

Journal of Western Archives
Business Plan

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Section 1. EXECUTIVE SUMMARY

The *Journal of Western Archives* is an open access journal that will be hosted by the Utah State University Special Collections & Archives (Special Collections & Archives) and be produced in collaboration with western regional archival associations. Special Collections & Archives is a mid-sized special collections library that is part of the Merrill-Cazier Library at Utah State University. The Merrill-Cazier Library has access to Digital Commons, an institutional repository (IR) platform produced by the Berkeley Electronic Press (bepress). The Merrill-Cazier Library has expressed a willingness to allow Special Collections & Archives to use this technology to host the new journal. Three regional associations have also committed to fund the journal for at least three years. The L. Tom Perry Special Collections (Perry Special Collections) at Brigham Young University has also agreed to provide staffing for critical journal positions. These three factors have created a window of opportunity for launching the new journal.

Mission Statement

Archivists living in the Western United States face a unique set of challenges related to the geography of the West, as well as its relatively recent history. The *Journal of Western Archives* will provide a venue where archivists working in the West can highlight their unique contributions to the archival profession. It will also be an open access journal meaning that its content will be freely available to archivists and other interested consumers via the Internet.

Market and Rationale for new journal

The *Journal of Western Archives* will be competing with several other archival journals including the *American Archivist*, *Archivaria*, *Archival Issues*, and the *Journal of Archival Organization*. These journals address national issues and have infrequently covered topics or featured authors from the West. They also require subscriptions to access their most recent content. The *Journal of Western Archives* aims to fill this void by providing a publication venue for Western topics and authors that is freely available to anyone with Internet access.

Resources and Finances

Operating a journal requires personnel and financial resources. These resources will be provided through voluntary labor, in-kind contributions and cash contributions from the major stakeholders. These stakeholders are Special Collections & Archives, the Perry Special Collections, sponsoring archival associations, and archival professionals.

A portion of the resources required to operate the journal will be provided through in-kind donations by the Special Collections & Archives and the Perry Special Collections. Special Collections & Archives will provide access to Digital Commons and the Perry Special Collections will allow staff time to participate in one of the positions required to operate the journal: journal director.

Three regional archival associations have committed to contribute \$1,000 cash per year for three years to help defray the costs of the journal. They will have the responsibility to appoint a member of the editorial board and provide editorial guidance for the journal as well as having their association logo featured on the journal website. They will also advertise the existence of the journal and encourage their members to provide content for the journal or volunteer as peer reviewers.

Archival professionals will donate their time to the journal by acting as peer reviewers or members of the editorial board.

Copyediting will be outsourced to a campus editing service at Brigham Young University at approximately \$720.00 per quarter. This outsourcing represents the bulk of the cash expenses associated with the journal. Additional funds will be expended for marketing the journal. Any funds remaining will then be placed in an emergency fund.

Table 1. Total Income

	Year One	Year Two	Year Three
External contribution (sponsorships)	\$ 3,000	\$ 3,000	\$ 4,000
Merchandising (Print-on-Demand, mugs, etc.)	\$ 100	\$ 300	\$ 300
Donations	\$ 100	\$ 200	\$ 200
Total Income	\$ 3,200	\$ 3,500	\$ 4,500

Editorial Issues

Content submitted to the *Journal of Western Archives* will be reviewed by the editorial board and will be sent out to peer reviewers. This process will be entirely automated through Digital Commons. Content will be published as it is received and approved through the editorial process with complete issues available for print-on-demand in June and December of each year.

Outlook

The time is right to introduce a journal geared towards the needs of Western archivists. The institutional support of Special Collections & Archives and the Perry Special Collections and the financial support of three major regional archival associations as well as recent technological developments have created a window of opportunity for successfully launching the *Journal of Western Archives*. The journal’s focus on Western archival issues and its availability as an open

access journal will encourage widespread participation by archivists as readers, peer reviewers and content contributors. The *Journal of Western Archives* has a bright future and will continue to seek sponsorship from more regional archival associations and affiliated professionals.

Section 2. SITUATIONAL ANALYSIS

Journal publishing within the archival community is currently undergoing significant changes and challenges, providing both opportunities and obstacles in establishing a new journal title. Yet circumstances are currently favorable for the development and launch of an archival journal in the West.

Table 2. Situations and Strategies

Situation	Strategy
Leading journal <i>American Archivist</i> is priced at \$170/year for institutional subscriptions, price increases averaged 33% over the last 3 years	Remove price barriers to access through open access to journal content
Authors publishing in existing journals in field must cede copyright and control to publisher	Attract authors by respecting their rights, allowing copyright retention
Authors of research papers almost universally seek impact or credentials rather than royalties	Create best venue for disseminating research more quickly and widely than through existing printed and restricted access e-journals
Access to research papers restricted to individuals and organizations based on ability to purchase	Open access increases research dissemination. Authors' visibility will result in high usage that makes complementary products/services supportable
Authors represent limited regions and institutions	Solicit/encourage submissions by underrepresented areas through regional conference presentation issue
Open access journal costs can be relatively low and mostly fixed	Create a low expense structure and manage for cost-efficiency
Excellent opportunity for introducing value-added services (available for purchase)	Give top priority to establishing visibility, credibility, and usage of the journal
Additional start-up and early stage funds available from journal sponsor	Exploit window of opportunity by acting quickly, decisively, and with demonstration of sound business planning and practices Build collaborative venture with regional archival associations

Situation Assessment

Rising journal prices continues to be a major issue for libraries and other institutions. According to the recent Periodical Price Survey in *Library Journal*, overall journal prices in the United States rose eight percent last year, and 38 percent over the last five years. These prices were typical for history and library/information science journals, with increases of 9 and 6 percent

respectively over the last year. Of the leading North American archival journals (including *American Archivist*, *Archivaria*, *Archival Issues*, and *the Journal of Archival Organization*), the average price is currently \$123.75/year for full personal subscriptions, and \$212.50 for institutions. The *American Archivist*, with the introduction of its online access, saw a 100% increase in subscription prices for institutions during the last two years.

