

Crossref, POSI & Sustainability

Ed Pentz, Executive Director, Crossref
Twitter: @epentz



@CrossrefOrg

About Us



Our mission

Crossref makes research outputs easy to find, cite, link, assess, and reuse.

We're a not-for-profit membership organization that exists to make scholarly communications better.

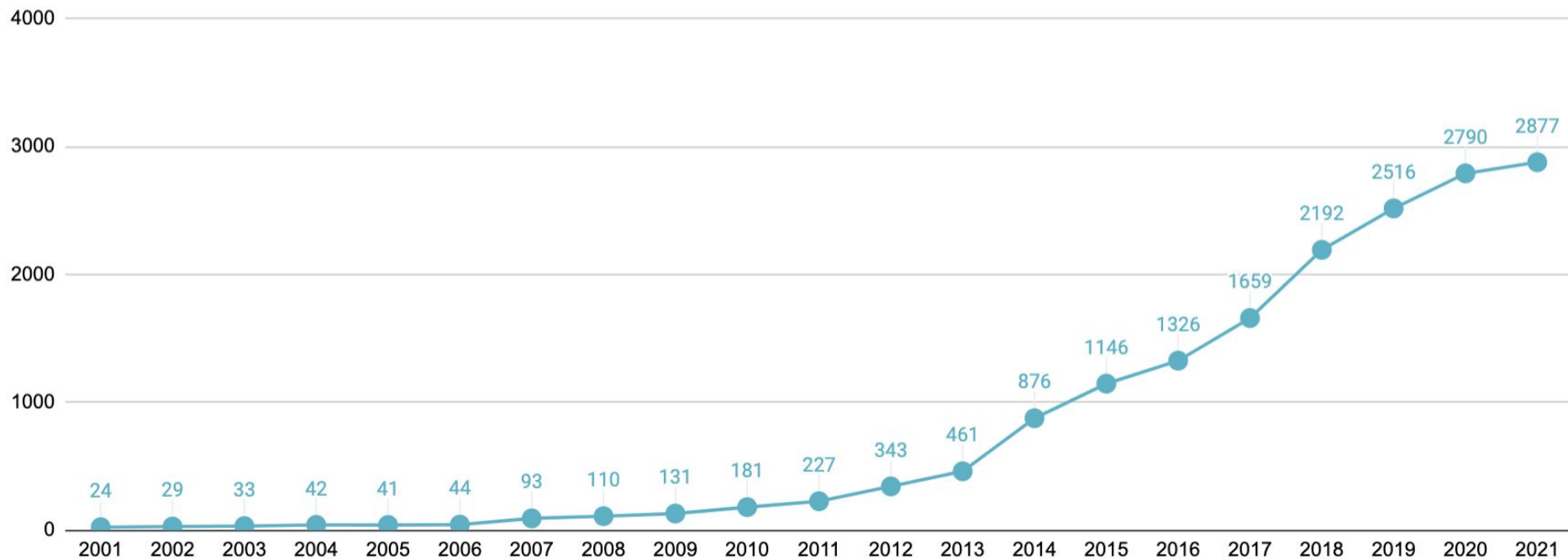
Crossref Overview

- Over 16,000 member and affiliated organizations
- Open metadata store of over 132 million scholarly content items with persistent identifiers (900 million resolutions per month) and relationships
- Record the scholarly record, increase discoverability of content, develop and run collaborative services (e.g. reference links, Cited by, Similarity Check).
- A DOI is just the start - a wide array of services to ensure that scholarly research metadata is registered, linked, and distributed.
- Preserve metadata and make it available via open APIs and Search.

