

STRATEGIC PLAN
2014–2017

Canadian Science Publishing

Prepared by
Cameron Macdonald, Executive Director
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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.

CSP's Board is drawn from the research and publishing communities and represents all interests of the scholarly publishing community in Canada and beyond, including researchers, scientific societies, libraries, and business. The CSP membership base includes a wide range of institutions and organizations that have a stake in developing a healthy scholarly scientific publishing industry.

In September 2010, the organization transitioned out of the National Research Council of Canada, where it was known as the NRC Research Press. It then became an independent, not-for-profit, organization operating under the name Canadian Science Publishing. Following a successful transition period, CSP has successfully established itself and has now developed a strategic plan for 2014-2017.

CSP gratefully acknowledges the Board, members, staff, and supporters for their insight and counsel during the development of this strategic plan.



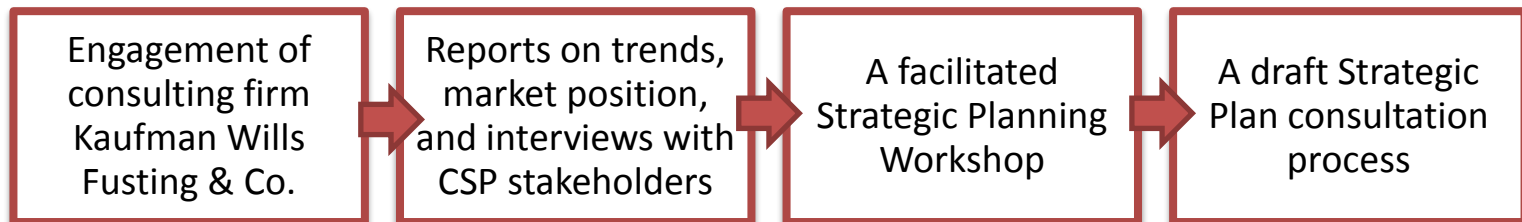
Introduction

CSP largely completed objectives set out in its first transition-oriented Strategic Plan initiated in May 2011.

With significant change underway in the scholarly publishing marketplace, new guidance is needed for CSP's future direction.

The 2014-2017 CSP Strategic Plan has a 3-5 year horizon with the overall aim to successfully steer CSP through rapid marketplace change.

The strategic planning process comprised:



Successful transition to private sector

ACHIEVEMENTS
based on
previous
Strategic Plan

Financial success and stability

Brand recognition

Continued reputation of quality

Large operational efficiencies

Social media presence

Improved agility and flexibility



CSP by the numbers

2013	
Staff	50
Revenue	\$8.1M
CSP Client Journals	17
NRC Research Press Journals	16
Articles submitted	6551
Articles published	1818
Articles published OA	107
Article views	5,764,705



International Reach (journals)

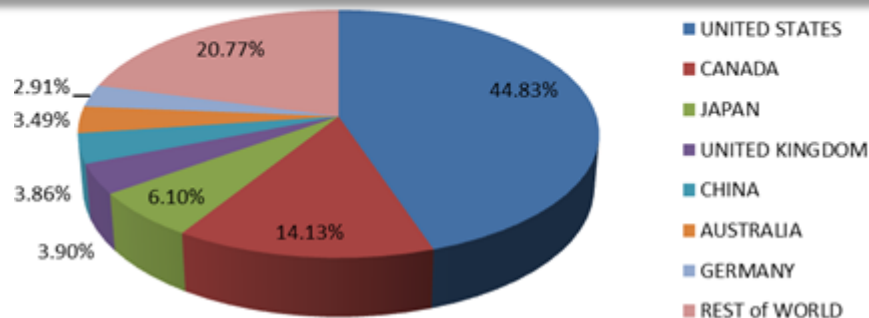
2013 Submissions



2013 Web traffic (top 10 regions)

Country/Territory	Sessions	% Sessions
1. United States	916,749	23.65%
2. Canada	480,913	12.41%
3. United Kingdom	237,855	6.14%
4. India	236,050	6.09%
5. China	220,956	5.70%
6. Japan	116,165	3.00%
7. Germany	115,920	2.99%
8. Australia	111,146	2.87%
9. Brazil	90,098	2.32%
10. France	86,117	2.22%

2013 Subscriptions



Strategic context and challenges

OBSTACLES & Opportunities

Library budgets are constrained, “big deals” are still popular and few new journals are being added to library collections

Continued concentration of scholarly publishing with large commercial publishers

Libraries are expanding their role as publishers and as foremost advocates of Open Access

Competition for quality submissions is increasing

Canadian society publishers are struggling with declining members and subscriptions



Strategic context and challenges

OBSTACLES & Opportunities

Funding agencies in Canada and around the world are implementing new open access and open data requirements.

