Insight into the Management of LIS Journals: Some Africa Perspectives[1]

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Abstract

As the quantity of library and information science (LIS) journals is increasing, their management is becoming increasingly complex. Several management and funding models are widely used for journal management, such as management and funding by professional associations, by commercial publishers/presses and by scholarly publishers/presses or as dual or multiple management models involving two or more of the stakeholders. LIS scholarly journals are mainly published in three major formats: traditional print only, traditional print and web-based only and web-based only. Widely held requirements of scholarly (LIS) journals propagated by the majority of the scientific community are that scholarly journal articles must be peer refereed by credible peers in the discipline. Members of the editorial advisory board must be credible nationally or internationally, and they must be representative. The journal itself must be published regularly, should have an ISSN and should have impact. Journals have ceased to exist because of poor management, lack of sustainability, poor quality control, lack of visibility, and wrong publishing model, among others. This paper uses management theories (e.g. functions and styles) as well as the experiential knowledge of the author (who is Editor-in-Chief of a relatively successful LIS scholarly journal) to discuss management, relevant issues, trends and challenges for LIS Scholarly Journals.

1. Introduction and background

The number of LIS journals is escalating. For example, among the LIS journals indexed by popular databases, Library and Information Science

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Abstracts (LISA) indexes 440 journals, Social Sciences Citation Index (SSCI) indexes 58 journals and Current Content in Social and Behavioural Sciences Indexes 52 (largely duplicates of SSCI and Current Content in Social and Behavioural Sciences databases, that when combined index 59 journals). African Journals Online (AJOL) indexes twelve journals, while Index to South African Periodicals (ISAP hosted by SABINET) indexes twenty one. Even the number of web-based (on-line electronic) journals has increased since 1990, when the publication of such journals began and rose rapidly to 26 by 2001 (Hawkins 2001). There are a large number of LIS Journals in circulation that are indexed in non-Anglo sphere language or indexed in local/national databases – or in less popular international databases. As is widely known, LISA Information Science Abstracts (ISA) and Library Literature are entirely dedicated to library and information science publications or journals. Fundamentally, the five issues that bother the scholarly journals management community includes costing, electronic publishing, open access, peer review and archiving of electronic journals. If LIS journals are to be managed effectively, a total application of management functions is unavoidable, with special emphasis on essential functions such as planning, organizing (staffing and coordination included), directing and controlling.

This paper will attempt to answer the following questions: What management models are widely used for the management of library and information journals? What publication formats are commonly used for LIS publications? How do management functions and styles apply in the management of LIS journals? How is the South African Journal of Library and Information Science managed? What are the issues, trends and challenges that face LIS journals management in Africa? Answering the questions required familiarity with the journal publishing industry through literature review, contact with the LIS journal publishing community and experiential knowledge that has been gained as Editor of a competitive and influential LIS Journal in South Africa. The author has also benefited from experience gained in his active role as a researcher and author, reviewer and user of research journals.

2. Management Models

Three management models are widely used for the management of scholarly journals. The first, which is the most common model, is management or ownership and funding by commercial publishers (e.g. Elsevier). The second is management by academic or scholarly publishers/presses (e.g. university presses), and lastly, management by professional associations or societies. Interestingly, a recent study conducted by Mabawonku and Aina (2005) reports that a large proportion of the fourteen Library and Information Science journals published in West Africa and that were surveyed by them,

were those funded/managed by professional associations. This is anything but good news, as professional associations and societies in Africa (and perhaps elsewhere in the World) are facing the biggest challenge/problem posed by scholarly journal publishing, namely domination by poor management and lack of sustainability. In a trial to establish the management model used by LISA, AJOL, ISI (SSCI) and ISAP which involved 567 LIS journals indexed in the four databases, the most common management/funding model was found to be that of commercial publishers, closely followed by a scholarly publishers management model and then the professional associations model. For example, 76% (44 out of 58) of LIS journals indexed in SSCI are published by commercial publishers, of which all are print and web based as well as peer refereed. Out of the twelve LIS journals indexed by AJOL (http://www.ajol.info)), six are published by scholarly publishers (university presses), four by professional associations and only two by commercial publishers. In addition to this, seven are print only, four appear both in print and in the web base, while only one (ESARBICA Journal) is web-based. Other evidence (e.g. Hawkins 2001) is based on the list of electronic journals in information science used in Hawkins' study, which included 26 e-journals and showed that scholarly publishers and professional societies and associations largely share the bulk of e-journal publishing.. ISAP is not much different from AJOL. Among the twenty-two Library and Information Science Journals in South Africa indexed in ISAP, four (*Indillinga, Mousaion, South African Journal of Information Management and South African Journal of Libraries and Information Science)* are electronic full-text publications (See SA ePublications- also hosted by SABINET). The South African Journal of Information Management is the only LIS web-based electronic journal. The 440 LIS journals indexed by LISA (http://www.cilip.org.uk/publications/lisa or http://www.nisc.co.za/databases) provide a picture that is closer to SSCI but not to AJOL or ISAP.

