eon

editorial office news

The official newsletter of the International Society of Managing and Technical Editors

IN THIS ISSUE

Be Kind

Meghan McDevitt
Editorial Assistant
GIE: Gastrointestinal Endoscopy

Kindness, even in the smallest of ways, can set you apart. Everyone is busy in today's multitasking, 24/7, mobile-driven life, but taking that small step to go above and beyond what is expected can produce some amazing results. Our jobs are a juggling act of many responsibilities and although we may sometimes feel like the balls are crashing down around us as we're putting out fires, assisting authors, and answering our EIC's question for the third time, it is important to remember to take a deep breath and be kind—we're here to help. And when you do need to take a break from it all, grab a copy of *EON* and escape for a while.

Adam Etkin, Founder and Managing Director at PRE-score, introduces a new way to evaluate the quality of the peer review process using an algorithm that includes various factors, such as those related to reviewer expertise and editorial involvement. Customer service is something we in the Editorial Office must deal with on a consistent basis, whether it's responding to author queries, assisting a reviewer, or compromising with our EIC. Kurt Spurlock from American Journal Experts reviews the book *Uncommon Service* by Frances Frei and Anne Morriss, which provides helpful points for defining good customer service and tips for keeping our "customers" happy.

Is there an app for that? Gary Spencer from Wiley Global Research discusses the importance of mobile technology, specifically making your Journal mobile friendly and why going mobile matters. Finally, Phaedra Cress of *Evolution* and *Conservation Letters* shares what she has learned in her 14 years managing journals, helpfully reminding us that "Nobody dies in publishing" and to always be kind.

Enjoy this month's issue and please contact us with your ideas, suggestions, and article topics at mmcdevitt@asge.org.

PRE-score: Peer Review Evaluation Score
New metrics and services for scholarly journals

By Adam Etkin
Founder and Managing Director
PRE-score

Peer review is broken! Peer review is meaningless! Peer review is a joke!

These are phrases we seem to hear over and over from some very vocal critics of scholarly journal publishers. The peer review process in the scholarly publishing industry has evolved over hundreds of years, and while technology has made it possible for the process to become faster and more efficient, the modern peer review system is still under constant criticism. The emergence of "predatory" publishers who say they use peer review but do not, along with some high profile instances of flawed research being published, supports the case that the system is unsound. However, surveys show that the large majority of those who play a part in the peer review process feel it is a helpful and necessary part of scholarly publishing.

The recent Bohannon "sting" highlights the problem we are faced with. But, this problem isn't new and isn't just an Open Access problem. It's a peer review problem. In 1996, there was the Sokal Hoax, which was published in a journal that was not peer reviewed. Several years ago, Elsevier published six "fake" journals. While they appeared to be legitimate peer-reviewed journals, they were in fact a form of extravagant advertorials paid for by pharmaceutical companies. More recently, the arsenic life study and others show that peer review can fail. The system is not perfect and no one claims that it is.

Having said that, in my opinion the traditional pre-publication peer review process works really well *when conducted properly*. The problem is not the system itself, but how it has been misused by too many for too long. The examples I've used are extreme cases and those are the items which make the news and which we hear about. Let's put things in perspective. There are millions of peer-reviewed articles published each year in thousands of journals. These numbers continue to grow.

It is clear that researchers and readers have more information than ever to sort through but less time to do so. Again, the peer review process is increasingly under fire. Questions about trust abound. How do users determine what content to select? How do legitimate journals and publishers continue to separate themselves from those with lower standards, and how can they stand out from the crowd with all the noise?

The answer may be the very thing critics are railing against: peer review.

I am not a fan of the "publish, then filter" attitude as relates to scholarly publishing. This may be fine for other types of publishing, but not science, not scholarship. Post publication review has a place, as it always has, but let's not throw the baby out with bath water. Having said this, alternate approaches to peer review, such as preprint review, open peer review, and post publication review, all have their place within the scholarly journal world. My view is the more tools and filters we make available, the better it will be for everyone, and this will ultimately lead to better quality research. We must work to improve peer review using emerging technologies and new approaches. This is why we created PRE-score, and why we encourage journals and publishers to participate.

PRE-score is a new tool that aims to support journals and publishers who value ethical, rigorous peer review, as well as those who read scholarly publications. We offer services, including a metric that is an indicator of the level of peer review conducted prior to the publication of an article. It is important to note that the calculated metric is not all that is involved. Journal membership in COPE, plagiarism screening, transparency of retraction policies, and other "best practices" carried out by legitimate journals are also included in the PRE-score evaluation.

