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Scientific Journals of Universities of Chile, Colombia, and Venezuela: Actors and Roles

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Abstract: A qualitative study was carried to identify the roles of actors associated with the publication of scientific journals in Chilean, Colombian, and Venezuelan universities. Twenty-four semi-structured in-depth interviews were conducted with journal editors, university authorities, and other experts. The categories of analysis included university leaders (journal directors/coordinators), institutional actors (university presses and libraries), and journal editors. Changes emphasizing open access journals and salary incentives to increase productivity among university professors are creating new roles for those involved in the publication of journals. University journal directors and coordinators are being challenged to provide support and to seek inclusion in national and international indexes. Although university presses have not played an important role in this process, libraries have gained new responsibilities associated with data processing and the creation of repositories. Challenges exist for individual editors to obtain supporting personnel, as journal publication work grows and demands more.
Keywords: Scientific journal; university; actors; Chile; Colombia; Venezuela; open access.

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Revistas Científicas de Universidades de Chile, Colombia y Venezuela: Actores y Roles
Resumen: Se realizó un estudio cualitativo con el fin de identificar el papel de los actores asociados a la publicación de revistas científicas en universidades de Chile, Colombia y Venezuela. Se realizaron 24 entrevistas semiestructuradas a profundidad a editores de revistas, autoridades universitarias y otros expertos. Las categorías de análisis incluyeron líderes universitarios (coordinadores de revistas), actores universitarios (editoriales universitarias y bibliotecas), y editores de revistas. Cambios hacia la publicación de acceso abierto e incentivos salariales para aumentar la productividad de los profesores universitarios están generando nuevos roles entre quienes están involucrados en la publicación de revistas. Los coordinadores de revistas universitarias deben proporcionar apoyo y ayudar a buscar la inclusión de las publicaciones en índices nacionales e internacionales. Las editoriales universitarias no han jugado un papel importante en este proceso, en tanto que las bibliotecas han ganado nueva responsabilidad asociada al procesamiento de información y la creación de repositorios. Los editores de revistas, por su parte, enfrentan desafíos para conseguir personal de apoyo a medida que la carga de trabajo para la publicación y las exigencias de las revistas aumentan.
Palabras clave: Revista científica; universidad; actores; Chile; Colombia; Venezuela; acceso abierto.

Revistas Científicas das Universidades de Chile, Colômbia e Venezuela: Atores e Papéis
Resumo: A pesquisa qualitativa foi realizada para identificar os papéis dos atores associados à publicação de periódicos científicos em universidades chilenas, colombianas e venezuelanas. Vinte e quatro entrevistas semi-estruturadas em profundidade foram realizadas com editores de revistas, autoridades universitárias e outros especialistas. As categorias de análise incluiu os dirigentes da universidade (coordenadores de jornals), atores institucionais (editoras universitárias e bibliotecas) e editores de revistas. Alterações enfatizando revistas de acesso aberto e incentivos salariais para aumentar a produtividade entre os professores universitários estão criando novos papéis para os envolvidos na publicação de revistas. Coordenadores de periódicos universitários e estão sendo desafiados a fornecer suporte e buscar a inclusão em índices nacionais e internacionais. Apesar de editoras universitárias não têm desempenhado um papel importante neste processo, as bibliotecas ganharam novas responsabilidades associadas com o processamento de dados ea criação de repositórios. Desafios existem para editores de revistas para obter o pessoal de apoio, como o trabalho de publicação da revista cresce e exige mais.
Palavras-chave: Revista científica, universidade, atores, Chile Colômbia, Venezuela, o acesso aberto.

Introduction

In the last two decades, science, technology, and innovation (STI) in Latin America have made notable progress. This development resulted from an increasing emphasis given to research, which has been traditionally carried out in universities, mostly public (Delgado, 2011a; Didriksson, 2008; Fischman et al., 2010). As a result of the increased attention to research, scientific journals, that is, those that publish research and evaluate manuscripts through peer-reviewing, have grown qualitatively and quantitatively (Delgado, 2011a; Fischman et al., 2010; Holdom, 2005; RICYT, 2007).

This situation has been favorable for the growth of journals due to the intersection of several factors. The first factor is the development of electronic publication and open access (OA) initiatives (Alperín & Suhonos, 2007; Alperín et al., 2008; Delgado, 2011b; Edgar & Willinsky, 2010; Farga Medín et al., 2006; Fischman et al., 2010; Hedlund et al., 2004; Holdom, 2005; Willinsky, 2006). It also is caused by the creation of institutional, national, and regional repositories and bibliographic analysis

services, such as Latindex, SciELO, and RedALyC that serve the Iberic-American region (Aguado López et al., 2008; Cetto et al., 2010; Charum, 2004; CNIH et al., 2006; Colciencias, 2006; Delgado, 2011a, 2011b; Farga Medín et al., 2006; Landinelli, 2008; Meneghini, 2002; Rodríguez Sánchez et al., 2010; Steenkist, 2008). Another factor is the growth of doctoral programs and faculty members with doctoral degrees in universities (Aupetit, 2007; RICYT, 2010). There is also a role played by the implementation of salary incentives for publication in indexed journals as part of policies that promote productivity and innovation; the development of accreditation systems. The popularization of university rankings has been important, as well (Bernasconi, 2008; Pires et al., 2008; Post, 2012; SCImago, 2013). Finally, there is a growing need to disseminate research relevant to the region in the most frequently spoken languages, Portuguese and Spanish (Alperín et al., 2008; Borrego & Urbano, 2006; Buela-Casal et al., 2006; Meneghini & Packer, 2008; Steenkist, 2008; Utges, 2008).

