
Shaping a Collective Future:

An Investigation into
Canadian Scholarly Journals'
Socio-Economic Reality
and an Outlook on the Partnership Model for Open Access

Contribution

The data included in Chapter 1 and the statements from journals in Annex 4 of this report were obtained through an online survey and telephone interviews of scholarly journal editors conducted by consultants Sibyl Frei and Louise Fleming in 2015.

The report was written by Émilie Paquin, consultant.

We are grateful for the inputs received at various stages from the project Advisory Board including:

Vincent Larivière, Scientific Director
Tanja Niemann, Executive Director
Consortium Érudit

Michel Duquet, President
Canadian Association of Learned Journals

Jean-Marc Mangin, Executive Director
Michael Sinatra, Director, Research Dissemination
Federation for the Humanities and Social Sciences

Suzanne Kettley, Executive Director
Canadian Science Publishing

Suzanne Board, Senior Policy Advisor
Lorraine Anderson, Manager
Social Sciences and Humanities Research Council

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Executive Summary

In 2014, Érudit initiated discussions with the Canadian Research Knowledge Network (CRKN) to transform its commercial agreement into a partnership with the Canadian research libraries in support for Open Access publishing. The underlying idea was a major shift in the business model, which would be obtained by operating a transition from selling subscriptions under a 24-month embargo to an open access model based on partnership with libraries. To efficiently implement the model without compromising the journals' financial viability, this study was undertaken with three objectives: 1) to better understand the socio-economical situation of Canadian scholarly journals, 2) to explore the advantages and drawbacks of the partnership business model, 3) to anticipate potential consequences of its adoption on the scholarly journals disseminated on Érudit.

The Socio-Economic Situation of Canadian Journals Surveyed

The landscape of Canadian scholarly journals is highly heterogeneous. It is comprised of many small and some mid-sized journals that publish quality research findings and other scholarship on a diverse range of subjects. Canadian scholarly journals have developed a vast array of management approaches and business models to manage their journals. They operate in an environment of funding cuts and of pressure to transition to open access. Annual revenues of the surveyed journals are quite modest, ranging from 30K to 80K (without volunteered time). The majority of journals still publish a print version along with a digital issue. In fact, their financial equilibrium seems to be ensured by this cohabitation of print with online versions: around one third of annual revenues come from print and online subscriptions, in equal proportion. Finally, it appears that Canadian journals have adopted different levels of open access practices: 25% of journals are accessible in complete OA, 13% after a 12-month embargo and 26% under a 24-month embargo. Only 36% of the journals surveyed are under strict usage restriction.

The Partnership Model

The model explored by Érudit in the first phase of the revision of its business model is based on the principle of a partnership between libraries and journals. According to a report by Raym Crow¹, consultant for SPARC, and to a recent study published under the direction of Peter Suber², this collective model presents many advantages, such as the ability to flip a large number of journals, economy of scale, and easy implementation since it mirrors the current subscription model. It also faces challenges such as free-riders, disengagement of the community over time, and stunted growth capacity. Moreover, should the model fail to meet the expectations of the community, literature shows that it is extremely difficult to reverse its course and return to a more traditional subscription-based model.

CRKN/Érudit Partnership - A Study Case

To this day, the main initiatives of partnership-based support for open access were launched after attaining a critical mass of partners. The *Open Library of Humanities* (OHL) only reached this point after two years, and it took seven years for SCOAP³. Currently, Érudit is the only platform with publishing activities spanning more than a decade that aims to transform its subscription business model into a partnership for open access with academic libraries. The adventure is therefore bold, even risky, but existing contractual relations with libraries and journals tone down this risk: Érudit currently has commercial relations with over 1000 documentation institutions. Thus, it doesn't need to attract new clients, rather to convince the already subscribing establishments to join the partnership. In this important communication task, it is essential to adopt an attractive pricing strategy. The final section

¹ Crow, Raym, "Sustainability of Open Access Services, Phase 3: The Collective Provision of Open Access Resources", Scholarly Publishing & Academic Resources Coalition. 2013.

<http://www.chainbridgegroup.com/images/collective-provision-of-oa-services.pdf>

² Solomon, David J., Mikael Laakso, and Bo-Christer Björk (authors). Peter Suber (editor), "Converting Scholarly Journals to Open Access: A Review of Approaches and Experiences", Harvard Library, August 2016, URL:

<http://nrs.harvard.edu/urn-3:HUL.InstRepos:27803834>

³ For more information on this data, please visit <https://datahub.io/dataset/survey-results-shaping-a-collective-future>.

of the study therefore presents and evaluation of different pricing approaches and suggests possible next steps for Érudit to ensure successful results.

Context & Structure

Section 1 of this study is dedicated to the socio-economic situation of Canadian scholarly journals. It presents a selection of results gathered in spring and summer 2015 by the consultants Sibyl Frei and Louise Fleming. The data covers Anglophone and Francophone Canadian scholarly journals and provides insights on their editorial structure, dissemination formats, sales revenues, etc. The complete data set is available for future research at <https://datahub.io/dataset/survey-results-shaping-a-collective-future>

Section 2 explores the partnership model, its definition, advantages and disadvantages and the challenges related to its implementation. The information presented in this section has been largely taken from *Converting Scholarly Journals to Open Access: A Review of Approaches and Experiences* (Solomon, Laakso, Björk, Suber, 2016), and *Sustainability of Open Access Services, Phase 3: The Collective Provision of Open Access Resources* (Crow, 2013), among other articles and reports.

Section 3 presents the CRKN/Érudit partnership. The first phases of implementation are presented, as well as their expected outcomes. Challenges in building the model are identified along with the impact of the transition towards Open Access through a partnership for the scholarly journals disseminated on Érudit.

METHODOLOGY

An online survey was sent to 337 Canadian scholarly journals. 75 answered the survey; 69 completed all the questions and six answered all the questions except those related to finances, for a total response rate of 22.3%. In addition, 36 one-on-one interviews with journal representatives were conducted to obtain qualitative information on their economic situation and opinions on various open access initiatives. Lastly, a literature review was conducted on collaborative open access initiatives and publishing costs.

1. Canadian Journals' Socio-Economic Situation

Population Surveyed

The number of scholarly journals solicited by each of the partners was the following: Érudit (112 journals), Canadian Association of Learned Journals (98 journals), Federation of Humanities and Social Sciences (56 journals). Canadian Science Publishing provided financial support for the study, although its journals did not participate. The survey started on July 6th, 2015, and ended on August 14th, 2015.

Distribution of Journals that Have Reported Financial Data

	All	SSH	STM	Québec	Other Provinces	Bilingual	Not Bilingual	Érudit	Not with Érudit
Number	69	56	13	31	36	37	32	34	35

It must be noted that the Canadian Science Publishing journals, specializing in science, technology and medicine (STM) didn't participate in the survey. Because of this absence, we only have answers from a small amount of STM publications. Furthermore, there is a proportionally larger amount of answers from publications disseminated on Érudit than from those disseminated on other platforms. Therefore, the results cannot be considered perfectly representative. The average annual revenues and expenses of the journals were compiled in order to estimate a cost per article. However, because of the non-representative sample, this data was not retained. Nevertheless, the present study provides a general overview of the Canadian ecosystem of scholarly publishing and its underlying tensions.

To complete the data collected by surveying, 36 individual interviews were held with journals' representatives in order to collect qualitative data on the economical situation of their organizations and to understand their opinion on various initiatives of open access dissemination. The research was completed with a literature review on the existing open access initiatives and publication costs.

TYPES OF PUBLISHERS

Figure 1 shows the distribution of the types of organisations involved in journal publishing, by location (Québec & Rest of Canada) and domain (SSH & STM)⁴. Results show that universities publish relatively more journals in Québec and in SSH, while journals from associations are more common in the ROC and in STM⁵. Very few journals seem to be published by commercial publishers (this data should probably be further examined). The importance of the "other" category highlights the variety of structures of scholarly journal publishing.