Guiding the development of PRE-score is the belief that the research community should be using *all* the tools available to make decisions regarding quality and impact. It is important that we use the right tool for the job. PRE-score is one more tool in the tool belt of the research community. The job PRE-score is intended to be used for is the job of verifying and supporting legitimate peer review.

The PRE-score algorithm factors in the number of people who reviewed an article prior to publication, what "type" or level of reviewers were involved, the roles of those who participated in the review, and the rigor of the process. More information and specifics about the calculations may be found at www.prescore.org. Obviously, no number alone can truly reflect what goes into peer review, which is why we also consider the other best practices previously mentioned.

Unfortunately, it is no longer enough for a journal to claim that they conduct rigorous peer review. It is more important than ever for publishers to assure their audience that the journals which they produce are in fact conducting the peer review process they claim. By participating in PRE-score, legitimate, ethical publishers will be recognized. Authors will know that their work is being evaluated by a trustworthy publication. Libraries and consortia will have further assurance that their limited funds are spent wisely.

Editors and reviewers are the heart and soul of the scholarly peer review system. Without quality publishers, editors, and reviewers journals could not function. PRE-score was started to assist those who work hard to ensure that the very best research in their respective fields is published. We're very encouraged by the positive response we've gotten so far and by how many journals and publishers have expressed an interest in participating. If you'd like more information about PRE-score, please visit our website at www.prescore.org or feel free to contact me directly at aetkin@prescore.org.

Quotes for Bookish People

The printing press is either the greatest blessing or the greatest curse of modern times, one sometimes forgets which.

—J.M. Barrie

A person who publishes a book appears willfully in public with his pants down.

—Edna St. Vincent Millay

I'm not saying all publishers have to be literary, but *some* interest in books would help.

—A.N. Wilson

Literature is news that *stays* news.

—Ezra Pound

Always read stuff that will make you look good if you die in the middle of the night.

—P.J. O'Rourke

Truths Universally Acknowledged: A Book Review

Uncommon Service: A Review and a Recommendation

By Kurt Spurlock
Quality Manager
American Journal Experts

Customer service is a common topic among ISMTE members. It came up at last year's conference and regularly comes up at local meetings here in North Carolina's Research Triangle as well as in conversations and emails. All of us, whether at a journal or at a language services company such as American Journal Experts (AJE), recognize that we should provide good customer service, even if we don't use that particular term. What, then, is customer service, much less good, or even great, customer service?[1]

A lot of us might start with what seems like a simple answer: be polite to customers. But then what? Even with a very firm grasp of what "polite" means, how do we go beyond polite correspondence and actually *solve* a customer's problem? And what about preventing the problem in the first place? And if you have a system for solving and even preventing the problems of one type of customer, does that system create problems for another type of customer?

The above series of questions, though largely rhetorical, roughly traces the arc of how we regarded customer service in the early days of AJE. We had a great customer support team, but we still had a lot of questions and were learning as we went. As we grew, we knew that we needed a clearer plan, so we did what any academics (*i.e.*, nerds) would do: we started reading books. Of those many books, a handful have taken a prominent spot in our company, and one in particular is both an excellent starting point for and a supplement to any discussion of providing great customer service: *Uncommon Service* by Frances Frei and Anne Morriss.[2]

Uncommon Service is one of several useful books on this topic (*e.g.*, *A Complaint is a Gift*, *Strategic Customer Service*, *Effortless Experience*), but it's worth recommending here for a few reasons. Like most general-audience business books, this one, at around 225 pages, is written to be read on a medium-length flight. Unlike many, it's actually quite readable, with a conversational but intelligent style. Its structure is well conceived, with a clear thematic progression that naturally accommodates actionable advice, including a "Putting It into Practice" section of each chapter. Still, *Uncommon Service* is not a manual. You have to use your imagination and extrapolate from anecdotes and some data, and like many books in the management self-help genre, *Uncommon Service* doesn't give away the farm: the authors are implicitly promoting their own consulting business. However, many such authors shill far more aggressively (and more consistently and more blatantly) than Frei and Morriss, who do a good job of coupling their own experience to recognizable business case studies as they convey important lessons without

1 You might even be asking what is a customer. For our purposes here, I propose a very broad definition: a *customer* is somone who expects your organization to provide service in support of his or her interaction with the organization. AJE is of course familiar with paying customers, but we also have many other customers, both internal (*e.g.*, our editors, our translators) and external (*e.g.*, the journals to whom our paying customers—*i.e.*, authors—submit their papers). Similarly, though the paying customer may not be a journal manager's immediate customer, authors, reviewers, and editors all compose distinct groups of customers with their own relationship to a journal.

