

# Empowered by Science

Canadian Science Publishing  
Strategic Plan 2018–2022

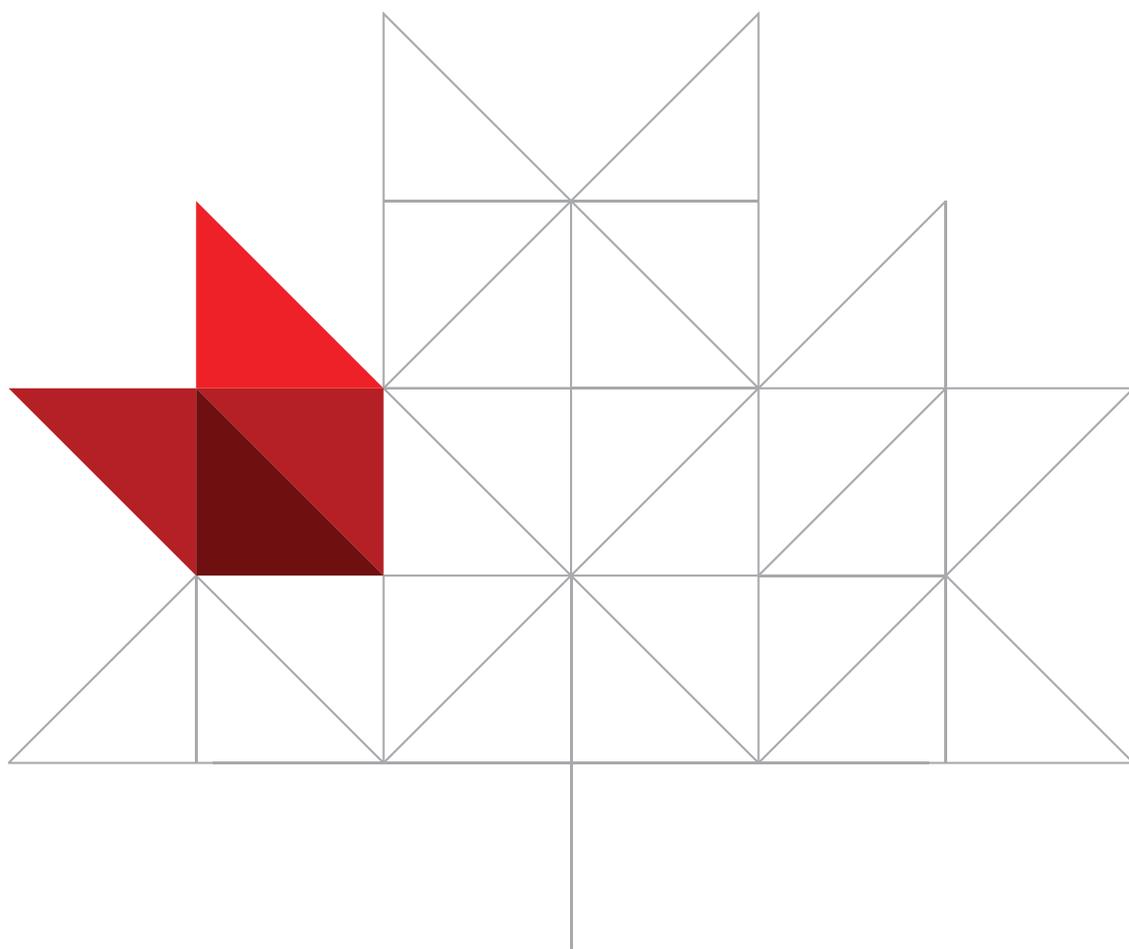
**A note on terminology:**

Throughout this report we use “science” in the broadest and most inclusive sense to include engineering; natural, physical and social sciences; and humanities. The term “research” is used to refer to peer-reviewed research. We draw from the terminology of Investing in Canada’s Future (Canada’s Fundamental Science Review)<sup>1</sup>.

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<sup>1</sup> [www.sciencereview.ca/eic/site/059.nsf/vwapj/ScienceReview\\_April2017](http://www.sciencereview.ca/eic/site/059.nsf/vwapj/ScienceReview_April2017)

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# A Note from CSP's Executive Editor-in-Chief and Executive Director

It is our pleasure to present Canadian Science Publishing's (CSP) latest Strategic Plan, *Empowered by Science*. As we launch this Strategic Plan we both acknowledge and accept that we operate within an environment that is currently undergoing significant changes. Through the enactment of our new Plan, CSP is strengthening its support for science, researchers, and all users of scientific knowledge. We do this by continuing to provide essential, trusted peer-reviewed publications that are enriched by technological advancements and services that will facilitate how science is communicated.

There are many exciting developments in information technology that are redefining how science is delivered. Shifting age demographics will change how science outputs are consumed and reused. The development of artificial intelligence will challenge our industry to re-envision its processes. Managed, accessible data sets will amplify the impact of the scientific record, as will article enhancements, like visualized data and interactive equations. Social platforms will change how researchers collaborate on research projects. Meta-research of the scholarly record will provide new perspectives to research, and integrative science initiatives will provide new avenues of discoveries.