New business models and Open Access journals are creating greater competition for papers.

Articles published in OA journals are increasing but associated revenue is not (i.e. average OA fee is \$900.00).

Social media is augmenting traditional publishing and encouraging more “engagement” with the researcher and reader.

Emerging nations, such as China, are beginning to develop their own research dissemination infrastructures.

“Predatory” publishers are creating trust issues within the marketplace.



Strategic context and challenges

With the traditional subscription model stalled new **business models** are appearing

Freemium: basic content is free but aggregated access, management & analysis tools, etc. are available for a fee

Patron-driven acquisition: subscription pricing is based on numbers of downloads

Membership: an annual fee provides publication rights

Open Access: both green and gold



Strategic context and challenges

Scholarly publishing **fundamentals** are being questioned:

Copyright vs. Creative Commons (CC-BY)

Peer review transparency: Open vs. Closed

Editorial criteria for publication: Significance of research (traditional) vs. Soundness of the scientific method (PLOS)

Necessity of print-based publishing standards such as organizing into issues and volumes

Need for copy-editing, layout, and formatting

Metrics: Impact factors vs. Article-level and alternative metrics



Strategically speaking...

To encourage innovation and diversify our product and service offering, CSP will broaden its vision, seek new opportunities, and implement new services that serve its core mission but may be separate and distinct from its traditional journal publishing operation.

CSP must be less
of a journal
business and
more of a
business with
journals



Mission

As CSP moves into a new growth phase, its mission is

to **ADVANCE** the understanding and development of **science** and **technology**

Vision

With an eye to the future, CSP strives

to **PROVIDE** innovative scientific knowledge communication and dissemination

to **REACH** academic, research, professional, and student communities around the world

to **BE** the most researcher-focused in what we do



Goals



DELIVER high-quality publishing and dissemination solutions for scientific researchers



BUILD on a global reputation for quality scientific research communication



LAUNCH innovative publishing services that respond to the changing needs of researchers and other stakeholders



CREATE new or enhanced services that support the dissemination of scientific knowledge in new ways, formats, and mediums



GROW a strong sustainable financial future through expanding journals, partnerships, client base, and geographic influence



DEVELOP a new business culture that is both innovative and entrepreneurial



INVEST in and strengthen research communities in Canada



Strategic objectives

To accomplish our goals, CSP must respond to researchers' needs worldwide: Researchers are using new dissemination technologies, facing new funding requirements, and increasingly working in global and interdisciplinary settings.
CSP's strategic objectives for 2014-2017 are:



Build international reach and reputation for quality research



Expand core revenue-generating subscription-based journals



Develop new publishing products and services along with new business models that respond to changing market forces such as open access



Create new revenue-generating services to support the dissemination of knowledge from non-traditional sources and delivering in alternate formats and mediums



Develop new business structures and a more entrepreneurial culture



Our Organization

Board of Directors

- David F. Strong, Chair
- Ken Davey, Vice-Chair
- Samuel Gubins
- John P. Smol
- Bruce Dancik
- Brian K. Hall
- Deb deBruijn

Management Team

- **Executive Director:** Cameron D. Macdonald
- **Director, Business Development:** Mike Boroczki
 - **Publishing Services:** Judy Busnarda
 - **Communications:** Jenny Ryan
 - **Business Development:** Laurent Gagnier
 - **Content Development:** unfilled
- **Director, Publishing Operations:** Suzanne Kettley
 - **Production & Vendor Management:** Judy Hum-Delaney
 - **Managing Editors:** Jennifer Stewart, Tamer ElBokl
- **Director, Information Technology:** Judy Best
 - **Business Analyst (IT):** Mary Seligy
 - **Innovation and Implementation Specialist:** Cory Klinkenberg
- **Director, Finance:** Karen Tiltonel
- **Director, Human Resources:** Astra Groskaufmanis

Head Office

Canadian Science Publishing
65 Auriga Dr., Suite 203,
Ottawa, ON K2E 7W6 Canada

Tel.: 613-656-9846 | Fax: 613-656-9838
Toll-free: 1-844-223-8144 (in North America only)
email: contact@cdnsiencepub.com



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