The most accomplished and recognized scientific journals in Latin America are mainly published by academic units within universities (Bernasconi, 2008; Cerda Silva, 2009; Colciencias, 2012; Fischman et al., 2010; FONACIT, 2009). This type of publisher differs from other regions in the world, like Europe and North America, where journals are more commonly published by academic associations and/or corporate publishers (university press units in those countries have developed as corporate publishers) (Altbach, 2005; Delgado, 2012). The dynamics of journal publication between publishers are unique in Latin America. University journals in Latin America do not necessarily have a subscriber list, nor do they count on a referee base used in scientific societies. They also lack the management capacities of commercial publishers. In addition, they have been transitioning from print to OA electronic publication with an increasing pressure to be indexed by the most prestigious bibliographic services (Albornoz, 2009).

With an increased focus on productivity, measures of research outcomes are frequently used to determine impact of publications. Different types of citation analysis are carried out to make decisions related to funding, inclusion in bibliographic indexes, and institutional/journal rankings (Alperin et al., 2011; Borrego & Urbano, 2006; Delgado, 2011a). There is limited research published on the policies, management, and dynamics at the institutional level associated with the publication of university journals in Latin America (Cerda Silva, 2009; Delgado, 2011a; Fischman et al., 2010). This study focuses on the actors and roles involved in the publication of journals in major Chilean, Colombia, and Venezuelan universities. These three countries have comparable higher education systems, close research outputs, and mechanisms to evaluate and/or finance national journals. This study analyzes the roles of actors involved in the publication of scientific journals in universities from Chile, Colombia, and Venezuela, in order to identify trends in journal management for this type of publications when they are published in universities.

Methods

Within a social constructivist epistemology (Crotty, 2003; Paul, 2005), the methodological approach of the study is qualitative and combines data from interviews and other sources such as websites and institutional documents. In-depth, semi-structured interviews (Neuman, 2006) were conducted with key informants from selected universities (journal editors and university authorities) and experts in the fields of higher education and information/science studies in Chile, Colombia, and Venezuela.

The study uses *institutions* as unit of analysis. It looks at the roles of actors involved in the publication of scientific journals in twelve major universities from Chile, Colombia, and Venezuela. As it was mentioned above, most research originates in public universities and a few private universities in Latin America (Arocena & Sutz, 2005), which was the criterion used to select institutions for the study: one traditional private Catholic and three public universities from each country (Table 1). Why focus

on these elite institutions? As one informant stated, "Here in Chile, like in the rest of Latin America, research is highly concentrated in a small number of universities. Those are national and traditional universities that have received over time greater government support." The universities in the study had the largest number of journals in the national journal lists: SciELO Chile that is managed by the Chilean National Commission for Scientific and Technological Research—CONICYT (data from 2011), the National Bibliographic Index Publindex of the Colombian Department of Science, Technology, and Innovation—Colciencias (data from 2012), and the Venezuelan National Fund for Science, Research and Technology—FONACIT (data from 2009).

Table 1
Number of Interviews by Country, Informant/Institution, City/Campus, and Ownership (2009-2010, follow-up 2011-2012)

Country	Informant or Institution	Number of interviews	City/campus	Ownership
Chile	Expert/national authority	2	-	-
(n=9)	Pontificia Universidad Católica	2	Santiago	Private
	Universidad de Chile	1	Santiago	Public
	Universidad Austral	2	Valdivia	Public
	Universidad de Concepción	2	Concepción	Public
Colombia	Expert/national authority	1	-	-
(n=7)	Pontificia Universidad Javeriana	1	Bogotá	Private
	Universidad Nacional de Colombia	2	Bogotá	Public
	Universidad de Antioquia	1	Medellín	Public
	Universidad del Valle	2	Cali	Public
Venezuela	Expert/national authority	1	-	-
(n=9)	Universidad Católica Andrés Bello	1	Caracas	Private
	Universidad Central de Venezuela	2	Caracas	Public
	Universidad del Zulia	2	Maracaibo	Public
	Universidad de Los Andes	2	Mérida	Public
TOTAL		24		

The decision to include these universities (Table 1) was based on their position in the SCImago Institutions Ranking that analyzes scientific publications using the Scopus database (SCImago, 2013). At the country level, Chile, Colombia, and Venezuela have relatively consistent scientific output indicators. The three countries also have (or had until recently) similar journal evaluation and/or funding systems. First, the Chilean STI system has a university ranking that measures, among other indicators, research productivity; a competitive line of funding for projects that journals can apply for; and the coordination of Latindex and SciELO—that is the equivalent to a national journal core list—by CONICYT (Bernasconi, 2007; Prat, 2001). Second, in Colombia, university salaries reward productivity—public universities through salary increases and private institutions mainly through one-time bonuses, in a system that uses the National Bibliographic Index Publindex as source of information. University accreditation also includes publications as indicator of quality and research outcome (Charum, 2004; Charum et al., 2002; Gómez, 1998; República de Colombia et al., 2006a; República de Colombia et al., 2006b). There is no public funding for journals in Colombia. Third, in Venezuela recent government actions have restricted funding for STI that do not contribute to national development (López & Odremán, 2010; República Bolivariana de Venezuela, 2010). Until 2009, the country had a Program for the Promotion of Researchers—PPI (acronym in

Spanish for *Programa de Promoción al Investigador*) that granted salary bonuses for publication in indexed journals. Also, there used to be a master journal list that provided funding for the inclusion of journals in SciELO (Delgado, 2011a). PPI was later changed by the Program for the Stimulus of Innovation and Research—PEII (acronym in Spanish for *Programa de Estímulo a la Innovación y la Investigación*) with some changes in the evaluation criteria. Professors from Venezuelan public universities also receive incentives for productivity, but they are more like one-time bonuses. The specific contexts of these three countries show different research outcomes (Delgado & Weidman, 2012).

Interviewees were chosen mainly through snowball sampling (Trochim, 2006). Table 1 shows institutions and number of interviews in the study. Interviewees from Chile included a national expert in higher education, a national expert in communication of research, six journal editors, a school director of research and publications, a university journal coordinator, and a library director. Interviewees from Colombia were a national expert in sociology of science, three journal editors, an assistant editor, two university journal coordinators, a vice dean for research, and a SciELO employee. The interviews from Venezuela were conducted with a national expert in science and technology studies, four journal editors, two university journal coordinators, two research council directors, and a coordinator of publications. In some cases, an interviewee had more than one role.

