

## Public Library of Science Interim Progress Report

December 1, 2005

### EXECUTIVE SUMMARY

In December 2002, the Public Library of Science (PLoS) received a five-year grant from the Gordon and Betty Moore Foundation and hired its first few staff members. Two years ago PLoS launched its first open access journal, *PLoS Biology*, and just one year after that, its sister journal, *PLoS Medicine*, was launched. In the last year PLoS has launched three new Community Journals and laid the groundwork for two other major publishing projects, *PLoS Clinical Trials* and *PLoS One* (formerly called *PLoS Reports*), both of which will launch in 2006. PLoS and its family of journals have made an enormous contribution to the international open access movement and toward our mission of making the scientific and medical literature a freely available public resource.

PLoS was created to advocate for and prove a sustainable new economic model for scholarly publishing that does not generate revenue by restricting access via subscriptions, but that instead generates revenue by charging authors – or more correctly, their grants and universities – a fee to cover the costs of publishing and then distributes content freely via the Internet. We are committed to demonstrating the viability of this simple model. To do so, however, we must look carefully at our growth and business practices, particularly now that the core journals are established, basing our decisions on financial realities rather than on ideology. In 2006 we will focus on business planning and preparation of the organization for long term sustainability. In sum, our commitment to open access demands that we prove the success of our business model.

### ORGANIZATIONAL HIGHLIGHTS

#### Management and Staff

- Mark Gritton joined PLoS as interim CEO on October 24, 2005. Mark has more than 30 years of corporate management experience and comes to PLoS after serving as CEO/COO of the Success For All Foundation, a nonprofit organization based in Baltimore. Mark will be serving in the CEO capacity while assisting in the search for a permanent CEO.
- Liz Allen was hired as full-time Director of Marketing and Business Development in October (she had been a consultant since June). Liz has extensive experience in journal marketing, most recently with *Nature*, launching the *Nature* "sister journals" and the *Nature Insights* series.
- Rich Cave came on board as IT Director (this position had been unfilled since Nick Twyman's departure a year ago). Previously Rich ran the IT team at the Charles Schwab Foundation.
- The two newest journal projects now have new leaders: Emma Veitch is Publication Manager of *PLoS Clinical Trials* and Chris Surridge is Managing Editor of *PLoS One* (formerly *PLoS Reports*). Both are located in our Cambridge office and have excellent publishing experience: Emma was with BioMedCentral, an open access publisher in the UK, and FIRST Consult, an

online clinical decision-making tool, and Chris was senior editor for biology and web editor at *Nature*.

- We continue to increase staff at a reasonable pace and level to ensure the quality output of our journals.
- Total full-time staff is projected to be 42 employees by the end of fiscal year 2005, up from 21 at the beginning of FY 2005.

**Audit and Financial**

- We closed the 2005 fiscal year and are in the process of completing our financial audit, which will be reviewed by the PLoS Board of Directors in early 2006.
- The Board approved our fiscal year 2006 operating budget at its September meeting (attached).
- Our five-year advance ruling from the IRS on our public charity status ended in September. We are now undergoing the analysis of our funding sources and revenues to assess our permanent qualification as a 501(c)3 tax-exempt public charity, with every expectation that we will meet the required "public support" criteria.

**Publishing Operation**

Since our June report, PLoS has launched its first three Community Journals, *PLoS Computational Biology*, *PLoS Genetics*, and *PLoS Pathogens*; announced the first Call for Papers for *PLoS Clinical Trials*; and hired staff for *PLoS One*. From October 2003 through October 2005, we published over 550 research articles and over 800 front section articles. Submissions are increasing across all the journals and despite a high rejection rate, our web team is publishing over 100 new articles a week. Key achievements over the last six months include:

- The successful launch of the community journals, *PLoS Genetics*, *PLoS Computational Biology*, and *PLoS Pathogens* -- all have been met with enthusiasm from their various communities, due in large part to the enormous energy of the academic Editors-in-Chief (EICs) and a highly efficient in-house staff, and are running smoothly.
- With its first Call for Papers in early November, *PLoS Clinical Trials* is now accepting submissions and has a live website. The first issue is planned for March 2006.
- We aim to launch *PLoS One* in mid-2006. Work is underway to develop the technical infrastructure needed to handle the volume and automation this new project demands, as well as to build an editorial board and establish review procedures.

