When the Sky's the Limit in Open Access Models, How Do We Manage Our Workflows? The NISO Open Access Business Processes Working Group

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Abstract

This paper is based on a lively discussion panel presented at the 2024 Charleston Conference on November 14, 2024, and offers perspectives from four members of the NISO Open Access Business Processes (OABP) Working Group on the current gaps in the workflows that support open access business models. The authors—representing library, consortium, infrastructure provider, and publisher stakeholders—provide insight on emerging best practices and the forthcoming NISO Recommended Practice on operationalizing open access business processes.

Keywords

open access, workflows, business models, standards, collaboration, NISO

Introduction

The shift to open access scholarly publishing over the past few decades has co-evolved with shifts in business practices across the scholarly communications ecosystem. The concomitant shifts have not been homogeneous, and current open access workflows are a patchwork of infrastructure, standards, and practices—many that were built on or repurposed from subscription frameworks. Lacking established best practices, stakeholders including libraries, consortia, infrastructure providers, and publishers are supporting open access publishing with individualized solutions that rely on manual work and legacy workflows, systems, and data. To address the pain points of stakeholders, the NISO Open Access Business Processes (OABP) Working Group is developing a NISO Recommended Practice to enable the operationalization of financial transactions, author support, compliance tracking, and reporting that underpin stakeholder support of open access business models (NISO, n.d.-b, 2024).

This paper is based on a lively discussion panel presented at the 2024 Charleston Conference on November 14, 2024, and features a dialogue between Maureen Walsh, Scholarly Sharing Strategist, The Ohio State University Libraries (University Libraries) and three panelists, Amanda Holmes, Senior Licensing Officer, Canadian Research Knowledge

Network (CRKN),[1] Chris Shillum, Executive Director, ORCID,[2] and Sherri Young, Senior Product Manager, Publishing Products, IEEE.[3] The authors share perspectives from their representative stakeholder roles on the NISO OABP Working Group—Library, Consortium, Infrastructure Provider, and Publisher—and provide insight on current challenges and potential opportunities for business process standardization in the management of open access business models.

Background

The NISO Open Access Business Processes Working Group

The National Information Standards Organization (NISO)[4] is a non-profit association accredited by the American National Standards Institute (ANSI). The mission of NISO "is to build knowledge, foster discussion, and advance authoritative standards development through collaboration among the cultural, scholarly, scientific, and professional communities" (NISO, n.d.-a). The NISO OABP Working Group is charged to develop a NISO Recommended Practice on operationalizing open access business processes for relevant stakeholders including authors, libraries, institutions, consortia, publishers, infrastructure providers, and funding agencies. Phase one of the group's work is focused on journals. As part of its open access business processes landscape analysis, the group is considering current gaps in scholarly publishing infrastructure and data exchange protocols. An initial draft recommended practices document is expected to be available in 2025 for public comment (NISO, 2024).

A Library Perspective: The Ohio State University Libraries

The Ohio State University Libraries

The Ohio State University (Ohio State) is a large public doctoral-granting research institution in the United States with nearly 67,000 students and $1.45 billion in research and development expenditures. University Libraries supports the advancement of the core work of Ohio State—teaching, learning, research, and service—with a mission that "promotes discovery and knowledge creation, advances effective teaching, curates and preserves information essential for scholarship and learning at Ohio State, and shares knowledge and culture with the people of Ohio, the nation, and the world" (The Ohio State University Libraries, n.d.-a).

University Libraries has supported open access via its programs and initiatives for more than two decades. That support expanded from long-standing institutional repository, diamond open access library publishing, and copyright services to a portfolio that includes governance roles in open scholarship programs, open access agreements with publishers that waive open access fees for Ohio State authors, and collective action support of external diamond open access models, Subscribe to Open (S20) models,[5] open scholarly infrastructure, and open monograph initiatives (The Ohio State University Libraries, n.d.-b).

