

WYZWANIA

WSPÓŁCZESNEGO

PUBLIKOWANIA

CHALLENGES

OF CONTEMPORARY

PUBLISHING



WYDAWNICTWO
POLITECHNIKI
LUBELSKIEJ

WYZWANIA WSPÓŁCZESNEGO PUBLIKOWANIA

CHALLENGES OF CONTEMPORARY PUBLISHING

REDAKCJA / EDITED BY

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LUBLIN 2025

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PROJEKT GRAFICZNY, SKŁAD I ŁAMANIE / GRAPHIC DESIGN, TYPESETTING AND DTP:

Łukasz Maj

ISBN (printed version) 978-83-7947-651-0

ISBN (digital version) 978-83-7947-652-7

DOI: 10.35784/9788379476527

Publikacja wydana za zgodą Rektora Politechniki Lubelskiej /

Published with the approval of Rector of Lublin University of Technology

WYDAWCA / PUBLISHER:

Wydawnictwo Politechniki Lubelskiej
Ul. Nadbystrzycka 36C, 20-618 Lublin
www.wpl.pollub.pl

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Nakład/Imprint: 30 egz./copies

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SPIS TREŚCI

Wstęp	11
Rola wydawnictwa uczelnianego w procesie tworzenia i publikowania czasopism naukowych	15
Beata Jankowiak-Konik	
Biblioteka – wydawca czy koordynator? Podsumowanie pięciu lat działalności Platformy czasopism Uniwersytetu Opolskiego	23
Dorota Wierzbicka-Próchniak, Danuta Szewczyk-Kłos	
Działania pro jakościowe w strategii rozwoju czasopism UAM realizowane poprzez Platformę PRESSto	35
Aleksandra Szulc, Małgorzata Adamczak, Agnieszka Wiktor-Sass, Blanka Mrowicka	
Wyjść cało z tradycji. Zagadnienia Rodzajów Literackich jako nowoczesne czasopismo naukowe	51
Anna Zatora	
Problemy czasopism publikujących online	67
Jesper Boserup Thestrup	
Oplaty w polskich czasopismach <i>open access</i>	77
Aneta Drabek	
Czy biblioteka naukowej przeszkadza brak polityki otwartości? Przypadek Uniwersytetu Łódzkiego	91
Anna Zatora	
Droga do zmiany poziomu otwartości dorobku naukowego Politechniki Lubelskiej – obraz ostatnich sześciu lat	107
Monika Szarama, Łukasz Tomczak	

Porównanie schematów działania w procesach publikowania bibliotecznego w różnych modelach otwartego dostępu – praktyki Bibliotek Uniwersytetu Nebraski w Lincoln	123
Sue Ann Gardner	
Jak pomóc sobie i autorom – zestaw dobrych praktyk eliminujących nieświadome łamanie prawa	137
Joanna Błasiok, Kamila Kokot-Kanikuła	
Monografie w otwartym dostępie: jakich modeli i narzędzi publikowania potrzebujemy?	157
Marta Świetlik, Magdalena Wnuk	

TABLE OF CONTENTS

Introduction	173
Role of a University Publisher in the Process of Creating and Publishing the Scientific Journals Beata Jankowiak-Konik	177
Library – publisher or coordinator? Summary of five years of the University of Opole Journals Platform activity Dorota Wierzbicka-Próchniak, Danuta Szewczyk-Kłos	185
Quality-focused activities and tasks in the strategy for the development of AMU journals published on the PRESSto Aleksandra Szulc, Małgorzata Adamczak, Agnieszka Wiktor-Sass, Blanka Mrowicka	197
Evolving from Tradition: <i>The Problems of Literary Genres</i> as a Contemporary Scholarly Journal Anna Zatora	215
Problems that journals have when they publish online Jesper Boserup Thestrup	229
Fees in Polish Open Access Journals Aneta Drabek	237
Does a Lack of an Openness Policy hamper the Academic Library? The Case of the University of Lodz Anna Zatora	251
The journey of changing LUT's scholarly output openness – an image of the last six years Monika Szarama, Łukasz Tomczak	267