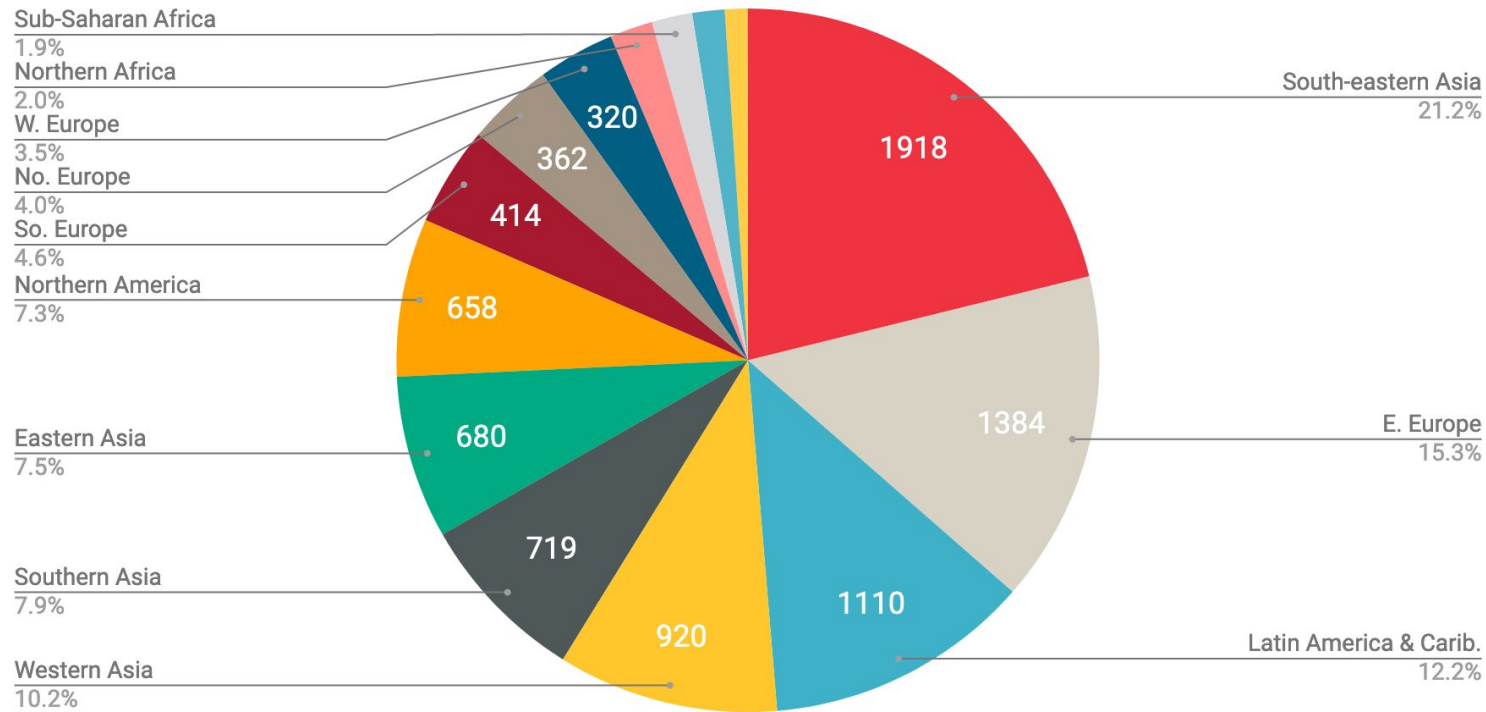
Who uses Crossref?

- Publishers
- Funders
- Institutions
- Archives & repositories
- Research councils
- Data centres
- Professional networks
- Patent offices
- Indexing services
- Publishing vendors
- Peer review systems
- Reference manager systems
- Lab & diagnostics suppliers
- Info management systems
- Educational tools
- Data analytics systems
- Literature discovery services
- Registration Agencies