**INDIVIDUAL JOURNAL HIGHLIGHTS**

*PLoS Biology*

- From its launch in October '03 through October '05, *PLoS Biology* published 342 research articles and 535 front section articles, including synopses of the research articles, features, editorials and the like.
- The journal received its first Impact Factor from ISI of 13.9, placing it # 1 among general Biology journals, above the *Proceedings of the National Academy of Science* and the *EMBO Journal*, both well established journals published by prestigious scientific organizations. (A journal's Impact Factor is calculated on the basis of how frequently its papers are cited and is

particularly important to authors, in certain countries more than others, who are building their reputation.)

- Submissions have increased substantially this year, presumably in response to the Impact Factor announcement, leveling off at ~130 per month in September and October, up from ~50 in January.
- *PLoS Biology* receives a high level of media coverage: a paper on “Singing Mice” received worldwide attention (including an odd piece in the SF Bay Guardian), with over 300 Google News alerts hits in its first few days of publication.

*PLoS Medicine*

- In its first year, *PLoS Medicine* published 70 research articles and 300 front section articles.
- High-profile media coverage: an article demonstrating that circumcision can reduce rates of HIV infection was highly reported on, including our first citation in *Newsweek*.
- Policy pieces published in the magazine section are highly referenced in the media and also in policy discussions: an article on rapid, low cost interventions for public health was discussed with members of the UK Parliament, for example.
- Submissions are increasing steadily though not as fast as we hoped, perhaps due to the lower awareness of open access and unfamiliarity with the author-side payment model in the medical community compared to the basic research community.
- A significant number of potential submissions are rejected at the pre-submission stage, essentially a triage that allows the editors and reviewers to avoid wasting time peer reviewing articles that are unlikely to be accepted.

**Community Journals**

The Community Journals are managed in-house by a lean team led by Publications Manager Catherine Nancarrow. Each journal has a highly committed academic Editor-In-Chief and a dedicated editorial board, including in some cases non-staff individuals dedicated to special sections such as the Interview in *PLoS Genetics* and the education column in *PLoS Computational Biology*.

The priorities for all the Community Journals are focused on increasing submissions of high quality papers and on establishing each journal’s reputation within the community it serves. We are also committed to ensuring that each of these journals is independently sustainable and are committed to keeping costs down while increasing the volume of papers.

*PLoS Computational Biology*

- Editor-In-Chief, Phil Bourne of UC San Diego
- Launched at the Intelligent Systems in Molecular Biology conference (the annual meeting of the International Society for Computational Biology (ISCB), our publishing partner for this journal) in June.
- Published 38 research articles and 11 front section articles, June through October.

*PLoS Genetics*

- Editor-In-Chief, Wayne Frankel, Jackson Labs in Bar Harbor, Maine
- Launched at a press event at the Jackson Labs and a slightly delayed launch at the American Society of Human Genetics meeting in Salt Lake City in October.
- Published 45 research articles and 5 front section pieces in its first four issues.

#### *PLoS Pathogens*

- Editor-In-Chief, John A Young of the Salk Institute in San Diego
- Launched at the Infectious Disease Society of America in San Francisco in September.
- Published 16 research articles and three front section pieces in its first two issues.

#### **New Journals**

##### *PLoS Clinical Trials*

- Aims to publish clinical trial results of all types, including negative or inconclusive trials that are often not published, and make these results freely available for further analysis and synthesis.
- First Call For Papers and new website launched October 24.
- Intensive marketing through other PLoS journals, to targeted lists of clinicians, brochures and ads in other journals.
- Creation of advisory board and statistical review board well underway.
- First issue launch planned for March 2006.

##### *PLoS One*

- Aims to be single venue for publishing research in all areas of science with an initial focus on the biological and medical sciences – intends to demonstrate that the scientific literature is a continuum rather than emphasize disciplinary boundaries.
- Management of peer review and production will be highly automated, allowing a high volume of articles to be processed relatively inexpensively and accepted papers to be published rapidly.
- Anticipate that *PLoS One* will have a positive effect on program revenues as a result of a high volume of articles, lower selectivity, appropriate pricing, and cost effective manuscript management and online publishing.
- Managing Editor Chris Surridge hired in September; steering committee that includes key staff as well as Pat Brown established in October to guide project development.
- Planning to hire dedicated programmer to work with Allen Press to ensure adequate web functionality.

#### **Possible Publishing Projects**

As we discussed in our June report, our policy now is to seek dedicated funding to support the start-up costs of new journals until they can reach sustainability, rather than to rely on existing general operating funds to support new projects. Several projects, listed below, are in various stages of development.