Comparison of Library Publishing Workflows by Open Access Model as Practiced in the University of Nebraska–Lincoln Libraries	281
Sue Ann Gardner	
How to Help Yourself and Authors – a Set of Good Practices to Eliminate Unconscious Infringement	293
Joanna Błasiok, Kamila Kokot-Kanikuła	
Open Access Monographs: An Exploration of Publishing Models and Necessary Tools	311
Marta Świetlik, Magdalena Wnuk	

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University of Lodz Library

University of Lodz

ROR: <https://ror.org/05cq64r17>

DOES A LACK OF AN OPENNESS POLICY HAMPER THE ACADEMIC LIBRARY? THE CASE OF THE UNIVERSITY OF LODZ

Abstract: This study examines the activities of a scientific library in addressing challenges related to the development of open models for scientific publishing and research data sharing within an institution that lacks a formal openness policy. The case of the University of Lodz (UŁ) demonstrates how bottom-up initiatives, primarily those of the University Library, can shape attitudes and catalyze open science activities. This paper presents the perspective of librarians and their role in promoting open publishing and disseminating knowledge to academics, doctoral candidates, and students. Their participation in university activities is examined in relation to the introduction of good openness practices into research and teaching, including open access publishing programs, read&publish agreements, analysis of journals for predatory publishing practices, researcher support in selecting publication venues, licenses, archiving works via the green way of open access, administering open access journals, and promoting open access through institutional repositories, doctoral courses, and events. The findings reveal two distinct behavioral models in Polish science: adopting a university openness policy versus forgoing such a policy while implementing pro-openness measures aligned with top-down recommendations. The latter model, exemplified by the University of Lodz, demonstrates comparable functionality to the former.

Keywords: *openness policy, open science, scientific library, open access, research data, University of Lodz*

“The initial step toward defining open access principles should be the adoption of an institutional open access policy by each scientific unit and university” (*Kierunki rozwoju otwartego dostępu do publikacji i wyników badań naukowych w Polsce*, 2018).¹ This statement, derived from a communication published by the ministry responsible for higher education in Poland, has become a guiding principle for numerous scientific units. While the promotion of open science has been a global trend for years, it has engendered considerable debate among both the creators of science, i.e., researchers, and its recipients, including policymakers.² Following the publication of *Kierunki rozwoju otwartego dostępu do publikacji i wyników badań naukowych w Polsce* [‘*Directions for the Development of Open Access to Publications and Research Results in Poland*’] in 2015 by the Ministry of Science and Higher Education, authorities of Polish Higher Education Institutions (HEIs) faced a pivotal decision: adhere to the ministerial recommendation or await further developments and formulate an openness policy tailored to their unique experiences and strategies. The rationale articulated in the Ministry of Science and Higher Education document appeared compelling, as it reiterated the recommendations of institutions such as the European Commission and the European Research Council (ERC) and underscored the numerous benefits of making research results openly available. The relatively flexible wording of the recommendations provided managers of scientific entities with time for action. Indeed, they continue to do so, as *Kierunki rozwoju...* [‘*Directions for the Development...*’] stipulates that openness policies should be “[...] convergent in particular with open access policies to be adopted by national entities funding scientific research from public funds (NCN, NCBR, MNiSW)” (*Kierunki rozwoju...*, 2015). To date, only the National Science Center has developed

¹ The document was drafted in October 2015, but only the 2018 file is available. This article was written in 2023 and reflects the legal situation at that time, so there may be differences in the names of institutions or regulations compared to the date of publication. In 2025, the University of Lodz still has not adopted an openness policy and continues to operate based on the model presented in the article.

