
OAPEN STRATEGIC PLAN

2025-2028

Promoting and supporting the transition to open access for academic books



OAPEN FOUNDATION

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OAPEN Strategic Plan 2025 – 2028

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Preamble

Established in 2011 as a not-for-profit and independent Dutch foundation (*stichting*) operating a digital library for peer-reviewed open access (OA) books, [OAPEN](#) is fully open and free to use for humans and machines without any payments or registrations required. OAPEN is based on the FAIR principles and adheres to the [POSI principles](#) for open scholarly infrastructures. These principles are at the heart of our governance, financial management, and technical operations. We share public how we align with the principles ([here](#)) and we emphasise that by law OAPEN cannot be sold or acquired ([here](#)). Furthermore, we live by values such as equity, (biblio)diversity, and inclusion. Our strategic plan will show how we translate these values into action.

Vision

Our vision is based on the [Article 27 of the Universal Declaration of Human Rights](#) stating that “Everyone has the right [...] to share in scientific advancement and its benefits.” To support this universal goal, we believe that *all scholarly books should be shared and distributed openly and fairly for the collective benefit of humanity*.

Mission

OAPEN’s mission is to maintain and develop the OAPEN Library and related open infrastructure services for peer-reviewed scholarly books, open textbooks, and OER to relevant stakeholders, such as publishers, research funders, libraries, and researchers to the benefit of the public at large.

Value propositions

OAPEN offers value to its stakeholders in several ways. The value propositions are essential to OAPEN’s *raison d’être*. Without these, OAPEN’s existence would not be justified.

Value for publishers

OAPEN offers any publisher that fulfil our admission criteria a trusted, reliable, and efficient hosting, distribution, and preservation environment of their peer-reviewed OA books that connects the publishers with libraries and readers across the Globe, thereby increasing their discoverability and impact.

Value for libraries

OAPEN provides seamless access to a curated and fast-growing collection of thousands of peer-reviewed OA books, easy for libraries to integrate into their catalogues in a structured and dynamic way. The OAPEN OA Books Toolkit provides a broad and varied information resource on OA book publishing having the research life cycle in focus empowering libraries to help authors.

Value for funders

OAPEN manages OA book collections for research funders providing a suite of services that supports the implementation and monitoring of their OA book policies.

Value for authors and readers

The OAPEN Library gives all authors – irrespective of their origin or socioeconomic background – equal opportunities of being discovered and read by anyone in the world without any restrictions. Readers can access these quality-controlled books online and download them without any fees or restrictions and without requirements for registration. OAPEN offers a fully open and privacy-friendly environment for readers wherever they are in the world. Moreover, the OAPEN OA Books Toolkit provides a broad and varied information resource on OA book publishing having the research life cycle in focus helping authors to navigate the landscape of OA book publishing.

Values and principles

Central to the governance, financial management, and technical operations of OAPEN are the [Principles of Open Scholarly Infrastructure](#). We assess our activities and operations according to these principles and share our progress publicly. We are guided by trust and transparency and believe in global diversity, equity, inclusion, and accessibility.

We actively promote these values through our engagement in and our co-coordination of the OA Books Network, which brings together everyone with an interest in OA book publishing through events and online and offline discussions. We also promote our values and services by contributing to international discussions on OA book publishing through active engagement in projects, advisory boards, and committees, through presentations at conferences and webinars, and through the publication of research articles and blogposts and engagement on social media.

While we ensure that our infrastructures stay open and free to use for anyone without the need to register, we acknowledge that collaboration and interoperability with partners (not-for-profits as well as for-profits) is necessary and meaningful when it supports our mission and vision.

Ambitions for the Strategic Plan 2025 – 2028

Our strategic plan is ambitious.

We want to make a positive impact on society. We show this through our commitment to the Sustainable Development Goals.

We want to advance open science. We do this by applying the UNESCO Recommendations of Open Science.

We want to enable efficient scholarly communication. We perform this within the OPERAS Research Infrastructure and through dedicated partnerships.

This is how we frame our strategic plan.

Sustainable Development Goals

The [Sustainable Development Goals](#) are universal, applying to all countries regardless of their level of development. This universality reflects the recognition that sustainable development is a shared responsibility that requires collective action by all countries, stakeholders, and sectors of society. It emphasises the importance of global cooperation and partnership in achieving common goals. This aligns well with OAPEN's vision.

