

- 6 Publishers make print copies, e-Pub, and other digital versions of selected titles available to member libraries at a discount that reflects their contribution to the Title Fee and incentivizes membership.¹

The first round of this model resulted in a collection of twenty-eight current titles from thirteen recognized scholarly publishers being unlatched. The target was to have two hundred libraries participate. The cost of the package per library was capped at \$1,680, which was an average price of sixty dollars per book, but in the end they had nearly three hundred libraries sharing the costs, and the price per book came in at just under forty-three dollars.

The open-access, Creative Commons versions of these twenty-eight books are still available online.⁴ Most books have been licensed with CC BY-NC or CC BY-NC-ND. Authors are the copyright holder, not the publisher, and negotiate choice of license as part of the publishing agreement. Frances has found that most authors want to retain control over the commercial and remix use of their work. Publishers list the book in their catalogs, and the noncommercial restriction in the Creative Commons license ensures authors continue to get royalties on sales of physical copies.

There are three cost variables to consider for each round: the overall cost incurred by the publishers, total cost for each library to acquire all the books, and the individual price per book. The fee publishers charge for each title is a fixed charge, and Knowledge Unlatched calculates the total amount for all the books being unlatched at a time. The cost of an order for each library is capped at a maximum based on a minimum number of libraries participating. If the number of participating libraries exceeds the minimum, then the cost of the order and the price per book go down for each library.

The second round, recently completed, unlatched seventy-eight books from twenty-six publishers. For this round, Frances was experimenting with the size and shape of the of-

ferings. Books were being bundled into eight small packages separated by subject (including Anthropology, History, Literature, Media and Communications, and Politics), of around ten books per package. Three hundred libraries around the world have to commit to at least six of the eight packages to enable unlatching. The average cost per book was just under fifty dollars. The unlatching process took roughly ten months. It started with a call to publishers for titles, followed by having a library task force select the titles, getting authors' permissions, getting the libraries to pledge, billing the libraries, and finally, unlatching.

The longest part of the whole process is getting libraries to pledge and commit funds. It takes about five months, as library buy-in has to fit within acquisition cycles, budget cycles, and library-committee meetings.

Knowledge Unlatched informs and recruits libraries through social media, mailing lists, listservs, and library associations. Of the three hundred libraries that participated in the first round, 80 percent are also participating in the second round, and there are an additional eighty new libraries taking part. Knowledge Unlatched is also working not just with individual libraries but also library consortia, which has been getting even more libraries involved.

Knowledge Unlatched is scaling up, offering 150 new titles in the second half of 2016. It will also offer backlist titles, and in 2017 will start to make journals open access too.

Knowledge Unlatched deliberately chose monographs as the initial type of book to unlatch. Monographs are foundational and important, but also problematic to keep going in the standard closed publishing model.

The cost for the publisher to get to a first digital copy of a monograph is \$5,000 to \$50,000. A good one costs in the \$10,000 to \$15,000 range. Monographs typically don't sell a lot of