Audiotaped interviews were conducted in Spanish, and then translated. My data analysis aimed to identify recurring themes allowing creating analytical categories. The supra category of this report, *actors*, explores which and how university authorities and key actors/university units are involved in decision-making and support for the publication of journals. This supra category is divided into three subcategories: *university leaders*, *institutional actors*, and *journal editors*. The subcategory "university leaders" has as indicator the existence of a director/coordinator of university journals and the university unit where that person would belong to. The subcategory "institutional actors" identifies university units and personnel involved in the publication of journals and their role. The subcategory "journal editors" looks at different roles and characteristics that editors may have within the institutions. Actors and their roles are summarized in Table A1 (Appendix). On the one hand, an etic approach was used to determine the analytical categories; on the other hand, an emic approach was helpful to identify the key process and management trends developed by universities to publish their journals.

Findings

University Leaders in Public Universities

In general, the 12 universities included in this study are complex institutions with different governance, organization, and administrative structures. However, the findings in this study showed some patterns. For instance, the largest and most prestigious public universities in each country, *Universidad de Chile*, *Universidad Nacional de Colombia*, and *Universidad Central de Venezuela* are highly decentralized institutions, whose schools, departments, and centers are autonomous academic units regarding decision making and budget allocation. A warrant for this argument comes from the question that a key informant from the *Universidad de Chile* asked during the interview, "How do you manage to talk about policies when Chile has 90 universities, and within the largest ones each department has its own policies?" The next excerpt serves to support this argument for the *Universidad Nacional de Colombia*,

> The University does not have a policy to fund its journals. Each school has to determine in its budget the funding for journals and each journal must consider selling advertisements, subscriptions, etc. Basically, all the journals of the university depend on the department, institute, or unit that publishes them. At the moment,

> there is not any university policy to support print journals. … A need for editorial policies emerged, but it is not being done as a university but as a school. For example, at this moment, the school of medicine already created an editorial committee with policies, and I believe that each unit is contributing three percent of its resources to this committee.

Among the three largest public universities in the study, the *Universidad Central de Venezuela* (UCV) is the least centralized in terms of organization and policy. There is not a unified policy for the publication of journals, and when there have been attempts to create one, they are aborted as a result of changes in commissions and university authorities (elected positions for specific periods). This is more complicated with the current political context in the country. A journal editor stated,

> One of the reasons [for the failure of some journals] is that we do not have a university policy for the publication of journals. I have been here since 2000 and every time new commissions are created but they do not achieve anything … they change again, because there are elections every four years, and everything starts again. Funding, lack of policies, and the political problem… The UCV has 17 press units, with different levels of consolidation among schools and research centers. This kind of things happens all the time also because of the size of the UCV. In some cases, they [publications] do not meet even minimum criteria like [having] ISBN [meaning ISSN]. [It happens, for instance, in the schools of] humanities, and law and political science. Many schools do not provide funding for their own journals, such as humanities that has 14 journals. I do not know how they do it.

These three universities do not have an overarching authority/position to coordinate university journals. However, within academic units a person responsible for publications may or may not exist. For example, the *Universidad de Chile* School of Social Sciences has a director of research and publications who establishes general criteria and provides some funding for journals; however, individual departments within the school are autonomous to determine their organization and criteria to develop their own journals. As the interviewee from *University of Chile* expressed,

> There is not a unique unit within the university. Each school generates its own journals and publications. The School of Social Sciences has its own coordination of research and publications. We try to promote that every study is published. Besides the [six disciplinary] journals, there are books. There are departments like Sociology that have their own journals and books; they are working in partnership with a [external] press unit that publishes all their publications.

Among the other public universities of this study, the *Universidad de Concepción* (Chile), the *Universidad de Antioquia* (Colombia), and the *Universidad del Zulia* and the *Universidad de Los Andes* (Venezuela) have a specific person/unit in charge of developing journals. In the case of the *Universidad de Concepción*, the coordinator of journals is also the editor-in-chief of one of the oldest journals in the country. He is also the director of the university press unit that is a unit within the university library. The focus in this university has been to support the top-ranked journals that have been first included in the Thomson Reuters' Web of Science (WoS) and SciELO,

> The university press unit supports SciELO and ISI [WoS] journals, basically with the editing and printing expenses… We have supported some journals that without being [in the indexes] have some possibilities. The problem is that many of them publish one or two issues and then disappear.

Regarding the other two countries, in Colombia, the *Universidad de Antioquia* has a leader of the journal editor committee who serves as a liaison between the committee and the office of the Vice Rector for Research. At the *Universidad del Valle*, there is some coordination by the editorial

committee. On the other hand, Venezuelan public universities have units called "Councils for Scientific, Humanistic, and Technological Development." These Councils take charge of promoting research. The council at the *Universidad de Los Andes*, the CDCHTA ("A" for the arts), has an expert in library science as coordinator of journals who has created a strategy to develop the institution's publications. Likewise, the council at the *Universidad del Zulia* is called CONDES, whose director and staff make and implement the policy to develop the university journals. They have emphasized open access publication and getting their journals included in the most prestigious indexes, mainly those of the WoS. As the director of CONDES commented, he was proud to have seven journals indexed,

> There are 28 journals at the LUZ [Universidad del Zulia]. … In 2008, the LUZ had seven of the nine Venezuelan journals included in the SCI [part of the WoS]. … This effort that started in 2001 makes us have the majority of the mainstream journals in Venezuela.

