

Your Publisher's Report 2019

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Your Publisher's Report 2019

Changes in culture often ultimately drive changes in policy, and in the last 12 months we've seen the publishing landscape evolve on both of these fronts. The movement to make research more open, especially open access — making research articles freely available to readers to download and share — only continues to grow. Following Wiley's 2019 ground-breaking "publish and read" agreement with Projekt DEAL in Germany, more and more publishers are experimenting with new models in the market.

Meanwhile, the availability of research data is becoming increasingly important, and researchers are embracing other open practices during the publication process like transparent peer review, registered reports, or posting their work on a preprint server before or alongside submitting it to a journal.

These are just a few of the effects of the culture change happening in the research community right now, and our priority continues to be supporting the aspirations of our communities by opening the discovery process to the world through the accessibility and transparency of research and data.

On top of the strong support for transparency and openness, researcher expectations for the authoring and publishing experience remain high. That's why it's more important than ever that we look to researchers as our North Star to inspire our decisions and investments.

Guided by this North Star, we've enhanced and rolled out an array of tools and services over the last year that improve the researcher experience, including making publication easier, faster, and more efficient.

Now in its second year on the market-leading Literaturum platform, Wiley Online Library showcases your research to help people all over the world discover, read, and cite the best evidence available.

And, through the growing number of Wiley's transitional deals including agreements with Germany, Norway, Hungary, Sweden, and others, we're supporting the open access transition in a sustainable and manageable way.

Researchers may be our North Star — how we orient ourselves in a fast-changing environment — but what keeps us steady as we navigate the way is our society partners. Partnership is one of our most important values, and I think that's one of the reasons why our partners choose to stay with Wiley for years and, in some cases, decades.

We're grateful for your trust in us and recognize that that trust must be earned throughout every day of our partnership. Thank you for choosing us as your partner on this journey, as we chart the start of a new decade together!

In this report, you'll find highlights from 2019 including events and initiatives across Wiley and the industry, as well as a recap of the major accomplishments that your journal achieved last year. I hope you are as proud of the results as we are; we're excited to continue our work together to develop your journal for a thriving, sustainable future.

With all best wishes,



Miriam Maus

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Vice President, Editorial

Context: Partnering for success

We are committed to providing you with the very best publishing partnership in the industry. Partnering with over 900 prestigious societies, associations, and other organizations gives us a unique understanding of what you need from us in order to achieve your ambitions.

Gathering feedback on our service — a program designed to learn from you

Through our **Society Leader and Editor feedback program** we asked you about your experience of publishing with us. 255 society leaders responded, and as in previous years we'll be using your feedback to develop ways to work more closely and effectively together. This is just one element of the continuous conversation about how to reach our goals together.

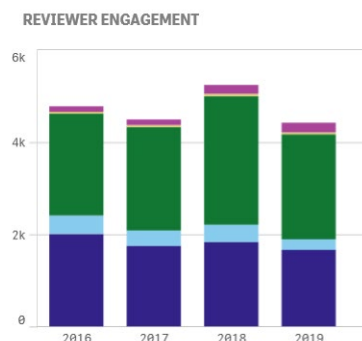
Positioning your journal and society for a successful future

We are moving from a subscription-based economy to an article-based economy. To survive, it is critical that we publish more of the good research that is out there in your journal. The strategic plans we've worked on together have focused on four core goals:

- Publish more
- Be more efficient
- Diversify
- Embrace open research

Anytime access to your journal's performance data

Submission and publication data for your journal, including turnaround times and reviewer data, are now available on [Wiley Journal Insights](#), along with key metrics on all elements of your journal's performance. Here you can explore the detail behind the metrics we highlight in this report.



Learning, networking, and connecting at events

In 2019, we welcomed over 400 society leaders at [Wiley Society Executive Seminars](#) in London, Washington DC, Melbourne, Tokyo, and for the first time in Bangkok. Topics we explored together this year included open research and adapting to change. [Wiley Editor Symposia](#) in Hoboken, New Jersey, and London brought editors together to share experience and build their knowledge across a wide range of practical and industry topics.

Attracting the next generation of society members

Our annual **Wiley Member Survey** is the most comprehensive in the industry, having surveyed 50,000 current, former, and potential members in five years. This year we received responses from 20 countries and across 40 disciplines. You can see insights and trends at [Wiley Society Member Resources](#), as well as on the [Wiley Network](#).

Our 2019 survey confirms that journals remain the most compelling reason for membership, closely followed this year by promoting publishing ethics. We see the importance to members of societies engaging with and supporting open research, particularly open data (76%) and transparent peer review (72%). Delve further into this year's results in a society-focused [special issue](#) of *Learned Publishing* and look out for our whitepaper.

In our first ever **survey of practitioner and professional members** we looked at the particular needs and experiences of this distinct group. The findings showed interesting similarities between practitioners and their academic colleagues, and a call for greater collaboration between the two. You'll hear more about how the findings can help you grow and retain professional and practitioner members throughout 2020.

Helping you with marketing to your members

To help with member recruitment and engagement we've created a [Member Marketing Toolkit](#), a suite of ready-to-use


marketing materials to help strengthen the relationship between you and your member community.


Partnering with societies to bring historic research to life


In August 2019, the Royal Geographical Society became the fourth society partner to entrust us with digitizing their historic primary source archives as part of the [Wiley Digital Archives](#) program. Read about their fascinating archive material [here](#).


Staying connected with changes in the industry


The academic and publishing worlds are changing faster than ever, and we have a program to keep you up-to-date. Learn from industry experts through a wide range of resources and events in whatever format works best for you:


 **Wiley Society Newsletter** – Look in your inbox for this monthly publication featuring news, case studies, and exclusive insights on why members join and why they renew. If you haven't received the newsletter, [subscribe here](#).

 **Wiley Society Executive Seminars** – Join experienced leaders from across the scholarly community at our live events to network, learn about publishing trends, and get inspired.

 **Special Issue podcast** – Listen in to lively conversations for new perspectives on society publishing. Recent episodes explored the librarian view of open access and whether double blind peer review reduces bias.

 **The Wiley Network: For Societies** – Explore our resource hub to find ideas and answers to your questions on engaging members, improving research impact, and publishing strategy.

 **Wiley Connections** – Meet other society professionals in our online community where you can grow your profile, share ideas, and earn rewards for participating.

 Join us on Twitter by following [twitter.com/wileyinresearch](#), [@WileySocieties](#), or connect on [Facebook](#) or [LinkedIn](#).

Context: Increasing your impact with open research

In the past year, the publishing landscape has seen significant changes in policy and shifts in culture, and we're supporting the aspirations of our communities through openness, accessibility, and transparency of research and data.

In 2019, we worked closely with our partners to launch and test a broad range of pilots, products, and services. These expand your options and will help you to take advantage of the full range of opportunities in open research.

Open access: Supporting access to funded research

As an industry-leading publisher in open access, we are committed to designing and offering different access and publication models to support a wide range of needs.

Over 110 Wiley-published journals have chosen to become fully **gold open access**, with another nine making the change in 2020. With our partners, we're launching new open access journals, including [FASEB Bioadvances](#), [People and Nature](#), and [AGU Advances](#).

We are investing significantly in our open access infrastructure to make the submission experience easier and smoother through continued development of [Author Services](#), and by expanding guidance for authors on all aspects of the process, including our [open access resources](#).