It's worth noting that we frequently receive requests for publishing collaborations and partnerships that we simply do not have the resources or staff capacity to pursue. We take these inquiries as evidence that interest in and support of open access as a superior publishing system and we usually are able to direct requests to useful resources elsewhere. We hope that over the next few years we'll be able to develop more collaborative publishing efforts.

#### *PLoS Neglected Tropical Diseases*

- Interest in this journal and this topic continues to grow, due in large part to several very influential global health policy articles published in *PLoS Medicine* and coverage of important global health topics in research articles, the magazine section, and special collections on HIV/AIDS and Malaria.
- A \$1.2M proposal to support the first few years of this journal is under review at the Gates Foundation, with other potential funding possibilities on the horizon if Gates opts not to support it.

#### *PLoS Stem Cells*

- Discussions are continuing with the California Institute for Regenerative Medicine (CIRM) and the International Society for Stem Cell Research (ISSCR) for a partnership in launching this journal.
- A business model for the journal and a preliminary proposal for funding have been created. Potential sponsorship of the front section by CIRM is being explored.

#### *PLoS Environment*

- Still in the early stages of discussion. Will require a business model that can accommodate the lower grant funding levels in this field compared to biomedicine and the lower awareness of open access in this field.

### **IMPACT OF PLOS**

#### **Marketing**

As full-time marketing director, Liz Allen is putting renewed energy into the marketing of PLOS journals and the overall identity of the PLOS brand. The marketing focus is on increasing the visibility of the journals among potential authors, who are also our primary readers, and on enhancing their identity as electronic publications. Examples of new marketing efforts include:

- New direct mail and ad campaigns focused on new authors for *PLoS Medicine* and *PLoS Biology*, capitalizing on the journals' prior achievements, such as *PLoS Biology*'s impact factor and *PLoS Medicine*'s impact on global health policy.
- Improving our presence and impact at scientific and clinical conferences.
- Acquiring sponsorships and advertising for special article collections and issues, as well as other new business development efforts.

### Media

Media attention on PLoS journal articles continues to increase. The editorial teams write press releases for selected articles in nearly every issue and stories are picked up by major international print, broadcast, and electronic news sources. Coverage in the popular press is one common measure of a journal's prestige and impact – and of course, because PLoS journals are open access, anyone who hears a news story about a PLoS article can readily read the original paper. While we do not currently have a dedicated communications director to manage press relations, we hope this is a position we can support in the future.

- *PLoS Medicine* articles are frequently cited on the Gates Foundation-funded Global Health Reporting site and on the Research Policy site of the European Union.
- *PLoS Biology* articles are frequently covered in the Science Times of the New York Times and on National Public Radio, perhaps the most prominent general news sources in the US.
- An article on cats' inability to taste sweetness, published in *PLoS Genetics*, received overwhelming public media attention that is extraordinary for the first issue of a new journal.
- Articles from all PLoS journals are reported on by other science journals such as *Nature* and *Science*, another important measure of the impact of the research we publish.

### Usage Statistics

We are undertaking a more thorough analysis of our web-logs and user statistics, a task which is not trivial because these data must be culled from a database controlled by Allen Press, our publishing vendor. We plan to include a more thorough analysis of our usage stats in our next report; a preliminary sampling as of October 2005 follows:

- The number of unique users visiting our journal web sites, as identified by their IP addresses, has more than doubled in 2005, from approximately 74,000 in January to over 176,000 in October (aggregated for all journals).
- *PLoS Biology* papers have been downloaded over 2.8M times and in October alone were downloaded nearly 190,000 times (full paper downloads, not just hits). *PLoS Medicine* is close behind with over 818,000 total downloads in its first year and over 113,000 in October alone. The Community Journals' usage stats are growing nicely too.
- The number one downloaded paper, "Why Most Published Research Findings Are False", has been downloaded over 47,000 times since its publication in August in *PLoS Medicine*. The number two paper, "What Controls Variation in Human Skin Color?" has been downloaded over 33,000 times and continues to be downloaded hundreds of times since its publication in the inaugural issue of *PLoS Biology* over two years ago.