As an open infrastructure for scholarly books, OAPEN's area of operation aligns with three SDGs, namely Goal 4 (Quality Education), Goal 9 (Industry, Innovation, and Infrastructure), and Goal 10 (Reducing Inequalities). The following sections (1.1, 1.2, and 1.3) exemplify this alignment and justify why OAPEN should prioritise to achieve impact in the areas of these three SDGs.



SDG 4 (Quality Education)

OAPEN contributes to SDG 4 by facilitating open access to scholarly knowledge thus aligning with SDG 4's goal of ensuring inclusive and equitable quality education by removing financial barriers to accessing knowledge. By hosting thousands of books across disciplines and regions and in multiple languages, OAPEN promotes diversity and inclusion in education. This helps to broaden perspectives and enrich learning experiences, supporting SDG 4's aim of fostering global citizenship and understanding. Moreover, OAPEN contributes to SDG 4's objective of promoting education that enhances sustainable development by hosting thousands of books that address topics relevant to sustainable development.

OAPEN is committed to increasing its contribution to inclusive and equitable quality education for all.



SDG 9 (Industry, Innovation, and Infrastructure)

This goal of building resilient infrastructures, promoting inclusive and sustainable industrialisation and foster innovation is particularly pertinent for OAPEN as an open infrastructure but also as an enabler of innovation. Open infrastructures are being used and exploited by all stakeholders (incl. commercial entities in the industry), often without being acknowledged for it. Following the Principles of Open Scholarly Infrastructures, we seek to operate and innovate the OAPEN infrastructure in a sustainable way. As such, OAPEN already supports SDG 9.

Our infrastructure supports the larger development of digital infrastructure for scholarly communication by providing reliable, accountable, and efficient infrastructures for scholarly books – based on the Principles of Open Scholarly Infrastructures – at no costs for institutions and research libraries globally. We offer to research institutions and their libraries an open route to knowledge distribution that enables sustainable development of the industry supporting scholarly communication.

OAPEN is committed to strengthening the building of resilient infrastructures and to promote inclusive and sustainable innovation.



SDG 10 (Reducing Inequalities)

The democratisation of access to the scholarly record that OAPEN promotes and supports can reduce inequalities in several ways.

By ensuring that the books in the OAPEN Library are freely available to everyone, regardless of geographical location or socioeconomic status, we promote social inclusion and help bridging the knowledge gap between developed and developing countries, reducing disparities in access to information and educational resources. We welcome diverse voices and perspectives by offering a space for researchers and publishers from various backgrounds to make their books available.

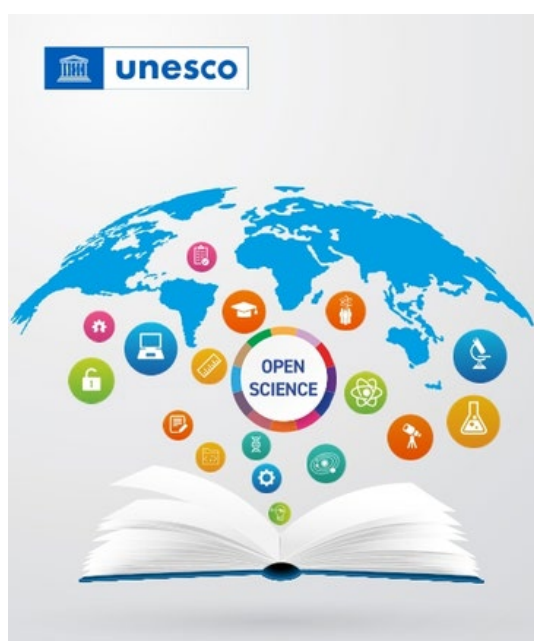
By providing guidance on open access book publishing – for instance via the OA Books Toolkit – OAPEN empowers individuals and organisations to participate more effectively in the global scholarly community, thus addressing inequalities in research dissemination and collaboration.

We advocate for policies and practices that promote equity and inclusion in scholarly publishing. By raising awareness about the importance of open access and advocating for fair and transparent publishing models, OAPEN contributes to creating a more equitable academic ecosystem, where everyone can participate and benefit from the dissemination of knowledge.