² A great many texts have already been written on the subject of open science – written in different ways and understood in different ways – whether scientific, popularizing or educational. I will return to some of them in this article, but in order to avoid repeating the same findings and defining the basic concepts once again (open access, green way, repository, FAIR data, predatory journals, etc.), I refer to the works included in the bibliography. I am adopting the notation ‘open science’ in lowercase, understanding the term to include a number of issues, widely recognized as its main components, i.e. open access (including open publishing), open educational resources, open research data and open science communication.

such a document (2020).³ Consequently, two behavioral models are evident in Polish science: 1) adoption of an openness policy by the university incorporating recommendations aligned with the as *Kierunki rozwoju...* [*Directions for the Development...*],⁴ and 2) non-implementation of an institutional openness policy, often accompanied by measures derived from Ministry and European Union recommendations based on less-binding guidelines. The latter model is implemented by the University of Lodz.

OPEN SCIENCE AT THE UNIVERSITY OF LODZ: INTERNAL REGULATIONS

The most pertinent document regarding regulations concerning the opening of science at the University of Lodz is the Communication of the Rector of the University of Lodz, dated April 28, 2020, regarding the implementation of the open access policy at the University of Lodz (2020). It primarily addresses the issue of ensuring open access to scientific research results by enabling University of Lodz employees, doctoral students, and students to deposit their work in an institutional repository in accordance with MNiSW recommendations. The University of Lodz Repository, operational since

³ A document called *Polityka Naukowa Państwa* [*the National Science Policy*] (MEiN, 2022) mentions 'Open Science' and the sharing of research results or research data, but this is only a small part of a comprehensive document. The second document that should be mentioned, although it too does not constitute an openness policy, is Ustawa z dnia 11 sierpnia 2021 r. o otwartych danych i ponownym wykorzystywaniu informacji sektora publicznego [*Act of 11 August 2021 on Open Data and Re-use of Public Sector Information*]. This law entered into force on 8 December 2021. The most important change from the previous law on these issues (2016) is the inclusion of Directive (EU) 2019/1024 of the European Parliament and of the Council of 20 June 2019 on open data and re-use of public sector information. The Act introduces two new categories of public sector information into the scope of re-use: high-value data and dynamic data. Research data has also come within the scope of the Act... – guidelines related to its opening/sharing have been introduced. An important point of the document is the creation of the position of the Plenipotentiary for Data Openness and the announcement of Program otwierania danych [*the Data Openness Program*] coordinated by the Minister in charge of Information Technology, as well as the announcement of detailed regulations/recommendations that will be included in the *Open Access Policy*. This policy was supposed to be developed by the minister responsible for higher education and science in the second half of 2022, but as of now [July 2023] it has still not been published.

⁴ Institutional openness policies have been introduced by, among others: Jagiellonian University, Nicolaus Copernicus University in Toruń, Cracow University of Technology and the University of Silesia in Katowice. Many entities limited themselves to signaling that they base their openness activities on the Ministry's recommendations (e.g., the Warsaw University of Technology, the Silesian University of Technology, the University of Opole). Others, such as the University of Warsaw, are announcing the introduction of such a document. Data is taken from the official websites of the respective units. Cf. Platforma Otwartej Nauki [PON], n.d.: <http://pon.edu.pl/politykiotwartosci/polityki-otwartosci-w-polsce/>.

2012, offers unrestricted access⁵ to scientific publications and other materials archived on the platform, including dissertations. In the aforementioned communication, the Rector of the University of Lodz requested that the academic community consider the agreements they enter into with publishers and the licenses under which they publish their works (recommending non-exclusive licenses) and to deposit works in the institutional repository in a manner that permits open access. However, authors retain the autonomy to select their publishing path and licenses and determine whether access to their work, such as a habilitation or doctoral thesis, will be open or restricted. The UŁ has not yet established stringent regulations regarding these matters.

In 2020, a Plenipotentiary of the Rector of the University of Lodz for open access to publications and research results was appointed. This function is held by Tomasz Piestrzyński, Director of the University of Lodz Library, from November 2, 2020, until August 31, 2024. The appointment of a plenipotentiary responsible for open science matters was, as in other units, a response to an appeal from the Ministry. While the nomenclature in HEIs varies,⁶ the tasks of the plenipotentiaries are the same: first and foremost ensuring that the scientific (and sometimes educational) output of the unit is managed in such a way that it is as open as possible and at the same time safe (security of research data, copyright, patents, the risk posed by so-called predatory publishing practices), coordinating work related to the introduction or implementation of the openness policy, preparing internal acts and answering questions related to open science, analyzing the unit's pro-openness activities, advisory function towards the university authorities.