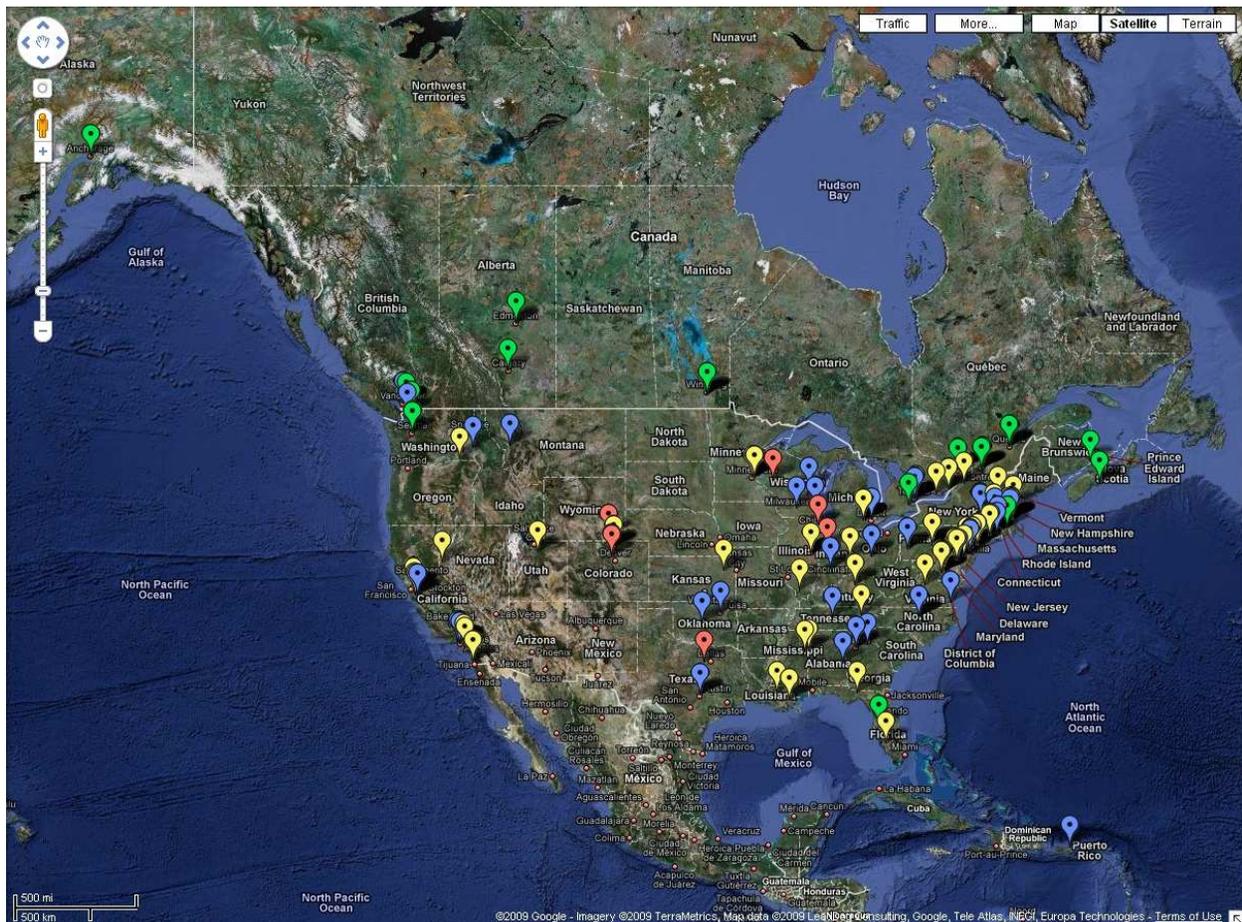
Professional archival journals have also been slow to adopt more open copyright agreements, following the traditional publishing model of requiring authors to cede copyright to the publisher. The most liberal of the journals is the *American Archivist*, which allows authors to retain their copyright. All other journals, however, reserve all rights and require written permission for outside use of journal content. While the *American Archivist* and *Archivaria* are now providing free access to their archives, in the case of *Archivaria* the electronic version is still subject to these same copyright restrictions.

For the authors of journal articles, these restrictions on access and use of their writing may not be desired. In a survey of authors from the archival profession, most writers were motivated to publish by altruistic or personal reasons, such as contributing to the profession or to establish professional credentials. Only 1.44% of respondents published out of a desire for royalty payments. At the same time, most authors (80.6%) preferred a copyright arrangement that would allow them to retain control over their work, and over 90% of archivists expressed a willingness to publish in an open access venue.

Due to prevalent copyright restrictions, access to journal content is generally restricted to readers covered by either a personal or institutional subscription to the journal. Survey results bear out a close correlation between subscription status and access for all archival journals. While some journals are seeking to minimize the impact of subscription barriers by providing free access to older content, publishers have kept newly released articles inaccessible in order to encourage individuals and organizations to subscribe.

It has also been found that in recent years, some regions have been less well represented in terms of article authorship. During the last five years, archival journals have not published articles by authors from the Inter-mountain West or most of the Plains states, and have been predominantly publishing articles by authors associated with institutions in the East. While it is unlikely that this is the result of bias on the part of Editorial Boards, it does represent a failure to solicit or encourage submissions from Western archivists.

Figure 1. Archival Journal Authors, 2004-2009



As opposed to traditional journal publication, open access journals enjoy a number of advantages. Traditional publishing suffers from high overhead costs, especially related to printing and subscription management, which can be avoided through open access. Relative to traditional methods, open access journal distribution costs are low and generally fixed. Expenditures are generally limited to editorial and marketing costs only.

Technological advances have also enabled the introduction of value-added services for potential journals with minimum investment. Possible technologies that could benefit an open access journal include print-on-demand technology, Open Archives Initiative (OAI) aggregation, and RSS feeds, among many others. While electronic access provides for greater distribution, most readers still prefer print copies of journals. Through print-on-demand, readers or institutions may purchase the journal in print, while the journal as an organization avoids the costs of traditional printing. Technologies such as OAI and RSS provide greater access to journal content, giving authors a greater impact.

Finally, circumstances are currently favorable to the development of a collaborative partnership involving the L. Tom Perry Special Collections, the Conference of Intermountain Archivists, the Society of Rocky Mountain Archivists, the Northwest Archivists, and the Society of California

Archivists. Utah State University's recent adoption of the Berkeley Electronic Press' Digital Commons platform, in combination with a commitment by the Perry Special Collections to allow staff to participate in key roles, has created an opportunity to develop a new archival journal with strong institutional support.

Strategic Response

In order to reduce both the journal-affordability problem and the access/impact problem, providing open access seems an ideal solution. Open access makes journal content freely available to all readers, removing price barriers and encouraging use of the materials.

Open access also seeks to attract authors by allowing them to retain copyright to their work. Through the application of modern licenses, authors are able to make their writing available in multiple venues outside of the journal, including posting to personal Web sites and by submission to institutional repositories. With the growing trend toward open access both in the United States and Europe, there will be increasing pressure on publishers to allow this reuse/republication of journal content.

Since authors in the archival profession are most likely to publish in the hope of making a contribution, open access journals' citation advantages also recommend them to the community. Open access articles are more widely available, increasing their use by other researchers, and, by extension, their impact. In a 2004 study on research impact, articles available through open access were cited 45 percent more often for philosophy journals, and 86 percent more often in political science. This effect would likely hold true for archival journals as well.

By developing a regionally-focused journal in the West, the Editorial Board will be able to work with archivists and professionals in an underrepresented area to disseminate their research and writing. In each year's volume, one issue could be driven by conference presentations, with editorial staff encouraging presenters from regional association conferences to prepare written articles based on their work. In doing so, Western programs and issues are more likely to take precedence, while the profile of institutions within the region will be raised.