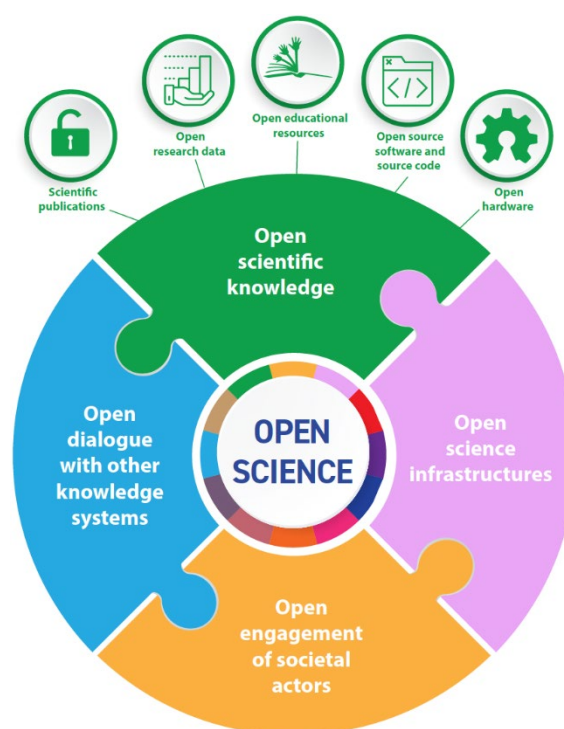
OAPEN is committed to increasing its contribution to the reduction of inequalities in global scholarly communication.

UNESCO Recommendations on Open Science

The [UNESCO Recommendations on Open Science](#) emphasise the need for accessibility and transparency in scholarly communication. They advocate for open access to scientific publications, open data sharing, and collaborative efforts across disciplines and borders. The recommendations encourage the use of open source software and platforms to facilitate widespread participation in science. They highlight the importance of inclusivity, ensuring that knowledge is accessible to all, including marginalized communities. Lastly, they stress the role of open science in addressing global challenges, promoting sustainable development, and fostering innovation.



**UNESCO Recommendation
on Open Science**



The UNESCO Recommendations on Open Science define four key dimensions: 1) Open scientific knowledge, 2) Open science infrastructures, 3) Open dialogue with other knowledge systems, and 4) Open engagement of societal actors. OAPEN addresses these dimensions in the following ways:

Ad 1: OAPEN provides a platform for the open access publication of scholarly books and academic research, ensuring that scientific knowledge is freely accessible to everyone. This aligns with UNESCO's goal of making scientific knowledge openly available to enhance the dissemination and use of research outputs.

Ad 2: OAPEN operates a digital library that serves as a robust infrastructure for storing, managing, distributing, and preserving open access academic books. This supports UNESCO's recommendation for open science infrastructures that facilitate access to scientific resources and tools. OAPEN also collaborates with other open access platforms and repositories, enhancing the interoperability and reach of its infrastructure, which is in line with UNESCO's push for interconnected and shared scientific infrastructures.

Ad 3: OAPEN actively promotes the visibility and accessibility of open access books, facilitating communication and dissemination of scientific knowledge beyond traditional academic circles. This supports UNESCO's aim to improve the communication of scientific research to a broader audience, including policymakers, practitioners, and the public. By providing comprehensive metadata and ensuring that books are easily discoverable through various search engines, databases, knowledge bases, directories (incl. DOAB) OAPEN enhances the accessibility and communication of scientific information.

Ad 4: OAPEN's open access model ensures that scientific knowledge is not confined to academic and research institutions but is available to the public, including educators, students, and civil society organisations. This fosters broader societal engagement and supports UNESCO's goal of involving societal actors in the scientific process. OAPEN works with researchers, academic institutions, and funding bodies to promote open access publishing practices – for instance via the OAPEN OA Books Toolkit – thereby encouraging a more collaborative and participatory approach to science.

OPERAS and Scholarly Communication

OAPEN has its roots in scholarly communication. As a university press initiative from 2007 by scholarly book publishers fully committed to publishing and distributing peer-reviewed books, OAPEN was from the out-set deeply engaged in scholarly communication. This focus been maintained and further developed over the years.

Through [OPERAS](#), the European research infrastructure on open scholarly communication in the social sciences and humanities (SSH), OAPEN has connected itself with and contributed to a fast-growing community of small and large organisations dedicated to advancing open science in SSH scholarly communication. OAPEN is one of the founding members of OPERAS and represents the Netherlands in the OPERAS Executive Assembly. Moreover, OAPEN is the coordinator of the OPERAS OA Books Special Interest Group which comprises three working groups: 1) OA Books Network, 2) Business Models, 3) Infrastructures.

