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*Pictured on Cover: Antelope Canyon, Arizona by PatternPictures from [Pixabay](https://pixabay.com)*

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Year in Review

2019 was a year of sustained growth and major transitions for BioOne. After launching BioOne Complete on a new platform in early January through a solid mission-aligned partnership with The International Society for Optics and Photonics (SPIE), BioOne staff began preparing the Customer Relationship Management system in the new platform for its own launch in 2020 as part of internalizing sales of the BioOne collection.

Internalizing sales required that we reorganize. We hired three new staff members, and we moved all customer data to the new system. By the end of 2019, BioOne assumed direct responsibility for all sales and renewals, and the new system was fully operational.

BioOne 2019 net sales increased 3.08% over budget, to $7,010,622* in total net sales allocated for 2019. Since BioOne first shared revenue with publishers in 2001, we have returned nearly $50 million to our publishing community. Moreover, we have done this while keeping prices affordable for our institutional subscribers. BioOne Complete offers low costs, only $253 per active subscribed title at our maximum, doctoral rate—94% less than the $3,977 average cost of a biology journal in 2019, according to Library Journal’s annual survey. In addition, during 2019 BioOne Complete:

- offered 208 journals from 155 nonprofit societies, associations, museums, and independent presses, including 26 Open Access titles, two of which were previously subscribed participants;
- added 10,000 articles by its global network of publishers, many of them ahead of or independent of print publication through BioOne’s Issue-in-Progress workflow;
- reached 1,395 institutions and continued to exhibit a strong unit-based 94% renewal rate;
- returned $4,496,441 in publisher royalties to participants in the subscribed collection, representing 64% of the organization’s total net subscription revenue; and,
- provided free content access to more than 2,500 institutions in 84 nations in the developing world through participation in the Research4Life philanthropic program.

BioOne would not exist without the support of its many stakeholders—libraries, publishers, authors, researchers, and funders. On behalf of BioOne’s Board of Directors and staff, we thank the many individuals and organizations whose participation ensures that BioOne will continue to flourish and grow for many years to come. We gratefully recognize the tremendous boost that Publishers Communication Group (PCG) gave BioOne and its publishers over the past 12 years, and we continue to appreciate the contributions of our key collaborators and service partners, including Cordia Partners, Innodata, Lutzker & Lutzker, and SPIE.

KENT HOLSINGER, PhD.
Chairman of the Board

SUSAN SKOMAL, PhD.
President/CEO

*Reported in USD
BioOne is integral to our financial stability.

Sandra E. Shumway, Ph.D., D.Sc.,
Editor,
Journal of Shellfish Research
National Shellfisheries Association
Mission-Driven Strategic Growth

BioOne focuses on select operational initiatives each year that are designed to support its mission and strategic goals. In 2019, the organization:

1. maintained a meaningful average total royalty for BioOne Complete publishers through the maintenance of a 94% renewal rate, new sales in emerging markets, and restructured commissions;
2. added four significant titles to BioOne Complete to broaden the collection and increase the value that libraries and their patrons derive from the collection;
3. promoted awareness of BioOne to enhance our ability to support the publishing and research community through affordable and sustainable access to high quality research;
4. improved content delivery, enhanced the user experience, and expanded awareness of BioOne resources to researchers and end users through a dynamic new platform; and,
5. restructured the organization to accommodate the addition of three staff positions in preparation for the internalization of sales.

**BioOne Strategic Goals**

1. Increase the value BioOne delivers to researchers, librarians, and publishers.
2. Develop new publishing models and products that increase access to scientific research.
3. Enhance BioOne’s ability to support affordable access to high quality research in the life sciences.

**BioOne Mission Statement**

BioOne sees sustainable scholarly publishing as an inherently collaborative enterprise connecting authors, publishers, professional societies, academic institutions, libraries, and research funders in the common goal to maximize access to critical research.

As a leading publisher of scientific research, BioOne explores economic models and strategic partnerships that balance the needs of all stakeholders and increase the accessibility and integration of content with a global network of scholarly exchange.
BioOne Complete

BioOne Complete contained 208 publications in 2019, 150 of which contributed essential current content from leading scientific societies, institutes, university presses, museums, and nonprofit organizations around the world. 81% of BioOne Complete’s 2019 subscribed titles have Impact Factors, and 30% are based outside the US. Furthermore, two-thirds of current titles are available in full-text XML exclusively through BioOne Complete.

Twenty-six BioOne Complete titles were included in BioOne’s Open Access Collection. Fourteen of these titles contributed current content to the program, which operates on a cost-recovery, fee-for-service model. This program allows open access titles to receive the benefits of a sophisticated platform and curated cohort while making their content freely available.