Open data: Encouraging sharing and enabling reproducibility

Research data are becoming as important as the published article. Our **Open Research Survey** launched in May, and you can read about the results in [What Do Researchers Think About Open Data?](#)

Our **Open Data Strategy** recommends adopting "expects data sharing" as journal policy, where a data statement is included with the article, explaining where and how people can access the data or explaining why it isn't sharable. Read more in our [Research Data post](#).

Open practices: Developing greater transparency

40 journals are now taking part in our [transparent peer review pilot](#). Results from 2019 show that 87% of authors in this pilot chose transparent peer review for their papers.

There have been multiple developments for **preprints** in 2019:

- Authors can now publish their work on commercial preprint servers, following a change to our [preprint policy](#).
- [Authorea](#) has new functionality to help authors create preprints.
- We launched our **preprint alerter** to help editors commission research, finding research posted on over 100 preprint servers, and emailing suggestions directly to the editor.

Wiley is leading the industry in **Registered Reports**, by enabling journal workflows that easily allow peer review to take place prior to the start of the study, focusing on the research question and method. By December, 176 Registered Reports had been submitted across a range of disciplines. Our findings on the practical experiences of editors and researchers with Registered Reports are available [here](#).

Another 200 journals adopted our recommendation to require [ORCID iDs](#) for submissions this year, and 100,000 new Wiley authors gained an ORCID iD. In a first indicator of how ORCID might be used on a national level, Austria took initial steps to adopt the use of ORCID nationwide.

Open collaboration: Supporting researchers in article preparation, and pre- and post-publication sharing

Researchers want to collaborate easily with their co-authors, pull citations, upload data, and submit to preprints and journals, then easily share their work once it's published.

We recommend [Authorea](#) and [Manuscripts](#) for support with article preparation. To find which would best suit your needs please see our table comparing their functionality [here](#).

Wiley Content Sharing supports post-publication sharing by enabling authors and other authorized users to share the full article. In 2019, 261,000 articles were shared in this way.

Open recognition and reward: Integrating tools that help researchers get credit for their work

Researchers want to demonstrate their individual impact through all of their academic contributions — including authoring and reviewing — so they can advance their careers.



Publons connects researchers to their peer reviews, which can be used for grant and work applications, and added to an **ORCID** profile alongside authored papers. Over 222,000 Wiley reviewers use Publons and 1.2 million Wiley reviews have been uploaded.



CRediT gives formal recognition for the roles that each individual has played in the contribution to a scholarly output, ensuring authors are credited appropriately.



Kudos is a free tool for all Wiley authors to help explain and share their work and to track impact via downloads, citations, and altmetrics.

Open Science Badges incentivize authors in 43 Wiley-published journals to highlight their shared data or materials.

To demonstrate your support for open research, Open Science Badges and Data Availability Statements can now be displayed with the abstract to all readers in the open research section on Wiley Online Library. See [here](#) for an example article. From February, CRediT taxonomy attributions will also be included in this section.



Context: Achieving the highest quality publishing process

A quality publishing program creates world-class experiences at every stage in the process: an excellent authoring experience that efficiently delivers on researchers' needs, and a market-leading research communication platform to ensure that published outputs are discovered and read by researchers all over the world.

A culture of continuous improvement — 2019 initiatives

We know that authors increasingly need their research to be online and accessible as quickly as possible, without sacrificing quality. We continue to look at every step in the publishing process, from submission through to publication, to make substantial improvements in turnaround times for our authors.

- **Tailored design for societies** — Our new journal design (version 5.0) will be available in early 2020 and, based on feedback from society partners, will offer more flexibility, particularly around design and reference styles.
- **Streamlined workflow** — Journals that were part of our project to streamline workflows have seen significant reductions in production turnaround times — now an average of 21 days in 2019, compared to an average of 31 across our program.
- **HTML proofing to increase accuracy and speed** — We successfully introduced HTML-based online proofing, and with it a new, faster workflow for over 1,100 journals, reducing times to online publication with faster author proof turnaround by up to two days.

Based on comprehensive user feedback from authors and editors we are now ready to roll out an improved, unified HTML proofing system for 2020 which will support further improvements in turnaround times.

Simplifying and improving the submission process

Detailed research on the experience of authors consistently shows us a clear theme — authors want a simpler submission process with fewer formatting requirements. To achieve this goal in 2019 we launched several new projects.

In October, we launched **Wiley Authors Submissions** with the *Journal of Neuroscience Research*, replacing the existing author submission workflow with a smart system that automatically extracts metadata. One of the first authors to use Wiley Authors Submissions told us it was the best submission experience they'd had. Another 15 journals will add Wiley Authors Submissions to their process in 2020.

We also introduced **free-format submission**, allowing researchers to submit their paper in the format and style they prefer, only asking for it to be formatted according to the journal's style guide following acceptance. Two months after launch, 36 journals have already adopted it. Read more [here](#).

An expanded range of services for authors

In November, we expanded [Wiley Editing Services](#) with seven new services for authors. These offer authors more help with article preparation and — brand new to the service — article promotion, such as poster design and infographics.

Supporting Early Career Researchers

We run an intensive program of research to learn from Early Career Researchers, and we held **Early Career Researcher events** in Oxford, Hoboken, and Beijing. Read the recommendations from the Oxford event [here](#).

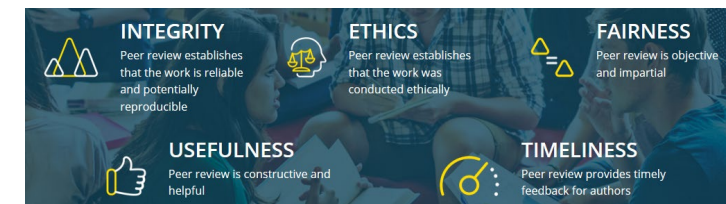
At the Wiley Editor Symposium in London, we invited Early Career Researchers to put their views directly to Editors-in-Chief.

Supporting editors and peer reviewers

Editors now have a dedicated section on the [Wiley Network](#), for posts offering support and guidance on topics that matter to them. For more structured learning, the [Wiley Editor Academy](#) provides a series of interactive learning modules around publication best practices.

The “**making peer review better**” project developed further in its second year, with the major success being our [better peer review](#)

[assessment tool](#) which has been used by more than 130 journals to compare and improve their peer review processes and policies.



Showcasing your research on Wiley Online Library

In 2019, we continued to develop Wiley Online Library to ensure it remains the market-leader in research communication, helping researchers all over the world read and cite the best evidence available.

Updates made through a series of releases improved functionality to increase discoverability via Google Scholar and other search engines, made virtual and special issues available within Wiley Online Library search, and improved the ease of navigation between tables of contents. We also optimized social media sharing and made security and performance improvements.

In 2020, we will continue to evolve Wiley Online Library to meet the changing needs of researchers, authors, editors, and corporations. Our roadmap includes:

- Greater flexibility for article and society news on journal pages
- Embedding rich media (such as video and 3D models)
- Adding usage figures alongside articles
- Displaying high-resolution figures
- Optimizing the display of publication covers
- Ongoing user experience improvements across the site

Many of these new features have evolved directly from feedback from users like you. Please continue to make any suggestions on ways that Wiley Online Library can help facilitate the discoverability of your journal's research and showcase your society's brand.

WILEY

Context: Maximum global reach for high readership

Wiley's broad reach and differentiated sales strategies ensure your content reaches the broadest possible audience.

Combining the expertise of colleagues across sales, marketing, government affairs, technology, analytics, and publishing, we work together to secure successful licenses, maximizing discoverability and readership for your journal.