Through the federated OPERAS research infrastructure, OAPEN connects with other important actors in open scholarly communication at all levels. As a small organisation it is important to be embedded in a strong community of related actors in the field of scholarly communication. OPERAS is therefore of strategic importance to OAPEN, hence we contribute to the successful development of OPERAS whenever possible.

OAPEN is also observant to and impacted by other broader developments in scholarly communication such as CoARA, the Barcelona Declaration, COKI, and the European Open Science Cloud (EOSC). Engagement with such initiatives is strengthened via our involvement in OPERAS. At the level of open book publishing OAPEN is well-connected and engaging with organisations like the Public Knowledge Project (PKP), Thoth Open Metadata, and Open Book Collective. And of course, the Directory of Open Access Books (DOAB) as OAPEN is the operator of this global index.

All these engagements helps OAPEN contribute to the enhancement of efficient and impactful open scholarly communication.

Goals and objectives

This strategic plan has 18 objectives divided into six overall goals and two management goals. These objectives relate to the value propositions that OAPEN offers to its stakeholders, and they define the direction that OAPEN will take over the next four years, 2025-2028. While the strategic plan describes our objectives and goals for this full period, we will create annual work plans detailing the concrete activities that we will perform to achieve our goals and objectives.

Goal 1: Improve our services in alignment with the demands of our stakeholders

It is essential that OAPEN responds to the needs of the stakeholders most relevant to scholarly book publishing, i.e. libraries, publishers, research funders, researchers, and infrastructures. Open access book publishing is fast accelerating and the needs change rapidly. For instance, the need for infrastructures supporting open textbooks and OER (Open Educational Resources) are emerging. We need to stay in tune with this development in the higher education and research sector through continued engagement with the stakeholders to be prepared for an expansion of our services to accommodate existing and emerging needs. Our stakeholder engagement happens in multiple ways: direct meetings and correspondence, conference attendance, project participation, working groups, participation in advisory committees and boards, etc. Based on this engagement with the community we prioritise the activities that can best cater to the needs of the stakeholders.

Objective 1: Increase stakeholder engagement

As an infrastructure, OAPEN is naturally positioned to intersect with multiple stakeholders. Ongoing engagement with all the stakeholders is important to ensure that our services fulfil the needs of the various stakeholders. We must always anchor our innovation in needs and demands expressed by the various stakeholder communities that we serve.

Objective 2: Keep our existing services available and reliable

Steady and smooth operation of the OAPEN Library and DOAB is essential for those stakeholders who rely on our services. Thousands of libraries have integrated the OAPEN Library and DOAB into their discovery systems. Ensuring reliable and uninterrupted access to our infrastructures enable the libraries to deliver seamless services to their patrons. Publishers who have their books hosted with us expect their books to be available to readers at any given moment to maximise their impact. And research funders expect us to maintain and report on their collections without interruption.

Objective 3: Develop new services

Once we have identified the need for a new service and secured the funding for it, we should add it to our work plan to ensure its development and implementation. We should also ensure proper integration into the existing service portfolio and plan well how we communicate the new service.

Objective 4: Build capacity for our stakeholders

Within our key areas of competencies, we must build capacity for our stakeholders. This can be performed in different ways depending on the stakeholders' needs. Training programmes, workshops,

webinars, blog posts, OA Books Toolkit articles designed to enhance the knowledge of specific tools and/or services are all valid ways.

Objective 5: Advocate for open access book publishing and open infrastructures

As an infrastructure, OAPEN holds a unique position to advocate for increased open access to books on behalf of multiple stakeholders. We should take the opportunity to share our goals and objectives, values and principles, and ambitions for impact whenever possible through the communication channels available to us.

Goal 2: Promote and ensure high quality standards for books in the OAPEN Library while respecting bibliodiversity

Quality assessment of publishers is a core and foundational activity of OAPEN because we want to promote high quality research published as books. Our assessment criteria are based on an evaluation of the peer policy of the publisher. We require that peer review is performed by external (to the publisher) referees and that the peer review policy is made public available on the website of the publisher and the website of OAPEN. We also check the publisher's licensing policy, their catalogue of books, and look for other more relevant information for the assessment of the publisher. By applying such evaluation mechanisms, we want to counter questionable book publishing as best as we can and thereby contribute to a healthy scholarly publishing system. We are aware that there is no one-size-fits-all for peer review. It can be performed in different ways that all support good quality scholarly publishing *when* they align on shared principles of scholarly quality. Understanding and respecting different practices of peer review across publishing cultures aligns with our firm belief in bibliodiversity – understood as the diverse typology of books, the importance of local/non-English languages, the role of the publishing editor, the deep and long editorial processes, etc. A global approach to peer review is important to support bibliodiversity, however organising and coordinating such a global conversation is challenging. It is OAPEN's ambition to prioritise this area and overcome the challenge.