University Leaders in Private Universities

Three large private Catholic universities were included in the study, the *Pontificia Universidad Católica de Chile*, the *Pontificia Universidad Javeriana* (Colombia), and the *Universidad Católica Andrés Bello* (Venezuela). The *Pontificia Universidad Católica de Chile* did not have a position assigned to coordinate journal publication. However, the office of the Vice Rector of Communications and Continuing Education is in charge of establishing some standards for the publication of journals. When they realized there were several journals at the university, they worked with the schools and created a section within that office to create some publication guidelines. They are more like standards for uniform institutional image than norms for publication; journals are autonomous to develop their own management systems.

The Vice Rector for Academic Affairs of the *Pontificia Universidad Javeriana* in Bogotá created the position of coordinator of scientific journals that is affiliated to the university press. This person is in charge of the technical development and strategic positioning of the university journals. The journal coordinator explained the history,

> [In the] early 2000s, [journal editors were unhappy due to] the amount of work and the excessive workload that Publindex implied. … This was heard by the Vice President for Academic Affairs. … A weakness of Javeriana was the lack of clear processes for the publication of scientific journals. [There were] more meetings with editors at the university, some supported by the [Colombian] Observatory of Science and Technology, and some by the university library in [indexing] processes with EBSCO and SciELO. With the help of a couple editors, psychology and management, statistics and results of what was happening and trends were shown to the deans at the University Academic Council. They started to seek the best, effective and viable solution. There are universities that, from the office of the Academic Vice Rector, have people hired to work exclusively with editors on these issues; it was also perceived that it was a work that should be developed at the university press unit. And that work should be geared to many university units in order to really work. The decision of the vice rector was to create a position.

On the other side, the *Universidad Católica Andrés Bello* is mainly a teaching-focused higher education institution that has grown and developed some research in recent decades. Research and publications are incipient in this institution and they are coordinated at the university press. Most journals, however, are the result of efforts by individual editors.

To summarize, the involvement of university authorities/leaders in the development of scientific journals varies from one university to another. These variations may be related to

institutional factors such as the institution's structure and organization, centralized/decentralized governance, and research tradition. In more complex and democratic universities (*Católica de Chile, Chile, Austral, Nacional de Colombia, Antioquia, Valle,* and *Central de Venezuela*), governance is more decentralized and authorities supporting the development of journals might be found in more local units such as schools, centers, or departments. In institutions with more centralized authority or maybe more leadership of central units such as councils of research and development (*Zulia* and *Andes*) and vice rectors for academic affairs or research (*Javeriana*), it may be possible to find a specific person/position in charge of providing guidance and support for journals. Personality (*Javeriana*, *Zulia*, and *Andes*), journal publishing experience (*Concepción*, *Javeriana*, and *Andes*), and qualifications, including library science (*Antioquia* and *Andes*) and management (*Javeriana*), are characteristics that can contribute to the work of those in charge of supporting journals. In institutions with less research tradition (*Andrés Bello*) involvement of authorities at any level to support the publication of journals may be small.

Given the nature and characteristics of the publishing work, it could be expected that journal editors and editorial committees have the autonomy to develop their own publications. The role of university authorities/leaders on the publication of journals is more oriented to guarantee university uniformity standards (*Católica de Chile*) and to meet national and international academic and publishing standards (*Concepción*, *Antioquia*, *Javeriana*, *Zulia*, and *Andes*).

Involvement of university authorities in the development of journals varies among institutions. However, a pattern consisting of an office or a person/position in charge of supporting institutions' journals was identified among some universities in this study (*Concepción*, *Javeriana*, *Antioquia*, *Zulia*, and *Andes*).

Institutional Actors: University Press Units

The previous section analyzed how university leaders are involved in the publication of journals. The second subcategory, "institutional actors," identifies university units and personnel involved in the publication of journals and their role. Besides editors and their editorial teams, and possibly some authorities/leaders, there are other institutional actors who participate in the publication of journals. One is the university press unit. In most of the universities, the press provides editing, typesetting, formatting, printing, and distribution services. University presses focus mostly on the publication of books.

At the *Universidad de Chile*, even though there is a press unit, it was not seen as an important actor involved in the publication of journals. The role of the press unit could be mostly related to editing and distribution, but not to the management or development of journals. Similarly, in Colombia, the *Universidad del Valle* also has a press unit and its role seems to be more important for the publication of books. This unit also participates in the design of journals, and provides the guidance for journals to meet the Publindex criteria. Also in Colombia, the press unit of the *Universidad de Antioquia* emphasizes book publication (activity that occupies most of its capacity) and journal editors conduct the publishing process on their own. However, it is recognized that the press participates providing material to the printing unit to develop the layout of journals. As the interviewee from *Universidad de Antioquia* explained,

> Each journal at the University is managed differently because the *Universidad de Antioquia* press has too much work and we would have to be in line a couple of years to get a material published. Therefore, each journal has an independent editorial process. The only thing they do is to provide the electronic version of documents to the press unit for layout.

There are, however, some exceptions. One example is the *Universidad de Concepción* press in Chile that supports the publication of highly ranked journals. This unit offers funding as well as proofreading

and layout services, but not printing. Printing is outsourced outside the university and electronic publication is done mainly through SciELO. The interviewee from the *Universidad de Concepción* indicated that,

> The Sello Editorial [university press unit] was born in 2000. Before, there was a sub direction of university publications. The creation of the Sello implies the creation of a policy. … The Sello collaborates [with the journals] doing the layout, proofreading. We do not have a printing unit. We outsource with an external printing company… that has cutting edge technology. But we have a pre-print office where we do layout, turn texts into PDF format, and send them to the printing company for printing. We have a chief editor in charge of this process.

As mentioned above, the *Pontificia Universidad Javeriana* press coordinates editing, layout, proofreading, and printing services; it serves as a bridge between the journals and the legal unit, the information and communication technologies (ICT) unit, and the library; it also coordinates strategies to make alliances with indexing organizations and works in collaboration with the office of the Vice Rector for Academic Affairs to develop policy for journal publication and even faculty salaries. This university also has a printing unit (Javegraf) where most journals are printed. Javegraf also offers editing, layout, and proofreading services to some journals, competing with the press unit by offering this kind of technical services.