There are several reasons why commercial publishers would lead the way in journal publication. They are not only better managed and equipped, but also more competitive, market-driven and relatively more experienced in publishing than those in the other two categories. Academic or scholarly publishing, popularly known for its moral and intellectual values amongst others, is supposed to be non-market driven, non-profit oriented and existing purposely to promote scholarship through knowledge transfer and sharing. Unfortunately, as they are largely based in public funded institutions, particularly in Africa, which is notorious for inefficiency and mismanagement, scholarly publishing, quite often gets swallowed by problems of their affiliation. Non-profit or non-business oriented civil society organizations, such as professional associations and societies, are not popular either, as they have recorded limited successes in sustaining scholarly journals.

3. Publication Models

Scientific journals are increasingly published in three formats: print only, print and web based only, and web based only (see figure one)

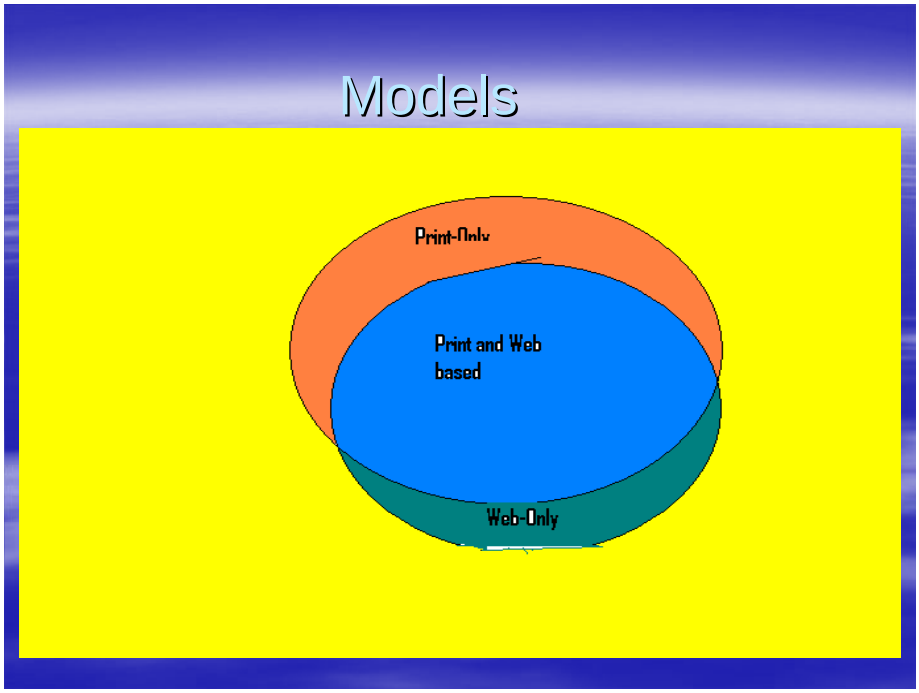

Figure 1: Publication Models/formats

As reflected in figure one, for example, it is evident that print and web based LIS journals are predominant. There are several advantages and disadvantages accruing from print or web based [LIS] journals that are widely reported in the literature (eg.Mgobozi and Ocholla 2002). For example, it is observed that "more *and more publications are being published electronically in response to the Internet user's growing demand for immediate and timely access. The decision to produce electronic versions in addition to hard copies is also in line with the current world-wide trend of making article available electronically in full text"* (SABINET, nd: paragraph one) . It is noted in the same document, that if forty journals/titles were published in 2002 when SA ePublications were launched, they currently index 192 journals/titles in full text online. Some of the common advantages and disadvantages are illustrated in table one below:

Table 1: Some Advantages and Disadvantages of Print-based and Web/Electronic based Scientific LI Journals

Advantages of Print Scientific LI Journals	Advantages of Web based/electronic Scientific LI Journals