Objective 6: Develop our evaluation criteria guidelines and workflows

To manage the quality assessment process of publishers we need to have professional workflows and guidelines in place, both for internal and external use. While it is important to uphold high standards, we should be careful that our criteria don't discriminate under-resourced and under-represented publishers but rather encourage their applications. We should apply mechanisms that can encourage and help such publishers to clearly display their quality assessment practises.

Objective 7: Monitor the diversity of publishers added to the OAPEN Library

The OAPEN Library is not only characterised by the quality of its collection but also by its diversity in terms of languages, disciplines, and geographic distribution. We must maintain this focus as a priority to enable bibliodiversity in practise.

Objective 8: Engage in international efforts around quality assessment

As a long-standing distributor of quality-controlled open access books, OAPEN (with DOAB) is well-positioned to engage deeply in international efforts to bring together multiple actors in the field of

quality assessment and criteria in book publishing. Such efforts will drive increased attention to the field of quality assessment and if coordinated well and inclusive, it will support bibliodiversity. Furthermore, it will provide OAPEN (and DOAB) with a unique opportunity to have its own assessment practises scrutinized by peers in an open and trust-based environment.

Goal 3: Improve the user experience of the OAPEN Library

Every month the OAPEN Library serves over 1.6 million COUNTER conformant downloads from its shelves of over 35,000 books (Q2/2024 figures). Since the Covid-19 pandemic, the use of our library has been fast growing. We want to make sure that users have the best possible experience of using the library. Do we need new features? Do we need to rearrange existing functionalities? Should we re-design and or re-brand the library? OAPEN is a public library that people from all over the world engage with and we should make sure that the user experience is state-of-the-art to the extent that our underlying DSpace repository software allows. To prioritise the user experience also corresponds with our Goal 1 because we should stay attentive to the needs and desires of the stakeholders. Moreover, it also relates to innovation of solutions that can enrich the user experience of the library.

Objective 9: Analyse re-design opportunities and general UX

To improve the user experience of the OAPEN Library and DOAB repositories, and their websites (including for mobile use, i.e. the responsiveness of the website) we first need to analyse and test the current state of the website and library/directory. Based on those tests decisions can be made regarding re-design and re-structuring of OAPEN and DOAB.

Objective 10: Monitor and improve accessibility compliance

Visual impairment can have many reasons and levels of severity, however the condition is harming for many who need supporting tools to read content online. Such tools depend on well-structured digital content, including websites. Following established accessibility standards and guidelines will not only improve the user experience for the visual impaired but also have a positive effect on search engine optimisation because the web content is well-structured. OAPEN does not have influence on the accessibility level of the books we receive from publishers, but we can advocate for publishers to prioritise accessibility by highlighting the benefits of doing so (and the potential threats of not doing so, e.g. change of national legislations that will require books to be accessible) and make sure that our websites and the OAPEN Library follow international accessibility standards.

Objective 11: Improve content discoverability and usability

High search performance, good navigation features, easy browsability, and relevant content recommendations to assess the ease of finding relevant content are all relevant components to help increase a good user experience. Books in several digital formats other than PDF, for instance EPUB, XML or HTML may also be advocated (to publishers) to raise the usability of the OAPEN Library.

Goal 4: Explore how generative AI can drive innovation

The democratised access to generative AI (GenAI) based on large language models is influencing all aspects of scholarly communication. We must understand how we should engage with AI and proactively define the use cases where we can and want to include AI. Moreover, we should also consider how we can give advice about the use of AI to those stakeholders that partner with us.

Objective 12: Exploration of GenAI within OAPEN

To drive GenAI based innovation, OAPEN needs to kick-start an exploration. This exploration process could consist of three elements: 1) Research and knowledge exchange with experts, 2) OAPEN staff should familiarise themselves with GenAI tools, and 3) Identification and implementation of very small pilot projects (nano-projects). Once relevant use cases have been identified and funding has been secured, pilots can be developed to gain knowledge about potential service developments and their reception within the community of relevant stakeholders. Potential use cases to explore could be GenAI support of the evaluation of publisher applications or at different scale how to build and train a chatbot on the OAPEN Library corpus to obtain a chatbot that is trained on up-to-date quality controlled, multilingual, cross-disciplinary, and regionally diverse content.