In addition to attracting new subscribers, BioOne is dedicated to delivering value to its existing institutional subscribers by providing tools to monitor usage, as well as user training and educational resources.

Figures 1 - 3 offer a visual representation of the BioOne aggregation’s sustained growth over time, as well as the value provided to both the publisher and library communities over the past decade.

Figure 1: BioOne Historical Performance (2001-2019)
Figure 2: BioOne Complete Growth and Trends (2001-2019)

- 30% Titles based outside of the U.S.
- 69% Titles available exclusively in XML
- 81% Titles with an Impact Factor
- 94% Subscription Renewal Rate
- 3.1% Increase in Net Sales

Figure 3: BioOne Complete Publisher Consideration (2001-2019). Note that these figures include ancillary revenue.
BioOne Complete is about the ease of use of having one platform with all those different publishers and societies in one place, rather than having to go to different platforms to get that information.

Lee-Yen Han,
Liaison Librarian,
Biological and Environmental Sciences and Engineering (BESE) Division
King Abdullah University of Science and Technology
New Publishers
BioOne welcomed back three popular titles that were part of BioOne’s original collection, and added a new open access title to BioOne Complete for 2019:

- *Biology of Reproduction* — the Society for the Study of Reproduction
- *Journal of Mammalogy and Mammalian Species* — the American Society of Mammalogists
- *Freshwater Mollusk Biology and Conservation* — the Freshwater Mollusk Conservation Society

Global Access
BioOne’s global sales force is dedicated to selling and promoting BioOne Complete worldwide. With a focus on end-user outreach and consortial sales, BioOne brings its publications into markets that smaller publishers would be unable to penetrate on their own. This exposure to the global scientific community is critical for growing readership, increasing author base, generating citations, and promoting broad access to scientific research. In addition, through alliances with the philanthropic organization Research4Life, BioOne Complete is available for free in 84 developing countries. This program benefits the entire scientific community and supports the missions of our participating publishers.

Platform Enhancements
Each year BioOne carefully assesses its platform and strategically invests in enhancements to increase usability and distribution. After 18 months of intensive and collegial collaboration with SPIE, BioOne’s new digital library platform successfully launched on January 1, 2019.

Through this innovative partnership with SPIE BioOne has significantly reduced its platform costs and thus its operating expense; updated to a more modern look and feel; increased its agility with more rapid software and product development; and, expanded and improved the selection of tools available to researchers.

During the second half of 2019, BioOne staff worked with SPIE to expand their Customer Relationship Management (CRM) system’s invoicing and sales capabilities to support the internalization of sales. This effort represents BioOne’s first major technology undertaking since the launch of the platform, and will allow BioOne staff to track sales prospects and generate invoices, as well as collect and track payments.

Development has focused on enabling and customizing functionality available via the CRM, which already serves as the backbone of our content platform. BioOne’s goal is to develop a workflow for the sales process that duplicates the successful implementation SPIE has used for its own sales team, diverging when needed to support our own requirements.

2019 also offered an opportunity to maximize the efficiency of BioOne’s sales workflow by working with our incoming external sales agents so that BioOne can control its own customer data, past and present. For the first time, all of BioOne Complete’s subscriber, publication, and customer data will be available in a single system. Centralization offers several key improvements to BioOne’s sales process:

- **Pipeline Management.** BioOne will be able to get a high-level look at BioOne’s sales throughout the world, as well as provide our North American Sales Manager access to a robust, integrated pipeline management tool.

- **On-Demand Invoicing.** Whereas invoices were previously processed once a day, the new CRM allows staff to create and edit invoices on-demand.

- **Improved Reporting.** Advanced tools will permit viewing BioOne Complete sales and publication data in such new ways as,
  - creating a complete picture of an institution’s relationship with BioOne—past and present;
• manage our in-house and external sales data to examine territories and export reports on new business by country, agent, or status.

• **Real-Time Financial Data.** In addition to generating real-time reports of our finances, BioOne will be able to analyze our revenue sources with greater granularity.

• **Improved Customer Service to Libraries.** The Library Services email will be monitored by a CRM power-user, who will address invoicing and access issues more rapidly and effectively.

### New Publisher Services

**BioOne entered into a partnership with Charlesworth Author Services during 2019 to provide authors submitting to an active BioOne title with a 10% discount on English language editing and manuscript preparation services.** Charlesworth offers a suite of publishing support services, including plagiarism checking, translation, reference formatting, figure creation, and proofreading services, as well as help when responding to reviewer comments. This service can benefit publishers by reducing the time editors spend addressing language concerns in submitted manuscripts.

### Sales Transition

In alignment with BioOne’s strategic roadmap, during 2019 we laid the staffing and operational groundwork to bring all sales functions in house, effective January 1 2020. Through this process we

• internalized our sales, invoicing, and reporting operations;

• negotiated and established new sales representation partnerships with Accucoms and Burgundy for territories outside North America; and,

• restructured and added staff to form a unified sales and marketing team within BioOne.