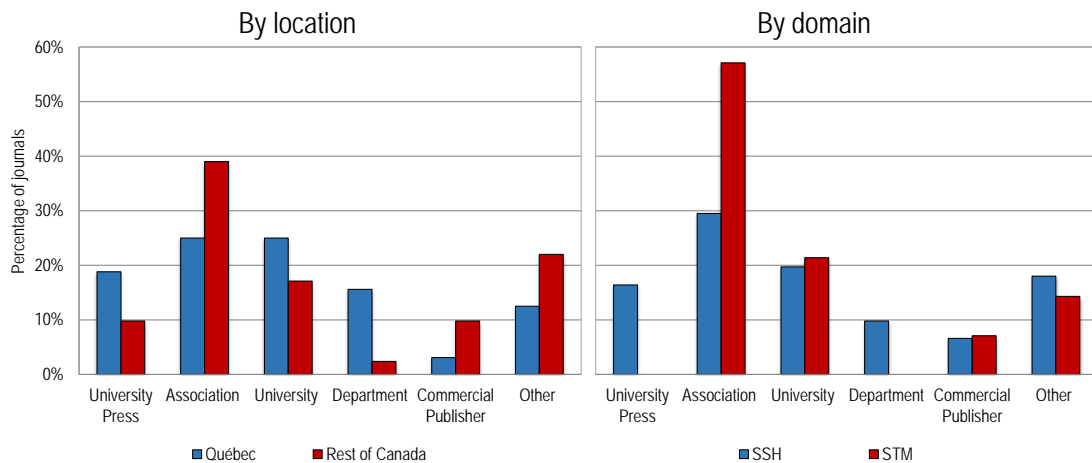


Figure 1: Proportion of journals by type of organisation, by location (left panel) and research domain (right panel)

The diversity of the Canadian scholarly journal landscape illustrates that a shift towards OA is likely to affect its stakeholders in different ways and with varied intensity. The impacts of a transition to OA may vary according to the various publication structures presently in place. As stated by King (2007, p. 86), for university presses that publish a large number of journals, high-demand journals are able to charge a higher price, because demand is less sensitive to price. Other high-quality journals may have lower subscription levels, but the publisher may want to keep the price below actual costs in order to ensure that global sales volumes stay the same. This means that some journals in the publisher's portfolio may subsidize others. This is also likely true for commercial publishers. However, in the case of journals affiliated with an association, which typically has one journal only, most of the revenues often come from selling paper versions of the journal to its members and from subscriptions by institutions.

⁴ These categories are not mutually exclusive and merely suggest different angles for data analysis.

⁵ That result bears more scrutiny as it is in contradiction with other research results that state the exact opposite.

Publishing Languages

Figure 2 shows the proportion of journals by language of publication. A high proportion of SSH journals (61%) are published both in French and English, while only 36% of STM journals publish in both languages. It is not surprising to find that 56% of journals in Québec are only published in French. More interestingly, 63% of the journals from the rest of Canada publish articles in both languages. However, this percentage is somewhat misleading, since only 16% of the articles published in those bilingual journals are in French.

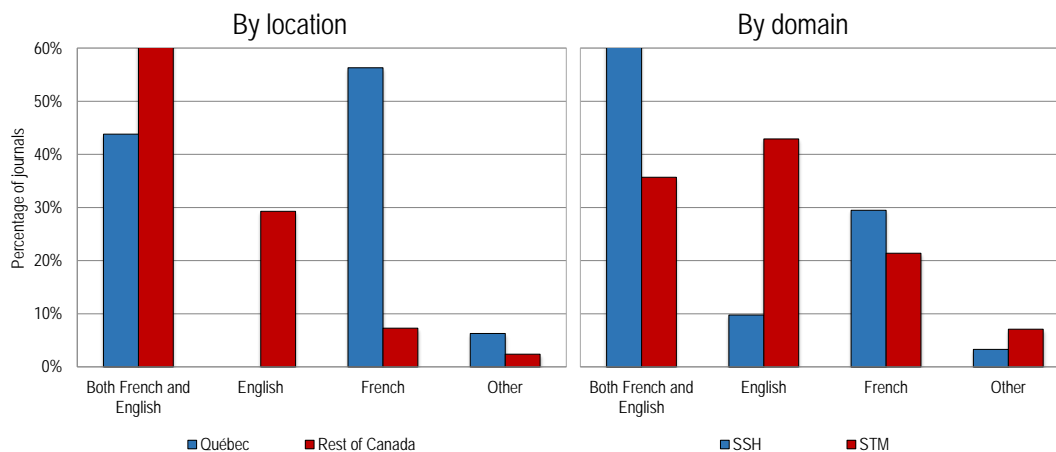


Figure 2: Proportion of journals publishing articles in French and/or English, and other languages, by location (left panel) and research domain (right panel)

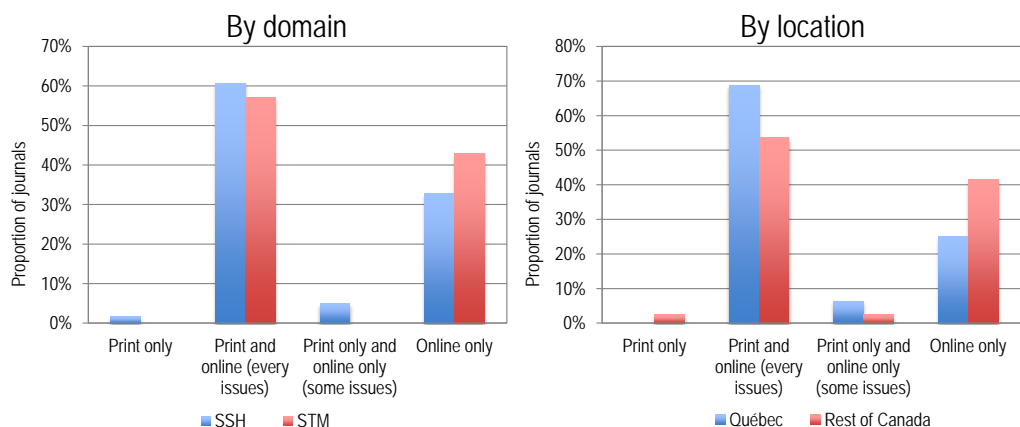
NUMBER OF ARTICLES PUBLISHED

Surveyed journals publish an average of 26 articles per year, which was stable for the three years prior to the study (2012–2014). This value is slightly higher for STM journals (31) and ROC journals (28) than for SSH journals (25) and Québec journals (22).

PUBLISHING FORMATS

Most journals surveyed had embraced digital publication by 2010. However, a larger proportion of SSH (27.7%) and of ROC journals (34.1%) only did so during the 2010 – 2015 period. This massive adoption of online dissemination has not replaced print distribution. Figure 4 shows that having a print and online version is still a major trend in Canada for both SSH and STM domains. It is also more frequent for Québec journals than for those from the rest of Canada.

Figure 3: Proportion of journals publishing paper and online versions simultaneously or exclusively.



COPIES PRINTED

Results show that the number of copies printed varies tremendously according to the domain, with an average of 514 copies per journal in SSH and 1,009 in STM. This can be explained by the importance of the associations supporting STM journals⁶. Québec journals print fewer copies than their Canadian counterparts (519 vs 654). Along these lines, we also observe an important difference between the average print run of an Érudit journal (417) and other Canadian journals (770), which might be due to Érudit's strong focus on digital dissemination.

ADOPTION OF OA

Figure 4 shows that, overall, open access has been quite widely adopted by journals. By domain, journals under complete restriction account for 27% of SSH journals and 31% of STM journals. By location, it is 27% for Québec-based journals and 22% for journals from the rest of Canada. Almost 50% of Québec-based journals that answered the survey are disseminated under a 24-month embargo period, which corresponds to Érudit's dissemination policy for journals under subscription (journals that receive royalties). There is a higher level of immediately available open access journals in the rest of Canada, probably due to the prevalence of Open Journals Systems software (OJS) usage across the country. The Public Knowledge Project (PKP), the organization that develops OJS has a long history of endorsing OA dissemination.