It is our role as a scholarly publisher to collaborate with researchers to determine which new advancements will support them and develop the efficient systems and processes to validate their work, all while maintaining our integral role as stewards of the scholarly record.

While electronically available information has been revolutionary for the accessibility and discoverability of science, it has also led to some of the most serious challenges of our time as proponents of scientific information: pseudoscience, predatory publishing, and fake news. We see these alarming developments as a threat to society's ability to make evidence-based decisions.

We believe that collaborations and partnerships, including with scientific societies, will be essential in CSP building new tools around the scholarly record and in making validated research recognizable and accessible to a broad audience. Building a strong innovative team and finding sustainable business models will allow CSP to support researchers in this changing landscape as they address scientific challenges and developments.

In creating this Plan we received direction from our Board of Directors and input from our Members, including our journal Editors. We are grateful for their guidance. We also leaned on the depth of expertise of our team here at CSP as publishing experts who have dedicated their time and careers to the work we do on behalf of the scholarly community.

As we embark on this next phase of our company we look forward to continuing our work with the scientific community, supporting researchers, and meeting our shared goals and objectives.



**Jim Germida**  
Executive Editor-in-Chief



**Suzanne Kettley**  
Executive Director

# The CSP Story

CSP is Canada's largest publisher of international scientific journals. Its origins go back to 1929 when the National Research Council (NRC) of Canada launched the *Canadian Journal of Research* in response to requests from Canadian science societies who were too small to run their own journals. Over the years the organization grew, modernized, and then in 2010 was spun off as a not-for-profit company independent of the NRC, with a license to the brand "NRC Research Press" for its journals.

In the seven years since establishing itself as an independent, not-for-profit publisher (see [Appendix A](#) for governance structure), CSP has grown into a dynamic and vibrant company with more than 50 staff members. With a worldwide reputation for excellence, customer service, and agility the time has come for the CSP brand to thrive on its own, resulting in a rebrand that emphasizes the equity and strength of the CSP brand and its journals. The rebranding will be rolled out in 2018 and culminate with an updated and redesigned journal website.