The Open Access Landscape and Libraries

The rapidity of the proliferation of open access business models has left libraries a step behind in the management of business processes to support those models. Library support for open access driven by open principles, mandates, and/

1. https://www.crkn-rcdr.ca/en
2. https://orcid.org/
3. https://www.ieee.org/
4. https://www.niso.org/
5. https://subscribetoopencommunity.org/

or policies is often reliant on fragmented infrastructure, standards, and practices. The institutional cost of open access is not limited to covering author-side payments or financially supporting fee-free open access publishing. There is a real, and often unrecognized, labor issue. The lack of industry standard metadata and reporting mechanisms for open access business processes across the various stakeholders (e.g., libraries, publishers, data and infrastructure providers) has led libraries to individually develop manual workflows that stitch together disparate publisher dashboards, manual reporting mechanisms, data platforms, and their own institutional systems. In many libraries, supporting open access is new work that is covered by existing staff without additional resources to support the ever-increasing workload. Where this work is done in libraries, and by whom, can vary widely. Alongside other library stakeholders on the NISO OABP Working Group and beyond, University Libraries is exploring what steps stakeholders from diverse institutions and library types and geography might take together to operationalize open access business processes in a coordinated move away from individualized, manual labor-heavy, legacy workflows still mired in a subscription world. The key question facing us is how we might bring together different perspectives and ideas toward creating and supporting standards that will allow small, mid-sized, and large institutions to support open access initiatives and programs in a sustainable, scalable, and equitable way.

A Consortium Perspective: Canadian Research Knowledge Network

For our member organizations and the diverse communities they serve, CRKN empowers researchers, educators, and society with greater access to the world's research and Canada's preserved documentary heritage, now and for future generations. CRKN is a consortium with a membership that represents 85 institutions across Canada that include world-class academic libraries and research institutions, two national libraries, and Canada's largest public library system. CRKN delivers value to academic libraries, heritage organizations, and knowledge seekers within Canada by representing our membership in large-scale licensing and content acquisition activities; collaborating to expand and enrich the digital knowledge ecosystem in Canada and the world; advocating for fair and sustainable access to public research and content; supporting the digital infrastructure required to preserve and access critical Canadian content; and mobilizing our membership to transform scholarly communications in Canada.

Open Access in a Consortial Context

The lack of standardized licenses and terms and conditions across a multitude of open access business models has posed a significant challenge for library consortia engaged in negotiating open access agreements. Each agreement may have unique eligibility criteria, reporting requirements, and payment structures, making it difficult to establish streamlined processes. This fragmentation increases administrative burdens for consortium staff and member libraries, leading to inefficiencies and potential delays in ensuring researchers can benefit from open access publishing opportunities. CRKN has undertaken a multi-pronged strategy to open access which has led to the creation of several partnerships that seek to establish sustainable open access business practices. These collaborations are vital in ensuring equity, transparency, and financial sustainability for all stakeholders. By fostering these partnerships and advocating for harmonized license terms and conditions, CRKN aims to reduce complexity, enhance efficiency, and ensure the long-term success of open access publishing for its members and the broader research community.

An Infrastructure Provider Perspective: ORCID

ORCID is a global, not-for-profit community-governed organization that strives to enable transparent and trustworthy connections between researchers, their contributions, and their affiliations by providing a unique, persistent identifier (PID) for individuals to use as they engage in research, scholarship, and innovation activities (ORCID, n.d.-a). Anybody can obtain a unique ORCID ID from us, free of charge, and use it to help distinguish themselves from other researchers with the same or similar names and claim credit for work. There are about 9 million researchers who are actively using ORCID at any one time (ORCID, n.d.-b).

We work closely with several similar organizations that provide PID services—free and open registries of unique PIDs and associated metadata—for various entities that participate in scholarly communication workflows, including

ROR[6] (the Research Organization Registry) for organizations, and Crossref[7] and DataCite,[8] who issue DOIs (Digital Object Identifiers) for various types of research output and grants.

ORCID does not directly participate in open access business processes, so we don't experience the pain ourselves. But one of the parts of our mission is to reduce administrative burden across the scholarly ecosystem. Over 5,000 systems are integrated with ORCID, supporting workflows from grant application and manuscript submission to faculty and national reporting frameworks (ORCID, n.d.-b). PIDs allow various systems to uniquely identify the entities which participate in scholarly workflows and exchange accurate metadata. By applying ORCID and other PIDs to open access business processes, we can increase automation, improve accuracy, and reduce manual labor (Meadows et al., 2019).