• Readability: easy/convenient to read • Reliability/trust/dependability – scientific community understands the media better • Technological requirements are minimal: (affordable, requires no computer literacy, no network problems) • Literacy: widespread • Peer review process: trusted • Selectivity: less rubbish or "grafitti" is publishable • Variations/disparities by discipline: some disciplines(e.g. history) are highly dependent on it • Annotating: easy on print • Convenience: e.g. portable • Permanency: e.g. archived for a long time • **Accessibility?** • **Availability?** • Prestige/recognition/authenticity/credibility • Portability • **Usability?**	• **Cost?** • Learning efficiency/access • Research effectiveness • Visibility: open to the world • Effective searching and retrieval (e.g. simultaneous searching) • Networking/interactiveness/l • Indexing and citations • Paper overload: minimal • Accessibility (e.g. fast, precise) • Cost effective (minimal printing and distribution costs) • Current/up to date • **Archiving: saves space, storage?** • **Affordability?** • Enables rapid communication-speed, time lag etc • Saves time(e.g. review process)

Essentially the advantage of print based LIS journals becomes the disadvantages of Web based/electronic journals and vice versa. However, when journals are published in both print and web based/electronic formats the disadvantages are significantly minimized. For example, a study by Mgobozi and Ocholla (2002) comparing the use of electronic journals for the dissemination of scholarly information by the University of Natal and the University of Zululand found that although academics and students agreed that electronic journals have a strong impact on their academic work, the use of electronic journals was significantly lower than that of print journals. It was also established that respondents who use electronic journals always selected them together with print journals, thereby opting for both. Arguably, if an electronic publication can be printed on paper for or by the user, then the advantages of print-only journals are highly compromised. Experience

has showed that while benefiting from the advantages of reading electronic journals, there is a preference for also printing the articles for physical access, thereby reclaiming some of the advantages of the print media – a trend that is likely to continue. Thus, the number of print-only LIS journals may decrease but printing will continue.
Let us now take a look at the problems involved in linking the management of LIS journals with management functions.

4. Application of Management Functions in LIS Journal Management

Recognition and strict application of management functions is critical for LIS journal management. Unfortunately, this need is often disregarded due to problems of scientific journal publishing, some of which have already been mentioned. Although certain studies identify more than four management functions, largely by splitting parts of organizing (e.g. separating staffing and coordinating from organization), the following four management functions, namely planning, organizing, leading and controlling, can be highlighted in the context of this presentation. Fundamentally, based on my experience, the following check list is critical for the management of the journals.

Planning

Planning focuses on setting certain goals and objectives and then charting how the goals and objectives are to be achieved. A widely held view is that planning is the backbone of other management functions. Some planning considerations would take the following questions into consideration:

- What will be the name of the Journal?
- What will be the goals / aims and objectives of the journal?
- What resources are required for the journal's sustainability (e.g. staffing, financing, facilities /equipment, management, space/building)?
- What will the journal publish?
- How will the journal obtain manuscripts?
- Is the journal going to be a peer refereed journal or not?
- What is the journal's editorial and publication policy?
- Who will serve in the journal's Editorial Advisory Board?
- Who will serve as peer reviewers of the journal (academics only, academics and practitioners only, practitioners only)?
- In what format will the journal be published (print only, print and web-based, web-based only)?
- Who will publish the journal (commercial or academic publishers, or professional societies)?
- How will the journal be managed and funded?
- When will the journal be published (how frequently)?
- How many issues and ms/articles will be published by the journal?
- What fraction of the articles will be research based and what not?

- Where will the journal be indexed?

Organising

Organisation is about provision and coordination of resources to enable the fulfillment of plans. It helps to translate the abstract aims and objectives of a plan into a reality.

- How will the resources be allocated (e.g. for staffing, equipment, space/building, etc).
- What is the staffing policy (e.g. what kind of staff is required for the journal?)
- What will the staff do?
- How will staff be recruited?
- What kind of equipment and facilities are required for the journal management and publishing?
- How will the money be used?
- Where will the journal management be situated?
- Who will manage /coordinate the journal publishing?
- Where will the journal management team be based?

Leadership

Leadership has to do with directing and implementing the plan in order to ensure that it is fulfilled through effective use of resources. A leader, I believe, is like a conductor of an orchestra or choir, who ensures harmony, rhythm and tune in the music or choir.