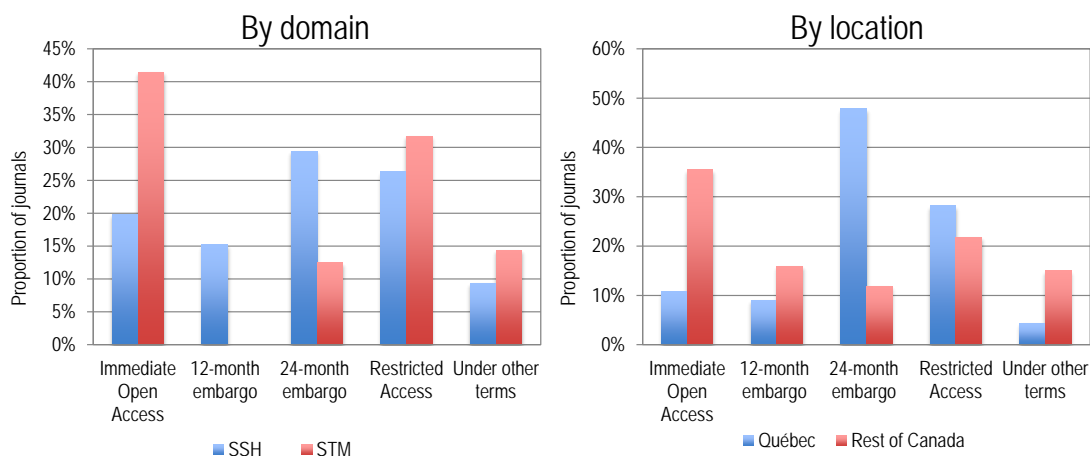


Figure 4: Proportion of journals publishing in immediate gold open access, varied embargo periods, under restricted access or other terms, by domain (left panel) and by location (right panel).

The individual interviews conducted with journal representatives show that the implementation strategy of open access varies. Some journals have been in open access since their beginning, while others use 12- or 24-month barriers. Journal policies regarding institutional repositories – if in place – also fluctuate. Some allow authors to immediately deposit their original article as submitted, and others, to deposit the final, copyedited article. A few authorize authors to deposit the final laid out article, usually in PDF format, occasionally in XML format. Many journals that rely on the subscription model discourage, or do not permit authors to resort to Green Open Access repositories. However, some academic institutions require their faculty to make their articles arising from their research readily available either in a university depository or elsewhere.

The transition to greater Open Access has had a ripple effect within the academic community: some journals have expanded their reach by converting to Gold Open Access, while for some journals

⁶ Membership to a scholarly association usually comes with a free subscription to the print version of the journal's association.

associated with a learned society, Gold Open Access had led to a decline in society memberships because receiving a subscription to the journal was seen as the most important benefit of membership.

Journals' Expectations & Needs Regarding OA and New Economic Models

According to the interviews⁷ conducted, most journals :

- Are against APCs (article processing charges);
- Have no time for fundraising activities;
- Feel that advertising might be perceived negatively;
- Are still attached to print versions and feel that going online only is not an ideal option (bad connection in some parts of the world);
- Don't like the Freemium model because of the barriers this approach imposes and because of the work involved;
- Are intrigued by a global approach that would result in pooling editorial production costs and library financial contributions in exchange for complete and immediate Open Access. However, they expressed that:
 - Such a model must be sustainable over the long term;
 - Journals' production costs and losses of subscription sales under Open Access must be covered;
 - Journals, libraries and other Canadian key stakeholders, such as Érudit, PKP and the Canadian Research Knowledge Network (CRKN), should be involved.

EXPENSES AND REVENUES

Preliminary considerations:

- Financial data in the survey reported on fiscal years that ended in 2014 (or earlier).
- The categories for expenses were based on the categories in SSHRC applications to make it easier for journals to provide information. In designing the survey, the number of questions and the level of detail requested were limited in order to increase completion rates.
- The diversity of reported revenues and expenses clearly demonstrates the heterogeneity of Canadian scholarly journals. As a result, all data in this report must be considered estimates which demonstrate trends rather than accurate statistics. Data from STM (13) journals is even less reliable because the number of journals in that sub-group is so small.
- Many journals did not report any revenue contributed by scholarly societies or other partners.
- The majority of journals reported no cash or in-kind contributions from their institutions, which may result from the difficulty for respondents to identify or place a value on such contributions. As well, any estimates of such contributions likely varied as a result of journal / institutional accounting practices, such as course releases, technical support, server space, administrative support, office space, etc.
- Journals were asked to set a value on the time and other contributions that volunteers made. On average, the 56 journals estimated that volunteers contributed \$33,000 per year to their journal. However, no formula was provided for calculating the value of volunteer time or what should be included, so the reported estimates appear very subjective.
- Finally, comparison between Érudit's numbers and those provided by journals for XML production costs and revenues coming from digital sales tends to show that editors have largely underestimated both expenses and incomes.

Table 1 shows great disparities between the revenues generated by different journals, whether they are SSH or STM, Québec-based, or from the rest of Canada. This disparity is even greater if they receive funding from a provincial or federal granting agency (SSHRC, FRQSC). More specifically, in terms of revenue, the average is \$50,435/year, with the highest revenues obtained by 12 SSHRC funded journals

⁷ Interviews were conducted with 36 scholarly journals and their umbrella organizations.

based in Québec (\$82,677/year), and the lowest from 14 journals which do not receive any funding from the Québec government (\$33,907/year)

In terms of expenses, the mean amount is \$45,378/year, with the highest expenses claimed by 7 SSHRC and FRQSC funded journals based in Québec (\$67,347/year), and the lowest by 21 journals which are not funded by the Canadian government (\$31,465/year)

Table 1. Average revenues and expenses by domain, location and funders⁸ (governmental agencies)

Categories	Nb of Journals	Revenues \$/year	Expenses \$/year
All journals	69	\$50,435	\$45,378
SSH	56	\$52,831	\$46,469
STM	13	\$40,113	\$40,678
Québec	31	\$55,635	\$50,819
Canada	36	\$45,169	\$39,953
SSHRC Canada	15	\$56,461	\$51,835
SSHRC Québec	12	\$82,677 ↑	\$65,630
FRQ	12	\$66,047	\$61,036
SSHRC + FRQ	7	\$76,383	\$67,347 ↑
No SSRHC Canada	21	\$37,104 ↓	\$31,465 ↓
No SSRHC or FRQ Québec	14	\$33,907	\$37,630

Revenues and Expenses – SSH vs. STM Journals

Figure 5 shows the sources of revenue and of expenses for SSH and STM journals. Other varied sources of revenue appear as significant for STM journals, representing 41% of the average total budget, much more than grants, which account for 24% of their budget. Those are non-profit or charitable organizations, research centers, university libraries, partnerships between commercial publishers and associations, student associations, etc. But since only 13 STM journals answered the survey, the importance of these other sources of revenue has yet to be empirically confirmed. For both domains, salaries account for a large proportion of the expenses. SSH journals spend a higher proportion of their revenues on copy preparation / printing and on mailing.

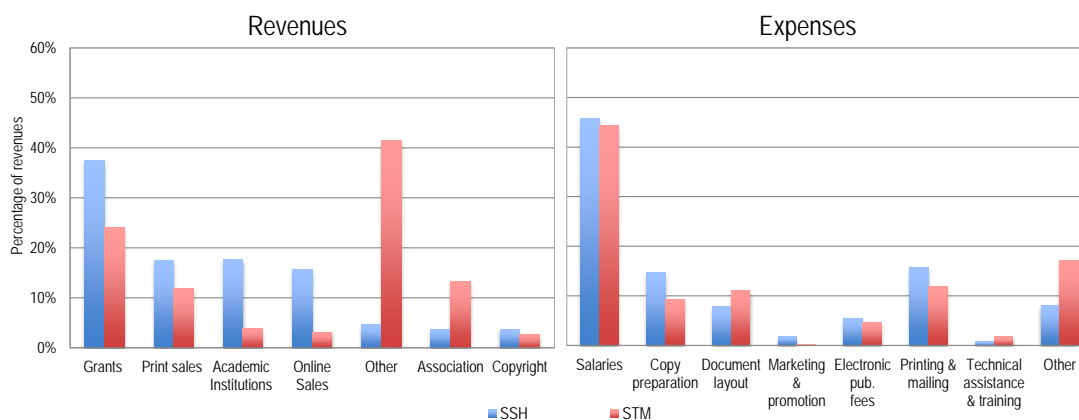


Figure 5: Percentage of revenues (left panel) and expenses (right panel) by sources for SSH and STM journals.

⁸ Numbers in the table have been gathered in the survey. Globally, SSHRC has funded, in 2014-2017, 142 journals for a total of \$10 198 459 and an average of \$70 822,63 by journals. For 2011-2014, the FRQ-SC has funded 33 journals for a total of \$2 309 901 and an average of \$69 997 by journals.

Québec vs. Rest of Canada Journals

Looking at the sources of revenue and expenses from a location point of view, Figure 6 shows that Québec journals benefit from substantially more grants than journals from the rest of Canada. Journals from outside Québec generate more revenue from online sales (32%) than journals from Québec (25%) and their budget is based to a higher proportion on varied other sources of revenues: 18% and 3% respectively. Interestingly, print sales represent the same proportion of the total budget of Québec and ROC journals (15%).