## Evolution of the CSP logo



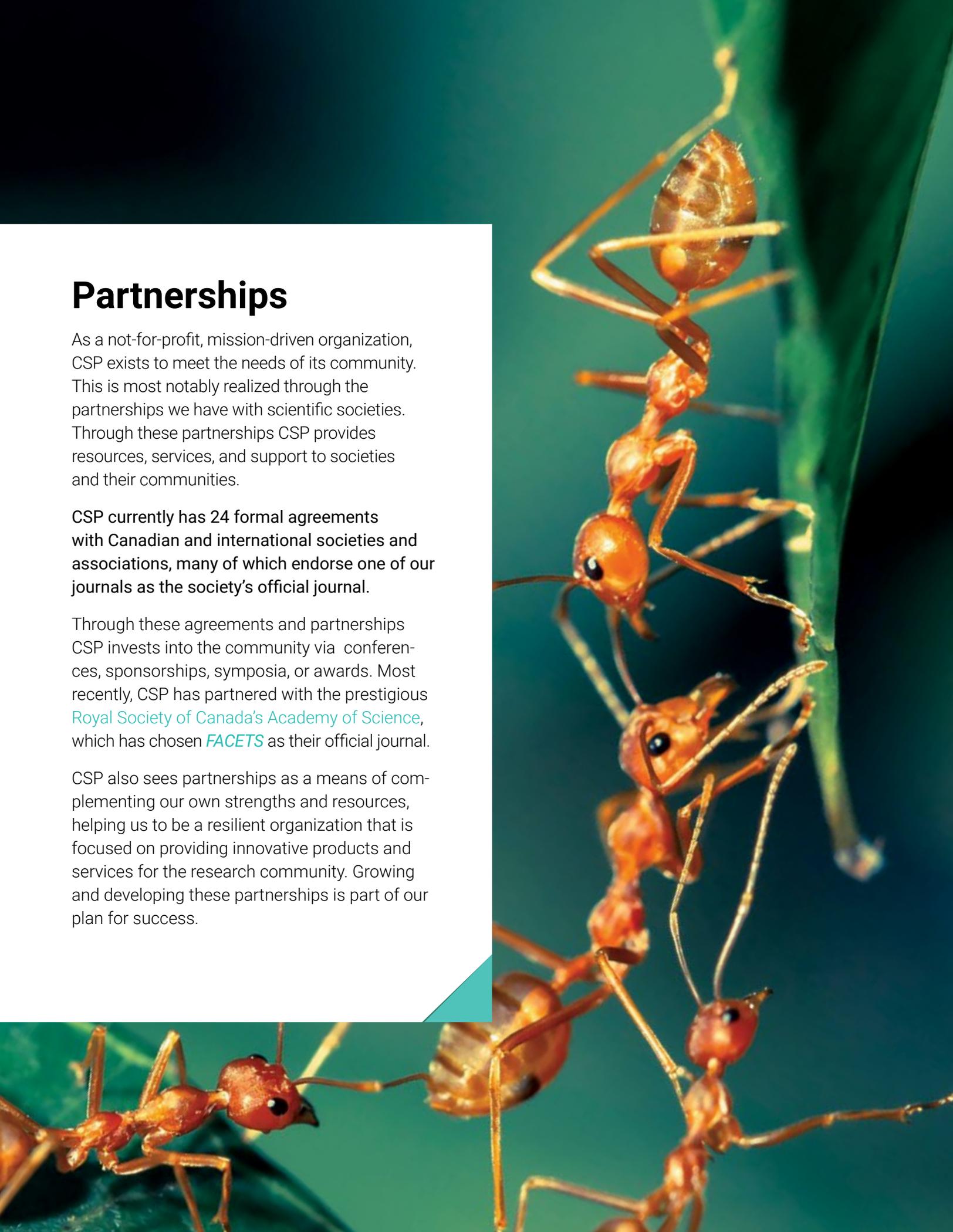
## Partnerships

As a not-for-profit, mission-driven organization, CSP exists to meet the needs of its community. This is most notably realized through the partnerships we have with scientific societies. Through these partnerships CSP provides resources, services, and support to societies and their communities.

CSP currently has 24 formal agreements with Canadian and international societies and associations, many of which endorse one of our journals as the society's official journal.

Through these agreements and partnerships CSP invests into the community via conferences, sponsorships, symposia, or awards. Most recently, CSP has partnered with the prestigious [Royal Society of Canada's Academy of Science](#), which has chosen [FACETS](#) as their official journal.

CSP also sees partnerships as a means of complementing our own strengths and resources, helping us to be a resilient organization that is focused on providing innovative products and services for the research community. Growing and developing these partnerships is part of our plan for success.



# CSP Today

At the time of writing this report, CSP currently owns and publishes 24 journal titles. All of them are international in scope, with journal content from researchers around the world and distribution to over 175 countries. The internationalization of our suite of journals is supported by a team of internationally respected Editors and peer reviewers who are leaders and subject specialists in their fields. Our range of journals covers fields across science and engineering with a focus on both fundamental and applied sciences. All journal articles are produced and delivered in both HTML and pdf formats, connected to the scientific literature through *Cross-Ref* and *Medline* (when appropriate), included in all the major indexes, and archived through both *CLOCKSS* and *Portico*. Most of our journals still publish a print edition. CSP also provides a range of publishing services for 14 other journals. [Appendix B](#) provides a listing of all journal titles associated with CSP.

Since 2010, CSP has built upon its legacy with many notable achievements, a few among them:

## Growth

Growth through acquisition and development of new journals that meet community needs and the changing research landscape has been a cornerstone of CSP's strategy. The acquisition of Canadian society journals allows these eminent and historical journals to stay in Canada, and inclusion into CSP's suite of journals has added new features, tools, and technologies for their authors and users.

### Journal **acquisitions** since 2010

- *Canadian Journal of Animal Science*
- *Canadian Journal of Plant Science*
- *Canadian Journal of Soil Science*
- *GEOMATICA*
- *Transactions of the Canadian Society for Mechanical Engineering*

### New journals **launched** since 2010

- *Journal of Unmanned Vehicle Systems*
- *Arctic Science*
- *FACETS*
- *Anthropocene Coasts*

## Open Access

Open access has increasingly become an important option for researchers who wish to make their work available as widely as possible. CSP has established a range of open access choices, including our *OpenArticle* program, automatic deposit (with author approval) of accepted manuscripts into the University of Toronto Library *TSpace* repository upon publication, and adoption of the *Creative Commons CC BY* license terms for authors so that they can meet their funder's requirements while publishing in their preferred journal.

**CSP publishes three open access journals that are all interdisciplinary in nature and aim to connect researchers from diverse fields with the goal of solving current and future challenges:**

*Arctic Science* is an interdisciplinary journal that focuses on research about northern polar regions. *Arctic Science* aims to provide a collaborative approach to arctic research for a diverse group of users including government, policy-makers, the general public, and researchers across all scientific fields.

*FACETS*, Canada's first open access multidisciplinary science journal, aims to advance science by publishing high-quality, open access research that represents the multifaceted global community of researchers. *FACETS'* diverse paper types and multidisciplinary scope allows for contributions that cross disciplinary boundaries through research articles, perspectives, and integrative science approaches. *FACETS* has been adopted as the official journal of the Royal Society of Canada's Academy of Science.

*Anthropocene Coasts* aims to understand and predict the effects of human activity, including climate change, on coastal regions. *Anthropocene Coasts* was launched in partnership with East China Normal University. This international partnership reflects the global nature of the Anthropocene, as coastal regions all over the world are grappling with anthropogenic effects on physical, chemical, biological, and anthropogenic processes.