### Global Open Access Movement

International support for open access continues to grow on a number of fronts, but the movement also faces challenges from the traditional publishing industry and needs to continue to build support from universities and researchers themselves. The PLoS staff and Board actively advocate for open access when opportunities arise but this year we have focused our efforts primarily on the publishing operation, as we plan to for 2006. Highlights of developments in the global open access movement include:

- PLoS staff members attended a number of international meetings about open access and have contributed to policy statements and national commitments to open access (Brazil, China, etc.). PLoS continues to be in demand to speak about open access in a variety of venues.
- Several major publishers are experimenting with offering options to authors to pay extra to have their papers freely accessible immediately, in a sense safely testing out our open access business model. These publishers, which include the Proceedings of the National Academy of Science, Oxford University Press, Springer, and Blackwell, control a significant number of science and medical journals. Their willingness to experiment with this “hybrid” model suggests that open access is having a positive influence on well-established, traditional publishers.
- Major funding agencies have formally endorsed open access: in addition to the National Institutes of Health, which implemented its Public Access policy in May, the UK’s Wellcome Trust now requires its grantholders to either publish their articles in an open access journal or deposit them into a public archive within six months of publication; the Research Councils in the UK (RCUK) are developing a similar policy; and many private funders are voicing their support for open access. Unfortunately, several of these agencies, the NIH and RCUK in particular, have met significant resistance from publishers and their lobbying groups, resulting in the adoption of weaker access policies than we would like.

**FUNDRAISING**

The development team continues to work on a number of public support angles, including foundations, institutional and individual members, and increasingly, major donors. A year ago we anticipated that the Moore and Sandler grants would be sufficient for our core growth, and that fundraising efforts could focus on special, “value-added” projects and innovations. Given the higher costs and longer ramp up time for revenue-generating publications like *PLoS One*, we now recognize that we must focus on generating unrestricted general operating funds to allow the existing journals to ramp up to sustainability. Over the next few years we anticipate a need for \$1-2M per year of unrestricted general operating funds, in addition to the Moore and Sandler commitments, to balance lower than expected revenues.

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**Major Donors**

With Mark Gritton on board as interim CEO, we are putting our major donor campaign top priority to build general operating support over the next few years. We’ve developed a preliminary list of major donor prospects and are identifying connections we may have with prospects. PLoS’s growing reputation in the scientific, biotech, and technology arenas as well as our prominent Board members and supporters are key assets at this point.

**Foundation Relations**

We continue to build relations with foundations but recognize the difficulty of getting significant general operating support from most foundations at this stage of our growth. Many funders know and respect PLoS, but are more likely to fund special projects aligned with their own program goals rather than support our basic costs. That said, several biomedical research funders recently awarded PLoS small grants (Burroughs Wellcome Fund at \$50K and the Ellison Medical Foundation at \$200K over 4 years), and we anticipate that our work to build relations with foundations such as Rockefeller, MacArthur, Hewlett, Mellon, Wellcome Trust, and others will pay off.

### **Membership Programs**

The Institutional Membership program continues to grow, with projected revenues close to \$400K in 2005. This program has tapped into the significant goodwill that academic librarians have for PLoS and open access. We anticipate that this program can grow incrementally, with a portion of revenues offsetting publication charge discounts and the balance coming in as unrestricted funds. Though it will never be a huge revenue source, the Membership program provides an important mechanism for us to communicate with the librarian community and to develop co-marketing strategies – it remains one of our key advocacy efforts.

We have also established an on-line Individual Membership program to allow people to donate electronically. An increasing number of non-profits have such electronic donation systems, which are now considered to be a standard fundraising tool. We hope this will increase the number of individual donations we receive - we currently receive occasional donations even without sending solicitations or having a visible on-line presence. We will have more to report on this in our next report.

### **BUSINESS OUTLOOK AND SUSTAINABILITY**

The remarkable growth in our publishing operation requires much more coordination between the editorial, production, marketing, and Web/IT teams than was required even at the time of our last report in June, when we published just two journals. With Mark Patterson in the position of director of publishing, Barbara Cohen serving as executive editor for PLoS in addition to her role as *PLoS Medicine* senior editor, and new staff in key leadership positions, this coordination is well underway. As CEO, Mark Gritton has established an Operations Team with representation from all parts of the organization to ensure that our departmental priorities are appropriately aligned with the overall business plan and operating budget for 2006.

As we mentioned in the Sustainability section of our June report, we continue to evaluate our strategies and decisions in order to strengthen our business position over the next several years. These include increasing program revenues by adjusting publication charges; reducing publication costs by reducing our print distribution and developing new publishing technologies; and developing new business and public support revenues. Several of these efforts are described in more detail below.