- Who will manage the journal publishing?
- How will the journal be managed (e.g. participative style, management by objectives-MBO, authoritative/autocratic, laiser fairer, democratic etc)

Control

Evaluation, assessment of performance or measurement of outcome based on set tasks or objectives at the beginning of an activity is crucial in decision-making on what to keep, what to improve and what to discard in the plan. In one of his seminal papers in 1977, Porat, referring to the measurement of economic activity in an economy, had this to say about measurement: *"When you can measure what you are speaking about, and express it in numbers, you know something about it: but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind: it may be the beginning of knowledge, but you have scarcely, in your thoughts, advanced to the stage of science*"(Porat in de Lange, Boon and Britz 1993:1).The following should thus be asked:

- How will the journal be evaluated to determine whether it has achieved its objectives?
- How will the journal's progress be monitored or evaluated? (e.g. method, frequency etc).

- Who will participate in the monitoring and evaluation processes with regard to the journal? (E.g. Editor in Chief only, Journal Management Team, Editorial Advisory Board members, Publishers, Subscribers, Readers, Indexers etc)
- What will be evaluated?
- Where will the evaluation take place?
- Why will the journal be evaluated?

5. Management of the South African Journal of Libraries and Information Science

The South African Journal of Libraries and Information Science is in its 71st year of existence. The journal was formerly called the South African Journal of Library and Information Science (SAJLIS) until 2002, when, at the launch of Volume 68, the name was changed to the current name. This journal is a typical example of a journal owned, funded and managed by a professional association. After the dissolution of the South African Institute of Library and Information Science (SAILIS) that owned by SAJLIS, the Library and Information Association of South Africa (LIASA) took over the ownership and management of SAJLIS. Among the decisions that LIASA took was to review the name of the journal, whether to continue with the series of the journal, change the cover design, and appoint a Journal Management Team (JMT). Through advertising, five JMT members were identified from the applicants and recruited. From this group the Editor-in-Chief was appointed. The task of the team was to plan, organize, implement and evaluate the journal. At our first JMT meeting we familiarized ourselves with LIASA's mandate as well as the requirements and policy for a peer refereed government subsidized journal in South Africa (of which SAJLIS was part). Essentially, the policy intends "to *encourage research productivity by rewarding quality research output at higher education institutions"* (Policy and Procedures for Measurement of Research Output of Public Higher Education Institutions 2003:4.). This list of approved journals (e.g. LIS journals) has been critically analyzed by Darch and Underwood (2005:1-10) in a recent study. The two authors listed 101 LIS journals in the appendix of their paper and presented a critical analysis of library and information science publications in the selected list by pointing to the weaknesses of the list recommended by the South African Department of Education. The Editor-in-Chief was tasked to draft a guideline for the JMT. The following items were considered: Journal ownership, content, management, functions of Journal Management Team (Editor-in-Chief, Associate Editor-in-Chief, Journal Manager, Publisher, Review Editor, Reflective Practice Editor, Editor Mentoring, Advertising Manager), Role of Editorial Advisory Board (EAB), Recruitment and Term of office of Editor-in-Chief and JMT, Journal Review Process, Financing of the Journal (see appendix one). The position of Editor Mentoring has been abandoned as we found that willing members of the Editorial Advisory Board

(EAB) as well as reviewers have been very generous with their comments on manuscripts and that they proved more helpful than if the 'mentoring' task is allocated to a single person. In essence, the idea (of appointing/making use of a Mentor-Editor) exists but the implementation has been revised in favour of broader participation by EAB and reviewers. Plans are underway to revise the guidelines and, for example, indicate the responsibilities of the marketing manager. We also reviewed the Editorial Policy of the journal that was inherited from SAILIS (used in previous volumes up to Vol. 67).

Another crucial management task was to evaluate the performance of the journal for strategic management purposes. Although this task has not been fulfilled as we had envisaged, for example, by seeking views from journal readers, members of editorial boards, authors and reviewers, we have benefited significantly from a recent survey by the Academy of Science of South Africa (ASSAf) in partnership with the Department of Science and Technology (DST) and the Department of Education (DoE).The survey is referred to as the "Strategic Management of South African Journals Project," in which editors of South African research journals were asked to respond to a lengthy (over 100 questions) survey questionnaire about their journals.

The survey solicited information on the editors profile (e.g. name, title, age, gender, affiliation, address , qualification etc); research journal publication profile (e.g. address, number of published articles: single or co-authored, frequency of publication, number of publications peer-refereed and non-annually etc); field/s or discipline of the journal; editorial board of the journal (number, affiliation, selection criteria, role, duration of office, frequency of meetings etc); peer review of the journal (existence of peer review, number of reviewers, management, recognition of reviewers, selection, affiliation, ms acceptance and rejection rate etc); distribution of the journal (e.g. contributors, print run, production cost, financing, accessibility, distribution etc) and general criteria for accreditation of the journal (e.g. what is to be considered for journal accreditation).