When the function of the plenipotentiary for open science and the function of the director of the scientific library are held by the same person, the library becomes all the more involved in building the university's openness policy – whether understood as a document or as an informal strategy. In the next part of this article, I will focus on presenting the participation of the Library of the University of Lodz in the creation of such a strategy and on the tasks that its staff perform within the framework of open science in its broadest sense.

⁵ Unrestricted access to a document is subject to the author's consent and/or a specific license. The UŁ Repository also offers authors the possibility to restrict access, e.g. only within the UŁ network, or to close access for unauthorized users, in which case the user must request access using a special form.

⁶ The panel discussion *Open science – standards and good practices | Implementation of open science policies in HEIs*, which, on the initiative of the Conference of Rectors of Academic Schools in Poland, took place on 12 May 2021, was attended – apart from the representative of the University of Lodz – by plenipotentiaries: “for open access,” “for open access to scientific publications and research results,” “for open access to scientific publications and research data,” “for open science.” See KRASP, 2021.

UNIVERSITY OF LODZ LIBRARY: INITIATIVES AND TASKS

A statement included by the National Science Center in its guidelines for completing the Data Management Plan in publicly funded grants was symptomatic, namely: “You will be assisted in completing the following section of the form by staff from the library/relevant repository/IT department of your institute or university” (NCN, 2019). This clear message addressed to researchers meant that the scientific library, usually also administering an institutional repository, had to become a center of instantly available competence and its staff experts on issues such as open repositories, data formats, or copyright and Creative Commons licenses. Research data, by the way, is only one of the many fields of university research activity related to open science in which libraries are active.

The Library at the University of Lodz had been taking initiatives related to the dissemination of knowledge on openness in science much earlier (for example, the running of an institutional repository or a seminar organized as part of Open Access Week since 2010), and yet the adaptation of the unit’s work to the changing expectations of employees, university authorities or, generally speaking, the whole academic community, required restructuring, staff training and establishing cooperation both with other units at the University of Lodz and with external institutions and partners, such as the National Science Center.

Presenting the solutions and proposals that the Library of the University of Lodz has put forward to its academic community, I also consider them from the perspective of the staff of the university, which did not choose to adopt a formal openness policy and still follows a model of recommendations and good practices.

UNIVERSITY OF LODZ REPOSITORY

The institutional repository⁷ of the University of Lodz is administered by the staff of the Library of the University of Lodz and has been in operation for more than ten years.⁸ It is based on the open source software DSpace, and the collections are indexed in such databases and aggregators as OpenAire, CORE (an aggregator of open access publications), DartEurope E-theses Portal (a repository of doctoral dissertations), CEON aggregator, and also visible in Google Scholar and OpenDOAR.

⁷ Available at: <https://repozytorium.uni.lodz.pl/>

⁸ I will not describe the work on implementation and the beginnings of the repository as a form of scholarly communication at the University of Lodz – this has already been exhaustively described by Lidia Mikolajuk (2014).

As I mentioned in the section on internal regulations at the UŁ, the Rector of the UŁ, in a communication, recommended that staff and doctoral students post their publications and dissertations in the institutional repository, and the UŁ Library led an information campaign⁹ and still offers training in this area. At the same time, the UŁ Repository is steadily increasing the number of open resources: in 2022, the number of publications in the UŁ Repository reached 38,991, an increase of more than 2,500 documents compared to the previous year. The percentage of closed works or data with restricted access is small it consists of some doctoral dissertations (archival dissertations, not deposited by the authors personally, but deposited in the repository in order to protect the library collections and the scientific output of the university) and individual data collections and materials from research projects, access to which required an embargo (personal data, sensitive data, copyright). On the other hand, the largest resource is the collections of scientific journals associated with the University of Lodz – this is as many as 27,105 documents (as on July 24, 2023).

