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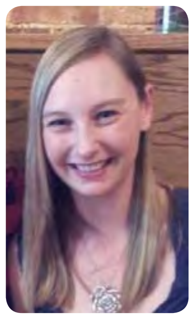


A Global Connection

By Meghan McDevitt
Editor
EON

The ISMTE's first annual Asian Conference was held this month in Singapore, thus meeting one of the society's goals to have three meetings on three continents in three years. Congratulations to all of those involved in making this happen! Be on the lookout for our first-ever Asian Conference summary in an upcoming issue of *EON*.

I am constantly impressed by the ISMTE's efforts to encourage connections and collaboration across the globe. Indeed, this month's *EON* contains articles by authors from three continents—how cool is that?

Sarah McCormack and Kimberly Rhodes, whose poster won first place last year, discuss the American Society for Nutrition's interactive peer-review checklist and provide some tips for how you can create a checklist of your own.

Since 2008, the Chicago Collaborative has brought together representatives from various STM publisher, editor, and librarian organizations in an effort to share, collaborate, and discuss issues of scholarly scientific communication. Read Maggie Haworth's report to learn more about how the ISMTE brings a unique perspective to the Collaborative.

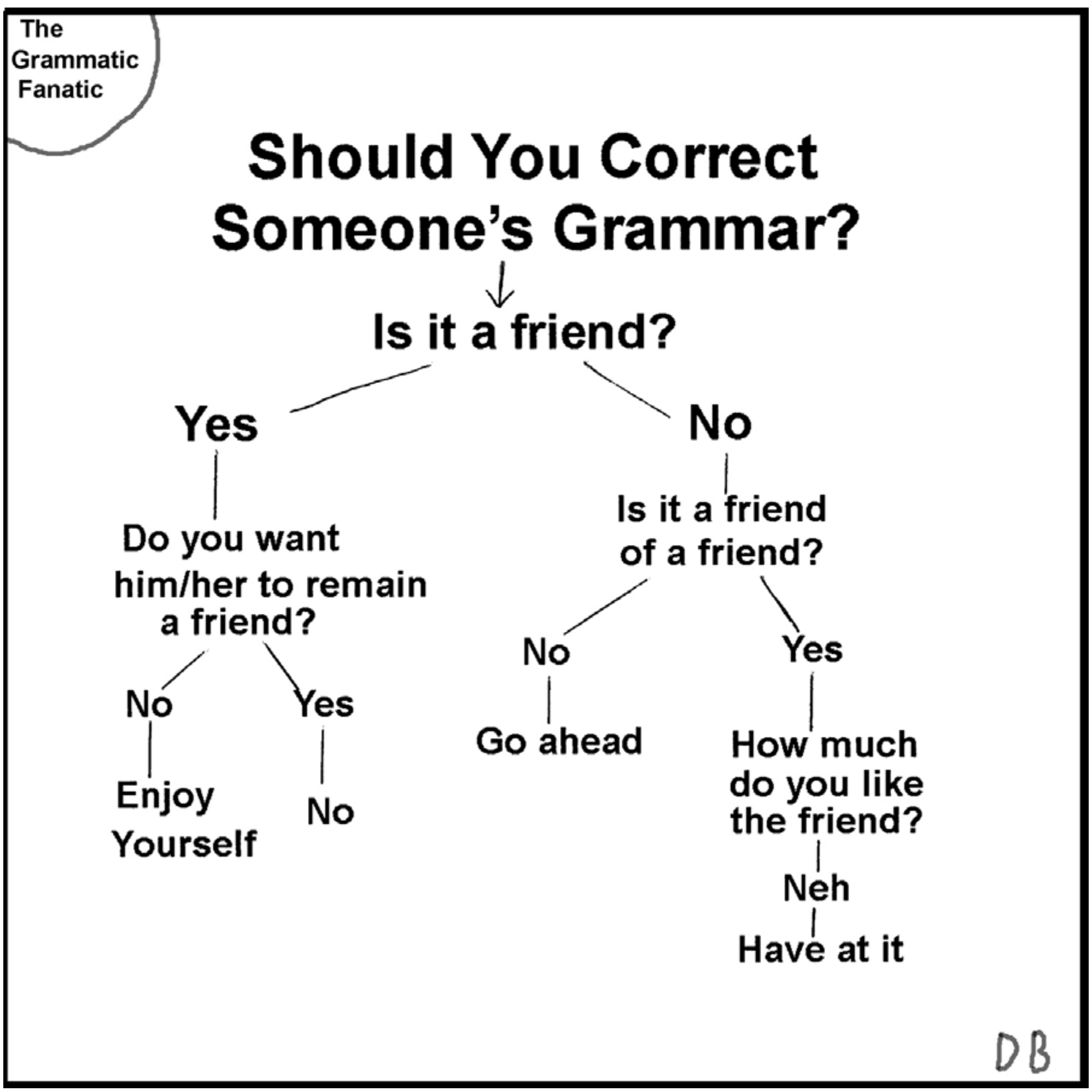
Have you ever considered the parallels between dating and publishing? Anne Brenner explores the commonalities between these seemingly unrelated processes and provides some advice that is applicable in both situations.

Dr. Sami Al Hajjar shares his experience with the creation and launch of a new Open Access journal. He touches on the early exploratory process, how to establish a reviewer database, and the challenges faced in encouraging article submissions.

In this month's Taming Technology article, Simone Larche provides some tips for working with your online editorial system to reduce your workload. Creating email templates and automating letters help save you time—and provide that extra level of customer service to keep your editors, reviewers, and authors happy.

Many online editorial systems include an option for authors to register for and/or supply an ORCID iD. However, some publishers, such as the Royal Society in the United Kingdom, are now requiring submitting authors to provide their ORCID iDs. Read Stuart Taylor's article to learn more about why they are encouraging widespread ORCID adoption and how this unique identifier is being integrated into more and more research systems.