Objective 13: GenAI integration

Once nano-projects turn into small pilot projects and from there (maybe) grow into services or administrative workflow components, then we should focus on how these developments could be integrated into daily operations to the benefit of OAPEN as an organisation but also – and importantly – to the benefit of the users of the OAPEN Library. This is a long-term objective that requires the successful completion of Objective 12.

Goal 5: Build productive partnerships and collaborations with other open infrastructures and relevant stakeholders

Since the creation of the OAPEN Library in 2010 – which was a collaborative effort among a group of university presses – many open infrastructures across multiple domains have emerged. The proliferation of open infrastructures has introduced many opportunities and some challenges. The latter are mainly related to funding opportunities because more infrastructures ask funders and institutions for investments and support. Although initiatives like [SCOSS](#) and Invest in Open Infrastructure's [Infra Finder](#) are actively addressing these challenges, the landscape of open infrastructures is characterised by scarcity of funding. Solving the funding challenges is necessary as infrastructures are key components of open science.

Objective 14: Strengthen existing partnerships and collaborations

OAPEN is engaged in several [partnerships](#) and [projects](#) and emphasis should be put on maintaining those partnerships and collaborations that work well and that contribute to achieving the goals set forth by this strategy.

Objective 15: Explore new partnerships and collaborations

We need to stay open and available to enter new partnerships, however prioritisation of new partnerships must take place based on an evaluation rooted in our strategy. In other words, we must assess if a new potential partnership or collaboration (in the form of project participation, bilateral collaboration or in other ways) contributes to our goals and reinforces our impact ambitions before we decide on such partnerships. The level of funding attached to a partnership or collaboration also must be carefully considered before onboarding new partnerships. As we are working in the context of open science and our values are based on trust and sharing, we normally enter collaborative projects on the premise that resources, expertise, and best practices are shared among partners, for example the quantity and quality of shared resources, including data, tools, and technologies. The level of such sharing is an important parameter for success for us. Building partnerships that strengthen our mission should be embraced but always align with our core values and principles.

As globally engaged and used infrastructure we should be attentive to partner diversification to avoid working always with the same partners. Embracing bibliodiversity also means looking proactively for partners in regions where we normally do not have partners or only few partners. We should always seek diversity in the composition of partnerships.

Goal 6: Promote and support equitable open access distribution opportunities for scholarly publishers globally

Scholarly book publishing is currently challenged by inequitable access to global distribution channels. Switching to open access publishing can overcome this if the distribution channels for open access books – which are different to those of print books and e-books for sale – are known and available. Although OAPEN operates globally, we still see most of the publishers that we partner with coming from Europe (however not so much from Eastern Europe) and North America, whereas publishers from the southern hemisphere are severely underrepresented. Including publishers from those regions in the global open access book distribution network requires dedicated efforts to raise awareness of opportunities and initiatives that can help publishers in need of support. Furthermore, it requires knowledge of local languages and publishing practices and cultures. Overcoming these challenges requires dedicated efforts and funding. However, ensuring equity across geographies, language areas and disciplines is an important goal of OAPEN that shapes our priorities and aligns with our vision.

Objective 16: Encourage geographic dispersal

By ensuring a broad geographic representation in the OAPEN Library that includes publishers from underrepresented regions, particularly from the southern hemisphere and Eastern Europe, we help reduce inequalities in the scholarly publishing landscape.

Objective 17: Promote multilingualism

Multilingualism is an important aspect of bibliodiversity and by stimulating representation of many languages including minority languages, equity is promoted.

Objective 18: Engage in collaborative initiatives to support equity

Collaborative initiatives and outreach activities can drive inclusion of publishers from underrepresented regions, for instance via a) the DOAB Trusted Partner Network, b) participation in new projects that seek to reduce inequalities, and c) engagement with policy makers on a consultancy basis.

Management goals

To meet our targets, we need skilled and committed people who thrive from working with OAPEN at the OAPEN Foundation. We also need professional administrative processes that empower the organisation to operate seamlessly and efficiently while maintaining sound workflows and practises that enable financial transparency and accountability, as well as GDPR compliant archival procedures, reliable and supportive HR management etc.