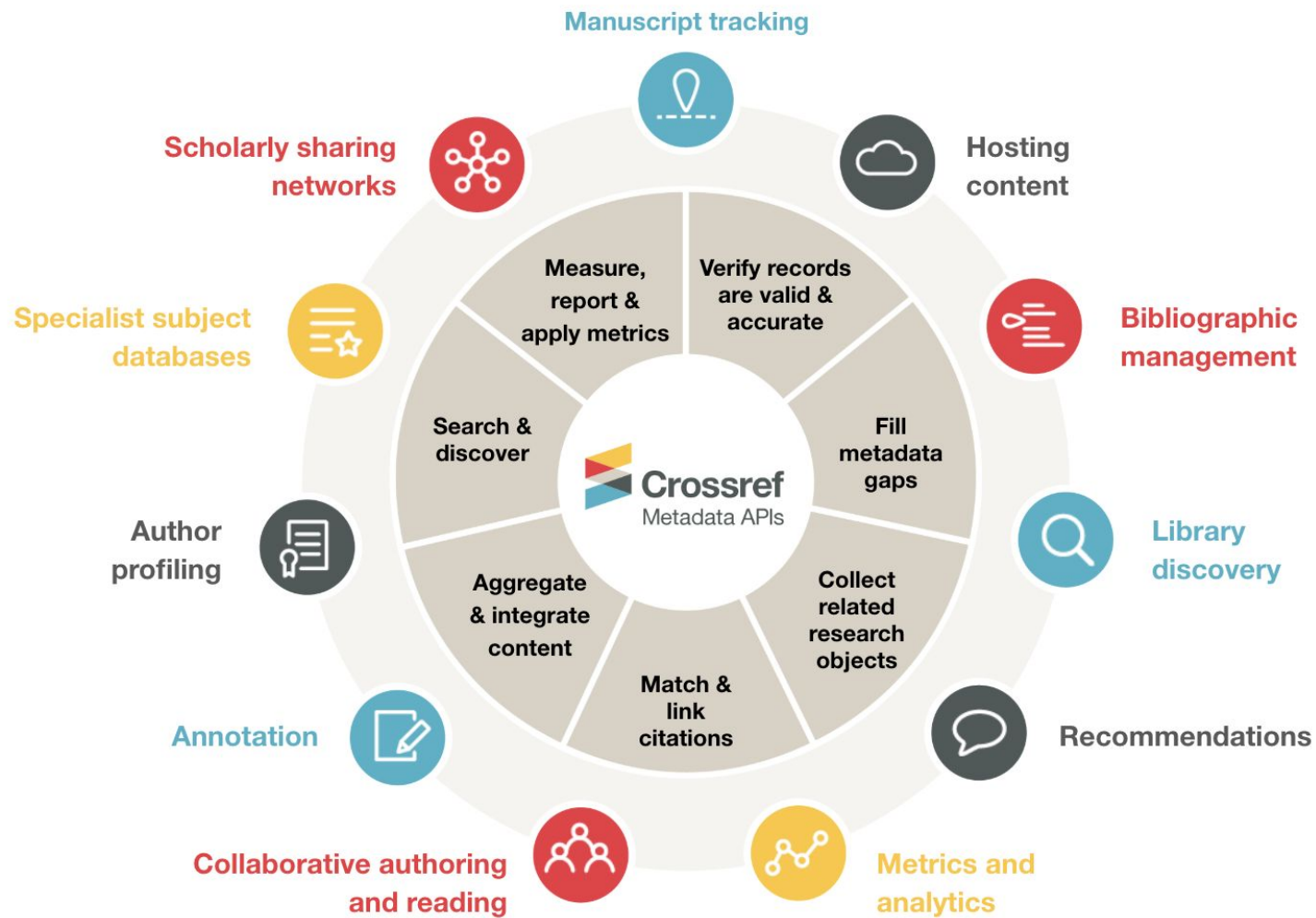
New members joining annually 2000-2021



New members by region 01/01/2019 - 31/12/2021

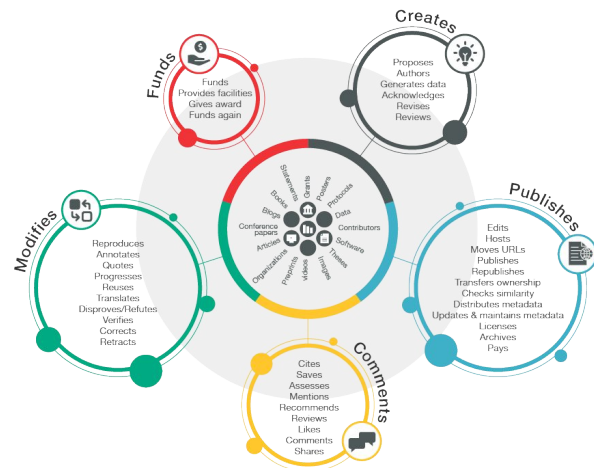


Data from UN subregion designations (<https://unstats.un.org/unsd/methodology/m49/overview/>)