## Profiling Science

A comprehensive article-level promotional and communication strategy allows CSP authors to benefit from increased visibility and interaction with the users of their work and includes:

- A robust social media presence
- The *CSP blog* that publishes resources on science communication, scholarly publishing, and academic life, as well as in-depth profiles of the research published in our journals
- A media and public relations program to connect the media with noteworthy papers
- A comprehensive email marketing program to keep our community up to date on the latest news and research from CSP
- Aggregation of published content not only by issues but also by thematic topic through Collections
- Adoption of *Altmetrics*, a tool that captures and collates the attention an article is attracting

## Community Stewardship

The success of scholarly publishing and scholarly communication relies on the contributions and collaborations of diverse stakeholders to meet shared goals. CSP supports the scientific research community through a number of partnerships and in-kind support. In addition, CSP aims to contribute to a number of community-led initiatives with the goal of supporting researchers and Editors in making publishing and peer-review decisions including:

- Becoming a signatory of DORA (*Declaration on Research Assessment*), which recognizes the need to improve the ways in which the outputs of scientific research are evaluated
- Becoming a member of COPE (*Committee on Publication Ethics*), which provides leadership in thinking on publication ethics

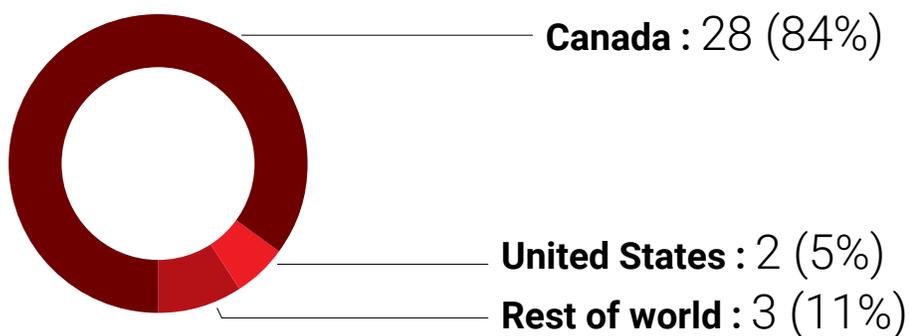
# Statistics at a Glance

**Staff : 57**

**CSP Journals : 24**

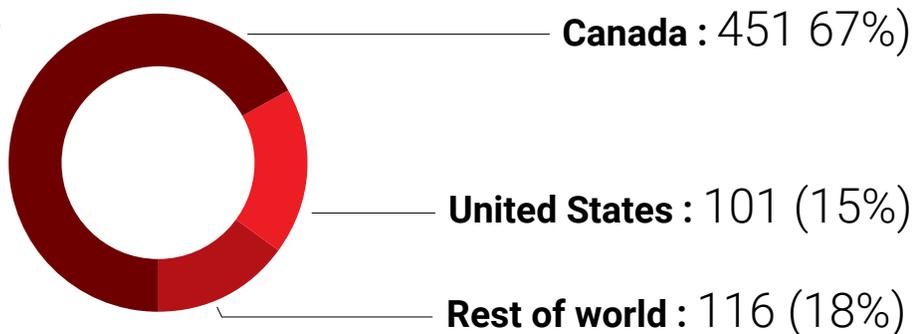
**Client Journals : 14**

**Editors : 33**

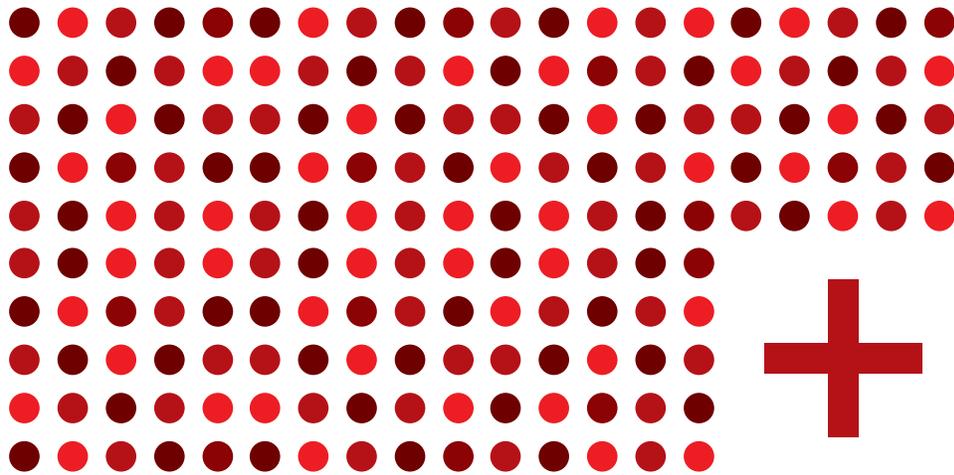


**Associate/Subject**

**Editors : 668**



**Society partnerships : 24**



**Our audience :**  
Over 175 countries

**Articles submitted :**  
8,610



**Articles published : 2,328**

**Total views, journal content : 10,881,184**



## Best Practices in Disseminating and Storing Journal Content

In scholarly publishing today, Extensible Markup Language (XML) is the core data format for disseminating and storing journal article and book content. Not only is it widely used by most publishers around the globe, it is also used by virtually all major organizations that make up the scholarly publishing infrastructure, such as archives like [PubMed](#) and [Portico](#), search engines like [Google Scholar](#), [CrossRef](#), and other identifier-assigning authorities, data repositories, libraries, and many other important systems upon which content dissemination and discovery depends. At CSP, we continuously monitor our XML and other ever-evolving content technologies and work to improve them. We are also working to effect positive change in the industry by playing an active leadership role in [JATS4R](#), an international scholarly publishing organization whose mandate is to improve scholarly content exchange and reuse by developing best practices for encoding scholarly content in XML.