Now more than ever it is easier to connect and engage with people from around the world—so take advantage! Check out the online Discussion Forum to read posts, ask questions, or share your thoughts with ISMTE members. Join and connect with a local group or consider starting one in your area. Read *EON* to learn about the experiences and strategies other Editorial Office and publishing professionals are using and discover new perspectives. And contact the *EON* team if you have an idea or topic you wish to read or write about!



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ASN's Interactive Peer-Review Checklist: Regulating the Peer-Review Process

By Sarah McCormack (Assistant Director of Editorial and Production Operations; ORCiD 0000-0001-8065-4378) and Kimberly Rhodes[1] (Publications Administrative and Research Assistant) American Society for Nutrition

Inception of the Checklist

At our organization, the American Society for Nutrition (ASN), an assistant director is responsible for overseeing the work of colleagues who handle the everyday work of the peer-review process for three journals. It's a talented team of individuals with a thorough knowledge of processes and their history. Those outside the team couldn't hope to remember the intricate and constantly changing complexities of the peer-review process any more than they could hope to remember the flight path of a butterfly. However, the assistant director needs to answer the team's questions about specific manuscripts, and to work with directors to implement new technologies and requirements as effectively as possible, using our existing tools and staff. By stripping processes down to their essential elements, we can more quickly identify a core problem and propose effective solutions.

What We Hoped to Achieve with the Checklist

One tool for understanding our processes is the interactive peer-review checklist. The checklist comprehensively lists everything staff needs to check upon manuscript intake for new and revised manuscripts, for all three journals. Depending on the user's input, it also lists the follow-up action needed for specific problems with the submission. The tool helps in the training of new peer-review support staff and provides a standard to measure current staff's performance, a means to communicate changes, and guidelines for covering for regular staff members when they are out of the office.

1 Current affiliation: Data Analyst, The Medical Team

You can see a brief version of this in our award-winning poster, presented at the 2015 ISMTE North America meeting. The details of this are complicated though, and explaining them is a bit like talking about how you solved a Sudoku puzzle. You might enjoy trying the puzzle, but talking about how you solved it is an entirely different activity. Instead, in the next two sections, we provide an outline of how you can create a checklist of your own, followed by a list of software skills you'll need to master to make such a behemoth document more manageable.

Structuring the Checklist

- **Group requirements by screen**. Manuscript metadata is on a different screen from the manuscript, which is on a different screen from the files uploaded. Arrange questions to minimize time spent alternating between screens.
- **List requirements**. Consolidate existing documentation written to guide cross coverage and meet personally with staff to confirm what was written.
- **List follow up**. Ultimately, there are only a small number of actions that staff can take on a submitted manuscript, such as requesting changes from the authors or sending the manuscript to the editor. Assign each follow-up action a color based on the difficulty of the response. We based our color scheme loosely on stoplight colors.
- **Create a button that will minimize required input** from the user by hiding columns and rows not relevant to the journal and manuscript version under review.

- **Create a button for a user to consolidate responses** entered into the checklist so that only items with follow-up action or special notes remain in view.

Software Skills

- **Visual Basic** code dynamically hides and shows columns and rows in the Excel checklist at the click of a button so that only pertinent content is displayed. The code utilizes information provided in the Excel file such as journal and manuscript version tags, follow-up actions of "none," and the presence or absence of staff notes.
- **Tags** with the journal name and manuscript version are included in the Excel file so that users can adjust the code without knowledge of Visual Basic.
- **If/then formulas** evaluate the checklist user's responses in several places.
  - Follow-up actions are immediately displayed for obviously problematic responses, such as a missing response to reviewers.
  - When users enter that a manuscript doesn't contain certain complex elements, such as figures or online supporting material, follow-up questions relevant to those elements are hidden.
  - The checklist user's responses to elements that are included in more than one place, such as in the manuscript and its metadata, are automatically compared. The user no longer needs to rely on memory of what s/he saw on an earlier screen.
- **Conditional formatting** removes background color from cells without follow-up actions. The background of cells requiring follow-up action appears as the base color that reflects the difficulty of the follow-up response needed.
- **Data validation** allows the checklist user to enter his/her response quickly and helps to ensure that the formulas relying on the user's responses work properly.

Challenges and Successes

When we talk about the checklist, people immediately ask whether our peer-review support staff use it on a regular basis. Perhaps because we involved them too early in the creation of the product, our staff are unenthusiastic about this idea. However, even for organizations that wait to present a polished product to their peer-review staff, it's probably not a good tool for them to use on every manuscript that they process. Reading Atul Gawande's book *The Checklist Manifesto* confirmed our hunch that a checklist in this level of detail, when used on a routine basis, will dull the user's thinking and lead to more errors rather than fewer.

However, the checklist is a useful tool for mid-level management when training new staff, providing cross coverage, and evaluating processes. ASN's newest peer-review support specialist was trained using the checklist. She processed 13% more manuscripts in her first week on the job than her predecessor had done, and learned to process one additional non-standard article type. Using the checklist in that week facilitated coverage for ASN's journals, even though only three-quarters of the peer-review staff were in the office.

Managers also use the checklist when they cover for their staff. They don't have to worry about reading several different people's instructions about how to provide coverage, written in different styles and saved in countless versions that are scattered throughout email and our shared file space. Instead, they have one document that asks the key questions about the submission in the same order every time. When interruptions come, checklist users can save the file and return to process that same manuscript hours later without needing to re-read content that they had already checked.

Finally, having the checklist has facilitated simplification of submission requirements. Management and directors were able to use the checklist to reduce requirements for the manuscript intake by 10%. A second review of the manuscript intake process allowed us to remove production-centric requirements for new submissions, and address these issues later. Ultimately, that reduced the total number of items checked on new submissions by half. Since our journals may accept as few as one-quarter of all submissions, halving the number of items checked for three-quarters of all manuscripts provides significant time savings, allowing for a much needed shift in job responsibilities. Presumably authors benefit from this change as well, since we no longer ask them to address formatting issues for new submissions, even when we need to request new files for other reasons. We also plan to reduce the metadata that we require authors to input for new submissions.