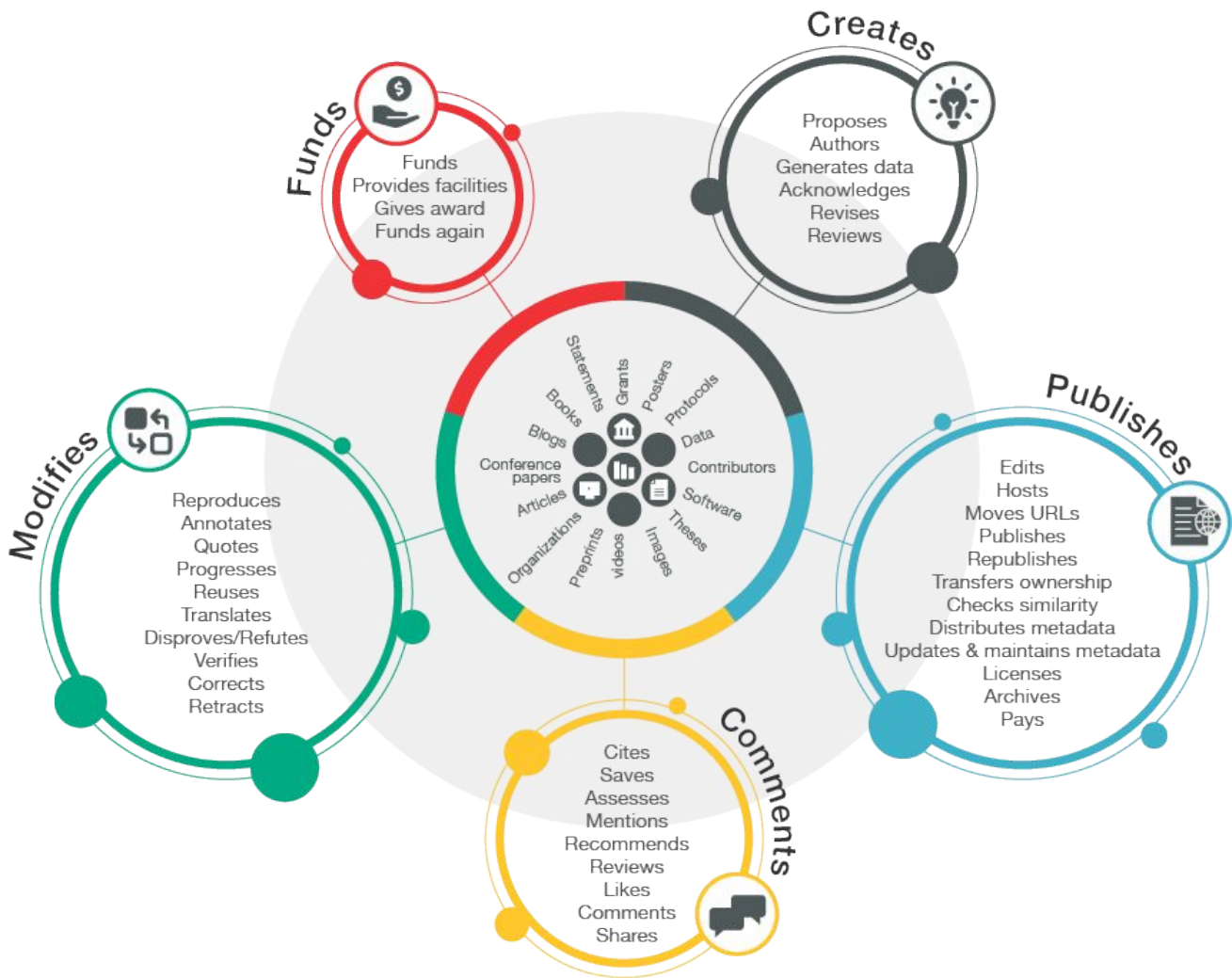


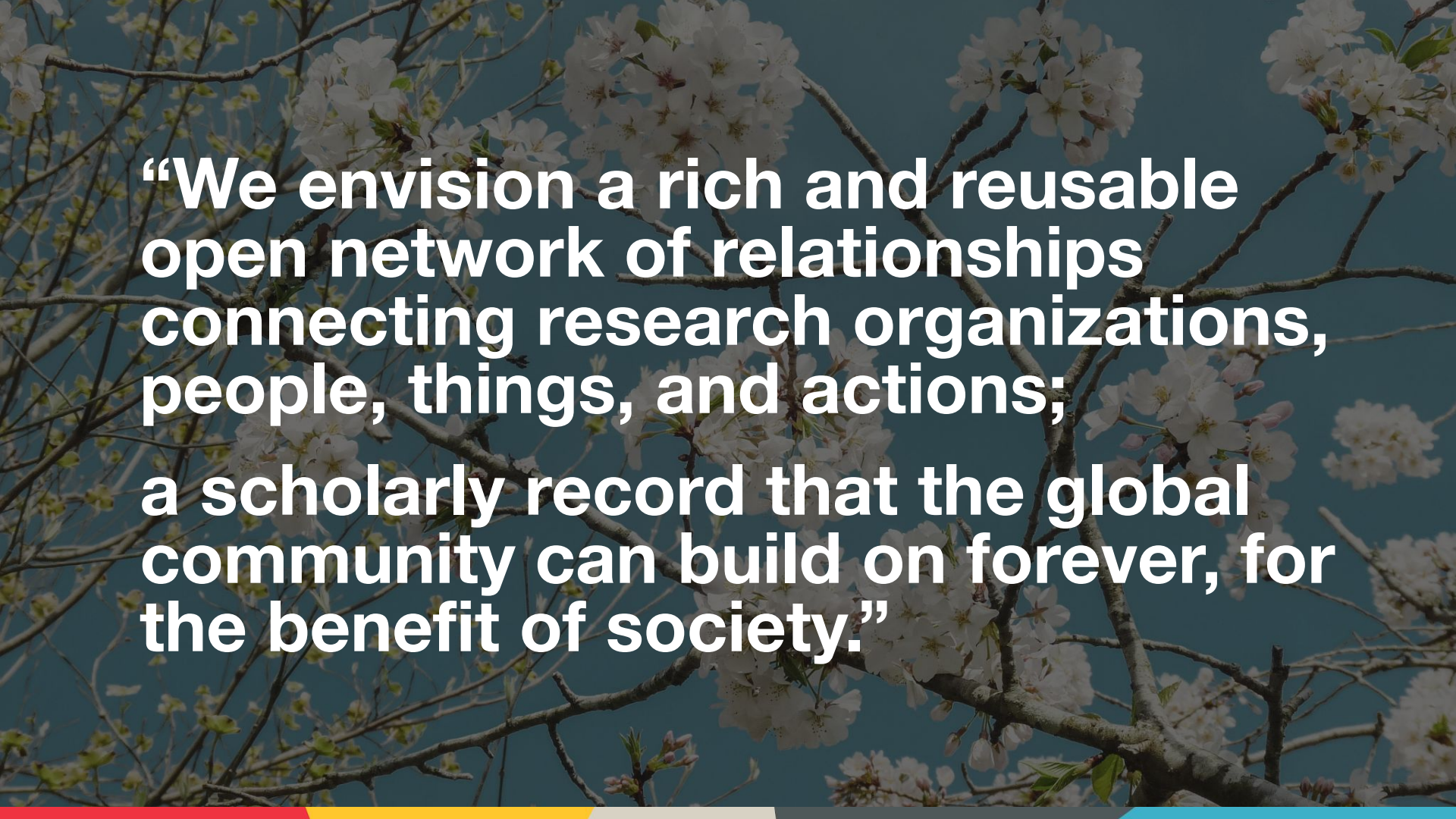


- ~~PID provider~~ Open, foundational scholarly infrastructure: openscholarlyinfrastructure.org
- Metadata and services make research outputs easy to find, cite, link, assess, and reuse.
- Crossref DOIs are citation identifiers: [grants](#), [preprints](#), [articles](#), [chapters](#), [proceedings](#), [standards](#), [reports](#), [protocols](#), [dissertations](#), [reviews](#), [comments](#) (conferences, video, blogs soon).
- Research nexus - capturing the scholarly record