2 Frei, Frances, and Anne Morriss. 2012. *Uncommon Service: How to Win by Putting Customers at the Core of Your Business.* Boston: Harvard Business Review Press.

crowing about their own success stories as consultants. And perhaps most important here, the book, which focuses on service as an outgrowth of an organization's structure and culture, is applicable beyond an immediate business context.

Four main "truths" compose the bulk of the book, followed by an examination of organizational culture's link to service, and then advice on scalability and growth. Each of those four truths—"You can't be good at everything," "Someone has to pay for it," "It's not your employee's fault," and "You must manage your customers"—has a chapter devoted to it, and each conveys some useful but often tough or possibly counterintuitive lessons for any service organization.

The first, that an organization can't excel in every possible way on every possible feature for every possible customer, seems obvious, yet, as the authors point out, embracing that reality in a service organization can be tough. The impulse to just try harder or be better is strong, and an organization's emphasis on great customer service can easily be warped by good intentions into an untenable quest to be amazing at everything for everyone.[3] Frei and Morriss compare this trap to the physical reality of the manufacturing sector, where clear trade-offs (durability, weight, cost, features, etc.) inform every product decision, and they do so to point out that a service organization has the same choices to make. Service organizations, they argue, must have a clear vision of whom they serve and what is important to those customers. This discussion is well supported by a very practical tool, the attribute map, to help clarify the priorities of an organization and the priorities of its customers (the trick is to make the organization's map neatly overlap that of its customers). For a journal, this section would connect nicely with a discussion of how to negotiate the balance between one important feature, for example, time to decision, and another, say, the depth and thoroughness of a reviewer's commentary. Similar choices are made by both authors and journals regarding selectivity, reputation, ease of submission, etc.; ideally, authors and journals would be perfectly matched on these factors.

The second truth, that excellent service, however defined, has costs and thus must be clearly valued by customers, builds on the previous mandate to understand customer needs: service must have a purpose; it cannot be, in the authors' words, "gratuitous." "Excellence" here doesn't mean "extravagance" (both Celebrity Cruises and Southwest Airlines are featured in this chapter); it means consistently and sustainably providing what your customers have proven they want. "Greatness" is funded in four main ways (p. 56):

1. Charge customers extra for it—in a palatable way.
2. Make cost reductions that also improve service.
3. Make service improvements that also reduce costs.
4. Get customers to do work for you.

Examples of each are laid out in the remainder of the chapter, and while this chapter—and its "truth"—explicitly addresses commercial exchanges and costs and pricing, its lessons aren't entirely rooted in the idea of money changing hands. For example, in a recent chat with some ISMTE members, the topic of how to handle errata and whether an Editorial Office should draw a distinction between mistakes made by the Office and those made by an author came up. Handling either kind is not without cost, and while fixing a mistake by an Editorial Office struck everyone as a basic level of service, the position on how to handle author mistakes was not settled. The type of author mistake (*e.g.*, a mistake in the presentation of a result vs. a misspelling of the author's own name) colored opinions here, but the possible remedies and deterrents were interesting. Would the threat of a fee to have the error fixed change author behavior for the better during the submission process (*cf.* point 4 above)? Would a fee at least defray the cost of fixing the error (point 1)? Would authors find such a fee to be gauche (in violation of point 1's "palatable" caveat)? Could an efficient system be implemented to prevent the