A Publisher Perspective: IEEE

IEEE is the world's largest technical professional organization dedicated to advancing technology for the benefit of humanity. IEEE and its members inspire a global community through its highly cited publications, conferences, technology standards, and professional and educational activities (IEEE, n.d.). IEEE strives to support all authors and readers globally. That means being able to offer any author a publication venue that is compliant with their circumstances, regardless of their funding status, the publishing mandates they may have in place, or where in the world they may work.

The role of the publisher has evolved with the growth of open access, and we are continually evolving to meet the needs of authors and librarians. On a global scale, those needs vary greatly and the desired workflow for authors can look very different. IEEE aims to support the needs of our customers in the simplest and most complex workflows, utilizing the entire open access ecosystem, which includes PIDs, partner systems, and standardization. With the NISO OABP Working Group, collaboration is helping to develop a clear set of terms, guidelines, and recommendations to support not just publishers and authors, but all the "cogs" in the open access ecosystem.

An Audience Perspective: Stakeholders in Open Access Workflows

During the lively discussion session, the audience members were polled three times using the Mentimeter[9] platform. The four NISO OABP Working Group members on the panel represent library, consortium, publisher, and infrastructure provider stakeholders. For the first poll, the audience members were asked to select the area that best represented them as a stakeholder in open access workflows. The makeup of the audience as represented by the responses to the first poll was weighted toward libraries and publishers (see Figure 1).

6. https://ror.org/
7. https://www.crossref.org/
8. https://datacite.org/
9. https://www.mentimeter.com/