- Open data and APIs to retrieve metadata from >132 million records.

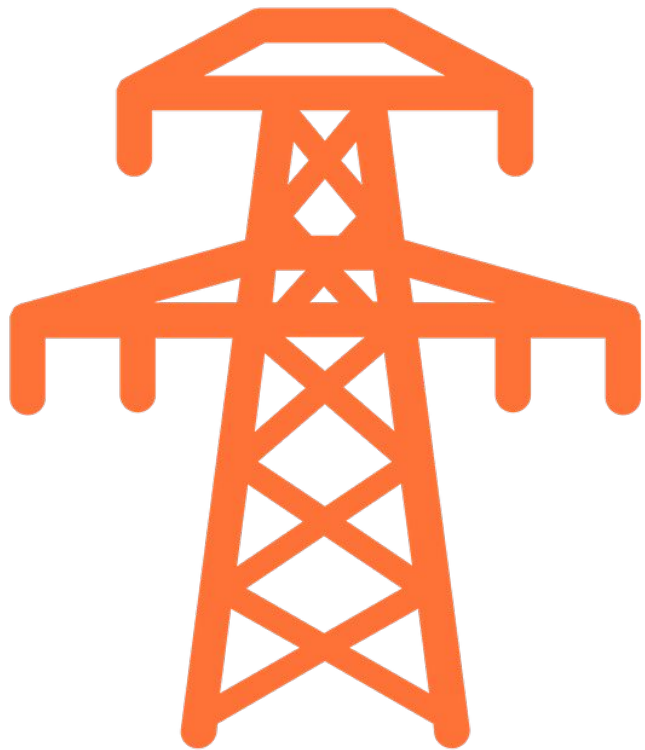


Research Nexus vision





“We envision a rich and reusable open network of relationships connecting research organizations, people, things, and actions; a scholarly record that the global community can build on forever, for the benefit of society.”



The Principles of Open Scholarly Infrastructure

Supporting Open Research

[Openscholarlyinfrastructure.org](https://openscholarlyinfrastructure.org)

Posse

Who has committed to the POSI principles?