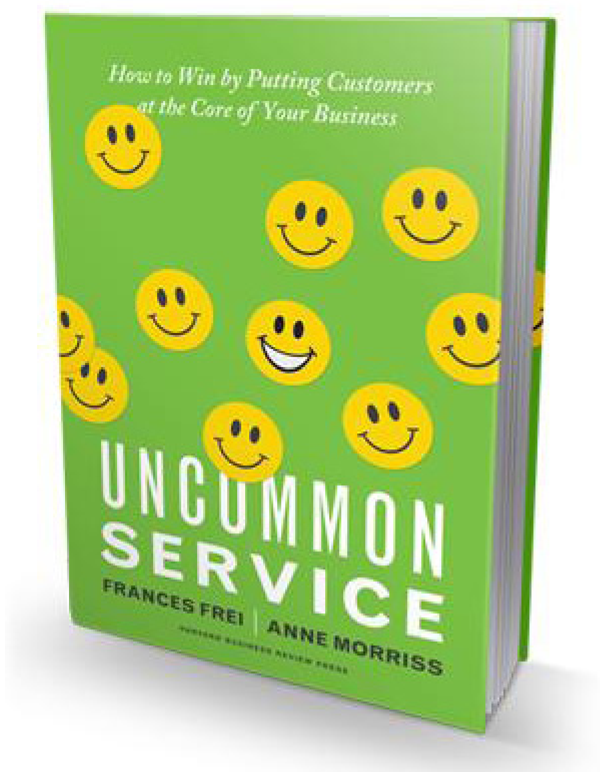
3 *Cf.* the anecdote "Saying No to Grandma" (p. 191), wherein the authors explain how Southwest's entire business model, one built on low fares and quickly getting planes back into the air, can't accomodate every customer's request, in this case, an elderly woman's request that Southwest transfer her luggage for her.

mistake in the first place and thus save everyone time (point 3)?

Truth 3 emphasizes that *sustainable* great service is produced by great systems, not by the heroic efforts of all-stars. All-stars are hard to find, and even if they weren't, having them create great service through what Frei and Morriss call "try-harder solutions" (p. 88) is counterproductive. Working against a system to create great results will lead to burnout, or it will stifle talent that could be redirected to better use. Much of this chapter is devoted to managing employees (through selection, training, job design, and performance management), but the most important part of this chapter to me is the attention to the complexity of systems and whether those systems are appropriately complex for the people using them and for the goals of the service. This would go for any system, be it internal or author- or reviewer-facing.

And that leads right into truth 4: customers directly contribute to their own service experiences and thus must be "managed." A simple example described in the book is the purchasing protocol at Starbucks, where customers are "trained" how to order. This training not only keeps the lines moving for everyone, but it also contributes to every customer's service experience (pp. 131-3). Likewise, authors and reviewers create huge portions of their own, and each others', experience with a journal. Are they, like the employees described above, faced with overwhelming complexity that leads to unnecessary work for themselves and the journal staff? Is their attention diverted from places where they could add value to the experience for everyone in the process of submission, review, revision, resubmission, and so on?

This final truth in a way loops back to the first: understanding customers, whatever form they take, is essential to great service, to establishing internal and external systems that create the right experience for the right customers at the right organization. One of *Uncommon Service*'s best features is the balance with which it encourages any service organization to undertake both a clear-eyed examination of internal processes and a rigorous exploration of the people we try to serve. In that balanced approach, Frei and Morriss create an accessible, coherent vision of great customer service with practical advice for achieving it.



Mobile: Big Expense, or Big Opportunity?

By Gary Spencer
Associate Director of Product Management
Wiley Global Research

Since 2008, I've been responsible for mobile strategy for Wiley's Global Research (STM) journals program. In the early days of "modern" mobile (post-iPhone, but pre-iPad), I worked with several mobile platform suppliers and experimented with different approaches to delivering journal content to mobile devices. In 2011, we decided that Wiley's mobile strategy should include a native mobile platform to support our portfolio of more than 1,500 society, association, and proprietary journals. Since then, I have been committed to developing that custom platform. In the past year, we have launched more than 100 journal apps on the iTunes Newsstand (30 in January, alone), and have hundreds more planned in 2014.

Building a custom mobile platform can make sense for a large publisher like Wiley, but it isn't the right choice for everyone. In this article, I'll endeavor to highlight several business and technology factors that you'll need to consider to form a mobile strategy for your publication.

Mobile Matters

You've no doubt seen the incredible impact mobile devices have had on our lives. Modern cell phones are far more powerful than the fastest supercomputers of the early 80s, and phone calls typically take a backseat to activities like shopping, gaming, social media, and content consumption. Tablet devices, like the iPad, have changed the face of computing forever, and it isn't too hard to imagine a day when tablets replace laptops entirely.

In the consumer world, mobile has been the rage for several years, and it should be no surprise that scientists, researchers, and academics are starting to expect mobile "whizzyness" in their professional life. After all, these folks are consumers too.

The consumer expectation of "an app for that" has put pressure on publishers, even when the benefits of mobile journal content are unclear. If competitors respond by launching journal apps, you may be at a competitive disadvantage without one.

What's in it for you?

Before you decide to go down the mobile road, you should have some clear goals in mind. Without clear goals, it's easy to lose sight of why you're spending so much money optimizing for mobile.