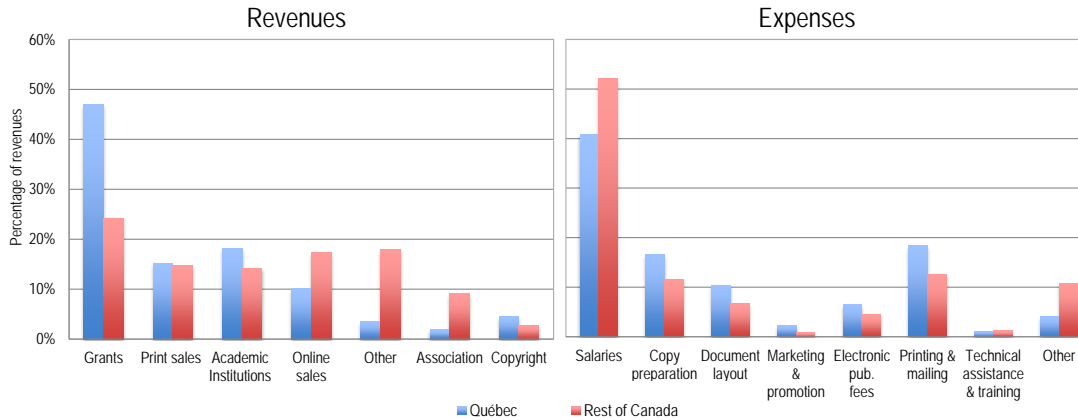


Figure 6: Percentage of revenues (left panel) and expenses (right panel) by sources for Québec-based journals and journals from the rest of Canada.

Revenues from Sales

Figure 7 shows the percentage of sales revenues in the overall budget for journals and underscores the importance of these revenue streams for each group of journals. Around one third of a journal's revenue would be jeopardized if it immediately switched to OA.

Of course, OA would also reduce some expenses, such as administrative work related to subscription management, as well as print copies in cases where journals decide to go online only. In fact, it is relatively difficult to estimate how much a journal might gain or lose in the transition to OA, as this amount is likely to vary tremendously for each journal.

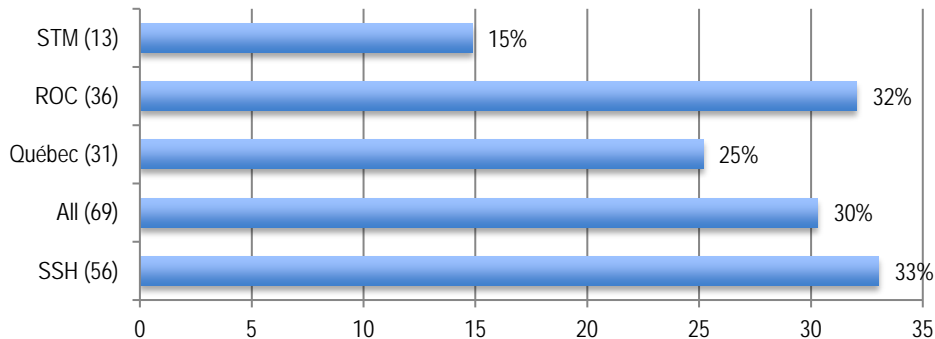


Figure 7: Average percentage of sales (print and online) in a journal's overall budget.

FINDINGS

Even if the surveyed population was not perfectly representative, the data gathered allows to confirm that the Canadian scholarly journal landscape is characterized by a diversity of relatively small publishing structures, operating yearly on a very modest budget, relying on different business models, and having various balance point strategies.

Editorial Structure	<ul style="list-style-type: none"> • Canadian journals are built on a variety of editorial structures and business models.
Languages	<ul style="list-style-type: none"> • 63% of the journals from the rest of Canada publish articles in both languages; 16% of the articles published in those bilingual journals are in French. • Annually, Québec-based journals publish fewer articles than journals from the ROC.
Formats of Publication	<ul style="list-style-type: none"> • Even if the majority of journals are now disseminated online, journals are still massively printing copies. • Print copies are still important and their sales count for a consistent part of to a journal's budget.
Open Access	<ul style="list-style-type: none"> • Open access is embraced to a certain extent by most of the Canadian journals surveyed. A little more than 60% of all journals are disseminated either in complete OA or under a 12- to 24-month moving-wall.
Revenues & Expenses	<ul style="list-style-type: none"> • Annual revenues are extremely variable from one journal to another. • Annual revenues are quite low, ranging from 30K to 80K per year (without counting volunteer time).
Sales Revenues	<ul style="list-style-type: none"> • Sales revenue represents more or less one third of a journal's overall revenue stream.

2. Open Access Through Partnership

DEFINITION

The partnership model is a common principle for a variety of implementation strategies. It is an initiative that “combines the collective provision of open access infrastructure services with market-like mechanisms for efficient resource management” (Crow, 2013, p.6). The main objective of the model is to fund the OA flip of multiple journals as part of an agreement with libraries based on mutual trust, and a common understanding of its overall benefits for all stakeholders concerned as well as for the scholarly communication ecosystem itself. While article processing charges have been widely adopted by commercial publishers, the partnership model has been exclusively put in place by non-profit organizations, trying to transform fundamentally the way scholarly journals are financed and accessed.

The partnership model entails radical changes in the negotiation process between libraries, dissemination platforms, and journals. Because all parties have to take a step forward to build a more viable and sustainable model in an unstable and underfunded sector, the discussions to reach a common acceptance of the terms of the new contractual relation take time and energy. If, at first, it requires fewer human resources to manage subscriptions, more qualified personnel is needed to maintain the level of involvement of the partners over time as well as to periodically renegotiate its terms, to have it evolve and grow.

Without a continuous involvement of each and every stakeholder of the community, there is a real risk that the whole model collapses. As stated by Crow and Suber, libraries have to be invited to participate in the making of the project in the first place while, on the other hand, they have to recognize the role of publishers, universities and other stakeholders in the scientific ecosystem as well as the way they are impacted by the conditions of implementation of OA in a global partnership model.

PREREQUISITES

According to the studies by Raym Crow and Peter Suber, the partnership agreement should:

- Rally a critical mass of organizations accepting to reach an agreement on consortium membership fees, type and volume of content to be funded with the collected funds.
- Have members pledge to contribute to the partnership within a specific timeframe, that is not limited to its launch, but rather engage the community in a long-term contractual relationship that can evolve over time to include new services, journals, members, development upgrades, journals, etc., and therefore ensure that the partnership is scalable.
- Avoid substantial extra costs by a reallocation of the subscription funds to cover journals' publication activities.
- Be built upon specific and valuable benefits for participating libraries to be attractive in the first years of its launch and over the time (avoid free-riding), be it governance transparency, inclusion of members in the decision-making process or of high valuable journals in the collection.

STRENGTHS & OPPORTUNITIES

Scale	<ul style="list-style-type: none"> • Few intermediate steps between libraries and journals (effective use of resources). • A scalable model that has the potential to flip multiple journals in entire sweeps as long as there is strong commitment from consortium⁹ members. • The fees paid can be used to attract new members (more members = lower costs per member).
Minimum Income	<ul style="list-style-type: none"> • The consortium agreement guarantees a minimum income to journals.
Mirrors the Subscription Model	<ul style="list-style-type: none"> • Institutions/libraries can join the membership without having to add to or revise their existing workflows.
No APCs	<ul style="list-style-type: none"> • Increases stability and predictability by freeing journals from reliance upon individually paid APCs.

WEAKNESSES & RISKS

Governance	<ul style="list-style-type: none"> • Governance structure and coordination efforts can become complicated as the number of members grows. (Crow, 2013, p.22) • Democratic decision-making can be less straightforward. • A certain level of transparency is required to build trust between partners.
Free-rider	<ul style="list-style-type: none"> • Organizations can resign from the consortium, or decide not to join, and still have full access to its OA journals. • An assurance contract is needed to make sure sufficient numbers of institutions/libraries participate and stable funding is guaranteed for a period that is acceptable to all parties. (Solomon, Laakso, Björk, Suber, 2016, pp. 151)

⁹ Consortium refers to "An association, typically of several business companies. » <https://en.oxforddictionaries.com/definition/us/consortium>

Time and Costs	<ul style="list-style-type: none"> • The model requires a consensus amongst many groups. “The time, energy, and money put into setting up a scenario for a discipline or set of journals needs to be weighed.” (Solomon, Laakso, Björk, Suber, 2016, p. 152) • “Annual increases can and should be expected, but funders will want to know that funds are going toward additional content or investments in infrastructure, rather than profit margins.” (Solomon, Laakso, Björk, Suber, 2016, p. 151)
Sustainability	<ul style="list-style-type: none"> • Journals likely struggle to transition to alternative funding models if the consortium falls apart on short notice.