This survey provided vital information that can be broadly summarized as follows: Firstly, it was established that between 2002 (vol. 68) to 2005 (vol.71) SAJLIS published 93 articles of which 64 (68.8%) were single-authored and 29 (31.2%) co-authored. Secondly, that it published a leading number of articles by South Africans residing in South Africa (which was expected) followed by non-South Africans from South Africa (15-20%). Articles by non-South Africans from other (foreign) countries ranged from 10% for single-authored to 38% for co-authored, while those by South Africans residing outside South Africa was non-existent. Furthermore, 65.5 % (19) of the co-authored articles (29) were first-authored by South Africans from South Africa. Thirdly, it was noted that SAJLIS publishes an average of seven research articles in each issue and that half of the authors are between 41-50 years of age. Fourthly, when it came to distribution of authors by population group, which is a very critical indicator in South Africa, most authors were

white (54%), followed by black/Africans (37%), Indian (6%) and Coloured (3%). It was noted that the journal, which has an Authorship Development Plan, has been published for 71 years and that it was unique in that it is the oldest LIS research journal. Furthermore, it benefits from goodwill, attracts good authors and, more importantly, it is accredited by the government for subsidy [the formula was mentioned earlier]. Lastly, the study observed that SAJLIS financing comes from subscriptions – dealt with by the publisher, and subsidy: e.g. each LIASA member pays R.35 annually for the journal and in return receives the journal. Other sources of funding SAJLIS includes: advertising, donations-e.g. SALI trust and National Lotto Development Trust Fund(NLDTF), page fees- e.g. R150 per page for LIASA members and 175 per page for non-LIASA member is paid to publish in the journal and E-income-SABINET hosts web based version and sole distributor of the electronic full text.

This survey was extremely useful for benchmarking the journal and helping with the compilation of a useful checklist of items that should be considered in the strategic management of a journal. A full report on the entire survey, which is worth accessing, is being compiled by the survey team.

6. Issues, Trends and Challenges of LIS Journal Management

Scientific journal management today is mainly faced with four issues that are widely debated, particularly by Harnad (1990, 1991, 1992, 1995a, 1995b, 2003), and more recently in his widely cited but controversial viewpoints on scholarly publishing (http://www.arl/scomm/subversive/toc.html) termed 'Subversive Proposal.' His proposal is intended to influence scholarly publishing and to support authors/scholars in publishing their works on the web.

Firstly, with regard to open access, strong proponents of open access (e.g. Cornell University)
see:http://www.library.cornell.edu/scholarlycomm/resolution.html) tend to echo its benefits and disguise its weaknesses, while recognizing its challenges. These include elements that affect journal management, such as visibility, accessibility, cost, and publication format (e.g. web-based access). For Example, Cornell University Faculty Senate's recent [May 2005] resolution from the University Faculty Library Board Concerning Scholarly Publishing, which is worth considering in our publishing management, stated that:

"WHEREAS Cornell's longstanding commitment to the free and open publication, presentation and discussion of research advances the interests of the scholarly community, the faculty individually, and the public, and

WHEREAS certain publishers of scholarly journals continually raise their prices far above the level that could be reasonably justified by their costs, and

WHEREAS the activities of these publishers directly depend upon the continued participation of faculty [meaning lecturers or academic staff- my addition*] at Cornell and similar institutions acting as editors, reviewers, and authors, and*

WHEREAS a lasting solution to this problem requires not only interim measures but also a long range plans, and

WHEREAS publication in open access journals and repositories is an increasingly effective option for scholarly communication,

THEREFORE BE IT RESOLVED THAT

The Senate calls upon all faculty to become familiar with the pricing policies of journals in their specialty. 1 The Senate strongly urges tenured faculty to cease supporting publishers who engage in exorbitant pricing, by not submitting papers to, or refereeing for, the journals sold by those publishers, and by resigning from their editorial boards if more reasonable pricing policies are not forthcoming.

2 Reaffirming and broadening the proposals discussed during its meeting of December 17, 2003, the Senate strongly urges the University Library to negotiate vigorously with publishers who engage in exorbitant pricing and to reduce serial acquisitions from these publishers based on a reasonable measure of those subscriptions' relative importance to the collection, taking into account any particular needs of scholars in certain disciplinary areas. The Senate strongly encourages all faculty, and especially tenured faculty, to consider publishing in open access, rather than restricted access, journals or in reasonably priced journals that make their contents openly accessible shortly after publication.