These changes position BioOne to achieve four important goals in coming years:

1. **Reduce sales costs.** With a redesigned international commission structure, plus the elimination of commissions for North American sales, BioOne will realize modest cost savings in 2020 and more significant reductions in 2021.

2. **Extend BioOne’s reach.** Partnerships with Accucoms and Burgundy allow BioOne to re-evaluate its market position, identify institutions that may benefit from BioOne
BioOne Complete is a good supplement for medical users and an important resource for researchers. More importantly, its quality can be trusted.

Mr. Qiu Xiaochun,
Chief Librarian
Shanghai Jiao Tong University
School of Medicine
Complete content, and continue to expand our distribution outside North America.

3. **Enhance connection to global markets.**
   Local representation through Accucoms and Burgundy benefits both BioOne and our library clients. Their long-standing relationships with local librarians and consortia partners provide a direct conduit for improved market intelligence that will enable us to respond to changing conditions.

4. **Improve outreach to library clients.**
   BioOne's in-house sales and marketing team is thus well positioned to spread the word of BioOne's mission and BioOne Complete's value to new markets.

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**Education & Outreach**

BioOne considers sustainable scholarly publishing to be an inherently collaborative enterprise connecting authors, nonprofit publishers, academic institutions, research libraries, and research funders in the common goal of maximizing access to critical research. Education and the exploration of new models and innovative strategic partnerships are therefore important components of BioOne's operating mission. BioOne guides its publishers seeking advice on business model changes, sub-licensing agreements, or other issues surrounding sustainable publication. BioOne staff members also travel the world to attend industry events. During 2019, for example, BioOne attended the world's largest publishing fest at the Frankfurt Book Fair, and was on hand to help the Virginia consortium VIVA celebrate its 25th Anniversary.

BioOne values the opportunity to meet community members in person, and encourages the community to consult the annual conference calendar for opportunities to make personal connections with BioOne staff. We are available to attend society conferences or board meetings, and are prepared to speak on relevant topics, such as trends in scholarly publishing, BioOne's business model and history, or to present a report on journal performance or institutional trends.

**BioOne Ambassador Award**

BioOne’s second Ambassador Award was designed to encourage early career scientists committed to communicating their research broadly, as well as to highlight BioOne Complete’s publishers and content. In 2019, BioOne recognized five outstanding early career researchers for their ability to communicate complex research results beyond their disciplines. There was an encouraging response from many enthusiastic publishers. The five winners hailed from three countries, Spain, Germany, and the United States, and meaningfully contribute to such fields as ornithology, forestry, marine sciences, and herpetology.

Please join us to congratulate and encourage 2019’s BioOne Ambassadors:

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*Working together at the 2019 Frankfurt Book Fair to strengthen BioOne's international connections: Tammy Chang, Commercial Manager of Greater China & South East Asia for Accucoms, and Christine Orr, BioOne's Director of Sales and Marketing.*
Welcome

The BioOne Board of Directors is pleased to report the appointment of three new members-at-large who began their tenure January 1, 2019. Each new director brings a wealth of experience and perspective relevant to the community at large.

BioOne warmly welcomes the active participation of:


- **Mira Waller**, Department Head, Research Engagement, North Carolina State University Libraries and former Executive Director of Project Euclid; and,

- **Taran Grant**, Professor Doutor, Universidade de São Paulo Departamento de Zoologia of the Instituto de Biociências and Associate Curator, Amphibians, in the Museum of Zoology.

**BioOne Team**

During 2019, BioOne bid fond farewells to both Lauren Kane and Nicole Colovos, with a collective 23 years serving on the BioOne Team. Shortly thereafter we welcomed Christine Orr to serve as BioOne’s new Director of Sales and Marketing, Alexandra Vieux Frankel as Publisher Relations Associate, and NaBeela Washington joined as Marketing Associate. Additional positions planned for 2020 will complete the needs for sales internalization.

**Financial Report of Management**

**2019 Financial Summary**

**Publisher Consideration**

Total 2019 net sales to BioOne Complete was $7,010,622. Fifty percent of this total is allocated to BioOne overhead and 50% to BioOne publishers. Thus in 2019, publisher Revenue Share payments totaled $3,534,095. For the 16th consecutive year, we are proud to report that BioOne was also in a position to return a second—Surplus Share—payment to its active publishing participants from a pool of $962,346 (60% of the organization’s net operating surplus). In total, BioOne publishers received $4,496,441, 64% of BioOne net subscription sales in 2019.
Board-Designated Reserves

BioOne has a responsibility to fund its Board Designated Operational Reserve to minimum established levels after distributing Surplus Share and before adding funds to its Capital Reserve. To accommodate the new staff for 2020, the Board adjusted its six months of current operating expense in 2019 ($1,282,194), and added the remaining 2019 undesignated net assets in the amount of $909,374 to the 2019 Board Designated Capital Reserve for a total of $1,760,413. BioOne is in a strong financial position for future growth.