SUCCESSFUL OA PARTNERSHIPS

As Solomon, Laakso, Björk and Suber stated in the report “Converting Scholarly Journals to Open Access: A Review of Approaches and Experiences”: “[t]o date, the consortium approach has focused on a specific discipline and has been primarily driven by non-profit or non-commercial organizations. Different approaches might also work, but so far, these have been the defining characteristics of the initiatives that have been successful.” (Solomon, Laakso, Björk, Suber, 2016, p. 141)

SCOAP3 (high-energy physics) and Open Library for Humanities (OLH) are the most prominent successful initiatives dedicated to journals so far¹⁰, but the Open Access Network has an interesting approach to the partnership model. These three organizations are succinctly presented below¹¹.

Open Library of Humanities (OLH)¹²

Foundation	<p>Funded in 2013 by an international network of scholars, librarians, programmers and publishers, OLH was launched in September 2015.</p> <p>Currently 194 institutions support the partnership with an objective of 300 to 350 organizations by the third year of operation with pricing on banded rates.</p>
Mission	<p>The Open Library of Humanities Limited is a registered charity organization in England and Wales, dedicated to publishing open access scholarship with no author-facing article processing charges (APCs).</p> <p>The OLH publishing platform supports academic journals from across the humanities disciplines, as well as hosting its own multidisciplinary journal (mega-journal).</p>
Governance	<p>The Open Library of Humanities is governed by its charitable trustees. Guidance on project direction and admission of new journals is determined by the academic advisory board and by the library board.</p>
Publication Process	<p>The publication process is handled through Ubiquity Press, which uses an OJS-based technical back end with a custom-built front end.</p>
Business Model	<p>Annual price set by FTE.</p> <ul style="list-style-type: none"> • All contributing libraries/individuals are given a place on the OLH Library Board, which will consult with the OLH Academic Board on the future admission of overlay journals and other governance/budgetary decisions. • Everything published in the OLH and its journals is free for the reader to access. • All material is to be licensed under a Creative Commons license of the author's choosing.
“OLH Library Partnership Subsidy programme”	

¹⁰ There are important partnerships dedicated to books such as the Knowledge Unlatched, Luminous, Lever Press.

¹¹ The information has been gathered on the web sites, due to scope and time constraints. More data could be collected to complete the study, such as citations, readership, downloads, and financial information.

¹² Information taken from the OLH website: <https://about.openlibhums.org/>

Sponsoring Consortium for Open Access Publishing in Particle Physics (SCOAP³) 13

Foundation	SCOAP ³ was founded in 2014, through a partnership of over three thousand libraries, key funding agencies and research centres in 44 countries and 3 intergovernmental organisations. The partnership was built over 7 years.
Mission	<p>SCOAP³ has developed a model to achieve Gold Open Access to leading, high-quality, peer-reviewed journals in High-Energy Physics (HEP).</p> <p>It is the product of extensive coalition-building with stakeholders in the community of scholarly communication across the world – authors, funding agencies, libraries and publishers. It is based on a redirection of existing subscription money.</p>
Governance	<p>CERN, the European Organisation for Nuclear Research, acts as the Host Organisation. CERN ensures the technical and administrative operation, and runs the competitive bidding process.</p> <p>Governing Council: 45 representatives from the countries that contribute to SCOAP³. They make decisions about the direction of the partnership in the Governing Council. National representatives are accountable to their constituencies, who select them. CERN, as the Host Organisation, appoints an additional member.</p> <p>Executive Committee: Appoints 4 to 6 members of the Executive Committee for a 2-year period, renewable up to two times. CERN, as the Host Organisation, appoints an additional member. The members should represent all geographical regions. The Executive Committee oversees SCOAP³'s day-to-day operations, supported by the SCOAP³ Operations Manager, meets 1-2 times a month and regularly reports back to the Governing Council on its decisions and discussion items.</p> <p>Forum: Represents the “town hall”, where members hear about the latest developments in SCOAP³, discuss future plans and make recommendations to the SCOAP³ Governing Council.</p> <p>Representatives: The representatives sign a “Memorandum of Understanding”, which is the basis of the partnership. There are one or more “Representatives” for each country. Representatives often support participating libraries in the country (collecting the national contributions to SCOAP³ funds), and are the first point of contact for all partner institutions or other interested parties within the country. The Representatives organise their representation on the SCOAP³ Governing Council with all institutions in the country.</p>
Business Model	<p>SCOAP³ centrally pays publishers for costs involved in providing Open Access. Publishers in turn reduce subscription fees for all their customers, who can then re-direct these funds to SCOAP³.</p> <p>Participating libraries redirect the money previously used for subscriptions to SCOAP³ journals into a common fund, from which the publication costs are paid. This redirection is possible since all publishers reduce or eliminate subscription fees to SCOAP³ journals and credit all their clients respectively.</p> <p>The total amount contributed by each country is commensurate with its share in the worldwide scientific output in High-Energy Physics.</p> <p>The members of the consortium have pledged to provide funding roughly equal to the proportion of the published articles authored by researchers in each participating country.</p>

¹³ Information taken from the SCOAP³ website: <https://scoap3.org/>

Open Access Network (OAN)¹⁴

Foundation	OAN was founded in 2012 by K N Consultants .
Mission	The OAN aims to create a collective fund for publishing in OA in SSH. It does not host any project. The funds collected by the OAN support the scholarly communication infrastructure itself, whatever its form, format, platform, product or project.
Organisation	Not-for-profit organization based in the United States.
Business Model	<p>Academic institutions and scholarly societies or university presses come together in partnership to apply for funds through a lightweight screening process. Each project by each partnership will then appear listed on the OAN funding contribution and distribution site.</p> <p>Funding for the OAN (coming from institutions, foundations, organizations, companies and individuals) can be allocated on a project-by-project basis, on a discipline-by-discipline basis, in support of an area of study at any level, or by contribution to the general fund.</p> <ul style="list-style-type: none">• The model is based on an open-ended grant principle.• Payment goes to a centrally managed fund.• Institutions, scholarly societies and their partners (e.g., publishers, digital preservation archives) come together in partnership to apply for funds through a competitive grant process.• The allocated funds provide direct support for the distribution, access and long-term archival preservation infrastructure of the partnerships. <p>The money comes from annual or multi-year payments made by every institution of higher education. The payment — \$0.50 per student per year of study (ranging from \$2 per year per student at a community college up to \$5 per student per year at a doctoral-granting institution) and \$5 per full-time faculty.</p>

¹⁴ Information taken the from OAN website: <http://knconsultants.org/>

3. CRKN/Érudit Partnership

THE ÉRUDIT CONSORTIUM

Founded in 1998, Érudit is a multi-university consortium (Université de Montréal, Université Laval, Université du Québec à Montréal) and a dissemination and research platform that hosts over 150 journals with current and back issues. A total of 250K articles are disseminated on Érudit, 97% of which are in complete OA. With 70% of all consultations coming from outside the country, Érudit has become a major actor of the scholarly communication system in the country. Since 2014, Érudit is the only SSH research infrastructure granted as a “Major Scientific Initiative” by the Canadian Foundation for Innovation, an enviable recognition that has led to a strengthened partnership with the Public Knowledge Project and Simon Fraser University.

EVOLUTION OF THE BUSINESS MODEL

Érudit was first created to provide the scholarly community with a cutting edge expertise in digital production of academic periodicals. As a consequence, journals were initially disseminated in complete OA. In 2006, to comply with the request of journals that were facing increasing financial instability due to digital transition, an optional 24-month moving-wall was introduced. Érudit began to sell subscriptions to library consortia and individual institutions on behalf of the journals interested in using this service.

In 2013, when Érudit started renegotiating its commercial agreement with the CRKN and its members, the environment was unstable and precarious. More than 60% of Érudit’s revenues were coming from the Canadian libraries. There was a feeling that things should be done differently, in a more sustainable way. Hence, Érudit took the great leap forward into Open Access by setting up a partnership agreement with Canadian libraries.