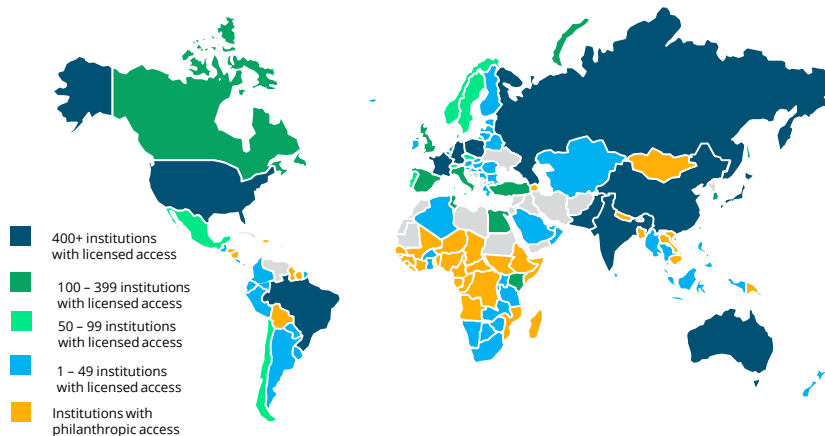
Driving readership through global reach and discoverability

In 2019, readership of articles on Wiley Online Library increased by **35%**, building on an increase of **9%** in 2018 and **17%** in 2017. This increase primarily came from a change made at the end of 2018 in directing all authenticated users from major search engines directly to the full text version of the article. Open access and OnlineOpen articles saw particularly large usage increases, up 70% and 75% respectively.

Articles were downloaded **529 million** times in 2019, in more than **17,000 institutions** in more than **245 countries** and territories.

Wide access to journals worldwide via Wiley licenses

Click [here](#) to see the full-size version.



Maximizing your reach with the “All Journals” license

In 2016, we launched a simplified sales model for mature library customers to provide wide dissemination of your research and security for your revenues, in response to pressures on budgets and projections for continued flatness or low growth.

In 2019, almost 3,000 institutions, buying as part of 57 consortia in 43 countries, offered access to journals under the Wiley “All Journals” License — 16% more than in 2018. Customers in **Japan, Spain, Greece**, and the **US** converted to this new license in 2019. **Australia** and **New Zealand** renewed their “All Journals” license for another three years.

Wide-reaching licenses at the national level

Wiley plays a pioneering role in partnering with governments and funders to design licenses to meet our customers’ needs. We regularly see the impact of tailored, national deals reflected in sustained country-based readership growth.

- In **Russia**, our 2017 deal was expanded further in 2019 to cover another 330 research institutions. This continued to have a positive effect on readership, up 49% in 2019.
- Having renewed the national license with CAPES in **Brazil** in 2018, securing access to journals in 358 institutions, another 60 members were added in 2019.

Opening up new audiences globally

We build relationships with government funding agencies around the world to promote the importance of access to research in supporting education and economic growth.

- Building on our first big deal in **Indonesia**, in 2019 we provided access to 500 journals at the National Library of Indonesia.
- In **Pakistan** another 20 new member institutions received access in 2019, building on an increase of ten in 2018.
- Following the 2018 national deal with **Romania** to access backfiles, we saw a usage increase of 71%.

Subject expertise for growth in China

As part of continued investment in rapid growth in **China**, we have expanded our colleague numbers based in China, with a particular emphasis on leaders with deep subject area expertise. We also invested heavily in a program of successful events in 2019 — hosting, supporting, and partnering to create successful author, reviewer, early career, and researcher events.

We saw particularly strong increases in readership in China — up 37% in 2019 — due in part to our license with the DRAA consortium of 254 libraries that was expanded in 2018, making journals available to over 8 million students, as well as major enhancements made to discoverability of Wiley-published articles in China.

Shifts in philanthropic access: “Access for everyone”

2019 saw substantial changes in regions covered by **philanthropic initiatives**, where we provide deeply discounted or complimentary access to our journals to support research and access to knowledge in developing countries.

During 2019, INASP (International Network for the Availability of Scientific Publications) assisted in the formation of more formal national consortia in countries that had previously had low-cost access under the INASP initiative. Adding to the Consortium of Academic & Research Libraries in **Ghana** (which has had a license with Wiley since 2016), new consortia licenses were signed in **Kenya, Zimbabwe**, and **Uganda**, covering 153 institutions. Some institutions subscribed directly, including the **University of Rwanda** and **University of Dar es Salaam, Tanzania**.

Research4Life restructured their collections to offer one single collection to all members, instead of the HINARI-AGORA-OARE-ARDI subject-based collections, further expanding access to journals via the initiative.

Context: Maximum global reach for high readership

Driving a sustainable route to open access

The scholarly communications environment is changing, and new business models are needed to support this change. Wiley is working with societies, governments, funders, and institutions all over the world to help achieve their aspirations to move to an open access future.

In northern Europe particularly, there is wide-scale support at a national level to accelerate the move to open access, with the influence of initiatives like OA2020 and Plan S. We started 2019 with two transitional arrangements in place, in the **Netherlands** and **Austria**, that secured and expanded access for journals in top research institutions and provided researchers at participating institutions the opportunity to publish open access in hybrid journals at no cost to the individual.

Projekt DEAL — a ground-breaking new agreement

In January, we announced our industry-leading partnership in **Germany** with Projekt DEAL. This partnership provides 707 institutions — including the most important science and research organizations in Germany — with access to read the full portfolio of journals and allows researchers at those institutions to publish open access in hybrid Wiley journals.

Part of this pioneering partnership involved committing to new initiatives to drive open access publication of top-tier scholarship in Germany. This includes the launch of a flagship open access journal, an open research and author development group, and an annual research symposium for Early Career Researchers.

The implementation of Projekt DEAL has been supported by a wide range of marketing activity, including a series of communications to authors and reviewers, and in-person campus events in Germany.

New transitional arrangements in Europe

Later in 2019, we were pleased to announce several transitional deals in northern Europe. This growing number of transitional deals, all of which combine access to journals and open access publishing, enable Wiley and our partners to support the transition to open access in a sustainable and manageable way.

- **Norway** — three-year agreement with Unit (The Norwegian Directorate for ICT and Joint Services in Higher Education and Research) for 33 Norwegian institutions.
- **Hungary** — three-year agreement with the Hungarian Electronic Information Service National Programme (EISZ) for 13 institutions.
- **Sweden** — three-year (2020-2022) agreement with Bibsam, the Swedish consortium of higher education and research institutions, for 45 participating Swedish institutions.



"The agreement between the Bibsam consortium and Wiley means that we can look forward to many more open access publications from Swedish researchers. It is an important step in our transition to open science."

Astrid Söderbergh Widding, President of Stockholm University

To ensure that all eligible researchers benefit from these new agreements, our [Author Services](#) platform automatically identifies eligible authors and notifies them of the opportunity to publish open access at no additional charge. Participating institutions have access to an open access account dashboard for easy article request approval and in-depth reporting.

New open access arrangements in North America

We also saw change in 2019 in North America. Two consortia agreed to new arrangements with us that, for the first time, included provision for open access publication.

OhioLINK, a library consortium serving 118 libraries and 89 Ohio colleges and universities, set up a Wiley Open Access Account. OhioLINK is the first North American library consortium to centrally fund the creation and dissemination of open access research. This account will allow researchers from OhioLINK's member institutions to use a central fund for Article Publication Charges (APCs).

In August, **Virginia's** academic library consortium (VIVA) signed a two-year pilot arrangement combining journal subscriptions with a Wiley Open Access Account. VIVA researchers can use funds from the account to cover APCs when publishing in Wiley's gold open access journals, and VIVA librarians can review and approve those requests through their account dashboard. This arrangement is the first of its kind in North America.