3 The Senate strongly urges all faculty to negotiate with the journals in which they publish either to retain copyright rights and transfer only the right of first print and electronic publication, or to retain at a minimum the right of post-print archiving.

4 The Senate strongly urges all faculty to deposit preprint or post-print copies of articles in an open access repository such as the Cornell University D Space Repository or discipline-specific repositories such as arXiv.org.5" (see http://www.library.cornell.edu/scholarlycomm/resolution.html)

Some of the questions that emerge from this are whether we want our journals published electronically without charging the end user directly, and how can free access be sustained? Who is to bear the cost? (Is it the publisher or the journal owner or the user or the author?). Is open access increasing digital divide or reducing it?

The second issue concerns visibility. I assume that visibility is achievable through open access, indexing of journals in popular and easily accessible

databases or repositories, publishing authors regionally and internationally, enabling international subscription of the journal, marketing the journal aggressively (e.g. through advertising), attracting quality articles, publishing regularly and on schedule, and creating a name for effectiveness and efficiency.

Thirdly, in terms of quality control, peer review [both content review and form review] is still strongly popular with regard to the quality control of scholarly journals. Even quality control through peer review of web-based journals will no longer be a problem (Harnad 1995b). In the Policy and Procedures for Measurement of Research Output of Public Higher Education Institutions (see http://education.pwv.gov.za/content/document/307.pdf:6) that was referred to earlier on, under criteria for recognized research output, journals are required to 'meet the following minimum criteria to be eligible for inclusion in the list of approved journals':

1. The purpose of the journal must be to disseminate research results and the content must support high level learning, teaching and research in the relevant subject area;
2. Articles accepted for publication in the journal must be peer reviewed;
3. The majority of the contributions to the journal must be beyond the input of a single institution;
4. The journal must have an international Serial Number(ISSN);
5. The journal must be published regularly;
6. The journal must have an editorial board that includes members beyond a single institution and is reflective of expertise in the relevant subject area; and
7. The journal must be distributed beyond a single institution.

Most of the listed criteria are also required by Thompson Scientific – ISI journals (see http://www.isinet.com) and some that are reported by Mabawonku and Aina (2005).

There are also strong arguments in favour of citation analysis for quality measurement, with the view that the more cited a journal or article, the more impact that journal has and, perhaps, the better its quality tends to be. Arguably, authors publish to be read and would generally support any mechanism that would deliver their papers to many readers as this may also result in increased citation that is required in some institutions for tenure/ promotion and qualification for the awarding of a research grant. Citation tends to increase with visibility and accessibility of articles or journals that are strongly supported by the web and open access. However, peer review in web-based electronic journals is shrouded with suspicion and mistrust. The listing of peer refereed scholarly e-journals by, for example, the Association of Research Libraries (2000) and the reported bibliometric study of electronic journals in information science by Hawkins (2001), as well as the highly comprehensive directory of e-journals in Librarianship and Information Science at Thomas Parry Library at the University of Wales, Aberytswyth

(2005) in addition to highly intriguing debates by e.g. Steven Harnad on this matter, demonstrates that peer refereed e-journals will soon no longer be an issue of mistrust.
The fourth issue relates to archiving (see Pinfield, Gardner and MacColl 2002; Buckley,Burright,Prendergast,Sapon-White andTaylor1999; http://www.princeton.edu/~harnad)). Many believe that archiving of electronic journals is cumbersome. Others feel that it is archiving of print journals that is cumbersome and therefore strongly market digitization of journals in order to save space and to minimize complex retrieval processes. Issues regarding intellectual property (e.g. copyright and licensing) also hold implications for archiving.
Among the several common publishing trends followed in the field of scientific journals, publishing in both print and web-based formats is increasing rapidly and is soon likely to be the norm. The web or Internet and its enormous advantages is a major catalyst in the development of this trend. Secondly, most scientific journals are published, managed and funded by commercial publishing firms, again because of their leading role, as highlighted earlier. However, it does seem that scholarly publishing/presses could also gain a stronghold if their efficiency could be improved. One of the fundamental breakthroughs of web-based journals is full text access. It is frustrating to be able to access bibliographic information or abstracts of an article while being unable to access the full text .Whereas we could hardly access full text papers a few years ago, it is now possible to access full text scholarly articles online. This is rapidly increasing and is likely to soon become the norm. It would not be farfetched to predict that ISA and LISA will soon be able to sell their brand of abstracts in full text, or to provide full text services as a new product.