The objectives were to:

- Establish an OA support fund for journals already in open access (and thus previously not able to access royalties from libraries);
- Reallocate the subscription funds of commercialized journals to support their publishing activities during the open access transitioning process;
- Lower the moving-wall from 24 to 12 months in 2017, in accordance with tri-council agencies policy on open access;
- Open an ongoing discussion to further develop the model and find ways to sustainably convert the scholarly journals collection into OA while still providing them with royalties.

53 libraries out of the 75 CRKN members have accepted to join Érudit and the journals in this process. The previous agreement was renewed for two years (2014–2016) without any major changes to the financial structure, but introducing a closer collaboration with CRKN. As a result, a CRKN member sits on Érudit’s board as an observer and CRKN members are well represented on Érudit’s User Committee. Érudit has also committed to opening its governance structure to new members from Canadian universities outside of Québec, and to gathering data about Canadian journals financial situation in order to identify the level of support they need to pursue their editorial activities in an open access environment. The question then quickly arose: how much does it cost to produce a scholarly journal? The hope was that the real publishing costs could be used as the basis for the financial structure of the partnership model.

IMPLEMENTING THE NEW MODEL

The main objective of the survey presented in section one was to provide this data. However, the exercise revealed that making libraries pay for publishing costs in order to provide journals with the funds necessary to convert into complete open access is probably not an adequate approach. The results show that there is a great distinction to make between journals’ prices and their overall

publishing costs: the average institutional subscription fares of journals on Érudit are 117\$/year, while the average expenses of surveyed journals range between 30K and 67\$/year.

Elaborating a Pricing Strategy

It is often argued that prices reflect what customers are willing to pay. In some fields, that may be true, but in the scholarly publishing sector, it is not. When the items “for sale” are unique and irreplaceable – such as scholarly journals – there can’t be a “competitive price”: very rarely do journals have cheaper equivalents. Libraries have little room for negotiation when selecting journals from commercial publishers and the terms of these “big deals” are confidential. This situation may explain why J. Willinsky states that “research libraries are as willing to support open access as they are to pay for subscriptions” but need to be more informed of how much it really costs to publish a scholarly journal. (Willinsky, 2016)

However, identifying publishing costs is not an easy task, as the costs vary according to editorial practices, technology, disciplines, publishers’ profit margins, etc. Diane Sullenberger, executive editor for *Proceedings of the National Academy of Sciences* in Washington DC, writes that the journal would need to charge about \$3,700 per paper to cover costs if it went open-access. But Philip Campbell, editor-in-chief of *Nature*, estimates his journal's internal costs at £20,000–30,000 (\$30,000–40,000) per paper. Many publishers say they cannot estimate what their per-paper costs are because article publishing is entangled with other activities.” (Van Noorden, 2013)

Paul Peters, president of the Open Access Scholarly Publishing Association and chief strategy officer at the open-access publisher Hindawi in Cairo, says that last year, his group published 22,000 articles at a cost of \$290 per article, and Brian Hole, founder and director of the researcher-led Ubiquity Press in London, says that average costs are £200 (US \$300). And Binfield says that *PeerJ*'s costs are in the “low hundreds of dollars” per article. (Van Noorden, 2013)

Price or Publishing Costs?

The literature shows that subscription fees charged to libraries are often confused with overall publishing costs: “[...] ‘library journal costs’ nearly always refer to the price paid, ignoring the costs of journal processing, maintenance and use costs. [...] When journal prices can reflect the publication cost, they are not necessarily the same [...].” (King, 2007, p. 86) Journals determine *price* according to different pricing strategies, which depend greatly on their organisational structure, discipline or the subject covered, etc.

“[...]In the majority of cases, publishers seek to make a profit/surplus. Prices may also reflect the demand for a journal, rather than simply its costs plus a fixed profit/surplus margin. Thus, high-demand journals are able to charge a higher price, because demand is less sensitive to price. Other high-quality journals may inherently have a low demand, but the publisher may want to keep the price below actual costs in order to ensure their continuance. This means that some journals in the publisher’s portfolio may subsidize others. This is a common practice in the publishing industry; in the book trade it is often the case that revenue from a small proportion of a publisher’s books covers the lack of revenue of many other books that are not profitable. And of course articles within individual journals are read unequally, so that in effect some articles subsidize others. This helps to ensure that high-quality articles with a small audience will be published.” (King, 2007, p. 99)

What libraries are paying for through subscription fees may vary from one publisher to another. Consequently, the number of subscriptions needed for a journal to cover its overall publishing costs and break even with other revenues (grants, institutional support, etc.) will also vary.

Publishing costs refer to direct (fixed, variable) and indirect costs. Direct costs are activities such as editing articles and printing, while indirect costs are activities such as administration, which are necessary, but not specific to the publishing process. (King, 2007) The impact of that confusion is important, as journal publishing costs (average annual expenses) are higher than journal prices.

DIFFERENCES BETWEEN PRICE AND COSTS

Here are three scenarios that illustrate the importance of a common understanding of what “publishing costs” refers to, and highlight the work that needs to be undertaken to move the partnership ahead. As it is obvious that Canadian libraries do not have the resources to pay for the publishing costs of journals, stakeholders now need to commonly define how the partnership fees will be set and allocated to durably support Canadian scholarly periodicals.

The subscription fees used for the scenarios are averages of Érudit’s 2015 journals institutional price list. According to Érudit’s business models, journals set their own rate annually. Further numbers used for the scenarios have been extracted from the survey results conducted by Sibyl Frei and Louise Fleming.

Scenario 1: Canadian libraries provide for the publishing costs of Canadian journals

If all Canadian academic libraries financed the average publishing costs of journals, their contribution for one journal would be around \$580.

Average Expenses for Journals	CRKN Members	Amount of Money Needed for Each Journal from Each CRKN Member	Érudit’s average Subscription Fees
\$43,516	75	\$580	\$117

Scenario 2: Canadian libraries provide for the actual overall subscription revenues

If all Canadian academic libraries covered the average subscription revenues (online), their contribution for one journal would be around \$210.

Annual Average Subscription Revenues from all Libraries	CRKN Members	Amount of Money Needed for Each Journal from Each CRKN Member	Average Subscription Fees
\$15,729	75	\$210	\$117

Scenario 3: Canadian libraries provide for their actual share of subscription revenues

If all Canadian academic libraries continued to provide the current subscription revenues they give to journals through the Érudit platform, their contribution for one journal would be around \$130.

Annual Average Subscription Revenues from Canadian Libraries	CRKN Members	Amount of Money Needed for Each Journal from Each CRKN Member	Average Subscription Fees
\$9,752 (62% of the overall revenues)	75	\$130	\$117

Conclusion and next steps

Based on the data gathered, the literature review, and the ongoing discussions between Érudit and the CRKN members, it appears that the following points have to be addressed to fully develop the partnership model.

Obtain a more accurate picture of the financial situation of journals

- Gather detailed and precise data about revenues and expenses of journals through a selected sample of journals representing the diversity and types of Canadian periodicals.

Set the value of the partners' financial contribution, and find a fair way to calculate journals' royalties

- Develop a pricing strategy adapted to the financial and institutional situation of each country.
- Offer interesting incentives for libraries to participate (inclusion in the governance process, for example).

Deal with the financial diversity of journals

- Allow journals to opt-in or not, or to opt-out after predetermined timeframe.

Keep control over the governance structure, and maintain the efficiency of the decision-making process

- Create dedicated committees outside of the core governance structure.
- Allocate qualified human resources to raise and maintain community engagement in the project on the long term.

Prevent free-riding

- Sign a partnership agreement for a significant period of time, with renewal modalities included, or find a simple way to annually renew the financial engagement of libraries into the partnership.
- Build an assurance contract to “frame the financial requirements explicitly, both as an internal motivation to implement potentially unattractive elements of a collective offering and as a credible participation threshold for external institutions.” (Crow, 2013, p. 20)

Plan sustainability

- Develop a roadmap for the open access transition of Érudit's scholarly journal collections in collaboration with libraries, publishers, scholars and granting agencies to secure the collaborative partnership model and to convert all existing agreements with libraries here and abroad.