Context: Sustainability

Key policy impacts around the world

In 2019, Wiley continued to engage with policymakers and funders across major research centers worldwide, solidifying our position as a trusted market leader and enabling us to favorably shape policies affecting the scientific community.

We also conducted a robust program of research that enriched our understanding of the global funding landscape, incorporating country-level assessments, in-depth interviews, and analysis of subject and article outputs that give society partners the knowledge they need for long-term sustainability.

United States — the US remains the largest spender on Research and Development (R&D), but its world share of funding and papers is declining, and publication output is not as efficient as other countries. The largest federal increase in funding for ten years means we expect to see an increase in future US research outputs.

The Administration is considering an executive order on open research and open access, including a proposed reduction of the current 12-month embargo period to zero months for articles reporting on federally funded research. Our policy team in Washington DC is deeply engaged on all fronts, and we continue to initiate discussions with senior officials across federal agencies and Congress to stay abreast of developments and work to shape policy favorably in conjunction with publishing and society partners.

Agencies continue implementing existing policies that promote public access to funded research. The US Government Accountability Office recently released a report on how well US agencies are performing against the overarching goal of improving public access to federally funded research. Of the 19 agencies they reviewed, all have implemented 12-month public access policies for articles, but progress in areas such as research data is slow. Wiley remains engaged in various open data initiatives, including the development of a National Institutes of Health (NIH) data management and sharing policy and a new Federal Data Strategy.

Several programs at the NIH, including the Cancer Moonshot Initiative and HEAL Initiative on opioid addiction have adopted immediate open access policies. While small, there is a chance these could be replicated more broadly.

United Kingdom — Brexit continues to contribute towards a climate of uncertainty given the significant role of European Union (EU) funding for UK research intensive universities and institutions. Britain formally left the European Union in January 2020, beginning a transition period currently scheduled to end in December 2020. During this transition, the UK and EU will be negotiating to agree the terms of future trade, economic, and legal relationships.

At this stage, it remains to be seen whether UK researchers will have access to Horizon Europe funding as the UK's involvement will be contingent on the negotiation of a third country relationship in relation to Horizon Europe, which is comparable to those in place with countries such as Switzerland, Norway, and Israel.

In general, the UK spends a smaller proportion of GDP on R&D than other advanced economies, but the UK is an efficient producer of research. The government has ambitions to increase spending on R&D by 40% by 2027.

UK Research and Innovation (UKRI), the body that administers all public funding and oversees all university block funding, is currently reviewing its open access policy. Stakeholders are being consulted, and a new policy will probably be announced in 2020.

European Union — the Plan S movement continued to develop in 2019 adding advocates such as World Health Organization and the Special Program for Research and Training in Tropical Diseases (TDR), and losing signatories such as Riksbankens Jubileumsfond (RJ).

In May, cOAlition S updated their implementation guidance. All the core principles remained unchanged. Some notable revisions include holding back on an APC cap (for now) and extending the start and end point for transformative agreements (2021–2024). Read our [response](#) to the updated guidance.

In August, cOAlition S appointed Johan Rooryck as open access champion. We welcomed Professor Rooryck to the Wiley Beijing office to deliver a lecture and engage in discussion about open access in October.



Wiley continues to engage extensively on all aspects of open research, the EU's Digital Single Market copyright proposals (now entering a two-year implementation phase) and other relevant policy areas at both the EU and individual member state level.

China — China is nearing the end of their 13th Five-Year Plan (2016–2020), which sets government policy and priorities on a broad range of activities. Plans to increase R&D spending and elevate research output to international standards will likely be reflected in the next five-year plan.

In August, the Publicity Department of CPC, MOE, MOST, and CAST jointly released and distributed the full version document entitled “Opinions on Deepening Reform and Cultivating World-Class STM Periodicals”. This is the newest and most important government guideline that specifies objectives and directions of Chinese STM journal development.

The objectives are to significantly increase the number of first-class STM journals published in China over the next five years, and to raise the quality and influence of Chinese STM journals so they are among the world's first-class journals by 2035. We'll start to see some strategic moves to support these objectives such the Science Press purchase of EDP Sciences.

The Chinese government is also focusing on research integrity and how to address misconduct. They have released publishing standards and plans to establish a national committee on research ethics.

Context: Sustainability

In addition, the State Council and Communist Party of China released guidelines for assessing researchers which focus more on the importance of the research than on the quantity of papers that a researcher publishes.

Shenzhen has been named as the location of the country's 4th major national science center. Large-scale technology infrastructure and national laboratories are expected to be built in Shenzhen, especially in the fields of biological science, cyberspace, and materials science.

Japan — in February, the EU–Japan Economic Partnership Agreement (EPA) was formalized. One focus is research and innovation, and we can expect to see more from this cultivated EU–Japan relationship in science and technology.

The government is encouraging academic/industry collaboration in artificial intelligence, big-data analytics, and quantum optics. This year they signed a Letter of Intent for research collaboration with DFG (German Research Foundation) and ANR (French National Research Agency) around artificial intelligence.

Through collaborations with the Japan Science & Technology Agency (JST), Wiley engaged 100 top scientists, government officials, and business executives with a message that underscored the importance of partnerships and collaboration.

Funders are moving slowly to implement a 2015 cabinet-issued open access directive as well as a follow-up to the 2016 Open Science Plan reaffirming a green, 12-month open access policy and pressing for more progress on open data. Although the policy is for green open access, the JST allows funded researchers to cover gold open access with grant funds.

Facilitating connections — the importance of research communication

We believe it is our role to facilitate connections between societies and partners and colleagues in government, in the media, and in

industry organizations to help ensure a sustainable future for your society and your journal.

Connecting societies with policymakers

Our **Society Doorknocks** are an opportunity for society partners to put their view directly to policymakers. Our program continues with Doorknocks in Washington DC and Brussels and we're considering meetings in other key locations. More on these soon.

Connecting the media and public to research

We continue to build productive relationships that connect researchers and the media and help to nurture interest and understanding of research among the wider public.

World Federation of Science Journalists (WFSJ) — in 2019, we organized "Science Talks" webinars covering the latest research in women's health, aging healthily, sustainable agriculture, suicide prevention, and antimicrobial resistance. WFSJ represents 10,000 science journalists around the world, and our collaboration provides journalists in 57 member organizations with access to original research on Wiley Online Library.

We also took part in a **Sense about Science** event at [Evidence Week](#) in the UK parliament, designed to equip policymakers working on a range of policy issues with the tools they need to interrogate evidence.

In September, we launched a new podcast — **This Study Shows** — to give researchers a space to discuss research communication. It focuses on how we tell the story of science and how we can use trust, empathy, and community to make sure that research has the impact it should. It's both inspiring and fun, with talk of misuse of statistics and bad science movies. In the first two



months alone, it was downloaded over 4,000 times. You can listen to Series 1 [here](#) or wherever you normally find your podcasts, and Series 2 will be available in May.

Connecting your mission to actions for sustainability

Your mission to improve the world through scientific discovery is shared by Wiley colleagues and partners around the world. Thinking carefully about **environmental sustainability** is increasingly a key part of this.

We've started to look at our current impact and ways to improve it across Wiley, including assessing the environmental impact of print and how we package and send journals. We're developing these ideas further and look forward to talking to you about your perspective.

A huge number of small projects, often initiated by colleagues, are helping to improve our impact in everything from the food we eat, to the suppliers we use, and choices we make for our office space.