## Outreach at CSP

Outreach is an important component of the way we engage with our community. As a scholarly publisher we acknowledge that access to scientific research and even the scientific publishing process is not equally available, and we are committed to ensuring widespread access to the research in our journals throughout the world. CSP supports the [Research4Life](#) program that provides developing countries with free or low-cost access to academic and professional peer-reviewed content online.

Outreach is also realized through service to the community. We support the next generation of scientists through the [STEM Fellowship Journal](#) which offers high-school and undergraduate students the opportunity to publish and learn about the scientific publishing process. We provide access to a platform for the journal and also financial support to STEM Fellows to travel to industry events. In addition to this program, we also offer financial support to early-career researchers in the form of travel support and awards while also offering mentorship support through ongoing interaction with early-career scholarly publishing professionals. Everyone can benefit from our resources and tips on navigating some of the challenges of academia on the [CSP Blog](#).

# The CSP Context

Scholarly publishers are facing a number of transformative changes that have altered the way we work and the needs of our communities. As we developed this Strategic Plan, the following changes were top of mind and offer a snapshot of the environment we are working within today as well as developments for the future.

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## Format and function

More than ever, publishers are reaching a wider audience of readers and experimenting with both format and functionality of journal articles (for example, visualization of data and interactive content). Content that was once shared only among a narrow group of researchers is now made available in different formats and translated in such a way that more people than ever can understand the science that affects their lives. Standards associated with electronic publications are becoming increasingly important, as they facilitate interoperability between systems, and unique identifiers are becoming widely adopted to differentiate individual articles, researchers, and institutions.

## Peer review

The very essence of what we do as scholarly publishers rests with the act of peer review; however, publishers and the reviewers that support the peer-review system are experimenting with new methods of peer review with varying degrees of transparency and openness. Movements have been made to openly credit researchers for performing peer review, which has led to new technologies and services in this space. In addition to technology, recognition programs exist at the journal and publisher level to openly thank reviewers for their invaluable contributions to the scholarly communication ecosystem. The effects of open peer review or technology-based peer-review algorithms are not yet known but this is a space to watch carefully for anyone vested in the future of scholarly publishing.



## Strain on financial resources

Because of the “big-deal” packages of a few large for-profit publishers, along with stagnant budgets, acquisition and collection librarians are left with shrinking resources for other purchases and acquisitions, leading to cancellation of journal titles not included in “the deals”<sup>2</sup>; this also diminishes available resources for new initiatives, such as open access publishing.



## Open Access

Open access is seen by an increasing number of researchers as an important way to increase reach and impact to their research, and content in fully open access journals is increasing rapidly, by about 18% annually<sup>3</sup>. Open access business models for science journals are often reliant on researcher funding, and governments worldwide are encouraging open access publishing through funding agency policies, but they vary in their commitment to funding. Canadian funders allow article processing charges as eligible expenses for research grants, but researchers often choose to use their funds for research rather than open access publishing.

Worldwide, government funding bodies are aware of the importance of harmonizing open access policies with those of other countries, as a result we are seeing a certain amount of standardization in open access requirements (for example, the [Canadian Tri-Agency Policy on Publications](#), and the [European Commission’s H2020 Program](#)). Collaborative open access efforts like [SCOAP3](#) or the [Érudit/Canadian Research Knowledge Network](#) partnership have begun to emerge that are attempting to find open access models that reduce the financial burden on the researcher while creating sustainability to publishers. Despite the growth in open access journals, the prevailing business model of the future for scholarly journals remains unknown, and therefore it will be important for CSP to be agile, finding sustainable open access models while also supporting its current subscription models, which fund its well-established journals.

<sup>2</sup> <http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0127502>

<sup>3</sup> [http://science-metrix.com/sites/default/files/science-metrix/publications/d\\_1.8\\_sm\\_ec\\_dg-rtd\\_proportion\\_oa\\_1996-2013\\_v11p.pdf](http://science-metrix.com/sites/default/files/science-metrix/publications/d_1.8_sm_ec_dg-rtd_proportion_oa_1996-2013_v11p.pdf)



## Licensing

Efforts to expand the availability of publically funded research through open access has led to a number of licensing mandates at both the national and institutional levels. Most recently, in the United Kingdom, a nonexclusive license that gives higher education institutions the right to make accepted manuscripts available has the potential of damaging the revenue of subscription journals, as embargos will not be respected as part of this license. The development of this license, as well as the reaction of publishers in the United Kingdom, highlight that when it comes to providing access through open access [there is no “one size fits all” solution](#)<sup>4</sup>.

## Authorship

Authoring a research paper is directly linked to the way researchers are evaluated and ultimately recognized at their institution. For this reason, recent developments have been made to accurately and consistently credit researchers for the ways they have contributed to a paper. This development is in part being led by [CASRAI](#) (the Consortia Advancing Standards in Research Administration Information) in the creation of a stakeholder-driven taxonomy of contributor roles (Contributor Roles Taxonomy, [CRediT](#)) with the intent for it to be used transparently across the industry.