Competitive pressure and reader expectations may be the most visible driving forces for mobile, but that doesn't mean you shouldn't have other objectives up your sleeve. Mobile, especially native apps, can be the foundation of a print reduction strategy and long-term cost reductions. Many readers will be happy to ditch print and switch to digital, and that group will continue to grow. Print reduction can offset the costs of mobile, and is worth serious consideration.

If your publication offers advertising, native apps have excellent potential for ad revenue growth. Advertisers in consumer markets are already moving to mobile in droves, and technical markets tend to follow. Reader engagement in mobile can mean substantially higher ad rates for mobile vs. traditional web advertising. Mobile app sessions across all Wiley journal apps average more than 11 minutes, with some journals averaging 25 minutes or more. Compare that to average website sessions of two or three minutes.

Know thy Market

Understanding your market is the key to making good choices about mobile strategy. This falls under the umbrella of market research, and is well beyond the scope of this article. However, here are a few tips that can help you start to understand the mobile appetite of your market.

Use Your Data

An excellent indicator of the mobile savvy of your market is the number of times they try to access your website from mobile devices. Your web analytics tools should let you break down site visits by device type. Combined smartphone and tablet traffic representing 10% or more of usage is a good indicator that your market is ready for dedicated mobile solutions.

Talk to the Board

Editorial boards typically include professionals from your market and can be an ideal proxy for readers. Ask them if accessing journal content on their mobile devices is important to them. Find out how they might use that content from their mobile device. At the bedside? At the bench? In the classroom? On the plane? These answers will inform the important features that you'll need to support.

Ask Readers

Annual conferences are the ideal place to talk to your readers. As few as five or six different opinions can provide a tremendous amount of insight into reader needs. If you can't meet them face to face, try emailing a survey or running a poll on your website. You need to understand what readers expect in order to make good decisions.

Watch the Competition

It probably goes without saying, but keep an eye on your competitors—it's very likely that your readers are. You can learn a lot by understanding what the competition is doing.

Insight into your market is critical, but you'll also need to understand the technology landscape in order to select an approach to mobile. The expectations of readers, budget, and business objectives will all contribute to creating an effective mobile strategy. As with most things in life, nothing is perfect. Each option has its pros and cons, and you'll need to weigh the options to select the best option for your business.

Browser-Based Mobile

The most direct route to mobile devices is through the mobile web browser, and there are two basic approaches: a dedicated mobile site or responsive design.

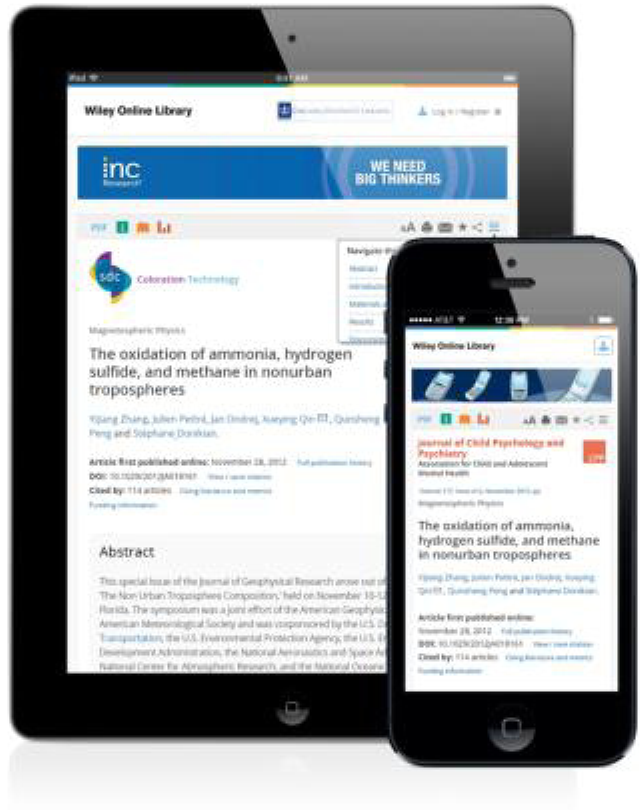


Figure 1. Image courtesy of Wiley, ©2014 John Wiley & Sons

Dedicated Mobile Site(s)

A dedicated mobile site is essentially a new set of page templates that are optimized for mobile devices and use the same content as your primary site. Device detection code added to the main site will recognize mobile browsers and redirect them to the mobile version of the site.