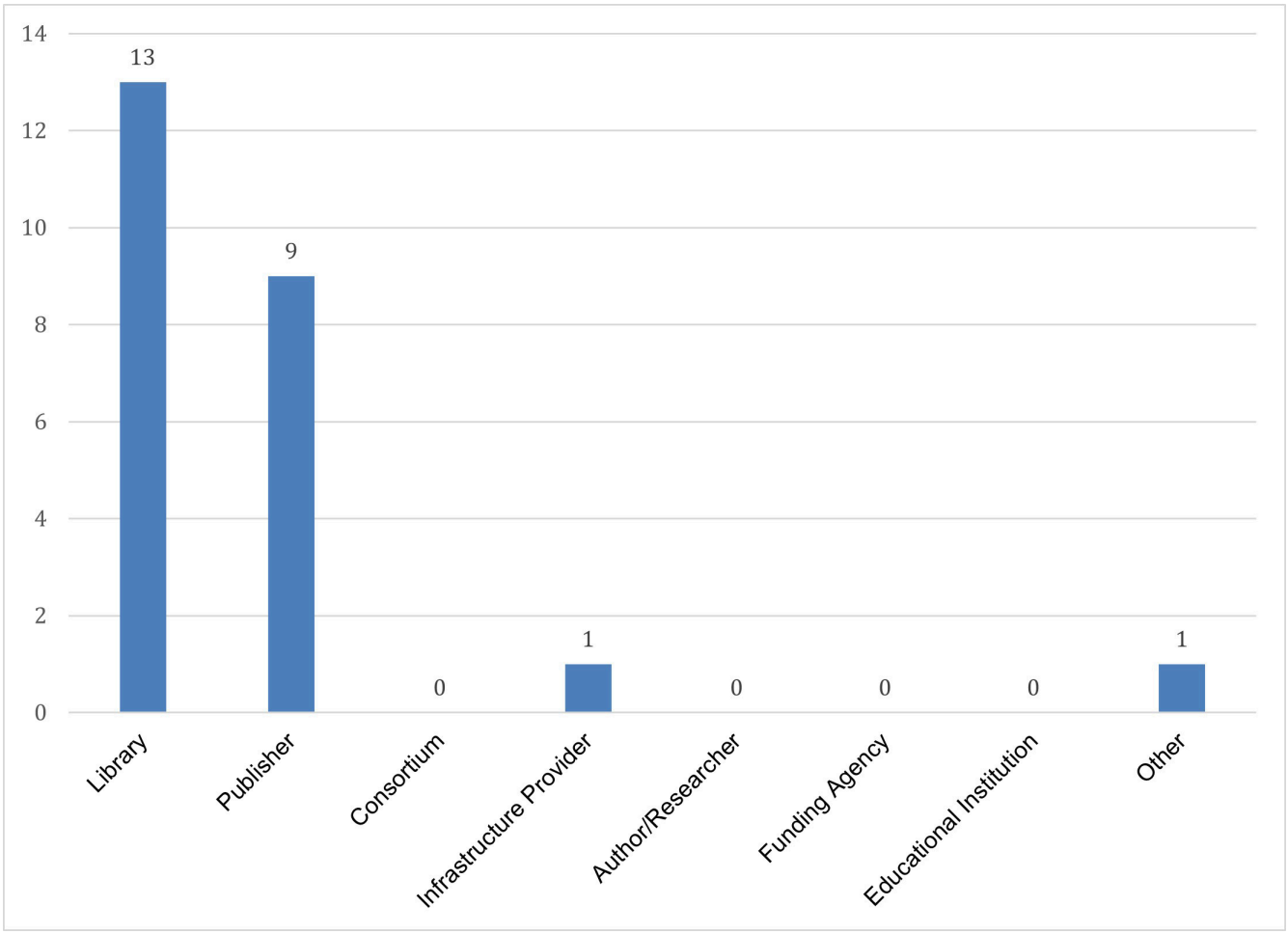

Figure 1. Poll one: What area best represents you as a stakeholder in open access workflows?

Polled on their biggest pain points in open access workflows, the audience members shared pain points that included challenges around funding, communication, eligibility criteria, data issues, and research integrity (see Table 1).

Table 1. Responses to poll two: What are your biggest one or two pain points for open access business process and workflows?

Responses to poll two (listed in response order)
Funding
Back-office workflows in technical services
To maintain good quality outcomes, open access needs article publishing charges (APCs) that sustain all quality checks
Lack of interest from authors
Money
Tracking requests across vendors
Clarity about copyright and types of open access
Getting good, clean data from our editorial offices
APC payment
Communicating agreements to campus
Institutional differences in workflow preferences
Management of requests
We use Oatable,[10] but even here, we must pay set-up charges for new publishers/integrations, and we still must chase invoices even though we use this third-party solution
Identifying the corresponding authors
Communicating to the library when a journal goes open under the S2O model. KBART file set up with just free/paid access
Clarity of what journals are covered by agreements

For the third poll, the panelists asked the audience if they had witnessed improvement in open access workflows over the past few years, if open access workflows had remained about the same, or if they have become increasingly difficult to manage. For most of the audience members that responded to the poll, open access workflows have remained about the same. Given the pain points audience members previously shared, the status quo is not ideal in this case. The ongoing challenges of open access workflows are also reflected in only one audience member finding improvement and four finding it more difficult (see Figure 2).