Open access journals' cost structure advantages should also favor the development of a new archival journal. The journal director and staff will work to keep editorial costs low, while seeking additional revenue opportunities through marketing and advertising, where possible. The primary concern for the start-up phase, however, will be increasing the visibility, credibility, and usage of the journal within the archival community.

With the general trend within publishing toward open access, this is an excellent moment to begin a collaboration with the major regional archival associations in the West. Working with these regional associations, both for financial backing and editorial guidance, we have an opportunity to build a successful collaborative project that will benefit archivists and associated professionals both in the region and elsewhere.

Section 3. PROJECT HISTORY, STATUS, AND SCHEDULE

In November 2002 the Conference of Inter-Mountain Archivists (CIMA) established a task force to investigate the establishment of a journal to deal with Western archival issues. The original task force was comprised of three CIMA council members—Gordon Daines, John Murphy and Su Kim Chung. Recognizing that the successful establishment of a journal would need the support and buy in of archivists in the West, task force members approached the governing bodies of the Society of California Archivists, the Northwest Archivists, Inc., and the Society of Rocky Mountain Archivists about potential support for the journal in December 2002. Each of the associations approached expressed interest in further investigation of the feasibility of the journal and requested that copies of the documentation produced by the CIMA task force be sent to them for discussion by their governing boards. At this time the task force was expanded to include Steve Fisher who represented the Society of Rocky Mountain Archivists and Peter Blodgett who represented the Society of California Archivists. The task force created an editorial policy for the proposed journal and began to investigate the costs that would be associated with publishing the journal. In April 2003 Gordon Daines gave a presentation on the proposed new journal to the joint conference of the Society of California Archivists and the Northwest Archivists, Inc. By December 2003 it became apparent that the costs associated with publishing a print journal were too great for the project to continue and the project was tabled by CIMA’s governing body.

In November 2007 Gordon Daines approached Cory Nimer and John Murphy (colleagues at Brigham Young University) about investigating the possibility of establishing an open access journal to deal with Western archival issues. Gordon recognized that open access publishing offered the possibility of producing an archival journal that would be within a reasonable cost framework. After several discussions, John and Cory agreed to work with Gordon to create a business plan for the potential journal. We met with the library administration at Brigham Young University (BYU) about using the Open Journal Systems (OJS) that the library recently acquired and were allowed to create a test journal in the OJS. Based on preliminary discussions with BYU, in March 2008 we approached the governing bodies of the Society of California Archivists, the Conference of Inter-Mountain Archivists, the Northwest Archivists, Inc., and the Society of Rocky Mountain Archivists about potential support for the journal. In July 2008 and July 2009 we submitted formal proposals to the BYU administration requesting permission to host the journal utilizing OJS. For a variety of reasons, they deferred action on our request. In September 2009 we approached Utah State University about the possibility of having them host the journal through their Digital Commons platform. They responded affirmatively in November 2009 and we began planning for implementation.

Table 3. Key Actions and Events

Month/Year	Milestones reached
November 2007	Concept proposed by Gordon Daines to potential collaborators
December 2007	Support from L. Tom Perry Special Collections

	department chair secured
February 2008	Test instance of journal created in Open Journal System
March-April 2008	Survey conducted on the reading and publishing habits of archivists
March 2008	Society of California Archivists, the Conference of Inter-Mountain Archivists, the Northwest Archivists, Inc., and the Society of Rocky Mountain Archivists contacted about potential support for the journal
April 2008	Business plan draft completed
July 2008	Received commitment to sponsor journal from the Society of California Archivists, the Conference of Intermountain Archivists, and the Society of Rocky Mountain Archivists
July 2008	Submitted formal proposal to BYU administration for hosting the journal
August 2008	Request deferred by BYU administration and we were told to reapply in 2009
July 2009	Submitted reapplication for permission to host the journal through BYU
August 2009	Request deferred by BYU administration and we were told to reapply when the economic climate improved
September 2009	Submitted proposal to have Utah State University host the journal through Digital Commons
November 2009	Received permission to host the journal at USU
December 2009	Began planning implementation

Month/Year	Scheduled milestones
January 2010	Register the name of <i>Journal of Western</i>

	<i>Archives.</i>
December 2010	Establish Editorial Board
January 2010	Develop editorial policies and submission practices
February 2010	Editorial Board will review and finalize the business plan
February 2010	Develop logo for the journal and register the logo
March-April 2010	Commence content acquisition
May 2010	Begin peer review of articles for the first issue
June 2010	Launch journal and publicize it
June 2010	First articles released

Section 4. JOURNAL DESCRIPTION

Archivists living in the Western United States face a unique set of challenges related to the geography of the West, as well as its relatively recent history. The major archival journals address issues that impact the profession as a whole and, occasionally, highlight archival activities that have arisen in the West. The *Journal of Western Archives* will give archivists living in the West a place to publish on topics of particular interest to them. It will provide another venue for publication of important projects and breakthroughs that are occurring in the archival profession. The journal will feature case studies, research articles, literature reviews, and work-in-progress reports that highlight the unique archival developments in the Western United States.

Audience

The primary audience of the *Journal of Western Archives* will be archivists and manuscript curators living west of the Mississippi River. These archival professionals are particularly interested in the benefits of collaboration, the problems of establishing an archival community inherent in the vast geographic space of the West, and receiving adequate professional training.

An important secondary audience is other archivists. These archivists are interested in information that allows them to better perform their primary functions and that betters their understanding of archival work. Another secondary audience is individuals working in related professional fields—particularly those living in the West. These allied professionals face many of the same issues associated with geographic space and could potentially benefit from lessons learned from archival collaborations.

Concept and Benefits

The *Journal of Western Archives* will support the work of archivists in the West. It will give them a place to find information on topics of particular interest to them and it will provide them a publication venue for sharing information about projects and programs that they have developed that could potentially benefit other archivists working in the West. The journal will also provide a place where archival scholars and students in the West can publish their work.

The *Journal of Western Archives* will be part of the open access movement. The first formal statement on open access was issued in 2002. The open access movement promotes the free exchange of information by making scholarly work freely available through the World Wide Web. The journal will be supported by Berkeley Electronic Press and will enable the electronic sharing of the works published in it. It will enable the wider dissemination of archival information in the West, and will promote the value of information sharing. The journal will also help foster a regional identity for Western archivists. While open access means free access to information, it does not mean that the journal will not incur publication costs. Those costs will be borne by the sponsors of the journal.

Positioning Strategy

The *Journal of Western Archives* will be competing with several archival journals. These include *Archivaria*, the *American Archivist*, *The Journal of Archival Organization*, and *Archival Issues*. Each of these journals is targeted at a national audience and is subscription-based (either institutionally or through membership dues). The table below highlights the major focus of each of the competitors of the *Journal of Western Archives*.