## Data management and availability

The management and accessibility of data sets are important means by which public investment in research is enhanced, quality of research is improved, and reproducibility can be measured. Data policies are currently being reviewed by various funders worldwide. In Canada, a policy by the Tri-Agency is pending and a group led by the Canadian Association of Research Libraries ([the Portage network](#)) is working on an infrastructure that will allow connectivity, access, and preservation of Canada’s research data. Meanwhile, data mining of large databases of journal content is leading to new types of research, and efforts are being made to ensure that usage rights allow for that practice.

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<sup>4</sup> <https://scholarlykitchen.sspnet.org/2017/07/26/missing-target-uk-scholarly-communications-license/>

## Predatory publishing practices

Unethical activity in journal publishing has dramatically evolved over the last 10 years: the number of organizations that charge authors without providing services continues to mount exponentially. An article in *University Affairs*<sup>5</sup> indicated that the number of predatory publishers listed on Beall's list (now defunct) increased from 18 to over 1,000 in the last five years. In a world where it is becoming increasingly challenging to differentiate between reputable science and fake news, ensuring that readers know and understand the value and quality of vetted scholarly content is more important than ever.



## Use of online services for pirating content

Long gone are the days of the researcher visiting the library in person; in fact, many researchers these days do not get their content from the library at all. Intentional or not, the pirating of scholarly research content has become so prolific and so easy that many researchers prefer to use illegal systems such as [Sci-Hub](#). The fight against this phenomenon would benefit from a joint endeavor among publishers, librarians, and other stakeholders with a vested interest in ensuring access to content through legal means.

## Amalgamations and partnerships

Amalgamations and partnerships continue to take place as a way to reduce costs, gain new technological expertise, and reach new markets. Recent examples include [Clarivate](#) purchasing [Publons](#) and [Elsevier](#) acquiring both [PlumAnalytics](#) and [bepress](#). We are also continuing to see the growth of what is known as “the big 5”<sup>6</sup> commercial publishers as they acquire society journals who are looking for financial stability and often lack the highly specialized staff now required for scholarly publishing. Similarly, countries like China look for international publishing partners to help them expand into the English-language market.

<sup>5</sup> <https://www.universityaffairs.ca/features/feature-article/beware-academics-getting-reeled-scam-journals/>

<sup>6</sup> <http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0127502>



## Requirement for advanced technological skill sets

As scholarly publishing becomes more technologically advanced, staff competencies must keep pace and learning curves for new hires are much steeper than previously. We expect this trend to continue, and therefore it will be important for CSP to hire with these new competencies in mind and to provide a working environment that will allow us to attract, develop, and retain individuals with the proper skill set.

## Impact beyond the impact factor

For decades the focus within the research community has been to publish in a journal with the highest possible impact factor, following the age-old adage of “publish or perish”. The impact factor itself became the defacto measure of the quality of a researcher’s work, despite the fact that the goal of the impact factor is to evaluate a journal, as a whole, not a single article. While publishing in a journal that provides the best possible reach or connection with the appropriate audience will and should always be the focus, we are seeing a shift toward impact beyond the impact factor, often communicated through tools and services that collect alternative metrics. Profiling impact through readership and reach provides researchers with a new measure by which to determine the impact of their work.

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Publishers are struggling, amidst these and other changes, to continue to filter, validate, and build upon the scholarly record.

In the case of not-for-profit publishers we also act as ambassadors for our communities and researchers, and as such our goal is not simply to react to these changes in the industry but to lead through this ongoing evolution of information technology, allowing our communities to benefit from its advancements while meeting and ultimately exceeding new expectations of a digital era. CSP also sees a need for increased education and exposure of the scientific process within Canada and beyond to create a culture of science supporters and the next generation of scientists. We are seeing this sentiment echoed in recent publications on open science and open government including [Canada’s Fundamental Science Review](http://www.sciencereview.ca/eic/site/059.nsf/eng/home)<sup>7</sup> and the Global Young Academy report, [Restoring Canada’s Competitiveness in Fundamental Research: The View from the Bench](https://globalyoungacademy.net/wp-content/uploads/2017/06/GYA-2017-FundResearchReport-LoRes.pdf)<sup>8</sup>.

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<sup>7</sup> <http://www.sciencereview.ca/eic/site/059.nsf/eng/home>

<sup>8</sup> <https://globalyoungacademy.net/wp-content/uploads/2017/06/GYA-2017-FundResearchReport-LoRes.pdf>

# Implementing the CSP Strategy 2018–2022

## The Process

In 2017 CSP began its strategic planning exercise by engaging Ottawa-based [tap Strategy & HR Consulting](#) to conduct an environmental scan (including stakeholder interviews) and to facilitate a strategic planning workshop. The workshop participants, which included CSP management and the Board of Directors, spent a day and a half discussing the changing publishing landscape and CSP's role as a leading scholarly publisher. CSP's leadership team and staff built upon the work that came out of the workshop. This involved refining CSP's Vision, Mission, and Values with help from the Toronto-based firm [Trajectory](#) and developing and fleshing out the full Strategic Plan. Feedback on an early version of the team's work was sought from CSP's members in the summer of 2017, and CSP's Board of Directors approved the final version of the Plan in late 2017.