Also, as it was mentioned before, the *Universidad Central de Venezuela* is a special case because it has 17 press units, including the one that is part of the Council for Scientific and Humanistic Development—CDCH. The need for the policy is considered urgent but the size and complexity of the university makes it a difficult task to achieve.

Institutional Actors: University Libraries

Another institutional actor associated with the publication of journals is the university library. Besides managing the collections, acquiring databases, and exchanging journals with other institutions, libraries have gained relevance with the development of open access electronic publication and the increased search for inclusion in indexes and repositories. In universities such as *Austral* from Chile, *Javeriana* and *Antioquia* from Colombia, and *Andes* from Venezuela, libraries support journals by doing metadata processing (preparation and markup) for bibliographic systems such as SciELO. It is a process that uses markup language to prepare files for electronic publication by indicating elements (titles, authors, addresses, abstracts, body of a document, references with all their components, etc.) that will be used for internet search and analysis (SciELO, 2000). This can be appreciated with the following excerpt from an interview with a journal editor from the *Universidad Austral de Chile*,

> Currently, the central library is in charge of library exchanges and technology issues. They also support the journal. One of the technical processes to publish the journal in SciELO is carried out by the library. We have a very good relation with them and they do part of the technical work that we could not do because of lack of time. Also [the library develops] some of the relationships with other journals.

In other cases, university libraries are in charge of open access repositories of institutional documents and/or journals. This type of electronic document warehouses is important for archiving and preservation. All the universities in this study have an online portal that lists their journals. However, there are specifically journal repositories at the universities of *Chile*, *Austral de Chile*, *Javeriana*, *Nacional de Colombia*, *Antioquia*, *Andrés Bello* (digitalized journals), and *Zulia*. Universities whose repositories are managed by the library system are *Chile*, *Austral de Chile*, *Nacional de Colombia*, *Andres Bello*, and *Zulia*. Table A2 (Appendix) shows the journal portals/repositories of the

universities included in this study, the academic units responsible for them, the links, and the number of journals included.

In synthesis, two institutional actors were considered important by the interviewees in the development of journals in addition to their editors and university authorities: university press units and libraries. With the exception of two universities (*Concepción* and *Javeriana*), it seems that press units have a more important role in the publication of books than journals, even though they provide some technical support. However, the university library role is being re-dimensioned with the advances in electronic publication and the importance of bibliographic services. One way libraries can contribute to the growth of journals is developing of journal repositories (this study provides interesting examples). Another way is providing data processing services for inclusion of journals in key bibliographic indexes like SciELO and LiLACS (*Literatura Latinoamericana en Ciencias de la Salud* from the Pan-American Health Organization, Regional Medicine Library—BIREME). Surprisingly, other possible actors were barely mentioned during the interviews, such as legal offices and ICT departments. One might have expected that legal offices had a role creating a framework for copyright, and one might have expected more involvement by ICT departments in the development, use, and storage of electronic journals.

Journal Editors

Editors of university journals are usually faculty members. With the increasing demand for indexation of journals, and the linking of university professors' salaries to productivity, responsibilities of journal editor have increased. In this study, most interviewees agree that the role of the editor is crucial for a journal's success. But, for many reasons, their work is challenging, and their position is undervalued in all the institutions I studied in the three countries. A first factor affecting the work of an editor is a combination of the time allocation and effort that is required to publish a journal; the second is the payment in salary and/or bonuses assigned to the editorial work. This practice varies from one university to another and even within the same institution. Concerns about salary and workload are confirmed by a journal editor from Venezuela, where the national system recognizes faculty productivity but assigns a very low weight to the editorial work; the most important/valued products are publications,

> The [university] pays the salary, [provides] the name and the location, but does not release the editor from other work load or pays her/him the [editing/publishing] hours. [Institutional] statements declare the importance of editors but they do not get at least a bonus. Since the salaries are very low, we have to be constantly doing research and publishing in order to get the academic monetary bonus that is very small and that used to be paid quarterly and it is also delayed…

Some editors work *ad honorem* and some do their editing work as part of their workload; however, hours devoted are usually insufficient. It is difficult to determine how much time an editor requires to publish a journal but it often comes close to a full-time job. The next excerpt from an interview with an informant from the *Universidad de Los Andes* in Venezuela exemplifies how difficult it is to consider paying the editors because this job is not valued in productivity-based systems,

> There is neither a salary bonus nor a workload release. In 2006, I tried to get that recognition [for the editors] at least a few hours, but I could not gain support for it. … In this country, [editorial work] is still a voluntary military service. I am a peer reviewer for the PPI commission. It is only marginally considered when the reviewed is going to ascend to the highest level of the [salary and seniority] ladder. That work is not valued where it is being evaluated but is highly recognized in the academic context. Rankings do not consider relevant the work of the editor. We value it but

> the score is very low, because when a person seeks to be included in the PPI, what counts is his/her production.

As can be appreciated, the national and institutional policy context helps determine whether a professor is released of some hours to perform the editing job. For instance, at the *Universidad del Valle* in Colombia, a university authority states,

> We have something very good in Univalle, Resolution No. 022 that allows a professor to be released from workload up to half time to work on research. That would include administrative activities related to research, which can be the case of journals. Even though there is not an explicit policy, this is something interesting.

The management and editing of a scientific journal competes with teaching, research, and administrative commitments. Time constraints are usually complicated with the lack of supporting personnel. In many cases, journal editors have to perform most, if not all, the duties themselves. This happens when a journal is just starting, not yet indexed, and/or recognized by the academic community. For instance, a journal editor from the *Universidad de Antioquia* says,

> The problem is that we have to add teaching mostly undergraduate classes. I am worried about the excessive time I have to spend with the undergraduate program, which I love but it is too much. We should have funding in order to not to have to do secretarial work.