The identification by the NCN of libraries/repositories as the place to get help in filling in the Data Management Plan form, consequently, also led to the expansion of the tree of collections and collections of the UŁ Repository to include space for the results of research projects carried out by UŁ employees, including research data. The administrators of the RUŁ allowed authors to upload datasets of an infrastructure-limited size – up to 5 GB. At the moment, there are more than twenty such datasets in the resources of the RUŁ. This solution, which is not anchored in any formal recommendations from university authorities, was dictated by the need to provide support to researchers and is implemented based on international good practice¹⁰ and with attention to FAIR compliance (see Wilkinson et al., 2016; cf. FORCE11, 2014).

RESEARCH DATA MANAGEMENT

An important role for the staff of the Library of the University of Lodz, which should be mentioned in the context of open research data, has become the consultation of Data Management Plans (DMPs), primarily in National Science Center grants, but also

⁹ On the first few years of operation of the UŁ Repository in the context of opening up science, see Mikolajuk, Goszczyńska, 2016.

¹⁰ An important role in the self-study of the administrators of the UŁ Repository is played by the first national Data Stewardship Competence Centers PL Working Group, in whose regular meetings the UŁ Library team has participated since 2021. The Competence Center of the Gdansk University of Technology is primarily responsible for organizing meetings and coordinating activities within the DSCC PL. See <https://pg.edu.pl/openscience/polska-grupa-robocza>.

in other projects, including the European Research Council. In 2022, a team of three people consulted more than sixty DMPs .

The leading role in the consultation and editing of grant applications at the University of Lodz is played by the Science Center,¹¹ which refers applicants to the staff of the UŁ Library at the stage of filling in the DMP form. Thanks to the information campaign conducted through internal communication channels, many researchers also reach the DMP consultation team directly. The work on the research data management part of the application usually consists of individual meetings, both online and offline, and editing the completed fields, either directly in the OSF system or while working on the working files. Counselling includes not only recommendations on how to fill in the forms, but also assistance in selecting the right repository for the type of data. In addition, the staff of the Library of the University of Lodz, in cooperation with the Science Center, provides training on open research data, which I write about in more detail in the didactics section.

Given that the UŁ does not currently have a specialized research data repository or employ professional data stewards, the academic library is the only place where staff can consult on the subject of data management. However, whereas in the initial phase of the DMP consultation, i.e. 2019–2021, information chaos was noticeable, today a change can be seen, above all in the collaboration between the UŁ Library and the administrative staff looking after grant applications at various stages: both the Science Center and the staff of the individual faculties are increasingly familiar with the issue of research data and direct researchers to the right people and point them to the information materials prepared by the UŁ Library (see Zatora, 2021). This collaboration is not the result of recommendations from authorities or regulations, but is driven by practical considerations and changes as staff gain experience. It responds to a demand from the UŁ community.

It is worth adding that the materials on research data prepared by the UŁ Library team have been repeatedly cited in the publication *The Presence of Research Data Management Issues on the Websites of Polish Scientific Libraries* (2022) as one of the most comprehensive and extensive, see, among others, the chart “Proportion of occurrence of terms and definitions in the analyzed libraries” (Nahotko, 2022, p. 51).

PUBLISHING IN OPEN MODELS

Publishing in open models is another complex issue belonging to the field of open science. The last few years have shown that scientists publishing their research results in scientific

¹¹ Currently (2025), it is the Project Support Center (Centrum Wsparcia Projektów).

journals and publishers expect support from administrative staff, including very often librarians, in at least four main interrelated fields: 1) evaluation of journals and publishers in terms of quality, bibliometric indicators and potential unreliable publishing practices, 2) copyright and open licensing, 3) funding of publications in open access models, 4) visibility and promotion of publication output.

Open publishing issues – mainly concerns and problems of academics are primarily the responsibility of two university units at the UŁ: UŁ Publishing and the UŁ Library. In the following paragraphs, I focus on the tasks carried out by the Library team, omitting the significant contribution of the Publishing House due to the limitation of the article's volume.