These organizations have formally adopted the POSI principles by publishing an initial self-assessment, and committed to routinely demonstrating evidence of following POSI in practice:

- [Crossref](#), last updated 2020-December-02
- [Dryad](#), last updated 2020-December-08
- [ROR](#), last updated 2020-December-16
- [JOSS](#), last updated 2021-February-14
- [OurResearch](#), last updated 2021-June-10
- [OpenCitations](#), last updated 2021-August-09
- [DataCite](#), last updated 2021-August-30
- [OA Switchboard](#), last updated 2021-October-07
- [Society](#), last updated 2021-November-22
- [Europe PMC](#), last updated 2022-February-21

🕒 33 minute read.

Crossref's Board votes to adopt the Principles of Open Scholarly Infrastructure

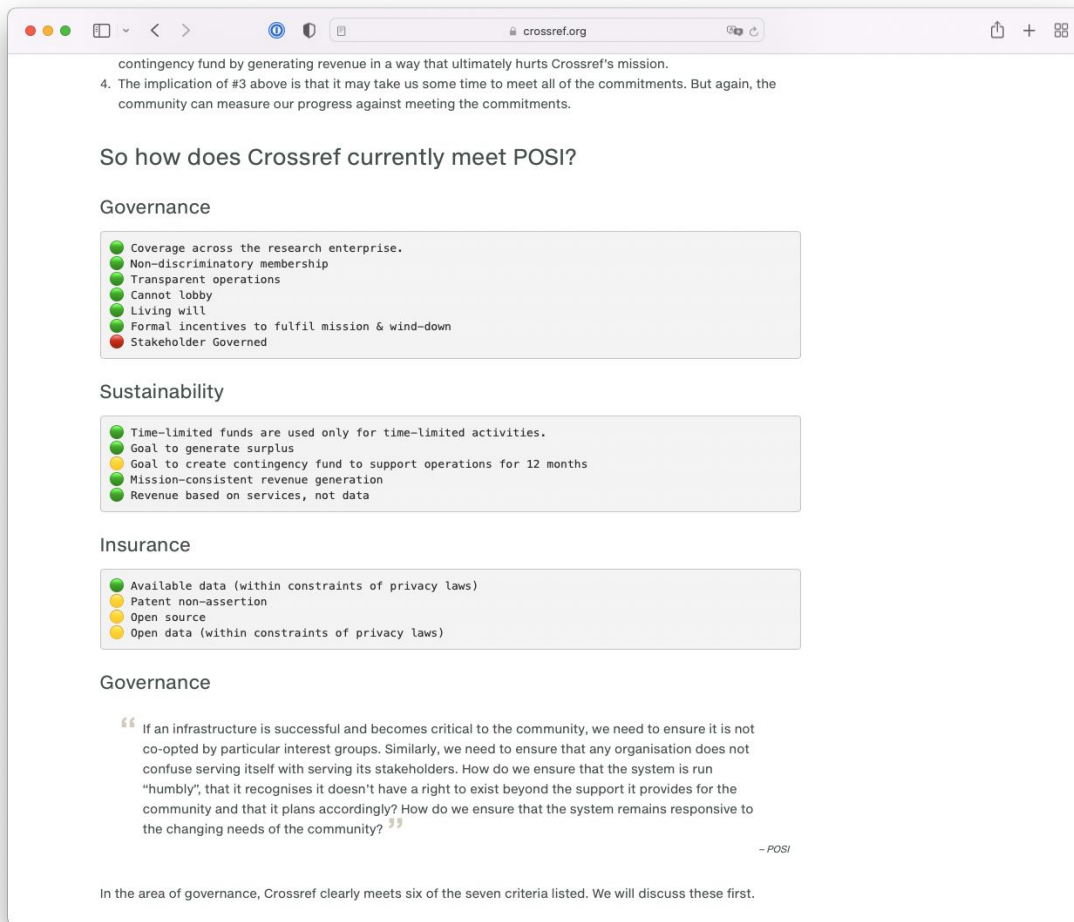


[Geoffrey Bilder](#) – 2020 December 02

In [Board](#), [Strategy](#), [Community](#), [Infrastructure](#), [Governance](#), [Sustainability](#), [Insurance](#), [News Release](#)

TL;DR

On November 11th 2020, the Crossref Board voted to adopt the “Principles of Open Scholarly Infrastructure” (POSI). POSI is a list of sixteen commitments that will now guide the board, staff, and Crossref’s development as an organisation into the future. It is an important public statement to make in Crossref’s twentieth anniversary year. Crossref has followed principles since its founding, and meets most of the POSI, but publicly committing to a codified and measurable set of principles is a big step. If [2019 was a reflective turning point](#), and mid-2020 was about [Crossref committing to open scholarly infrastructure](#) and collaboration, this is now announcing a very deliberate path. And we’re just a little bit giddy about it.



<https://www.crossref.org/blog/>

🕒 16 minute read.