10. https://oable.org/

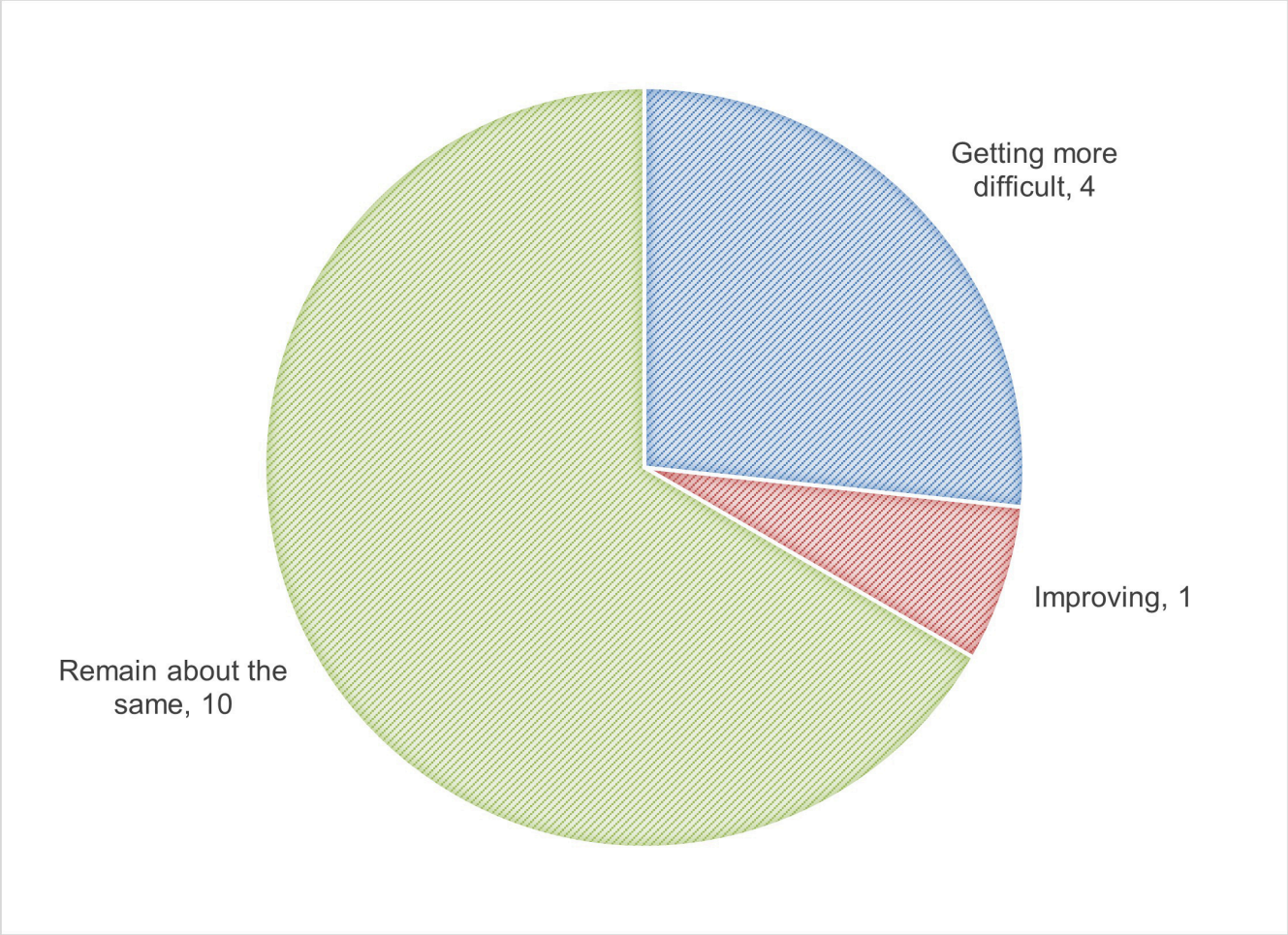

Figure 2. Poll three: Have you seen improvement in open access workflows over the past few years, or have they become increasingly difficult to manage?

Discussion

The members of the lively discussion panel serve on the NISO OABP Working Group and represent stakeholders in an open access landscape beset with inefficient localized approaches to management of open access business processes. How do we move beyond individual pain points in our respective open access business workflows and identify challenges that might lend themselves to cooperative solutions that can benefit stakeholders across the scholarly communication ecosystem? Maureen Walsh asks a series of questions of the panelists to explore pain points and their nuances from different stakeholder perspectives toward potential collective solutions.

Challenges and Opportunities of Open Access Business Processes

Maureen Walsh

To frame our discussion, Amanda, Sherri, and Chris, I would like to ask each of you to briefly highlight what you see as the most challenging aspects of current open access business processes and workflows, and on the flip side, from your perspective, if you are seeing potential solutions evolving. From my library perspective, the bespoke or boutique nature of open access publishing agreements and the inconsistent quality of data exchange that supports them is not only difficult to wrangle from a back of the house library perspective, but it is also difficult for our campus authors to wrap their heads around. Participating on the NISO OABP Working Group, one area where I commiserate with the other

library subgroup members is around the current manual labor-heavy library open access workflows. While libraries have supported open access for more than two decades, we are still grappling with inefficient management of open access and lack the workflow refinements that could mitigate the challenges of open access administration. Thinking about the pain points shared by the audience in the second poll, I am seeing a convergence around similar challenges that suggests diverse stakeholders can come together to address those concerns and find solutions. Amanda, could you start us off with your consortium perspective on pain points in open access business processes, and your thoughts or hopes on how the forthcoming NISO Recommended Practice might help with those challenges?

Amanda Holmes

One of the biggest challenges in open access business processes and workflows from a consortium perspective is managing the diverse terms and conditions across a multitude of open access publishing agreements. This will be a little bit like what Maureen said, but we do come from similar backgrounds. A lot of these agreements come with a variety of—or varying—criteria and eligibility terms. This creates a complex landscape for librarians and authors alike. Effectively communicating these differences is essential but often challenging due to inconsistencies across agreements.