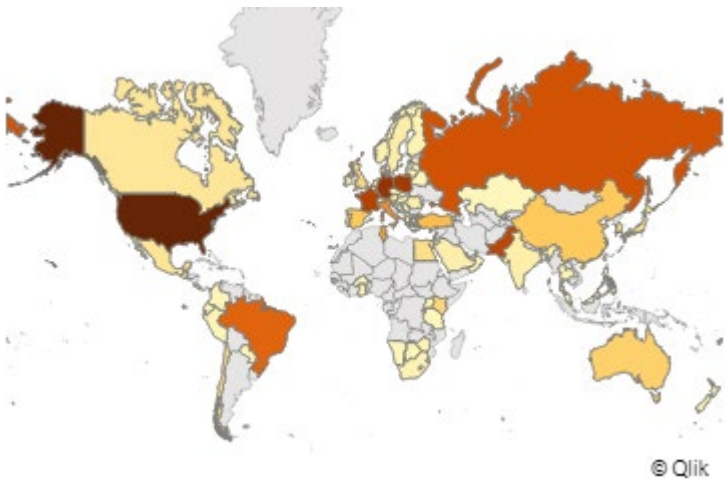
Connecting you to industry organizations

We continue to advocate for societies' interests on the full range of issues affecting us all. We are active in CrossRef, the Society for Scholarly Publishing (SSP), CHORUS, and the Association of Learned and Professional Society Publishers (ALPSP), among others. We recently became an affiliate member of the [Consortium of Social Science Associations](#) (COSSA), and we continue to work with other publishers in the [Coalition for Responsible Sharing](#).

We work with groups like [CODATA](#), the [World Data System](#), the [Research Data Alliance](#), [DataCite](#), [NISO](#), [OASPA](#), and [CHORUS](#); organizations that enable research data to be used, re-used, cited, and accredited, and are actively involved in the [International Society for Managing & Technical Editors \(ISMTE\)](#) and [Committee on Publication Ethics \(COPE\)](#), which provide training, conferences, workshops, and other direct benefits to our publishing partners, especially for editors and editorial staff.

Circulation

Global reach



In 2019, 6,602 institutions offered access to the latest content in your journal via either a Wiley license or a traditional (title-by-title) subscription. On this map, darker shading shows where circulation is highest. Countries shaded in gray may be covered by philanthropic initiatives.

In 2019, our philanthropic initiatives extended low-cost or free access to current content to 6,193 developingworld institutions.

Additional reach: EBSCO

Wiley’s arrangement with EBSCO allows us to extend the reach of your journal beyond core academic libraries. In 2019, 313 institutions accessed embargoed content of at least one year old from your journal via EBSCO databases.

Reach by region

Region	2017	2018	2019
Australia & NZ	165	165	166
Canada	81	72	79
China	151	159	172
Europe	1,871	2,402	3,128
Japan	74	88	92
Rest of World	1,915	1,940	2,173
UK	106	110	119
USA	553	571	673
Grand Total	4,916	5,507	6,602

This table shows the number of institutions, by region, with access to the latest content in your journal via either a Wiley license or a traditional (title-by-title) subscription.

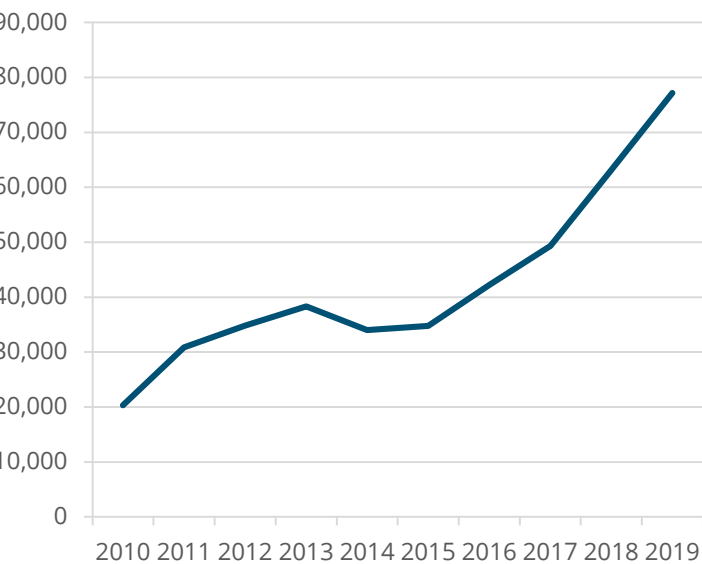
Reach by access type

Sales Model	2017	2018	2019
Institutions with access via a Wiley license	4,913	5,504	6,599
All Journals license	1,787	2,571	2,994
Transitional licenses	NA	NA	647
Other licenses	3,126	2,933	2,958
Institutions with access via traditional subscriptions	3	3	3
Online	1	1	1
Print	2	2	2
Total	4,916	5,507	6,602

In 2019, 6,599 institutions offered access to your journal via a Wiley license, often through a consortium. Of these institutions, 2,994 had access via the “All Journals license”. 647 institutions had access via “Transitional licenses” which cover both subscription access and open access publishing. In addition, three institutions offered access via traditional (online or print) subscriptions.

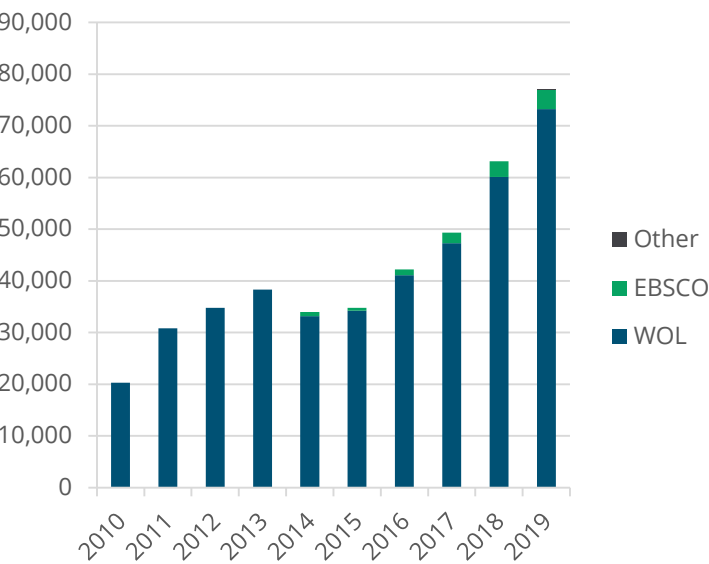
Readership

Article downloads trend



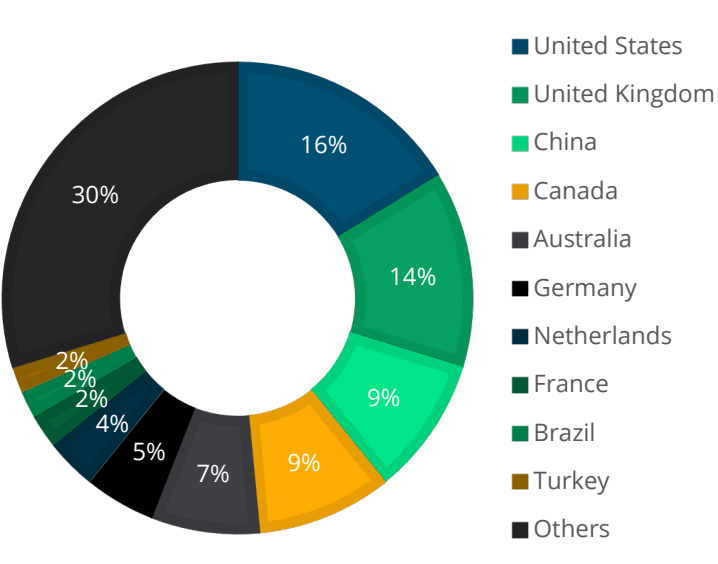
This chart shows the increase in the number of full-text article downloads for your journal in the period 2010 to 2019. The total includes usage on Wiley Online Library, EBSCO, and other third-party databases. Downloads via Wiley Online Library increased by 21.8% in 2019.