POSI fan tutte

[Geoffrey Bilder](#) – 2022 March 08In [Strategy](#), [POSI](#), [Community](#), [Governance](#), [Sustainability](#), [Insurance](#), [Infrastructure](#)

Just over a year ago, Crossref [announced](#) that our board had adopted the Principles of Open Scholarly Infrastructure (POSI).

It was a well-timed announcement, as 2021 yet again showed just how dangerous it is for us to assume that the infrastructure systems we depend on for scholarly research will not disappear altogether or adopt a radically different focus. We adopted POSI to ensure that Crossref would not meet the same fate.


POSI proposes three areas that an Open Infrastructure organization can address to garner the trust of the broader scholarly community: accountability (governance), funding (sustainability), and protection of community interests (insurance). POSI also proposes a set of concrete commitments that an organization can make to build community trust in each area. There are 16 such commitments.


In our announcement of Crossref's adoption of POSI, we made two critical points:


<https://www.crossref.org/blog/>


Area	Commitment	2020	2021
Governance	Coverage across the research enterprise	●	●
	Non-discriminatory membership	●	●
	Transparent operations	●	●
	Cannot lobby	●	●
	Living will	●	●
	Formal incentives to fulfill mission & wind-down	●	●
	Stakeholder-governed	●	●
Sustainability	Time-limited funds are used only for time-limited activities	●	●
	Goal to generate surplus	●	●
	Goal to create a contingency fund to support operations for 12 months	●	●
	Mission-consistent revenue generation	●	●
	Revenue based on services, not data	●	●
Insurance	Available data (within constraints of privacy laws)	●	●
	Patent non-assertion	●	●
	Open source	●	●
	Open data (within constraints of privacy laws)	●	●

Transparent operations









Sustainability & financials

Home > Sustainability & financials

Crossref is a not-for-profit 501(c)(3) organization. We are governed by a [board of directors](#) that our members elect. One of the critical roles of the board is to approve our annual budget and monitor our financial performance.

Sustainability at Crossref

Revenue from Crossref's annual dues and services sustains operations. We strive to meet the five sustainability goals from the [Principles of Open Scholarly Infrastructure](#):

- Time-limited funds are used only for time-limited activities – day-to-day operations should be supported by day-to-day sustainable revenue sources.
- Goal to generate surplus – it is not enough to merely survive. Producing a small surplus allows us to respond nimbly to opportunities or weather economic downturns.
- Goal to create a contingency fund to support operations for 12 months – generating an operating surplus also allows us to create a separate fund that could support operations for a year.
- Mission-consistent revenue generation – any revenue we generate must be mission-aligned and not run counter to the aims of the organization.
- Revenue based on services, not data – data related to the running of the research enterprise should be community property. Appropriate revenue sources might include value-added services, consulting, API Service Level Agreements, or membership fees.

Our financials

Our financials


In recent years, we operate on a budget of around \$10 million (2019). About one-third of our revenue comes from annual dues (e.g., membership fees, subscriptions) and two-thirds from services (e.g., Content Registration, Scholarly Check Document checking). Our fees are set and reviewed by the Sustainability & Finance committee, which includes our staff, board, and community members. This group also created a set of [the principles](#) which were approved by the board in 2016.

About two-thirds of our expenses are related to people – staff, benefits, and contracted support. One-third of our costs are everything else – housing costs, licensing fees, events, and costs to do business like banking fees and insurance.

Each year we strive to generate a small operating net and have been able to do so nearly every year.

We also maintain a reserve fund to support long-term sustainability. An Investment Committee was formed in 2021 to update our investing policies, and we will share more later this year.

Below is a look at how our operations have changed over time.



Annual reporting

EXTENDED TO NOVEMBER 16, 2020

990

Return of Organization Exempt From Income Tax

Under section 501(c)(3), 501(c)(29) or 501(c)(28) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Do not check this box unless you are a tax-exempt foreign organization and the filer is the foreign organization.