## The Plan

CSP's third Strategic Plan represents the culmination of the many discussions and consultations and sets our course for the next five years. Acknowledging the pace of change in our industry, integrated into this plan is a yearly review of strategies and direction to ensure the plan evolves alongside evolutions in the publishing industry. Starting in 2019 (year 2 of this Plan), the activities and strategies outlined in this Plan will be revisited and updated as needed, based on the then-current context and climate. CSP is committed to moving forward with transparency, and any updates or changes will be communicated to our full community.



# **Vision, Mission, Values**

This Plan refines the Vision, Mission, and Values of CSP. Our Vision reflects our desired state of the future, not only for CSP but for our entire community—in Canada and internationally. Our Mission profiles CSP's role in achieving this Vision.

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## **Our Vision**

A world where everyone is empowered with scientific knowledge

## **Our Mission**

We are champions of scientific knowledge exchange, committed to strengthening the integrity, relevance, and reach of science. We ensure that scientific knowledge is easy to discover, use, and share.

## **Our Values**

Our work is guided and informed by our commitment to:

### **Integrity**

Being truthful, honest, ethical, and fair in all of our work

### **Transparency**

Having open and clear processes and communication

### **Openness**

Advocating for accessible information, demonstrating openness to new ideas and changes

### **Empowerment**

Enabling and supporting others through knowledge, tools, and resources

### **Forward thinking**

Being action-oriented, catalytic, and enterprising

# Goals, Objectives, and Activities

In envisioning a *world where everyone is empowered with scientific knowledge*, CSP considered our current context and challenges and looked to a future where research outputs are trusted, available worldwide, and in formats that are enriched in ways that assist researchers to carry out their work while being accessible to the public, policy-makers, and the next generation of leaders, all of whom are looking to science to frame their understanding of the world and the challenges within it.

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# Goals

The following goals have been identified to support our mission as *champions of scientific knowledge exchange* and to provide us with a framework in which to operate in a changing environment. CSP aims to:

- Protect and instill trust in scholarly research
- Support research through widely distributed, high-quality, influential, and technologically advanced publications and related services
- Strengthen CSP's agility, resiliency, and resources to face an evolving landscape
- Be an employer of choice for high-calibre people who share the values of CSP, its stakeholders, and partners
- Enhance CSP's reputation as a recognized leader in scholarly communication

The following maps the objectives and activities that will aid CSP in meeting these goals.



# Goal

Protect and instill trust in scholarly research

## Objectives

**Enhance CSP's commitment to ethics, openness, and transparency**

**Ensure that validated science is readily accessible to, and in language appropriate for, policy-makers, the public, and other non-experts**

## Activities

- Demonstrate integrity by continuing to implement industry best practices for CSP's publications
- Review CSP's peer-review process, adopting new methods to enhance openness, fairness, and transparency
- Support the development of best practices for data stewardship and implement data management policies and principles across CSP's publishing program
- Support the next generation of authors, editors, and peer reviewers on best publishing practices that adhere to defined principles of ethics, openness, and transparency
- Engage the research community, other stakeholders, and the public about issues of predatory publishing and fake news
- Connect policy-makers with science experts or their research, contributing to evidence-based decision-making
- Create products and services that deliver Canadian science in appropriate formats for the general public
- Engage with the users of scientific content to share and promote the pillars, principles, and best practices related to validated science



# Goal

Support research through widely distributed, high-quality, influential, and technologically advanced publications and related services

## Objectives

**Deliver research outputs in ways that facilitate accessibility, foster exchange, and support understanding and learning for researchers**

**Align publication enhancements and service delivery with the changing needs of researchers and users of scientific content**

## Activities

- Develop and launch a new state-of-the-art website with enhanced functionality that showcases leading research
- Enhance discoverability of journal content across all platforms to support findability in external platforms, databases, and allow for machine-generated connections of content
- Build new frameworks for users to access, interact, and share CSP articles
- Mobilize access to research outputs associated with the research paper, connecting the full spectrum of data and information
- Proactively provide information and data on article performance, authorship, funding, versions, and corrections, adding data and information as needed by stakeholders
- Engage early-career researchers when building tools and processes that support their goals as the next generation of scientists
- Explore and test tools and services that enhance goals of discovery, dialogue, content re-use, and emerging goals and needs of researchers
- Improve the publication experience, recognizing the diverse needs of a global enterprise of researchers, and provide support in reaching publication goals for all researchers working with CSP

# Goal

Strengthen CSP's agility, resiliency, and resources to face an evolving landscape