The checklist is ultimately an evolving document, and workflow changes it inspires necessitate further changes to the checklist. Plans are also in the works to make an abbreviated version of the checklist for expert users, ASN's peer review staff. In the meantime, we really enjoyed the challenge of creating the document, working together, and sharing it with ISMTE members.

Discovering Our Roots: Could Have Fooled Me

(A tribute to the greatest literary April Fool's Day joke of all time)

By: Stephanie Kinnan
Editorial Assistant
GIE: Gastrointestinal Endoscopy

It was April 1st, 1977. Jimmy Carter was in the White House, Fidel Castro was meeting with the Soviets, Farrah Fawcett was on every young man's wall, and *The Guardian* published its largest report to date; a 7-page, travel supplement promoting the beautiful island nation of San Serriffe. This intricate spread included reports on the nation's history, political climate, social and economic development, and tourism trade. The beautiful island paradise seemed too good to be true, and unbeknownst to the readers, it was. San Serriffe was a complete work of fiction. This brilliant April Fool's Day prank caused widespread confusion, the effects of which can still be seen today.

This practical joke was the brainchild of Philip Davies, head of *The Guardian*'s Special Reports department. He had often created similar, albeit true, reports designed to attract advertisers. Clues that San Serriffe was a product of the editor's vivid imagination were scattered throughout the supplement. The names and descriptions of the island nation all related to publishing terms. The name San Serriffe and its capital, Bodoni, referred to typefaces. The main islands that made up the country were in the shape of semi-colons and were known as Upper Caisse and Lower Caisse. Even the nation's ruler, MJ Pica, was a reference to a unit of measurement in type. The editors were also so bold as to include deliberate typos and misspellings that acted as clues to this report's inauthenticity. *The Guardian* even got advertisers in on the gag to make the report more convincing. Guinness, Texaco, and Kodak were all eager to have a hand in the prank. Kodak even went so far as to announce a photography competition for pictures of San Serriffe. The inclusion of these adverts not only made the hoax more believable but also turned a nice profit for the newspaper.

Needless to say, the majority of *The Guardian*'s readers fell for the joke. Phones rang all day with people wanting to know more about the idyllic travel destination and travel agencies and airlines launched official complaints against the newspaper. By the time the truth was widely known, San Serriffe had taken on a life of its own. There were T-shirts, bumper stickers, and even a fake San Serriffe Liberation Front. Four decades later, references are still made to the island nation (it has its own Wikitravel page). So, on April 1st, let's pay tribute to the greatest April Fool's joke the publishing world has ever seen. Grab your hat and sunscreen. I'll meet you in San Serrife!

Adapted in part from:

1. April fool - San Serriffe. The Guardian. http://www.theguardian.com/gnmeducationcentre/archive-educational-resource-april-2012. Accessed February 15, 2016.

ARTICLE

ISMTE and the Chicago Collaborative

By Maggie Haworth
Director, Publishing Operations
Endocrine Society

When the definitive history of scholarly publishing is written, I hope it will take into account the curious case of Librarians vs. Publishers. Twenty-five years ago it was easy to see that there was a definite split between the two professions: librarians were the evaluators, collectors, and archivists who made information available to those who would use it, and publishers were the protectors of peer-review who were often accused of holding back information dissemination to make a profit.

Even then, quite a few librarians and publishers could see the similarities between their professions, the growing commonalities, and the need to share information. As an example, libraries were developing institutional repositories and, in effect, became publishers, while publishers were faced for the first time with archiving issues as libraries moved away from maintaining print copies in perpetuity. Not only were librarians and publishers experiencing significant changes within their own professions, both groups found themselves at times almost swapping places at times with the other side of the "vs."

In 2016, we're close to doing away with the "vs." and becoming simply "us."

Although the Chicago Collaborative isn't as well-known as other professional groups such as the ISMTE, the Society for Scholarly Publishing (SSP), the Council of Science Editors (CSE), and the American Library Association (ALA), it has served a significant role since its inception in 2008. As explained in the Collaborative's FAQ, a group of librarians and publishers formed an organization that

> brings together representatives from STM publisher, editor, and librarian organizations to discuss challenging issues, educational efforts, and recommendations that highlight commonalities and shared purpose which center on broad issues of scholarly scientific communication. The specialized subject focus provides a shared background and showcases the spirit of cooperation and collaboration prominent among organizations of STM, editors, and librarians.

Unlike organizations made up of individual members, the Chicago Collaborative's members are representatives from much larger publishing or library organizations. This lack of individual membership might account for its relative anonymity. Note, however, that the list of founding organizations shows how far reaching its aims were:

- Association of Academic Health Sciences Libraries (which provides administrative support for the Chicago Collaborative)
- Association of American Medical Colleges / Council of Academic Societies
- Association of American Publishers, Professional and Scholarly Publishing Division
- Association of Learned and Professional Society Publishers
- Council of Science Editors
- Federation of American Societies for Experimental Biology / DC Principles
- International Association of Scientific, Technical & Medical Publishers
- International Committee of Medical Journal Editors
- Society for Scholarly Publishing

Since that time, the Chicago Collaborative's membership has changed slightly—including the addition of ISMTE—and the membership is now at eight. All are membership organizations and no commercial entities are allowed to join.

The Chicago Collaborative meetings are conducted under the Chatham House Rules, which recognizes the controversial nature of the topics discussed. Under these rules, participants can discuss information shared during the meeting, but the speakers or their home organizations cannot be identified. Thus, the conversation is much freer than it might otherwise be.

The main take-away from any meeting of the Chicago Collaborative is exposure to ideas from the "other" side that one wouldn't normally get. Librarians learn about the intricacies and demands of the rapidly changing world of publishing, and publishers learn the same about the world of librarians. The most exciting discussions—and these happen frequently during meetings—are those in which common ground is found and new ideas are generated. It's then up to the attendees to take these ideas back to their home organizations and determine the best way to disseminate it. Even though 10 people would have heard the same discussion, the way it's presented "back home" by the ISMTE representative will be very different from how the SSP representative does the same. The message reflects the home organization.