In a few cases, when a journal has reached a high reputation (usually associated with indexation) and enjoys some financial leverage, universities are able to hire administrative personnel. This could range from a secretary/assistant to small teams. Assistant or associate editors are in charge of technical processes. Position names also change from journal to journal. The following excerpt from an interview with a journal editor from the *Universidad Católica de Chile* illustrates that point,

> In 2001 [the journal] was included in ISI [WoS]; it was the first journal of the *Universidad Católica* to enter. [The inclusion in] SciELO, I believe was in 1997. … There is a shift in the focus … Currently, the director of the journal has half of her workload assigned to the journal and the other half is to teach classes. … I am the editor [a kind of associate editor] and work 11 hours a week. And there is the secretary, who, in my opinion, does most of the work.

In universities such as *Javeriana*, *Antioquia*, and *Valle* in Colombia, and *Andrés Bello* and *Central de Venezuela*, editors complain about the growing responsibilities to publish a journal. It includes indexation seeking, journal management, and network development. Universities are slow to recognize it and to provide the resources necessary to achieve goals and meet demands.

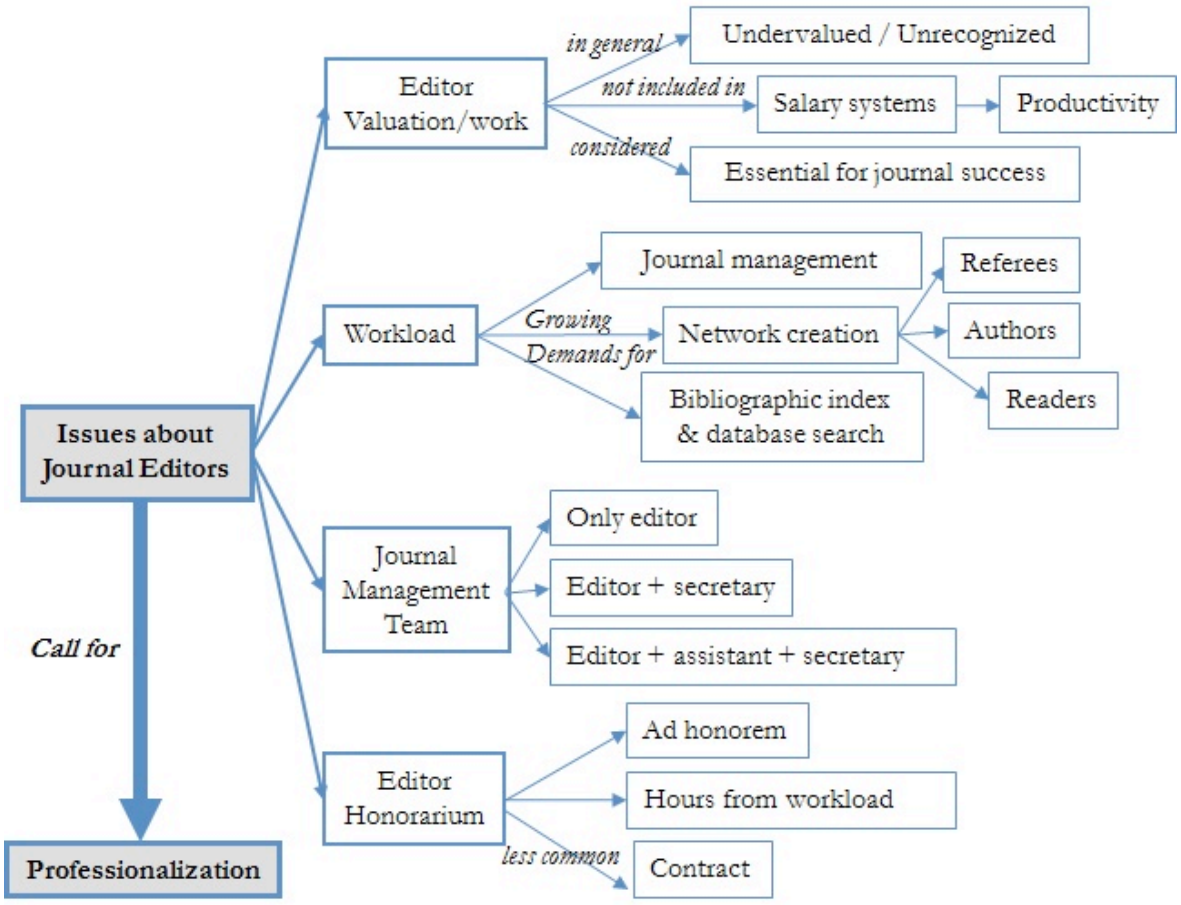

Figure 1. Factors associated with the work and role of the journal editor

In summary, the role and work of the editor is deemed essential for a journal to be successful. Editors give journals the ability to meet the criteria required to be included in key indexes, databases, and repositories. However, the growing demands for a better management, the creation of networks of referees, authors, and readers, and the efforts to get journals included in bibliographic databases and indexes imply an increasing workload for the editors. The number of people doing editorial labor ranges from the lonely editor who does most of the work to an editorial team, which could consist of an assistant/associate editor and/or a secretary. Payment for the editorial labor also varies from the editor who does the work entirely *ad honorem* to that who works paid hours. In many cases, the editor can assign hours from her/his workload but they are often insufficient due to, as it was explained above, the increasing demands of the editorial processes. In very few cases universities hire professional editors to publish the journals. The responsibility of the editor is very high, but the actual credit given to him/her at the national and institutional levels is low. Salary systems do not promote the editorial work either, since they mostly recognize products such as publication in indexed journals, but not who publishes those journals. Often, the publication of a journal is tied to a specific name. This poses a risk for the continuity of the publication when a new generation of editors is not trained. If the editor leaves, the journal might fall because there are not incentives for the new generations of scholars to do editorial work. Given the complex and

increasing demands of the editorial work, editors should be professionals that is, being paid fulltime and trained.