Team retreat, Leiden 2024 – Hortus Botanicus

Simultaneously, we need continued and strong focus on our engagement with funders and supporters of OAPEN to ensure continued investment in our operations. Such financial support is essential to ensure that we can maintain and deliver reliable services but also to enable innovative development of our infrastructure and services to better serve the needs of the scholarly community.

Management Goal 1: Professionalise the administration and management of OAPEN

OAPEN is a mission-driven organisation based on a set of values and principles that reflect how we operate and work. The values that steer us are: trust, transparency, quality, equity, bibliodiversity, inclusion, helpfulness, openness, efficiency, and fairness. The principles that we abide to are formulated in the [Principles of Open Scholarly Infrastructure](https://oapen.hypotheses.org/524) (POSI). In this article <https://oapen.hypotheses.org/524> we have described how we perform against these principles and how we intend to improve our work according to the Principles of Open Scholarly Infrastructure.

We want an inclusive, fair, and positive workplace culture where people can contribute, grow and develop. We embrace a culture based on mutual respect of each other as human beings and as professional colleagues where we listen to all opinions and engage in discussions using a good tone. We expect that criticism is given and received respectfully and in a constructive way and we help each other as much as possible.

We want to attract, recognise, and develop talent by making OAPEN an attractive workspace and an innovative and exciting organisation at the forefront of developments in open access book publishing. Annual performance interviews are designed to identify areas of potential development for employees.

We recognise that people are our most important asset. Seamless and accountable HR administration creates a trust-based working environment which impacts all staff positively. HR issues are dealt with without delay in a professional and empathetic way acknowledging and respecting the diversity of the OAPEN staff. Moreover, we are committed to protecting health and safety for all.

We are guided by the four eyes principle for managing payments. This means that two persons see all invoices before they are paid. This is to increase quality and accountability and to prevent errors and misconduct. Moreover, by implementing systems that manage the invoicing process well and that are connected to the systems of our financial administrator we professionalise and streamline our financial procedures.

OAPEN has grown organically as a very small organisation over a decade. However, during the past couple of years the organisation has grown significantly and the need for structured archival procedures have even more pressing. OAPEN uses Sharepoint as its archiving system. Through our Microsoft product supplier – Lancom – we have enabled backup procedures of our Sharepoint archive. The Sharepoint archival structure (structure of folders) has recently been updated by members of staff. Agreements and other central document that were previously only filed as print copies are now all digitised.

Management Goal 2: Make OAPEN financially robust and resilient.

It is essential that the partners we work with, be it supporting libraries, publishers, research funders, or project partners, have confidence in working with us. We are committed to earning trust by being a reliable partner. Our contributions should be of high quality and delivered on time. We enter collaborations as loyal, engaged, and supportive partners guided by our values and principles. Our annual financial audit performed by a registered accountant makes us accountable and financially transparent.

OAPEN is committed to good and professional management of partner collaborations. This includes proper maintenance and occasional reviews of our partner contracts. We should always consider carefully the agreements we enter by assessing the partner's alignment with our core values and principles.

Of the Principles of Open Scholarly Infrastructure that OAPEN is guided by two are particularly pertinent in relation to finances and revenue growth more specifically, namely the following:

“Goal to generate surplus – organisations (or services) that define sustainability based merely on recovering costs are brittle and stagnant. It is not enough to merely survive; organisations and services have to be able to adapt and change. To weather economic, social and technological volatility, they need financial resources beyond immediate operating costs Goal to create financial reserves – a high priority should be having ring-fenced financial reserves, separate from operating funds, that can support implementing living will plans, including a complete, orderly wind down or transition to a successor organisation, or major unexpected events.”

Through library support, publisher fees, funder service fees, and innovative fundraising OAPEN should without hesitation seek to grow its revenue to enable reliable operation of its services and strong partner engagement while ensuring a financial surplus for innovation and for building its contingency fund.

Projects are great ways to obtain funding for innovation and development of services. Projects also create strengthen existing or create new partnerships. OAPEN should be ready to engage in small and large projects as a contributor (beneficiary) or as a coordinator. However, engagement in projects should always be based on an evaluation of operational capacity and the availability of skills and new resources and the management thereof.

We want to balance risks and opportunities through adequate resourcing. This should be reflected in the annual budgeting of OAPEN which should be supported by an updated risk management plan.

History of OAPEN – the short version

OAPEN began in 2008 as a thirty-month EU co-funded project by six university presses and one university partner. The goal of the project was to build a quality-controlled collection of open access (OA) books and develop efficient distribution and preservation solutions for them.