ISMTE brings a completely unique perspective to the Chicago Collaborative because of its focus on editorial work. Being able to bring the nuances of peer review and production into any discussion involving information flow is critical for keeping the conversation both grounded and moving forward.

I've served as the ISMTE's main representative to the Chicago Collaborative for the past several years, with ISMTE board members attending when the location and timing work for them. Meetings are held twice a year, always in conjunction with a major publishing or library event. The actual meeting day is preceded by a shorter meeting and dinner, during which time participants have an opportunity to spend more informal time with each other. This is an important step—almost a "transition" time—during which we can break down any "vs" that might have crept into our professional lives. The meeting itself is lively and we're introduced to new concepts, as well as new viewpoints on concepts we thought we understood. My main role is to keep an ear open for ideas to bring back to the ISMTE, and to talk about issues important to professionals who conduct peer review and oversee production. I'll be working with the ISMTE leadership to create a series of brief descriptions for the Resources section of the website that address emerging ideas and organizations, such as CHORUS and SHARE, that could have an impact on Editorial Office operation.

Although the Chicago Collaborative is not a highly visible organization, it's an important one and the role of the ISMTE is unique.

Editor's note: The ISMTE Board of Directors would like to thank Maggie Haworth for her years of service as the liaison for ISMTE to the Chicago Collaborative.

ISMTE Awards 2016

ISMTE is excited to announce that from February 1st to June 17th we are inviting nominations for the three ISMTE Awards. These awards will be presented at the North American and European Conferences where the winners will also receive a credit for either membership or registration to next year's ISMTE meeting.

The categories are:

- ISMTE Award for Excellence
- ISMTE Award for Achievement or Innovation
- ISMTE Jason Roberts Founder's Award

Visit the ISMTE Awards page for more information!

ARTICLE

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There Are Plenty of Fish in the Publishing Sea

Anne Brenner
Associate Editor
Technica Editorial Services

No matter who you are, where you're from, where you're currently living, or whether you're a male or a female, I know one thing for sure: to some degree or another, you've experienced the dating world.

And if you're in the writing/editing industry, regardless of who you are or what your background might be, you've probably also tried—possibly successfully, possibly not—to get your work published.

At first glance, these two processes might seem completely unrelated. But, when you take a closer look, they have much more in common than immediately meets the eye. They require many of the same skill sets, and they often elicit the same types of emotions, just in very different venues.

First and foremost, whether you're venturing into the dating realm or the world of publications, you're inevitably going to face a concept that isn't ever fun, but is unavoidable in both cases: rejection.

Pretty much everyone has been on a date—or perhaps a couple of dates—where the other person involved just wasn't feeling the connection and said straight up that he/she, for whatever reason, just wasn't interested. It certainly can be a self-esteem damager, but it happens to all of us, oftentimes through no fault of our own. Regardless of how much potential we have or how much we can offer in a relationship, the other person sometimes just isn't a good fit, even if we've put a high amount of energy into making that relationship work.

In the publishing world, rejection is just as much—and maybe just as hurtful—of a reality. Whenever an author submits his/her work to a particular publication, he/she is always at risk of being told "no." Oftentimes, the rejection is not associated with the quality of the work, but rather that the journal and the piece at hand aren't a proper match. This can be particularly devastating if the writer has invested many hours into a piece—I have seen plenty of cases in which an author submits an article and the editor/publisher of the journal tells him/her to revise it, only to later reject the revised version. But no matter how many times this might happen, authors should not be deterred from continuing to try.

That being said, there *is* such a thing as trying too hard, whether you're talking about dating or publishing.

I think we all know that one guy who walks up to every single girl he encounters in a social setting, blatantly attempting to score a date. "That guy" more than likely eventually acquires a less-than-stellar reputation in the dating world—and, as more and more people learn about that negative following, he only succeeds in creating the opposite result he had hoped for.

Certain authors take a similar approach when it comes to getting their work published. They might submit a huge number of low-quality papers to every journal they can think of, or even attempt to submit the same rejected manuscript to the same journal over and over again, tweaking just a few minor details each time so the article can pass as a "new submission." Editors-in-chief, associate editors, and publishers are certainly savvy enough to catch on when these tricks are being attempted, and after a little while, the author isn't going to do himself or herself any favors in terms of acquiring a solid scholarly reputation.

Another practice that will quickly earn you a bad reputation when it comes to submitting articles is failure to pay attention to author guidelines. Most journals have very clear regulations in place when it comes to what they're looking for in an article—article length, reference format, and preferred style for graphics are carefully spelled out. When authors actually pay attention to these pointers, their work is much more likely to ultimately be accepted. Still, working in this business, you quickly find out the hard way that numerous authors choose not to heed these guidelines at all—and trust me, it doesn't go unnoticed by the folks on the other side of the process.

With dating, you have the same concept in place; most people are pretty upfront about what they're looking for in a significant other (usually a good sense of humor, financial stability, and being a good listener rank high on the list). Potential significant others who pay attention to what the other person is seeking usually have a much bigger chance of being successful than those who don't.

In this day and time, remaining safe and being aware of unsavory types when it comes to dating—particularly online dating—is also critical. A few years ago, I heard one news story about a young woman who had met a gentleman through an online dating site. The two went on several dates together, and the male seemed like a genuine, charming companion. So, naturally, the woman began to trust him—so much that she ultimately provided him with access to her credit card information. Unfortunately for her, however, the man's intentions were not as genuine as they seemed, and he eventually used that knowledge to empty her entire savings account.

In the publishing world, similar types of fraud are beginning to pop up, particularly with regard to what Jeffrey Beall has coined "predatory publishers"—academic journals that claim to be legitimate forums of publication and charge authors high amounts of money to submit their articles. These journals also claim to have unrealistically high turnaround times between an article's submission and its appearance in print.