For example, a common question from librarians and authors is whether open access publishing eligibility is tied to the submission date or the acceptance date—a point of confusion driven by the lack of standardization. This lack of standardization creates an administrative hurdle for authors. If the open access publishing eligibility criteria is not clear on the publisher's website, the author is required to contact the librarian to verify their eligibility. If the librarian has access to the license, then they can find the answer. But if they do not have access to the license, then they must contact the consortium. The consortium staff will respond to the librarian, but this process has caused delays for the author and has amplified the administrative burden for everyone involved.

This is why I believe that an output from the NISO OABP Working Group needs to be a strong recommendation on the use and integration of PIDs that can permit the automated exchange of metadata. The use of PIDs will assist in the automation of parts of open access workflows that will make the process of open access publishing easier, faster, and less confusing for all parties involved.

Sherri Young

As a not-for-profit society publisher, the most challenging aspect of current open access business processes and workflows is creating a workflow that meets the needs of all our authors and institutions. This applies to both a workflow solution in the tactical sense, as well as the terms around multiple agreements that need to be implemented to meet the requirements of our customers. Just as Amanda mentioned, we want faculty and authors to be able to leverage an open access agreement and publish their article without needing to contact the publisher or their library administrators to confirm all the intricate details of the open access agreement. IEEE has open access agreements in more than 30 countries, and the needs and desired processes of those customers vary greatly. With the NISO OABP Working Group, one aim that we can come out of this with is guidance and recommendations that take into account those many flavors of open access, while understanding the needs of our users (ultimately the authors and librarians).

Chris Shillum

As mentioned earlier, ORCID does not directly participate in open access business processes, but if I step back a little bit and talk about how the current situation has emerged, it is clear that there has been enormous innovation in the area of open access business models over the past decade, with a great deal of creativity and a lot of custom deal structures emerging as a result of bilateral discussions between publishers and universities and funders.

As might be expected, a fairly chaotic situation has emerged, with many deals being framed around unique non-standard terms and parameters. From my prior experience working for a large publisher, these are very often high-stakes discussions. The strategy people get involved, and the business folks get involved, to come up with deals that work for both parties financially. The opinions of the workflow systems and processes folks are not necessarily sought

upfront. Instead, they are asked to pick up and implement these agreements after they have been frozen into signed agreements. As a result, everything is being administered manually, with huge amounts of work on the library side, and huge amounts of work on the publisher side. The funders, who are often interested in compliance with their open access mandates, can't get the data they need. It is chaotic. I think this is natural and inevitable when new business models are emerging.

One of the consequences of the transition to open access on the publisher side is that it is forcing systems that have not traditionally had to talk to each other to exchange data. In the traditional subscription world, the order processing and fulfillment systems were completely divorced from each other apart from when it came to access management—figuring out who got to view what. You needed to know who the user was of the content, and which institution they belonged to, but you didn't really need to know from a business process point of view who the author was or their affiliation. And that has now changed, and it takes time for systems and processes to catch up with the new reality.

Improvements in Open Access Workflows?

Maureen Walsh

When asked, the panel audience responded for the most part that open access workflows have remained about the same for the last several years, while some saw an increased difficulty. I want to highlight a bright spot, or anomaly, in the poll—the one response that open access workflows are improving. If you had voted, you might have selected "remained about the same," or "more difficult," but if you focused on areas of improvement, what would those be?

Amanda Holmes

If I had voted, I would have said that they remained about the same. But to respond to your question, Maureen, on the positive side, one area where I have seen improvement is in the increased automation of processes, which helps alleviate significant manual work, particularly from a consortium perspective. When CRKN negotiates agreements on behalf of its members, a key priority is reducing the administrative burden on member institutions. In cases where manual work is required, CRKN absorbs that responsibility on behalf of its members. However, this doesn't eliminate the issue entirely—it shifts the burden to CRKN staff. For example, with one agreement from a major publisher, we are required to manually approve every article submitted. Given the scale—articles coming in from over 65 participating institutions—this is a time-consuming task that we perform twice a week, validating and approving all incoming articles. While some publishers have implemented automatic approval systems, which greatly streamlines the process, others have not, often due to technical limitations or differing eligibility requirements. Despite these challenges, we are seeing gradual improvements, and we remain optimistic that further automation will continue to reduce manual workflows over time.