Table 4. Archival Journal Comparison

Publication	Issued	Editor/Editorial Board	Types of Articles	Subject Matter
<i>American Archivist</i>	Semi-annual	Editor, Editorial Assistant, Copy Editor and Reviews Editor	Research articles, case studies, perspectives, international scene, professional resources, and reviews	"Seeks to reflect thinking about theoretical and practical developments in the archival profession, particularly in NA; about relationships between archivists and the creators and users of archives; and about cultural, social, legal, and technological developments that affect the nature of recorded information and the need to create and maintain it".
<i>Archivaria</i>	Semi-annual	General editor, Managing editor, Book reviews editor, Exhibition reviews editor, French language editor, Editorial Board, Technical coordinator	Letters to the editor, Articles, Studies in documents, Counterpoint, Communications, Book reviews and notices, Exhibition reviews, Obituaries	"Articles and other submissions exploring the history, nature, and theory of archives, or the use of archives; it aims to be a bridge of communication among archivists, and between archivists and users of archives".
<i>Archival Issues</i>	Semi-annual	Editorial Board with chair and book review editor	Articles, review essays, proceedings of seminars, and case studies of specific archival projects or functions	"Issues and problems confronting the contemporary archivist. Submissions relating to archival theory and current practice are solicited".

<i>Journal of Archival Organization</i>	Quarterly	Co-editors and an Editorial Board	Articles, project status reports and opinion pieces	Theoretical and practical aspects of archival organizations
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The *Journal of Western Archives* will be focused on important regional issues and will have direct relevance for its target audience. It will focus on case studies and work-in-progress reports that Western archivists will be able to use in their archival work. The journal will also emphasize a regional identity for Western archivists.

Content, Features, Attributes

Content: The *Journal of Western Archives* seeks articles that focus on contemporary issues and developments in the archival and curatorial fields, particularly as they affect Western archives and manuscript repositories. Submissions that provide insights on how technological changes have affected archival theory and practice are welcome, as are those that consider collaborative efforts and projects between different cultural heritage institutions. The history of archives/special collections and the development of the archival and curatorial professions in the Western United States are also of particular interest. The following types of articles will be accepted: case studies (15-20 pages), work-in-progress articles (5-10 pages), review essays (5-10 pages), and research articles (15-20 pages). All articles will be reviewed by an Editorial Board which will include prominent archivists in the West. Items will reviewed by the Editorial Board and then sent out to qualified archivists for review. All decisions will be based on the editorial policies described in Section 6.

Publishing Medium: The *Journal of Western Archives* will be published electronically on an article-by-article basis. Once the full content of an issue is available a print copy will be made available for purchase to individuals and institutions through print-on-demand services offered by CafePress.

Subscription Management: The *Journal of Western Archives* will be freely available to all users. Users will be able to utilize RSS feeds to be apprised of new content in the journal. If desired, additional programming may be done to develop a user registration and profile system to enable readers to share information about themselves and the content that they would like to see in the journal.

Value-added and complementary services: Journal issues will be available through a print-on-demand feature. RSS feeds will automatically inform users of new journal content.

Frequency of publication: The *Journal of Western Archives* will be published on an article-by-article basis. These articles will be aggregated into two issues per year. One issue will focus on content generated from association conferences.

Languages: The *Journal of Western Archives* will be published in English.

Section 5. FUNDING MODEL

The *Journal of Western Archives* is an open access journal. While this means that the journal will be freely available to anyone who wishes to read it, it does not mean that there are no costs associated with the journal. These expenses will be met through the contributions of our collaborative partners, with the assistance of the Merrill-Cazier Library's e-journal publishing services.

There are three major potential stakeholder groups involved with the journal. They are Special Collections & Archives at Utah State University, the Perry Special Collections at Brigham Young University, and the four major regional archival associations in the western United States (Conference of Inter-Mountain Archivists, Northwest Archivists Inc., Society of California Archivists and Society of Rocky Mountain Archivists). Special Collections & Archives and the Perry Special Collections are stakeholders because they will be hosting the journal and providing staff support. The regional archival associations are stakeholders because the content of the journal is geared specifically at their members as well as archivists who live and work in the western United States but who do not affiliate with archival associations.

The funding model outlined below is designed to cover costs, while generating a modest surplus to help create an endowment for the journal. The endowment will be primarily used to supply awards for the best article published in the journal. The below model consists of three funding streams: 1) Sponsorship by regional archival associations, 2) revenue derived from print-on-demand sales and merchandise (this will mostly likely be a very limited source of funds), and 3) donations to the journal from users or other organizations. To break even in costs during the first two years at least three regional organizations will need to commit to contributing \$1000.00 per year to help cover the costs of the journal. Funds above that exceed the break-even point, and will be placed in the endowment/emergency fund. The graph and chart that follow are based on this assumption.

The below graph illustrates the income (cash) portion of the funding plan. The chart that follows the model contains figures that demonstrate the vital role of our collaborative partners, as well as the impact of secondary revenue streams.