*Reported in USD

Audit and Financial Safeguards

Independent auditor Gelman, Rosenberg and Freedman, audits BioOne’s financial statements annually. BioOne received an unqualified opinion as of December 31, 2019, which found that the financial statements were presented fairly in all material respects and in accordance with generally accepted accounting principles. BioOne’s management is responsible for the financial information and representations reflected in its financial statements and accompanying footnotes. BioOne maintains a system of internal controls to assure that its financial information is reliably reported, its assets are safeguarded, and its transactions occur and are recorded with proper authorization. BioOne’s Board of Directors provides financial oversight through its Finance and Audit & Oversight committees, both of which meet regularly with management, as well as the organization’s independent auditors. The investment firm AllianceBernstein L.P. manages BioOne’s assets in accordance with the organization’s investment policy. This policy was designed to protect publisher royalty revenue and earn investment income above CPI.

BioOne financial statements with the Independent Auditor’s Report are available on the BioOne website, or may be obtained by contacting BioOne directly.
Based on the academic value, relevant subjects, and acceptable cost, we had to have this resource.

Dong Yue,
Librarian
Chinese Academy of Agricultural Sciences Library
Leadership

2019 Board of Directors

Officers

Kent E. Holsinger, Chair
Board of Trustees Distinguished Professor, Vice Provost for Graduate Education, Dean of the Graduate School
University of Connecticut

Joni Blake*, Secretary
Executive Director
Greater Western Library Alliance

Catherine Murray-Rust, Treasurer
Dean of Libraries
Georgia Institute of Technology

2019 Directors

Raym Crow*
Senior Consultant, Scholarly Publishing and Academic Resources Coalition (SPARC)
Managing Partner, Chain Bridge Group

James V. Maher
Provost Emeritus, Distinguished Service Professor of Physics and Senior Science Advisor
University of Pittsburgh

Andrew (Town) Townsend Peterson*
University Distinguished Professor and Curator for Ornithology, Biodiversity Institute
University of Kansas, Lawrence

Arthur K. Reilly
Former Senior Director in Strategic Technology Policy
CISCO Systems, Inc.

Alan H. Savitzky
Head, Department of Biology
Utah State University

Eric S. Nagy*
Associate Director, Mountain Lake Biological Station Professor, Department of Biology,
University of Virginia, Charlottesville
American Institute of Biological Sciences

James F. Williams II
Emeritus, Dean of Libraries
University of Colorado at Boulder

2019 Staff

Susan Skomal, PhD.
President/CEO

Caroline Breul
Program Assistant

Nicole Colovos (Jan-Aug)
Senior Director, Marketing Communications

Michael Di Natale
Technology Project Manager

Alexandra Vieux Frankel (Aug-Dec)
Publisher Relations Associate

Lauren Kane (Jan-Jul)
CSO/COO

Christine Orr (Aug-Dec)
Director of Sales and Marketing

NaBeela Washington (Sep-Nov)
Marketing Associate

* Appointed Founding Organization representative
Directors Emeriti

Adrian W. Alexander (1999-2006)  
Rand Allen (1999-2001)  
Shirley K. Baker (2001-2008)  
David H. Carlson (2009-2016)  
E. Dale Cluff (1999-2001)  
Alan P. Covich (1999-2000)  
Guy Dresser (2001-2007)  
Susan Ford (2011-2016) †  
Ted Freeman (2001-2007)  
Richard C. Fyffe (2003-2006) †  
Joan R. Giesecke (2002-2004) †  
Jeffrey L. Horrell (2012-2016)  

Stephen C. Howell (2010-2012)  
Richard Johnson (1999-2005)  
Heather Dalterio Joseph (2001-2008)  
Alan Kahan (2005-2013)  
Robert Kidd (1999-2001)  
Leonard Krishtalka (2009-2014)  
Catherine N. Norton (2007-2012) †  
Richard T. O’Grady (1999-2014)  
Sara Rockwell (2007-2009)  
David E. Shulenberger (1999-2006)  
Denise Stephens (2006-2008)  

† Deceased

BioOne is indebted to the founding organizations that came together in 1999 and continue to invest their time and expertise to lead this collaborative and ever-evolving endeavor:

American Institute of Biological Sciences  
Allen Press, Inc.  
Greater Western Library Alliance  
Scholarly Publishing & Academic Resources Coalition  
The University of Kansas