#### **Print**

We have analyzed our approach to print distribution of the journals, particularly for *PLoS Biology* and *PLoS Medicine*, which have had large print runs since their launches. We have viewed print distribution as largely a marketing strategy to help establish a strong PLoS brand, giving away print copies at conferences and through selected mailings. The financial viability of the open access business model depends on the costs savings of electronic distribution and we now want to focus on establishing PLoS as an electronic publisher. To reduce the costs associated with print and distribution, we will limit print runs of *PLoS Biology* and *PLoS Medicine* to 3,000 and 1,000 copies per month, respectively, and use a less expensive paper stock. While we do not anticipate that this will reduce advertising revenues for *PLoS Biology* significantly, we are putting more effort into increasing our online ad revenues in anticipation of the elimination of print altogether (*PLoS*

*Medicine* has a policy of not taking drug and medical device ads, so has generated virtually no ad revenues). We anticipate that this reduction in print will save us ~\$400K in 2006 as compared to 2005.

We are committed to relatively small print runs for only the first six months of each Community Journal, mostly for distribution at targeted conferences and to the EICs and editorial boards. *PLoS Clinical Trials* and *PLoS One* will only be available electronically, although we are exploring different options for "print on demand" should readers or subscribers want to receive print copies or customized collections of articles.

#### **Publication Charges**

We've known for sometime that our current charge of \$1500 per accepted research article covers only a portion of the costs of publishing in *PLoS Medicine* and *PLoS Biology* and will not allow them to reach sustainability. With their professional editorial staffs and extensive front sections that generate no revenue, the flagship journals were not intended to prove the business model so much as they were necessary to establish the PLoS brand. Nonetheless, we feel an increase in price is warranted and will not be resisted by authors or their funding agencies.

While the costs of publishing each article in the Community Journals is substantially lower than that for the flagships, costs are higher than anticipated due in part to higher than expected production and staffing costs. However, we expect these journals will break even with a modest increase in the publication charge and volume over time. Because the Community Journals are essential as exemplars of a sustainable open access business model, we feel it is critical to price them accurately with respect to the cost of publishing each research article.

We currently have a pricing task force that is analyzing our costs and fees with respect to the publishing market, with the expectation that we will increase publication charges starting in early-mid 2006. We already set the price for *PLoS Clinical Trials* at \$2500 per paper (compared to \$1500 for our other journals), based on the substantial money that is dedicated to conducting trials. Though we expect there may be some negative feedback on a change in our prices, we have heard almost no criticism from authors or perhaps more importantly, from their funding agencies, for our publication charge. Any increase in the publication charge will be beneficial to our program revenues, bringing them more closely in line with the actual costs of open access publishing.

#### **Publishing Technology**

We are currently pushing the limits of Allen Press (AP), our publishing vendor, with our demand for excellent customer service, maximum flexibility for our staff, editors, and reviewers, speed and high-volume. However, an internal Vendor Task Force recently determined that there is currently no existing commercial or open source system that can meet our current and future needs better than AP. With *PLoS One* on the horizon and increasing demands for web functionality from all the journals, we are addressing the need for improved technology in two ways. The first is to hire a programmer who can work more closely with AP to customize their system to fit our needs. This person will be based in Kansas, where AP is located, and largely be dedicated to *PLoS One*.

Our second approach to addressing our technical needs is to develop an open source, end-to-end publishing system that can serve our needs and be a resource for the open access publishing community more broadly. While the manuscript management system, where submissions, review, and composition are managed, is an essential component, the publishing end, where articles are hosted and "served up" on the Web, is the place where the content can be most exploited and the impact of open access publishing realized. For optimal functionality and usability, the publishing

system must be able to tap into the open source software development community and biomedical researchers themselves to plug in the new tools and resources that will make the literature more useful. (At the time of this writing, a proposal from the Open Source Applications Foundation to create this system, referred to as TOPAZ, has been preliminarily approved by the Moore Foundation.)

## **THE PLoS MISSION**

PLoS is dedicated to making the peer-reviewed scientific and medical literature freely and immediately available online. Our goals are to:

- open the doors to the world's library of scientific knowledge by giving any scientist, physician, patient, or student—anyone, anywhere in the world—unlimited access to the latest scientific research;
- facilitate research, informed medical practice, and education by making it possible to freely search the full text of every published article to locate specific ideas, methods, experimental results, and observations;
- enable scientists, librarians, publishers, and entrepreneurs to develop innovative ways to explore and use the world's treasury of scientific ideas and discoveries.