Figure 2. Income Model

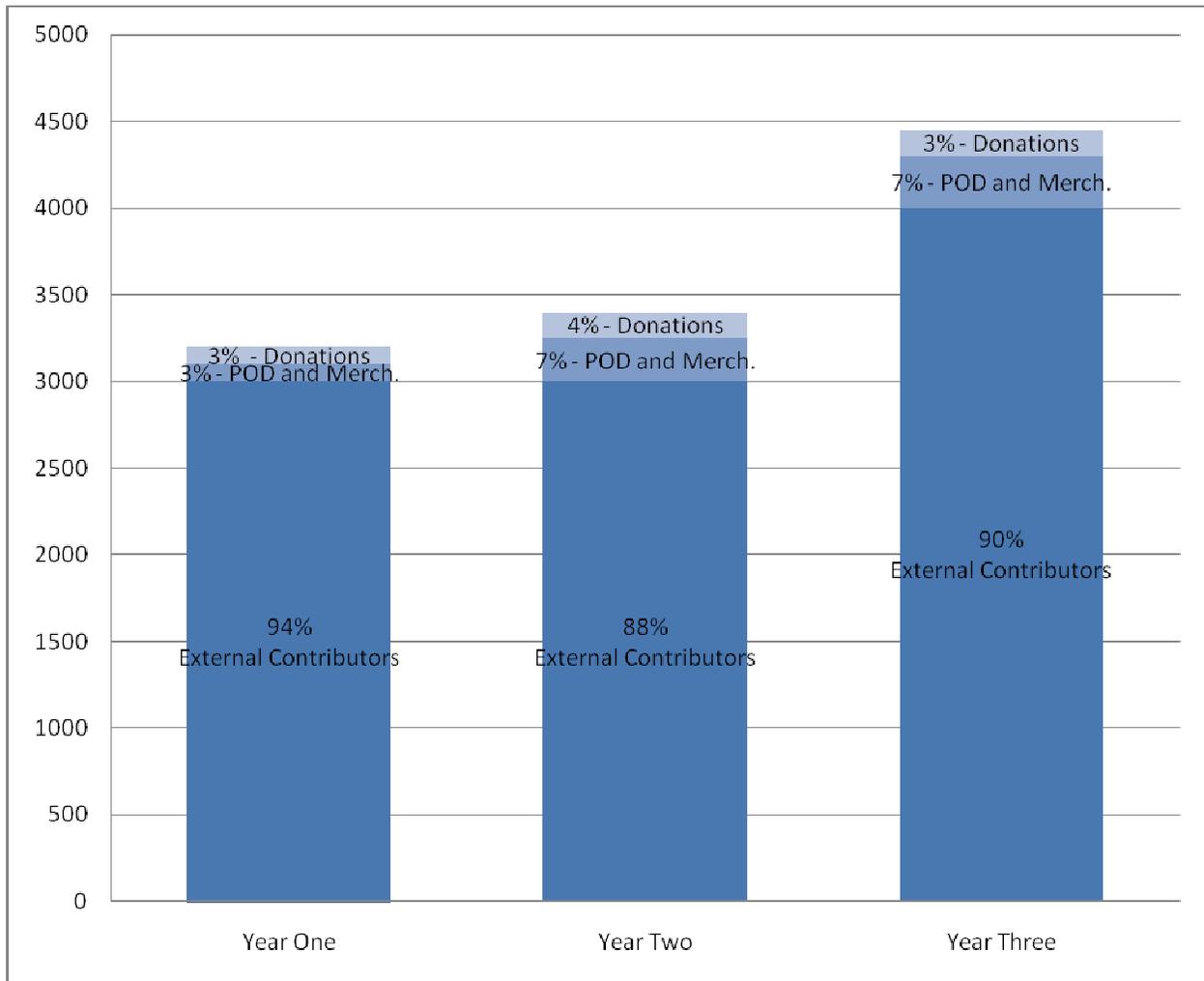


Table 5. Total Income

	Year One	Year Two	Year Three
External contribution (sponsorships)	\$ 3,000	\$ 3,000	\$ 4,000
Merchandising (Print-on-Demand, mugs, etc.)	\$ 100	\$ 300	\$ 300
Donations	\$ 100	\$ 200	\$ 200
Total Income	\$ 3,200	\$ 3,500	\$ 4,500

Additional budgeting information is available in the Financial Plan (section 11).

Section 6. EDITORIAL AND COPYRIGHT CONSIDERATIONS

The *Journal of Western Archives* will give archivists and manuscript curators in the American West a place to publish on topics of particular interest and relevance to them. The Journal will consider, for publication, research articles, case studies, work-in-progress articles, and review essays that address: important Western regional issues in archives and manuscript repositories; unique archival developments in the Western United States; technological innovations and their effect on archival theory and practice; the history and development of the archival and curatorial professions in the American West; and collaborative efforts and projects between various cultural institutions.

Editorial Board

All manuscript submissions to the *Journal of Western Archives* will be reviewed by an Editorial Board of respected Western archivists and curators. Submissions will be reviewed by the Editorial Board and then referred to qualified archivists designated by the Editorial Board for final review.

Individual Editorial Board members will be selected or appointed by the governing bodies of participating regional archival associations in the western United States, such as: the Society of Rocky Mountain Archivists, the Conference of Inter-Mountain Archivists, the Northwest Archivists Inc., and the Society of California Archivists. Each representative western regional archival organization will select or appoint at least one Editorial Board member for a renewable term of three years. A member of the Editorial Board will be selected to serve as Managing Editor and another Board member will be selected to act as the Layout Editor/Technology Specialist. Board members will be responsible for: review of assigned articles, submission of those articles to peer reviewers, management of the peer review process (including the selection of peer reviewers), participation in Board meetings, solicitation of content for the journal, and marketing the journal to their association.

Editorial Procedures

All manuscript submissions will be made electronically through the Berkeley Electronic Press' Digital Commons platform. As part of the submission process, article, case study, review, or essay submissions, must comply with the following requirements:

1. All submissions must be double-spaced throughout, including all quotations.
2. Research articles should be no longer than 15-20 pages; case studies should be no longer than 15-20 pages; work-in-progress articles should be no longer than 5-10 pages; and review essays should be no longer than 5-10 pages.
3. The submission file should be in Microsoft Word or RTF format.
4. All submissions must conform to the current edition of the Kate Turabian's *A Manual for Writers of Term Papers, Theses and Dissertations*, including endnote format.

5. Authors should provide a brief biographical sketch.
6. Photographs and illustrations are welcome.

Copyright

Authors who publish in the *Journal of Western Archives* agree to the following terms:

1. Authors retain copyright and grant the journal right of first publication with the work simultaneously licensed under a Creative Commons Attribution License (<http://creativecommons.org/licenses/by-nc/3.0/>), which allows others to share the work with an acknowledgement of the work's authorship and initial publication in this journal.

Journal contributors will be encouraged to self-archive an electronic copy of their work in their own institutional repositories.

Estimated Content Measures

Table 6. Estimated Online Content Measurements

<i>Journal of Western Archives</i>	Volume 1	Volume 2
Issues	2	2
Research Articles	4	4
Case Studies	3	3
Work-in-Progress Articles	3	3
Review Essays	3	3
Electronic page-equivalents	200	200

Abstracting and Indexing

To make the *Journal of Western Archives* as accessible as possible the journal will be indexed by the Directory of Open Access Journals (<http://www.doaj.org/>). The primary "aim of the Directory of Open Access Journals is to increase the visibility and ease of use of open access scientific and scholarly journals thereby promoting their increased usage and impact". The Directory of Open Access Journals currently provides a comprehensive directory to 97 library and information science journals. In addition, the journal will be indexed though Google Scholar.

Permissions

Authors are responsible for all statements made in their work and for obtaining permission from copyright owners.

Section 7. TECHNOLOGY CONSIDERATIONS AND PRODUCTION PLATFORM

The Merrill-Cazier Library at Utah State University has provided access to their bepress Digital Commons software for hosting the *Journal of Western Archives*. This platform is currently being used at Utah State for hosting *Utah Science*, and the open source publication *Intermountain West Journal of Religious Studies*. Digital Commons has been available at USU since late 2008, and is maintained by the university with support from the Berkeley Electronic Press. The software itself will manage the production and workflow associated with the production of the journal, through its EdiKit module.

The Berkeley Electronic Press was established by a group of economists and law professors at the University of California, Berkeley in 1999. The company acts as the publisher of a number of electronic journals, and develops publishing software. Among its products is Digital Commons, an institutional repository application developed by the company in association with the California Digital Library in 2002. Digital Commons is proprietary software, and is made available to institutions on a subscription basis. Berkeley Electronic Press continues to support and develop the platform, which is now being used by over a hundred institutions and consortia. It also acts as the publisher of fifty-nine journals, featuring over 300,000 articles.

Digital Commons includes a wide range of features, particularly for the management of the journal production process. At the base of the system is Edikit, an editorial management application that streamlines the editorial, review, and publication process. Author submissions are made directly over the Web, with authors providing indexing metadata along with their article draft. Communications between authors, editors, and reviewers are handled through the system, including automated reminder e-mails to reviewers that are behind schedule. By making editorial management possible over the Internet, the system is well adapted to the demands of a geographically distributed Editorial Board.