This is a tried and true method for delivering mobile-optimized content, but at minimum, will double the number of site template pages that have to be managed. You'll need to have a complete set of page templates for smartphone devices, and if you want to further optimize for tablets, another complete set of templates will be required. When the time comes to make updates to the look and feel of your site, you'll have many more templates to update.

Dedicated mobile sites provide the best opportunities to minimize bandwidth usage. Mobile devices frequently use cellular data, and for many users, bandwidth is capped and overages are costly. Knowing your market will help you decide how

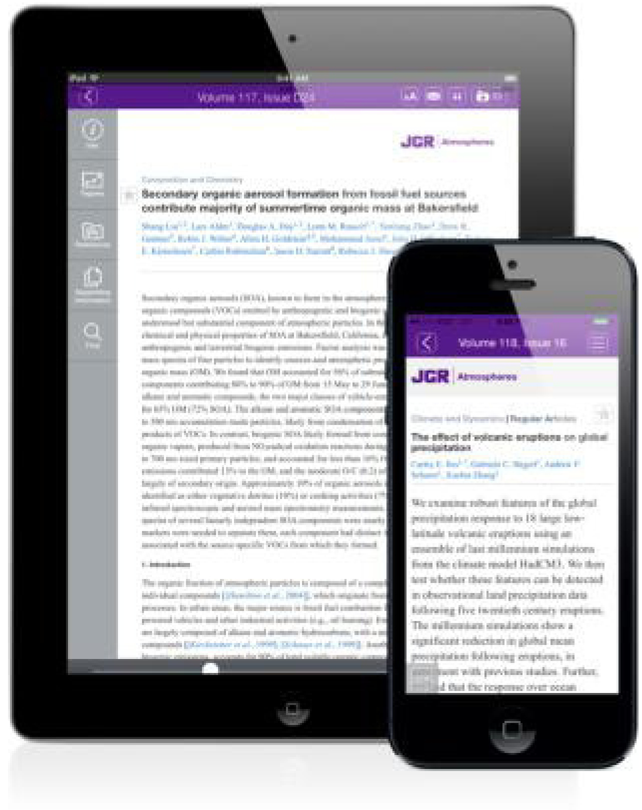


Figure 2. Image courtesy of Wiley, ©2014 John Wiley & Sons

important this is. If readers are in markets where unlimited data plans and Wi-Fi hotspots are common, bandwidth may not be as much of an issue. If readers are based in markets where cellular data is costly, conserving bandwidth may be a high priority.

Responsive Design

You could think of a responsive website as one that includes desktop, tablet, and smartphone templates in a single page. Instead of detecting and redirecting to a new site, a responsive page detects screen size (not device) and the layout of the page "responds" by using different layout rules for different screen sizes.

Desktop layout rules might use three columns to display the page: a narrow column of site navigation on the left, a wide content column in the middle, and a narrow column on the right for related content. Tablet rules might use two columns and move the related content to the bottom of the page. Rules for smartphone-sized screens could use a single column, and move the navigation to the top of the page, or in some kind of pop out menu.

The initial design of a responsive site is more complicated (and expensive) than setting up separate desktop and mobile sites, but long-term maintenance is generally simplified. Search engine optimization (SEO) is also more straightforward than when it is managed across separate sites.

Native Mobile

For all of the benefits of browser-based mobile solutions, the biggest limitations stem from the web browser. Browsers are online solutions, and if your readers are offline users, the only way to meet their needs is with a native app. An app can store lots of content on the device so that it is always available and loads very quickly.

Native apps also have direct access to device hardware, which can have several benefits. User inputs like tap, swipe, and pinch gestures are recognized more accurately and graphics acceleration lets pages respond more quickly. Overall, apps can provide a more immersive experience for readers and if print reduction or replacement is one of your objectives, native apps are more likely to be accepted by print subscribers.

Native apps also have a built-in marketplace. The iTunes App Store and Google Play can potentially make your publication available to new markets, and in-app purchasing models make selling individual subscriptions very easy, but you'll pay a 30% commission for the privilege.

While custom app development is an option, it can be very costly and time consuming. Most publishers will choose from available third-party mobile platforms. The key consideration when selecting a platform will usually be related to your content workflow. Some platforms can consume content from your website content management system, some are based on the PDFs or DTP files that you already produce for print, and others will require new steps in your production workflow.