Through our growing stable of open access journals, PLoS is well on the way to demonstrating that a new business model for scientific and medical publishing is both sustainable financially and beneficial to the global research community and to the public.

**FINANCIAL TABLES**

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**JOURNAL METRICS**

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## Financial Summary for September 2005 and Year End

	Current Month (\$000's)			Year To Date (\$000's)			Full Yr. Forecast
	Sept Actuals	Fcst	H/(L) Fcst	YTD Actuals	Fcst	H/(L) Fcst	
<b>REVENUES</b>							
Program Revenues	\$85	\$108	(\$23)	\$687	\$769	(\$81)	\$769
Public Support	0	46	(46)	3,785	3,884	(98)	3,884
Interest Income	10	8	2	85	85	0	85
<b>Total Revenues</b>	<b>\$95</b>	<b>\$162</b>	<b>(\$67)</b>	<b>\$4,557</b>	<b>\$4,737</b>	<b>(\$179)</b>	<b>\$4,737</b>
<b>EXPENSES</b>							
Direct Expenses	\$308	\$321	(\$13)	\$2,641	\$2,612	\$29	\$2,612
Operating Expenses	301	397	(96)	2,347	2,647	(300)	2,647
Marketing & Advertising	55	89	(34)	448	564	(117)	564
<b>Total Expenses</b>	<b>\$664</b>	<b>\$807</b>	<b>(\$143)</b>	<b>\$5,435</b>	<b>\$5,824</b>	<b>(\$388)</b>	<b>\$5,824</b>
<b>Net Income/(Loss)</b>	<b>(\$569)</b>	<b>(\$646)</b>	<b>\$76</b>	<b>(\$878)</b>	<b>(\$1,087)</b>	<b>\$209</b>	<b>(\$1,087)</b>
<b>Staffing</b>	<b>36.0</b>	<b>40.0</b>	<b>(4.0)</b>				<b>42</b>
<b>Capital Expenditures</b>	<b>\$0</b>	<b>\$25</b>	<b>(\$25)</b>	<b>\$243</b>	<b>\$280</b>	<b>(\$37)</b>	<b>\$280</b>
<b>Avg. Program Revenue/Day</b>	<b>\$2.8</b>	<b>\$3.6</b>	<b>(\$0.8)</b>	<b>\$1.9</b>	<b>\$2.1</b>	<b>(\$0.2)</b>	
<b>Avg. Total Revenue/Day</b>	<b>\$3.2</b>	<b>\$5.4</b>	<b>(\$2.2)</b>	<b>\$12.5</b>	<b>\$13.0</b>	<b>(\$0.5)</b>	
<b>Avg. Total Expenses/Day</b>	<b>\$22.1</b>	<b>\$27.7</b>	<b>(\$5.6)</b>	<b>\$15.6</b>	<b>\$16.7</b>	<b>(\$1.2)</b>	

## PLoS 2006 Plan Summary

	<b>2006 Plan</b>	<b>2005 Projected</b>	<b>2006 H/(L) 2005</b>
<b><u>REVENUES</u></b>			
Program Revenues	\$1,711	\$701	\$1,010
Public Support	3,104	3,820	(716)
Interest Income	55	86	(31)
<b>Total Revenues</b>	<b>\$4,870</b>	<b>\$4,607</b>	<b>\$263</b>
<b><u>EXPENSES</u></b>			
Direct Expenses	\$3,807	\$2,601	\$1,206
Operating Expenses	3,270	2,278	992
Marketing & Advertising	550	439	111
<b>Total Expenses</b>	<b>\$7,627</b>	<b>\$5,318</b>	<b>\$2,309</b>
<b>Net Income/(Loss)</b>	<b><u>(\$2,757)</u></b>	<b><u>(\$711)</u></b>	<b><u>(\$2,046)</u></b>
<b>Staffing</b>	<b>48.5</b>	<b>37.5</b>	<b>11.0</b>
<b>Capital Expenditures</b>	<b>\$126</b>	<b>\$219</b>	<b>(\$93)</b>
<b>Cash at Year-End</b>	<b>\$686</b>	<b>\$3,498</b>	<b>(\$2,812)</b>
<b>Avg. Program Revenue/Day</b>	<b>\$4.7</b>	<b>\$1.9</b>	<b>\$2.8</b>
<b>Avg. Total Revenue/Day</b>	<b>\$13.3</b>	<b>\$12.6</b>	<b>\$0.7</b>
<b>Avg. Total Expenses/Day</b>	<b>\$21.2</b>	<b>\$15.2</b>	<b>\$6.1</b>
<b>Year-end Cash - Days Coverage</b>	<b>32</b>	<b>231</b>	<b>(198)</b>