In addition to its management functionality, the platform also provides various features for making content available to researchers. Digital Commons includes site-wide search functionality, as well as RSS feeds and an Open Archives Initiative (OAI) responder. In addition, all open Digital Commons content is made available through an aggregated search through the Berkeley Electronic Press Web site, which in turn indexes the articles for inclusion in search engines such as Google. These features improve access to journal content for both general and specialized audiences.

One of the unique aspects of on-line publication is the flexibility available for making journal content available. Digital Commons allows editors to prepare content as traditional issues—released as a single unit—or it allows editors to post articles as they become available.

Berkeley Electronic Press will provide installation, backup, and maintenance services for the *Journal of Western Archives*. Web statistics are provided by Digital Commons for the journal and for individual articles, allowing the Editorial Board to analyze usage patterns to track

reading interests as well as usage across regions. In addition, the site e-mails article download statistics to authors on a monthly basis, providing instant feedback on the impact of their work.

For print-on-demand (POD) and other journal-related merchandise the journal will use CafePress (<http://www.cafepress.com/>). CafePress provides POD services, including order fulfillment and billing, allowing the creator of the materials to determine the profit margin based on the Web site's based price. In addition, journal logos and slogans may be easily repurposed for the creation of shirts, mugs, and other merchandise that may be made available through their Web site or in associated "store" sites.

Billing of direct donations will be provided using PayPal (<http://www.paypal.com/>). Through their business accounts program donations are directly routed to organizations, after the collection of a transaction fee of 1.9-2.9%, plus thirty cents per transaction.

Additional information on Digital Commons is available from the Berkeley Electronic Press Web site (<http://www.bepress.com/ir/>).

Section 8. ONLINE USER CONSIDERATIONS

Internet Access

As an on-line publication, the *Journal of Western Archives (JWA)* will be made available to the archival community over the Internet. According to the Pew Research Center, 79 percent of Americans had access to the Internet in the home in 2009. Additionally, most archivists work for institutions that should provide access to the Internet, allowing additional opportunities to access journal content.

The Merrill-Cazier Library at Utah State University will provide hosting services for the journal through their subscription with Berkeley Electronic Press, which will provide server space, adequate Internet bandwidth, and regular backups. The Berkeley Electronic Press maintains backups in multiple, geographically disparate locations, and may provide backups to Utah State University for their own archiving, if requested.

The content of the journal will be available to any reader or researcher with access to the Internet through a Web browser. Digital Commons was developed based on Web standards, and is accessible to users on most platforms. A PDF reading application, such as Adobe Acrobat Reader, will be needed to read content available in PDF files, and may be downloaded by following a link on the article download page. If multimedia content is linked to article files, this may also require additional applications, resources, and bandwidth.

User Privacy

Currently, the only "users" of the journal will be contributors and editorial staff, not readers. User accounts will only include name, institution, journal production role, username, and password. Password management is done centrally by the Berkeley Electronic Press, allowing individuals to maintain a single account for all journals associated with or hosted by the press.

User Training and Support

Training on the use of Digital Commons and its EdiKit module is available from the Berkeley Electronic Press. Journal staff will not be responsible for creating any additional documentation, but will assist new users in navigating the submission and editing process.

Determining Demand and User Demographics

In order to determine user demand for journal content, the *Journal of Western Archives* will rely primarily on Web use statistics. Digital Commons provides integrated reporting capabilities, simplifying reporting of journal access and use. Additionally, reports will be provided on site use, providing reports on the number of unique visitors, article access, geographical location of visitors, and other necessary information. Reports generated by these systems will be used by the Editorial Board to shape journal content and for marketing purposes.

Currently, Digital Commons does not provide functionality for gathering simple demographic information directly from site visitors, though this could be done through a Web based survey.

Section 9. MARKETS, MARKETING, SALES, AND PRICING

The *Journal of Western Archives* will engage in targeted marketing and sell limited merchandise through an on-demand supplier.

Target Audience

The target audience of the *Journal of Western Archives* is archivists, curators and other individuals working with archival materials in the western United States. These individuals tend to affiliate with regional archival associations or do not affiliate with an organization at all. The journal will target archivists affiliated with the Society of California Archivists (~400 members), the Conference of Inter-Mountain Archivists (~150 members), the Northwest Archivists, Inc. (~230 members), and the Society of Rocky Mountain Archivists (~180 members). The journal will also target the significant number of individuals working with archival materials who do not affiliate with these organizations (~300).

Another target audience is faculty members and students associated with archival and curatorial studies graduate programs in the western United States. The journal will provide another publication outlet for research generated by these individuals.

Market Competition

The table below highlights the major focus of each of the competitors of the *Journal of Western Archives*.

Table 7. Archival Journal Comparison

Publication	Issued	Editor/Editorial Board	Types of Articles	Subject Matter
<i>American Archivist</i>	Semi-annual	Editor, Editorial Assistant, Copy Editor and Reviews Editor	Research articles, case studies, perspectives, international scene, professional resources, and reviews	"Seeks to reflect thinking about theoretical and practical developments in the archival profession, particularly in NA; about relationships between archivists and the creators and users of archives; and about cultural, social, legal, and technological developments that affect the nature of recorded information and the need to create and maintain it".
<i>Archivaria</i>	Semi-annual	General editor, Managing editor,	Letters to the editor, Articles, Studies in	"Articles and other submissions exploring the

		Book reviews editor, Exhibition reviews editor, French language editor, Editorial Board, Technical coordinator	documents, Counterpoint, Communications, Book reviews and notices, Exhibition reviews, Obituaries	history, nature, and theory of archives, or the use of archives; it aims to be a bridge of communication among archivists, and between archivists and users of archives".
<i>Archival Issues</i>	Semi-annual	Editorial Board with chair and book review editor	Articles, review essays, proceedings of seminars, and case studies of specific archival projects or functions	"Issues and problems confronting the contemporary archivist. Submissions relating to archival theory and current practice are solicited".
<i>Journal of Archival Organization</i>	Unknown	Co-editors and an Editorial Board	Articles, project status reports and opinion pieces	Theoretical and practical aspects of archival organizations

Marketing Plan

The *Journal of Western Archives* will be marketed to the following regional archival associations: The Conference of Inter-Mountain Archivists, the Society of California Archivists, the Society of Rocky Mountain Archivists, and the Northwest Archivists, Inc. Announcements will be distributed through the e-mail lists of each of these associations as well as through the Archives & Archivists listserv and the WestArch listserv. Targeted e-mails will also be sent to archival organizations in the western United States alerting them to the journal's existence. Regional associations will feature information about the journal at their annual meetings, on their organizational Web sites, and in their professional newsletters.

The *Journal of Western Archives* will also be marketed to the major archival institutions in the western United States. Targeted e-mails will be sent to contact individuals at each of these institutions advertising the journal.