Chris Shillum

I think there is a role for infrastructure providers like ORCID to help increase the efficacy of workflows. We have already talked about the role of PIDs in smoothing data exchange between systems. Another non-profit infrastructure initiative called OA Switchboard[11] is aiming to act as a mechanism to allow messages about open access transactions to be efficiently exchanged between parties. So, for example, if a publisher wants to ask their university library customers if they will pay for specific article processing charges, they can send those messages to a central point, the OA Switchboard, which will then figure out how to get those messages to the right libraries or consortia. Similarly, libraries can receive messages from multiple publishers from a central point, in a consistent standardized format. This is a great example of what infrastructure is good at: taking many-to-many processes which are complex to administer and putting

11. https://www.oaswitchboard.org/

a central service in the middle that can handle all the routing and enforce some degree of standardization. This way, the many-to-many transactions simplify to a set of many-to-one-to-many transactions, and the standardization facilitates a much greater degree of automation.

Opportunities for Standardization?

Maureen Walsh

In the sea of open access workflow challenges, there are lifeboats and rafts floating about. There are also a few expedition ships, but far from smooth sailing, current solutions and stopgaps often have caveats. Publisher offers of automatic approval of open access funding requests might be easy to turn on, but library stakeholders have expressed concerns that automatically funding ineligible requests—potentially padding open access publishing output with ineligible articles—may increase future open access agreement costs.

To better understand eligibility error, Ohio State opted to do manual eligibility checks with publishers that had automatic approval as an option for our open access agreements. We asked ourselves, what is the error rate, what might be driving it, and is it different depending on different workflows? We found with our early agreements that by immersing ourselves in the approval process, we gained a deeper knowledge of the author workflows and could partner with publishers to improve them (Walsh et al., 2024). While the manual approach provides valuable data on author uptake—especially with capped agreements—it is not our intention to continue with manual approval. As we work to operationalize our open access workflows, our goal is to move from real-time interaction at the individual article level, to quality checks of the aggregate on a regular schedule.

But even with manual approval, it can be difficult to determine if the corresponding author is affiliated with the institution and—depending on the agreement eligibility criteria—affiliated at submission or affiliated at acceptance. Authors not using institution email addresses, out-of-date or non-existent ORCID affiliation data, and the uneven availability of accurate institution affiliation data to libraries across this landscape all contribute to eligibility verification challenges. And although the corresponding author is, at this point, basically the constant data of eligibility for open access agreements, that author role as proxy for funding eligibility is not without its own challenges.

Are you eyeing low-hanging fruit in your part of the workflow that you think we could collectively tackle? We have our pain points, but do you have ideas percolating for collective solutions—if we all got together and we did X, we think we could solve for Y? Are you seeing opportunities to standardize?

Chris Shillum

I think that point about corresponding authors is a great example of some of the unanticipated consequences of current open access agreements. As Maureen said, it has become the norm for open access eligibility to be defined in terms of the corresponding author's affiliation. But that is not what a corresponding author was originally defined as—it was meant to be the person that the publisher dealt with to handle the back-and-forth of getting the article published.

I am sure we all have now heard examples of "corresponding author shopping"—the authors of a paper designating the corresponding author merely on the basis that they are affiliated with an institution that will fund the publication. This has now led to complexities such as multiple corresponding authors for an article, or the concept of a "submitting author" being different to the corresponding author. This is a perfect example of an emergent, but I think unintended, consequence of the way that open access deals are structured. And certainly, I think that is a key one we want to give some guidance on in the NISO OABP Working Group—to semantically distinguish the author(s) that should be considered for open access funding eligibility versus the person whose email address should be used to complete the submission process.

Another area where we think ORCID can help is as a source of validated affiliation information. Increasingly, we want to relieve researchers of the burden of having to keep their ORCID records up to date manually. No researcher wants to spend time manually curating their profile data—they want to do research. So, while ORCID will always maintain the principle that researchers are in full control of the data in their ORCID records, we are encouraging our member organizations to automatically update their researchers' records with authoritative data they hold on their

behalf, and with their permission.

Publishers already do a pretty good job of that with publication metadata that flows through Crossref. There is a flow called auto-update—the author gets an alert from ORCID saying, hey, Crossref would like to add this article to your profile. Do you want to accept it—yes or no?