The challenges facing scientific LIS journal publishing are numerous. Among them are sustainability, visibility, management, research, open access, electronic access, and local/government support. For example, results from a recent study by Mabawonku and Aina (2005) on LIS journals in West Africa found that sustainability, visibility, irregularity and poor distribution are major challenges facing West African LIS journals. Their study also found that lack of sufficient authors has become an issue, particularly because of too many LIS journals and unreliability in this regard (e.g. irregular publication, sustainability problems, poor management etc).
Local support is rather complex and can be viewed in many ways. Among the factors to consider are support through publication in the journal, support by buying the journals (e.g. by libraries, if reasonably priced) and support by rewarding research publications. The article by Nwakanma (2003) on this subject is very appropriate in describing local support through publishing in local journals. Nwakanma's results show that 'a majority of the authors (Nigerian-LIS) published in foreign journals' and he laments the fact that

publishing abroad deprives Nigeria of the benefits of research results for solving national problems. Indeed, publishing in foreign journals is not a bad practice, but failing to access such journals is an unfortunate deprivation. It is worth commending the approach to career growth in the profession as is the case in Nigeria and other parts of Africa where, besides academics, career growth among librarians, particularly in academic libraries, is linked to research and publication, which compels them to publish. The large number of research publications emerging from such publications could generate local support, if scientific journals are found to be reliable. Alternatively, local support for local journals could be boosted in the case of South Africa, where research publications in the listed journals, as already mentioned, are rewarded through government research subsidy of R.71 000 paid out to the institution of the author's affiliation for each qualifying article published in the journal (which then decides on the formula of allocation of the money to the contributors). Although the study by Darch and Underwood (2005) shows that South Africa is not doing enough to boost local support for publishing in local journals, I am tempted to assume that , after analysing LIS research in South Africa, a large number South Africans still publish in local scholarly journals (see http://education.pwv.gov.za/content/document/307.pdf:6). The South African Government approach to rewarding research and publication this way is very encouraging.

7. Conclusions

It emerges that crucial management decisions for a LIS journal will focus on at least six factors. The first factor is the identification of a suitable publication model, which poses the question: Will the journal be published in print, or in print and web-based electronic format, or in web-based format only? Secondly, management models that also include funding and ownership should be considered. For example, the South African Journal of Libraries and Information Science is owned and managed by LIASA, who is the copyright holder; it is published by Forum Press, which deals with quality control in terms of 'form'(copy editing and typesetting), marketing and distribution, and is printed on behalf of LIASA (who pays the Press for 'publishing'). Will the journal be managed by a commercial publisher, by a scholarly publisher/press or by a professional association/society or are there other options? Will the managements in question combine funding, publishing and ownership, or will the roles be separated? Thirdly, with regard to management functions: How strong is the management function that is necessary to guide comprehensive LIS journal management? Can a checklist or benchmark based on functions for compliance be compiled and applied? I believe that the essence of such checklists or benchmarks already exists, albeit not in the form of comprehensive, structured, formal instruments, or in formulae that directly address management functions. For example, I am referring to existing frameworks such as the Policy and

Procedures For Measurement of Research Output of Public Higher Education [in South Africa], "Strategic Management of South African Journals Project," and questionnaires used by Mabawonku and Aina (2005) etc). An untitled document of this kind, made available to me when I completed an application form for inclusion of SAJLIS in AJOL, may also be included as a useful guideline for future checklists or benchmarks for compliance Fourthly, engagement and sensitivity to current issues and debates on scholarly publishing, which obviously affect (or will affect) LIS journal publishing, must be cultivated. Examples of such issues are open access; quality control (in both content and form), visibility, archiving and intellectual property [copy right and licensing at the centre], particularly in an electronic/web-based publishing environment. These are issues that we, as journal managers, cannot escape or avoid and we should not be complacent or ambivalent by thinking that they are still far away. Fifth, sensitivity to fashion or awareness of trends (e.g. electronic or web-based publishing, commercial publishing, full text access etc) will have an obvious influence on future developments. Lastly, it would be worthwhile to develop a consciousness of challenges that face [scholarly] LIS journal publishing. Fundamentally, sustainability, visibility, open access, electronic access, support [e.g. local/governmental] and intellectual property are factors on the forefront of development. These six highly interdependent identified areas are only some of points that are sure to form part of the LIS journal management agenda as they affect us today, and are sure to bear influence on the future. In closing, it must be stressed that access to Harnads websites is essential for unraveling some of the dynamics that play a role in the development of the issues in question http://www.princeton.edu/~harnad)

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Appendix One
South African Journal of Libraries and Information Science: Management Guidelines

1. Introduction

1. The South African Journal of Libraries and Information Science (SAJLIS), formerly, known as the South African Journal of Library and Information Science, that is currently publishing volume 69, is a peer refereed scholarly and professional journal that reflects on theoretical and practical issues, trends and problems/themes in the information environment of South Africa and the region.
2. The Journal is managed by the Journal Management Team (JMT), headed by the Editor- in-Chief, consisting of five academics who are practicing information workers of standing in South Africa.