A For the 2019 calendar year, or for your beginning and ending

1 **Organization name** PUBLISHERS INTERNATIONAL LINKING ASSOCIATION, INC. D/B/A CROSSREF
2 **Address** 50 SALAM STREET LYNNFIELD, MA 01940
3 **City or town or village or postal office ZIP or foreign postal code** LYNNFIELD, MA 01940
4 **State** MA
5 **Country** USA
6 **Principal officer or director** RONARD PERFE
7 **Form and address of principal officer or director** RONARD PERFE 600 Group executive center, MA 01940
8 **Employer identification number** 00-0000000
9 **Form and address of principal officer or director** RONARD PERFE 600 Group executive center, MA 01940
10 **Form and address of principal officer or director** RONARD PERFE 600 Group executive center, MA 01940

Part I Summary

1 **Line 1** **Revenue** **2** **Line 2** **Contributions and grants** **3** **Line 3** **Program service revenue** **4** **Line 4** **Investment income** **5** **Line 5** **Other revenue** **6** **Line 6** **Total revenue** **7** **Line 7** **Total unrelated business taxable income** **8** **Line 8** **Contributions and grants** **9** **Line 9** **Program service revenue** **10** **Line 10** **Investment income** **11** **Line 11** **Other revenue** **12** **Line 12** **Total revenue** **13** **Line 13** **Total unrelated business taxable income** **14** **Line 14** **Contributions and grants** **15** **Line 15** **Program service revenue** **16** **Line 16** **Investment income** **17** **Line 17** **Other revenue** **18** **Line 18** **Total revenue** **19** **Line 19** **Total unrelated business taxable income** **20** **Line 20** **Contributions and grants** **21** **Line 21** **Program service revenue** **22** **Line 22** **Investment income** **23** **Line 23** **Other revenue** **24** **Line 24** **Total revenue** **25** **Line 25** **Total unrelated business taxable income**

Sustainability & financials

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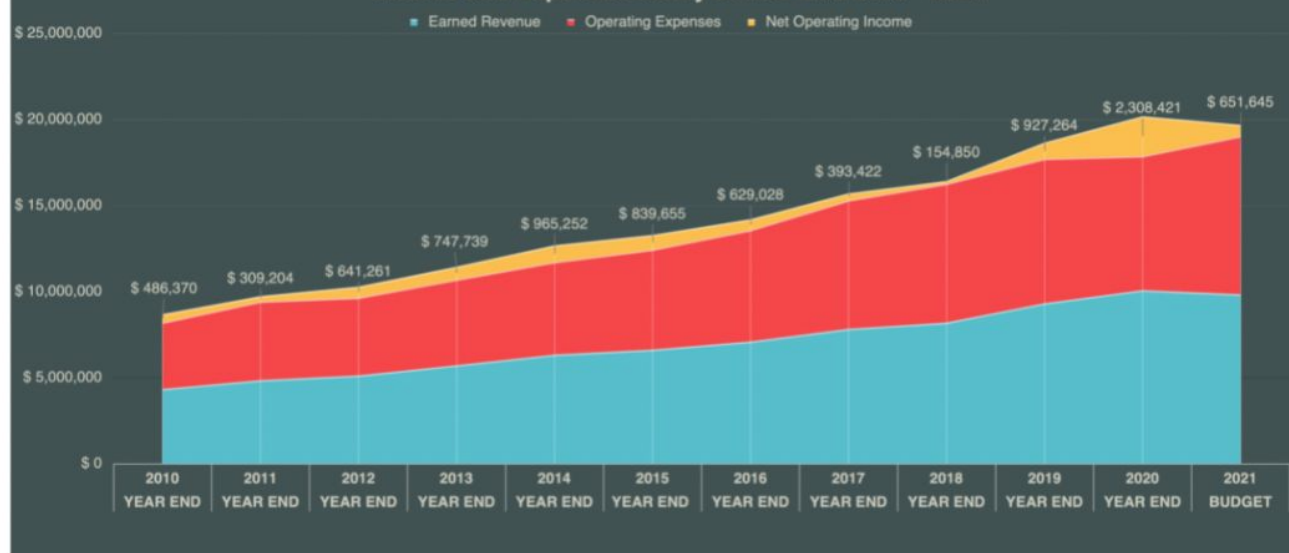
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Income and Expense History at Year End 2010 - 2021



Annual reporting

As a not-for-profit, we are tax-exempt, and to maintain that status, we undergo a financial audit each year by an independent accounting firm. Our auditors prepare our Form 990, which the US IRS requires and is made publicly available. It gives an overview of what we do, how we are governed, and detailed financial information.

Below are our recent Form 990s.

[2017 Form 990](#)

[2018 Form 990](#)

[2019 Form 990](#)

[2020 Form 990](#)

Research Organization Registry (ROR)



- Open, sustainable, usable, and unique identifier for every research organization in the world.
- [Sustaining supporters program](#) launched-please consider participating
- Crossref fully supports ROR
 - DataCite, Dryad and ORCID supporting ROR

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Thank-you

- Principles of Open Scholarly Infrastructure (POSI):
<https://openscholarlyinfrastructure.org/>
- ROR: <https://ror.org/>
- Crossref: <https://www.crossref.org/>
- Crossref blog: <https://www.crossref.org/blog>



@CrossrefOrg