Article downloads by source



This chart shows the origin of full-text downloads of your journal across Wiley Online Library and other major third party providers.

Top 10 downloading countries



This chart shows the top 10 countries from which articles in your journal were downloaded via Wiley Online Library in 2019, and the percentage each country contributed to total usage. All other countries are combined under "Others."

Readership

Most downloaded articles on Wiley Online Library

Rank	Author(s)	Article Title	Volume	Issue	No. of Accesses
1	Miller, D.	The Stages of Group Development: A Retrospective Study of Dynamic Team Processes	20	2	1,466
2	DeSouza, E. et al.	Workplace Discrimination against Sexual Minorities: Subtle and not-so-subtle	34	2	1,267
3	Schaffer, B.	Examining Reactions to Workplace Diversity: The Role of Dissimilarity–Attraction in Teams	36	1	1,173
4	Badaoui, K. et al.	The influence of personal and social identity on the clothing consumption of adolescents	35	1	1,161
5	Aronson, E.	Integrating Leadership Styles and Ethical Perspectives	18	4	1,100
6	Doloreux, D.	Use of internal and external sources of knowledge and innovation in the Canadian wine industry	32	2	998
7	Ribau, C. et al.	SME internationalization research: Mapping the state of the art	35	2	902
8	Cormier, D. et al.	The Relevance of XBRL Voluntary Disclosure for Stock Market Valuation: The Role of Corporate Governance	36	1	837
9	Zagelmeyer, S. et al.	Exploring the link between management communication and emotions in mergers and acquisitions	35	1	783
10	Loukil, N. & Yousfi, O.	Does gender diversity on corporate boards increase risk-taking?	33	1	714

This table includes details of the 10 most-downloaded articles of 2019. The average number of downloads per article published in your journal in 2019 was 71.

Top referrers

Rank	Referrer Service	% of Downloads
1	Google Scholar	19.4%
2	Institutions and Library Services	17.0%
3	Google Search	10.8%
4	EBSCO	2.6%
5	ISI Web of Knowledge	1.0%

Open search continues to play a key role in driving readership. This table shows the % of total downloads resulting from referrals from each site.

Article downloads via Wiley Content Sharing

In 2019, 44 sharing links were generated via the Wiley Content Sharing service, resulting in 60 full-text downloads. In addition, links shared by authors resulted in 11 downloads.

Marketing

Your 2019 marketing objectives

At the start of the year, we agreed upon the following marketing objectives and priorities for *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*:

- Increase impact of research through visibility
- Increase usage
- Increase quality submissions

In 2019, through ongoing data analysis, discussion, and collaboration with you, we have achieved these objectives using a carefully selected series of marketing tools and tactics. Outlined below are some of the key initiatives used to promote *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*.



Author
Campaigns



Readership
Campaigns



Promoted at 3
Conferences

Innovative marketing strategy

Focusing on the needs of researchers, and the goals for your publication, we are continually seeking new and engaging ways to foster maximum impact for your content. Two strategies focused on this are outlined below.

Testing and experimentation: To continually deliver an effective marketing service, we have introduced multiple campaign pilots in which we trial new ideas on a small scale. If effective, we recommend these campaigns to partners sharing similar marketing objectives and invest in resources to amplify their success. A few pilot campaigns introduced this year include:

Editor's Choice Author Outreach — A targeted email aimed at notifying authors that their article was selected as an Editor's Choice article and encouraging them to share their research.
[Objective: Author Engagement]

Themed Issue Promotion — A paid Twitter campaign to promote video views of a Video Byte created for a themed journal issue.
[Objective: Grow Readership]

Converting Journal Authors to Society Members — An email to recent authors at regular six-month intervals, highlighting the benefits of membership in the journal's society.
[Objective: Society Membership]

Search Engine Optimization (SEO) and Discoverability Initiatives

Search engines are the primary route for access to your content. Wiley's team of dedicated SEO marketers works closely with Google and other search engine platforms to ensure high-ranking search results for every article published on Wiley Online Library. In addition to ongoing SEO work, including webpage design and staying abreast of Google ranking factors, Wiley has implemented the following features this year to improve the discoverability of your journal's content:

The addition of Google Scholar "Quick Previews" which displays your article abstracts to mobile users of Google Scholar.

Google CASA for off-campus users accessing full-text scholarly content licensed by their organizations.

Marketing

Engaging your authors

The ability to attract and retain more of the top authors in the field is a priority for long-term success of *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*. Our marketing efforts support this goal through actively targeting authors, encouraging them to submit—and keep submitting—their best work to *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*. Initiatives to reach relevant authors in key disciplines are listed below.

Initiative	Results
Top Downloaded Author #Top20Article Authors from your journal's 20 most-downloaded papers from the previous two years were recognized for their contribution to the journal through a journal-branded email campaign and social media promotion.	The email campaign had a 56% Unique Open Rate and a 442% Total Open Rate. The #Top20Article social campaign had 14.8M impressions and very positive author feedback. This email was sent to 32 of your journal's authors.
Impact Factor Announcement A journal-branded email campaign was sent to recently published authors within 48 hours of the Impact Factor release.	This announcement had a 37% Unique Open Rate and a 63% Total Open Rate. This notification was sent to 196 of your journal's authors.
Home For Your Next Paper An author-personalized campaign that helps prospective authors choose to submit their research to your journal. This campaign uses marketing automation technology to create customized journeys tailored to author needs.	This email had an overall Open Rate of 18% and Click-to-Open Rate of 8%. Your journal received one submission from this campaign. We anticipate this number will grow in the coming months.
Publish With Us Again An author-personalized campaign that encourages loyalty from your authors and encourages them to publish their research in your journal again. This campaign uses marketing automation technology to create customized journeys tailored to author needs.	The email campaign had an overall Open Rate of 27% and Click-to-Open Rate of 11%. Your journal has not yet received submissions from this campaign.

Initiative	Results
Author Referral Campaign Supporting authors whose submissions were not initially accepted, offering resources to help them revise and resubmit their article to another Wiley journal appropriate for its content.	The email campaign had an overall Open Rate of 44% and Click-to-Open Rate of 23%. Your journal has not yet received submissions from this campaign, though we anticipate this will grow in the coming months.

Leading the way in open access

We raise awareness of, and promote, open access publication to current and potential authors of *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* in the following ways:

- **Targeted emails** to inform authors of Wiley Open Access accounts through their funder or institution.
- **Online advertising** via Wiley Online Library, Google, and social media channels.
- **Live events and online webinars** to educate faculty, librarians, and authors, with emphasis on transitional deal countries.