Figure 1 summarizes the issues associated with the work and role of the journal editor. It includes valuation, workload, existence of a journal management team, and salary. A call for professionalization of the journal editor work is emphasized.

Discussion and Conclusions

Current trends in scholarly communication are generating new processes and management demands on scientific publications (Delgado, 2011a; Fischman et al., 2010). Since most journals in Latin America are published by academic units within universities, the present study analyzed the actors and roles associated with the publication of university scientific journals from Chile, Colombia, and Venezuela. The ultimate goal was to identify management and organizational trends in the publication of journals. Semi-structured in-depth interviews were carried out with experts, journal editors, and authorities from 12 universities (three public and one private in each country).

The main findings of the study show how some universities have developed different strategies to coordinate and support institutions' journals. It is interesting to see how the position of university journal director/coordinator emerged in some universities, when the number and reputation of journals grew to become more visible. However, the level and type of involvement varies from institution to institution. In some cases, the coordinator is a leader journal editor (*Universidad de Antioquia*). Elsewhere, that person works from the university press to provide technical assistance, develop publication standards, and create a strategy to pursue the indexation of journals in the most important national and international bibliographic services (*Universidad de Concepción*, *Pontificia Universidad Javeriana*).

The current trends in journal publication and indexing have redefined or given new roles to some institutional actors within universities. With few exceptions, university press units have not been very involved in the development or positioning of journals. They mostly continue to provide technical support regarding journal editing, typesetting, formatting, printing, and distribution. The latter two roles are decreasing as Open Access electronic publication has gained ground (Hedlund et al., 2004; Holdom, 2005; Willinsky & Mendis, 2007). Claudio Rama (2006) confirms these findings because university presses focus on the production of technical and scientific books to basically meet the needs of higher education. However, Latin American university press units lack marketing policies, studies for catalogue development, administrative and professional autonomy, administrative and financial flexibility, and distribution and commercialization mechanisms. In addition, they have bureaucratic decision-making processes (Rama, 2006; Uribe, 2008). University libraries have a more important role, in their creation of institutional repositories and supporting journal markup processes for indexation in services such as SciELO, LiLACS, EBSCO, and Publindex. The importance of each role depends on the organizational structure of each institution (González Guitián & Molina Piñeiro, 2008). Something that would require further inquiry, because it was not explored in this study, is the role of ICT units and legal offices. The former are important as journals need electronic platforms for publication. The latter have a critical role in copyright.

In this context, the role of the journal editor is the most critical. Charum et al. (2002) affirm that editor involves more than merely the technical process of receiving manuscripts, assigning them to referees, and sending them to press units for proofreading and publication when they are approved. More important, the editor supports the editorial committee, defines policies and organizes the process of knowledge certification. My study shows why responsibilities of journal editors are growing. Editors need to increase the number manuscripts received and published, in

order to have a larger citable base of articles. The quest for visibility also demands for the inclusion of journals in repositories and all kinds of bibliographic services, ranging from lists and databases to indexes. As journals grow so do editors' responsibilities. Even though editors' work is valued, institutional and national systems fail to recognize it, for instance, providing administrative personnel and salary. With the attention focused on research products, it is risky for the sustainability of journals to ignore editors. Often, journals are tied to an editor. If the editor leaves, the publication of the journal could be interrupted because there are not incentives and training for the new generations of scholars to do editorial work. This is similar to what Fischman et al. (2010) found in a study carried out in several Latin American countries with editors, journal staff, librarians, and other informants: a few editors receive a monetary incentive for their work, others receive non-monetary incentives; around a fifth do the journal work as part of their job description and a majority do not receive anything in return other than the personal satisfaction.

Scientific journals are still the most important publications for the circulation of new knowledge produced through research. Traditionally, the publication of books has also been important in the social sciences and the humanities. However, the worldwide trend in productivity systems is to give more value to journal articles than books because of the weight of citations in different rankings, among other reasons. Researchers and journal editors from these fields complained during the interviews about pressures to publish in journals and specific types of articles.

Universities and societies in Latin America are starting to recognize the value of journals and some institutions, like the ones included in this study, are working to create the organization and provide the support for their consolidation and survival. More attention and recognition are required about the roles and needs of journal editors. Questions for further analysis about the role and importance of journal editors are: Why would editors work for free? What do they gain if the workload is so big but the compensation or the retribution is so little? How does the latter relate with the growth of small journals in Latin America?

