be dispersed among archives and special collections around the country. The assembling and digitizing of these often widely scattered publications is in itself a major achievement and a major contribution to scholarship.

The collections published also will be cross-searchable with key metadata captured, adding exponentially to their intellectual significance. If the individual movements discovered their individual voices in their press, they also drew upon one another—in some cases negatively, in others positively—for inspiration. Radical feminism emerged partly in opposition to the male control of New Left organizations. The American Indian Movement was inspired by Black Nationalism. The voices of these movements learned from one other, reacted to one another, and addressed common issues from diverse perspectives. The publication of the most complete runs of the alternative press as cross-searchable databases will enable researchers to explore both the diversity of the movements and their common themes, to develop a coherent portrait of the voices of dissent, to compare one movement to another and much more.

GI Underground Press

The collection is remarkable in its breadth and depth. During the course of the Vietnam War, over 500 underground papers were published by or directed to members of the military, in all branches of service. The Reveal Digital GI Press collection contains more than 180 of those titles. GI newspapers appeared at bases around the world—from Yakota Airforce Base in Fussa, Japan, from Paris to Camp Pendleton, from Fort Bliss and Camp Lejeune to Berlin, Okinawa, London and Toronto. Publication frequency varied from place to place. More than one-third of them published only once—making them more akin to leaflets or short books than periodicals. Together, though, they published more than 1,000 issues and over 12,000 pages. Dissident GIs began to publish as disenchantment with the war surged among soldiers, especially as draftees increased among the ranks, and as the anti-war movement developed on the home front. In some respects, the GI press paralleled the growth of the anti-war movement at home. Although a few began to publish as early as 1967, most of the publications appeared between 1968 and 1971, the height of the anti-war movement.

Feminist Alternative Press

If anything, the collection of the feminist alternative press is even more remarkable for its size and breadth. Like the GI collection, the publication of feminist alternative periodicals in began in the late 1960s, but unlike the GI Press, which tended to disappear as the Vietnam War wound down; the feminist press persisted, as did the women's movement. Like the GI press, the early publications were very much products of the social ferment of the 1960s. The reform movements themselves, while challenging the status quo in so many realms of American life, often embraced unthinkingly the sexism and patriarchal views of mainstream American society. The glaring contrast between the struggle for equality and persistence of sexism spurred the development of the twentieth century's second wave of feminism—encapsulated in the rich and diverse women's press.

The radical feminist press, like the GI press and the New Left periodicals, sprang to life in 1968 and 1969. As Christine Stansell observes, "The ardor for a separate women's politics spawned discussion groups, underground newspapers, [and] journals."[1] Stansell points out that the feminist press "specialized in stripping down ordinary interactions to lay them bare," turning away from the liberal feminist political and policy agendas, in much the same way that black radicals abandoned liberal approaches to critique "structural and cultural racism."[2]

Like the male-dominated press of the New Left or the GIs, the radical feminist press began to fade in the early 1970s. But unlike the publications of the former, the latter spurred a movement that would develop at varying paces over succeeding decades. The feminist press often continued to thrive even after the fervor of radicalism began to fade. Reveal Digital's digital collection demonstrates the breadth, depth and diversity of the feminist movement and its persistence. The first release will include about 50 publications and more than 50,000 pages. Two subsequent releases will bring the total to more than 130 titles and more than 150,000 pages. Many of the publications are assembled into a coherent and consecutive whole for the first time. Whereas once scholars of the feminist press might need to visit the archives of Northwestern University, Duke University, the University of Michigan and elsewhere, now they will have it all on their desktops.

Future Releases of Alternative Press Collections

The digital publication of the feminist and GI press will launch a broader project digitizing the alternative press of the late 1960s and 1970s. Dozens of Native American periodicals appeared; African-American groups published even more. And underground papers were published on many college campuses. The lesbian, gay, bisexual and transgender community published scores of titles, some of which continued to appear regularly until the 1990s and beyond.

After publication of the 1960s generation of alternative publications, Reveal Digital will begin publishing anarchist, ultra-conservative, and white supremacist periodicals, and the so-called "little" literary magazines. Although those publications overlapped at times with the 1960s and 1970s alternative press, they did not have the chronological specificity of those publications.

The audiences for the alternative press are huge. Historians with a wide array of interests studying an equally diverse number of topics likely will be major users. But the collections will attract scholars and students of: journalism, social movements, women, sexuality, gender, feminism, literature, social psychology, citizenship

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[1] Christine Stansell, *The Feminist Promise, 1792 to the Present* (New York, 2010), 231.

[2] Ibid., 232.

studies, political thought, political philosophy, radicalism, political culture, labor studies, peace studies, culture, and race. They will be historians, political scientists, anthropologists, sociologists, psychologists, social psychologists, and students of literature and philosophy. Scholars from disciplinary departments and a broad array of interdisciplinary programs, departments and centers will seek access to these collections. These publications also will provide valuable sources for course readings and research. In the same way that the collections will attract a diverse group of researchers, the same researchers and many more professors will be using the collections in their classes.

Marc Kruman