Open Access Initiative	Results
Wiley Open Access Accounts (WOAA) Program A multichannel email, web, and social media program which targets researchers eligible for support with open access fees from their institution or funder with Wiley accounts. Institutions and funders that are part of Wiley's transitional deals are also included in WOAA.	The email campaign had a 16% Open Rate with 11,920 people in the program. The paid social media campaign generated 6,290 clicks across Facebook, Twitter, and LinkedIn.
Projekt DEAL Peer Reviewer Outreach A multi-touch email targeting German peer reviewers, providing information about the agreement and encouraging them to benefit from the deal by submitting their own research to your journal.	The email campaign had an overall Open Rate of 20% and Unique Click-through Rate of 1%. The campaign generated 39 DEAL eligibility forms and landing page views.

Marketing

Expanding brand awareness

Social media

Social media is a valuable channel for engaging with readers and authors. Used effectively, it can expand your reach, increase engagement, generate web traffic, and drive brand awareness among target audiences.

The articles below were among the most liked or shared posts in 2019, as measured by Altmetric, which tracks the online attention that research outputs receive by pulling in data from three main sources: social media, traditional media, and online reference managers.

Article Title	Highest Altmetric Attention Score 2019	All Mentions	Mentions from Social Media	Mentions from News & Blogs
DIVERSITY AND INCLUSION FOR LGBT WORKERS: CURRENT ISSUES ...	8	8	7	1
WORK IS MY PASSION: THE DIFFERENT AFFECTIVE, BEHAVIOURAL, ...	7	5	4	1
A STUDY OF LIVING WAGE EFFECTS ON EMPLOYEES' PERFORMANCE-RELATED ...	3	15	14	0
DOES CORPORATE DIVERSIFICATION CREATE VALUE IN EMERGING ...	3	8	8	0
HOW DOES LEGITIMACY OPERATE IN EMERGING CAPITAL MARKETS? ...	3	6	6	0

Conference engagement

Conferences and events provide strong branding opportunities for *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* and give Wiley a chance to interact face-to-face with authors and readers. In 2019, your journal was promoted at these three conferences.

- EUROPEAN ACADEMY OF MANAGEMENT ANNUAL CONFERENCE
- ACADEMY OF MANAGEMENT
- BRITISH ACADEMY OF MANAGEMENT

Digital impact at conferences

To engage with attendees in a more meaningful way, whilst being environmentally mindful, we utilized the latest technology to encourage brand engagement with *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* at these events. To achieve this, we employed digital display promotion including iPads preloaded with *CJAS* content. Content was viewable digitally at conferences and digital samples could be sent to delegates through this mechanism as well.

Marketing

Growing readership

Content and news from *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* were strategically featured in outreach campaigns across multiple relevant subject disciplines. Throughout 2019, your journal was included in the following initiative to encourage usage.

Initiative	Results
Global Readership Campaign An interactive and personalized campaign promoting top-read articles from specific academic fields to increase journal discoverability and drive readership.	The initial email had a 17% Unique Open Rate and 25% Total Open Rate, while the social media campaign drove 3,667 clicks.

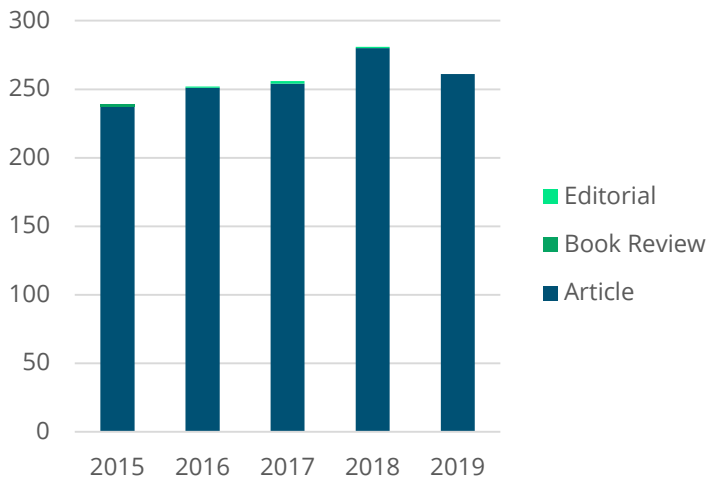
Supporting society membership

We know that membership is vitally important to the long-term sustainability and health of your association. In 2019, we have provided the following support to help engage with current members and recruit new ones.

Initiative	Results
Membership Marketing Toolkit A resource offering our partners a wealth of content, including marketing ideas, best practice documents, and templates which can be customized to meet your specific needs when communicating with your current and potential members.	The toolkit has generated 1,403 total page views from 578 visitors since its launch in April 2019.

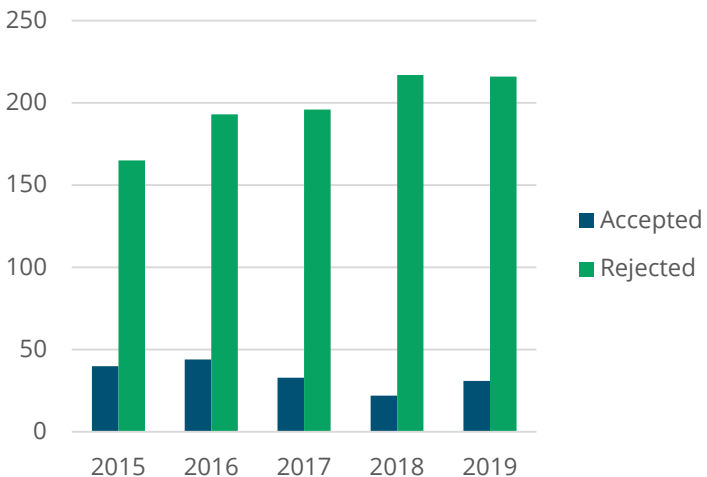
Author Experience: Submissions

New submissions



The total number of submissions in 2019 decreased by 7.1% compared with 2018.

Accepted and rejected articles



This chart shows the number of accepted and rejected articles listed in the year the final decision was taken.

The acceptance rate is calculated as a proportion of accepted articles to all original articles with a final decision taken in that year. The accept rate was 12.6% in 2019, an increase from 9.2% in 2018.

Quantity and speed of reviews

	2017	2018	2019
Number of review invitations sent	729	708	561
Number of reviews completed	288	297	292
Median days to review completion	28	28	28

This chart shows review data for the past three years.