In reality, these kinds of "journals" are a complete scam—they prey primarily on younger, unsuspecting authors and are only after a paycheck. This type of publication contains mostly articles with little or no legitimate value, and if an author's work appears in one of them, he/she therefore loses a great deal in terms of both money and reputation—and because these operations usually remain within the boundaries of the law, legal recourse is generally not an option. So, just as is the case when you're trying to find a potential significant other, it's important to stay responsible when you're searching for venues in which to try to have your work published.

Which brings me to my final parallel between dating and publishing: the need for patience. Think back for a moment to your first boyfriend or girlfriend—I'm willing to bet a few things. First off, during the early stages of the relationship, you were probably calling and/or texting the other party a little more than you needed to. Second, you probably continued your barrage of messages if the other person did not respond within, say, a few hours. And third, doing so probably did not do you any favors as far as establishing a favorable persona with that other person; as a matter of fact, it probably got on his or her nerves pretty quickly.

The same goes for authors who are waiting to find out the status of their submission. All too often, I have run into authors who, in one day, send multiple emails and make multiple phone calls attempting to find out whether the paper in question has been accepted for publication and/or needs to be revised. If there is no reply (or not a specific enough reply), these irritated authors will often send more (typically angrier) messages within the next 24 hours, until someone gives him some sort of definitive answer. If you're an author who has been guilty of this, please hear me: bombarding the journal's office with these kinds of messages will NOT get you a quicker reply, and it might just earn your paper a spot in the "reject" pile.

So, in closing, I'd like to provide the following advice to anyone who has ever tried, or is planning to try, to get work published—and it's advice that might also apply to the dating world: don't get discouraged, don't overdo it, and try to put yourself in the shoes of the person on the other side.

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Reducing the Workload

By Simone Larche
Online Submission System Manager
Oxford University Press

Supporting your journal community is an ongoing commitment for an Editorial Office whether you are tracking papers online or offline. Once you are using an online submission system you can find yourself having to do unexpected technical support which adds to the stress. There are ways to handle this that can ease the workload for everyone: authors, reviewers, and editors. Here are some tips and tricks for working with online systems.

What Workload?

Take a look at the queries you have received from authors, reviewers, and editors for the last year or so. What are the top areas that you would like to work on? Are there any patterns to what is being requested? Are there any particular groups of people (or certain individuals) who need more help than most?

Here are some examples of areas where people get most stuck:

- Access to systems, passwords, accounts, roles
- Submitting/uploading/conversion of documents
- System bugs/glitches/failures
- Status of papers

What Can You Do About This?

Access to Systems, Passwords, Accounts, Roles

- Ask for your submission system home page to be updated to help clarify log in and password issues.
- Add an email address for editorial support so your users know who to contact.
- Add a (big) link to the help pages and any help videos/documents. People often miss the standard help link as it can be hidden in a corner.
- Ask for a site review from your publisher or supplier to make sure your settings are still current and relevant.
- Create a mini set of guidelines for each of your user groups and attach it (where possible) to either the site or the relevant emails. Be aware that the less often a person uses a system the more help they will need.
- Create standard replies for standard queries to reduce the time you spend writing out answers to common problems. For example, write out all the reasons why someone might be unable to log in to a site and what they can do to resolve their problems.

Submitting/Uploading Documents and Images

- Uploading documents online can be tricky. Make sure your site settings match your needs, *e.g.*, if your journal has large image files, make sure your upload restrictions don't limit what they can submit in terms of size (and also type).
- Consider whether authors need to upload large files initially. Consider asking for smaller or different files (it's not always necessary to ask for large files on initial submission).
- Large files can be zipped. Consider the zip option route if possible to reduce waiting time.
- Make sure your instructions are clear and update them if they aren't. Be very specific and short. Most users will skip most of the instructions! Make sure you are pointing to the full instructions to authors somewhere for those who do want to read more.
- If authors are finding it difficult to upload files, analyse the pattern of problems and speak to your supplier or publisher about how you might overcome this.

System Bugs/Glitches/Failures

Do some checks before contacting support. Can you fix it yourself? If you can't, is there a (reasonably) acceptable workaround in the meantime? Solving your own problems will quickly make you an expert.

Is there a pattern to the problems? These are the questions you may be asked when you contact support:

- What actions did you take when this happened?
- Did it start on a particular date?
- Does it affect everyone or only one group (*e.g.*, editors) or only one person?
- Is it restricted to only one browser type?
- Is it only one paper or many?
- What error message is the person getting?
- Does it fail when you try the same steps? Do you get the same error message?
- What have you changed recently on the site, if anything? Has there been a system release recently?
- Is it high priority (*e.g.*, no author can submit a paper) or medium priority (*e.g.*, you can't make decisions on papers) or low priority (*e.g.*, one person is having problems submitting a paper)?

If you do contact technical support, be sure to include answers to all the above questions. It will save them having to ask you these questions and will ensure your query is handled more quickly and efficiently. Include the journal name and the relevant manuscript numbers and/or people, browser type, and date of problem. If it's already fixed, consider carefully whether you really still need someone to look at it since they may not be able to recreate the problem. Raise the issue if it occurs again and leave an example in place without touching it.

Status of Papers

- Make sure your authors can see the status of their paper online.
- Consider creating automated emails to inform your authors (including co-authors) of the stage their paper has reached at various points in the process to cut down on queries if you are receiving a lot of them (Box 1).
- Consider providing help notes in other languages if your users are struggling with English. Ask for a copy of the English version and perhaps ask someone on your editorial board to translate it.
- Consider how you might use automated emails and reports to inform editors of paper status and any papers that have been in progress for a very long time that might need attention.
- Check whether you are letting your reviewers know the outcome of the papers they have reviewed for you. Make sure you inform them of your final decision. Some journals send the decision letter and reviews to reviewers as well. Thank them for their work and don't send them too much to do.
- Review all your email templates and instructions on the site at least once a year to make sure they are current and not contradicting other instructions (this is a common cause of confusion and query).