Conclusion

For many journals, browser-based mobile will be the right choice. I am an advocate of "mobile-first" website design, and believe that every website should be mobile optimized, especially if you see more than 10% of your site traffic coming from mobile devices. But, unless you've already found ways to monetize your website, mobile optimization will be a cost of doing business and won't provide any new revenue or cost saving opportunities.

Native apps have significant upfront costs, as well as ongoing maintenance costs, but they also have more potential for revenue from advertising and can play a key role in print reduction strategies. If individual subscription revenue plays a significant role in your business model, native apps also provide several opportunities to expand your subscriber base.

"Going mobile" shouldn't be taken lightly. It can have a significant impact on your production workflow and add new expenses, but it's something you'll have to deal with sooner or later. Done well, it can open up new markets, increase your subscriber base, supplement advertising revenue, and drive cost savings related to print reduction.

What's Driving them Crazy!

Usually EON is filled to the brim with practical suggestions about improving the work of Editorial Offices. That's not the case here. Instead, with these pet peeves we take a step back and look at the things that drive authors and reviewers nuts in their interactions with Editorial Offices. It's not especially pleasant reading, but the hope is that knowing what our "customers" really think (but usually don't say) can help all of us improve our game.

Comments are based on paraphrases from conversations, or, when indicated with quotation marks, are verbatim from emailed responses. Respondents were researchers from a variety of fields, including clinical medicine, physics, engineering/computer science, and computational biology, and ranged from graduate students to tenured professors.

Authors

- Some places have policies on who (as in trainee vs. not) and how many authors can submit certain kinds of things, especially opinions/perspectives. There's often gripe in our lab about how this just enforces the established and doesn't allow for newer/collaborative voices.
- Author guidelines are confusing and aren't formatted clearly. (Respondent sent a link to online submission instructions that scrolled down for 13 screenfulls of information, and that addressed things like widow/orphan control, margin sizes, balancing the columns on the last page, and bad section breaks.)

Reviewers

- I'm irritated by reviewer requests that aren't even remotely related to my area of expertise. I have my CV posted online, a lab website, and all my publications are in PubMed: why exactly is it so hard is to figure out which field I'm in?
- The volume of review requests. Nowadays, it's often a journal that I've never heard of. Figuring out whether it's a bogus journal or not is extra time I don't have.

Collected by Liz Bury, Emily Fay, and Nijsje Dorman from the AJKD Editorial Office

Websites, Floppy Disks, and Kindness: An Editor's Quest for the Holy Grail

By Phaedra E. Cress
Managing Editor, *Evolution and Conservation Letters*
John Wiley & Sons

When I graduated from Ramapo College of New Jersey in 1995 with a BA in Journalism, I fancied myself as the next Diane Sawyer. I'm dating myself, I realize. You can imagine my utter dismay when the crème de la crème job offer was writing obituaries for $6 an hour (insert sigh here). And so it began, my foray into several marketing jobs over the next five years. My early career took me to San Rafael, California, where sunshine was abundant, Jerry Garcia had just passed away, and I landed a position as the advertising and marketing director of a homeopathic software company. A huge perk of this position was the domestic and international travel. Who wouldn't want to fly to Capri, Italy in their early 20s, right? In hindsight, the greatest contribution I made to that company was to convince the owner that websites were not, in fact, a passing fad, and that we needed one, stat.

As I settled into that position, I regretted that the only real writing I did was in a marketing capacity (ad copy, marketing plans, and the like). But I suppose that's what you do in your 20s: earn your stripes.

I spent nearly five years in California but in the summer of 2000, the call of my Jersey roots was irresistible. I missed my family, my twin sister Juliet, and the small comforts you take for granted, like bumping into someone you grew up with. So I recruited my dearest friend from New Jersey to mail me job clippings from *The Bergen Record*. Yes, actual newspaper clippings. I'm serious. That's how we rolled back then. Before the plane took off from SFO, I'd lined up a position with Clinical Cardiology Publishing Company in Mahwah, New Jersey. It was a small family-owned company run by Mrs. Tony Bourgholtzer, the matriarch of the family and the business. Thus began my publishing career.

I became the Managing Editor of *Scanning, The Journal of Scanning Microscopies* and I also managed supplements and board meetings for the flagship journal, *Clinical Cardiology*. Manuscripts arrived via double-spaced hard copy, on floppy disks, and on CDs. I learned the trade from a family with decades of experience in what can best be described as "old school." I recall the training in which we labored over verbs and adjectives in emails we sent to authors, reviewers, and Editors. The tenets that seemed simple at first developed into a complex art of communication, relationship-building, and technological innovation. Perhaps the most interesting contribution I offered in this role was converting the manuscript trafficking process from a paper-centric one to eJournalPress, an online web-based system. Reducing man-hours and authors' efforts streamlined every process I'd learned. In retrospect, not doing so would be the modern day equivalent of, well, asking authors to send in manuscripts on floppy disks.