Author Experience: Submissions

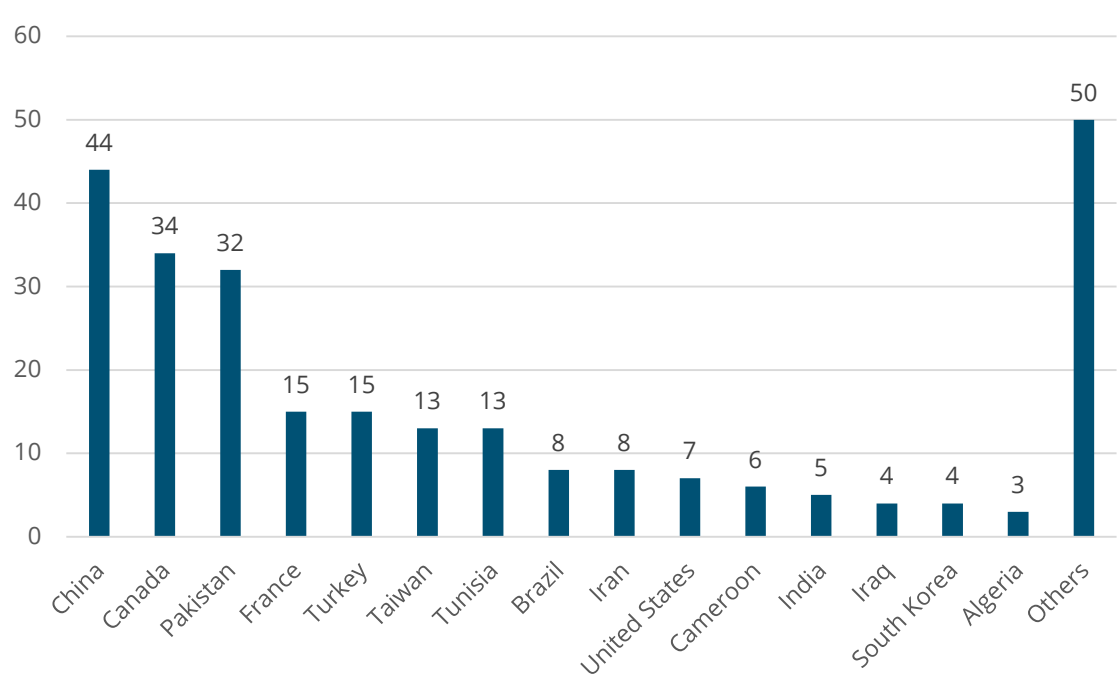
Speed of review process

Includes all articles, including those that were rejected without peer review

Median number of days (min-max)	2017	2018	2019
Submission to first decision	47 (1-299)	22 (1-216)	31 (1-428)
Submission to final decision	44 (1-582)	17 (1-703)	27 (1-805)
Submission to acceptance	246 (1-582)	346 (1-703)	307 (40-805)

Articles are included in the year the decision was made, and data includes all articles, whether or not they were sent out to peer review. The number of days from submission to acceptance in 2019 was a median of 307 days, down from 346 days in 2018.

Country of submission



This chart shows the top 15 countries ranked by the number of submissions to the journal. All submissions counted were submitted in 2019. The remaining countries are grouped into “Others.”

Author Experience: Publication

Publication Trend

Year	Volume	Number of Issues	Number of pages	Number of articles	Average days from receipt at Wiley to Early View publication	Average days from receipt at Wiley to print publication
2019	36	4	578	43	23	432
2018	35	4	652	52	50	500
2017	34	4	444	35	53	393

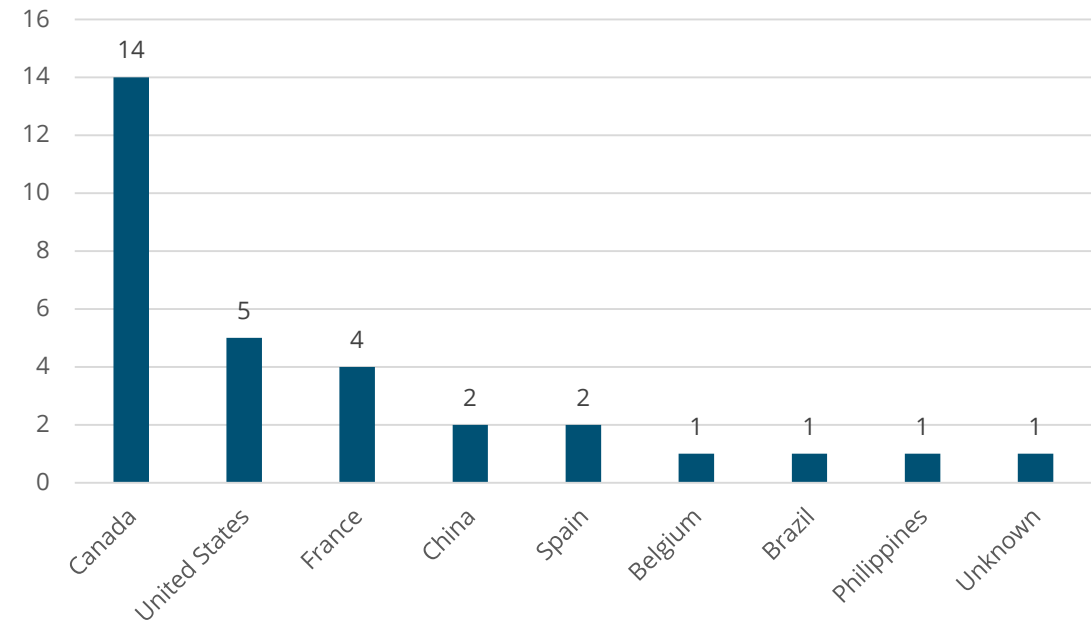
In 2019, the average number of days from receipt at Wiley to Early View for *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* was 23. This is faster than the Social Sciences and Humanities average, which was 44, and the average across Wiley, which was 37.5.

Turnaround Times

We know from author research and feedback how important it is to your authors to publish their work as quickly as we can, and we are working towards an average receipt at Wiley to online publication time of 11 days by 2021. We believe that further improvements could be achieved for your journal and we look forward to discussing these suggestions with you.

As you can see from the tables, turnaround times have been slipping for recent issues. This is due to a combination of factors: waiting for the last article in an issue to come in; late CTA signing; delays in sending of author's proof corrections; late editor review/approval etc.

Top Author Contributing Countries



Author Experience: Publication

Issue Publication Data for 2019

Volume: Issue	Print publication date	Online publication date	Number of pages	Number of articles	Print run	Average number of days from receipt at Wiley to Early View publication	Average number of days from receipt at Wiley to online issue publication
36:1	22 Mar 2019	12 Mar 2019	144	10	160	36	426
36:2	11 Jul 2019	20 Jun 2019	146	11	141	37	433
36:3	17 Sep 2019	03 Sep 2019	164	13	124	33	441
36:4	27 Dec 2019	17 Dec 2019	124	9	139	27	361

Finances: 2019 Summary

	2018	2019
	CAD	CAD
'All Journals' License	21,333	22,270
Other Licenses	17,879	17,594
Online	435	700
Print	1,300	1,865
Members	16,100	16,100
Total Subscription Revenue	57,047	58,529
Copyright agency	1,904	1,048
Digital Rights	16,207	17,253
Backfiles	1,165	2,526
PPV	1,126	938
Total Non-Subscription Revenue	20,401	21,765
Total Revenue	77,448	80,294
Total Amount Payable / Due to / From ASAC	0	0

Revenues

Subscription revenue

"All Journals" License — Revenue from institutions buying the "All Journals" License, offered to mature customers from 2016 onwards. See page 6 for more details. These are multi-library/institution (consortia) licenses for multi-year online access to the journal, in return for a guaranteed price increase across the term of the license. Revenue from institutions buying under Transitional licenses covering access and OA publishing appears in this line, and in the *Open Access* line.

Other Licenses — Revenue from all other institutions buying Wiley Licenses. These are multi-library/institution (consortia) licenses for multi-year online access to the journal, in return for a guaranteed price increase across the term of the license. Over time you will see a migration of revenue from this line to *"All Journals" License* as additional mature customers transition to the new license or are included in Transitional licenses covering access and OA publishing.

Online — Single-library/institution subscriptions for online access to the journal, one year at a time. Revenue from institutions buying "Print and Online" subscriptions appears in this line and in the *Print* line below.

Print — Single-library/institution subscriptions for print copies, one year at a time.

Members — Single-person subscriptions.

Non-subscription revenue

Copyright Agency, Digital Rights — Payments made to copy/reuse all or parts of articles from the journal. The bulk of rights revenue is generally EBSCO royalties (from inclusion in EBSCO databases).

Backfiles — Purchases of the online archive of back issues to Volume 1, Issue 1.

Pay Per View (PPV) — Purchase or rental of single articles online (PDF) by non-subscribers.