We are now very focused on encouraging our university and research institution members to add affiliation information to their researchers' ORCID profiles—again, with the researcher's permission. There are a number of ways that can be done—through the university's CRIS (Current Research Information System) or RIM (Research Information Management) system being hooked up to ORCID; through the HR system being hooked up to ORCID. For our consortium members, we provide a tool where somebody at the university can upload a set of email addresses and send invitations to people to add those affiliations. Having the affiliations added by the authoritative institution has two benefits: firstly, the researcher doesn't have to do it for themselves, saving them time and effort, but secondly and perhaps more importantly, there is a higher degree of trust if the institution says, hey, this person is affiliated with us, than if the researcher self-asserts their affiliation.

As others have said, authoritative affiliation information is critical in open access workflows, and having a public, validated, source of this information will be very helpful in both increasing the efficiency of open access business processes and increasing their accuracy.

Sherri Young

We talk quite a lot in the NISO OABP Working Group about reporting, and the benefits that could be realized if reporting was standardized. For example, if an institution has agreements with 10 publishers, but those publishers are on a mixture of bespoke and vendor systems, the institution is getting reports out of multiple sources across multiple formats that do not lend themselves to quick analysis.

The reports typically cannot be combined easily and may use two to three different terms to refer to the same data. This can greatly increase the staff time for the institution and the complexity of analyzing agreement success or failure across multiple publishers. Institutions need consistent reporting so that they can go back and pose questions such as, is this something we could perhaps do as auto-approval, or is there something we can do to find efficiency? Reporting could perhaps be a pain point or an improvement depending on your role and the needs of the moment.

Successful Outcomes?

Maureen Walsh

To wrap up our panel, considering the challenges and opportunities we have discussed, what would a successful NISO Recommended Practice look like to you? To put it another way, what pieces or elements should not be forgotten in the development of a NISO Recommended Practice to ensure a successful outcome?

Amanda Holmes

One thing I think will be very helpful, and it relates to the discussion about corresponding authors, is the development of a glossary of terms. While the NISO OABP Working Group will not mandate the use of the definitions in license agreements, we will develop definitions to standardize language and terminology. With the development of common definitions, they can be added to agreements to create uniformity.

Chris Shillum

What we are trying to do with the NISO OABP Working Group is not curtail the creativity and innovation involved in developing and refining open access business models, but to apply some degree of standardization now that several years of experience are available. When many parties are involved in separate discussions, subtly different ways of defining the same concepts emerge. Sometimes that is because the concepts are importantly and materially different. But often it is because different conversations happen between different groups at different times, and they come up

with different but closely related definitions. The differences are often not material, but there was no mechanism to allow the different conversations to converge on common definitions.

To facilitate greater automation and improve efficiency, we need standard definitions and common language. As Amanda mentioned, one of the key outputs we are working on in the NISO OABP Working Group is a glossary of common terms used in open access business processes, working within the NISO framework to bring all stakeholders together and build consensus. This will enable us to use the same terms and definitions when we are talking about the same thing, which in turn will enable more of these processes to be automated with less reliance on manual processes and workarounds.

Clearly, a key marker of success for the NISO OABP Working Group will be reducing the amount of manual labor that has to be devoted to open access business processes, increasing efficiency and allowing resources to be reallocated to higher-value work. But I also hope that increasing the standardization and accuracy of metadata will enable more reliable insights to be obtained about the outcomes of open access deals—whether they are achieving the desired outcomes or not, and ultimately, whether the visibility of the research is being increased, which hopefully will help justify the necessary funding for these arrangements going forward.

Sherri Young

A successful outcome would look like an open access environment where authors, librarians, and publishers from varying backgrounds are able to publish open access with clear steps, workflows, and requirements. Clarity is a successful outcome of the NISO OABP Working Group as it can provide stakeholders with a consistent and clear set of processes and workflows.

Conclusion

The current open access publishing landscape is characterized by expanding open access business models—the sky's the limit—without business process standards to support the efficient and effective management of open access workflows. The challenges voiced in the lively discussion are not unique across disparate stakeholders. The approaches of stakeholders in response to roadblocks, however, tend toward individually unique solutions adding to the bespoke burden hampering sustainable and scalable support of open access. The authors look forward to the forthcoming Recommended Practice from the NISO OABP Working Group as a step forward toward standardized open access business processes across all stakeholders.

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