2. Function of JMT and Journal Editorial Advisory Board (EAB)

1. The function of the JMT is to develop, review and implement journal publication policies that include publishing, marketing, advertising, editing, promotion of reflective practice, mentoring young authors, financing, public relations and advice to LIASA on matters thereof.

2. The journal has an Editorial Advisory Board consisting of distinguished, information scholars and professionals of standing that represent all corners of the world.
3. The role of EAB is to advise the Editor-in-Chief and the JMT on issues of a scholastic and professional nature in the interest of the journal's growth as a prestigious and well established African journal.
4. The EAB participates in journal promotion in their respective networks or regions, helps in soliciting quality papers for the journal, serve as commissioned authors of special themes and issues that the journal wishes to cover or address.
5. In addition, the EAB are expected to participate actively as reviewers of the research oriented manuscripts submitted to the journal or in the identification of relevant reviewers for such manuscripts.

3. Selection and term of office for Editor-in-Chief and the Journal Management Team

1. Since the above functions represent voluntary professional services rendered to LIASA, the position of Journal Editor-in-Chief and the Journal Management Team will be advertised by LIASA, in accordance with journal publication requirements, from time to time. LIASA then selects information workers of standing/integrity (e.g. with a good and relevant research and publications record and /or active participation in the publishing industry – but necessarily including both academics and practicing information workers) to the positions. The number of JMT members will be determined from time to time by LIASA.
2. The duration of occupation of the position of the Editor-in-Chief is two years, renewable for a maximum duration of another two years by LIASA.
3. The duration of office for JMT will be two years renewable to another two years.
4. The Editor-in-Chief may serve in the JMT after the end of her/his term of office.

4. Journal Review Process

1. The journal publishes 75% research articles and 25 % non-research articles, including reflective practice. The refereeing procedure is as follows:
2. Authors normally inform the Editor–in-Chief of their intention to publish in the journal and receive consent to post or e-mail the manuscripts to the Editor.
3. Manuscripts are received by e-mail and/or post according to the journal's publication guidelines.
4. Authors receive acknowledgment from the Editor.
5. The Editor-in-Chief verifies manuscripts for suitability for publication in the journal.
6. Suitable manuscripts are e-mailed to Journal reviewers (normally consisting of LIS scholars of standing, members of the Editorial Advisory Board, Journal Management Team and others identified by expertise and publication profile). The referees evaluate the manuscripts by means of blind review for a duration not exceeding one month, before sending them back to the Editor-in-Chief. At least two reviewers must evaluate each article. The

Reviewers' Evaluation Form is enclosed with the each manuscript for the reviewer's guidance.

7. Both accepted and rejected manuscripts are e-mailed to the author(s), with a full but concise report by the reviewers. (authors do not have to know who reviewed their manuscripts)
8. Authors make corrections and e-mail their final document to the Editor
9. The Editor, after verification, sends the manuscript to the publisher.
10. Publication is normally expected within the specified dates. (30th June and 30th September each Year)
11. It is our policy to encourage and support LIS authors. However, in order to improve on the quality of publications, manuscripts that are unanimously recommended by at least two reviewers for substantive revision or rejection may not be published. Please note that during 2002 we averaged a rejection rate of 35%.

5. **Financing the Journal**

The journal will be funded as follows:

1. Each paid up LIASA member is entitled to receive the Journal. However, the membership fees are to include the journal fees. The fees, that currently stands at Rand 35 for each member, will vary as and when determined by LIASA.
2. Advertising.
3. Author fees/page fees charged to authors who are employed by institutions that receive research funds for articles published in accredited journals to pay "page fees" for their articles. However, in cases where an author's institution is not in a position to assist with paying page fees, they will not be charged. These guidelines will have to be clearly set out on the back page of the journal. The fees proposed for 2003 are: Liasa Members: R150.00 p/page. Non-LIASA Members: R175.00 p/page.

DNO - 24th February 2003