Look at Your Own Workload

- Consider what you spend most time on. Is it possible to reduce any of this by automating any of it (*e.g.*, scheduled reports for yourself

Box 1. Possible stages for use of automated email notifications.

a. thank you for submitting a paper – what happens next
b. assigned to Editor
c. in review
d. awaiting decision
e. decision is made
f. accepted paper is sent to production – what happens next
g. rejected paper – what are their options.

and others, automated reminders)? What one change would make a big difference to your work?

- Are you able to create any standard email templates to save you (or your editors) writing the same emails over and over again? Many journals create dozens of ready-made templates for private use.
- Think how you might create and save some standard searches or reports (if this is possible on your system). You might need these for an annual report for your editorial board meeting, or if you are searching for papers handled by a certain person or of a certain type. Saving your search or report for next time can speed up your work.
- Are you doing any manual work such as transferring information from the site into spreadsheets, or sending information to editors manually? Check whether there are other easier ways of doing this
- Keep your work up to date. Don't let manuscripts pile up, as this can cause more queries from authors and reviewers. Work on the oldest papers first.
- If you work online, don't handle some papers offline. It will only cause more problems in the long term and your reports will be inaccurate. Do everything in one place.
- If you have a reoccurring problem, don't ignore it. Sort it out as soon as possible, as this will save time in the future.
- Read the latest release notes and make sure you have got your site completely up to date with the latest options that are useful to you.
- Refresh your knowledge of the system and attend a course or conference to see what others are doing in your area and how they solve problems. Keep in touch with your peers.
- Join a user group for your system if there is one. Read what others are saying. This can be a valuable resource.
- Watch any online video training available.
- Learn how to identify bottlenecks in the workflow, *e.g.*, by using the reporting system. Once identified, take action to reduce them.
- Become an expert. Make sure you know what every button on your system does. There may be something you've missed that is extremely useful. Don't delete anything! If in doubt, ask first.

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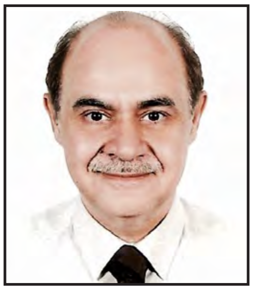
ARTICLE



Challenges for Launching a New Journal

By Sami Al Hajjar, MD, MBA, FRCPC, FAAP, FIDSA
Editor-in-Chief
International Journal of Pediatrics and Adolescent Medicine

As of March 2016, the seventh issue of the *International Journal of Pediatrics and Adolescent Medicine* (*IJPAM*) became available online and in print. The launch of a new Open Access and peer-reviewed scholarly journal is always a source of pride in the world of academic and professional publishing. The goal of the journal is to provide a vehicle for publication of high-quality research on all aspects of the medical care of children and adolescents, with a focus on manuscripts from countries whose research may be under-represented in the current literature.

IJPAM differentiates itself from other pediatric and adolescent journals in the region by its content, which reflects the growing interest in genetic medicine, leadership, quality improvement, research in pediatrics, and the need to standardize consensus on approach to common pediatric and adolescent problems.

There are contemporary challenges to establishing a scholarly journal, including the need for the journal and potential growth; commitment of time, budget, and management skills; governance responsibilities and accountability; effective editorial board members, and development of a strict peer-review process. In addition, there is the need to encourage original submissions from the best and brightest authors in the field.

In September 2013, I was selected by my academic organization, King Faisal Specialist Hospital and Research Centre, to lead in the development of *IJPAM*, and I was appointed as the Editor-in-Chief. This assignment coincided with my acceptance to an MBA program in the United States. I have used the powerful tools I was exposed to during my MBA to enhance my managerial skills and lay the foundation for the journal. I have also learned a great deal about time management of multiple responsibilities.

As a first step in developing the journal, I explored whether a new journal in this field was necessary. I conducted a search of the Scopus database in January 2014, looking for published pediatric research and journals in our region. I found that pediatrics, perinatology, and child health constitute only 4.5% of the research output in the Middle East, corresponding to 10,166 articles published in these fields. According to Scopus, there were few regularly published pediatric journals in the Middle East, and there were no available adolescent journals. In some general medical journals published in the region, pediatrics is considered as a subcategory, so many researchers opt to publish in such journals. Thanks to profound globalization in communication, another alternative for Middle Eastern researchers is to seek publication in pediatric medical journals based in Europe and the English-speaking world, but such publications focus more on resolving pediatric health problems specific to developed countries. Because *IJPAM* was envisioned as a platform to allow authors from developing parts of the world to contribute to pediatric and adolescent research in the global science community, it became clear to me that the journal was needed and had potential for growth in the region.

Although my organization had committed to a budget for the journal, we struggled to form an editorial team. Despite our existing Publication Office being successfully involved in publishing two leading journals in medicine and oncology, the unexpected departure of a number of senior staff created difficulties to accommodate the editorial support and publication of our new journal. So, it took us a while until we found a dedicated and hard-working Editorial Assistant, Ms. Amal Al-Ghammas, who has effectively supervised the various processes of journal production and has ensured our process of scientific review is performed proficiently and expeditiously. We have established a strong and dedicated organizing force which is able to implement and adopt basic project management skills such as work plans with due dates. We also agreed upon areas of responsibilities and tasks. In May 2014, King Faisal Specialist Hospital and Research Centre succeeded in overcoming the difficulties in publishing by signing an agreement with Elsevier B.V., the largest publisher of scholarly journals in the world. We expect that this arrangement, for the production of an electronic version quarterly and for hosting the journal, will achieve ongoing success for *IJPAM*.

We recognize the importance of editorial board members and the vital power of efficient communication to a journal's success. By finding local and international subject experts to participate as members of our editorial board, our journal will have a significant advantage in winning reader interest and respect. We also felt that it is equally important to have a different generation of editorial board members to ensure continuity of journal production and prepare future leaders for the journal. We have not forgotten that recruiting the best editorial board members can present a significant challenge; in addition, potential board members may be hesitant to dedicate their valuable time to a new project. In fact, it took us five weeks of intense search and communication to assemble the board. The editorial board of the *IJPAM* is composed of local and international experts in the field of pediatrics from 10 countries around the globe.