Merchandising

The *Journal of Western Archives* will merchandize through CafePress (<http://www.cafepress.com>). These materials will be sold through the CafePress Web site and CafePress will be responsible for customer service. The journal Web site will feature a link to the CafePress site.

Table 8. Sample Merchandise and Costs (for other possibilities see http://www.cafepress.com/cp/info/help/pricing_policy.aspx)

Item	Baseline Cost	Markup/Profit Margin
Cap	\$12.99	\$3.00
Organic Cotton T-shirt	\$16.99	\$5.00
Tote bag	\$12.99	\$3.00
Large mug	\$11.99	\$3.00
Sweatshirt	\$20.99	\$5.00
Print-on-demand journal issue	\$15.00	\$3.00

Marketing Schedule

The following table illustrates the steps that will be taken to publicize and market the journal during its first year of operations.

Table 9. Schedule

Month/Year	Action	Responsible
June 2010	News release on availability of the journal distributed to target audiences	Journal Director, Layout Editor/Technology Specialist
July 2010	Targeted e-mails announcing the journal to academic and other regional archives	Journal Director
August 2010	Begin announcing availability of merchandise through the journal Web site	Journal Director, Layout Editor/Technology Specialist, Managing Editor
April 2010	Presentations at the business meetings of the various regional associations will be made at the Seattle Western Roundup	Members of the Editorial Board
April 2010	First call for papers stemming from the Seattle Western Roundup	Layout Editor/Technology Specialist
June 2010	Second call for papers stemming from the Seattle	Layout Editor/Technology

	Western Roundup	Specialist
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Section 10. ORGANIZATION AND STAFFING

The *Journal of Western Archives* will be hosted by the Special Collections & Archives in the Merrill-Cazier Library at Utah State University through the bepress Digital Commons. The Perry Special Collections at Brigham Young University will host the director of the *Journal of Western Archives*, who will report to the Perry Special Collections Department Chair or his/her designee. While the Perry Special Collections will host the director of the journal, all editorial and content decisions will rest with the journal’s Editorial Board.

Staffing

The *Journal of Western Archives* will rely heavily on volunteers for the management of the journal and for peer review. The Journal Director will be a staff member in the L. Tom Perry Special Collections due to the support of Brigham Young University. The Journal Director will be appointed by the department chair of the L. Tom Perry Special Collections. The Journal Director will appoint the Managing Editor and the Layout Editor/Technology Specialist subject to the ratification of the Editorial Board. The Editorial Board will be comprised of the Journal Director, the Managing Editor, the Layout Editor/Technology Specialist, and four at-large members. Sponsoring regional archival associations will have the right to appoint one of the at-large board members. The department chair of Special Collections & Archives will appoint one member of the Editorial Board to act as liaison between that department and the Editorial Board due to their hosting of the journal through Digital Commons. The following table describes the human resources of the journal, who appoints them and their specific duties.

Table 10. Staffing

Position	Who appoints the position	Term of Service	Responsibilities
Journal Director	Department Chair, L. Tom Perry Special Collections	4 year term (repeatable)	Interfacing with the Perry Special Collections, managing the journal finances, overseeing relationships with archival associations, and marketing the journal.
Managing Editor	Editorial Board	4 year term (repeatable)	Writing Calls for Articles, managing deadlines, orienting new

			Editorial Board Members, overseeing the selection of peer reviewers, and managing the publication process.
Layout Editor/Technology Specialist	Editorial Board	4 year term (repeatable)	Create the layout for journal articles, final proofing of galleys, and interface with the Library Information Technology Department. Also responsible for the journal Web site.
Utah State University Liaison	Department Chair, Special Collections & Archives	4 year term (repeatable)	Liaison between the Editorial Board and Utah State University regarding Digital Commons support issues.
At-large Editorial Board member (4)	Appointed by sponsoring regional association or by the Editorial Board	3 year term (repeatable)	Review assigned articles and submit them to peer reviewers, manage the peer review process, participate in board meetings, solicit content for the journal, and market the journal to their association.
Copyeditor	Outsourced		Copyediting of articles to be

			published.
Peer Reviewers	Invited by the Editorial Board	1 year term (repeatable)	Review submitted articles for content accuracy and significance.
Legal Counsel	Obtained from Brigham Young University Office of General Counsel or the Utah State University Office of General Counsel		Legal advice.
Copyright Counsel	Obtained from Brigham Young University Copyright Licensing Office		Copyright advice.
Accountant	Regional Association Treasurer		Handle the journal's accounts.

Section 11. FINANCIAL PLAN: BUDGET AND FORECAST

The finances of the *Journal of Western Archives (JWA)* will be managed by the Treasurer of the Conference of Inter-Mountain Archivists. This organization will provide accounting of all revenue and expenses, and will provide periodic reports on journal finances. The financial goal of the journal will be to maintain "net zero" results, with residual funds placed in a contingency account, which, should it grow, could be used for publication awards, additional advertising, or other needs.

Table 11. Financial Summary

FY ending December 31 \$ amt's. rounded to nearest hundred	Year One	Year Two	Year Three
Income (or revenue)	\$ 3,200	\$ 3,500	\$ 4,500
Gross expenses	3,200	3,500	4,500
Net expenses	3,200	3,500	4,500
Operating surplus / (Deficit)	0	0	0
Pct. of income (or revenue)	0 %	0 %	0 %
Cash surplus / (Deficit)	0	0	0

Income or Revenue

The primary source of revenue for the *Journal of Western Archives* will be through direct contributions by our archival association sponsors. Each external sponsor is expected to contribute \$1,000 per year. Although it is hoped that all four regional associations will be able to contribute, the budgets below assume that participation will be gradual.

Additional revenue may be obtained through the provision of print-on-demand publication and other associated merchandising. Estimates for this income have been conservative, though it could possibly amount to more.

Table 12. Quarterly Budget

<i>Line Items</i>	Jan-Mar (Q-1)	Apr-Jun (Q-2)	Jul-Sep (Q-3)	Oct-Dec (Q-4)	Total
1. Manuscript editing	\$ 720	\$ 720	\$ 720	\$ 720	\$ 2,880
2. Marketing	0	0	0	0	0

Expenses

The only fixed cost in the production of the journal is manuscript editing. Once articles have been reviewed and accepted, they will be sent out for copyediting (current estimates given above are based on a student editor wage of \$12/hour, with 60 hours per semester).

Other labor associated with the journal, including that of editorial board members and reviewers, is assumed to be volunteer contributions, and has not been accounted for in the budget.

Net Operating Results

As mentioned above, the financial goal of the *Journal of Western Archives* operations will be a "net zero" (or "break even") result. Any excess funds will be put into a contingency account, which may be invested in an equity pool to increase interest returns. Should this account grow sufficiently it may be used to create an endowment for publication awards, or be reallocated as needed.