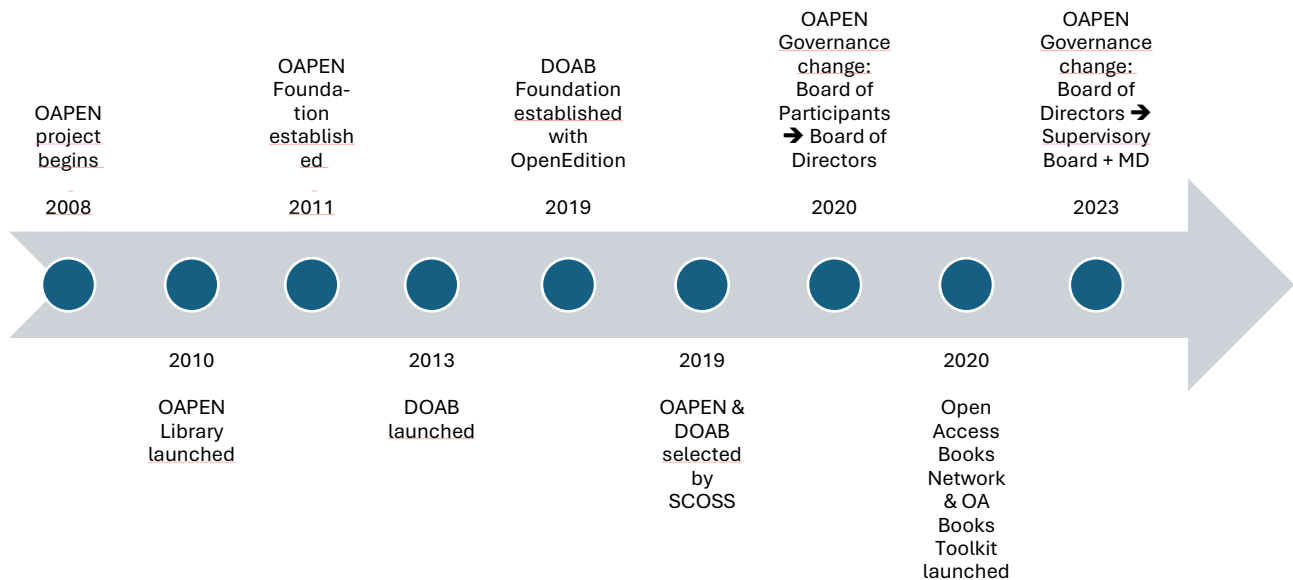
At the end of the project, OAPEN was established as a not-for-profit Dutch foundation. OAPEN opened for more publishers to participate whenever its basic admission requirements were met, namely peer-reviewed academic books (monographs, edited collections etc.) and open access. Fulfilling these requirements, OAPEN is open to any type or size of academic publisher and therefore hosts books in many languages and disciplines (supporting *bibliodiversity*).

In 2013, another platform was launched, the [Directory of Open Access Books](#) (DOAB) aimed at increasing the discoverability of OA books. While OAPEN is hosting books as a library, DOAB is an index of open metadata (CC0). DOAB is free to use for those publishers who upon application meet the DOAB requirements: peer-reviewed academic books, open access with an open licence like a Creative Commons licence. In 2019 DOAB was established as an independent Dutch foundation by OAPEN and [OpenEdition](#) in France.

Both OAPEN and DOAB are independent foundations which in financial terms means that they have to be self-sustained. They are both operated by the OAPEN team and funded through publisher fees, funder fees, and library support (OAPEN) and publisher sponsorships and library support (DOAB). In 2019 OAPEN and DOAB were jointly selected for the second [SCOSS](#) funding cycle which helped raising awareness of the need for research libraries and library consortia to support the foundations. The list of libraries supporting OAPEN and DOAB can be found [here](#).

In 2020, OAPEN together with SPARC Europe, Open Book Publishers, and OPERAS established the [Open Access Books Network](#) bringing together anyone interested in OA book publishing through events, workshops, presentations and discussions. The same year, OAPEN co-developed the [OA Books Toolkit](#) through a series of workshops for authors hosted at several universities. Today, OAPEN still operates and chairs this important and community-led information resource on OA book publishing.

OAPEN timeline 2008-2024



OAPEN governance structure

See members of the OAPEN [Supervisory Board](#) and [Advisory Board](#). See [OAPEN team](#).