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Appendix

Table A1. *University Actors Involved in Journal Publication*

Country	Subcategory	Indicators	University			
			Pontificia Universidad Católica	Universidad de Chile	Universidad de Concepción	Universidad Austral de Chile
Chile	Authorities and journal coordinators	• Centralized journal coordination	• Yes	• No at central level	• Yes	• Yes
		• Unit responsible – undertakings	• Division of Communications – funding, standards	• School, department – funding, standards. Varies	• Director, University Press Unit – funding, technical processes, indexation, training. • Schools, departments - varies	• Division of Research and Development – funding • Schools, departments, varies
	Institutional actors	• Unit/personnel involved in journal publication – role	• Editor/editorial team • University press unit – eventual printing	• Editor/editorial team • University press unit – eventual printing, distribution • Library – journal repository	• Editor/editorial team • University press unit – policy, funding, technical processes, SciELO markup	• Editor/editorial team • Library – SciELO markup, journal repository
	Subcategory	Indicators	University			
			Pontificia Universidad Javeriana	Universidad Nacional de Colombia	Universidad de Antioquia	Universidad del Valle
Colombia	Authorities and journal coordinators	• Centralized journal coordination	• Yes	• No	• Yes	• Yes
		• Unit responsible – undertakings	• Coordinator of periodical publications, University Press Unit – technical and strategic processes	• School – funding, standards. Varies	• Leader, committee of journal editors, representative to office of Vice Rector for Research – funding, standards	• Editorial committee – funding, standards.
	Institutional actors	• Unit/personnel involved in journal publication – role	• Editor/editorial team • University Press Unit – technical processes, strategic work, training • University printing unit • Library – markup for SciELO and other indexes • Office of the Vice Rector for Academic Affairs - policy • ICT office – platform, server • Legal office – copyright, open access	• Editor/editorial team • Academic unit authorities – policy, funding • School of Medicine, Department of Public Health – SciELO markup • Library – journal repository	• Editor/editorial team • Vice rector for research – funding • University press unit – eventual printing, distribution • ICT office, Vice rector for Teaching – journal repository • Library – SciELO markup	• Editor/editorial team • Vice rector for research – policy making. Vice deans for research – policy execution
	Subcategory	indicator	University			
			Universidad Católica Andrés Bello	Universidad Central de Venezuela	Universidad del Zulia	Universidad de los Andes
Venezuela	Authorities and journal coordinators	• Centralized journal coordination	• Yes	• No	• Yes	• Yes • Journal coordinator, Consejo para el Desarrollo Científico (CDCHTA) – funding, standards, policy
		• Unit responsible – undertakings	• University Press unit – funding, standards	• School	• Consejo de Desarrollo (CONDES) – Funding, standards, policy	
	Institutional actors	• Unit/personnel involved in journal publication – role	• Editor/editorial team • University press – technical processes, distribution • Library – journal digitalization, repository	• Editor/editorial team • University press units: CDCH plus other 16 - Varies	• Editor/editorial team • Library – journal repository	• Editor/editorial team • ICT office – Saber ULA, REVENCYT • Library – SciELO markup

Table A2.
University Journal Portals/Repositories and University Units in Charge

University	Unit in Charge	Number of journals	URL Journal Repository / Portal / Listing	Comments
Pontificia Universidad Católica de Chile	Vice President for Communications and Continued Education, Office of Publications	35 periodicals (18 journals)	http://investigacion.uc.cl/Revistas-UC/revistas-uc.html	Portal includes scientific journals and other academic periodical publications, some outdated or not published anymore. It includes 35 titles organized by schools, not by field
Universidad de Chile	Vice President for Academic Affairs, Information and Library Service System	104	Portal de Revistas Académicas http://www.revistas.uchile.cl/	Portal and repository with most journals using an adaptation of OJS, created in 2011 as part of 2008-2011 University Modernization Plan. It includes 104 titles from 17 schools and other academic units
Universidad Austral de Chile	Vice President for Academic Affairs, Library System	12	Revistas Electrónicas UACh-Minga Online http://mingaonline.uach.cl/scielo.php	Portal and journal repository using SciELO methodology. It includes 12 titles not classified by academic unit or knowledge field.
Universidad de Concepción	Library Director, University Press	7	Sello Editorial http://www2.udec.cl/~webpubl/	Portal includes titles and tables of contents of journals supported by the university press. It includes 7 journal titles and 3 other types of publications.
Pontificia Universidad Javeriana	Vice President for Academic Affairs, University Press, Office of Information Technologies	27	Catálogo de Publicaciones en Línea http://revistas.javeriana.edu.co/	Journal repository includes all periodicals, which are published using OJS
			Listado general de revistas científicas de la PUJ http://www.javeriana.edu.co/nuevaeditorial/revistas/	Journal list and links to journals' pages. It includes 27 titles organized by areas of knowledge
Universidad Nacional de Colombia	Vice President for Research, National Library System UN	58	Portal de Revistas UN http://www.revistas.unal.edu.co/	Portal and journal repository using an adaptation of OJS. It includes 58 titles not classified by academic unit or knowledge field.
Universidad de Antioquia	Vice President for Teaching, Program for Integration of Technologies into Teaching	44	Sistema de revistas UdeA http://aprendeenlinea.udea.edu.co/revistas/	Portal and journal repository using an adaptation of OJS. It includes 44 titles not classified by academic unit or knowledge field
Universidad del Valle	Vice President for Research, Editorial Committee	25	Revistas y boletines http://www.univalle.edu.co/publicaciones/revistas.html	Portal includes scientific journals and other academic periodical publications, some outdated. It includes 25 titles of periodical publications (not only peer reviewed) not classified by academic unit or knowledge field

Table A2 (Cont'd.).
University Journal Portals/Repositories and University Units in Charge

University	Unit in Charge	Number of journals	URL Journal Repository / Portal / Listing	Comments
Universidad Católica Andrés Bello	Library	13	Revistas digitalizadas http://www.ucab.edu.ve/revistas-digitalizadas.html	Portal and repository of digitalized journals by issue, not by article. It includes 13 titles digitalized by issue.
Universidad Central de Venezuela	Vice President for Academic Affairs, Council for Scientific and Humanistic Development	48	Open Journal Systems (Revistas) http://saber.ucv.ve/ojs/	Institutional repository (Saber UCV) that includes journals, which are published using OJS. It includes 48 titles not classified by academic unit or knowledge field.
Universidad del Zulia	Vice President for Academic Affairs, Library and Information Service System	33	ReviCyHLUZ http://revistas.luz.edu.ve/revicyhluz http://www.condes.luz.edu.ve/index.php?option=com_content&task=category&sectionid=2&id=30&Itemid=178 General list of publications http://www.luz.edu.ve/index.php?option=com_content&view=article&id=83&Itemid=478	Portal and journal repository using an adaptation of OJS (has been unavailable). Includes 33 titles organized by schools.
Universidad de Los Andes (Mérida)	Academic Computing Council; Council for Scientific, Humanistic, and Technological Development. Merida's Technological Park, Teleinformation Center	86	Revistas http://saber.ula.ve/listar-revistas.jsp	Institutional repository (Saber ULA) that includes journals, which are published using OJS. It includes 86 titles not classified by academic unit or knowledge field.

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education policy analysis archives

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