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Annexes

ANNEX 1 – STUDY SUPPORTERS

Consortium Érudit

Érudit is the largest disseminator of French-language resources in North America. Through its research platform, Érudit offers centralized access to the vast majority of French language publications in the social sciences and humanities from North America, including scholarly and cultural journals, books, conference proceedings, theses and dissertations, as well as various research documents and data. Érudit took the lead in developing and managing this study. <https://apropos.erudit.org/en/erudit-en/mission/>

Canadian Association of Learned Journals

The Canadian Association of Learned Journals (CALJ) is a non-profit association and is member-driven, identifying priorities and establishing both projects and activities as directed by its journals and other members. Through interaction with government agencies, the research community and other partners, CALJ works to strengthen both individual journals and the journal community as a whole. With funding from Canadian Heritage, CALJ is conducting a survey of training and professional development needs and industry practices. CALJ contributed to this study's design and its results through participation on the advisory committee. <http://www.calj-acrs.ca/aboutus>

Federation for the Humanities and Social Sciences

The Federation for the Humanities and Social Sciences (FHSS) has been promoting, for 75 years, research, learning and an understanding of the contributions made by the humanities and the social sciences to a free and democratic society. Established in 1940, with a current membership of over 160 universities, colleges and scholarly associations, the Federation represents a diverse community of 85,000 researchers and graduate students across Canada. The Federation organizes Canada's largest academic gathering, the Congress of the Humanities and Social Sciences, which brings together more than 8,000 participants each year. FHSS contributed to this study's design and its results through participation on the advisory committee. <http://www.ideas-idees.ca/about/about-the-federation>

Canadian Science Publishing

Canadian Science Publishing (CSP) is an independent, not-for-profit scholarly publisher dedicated to serving the needs of researchers and their communities. It not only publishes quality peer-reviewed journals, but it also supports the knowledge-sharing activities of scholarly societies and other key partners through events, awards, and other exchanges. Although its journals did not participate in this study's survey, CSP supports the development of a successful, sustainable Open Access journal business model. CSP provided funding to conduct this study and contributed to both its design and results through participation on the advisory committee. <http://www.cdnsciencepub.com/about-us/>

Social Sciences and Humanities Research Council

The Social Sciences and Humanities Research Council (SSHRC) is the federal research funding agency that promotes and supports postsecondary-based research and research training in the humanities and social sciences. SSHRC provided funding to conduct this study and contributed to its design and results through participation on the advisory committee. http://www.sshrc-crsh.gc.ca/about-au_sujet/index-eng.aspx

ANNEX 2 – JOURNALS SURVEYED

Sandra Barr, *Atlantic Geology*

David E Beard, *Rhetor*

Kerry Cannon, *Journal of Canadian Studies/Revue d'études canadiennes*

Ersy Contogouris, *Revue d'art canadienne / Canadian Art Review*

Pauline Curien, *Études internationales*

Joseph Dicks, Paula Kristmanson & Karla Culligan, *Canadian Journal of Applied Linguistics/Revue canadienne de linguistique appliquée*

Erika Dyck, *Canadian Bulletin for Medical History/Bulletin canadienne d'histoire de la médecine*

Jean-Sébastien Fallu, *Drogues, santé et société*

Marion Froger, *Intermédialités*

David Hunter, *Canadian Journal of Philosophy*

Carmélie Jacob, *Voix et Images*

Fakhreddin Jamali, *Journal of Pharmacy and Pharmaceutical Sciences*

Kate Keating, *Studies in Political Economy*

Kathy Killoh, *Labour/Le Travail*

Laurent Lacas, *Revue de droit de McGill/McGill Law Review*

Chloé Leclerc, *Criminologies*

Alessandra Mariani, *Muséologies : Les cahiers d'études supérieures*

Krista Montelpare & Roger Gillis, *Atlantis: Critical Studies in Gender, Culture, & Social Justice/ Études critiques sur le genre, la culture, et la justice sociale*

Marie-Eve Morin, *Symposium: Canadian Journal of Continental Philosophy*

Nancy Moules, *Journal of Applied Hermeneutics*

Murielle Nagy, *Études/Inuit/Studies*

Élisabeth Nardout-Lafarge, *Études françaises*

Daniel Paul O'Donnell, *Digital Studies/Le champ numérique, Digital Medievalist & Canadian Journal of Netherlandic Studies*

R. Sri Ranjan, *Canadian Biosystems Engineering*

John Reid, *Acadiensis: Journal of the History of the Atlantic Region/Revue d'histoire de la région Atlantique*

Art Rodgers, *Alces, A Journal Devoted to the Biology and Management of Moose*

Jean-Philippe Royer, *Les ateliers de l'éthique/The Ethics Forum*

Stephanie Schwartz, *Canadian Jewish Studies / Études juives canadiennes*

Josée St-Pierre, *Revue internationale PME*

Christopher Tindale, *Informal Logic*

Larissa Wodtke, *Jeunesse: Young People, Texts, Cultures*

David Murakami Wood, *Surveillance & Society*

ANNEX 3 – SURVEY QUESTIONS

Introduction

The Canadian scholarly journal community is living through a period of unprecedented change. With the advent of Open Access, the existing subscription-based business model is facing significant pressure. For scholarly journals to evolve and thrive, new business models must be considered. However, before such models can be developed, a socio-economic portrait of scholarly journals in Canada, including the financial impact of digital dissemination and Open Access, is essential.

This survey investigates the following key issues: what you publish, including how much you publish in print and online; information about your financial and human resources; and your experience with Open Access.

Because the survey includes detailed questions about your journal's revenues and expenses and your publishing program over the last three years, we encourage you to have that information available when completing the survey. If another person is more knowledgeable about the finances of your journal, we ask you to direct the survey invitation to them.

Note that the information you provide will remain confidential, and will be reported in aggregate only.

Who You Are

1. What is the name of your journal?
 - _____ (If you publish more than one journal, please fill out one survey per journal. Thank you very much.)
2. What is your primary job responsibility?
 - Managing editor
 - Editor
 - Production (print)
 - Production (digital)
 - Production (print & digital)
 - Marketing
 - Finance
 - Administration
 - Other
3. On average, how many hours a week do you work for the journal? Please include both paid and unpaid work.
 - _____ (please input a numerical value)
4. Is the publisher of the journal a:
 - University press
 - Association
 - University
 - Department/Faculty
 - Commercial for-profit publishing house
 - Other (please specify)
5. Are you a Canadian journal (defined as having an editor-in-chief who is a faculty member of a Canadian postsecondary institution and an editorial board in which at least one-third of members are scholars affiliated with a Canadian postsecondary institution)?
 - Yes
 - No
 - Other (please describe)

6. In which discipline(s) do you publish? (select all that apply)
- Social sciences
 - Humanities
 - Arts/literature
 - Science/engineering
 - Medicine
 - Interdisciplinary/multidisciplinary studies
 - Other (please specify)
7. In which specific research area(s) do you publish? (please specify)
- _____ (optional open-ended question)

Your Publishing Program

8. How many articles (including research or theoretical articles and/or essays; literature reviews; introductions; individual book, article or event reviews; letters to the editor; and editorials) did you publish each year? (please input numerical values)
- In 2014: _____
 - In 2013: _____
 - In 2012: _____
9. In which language(s) do you publish? (select all that apply)
- English
 - French
 - Other
10. If you publish in both French and English, approximately what percentage of articles are published: (please estimate, inputting numerical values)
- In French: _____
 - In English: _____
 - Not applicable
11. In which format(s) do you publish?
- Print only
 - Print and online each issue
 - Print only some issues and online only other issues
 - Online only
12. How many copies of each issue did you print? (please input numerical values; enter "0" if you do not print any copies)
- In 2014: _____
 - In 2013: _____
 - In 2012: _____
13. In what year did you stop publishing in print? (please input last year of print publication)
- _____
 - Not applicable
14. In what year did you first start publishing online? (please input first year of online publication)
- _____
 - Not applicable
15. Do you sell your back issues?