The University of Lodz has not introduced regulations on publishing in open access models, however, related issues are addressed in two communications of the Rector: the already mentioned Communication of the Rector of the University of Lodz... (2020) and the Communication of the Rector of the University of Lodz of 24.04.2023 on: the dangers of publishing in so-called predatory journals and publishing (2023). Both the first and the second document refer to the Library of the University of Lodz as the place where information support can be obtained. In 2022, the Division of Scientific Information and Bibliometric Analysis extended the bibliometric analyses prepared by the staff to include analyses of scientific journals for potential use of unreliable publishing/publication practices by the publisher. The helplessness of science and scientists in the face of so-called predatory publishing practices (Grudniewicz et al., 2019) has led institutions and researchers themselves to seek ways to defend themselves against companies phishing for data, exploiting scientific output, or manipulating the process of reviewing and publishing papers. In the case of the Library of the University of Lodz, the service aimed at the university's staff and doctoral students includes the collection and presentation of basic information on the publication practices and statistics presented by a given journal. This information can help to get an idea of the publisher's policy (open access format, fees, access to content), the visibility of the journal (indexing in databases, bibliometric indicators, file sharing, data identifiers), the transparency of the journal's website and its publication policy (statistics on review waiting time and number of articles/issues, information about the editorial team and reviewers). The communication of the Rector of the UŁ 2023 came after the UŁ Library had already taken action to inform and support staff and PhD students on the issue of so-called predatory journals and publishers – the regulation (recommendation) therefore came later than the bottom-up initiative.

The NCN's introduction of the openness policy (2020) and the indication of three publication paths to account for the grant received raised many questions about the use

of open licenses. Polish editors and publishers, including academic ones, as well as the authors of scientific works themselves, had to adapt to the new reality. Open access models (still evolving and mutating), publishing policies, and the often incompatible expectations of employer and external funder constitute a thicket, in which it is not easy to navigate. The UŁ has created a digital environment for its employees that also includes an *Employee Knowledge Base* – it is primarily where materials are posted to help find information on a particular topic quickly and easily. Among the guides posted there by the UŁ Library, there is also one, the most comprehensive, on open access publishing (see Brzozowska, Piestrzyński & Zatora, 2021).

It seems that the complexity of open access models should be enough of a hurdle for authors of papers, but an issue that raises additional questions is publication funding. The basic fee associated with publishing in many open access models is the publication – article processing charge (APC).¹² The amount and diversity of fees (ranging from none in diamond models, through fees of several hundred zlotys to fees amounting to several thousand or even several thousand euros), insufficient public funding, changing funding rules from the entities themselves, and information chaos are problems faced by researchers and, consequently, scientific library staff who are supposed to provide them with substantive support. The library at the University of Lodz is therefore not only responsible for concluding agreements with publishers and database providers or owners of publishing platforms, but also manages matters related to the university's participation in so-called read&publish programs. The list of announcements¹³ on the website of the Virtual Library of Science, i.e. the Polish official database on consortium agreements concluded by scientific institutions with publishers and the Ministry, is telling: variable amounts of funding, variable lists of journals covered by programs, variable deadlines for signing agreements. In such unfavorable conditions, the support

¹² I deliberately focus on journals, because on the Polish publishing market publishing other types of scientific papers in open access models than articles is not so well recognized, although there is more and more talk about BPC, i.e. fees for monographs in open access models. This is, of course, material for a separate dissertation and only provides the background for my reflections. On the topic of business models in the context of open publishing, see, among others, Speicher et al., 2018.

¹³ Available at: <https://wbn.icm.edu.pl/komunikaty/>. The 19 January 2023 announcement reads, for example: “[...] In addition, ICM will need to terminate existing contracts for *Science*, *Nature* and *CUP* licenses that were in place for the period 2022–2024 but took into account the eventuality that funding for 2023 would not be granted. Institutions interested in continuing to access resources from non-funded licenses in 2023 should agree terms directly with publishers or publishers’ agents and secure funding and contracts themselves.” As can be seen, funding issues are decided on an ongoing and sometimes delayed basis, it is almost impossible to plan to publish in journals covered by *read&publish* schemes in advance – until the very end, a researcher cannot be sure whether the chosen journal will be covered in a year or two, or even whether the scheme will be operational at that time.

of librarians, constantly monitoring the publishing market and taking care of the contracts on the part of the universities, proves necessary.

