

6. Finally, to transform quantity into quality, the motivational program for publishing was updated to dramatically increase financial remuneration for publications in high impact-factor journals and, at the same time, severely decrease motivation for publications in lower quality journals. The latter allowed to address another challenge: the number of citations for published papers [6].

All of these steps required resources and effort. Both the university and the government are looking carefully at how publications help bring about the return on publishing and, ultimately, return on investing in science and education from every ruble. Going forward, I see the existing model of publishing is rapidly changing in very practical terms. Academic publishing which lets researchers submit articles for free and then charge the reader is no more sustainable neither for resource holders with public funding, nor for researchers, who need faster time-to-market, as the speed of information exchange increases. 'Publish or perish' seems to be destined to become more than just a slogan but rather a matter of survival for both organizations and individuals in this new academic landscape.

Publish or Perish: Questions for the Future

I would like to finish this brief outlook with a number of questions that require further discussion.

- If publications rapidly move to the open access format, is it so necessary to turn good Russian journals into English language journals or would it suffice to make them bilingual?
- If funding bodies and publishers determine the 'system' in which every researcher has an 'electronic passport', is there space for free scientific inquiry, not being steered to the topics where resources are focused?
- How does the need for publishing / publishing KPIs relate to experimental sciences and engineering, where the ultimate output is not a piece of knowledge (article) but a piece of working technology or innovation (prototype)?
- Are we in Russia ready to follow the global trend and create an environment where not publishing will mean perishing in the new digital 'science enterprise' with business KPIs in place, where decision-making on resources and priorities is determined by formal parameters?

Answering these questions will help us succeed in the institutional reform as well as make sure that perishing is not one of the choices we all have.

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Academic Publishing at National Research Tomsk State University

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Like academics in leading universities around the country, scholars at TSU are facing the challenge of producing more publications in international journals indexed in Scopus and Web of Science. Although some of them have always published in such journals, especially in such fields as physics, now the scope of both subject areas and authors is expected to widen and to include social sciences and humanities, where the traditions of publishing in international journals have had less time to develop. Throughout the university, people who are extremely occupied with teaching, research, and administrative duties have been taking on a formidable new area of work — one that is at once so important and so complex, both because of the current environment around scholarly publishing and because of language.

TSU Approach

TSU's fundamental approach is based on a comprehensive strategy which addresses both the politics and practical realities of the current situation and provides a set of tools and resources to improve every employee's publication activity. The elements of our strategy include:

1. promoting personal responsibility of project managers for the publication activity of the employees of laboratories, projects, and research centres;
2. establishing publication count as an explicit indicator for research labs and other units receiving special support from TSU;
3. paying increased rewards for published articles (we have observed that while most scientists very much wish to write about their topic in order to produce a publication, the payment is a modest recognition of the time and effort involved in doing so successfully internationally);
4. investing significant resources into subscriptions by TSU Scientific Library, so that access to Scopus, JSTOR, other electronic databases and libraries, and full articles in journals by most major publishers are available to all readers, also through remote access (especially important because the most fundamental challenge for any author is to have read and analyzed what has been published internationally on the topic in order to contribute something slightly new);
5. sponsoring seminars and master classes on scholarly publishing (17 in 2013-2015 attended by nearly 900 people), some of them led by representatives of Nature, Oxford University Press, and other major scholarly publishers; and
6. prioritizing financial support for academic trips abroad to those who have publications.

In addition, in 2013 a course was launched that is now in its sixth semester, titled Academic Writing for Publication. Developed and taught by a native English speaker and UC Berkeley graduate, AWFP involves using primary sources such as the Publication Manual of the American Psychological Association, The Chicago Manual of Style, and the New Oxford Style Manual; finding and evaluating journals and articles; understanding the Committee on Publishing Ethics (COPE) International Standards for Authors and related practices; developing and writing articles in English for target journals.

Originally most course members represented social sciences and humanities; since 2014 up to 40% of the audience come from other fields including the physics. For those in social sciences and humanities, course work stresses knowing about relevant journals, finding target journals, determining an appropriate topic, research needed, and research methods and presentation, and learning article structure and organization.

AWFP instructor is freely available to current and previous course members and any TSU staff for consultations either in the office or by email/Skype. MA, PhD, or doctoral students may request such consultations, which are very much in demand, too, for individual work on developing and presenting articles and other kinds of academic writing in any field. The instructor also consults with the members of the Department of Foreign Languages, which has been holding English classes and special schools for

faculty and staff (about 300 last semester, for example). These classes in turn have resulted in more people with a level of English that enables them to participate in AE and AWFP, and consider reading and possibly writing English-language articles.