## Objectives

**Protect, increase, and diversify revenue streams**

**Develop sustainable business models in an evolving landscape**

**Take measures to be more innovative and entrepreneurial**

**Cultivate and grow partnerships**

## Activities

- Protect and increase subscription sales
- Pursue external funding sources to support new programs that meet shared goals of the community
- Grow and diversify revenue sources by developing new revenue-generating products and services
- Institute an open access business model that is less reliant on article processing charges
- Pilot new subscription models
- Optimize service delivery to reduce the burden on resources while meeting the expectations of researchers
- Implement a corporate innovation methodology to provide agility in the growth and development of new products and services
- Develop a governance framework to effectively manage resources invested in projects
- Analyze journal metrics to improve journal resiliency
- Develop and implement strategies around risk mitigation, governance, and legal compliance
- Partner with organizations with synergistic philosophies to reach new audiences and create innovative products and services
- Collaborate with vendors and third-party service providers to enhance products, improve service delivery, and maximize journal distribution

# Goal

Be an employer of choice for high-calibre people who share the values of CSP, its stakeholders, and its partners

## Objectives

**Empower CSP staff to enable innovation, growth, development, creativity, and continuous improvement**

**Establish an employment strategy to attract, retain, develop, and motivate staff**

## Activities

- Provide an environment that enhances collaboration and communication
- Build a culture of continuous learning and improvement
- Invest in leaders and future leaders of CSP
- Determine the most effective ways to attract, motivate, develop, and retain new and existing talent
- Ensure compliance with labour legislation, and develop a risk mitigation strategy around regulatory frameworks



# Goal

Enhance CSP's reputation as a recognized leader in scholarly communication

## Objectives

**Vigorously promote the newly rebranded Canadian Science Publishing and its products both in Canada and worldwide**

**Expand the international reach of CSP's publications**

## Activities

- Promote CSP's excellence and the impact of our authors and journals through a coordinated promotional strategy across all platforms
- Lead a successful brand transition while establishing and enacting CSP's mission, vision, and values
- Employ CSP's rebrand to connect with past, present, and new CSP stakeholders, forging new partnerships
- Enhance the brands and visibility of individual journals, expanding and awareness and usage
- Deliver a recognizable and modern brand hierarchy that profiles the connections between CSP and its journals
- Issue a national science award
- Increase the number of institutions with access to CSP's journals
- Increase international readership across all journals



# Maximizing our Success

This Plan provides a vision and direction for CSP for the next five years. To enact the Plan CSP will:

- Update and refine staff performance management plans to ensure staff alignment and contributions toward our goals and objectives
- Develop and publish a set of key performance metrics against which we will measure our success
- Track and regularly report progress against the Plan to the Board of Directors
- Report progress to CSP's Membership through a consolidated status report and "Year in Review" web document prepared annually
- Track and regularly report on our progress and developments to our community. Communicate our successes, our challenges, and what we've learned from any failures. Be open to feedback and ongoing suggestions from the community in reaching shared goals
- Review activities annually for their continued relevance in the context of an evolving landscape; revise appropriately
- Embrace our failures, understanding that in a changing environment, failure when trying new approaches, products, or processes becomes a tool for learning and growing



# Appendix A: Governance

The governance and management of CSP is well established in accordance with the **Canada Corporation's Act**. Its governing Board of Directors comprises eminent persons familiar with the field of scholarly publishing. Placing a high regard on editorial independence for its journal editors, CSP has continued to separate the responsibility of editorial decisions from those of business operations by having an Executive Director and an Executive Editor-in-Chief, both of whom report to the Board of Directors.

**At the time of writing of this Plan, the following individuals were sitting on the Board of Directors:**

- David F. Strong, Chair
- Janet E. Halliwell, Vice Chair
- Deb deBruijn
- Samuel Gubins
- Hossein Rahnama
- John P. Smol
- Christine Charbonneau
- Françoise Winnik

**And the following were members of the Executive Committee:**

- David F. Strong, Chair
- Janet E. Halliwell, Vice Chair
- Jim Germida, Executive Editor-in-Chief
- Suzanne Kettley, Executive Director

# Appendix B: Journal List

## CSP Journals

Anthropocene Coasts  
Applied Physiology, Nutrition, and Metabolism  
Arctic Science  
Biochemistry and Cell Biology  
Botany  
Canadian Geotechnical Journal  
Canadian Journal of Animal Science  
Canadian Journal of Chemistry  
Canadian Journal of Civil Engineering  
Canadian Journal of Earth Sciences  
Canadian Journal of Fisheries and Aquatic Sciences  
Canadian Journal of Forest Research  
Canadian Journal of Microbiology  
Canadian Journal of Physics  
Canadian Journal of Physiology and Pharmacology  
Canadian Journal of Plant Science  
Canadian Journal of Soil Science  
Canadian Journal of Zoology  
Environmental Reviews  
FACETS  
Genome  
GEOMATICA  
Journal of Unmanned Vehicle Systems  
Transactions of the Canadian Society for Mechanical Engineering

## CSP Client Journals

Alces  
Canadian Aeronautics and Space Journal  
Canadian Journal of Community Mental Health  
Canadian Journal of Dietetic Practice and Research  
Canadian Journal of Respiratory Therapy  
Canadian Journal of Veterinary Research  
Canadian Veterinary Journal  
CNL Nuclear Review  
Environmental Health Review  
Lymphosign Journal  
Physics in Canada  
Santé mentale au Québec  
STEM Fellowship Journal  
The Forestry Chronicle



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