Reviewers are advisers to authors and editors on the quality of the manuscripts. We have established a database of more than 7,000 reviewers. In addition, in November Elsevier provided us with access to a Reviewer Locator system that helps to identify reviewers. Our journal was also included under Elsevier's Reviewers Recognition platform, which provides reviewers with a profile page listing their reviewer activity for Elsevier journals and designating their status as either a Recognized Reviewer or an Outstanding Reviewer.

One of our biggest challenges was to attract original articles. Most researchers in our region preferred to send their original research to journals with high Impact Factors. Regional researchers do not consider journals without an Impact Factor. We took this up as a challenge and through intense marketing and direct communication with experts in the fields, we were delighted to get many outstanding original research article submissions.

The 2015 annual publisher's report provided by Elsevier for our journal shows that we have succeeded in our first year of publication in several measures. First, in terms of introducing the journal in the scholarly pediatric and adolescent communities, the number of downloads on ScienceDirect for *IJPAM* increased from 3,333 downloads to reach more than 17,500 downloads (Figure 1). The United States is at the top of *IJPAM*'s usage per country list, followed by Saudi Arabia and the United Kingdom (Figure 2). *IJPAM* also created a database of more than 2,000 consultants in the field of pediatrics and adolescent medicine.

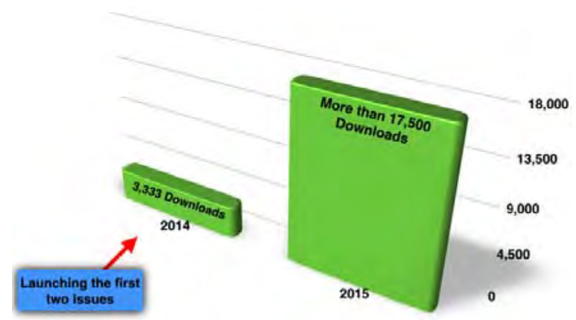


Figure 1. Comparison of *IJPAM* article downloads in 2014 and 2015.

Looking at the future of *IJPAM*, our ambition is to be the leading pediatric and adolescent journal in the region. We hope to receive our first Impact Factor by the end of this year. Currently we are indexed in EMBASE; Scopus indexing is our next step. We will proceed carefully for our future ultimate goal to become indexed by MEDLINE.

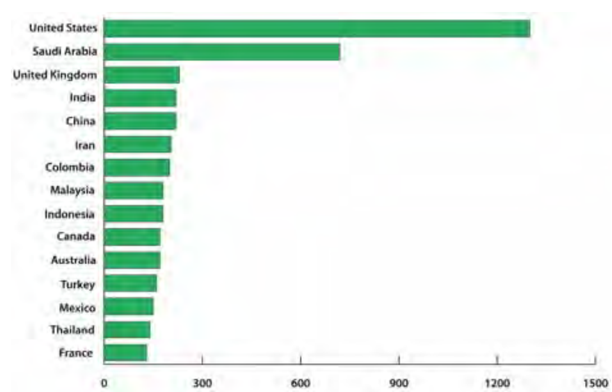


Figure 2. *IJPAM* downloads by country.

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Cultivating ORCID

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Publishing Director
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The ORCID identifier (ORCID iD) was born out of the need to uniquely identify academic authors in a variety of research contexts. When searching for journal articles by author it can be difficult to know if you have identified the right person. My own surname, for example, is extremely common in the United Kingdom and it is all too easy to retrieve the wrong results in online systems. The problem is particularly acute in China, a country with a rapidly growing research output and where a very large proportion of the population shares a relatively small number of family names. ORCID's prototype identifier built on an earlier attempt to solve the name problem—Thomson Reuters' ResearcherID system—but ORCID is an independent, not-for-profit organisation governed and financially supported by a large number of stakeholder organisations (including the Royal Society).

But the potential of ORCID goes well beyond name disambiguation. At a conference we held at the Royal Society last year on the future of scholarly scientific communication, the ORCID iD was mentioned again and again in a variety of contexts as an increasingly important part of the future and as a tool for building the reputations of researchers by bringing all their contributions together under a single, unique identifier. It links all their research activities and outputs together across a wide variety of platforms, effectively providing a "single sign-on" for a number of research systems (such as grant applications, literature searches, and journal article submissions). It helps researchers to gain credit for the many contributions they make to their subject (aside from just the articles they publish). ORCID iDs can be used to tag and track an individual's deposit of preprints, images, or datasets in repositories, or the peer review work they do for journals.

At the time of writing, the number of researchers who have registered an ORCID iD has just broken the two million barrier and is growing fast. As adoption increases amongst scholars, the ecosystem around ORCID is developing too. It is used by Europe PMC and increasingly by journals as an additional identifier in the article byline. Funders are also embracing ORCID. Many funders have integrated the capture of ORCID iDs into their grant application systems and in 2015, the Wellcome Trust, the United Kingdom's National Institute for Health Research (NIHR), and the European Molecular Biology Organisation (EMBO) made it mandatory for funding applicants to have an ORCID iD and it is likely that the UK research councils (RCUK) will follow. The recent report from the Higher Education Funding Council for England on the use of metrics in research, *The Metric Tide*, recommended:

> The UK research system should take full advantage of ORCID as its preferred system of unique identifiers. ORCID iDs should be mandatory for all researchers in the next [research quality assessment]. Funders and [higher education institutions] should utilise ORCID for grant applications, management and reporting platforms, and the benefits of ORCID need to be better communicated to researchers.