The instructor also monitors the overall publishing situation in a variety of ways, including publication activity in the country; from time to time the instructor sends around memos and short reports on topics of importance. We also make use of publishing advice from members of our International Academic Advisory Board.

All of these elements and activities have as their backdrop the tremendous growth and development of TSU as it carries out its Roadmap 2020, and especially, the internationalization of the university. In the past several years, TSU has become home for five Centres of Excellence and numerous laboratories and special projects across various fields. Large-scale international joint projects are being carried out, including TEMPUS TACIS, INTAS, ATLAS, INTERACT, ERASMUS, etc., involving universities, scientists and scientific institutions, and others throughout the world. This collaborative engagement has expanded TSU faculty's opportunities to do research, to be in an environment where international publications in English are the norm, to have their results in demand, and to work with co-authors, some of them from abroad.

Challenges, Opportunities, and Results

Reviewing all the items by TSU authors that are indexed in Scopus for the years 2013, 2014, and 2015 is the most explicit way to understand how the elements and activities and the overall situation played out in publication activity across various fields during those years, and to try to see the realities, trends, and future prospects behind the numbers. Here is a summary:

- In 2013, 504 items with TSU affiliation were indexed in Scopus and Web of Science, either or both but with no duplication. 444 of these are reflected in Scopus.
- In 2014, 1,426 total items were indexed, with 1,179 of them reflected in Scopus.
- In 2015, 1,511 total items were indexed, with 1,452 of them in Scopus.

This growth in scope and numbers may reflect the upswing in incentives and opportunities for TSU researchers combined with the kind of options that are observed when authorships and publication sources are reviewed: research may be in demand as part of an international group co-authorship; physicists have the option of publishing in international English-language journals that translate articles professionally if accepted (thus freeing the scholar to do research!); in physics and some other fields such as computer science, one can also publish an article in a conference-based journal that is indexed on Scopus. (In 2012, Elsevier removed its own Procedia-Social and Behavioral Sciences from coverage and now it is no longer accepting proposals; these conference-related options are almost non-existent in social sciences and humanities.)

In addition, although separate analysis would be needed to show it, it is not difficult to think that the recent world-wide increase in peer-reviewed, indexed open-access journals (some of them with modest author fees to be paid once one's article is accepted) has an impact on the options available to researchers. While none of these options accounts directly for all the increases that occurred, even in a given subject area, it seems that they have indeed played a significant role.

In social sciences and arts and humanities, there appear to be some other kinds of options. In 2013, 14 items were indexed in social sciences and 10 in arts and humanities; in 2014, 62 and 19 respectively; and 83 and 82 in 2015. Their authors had an opportunity to publish in several Russian-language journals with English abstracts, which account for many of the items indexed. At the same time, it is impossible not to notice that a number of articles in other fields are cross-listed in the listings for both social sciences and 10 in arts and humanities.

Finally, we would like to note two things. First, our experience shows that most articles that have been translated are rejected, often without a review, because of great differences in academic style between Russian and English. This is most likely to occur in social sciences and humanities, it seems, and this is another reason why we have focused on people learning to work directly in English to express their ideas. The other is the matter of predatory "journals" and well-known websites that will post non-peer-reviewed articles on any topic for a fee and thus generate thousands of items on the internet which may seem like academic publications. Nowadays, with thousands, if not millions, of academics around the world desperate to "publish or perish," such websites are flourishing and becoming more sophisticated in targeting academics. Since some of them find even their way into Scopus (only to be discontinued later), we encouraged people to learn to spot fake journals and not to be tempted by them for the sake of their own and the university's academic integrity. To the best of our knowledge, fewer than 15 "articles" were "published" on such websites by TSU authors in 2013-2015.

It has turned to be extremely worthwhile for us all to see the research and ideas of our scientists and scholars, so many of whom are passionate about their topics, communicated effectively to a world audience that is receptive to them.

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About HERB

Higher Education in Russia and Beyond (HERB) is a quarterly informational journal published by National Research University Higher School of Economics since 2014. HERB is intended to illuminate the transformation process of higher education institutions in Russia and countries of Eastern Europe and Central Asia. The journal seeks to adduce the multiple-aspect opinions about current challenges and trends of regional higher education and give examples of the best local practices. Our audience represents wider international community of scholars and professionals in the field of higher education worldwide. The project is implemented as part of cooperation agreement between Higher School of Economics and Boston College Center of International Higher Education.

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