So there I stayed, for six more years. I'll admit to being a creature of habit. I had a daughter during that time, Ava. Then one day, the boss announced John Wiley & Sons was coming for a visit. We were about to be acquired. The prospect of leaving this 10-person mom-and-pop for a corporate giant was more than a bit daunting. As the only employee under 60 years old, I was called skilled and personable. Due diligence and myriad interviews elapsed, along with about five months. When the offer letter was finally inked, I was nervous because I was pregnant again, this time with my son Sean. I disguised this detail until I was no longer able to fit into regular clothing, for fear they might lay me off. I recall the conversation with my manager like it was yesterday. "No, please don't quit, we need you" exclaimed my manager. "No, I'm not quitting…I'm pregnant." Relaxed, she said: "Well, that we can handle." So after only six months on the job, I was off for 12 weeks on maternity leave. I was very appreciative for the benefits and understanding I was afforded during this time. But who would handle my beloved journals?

"Nobody dies in publishing"—a lesson learned early in my career. It's whimsical but true. Most things can in fact wait until tomorrow. And none are so crucial that employees can't take a vacation, maternity leave, or a day off. The work, and all those emails, will definitely be there tomorrow. A good manager will encourage you to disconnect (literally and figuratively) and to recharge your batteries. I've been lucky in this way.

Now, 14 years later, those same three tenets apply. As Editors, it's imperative that we master the fine art of intelligible conversation, build and maintain strong relationships with authors, Editors, reviewers, society partners, and colleagues, and (sometimes) wrangle with but eventually appreciate the influence and opportunities technology affords us.

I've managed *Scanning, Clinical Cardiology, Congestive Heart Failure,* the *Journal of Clinical Hypertension,* the *Journal of Hospital Medicine, Evolution*, and *Conservation Letters*. Each journal presented an opportunity to grow and interact with key opinion leaders in their respective fields and disciplines. I've presented workshops, produced videos, written bylined articles, managed backlogs, stressed about Impact Factor scores, mentored interns, been stuck in airports with no Wi-Fi, and burned the midnight oil more times than I care to admit. I have learned and I have taught and the latter has brought me great joy. Identifying willing and savvy mentors who share their time and wisdom fosters wonderful professional growth and a collegial environment; in this, I have also been quite fortunate.

Last year, a budding hospitalist interviewed me and asked what advice I could offer to young medical professionals. I replied from the heart: Be Kind. This mantra has served me better than any other and has enabled me to carve out a sustainable life-work balance for my family, in a field that continues to challenge and surprise me. So I invite you to go forth, prosper, and be kind.

Calendar of Events

ISMTE Chicagoland Local Group
March 26, 2014
Chicago, IL
http://www.ismte.org/Local_Groups

2014 ScholarOne Manuscripts User Conference
April 10-11, 2014
Fort Lauderdale, Florida
https://www.signup4.net/Public/ap.aspx?EID=2014230E

Emerging Trends in Scholarly Publishing™ Seminar
April 24, 2014
Washington, D.C.
http://allenpress.com/events/2014seminar

Council of Science Editors Annual Meeting
May 2-5, 2014
San Antonio, Texas
http://www.councilscienceeditors.org

Effective Journal Editorial Management
May 8, 2014
London, England
http://www.alpsp.org

Society for Scholarly Publishing Annual Meeting
May 28-30, 2014
Boston, Massachusetts
http://www.sspnet.org

Journal Metric Analysis and Measuring Impact
June 4, 2014
http://www.alpsp.org

12th Annual Editorial User Group Meeting (EMUG)
June 19-20, 2014
Boston, Massachusetts
http://www.editorialmanager.com

ISMTE North American Conference
August 14-15, 2014
Philadelphia, Pennsylvania, USA

ISMTE European Conference
October 13-14, 2014
London, England
http://www.ismte.org/

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ISMTE Executive Offce:
310 W. Lake Street, Suite 111Elmhurst, Illinois 60126 USA
ISMTE new phone number:TEL: (+1) 630-433-4513
ISMTE new email address:
info@ismte.org

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