A fourth important aspect worth mentioning in the context of open publishing is the visibility of scientific output. A document indirectly related to this is, at the University of Lodz, Zarządzenie nr 36 Rektora Uniwersytetu Łódzkiego z dnia 15.12.2021 r. w sprawie: obowiązku uzyskania identyfikatora ORCID i stosowania go w systemach gromadzenia informacji o dorobku naukowym przez osoby prowadzące działalność naukową w Uniwersytecie Łódzkim [‘the Order No. 36 of the Rector of the University of Lodz of 15.12.2021 on: the obligation to obtain an ORCID identifier and use it in systems for collecting information on scientific output by persons conducting scientific activity at the University of Lodz’] (2021). It states: “The profile created on the ORCID platform should be publicly available,” and once again, the University of Lodz Library was identified as the body supporting researchers in fulfilling the obligation flowing from the Order. The promotion of scientific output is connected with maintaining and supplementing the researcher’s profiles, which are increasingly numerous¹⁴, not only on portals such as ResearchGate or Academia.edu, but also linked directly to the output indexed in databases, including Scopus or Web of Science. This builds up another field in which academic library staff are active.

DIDACTICS AND PROMOTION

At the Library of the University of Lodz, the responsibilities of the staff of the Scientific Information and Bibliometric Analysis Branch include training for academics and classes for PhD students. In the case of Doctoral Schools, the most relevant topics among those related to open science include issues related to publishing in open models, including the so-called predatory journals and publishers and Creative Commons licenses, and – from the other side – open resources, i.e. databases that the academic community of the University of Lodz can use, both under licenses purchased by the university and under open access.

In cooperation with the Science Center, training courses on open publishing programs and open research data in National Science Center grants are organized periodically.

¹⁴ The trend towards alternative bibliometric indicators (*altmetrics*) has increased interest in the profiles of scientists in portals or social media (see Brzozowska, Piestrzyński & Zatora 2021). There is more and more talk in the scientific community about moving away from the classical parameterization of science, distorted by the evaluation system, as, among others, Emanuel Kulczycki writes about in his recent publication *The Evaluation Game. How Publication Metrics Shape Scholarly Communication* (2023).

Subsequent editions of the competitions attract to the trainings especially those researchers who need support in the choice of publication venue (explanation of the publishing paths highlighted by NCN in the openness policy, indication of the possibility of funding the publication in open access format, determination of an appropriate license), and those who have encountered the Data Management Plan format for the first time. In addition to periodic training sessions on these topics, which are open to staff and doctoral students, the Library of the University of Lodz offers individual consultations for researchers on specific research projects, publication funding, or access to digital resources.

In addition, meetings, training sessions, and workshops are organized as part of external cooperation. One of the oldest of such initiatives of the UŁ Library is the annual Open Access Week Seminar, until recently addressed only to the academic community of the UŁ, but in 2022 also open to external participants: secondary school students, staff and students of other universities, institutions interested in the topics discussed during the meetings.¹⁵ The same year also saw the second edition of the ‘Research, Promote, Be’ Seminar, organized in collaboration with the Center for Communication and PR of the UŁ, during which issues related to open science are discussed mainly in the context of promoting scientific achievements.¹⁶ Open science is also discussed during events co-created by the UŁ Library, such as scientific conferences and workshops, e.g., in cooperation with the National Science Center (see Galica, 2023a and b) or other Łódź universities and publishers (see ONPP, 2023).

TOWARDS A (CENTER OF) COMPETENCE?