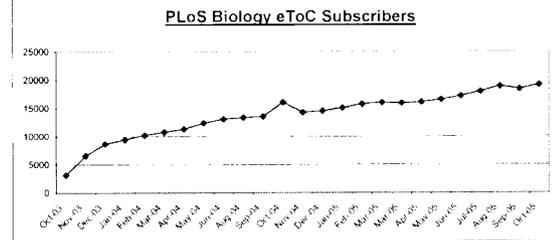
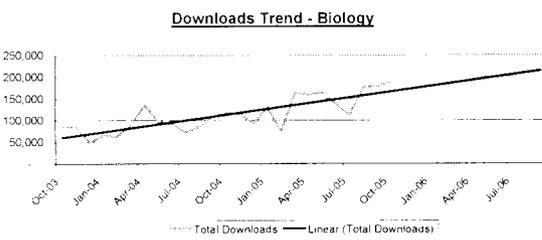
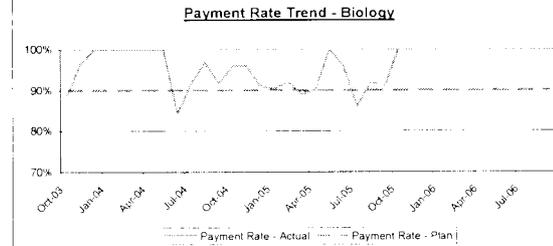
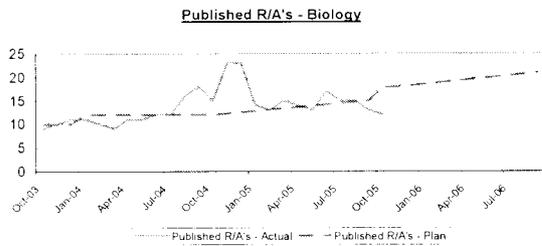
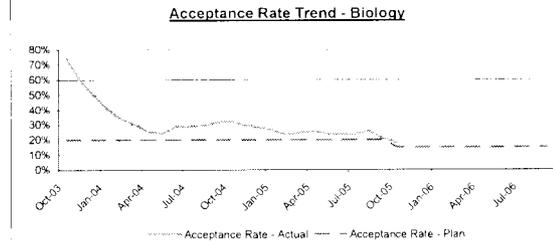
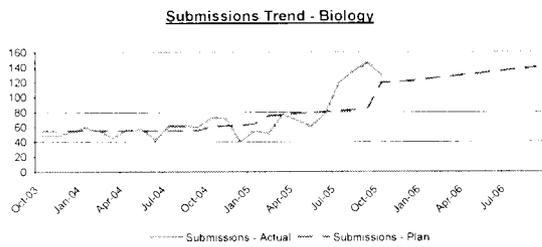
## PLoS 2006 Plan - Revenue Summary

	(\$000's)			Variance Analysis
	2006 Plan	2005 Projected	H/(L) Fcst	
<b>Public Support</b>				
Grants & Contributions	\$2,804	\$3,511	(\$707)	- Assumes \$2.0 MM Sandler grant and \$0.8MM Moore
Institutional Membership	300	304	(4)	- Held flat to 2005 pending development plan
Corporate Sponsorship	0	5	(5)	- Held flat to 2005 pending development plan
<b>Total Public Support</b>	<b>\$3,104</b>	<b>\$3,820</b>	<b>(\$716)</b>	
<b>Program Revenue (By Category)</b>				
Ad Sales	240	257	(17)	- Based on 2005 trend
Article Processing	1,448	375	1,074	- Revenue growth from C.J's, Clinical Trials and Reports
Subscription Revenue	41	34	6	
Other Revenue	(18)	35	(53)	- Pending marketing development plan
<b>Total Program Revenue</b>	<b>\$1,711</b>	<b>\$701</b>	<b>\$1,010</b>	
<b>Program Revenue (By Journal)</b>				
Biology	\$583	\$528	\$55	
Medicine	166	83	83	
Journals	630	91	539	
Reports	100	0	100	
Clinical Trials	233	0	233	
<b>Total Program Revenue</b>	<b>\$1,711</b>	<b>\$701</b>	<b>\$1,010</b>	