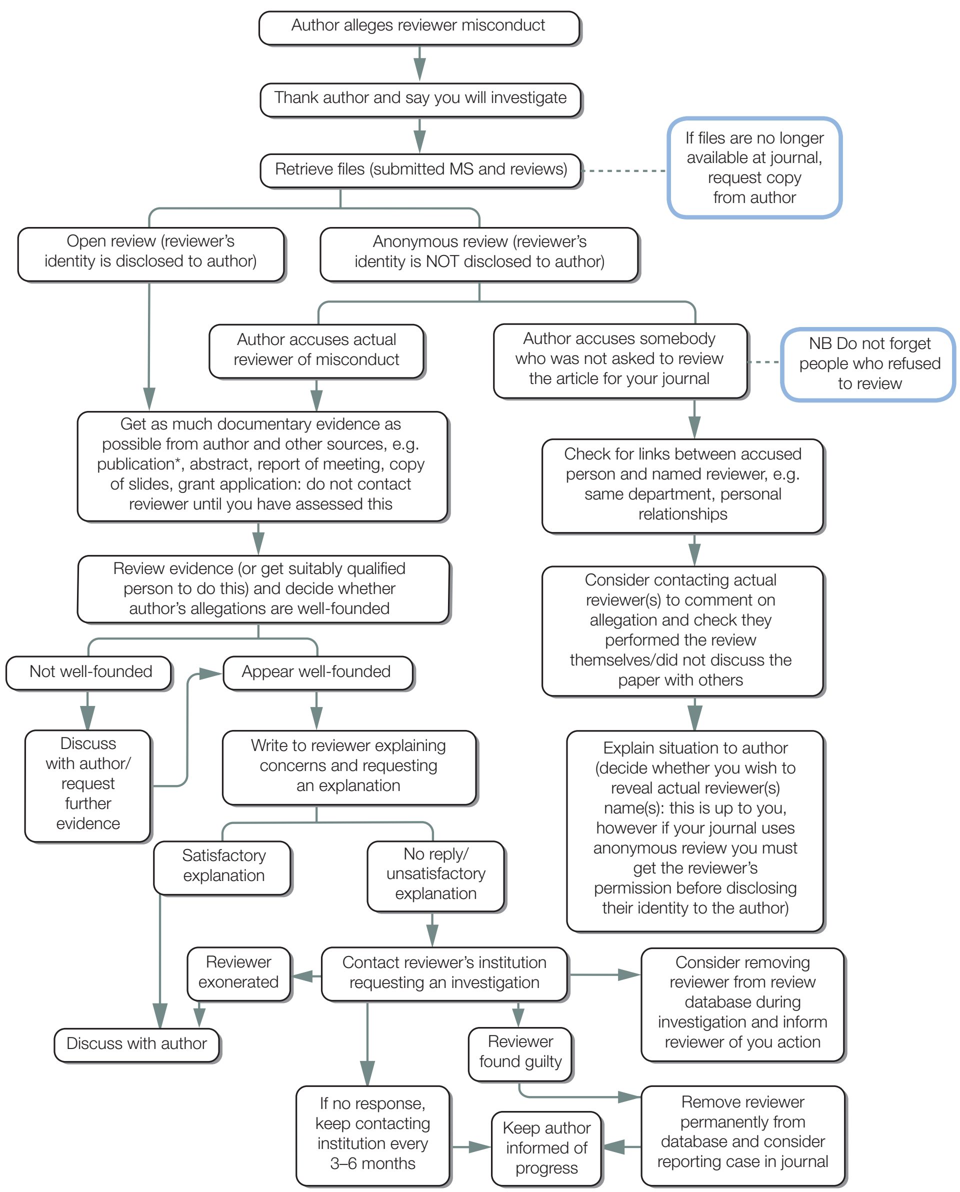
At the Royal Society we believe that the full benefits of ORCID to the research system will only be felt when adoption is widespread. It is for this reason that on January 1st 2016 we introduced a requirement that all submitting authors must provide an ORCID iD as part of the manuscript submission process. A number of other publishers have joined us and our joint statement is published on the ORCID website. Given the importance of journal publication to researchers, we believe that the introduction of mandates by publishers is a very effective way to drive the adoption of ORCID. After all, it only takes a minute to register for one and it only has to be done once. For most researchers it's probably just something they either haven't heard about yet, or simply something they haven't got around to doing. We already had ORCID compatibility built into our submission system (ScholarOne Manuscripts) and were displaying ORCID iDs in published articles (when provided by authors). So there was really not much to be done at our end other than to announce the requirement via our online author instructions. At the point of creating an account in our submission system, the author is given the choice of either associating an existing iD with their account or registering for a new iD (via a new browser window to the ORCID website) and associating that. The ORCID API validates the iD automatically and the author is then asked to authorise the system to access their ORCID record allowing it to read any relevant information required for the submission. It is important to point out that the ORCID system allows users full control of the information in their record and they can customise all privacy options as they wish.

One of the things that may have put some people off the ORCID iD system in the past was that they had to manually update their record each time they published something. But in October last year, a new auto-update feature was launched in collaboration with Crossref and DataCite which allows a researcher's ORCID record to be automatically updated with his/her new publication as soon as it's published (in some cases, as soon as it's accepted). This also works with datasets deposited to DataCite (once again the researcher has to give explicit permission to ORCID to switch the auto-updates on).

We believe that ORCID represents a major step forward in the research communication infrastructure and as more and more researchers sign up and as ORCID integration is built into more and more research systems, the benefits to the researcher, reader, institution, and funder will be fully realised.

C O P E COMMITTEE ON PUBLICATION ETHICS

What to do if you suspect a reviewer has appropriated an author's ideas or data



Note: The instruction to reviewers should state that submitted material must be treated in confidence and may not be used in any way until it has been published

Note: options depend on type of review system used

*Note: if author produces published paper this may be handled as plagiarism (see plagiarism flow chart)

Developed for COPE by Liz Wager of Sideview (www.lizwager.com)

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publicationethics.org

Calendar of Events

ScholarOne Users Conference
April 27-28, 2016
Nashville, Tennessee
Register online
ISMTE members receive $100 discount off registration fee

Effective Journal Editorial Management
May 11, 2016
London, England
www.alpsp.org

2016 CSE Annual Meeting
May 14-17, 2016
Denver, Colorado
www.councilscienceeditors.org

SSP 38th Annual Meeting
June 1-3, 2016
Vancouver, British Columbia, Canada
www.sspnet.org

13th EASE Conference
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Understanding Copyright
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