In answering the question posed in the title of this article, it is worth emphasising that the UŁ does not exclude the introduction of an openness policy. The model of soft recommendations and the use of good practices adopted by the university authorities have proved functional. From the perspective of the UŁ Library, the fact that its director is the Rector’s Plenipotentiary for Open Access to Publications and Research Results is not without significance – In the context of decision-making and involving librarians in new tasks – but in the case of cooperation between individual units, internal and external, an ordinance introducing a formal policy would not change much, it could at

¹⁵ The report of the last seminar has appeared in print (see Zatora, 2022), while materials from all editions to date are available in the Repository of the UŁ: <https://repozytorium.uni.lodz.pl/handle/11089/47605>.

¹⁶ The recordings are available in the UŁ Repository for users accessing the Internet on the UŁ network.

most tidy up the issues of the scope of employees' duties or facilitate communication with researchers. It would also provide an opportunity and an impulse to review and update existing documents, such as those concerning the Repository at the University of Lodz, and a formal basis for financial or programmatic support for the development of the competences of librarians and others involved in the process of opening up science. For researchers themselves, it could result in arrangements for rewarding open publications or rewards for involvement in increasing openness of universities (although it would not have to be – an analysis of openness policies of Polish universities, which shows that, at least today, such gratifications are not included in them, they are realized through competitions and additional funds, e.g., internal grants¹⁷).

It is impossible to exhaustively present in such a short text the tasks of all those involved in the process of opening up science at the University of Lodz. In the University of Lodz Library itself, many tasks related to open science are carried out indirectly, such as work in the University's Achievement Information System ScienceON, which is still being developed, and the organization of conferences and events, such as the annual Open Access Week Seminar or the Seminar "Opening Science: Practice and Perspectives." Opening up science in all its aspects has made working in an academic library a challenge. The Department of Scientific Information and Bibliometric Analysis of the UŁ Library *de facto* consists of several teams, each of which performs new tasks related to open science – both the staff responsible for the administration of the repository, bibliometric analyses, collection of output information and research data, as well as the teaching team or the team for the promotion have to develop their competences in order to meet the expectations of not just one, but many links in the chain that makes up Polish and global science. If we add to this the aspect of gamification,

¹⁷ The model of funding open access publications from university funds has been adopted by a number of centers that received an increased subvention under the "Excellence Initiative – Research University" (IDUB) competition, such as the AGH University of Krakow or the Gdansk University of Technology, which created the "Oxygenium Supporting Open Access Publications" program; see <https://pg.edu.pl/badawcza/programy/oxygenium-supporting-open-access-publications>. The openness policies of individual HEIs, although based on the same guidelines and with a similar purpose, vary widely – with varying degrees of strictness (from mild recommendations to, more rarely, a set pathway), varying scopes (some policies apply only to publications, others also to the storage of research data) and varying degrees of generality (identifying individuals, functions or units responsible for specific tasks). The development of a model document for universities could be a solution to some of the problematic issues. A document with systemic solutions, such as specific gratifications for researchers publishing in open models and benefits for a university showing an increase in such publications, how to fund APC and BPC costs, procedures for secure storage of research data or defining the role of individual university units in the process of opening up data and publications, seems desirable, especially as its development would require decision-makers to lean into issues that have long required it.

competing with each other for funds, human resources, and infrastructure, as Emanuel Kulczycki writes about (2023, p. 59), expectations grow. Scientists are expected to produce science faster and better, but to be able to do so, teams of competent people should stand behind them. The turn towards open science, which accelerated in Poland after the signing of Plan S, has shown how important it is to involve entities seemingly not directly involved in research: administration, libraries, publishing, IT teams... The case of UŁ is not unique – the same problems and tasks are faced by both those universities that have developed a formal openness policy and those that still do not have one. However, it proves that regulations cannot replace bottom-up initiatives and that the model of developing certain solutions based on the experience of employees, often at a low level, can be functional. When/if the UŁ authorities decide that an openness policy should be prepared and introduced, it is highly likely that it will not be a text repeating sentences taken out of *Directions for the Development...* or other ministerial document, but a useful tool that addresses the needs of the university community.

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