General Operating Procedures

Accounting and financial reporting services will be provided by one of the regional associations in accordance with their financial policy. Income or revenue may be handled through check, electronic funds transfer, or credit card. Expenses will be paid by the journal director.

Table 13. Financial Statement

FY ending December 31 \$ amt's. rounded to nearest hundred	Year One	Year Two	Year Three
INCOME (or REVENUE)			
External contributions	3,000	3,000	4,000
External Dependencies sub-total	3,000	3,000	4,000
Print-on-demand and Merchandise	100	300	300
Donations	100	200	200
Self-generated sub-total	200	500	500
INCOME (or REVENUE) TOTAL	3,200	3,500	4,500
EXPENSES @ GROSS			
Professional services	2,880	2,995	3,115
Reserve for contingencies	320	505	1,385
GROSS EXPENSES TOTAL	3,200	3,500	4,500
EXPENSES @ NET TOTAL	3,200	3,500	4,500
RESULTS FROM OPERATIONS			
OPERATING SURPLUS/(DEFICIT)	0	0	0
Pct. of Income (or Revenue)	0 %	0 %	0 %
CASH SURPLUS/(DEFICIT)	0	0	0

Section 12. OPERATING PLAN

The *Journal of Western Archives* aims to begin publishing its first article-by-article issue in June 2010. The following chart underscores the activities necessary to accomplish that goal.

Table 14. Operating Plan

When	What	By Whom
April 14, 2008	Penultimate draft Business plan submitted to project leader	Managing Editor, Layout Editor/Technology Specialist, Journal Director
April 21, 2008	Incorporate feedback into draft Business Plan	Journal Director
April 23, 2008	Distribute draft Business Plan to regional associations	Journal Director
December 2009	Submit draft Business Plan to Editorial Board for review and comment	Journal Director
End of January 2010	Finalize the Business Plan	Editorial Board
	External Dependencies	
October 2009	Confirm support from Brigham Young University	Layout Editor/Technology Specialist
December 2009	Confirm support from Utah State University.	Managing Editor, Layout Editor/Technology Specialist, Journal Director
July 2008	Confirm sponsorship from regional associations	Journal Director
December 2009	Reconfirm support from regional associations	Journal Director
	Organizational	
December 2009	Form Editorial Board	Managing Editor
December 2009	Confirm Managing Editor	Journal Director
December 2009	Distribute Business Plan to Editorial Board for approval	Journal Director

	Financial & Accounting	
January 2010	Establish finance & accounting, policies, practices	Layout Editor/Technology Specialist
	Technological	
January 2010	Confirm and secure all major technical resources	Journal Director, Layout Editor/Technology Specialist, Managing Editor
February 2010	Test and validate all major technical resources	Journal Director, Layout Editor/Technology Specialist, Managing Editor
March 2010	Complete all technical systems for beta use by invitees	Journal Director, Layout Editor/Technology Specialist, Managing Editor
April 2010	Complete all technical systems for public access	Journal Director, Layout Editor/Technology Specialist, Managing Editor
	Editorial & Content	
January 2010	Establish (or confirm) editorial policies, criteria for content	Managing Editor, Editorial Board
February 2010	Test and validate author, editor, reviewer automation tools	Managing Editor, Editorial Board
April 2010	Commence content acquisition and pre-publication pilot process	Managing Editor, Editorial Board
April 2010	Modify and finalize systems, tools and procedures	Managing Editor, Editorial Board
	Affinity Relationships	
May-June 2008	Solicit sponsorship from the Society of California Archivists, Northwest Archivists, Inc., Society of Rocky Mountain Archivists, and the Conference of Inter-	Journal Director, Layout Editor/Technology Specialist, Managing Editor

	Mountain Archivists	
	Publicity and Promotion	
February 2010	News release on project initiative and availability of forthcoming publication distributed to the regional archival associations	Layout Editor/Technology Specialist
April 2010	Call for papers distributed to regional associations, WestArch listserv, Archives & Archivists listserv, etc.	Journal Director
	Online Access/Journal Publication	
March 2010	Promote and facilitate trial use by select user group	Journal Director, Layout Editor/Technology Specialist, Managing Editor
March 2010	Gather and respond to feedback from trial users	Journal Director, Layout Editor/Technology Specialist, Managing Editor
March 2010	Complete any necessary modifications	Journal Director, Layout Editor/Technology Specialist, Managing Editor
March 2010	Test "real life" submissions	Journal Director, Layout Editor/Technology Specialist, Managing Editor
June 2010	Launch <i>Journal of Western Archives</i> (introductory essay and 2-3 other essays)	Journal Director, Layout Editor/Technology Specialist, Managing Editor, Editorial Board
June 2010-December 2010	Add additional content to first issue of <i>Journal of Western Archives</i>	Journal Director, Layout Editor/Technology Specialist, Managing Editor, Editorial Board

Section 13. BUSINESS RISKS, CONTINGENCIES, AND MID-COURSE CORRECTIONS

Journal publication has a number of inherent risks, including potential cost overruns and missed publication deadlines.

Potential Risks

- **Cost overruns**
Limited risk. Because copyediting will be outsourced, the possibility exists that funds budgeted to meet this primary expense, might fall short. To address this issue, limited funds will be placed in an "emergency fund".
- **Failure to attract quality journal submissions**
Limited risk. Lack of appropriate content could delay the publication of a particular issue. To address this problem, regional archival organizations will identify outstanding paper presentations from annual conferences for possible inclusion in the journal.
- **Revenue shortfall**
Limited risk. Revenue shortfall due to loss of financial sponsorship from participating organizations would lead to publication delays. To address this issue, limited funds will be placed in an "emergency fund".

Preventative Measures

- **Contingency allowance**
Financial planning provides a yearly "emergency account" line item to cover editing and other cost overruns. Excess funds not expended in the course of the year will be put into an equity pool for the building of an endowment fund for the journal.
- **Conference presentation publication**
Sponsoring organizations should encourage notable presenters to develop papers based on their conference presentations for publication in the *Journal of Western Archives*.
- **Staggered release of journal content**
By releasing journal content on an article-by-article basis, publication of a full issue will not be impacted by delays brought on by a single contributor.

Section 14. FUTURE OUTLOOK

The time is right to introduce a journal geared towards the needs of Western archivists. The institutional support of the Perry Special Collections (BYU), Special Collections & Archives (USU), and the financial support of the four major regional archival associations as well as recent technological developments have created a window of opportunity for successfully launching the *Journal of Western Archives*. The journal's focus on Western archival issues and its availability as an open access journal will encourage widespread participation by archivists as readers, peer reviewers and content contributors. The *Journal of Western Archives* has a bright future and will continue to seek sponsorship from more regional archival associations and affiliated professionals.

Table 15. Expansion of Support

Month/Year	Scheduled Milestone
August 2010	Approach the Association of Hawaii Archivists about sponsorship
August 2010	Approach western Canadian archivists about sponsorship
January 2011	Approach institutional archives about financial support for journal
June 2011	Identify other potential financial supporters and develop a plan to approach them