- In print
- Online
- Both
- No
- Not applicable

16. Do you only publish new articles online now?

- Yes
- No
- Not applicable

17. Do you use any of the following hosting platforms? (select all that apply)

- Atp hon
- Cairn
- Érudit
- Hein
- Highwire
- JStor
- Learned society website
- OpenEdition
- Open Journal Systems (OJS)
- Project Muse
- Taylor and Francis
- University website
- University press website
- Wiley-Blackwell
- Other (please specify)
- Not applicable

18. Do you use any of the following aggregators? (select all that apply)

- EBSCO
- Lexis/Nexis
- ProQuest
- Other (please specify)
- Not applicable

19. What business model do you use for distribution of your journal?

- Subscription
- Combination of subscription and Open Access
- Full Open Access
- Other (please specify)

20. In the last three years, how many new articles did you publish: (please input numerical values)

- Under immediate Open Access: _____
- Under a 12-month embargo period: _____
- Under a 24-month embargo period: _____
- That are not available under Open Access: _____
- Under other terms than included above: _____
- Not applicable

21. In 2015, will the number of new articles you publish:

- Under immediate Open Access increase/decrease/stay the same?
- Under a 12-month embargo period increase/decrease/stay the same?
- Under a 24-month embargo period increase/decrease/stay the same?
- That are not available under Open Access increase/decrease/stay the same?

- Under other terms increase/decrease/stay the same?
- Not applicable

22. In 2016, do you think the number of new articles you publish:

- Under immediate Open Access will increase more/decrease further/stay the same?
- Under a 12-month embargo period will increase more/decrease further/stay the same?
- Under a 24-month embargo period will increase more/decrease further/stay the same?
- That are not available under Open Access increase more/decrease further/stay the same?
- Not applicable

Financial Information

Please remember that all data collected in the survey is confidential, and results will only be reported in aggregate.

23. What was the end of your most recently completed fiscal year?

- _____ [drop-down list]

24. What were your journal's revenues in your most recently completed fiscal year? (please input actual dollar amounts from each source)

- SSHRC grant: \$ _____
- NSERC grant: \$ _____
- FRQSC grant: \$ _____
- Other government grants: \$ _____
- Other grants: \$ _____
- Your institution (monetary value): \$ _____
- Your institution (estimate of in-kind value): \$ _____
- An association: \$ _____
- Copibec & Access Copyright: \$ _____
- Print subscription sales: \$ _____
- Online subscription sales: \$ _____
- Aggregator print sales: \$ _____
- Aggregator online sales: \$ _____
- Pay-per-use print sales: \$ _____
- Pay-per-use online sales: \$ _____
- Other (please specify) : \$ _____

25. What was the value of time and other contributions volunteers made to your journal in your most recently completed fiscal year?

- \$ _____ (please input an estimated dollar amount of all volunteer contributions)

26. In the last three years, have your total revenues:

- Increased more than 25%
- Increased between 15 - 25%
- Increased between 5 - 14%
- Stayed about the same
- Decreased between 5 - 14%
- Decreased between 15 - 25%
- Decreased more than 25%

27. Which three factors had the biggest impact on your revenues in the last three years? (please select three only)

- Increase in grants
- Increase in financial support from your institution

- Increase in financial support from your association
- Increase in print subscription sales
- Increase in online subscription sales
- Increase in pay-per-use/aggregator sales
- Increase in revenues from Copibec/Access Copyright
- Changes in copyright law
- Decrease in grants
- Decrease in financial support from your institution
- Decrease in financial support from your association
- Decrease in print subscription sales
- Decrease in online subscription sales
- Decrease in pay-per-use/aggregator sales
- Decrease in revenues from Copibec/Access Copyright
- Other (please specify) : _____

28. What were the costs to publish your journal in your most recently completed fiscal year? (please input actual dollar amounts for each type of expense)

- Salaries, stipends and related federal, provincial and institutional nondiscretionary benefits for work performed by editorial support staff (e.g., administrative staff, technicians) :
\$ _____
- Copy preparation (including typesetting, copy-editing, translation) : \$ _____
- Document layout (including image presentation and conversion of images to digital formats) :
\$ _____
- Marketing and other promotional activities: \$ _____
- Fees paid to electronic-publication service providers: \$ _____
- Printing and mailing: \$ _____
- Technical assistance: \$ _____
- Technological training for journal staff: \$ _____
- Other (ineligible to SSHRC/NSERC) : \$ _____ (the amount on this line plus the amounts for each of the expenses above should add up to your total expenses in the previous question)

29. In the last three years, have your total expenses:

- Increased more than 25%
- Increased between 15 – 25%
- Increased between 5 – 14%
- Stayed about the same
- Decreased between 5 – 14%
- Decreased between 15 – 25%
- Decreased more than 25%

30. Which three factors had the biggest impact on your expenses in the last three years? (please select three only)

- Increase in editorial costs
- Increase in cost to digitize
- Increase in cost of production (not including digitization)
- Increase in fees paid to electronic-publication service providers
- Increase in technological training and technical assistance
- Decrease in editorial costs
- Decrease in cost to digitize
- Decrease in cost of production (not including digitization)
- Decrease in fees paid to electronic-publication service providers
- Decrease in technological training and technical assistance
- Other (please specify): _____

31. What was your journal’s net income in your most recently completed fiscal year?
 • \$_____ (please input actual dollar amount; net income = the surplus (or deficit) remaining after all the journal’s costs have been subtracted from the revenues)

32. How many people work on the journal? (please complete each row) [each cell will have a drop-down menu with 0, 1, 2, 3, 4, 5 or more (and default of “0” if possible)]

Role	Full-time paid employees	Part-time paid employees	Volunteers
Editorial			
Production – print			
Production – digital			
Marketing			
Finance & administration			
Other			

Working with Open Access

33. How have Open Access policies affected your journal?

- _____ (optional open-ended question)

34. Do you know of alternative revenue strategies that journals could use? (please describe, and provide links to more information if possible)

- _____ (optional open-ended question)

Other Comments

35. Do you have any other comments you would like to make?

- _____ (optional open-ended question)

36. Would you be interested in doing a follow-up interview? (yes/no)

[If yes]:

- Please provide your name and contact information. (Your name will not be connected to the answers you provided in the survey.)

ANNEX 4 – JOURNALS’ STATEMENTS ON OPEN ACCESS

“I do understand why governments around the globe have moved in the direction of Open Access. I hope they understand that there is a cost for this policy change and it should not be on the backs of researchers and journals.”

“Our journal is entirely self-sustaining based on author-pay charges and, in fact, journal revenues are used to support our Society.”

“We would have a real problem attracting researchers if they had to pay. This is not done internationally in our discipline.”

“Open access should not mean free access. Those setting these policies should be giving journals enough funds to do the value-added work we contribute.”

“We need to invent new ways of existing in this new era of Open Access, but we don’t have to become commercial. Knowledge is not a service or good to exploit. Once we move into the profit world, we have lost our way.”

“Scientific knowledge is a cultural good and should not be commercialized.”

“It is difficult to compete with the for-profit publishers on impact factor.”

“The role of a journal is to pull together a research community around a specific subject.”

“If the government wants immediate OA, I believe it should find the funds to support this policy, otherwise, we are at risk.”

“As an author, I dislike the idea of APCs very much. But as a journal editor, I see no choice.”

“Here is what our journal needs: a strong stable business model, more predictable funds, more user-friendly software, and policy support for the sector.”

“Volunteers make it possible for us to have money in the bank.”

“If you look at the total cost of a piece of research in terms of actual public investment, the amount to a journal is very small.”

“Before government policy throws us into a total Open Access environment, we need them to understand that this would be the end of many of us. Not right away perhaps, but within a couple of years.”

“Partnerships with other folks committed to dissemination of knowledge is the business we are in, not the commodification of knowledge.”

“Government must decide if it wants scholarly journals.”

“I don’t think institutions understand how fragile the publishing environment is.”

“We need to replace revenues from subscriptions with other revenues. We just don’t know where to find these revenues. Depending on volunteer labor is not a business model, it’s more like a charity model.”

“If your only source is income is from authors, quality will suffer.”

“We had period of adjustment while we transitioned to Open Access, but now we receive more papers and quality has gone up.”

“I think, in the end, a production cost pool is the only sustainable model.”

“Having publicly funded scholarly research in Canada managed by privately owned publishing companies in other countries and then sold back to Canadian libraries is not an ideal business model.”

"We do think that Open Access could torpedo the journal if there aren't other models that will work."

"Without being Open Access we would never have built up the readership or had the intellectual and policy impact that we have had."

"Open Access opened up the market for our journal at provincial, national and international levels."

"I see two possible avenues: big publishers grabbing it all and we become a prisoner of a commercial solution, or investment by the Canadian government and provinces [and territories] to stabilize what we have right here."

"We see our journal as part of our professional responsibilities as academics."

"We believe in free access to the products of academic research and have always acted on this basis."