## PLoS 2006 Expense Summary

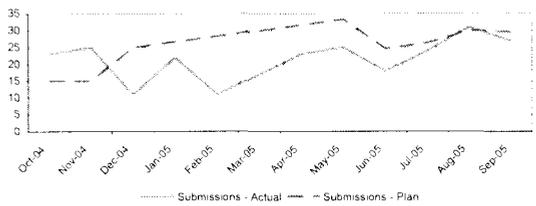
	(\$000's)			Variance Analysis
	2006 Plan	2005 Projected	H/(L) 2005	
<b>Direct Expenses</b>				
Salaries/Benefits & Taxes	\$2,074	\$1,401	\$673	- New Hires \$0.3MM, calendarization/merit \$0.5MM
Composition	674	244	429	- CJ's - \$380k, CT's - \$72k
Postage & Delivery	128	228	(100)	- Cost savings (\$125k), Community Journals \$22k
Printing and Copying	443	505	(61)	- Cost savings (\$175k), Community Journals \$110k
Web Hosting	130	62	68	- Volume growth in archived articles
Commissioned Work	109	60	49	- Stats review for Clinical Trials
Editorial & Submission Costs	250	101	148	- Outsourced copyediting for new journals
<b>Total Direct Expenses</b>	<b>\$3,807</b>	<b>\$2,601</b>	<b>\$1,206</b>	
<b>Operational Expenses</b>				
Salaries/Benefits & Taxes	\$1,893	\$1,200	\$693	- New Hires \$0.4MM, calendarization/merit \$0.3MM
Training & Recruitment	105	88	\$17	
Marketing & Advertising	550	439	\$111	- Funding for new journal launches
Travel, Meals & Promotion	270	253	\$17	
Facility Costs	437	203	\$234	- New SF and UK facilities
Technology	65	52	\$13	
Office Costs	75	65	\$10	
Professional Services	425	417	\$8	
<b>Total Operational Expenses</b>	<b>\$3,820</b>	<b>\$2,716</b>	<b>\$1,103</b>	
<b>Total Expenses</b>	<b>\$7,627</b>	<b>\$5,318</b>	<b>\$2,309</b>	

### Key Journal Trends - Biology

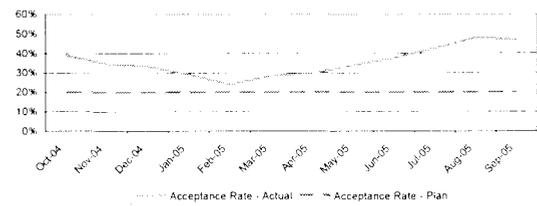


**Key Journal Trends - Medicine**

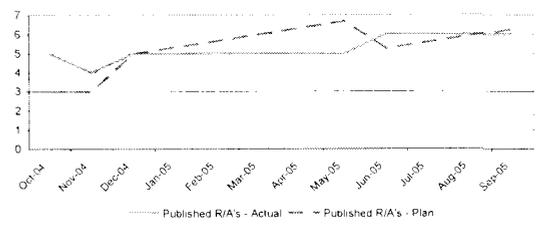
**Submissions Trend - Medicine**



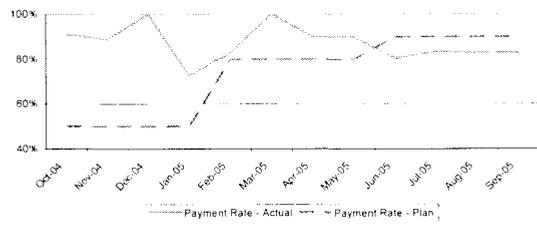
**Acceptance Rate Trend - Medicine**



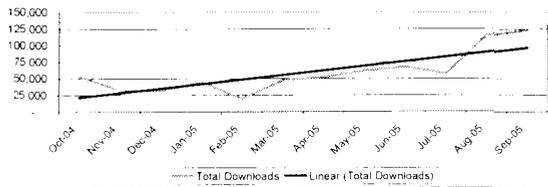
**Published R/A's - Medicine**



**Payment Rate Trend - Medicine**



**Downloads Trend - Medicine**



**PLoS Medicine eToC Subscribers**

