EON
Editorial Office News

SOCIETY UPDATE

ISMTE Election Results

by Leslie McGeoch
Executive Director, ISMTE
ismteoffice@gmail.com

Congratulations to the newly elected officers and directors, and many thanks to the membership for participating in the election. All terms begin January 1, 2012.

President-Elect: **Kristen Overstreet** is the founding editor of ISMTE's newsletter, *EON*. She is a senior partner with Origin Editorial, LLC, managing three titles and consulting on best practices in the editorial office from her office in Arvada, Colorado, USA. Kristie will serve a two-year term as President-Elect, followed by a two-year term as President of ISMTE.

Secretary: **Wendy Krank** has been the volunteer membership coordinator for ISMTE since 2007, and is a self-employed managing editor for the publications of *Cephalalgia* and *Headache Currents*. Based in Scottsdale, Arizona, USA, Wendy will serve a two-year term as Secretary.

Director 1: **Julie Nash** is a founder and senior partner with J&J Editorial, LLC, working out of their Apex, North Carolina, USA office. Julie works on journal projects with many publishers and societies, and serves as a consultant to journal editorial offices and publishers. Julie's first term on the ISMTE Board will be a two-year term.

Director 2: **Michael Willis** is Editorial Services Manager for Health Sciences journals at Wiley-Blackwell, based in Oxford, UK. As well as managing an editorial office himself, Michael manages a team of editorial assistants and provides guidance and support on electronic editorial office systems. Michael's second term on the Board will be a three-year term.

Director 4: **Deborah Bowman** is Managing Editor of *GIE: Gastrointestinal Endoscopy*, and will be editor of ISMTE's newsletter, *EON*, starting with the February 2012 issue. Based in Wentzville, Missouri, USA, Deborah's first term on the ISMTE Board will be a three-year term.

The new officers and directors will be featured in the February 2012 issue of *EON*.

The First Four Years

by **Kristen Overstreet**
Editor, EON
kristen.overstreet@mac.com

I confess I've stolen my title from Laura Ingalls Wilder. In her book, *The First Four Years,* she writes about her first four years as a wife, homesteading on the prairie of South Dakota, as my great-grandparents did. My story of the The First Four Years is about *EON,* our ISMTE newsletter. The only similarities in the two works are the titles and maybe feelings of fear as we each faced the unknown.

The ISMTE newsletter began in summer 2007 on a conference call that included many of the people who would become the first Board of Directors for the ISMTE. Dr. Jason Roberts, founder and first president of the Society, said we would need a newsletter and asked for volunteers. The newsletter would be bi-monthly and I assumed it would consist of about 12 pages per issue. The inaugural issue was published electronically in January 2008 (see Figure 1) with the launch of the Society and its website. It was freely available and actually included 24 pages. The second issue published in March and also overran to 24 pages, crammed with useful information. After overrunning the page budget a third time, it was decided the newsletter should be a monthly. In June 2008, it launched as a monthly with the name *EON,* which stands for Editorial Office News. The name was suggested by Taylor Bowen, then ISMTE vice president.

As the founding/volunteer editor of the newsletter, I was tasked with recruiting articles and a volunteer staff. For the first four years, each issue of *EON* was created using Pages, an Apple software program for desktop publishing. My days as an editor of my high school paper came in handy. Although everything was now electronic, and so much easier, it still took about 10 hours to layout and proofread each issue. With the fourth issue, I abandoned the old-school idea that each issue needed to be the same number of pages. Issue length has subsequently varied from 9 to 30 pages, with a mean of 18 pages per issue. We published 10 issues in 2008, 12 issues in 2009 and then decided to combine the December/January issues, publishing 11 issues in 2010 and 2011.

Who's 'We'?

Being editors, I'm sure you noticed I switched pronouns in the paragraph above. Through these four years, I have been joined by a wonderful team of people, each contributing significantly to *EON's* success. By my side since the beginning has been Susan Scalia, who I met at Manuscript Central University in 2007. She has read nearly every word published in *EON* thus far, improving each article with her fine eye for grammar and consistent use of *EON's* style (e.g., I removed a 'that' in the previous sentence I knew she would cringe over).

Emily Mueller joined us in June 2008 as the proofreader, catching all the glaring errors in each issue I had overlooked, such as the last month's date on the new issue, wrong page numbers in the table of contents, and style errors I introduced during layout. Sirkka-Liisa Leinonen also joined us in June 2008, offering

The First Four Years

an international perspective and recruiting articles for us. In August 2008, Deborah Bowman joined us as the 'Portrait of an Editorial Office' column editor, recruiting authors to write their stories for this very popular feature. In January 2009, three new column editors joined the team: Kimberly Sankey for 'Taming Technology,' Jan McColm for 'Publication Partners,' and Ira Salkin for 'Ethical Questions to Ponder.' Each of them recruited educational pieces in their topic areas that would be of interest to ISMTE readers. Kimberly retired as a column editor in 2010 and Lindsey Brounstein took on this column, bringing her passion for social media. Jan McColm also retired as a column editor in 2010 but continued to fill in for Emily as proofreader when needed.

It is impossible for me to adequately express my gratitude to this group of people. Their knowledge, passion, positive attitudes, and loyalty were invaluable.

Thanks must also go to Meridyth Senes, who as ISMTE's first executive director provided the initial style guide and proofread the first issues. The late Beverlee Anderson, ISMTE's second executive director, provided us with formatting and archiving tips that enhanced the newsletter. Finally, Leslie McGeoch, ISMTE's current executive director, continues to handle efficiently *EON's* marketing and online presence.

Figure 1. The first issue - January 2008

The Articles

Thanks to many willing authors, *EON* has published on a variety of topics in four years, including publication ethics, peer review, remote office management, metrics, open access, and changes to online submission and review systems. Roughly 100 unique authors have published on more than 80 topics in the first four years. Obviously the heart of *EON* is its content – a big THANK YOU to the *EON* authors. Despite all these unique authors, there were a few times over the years when I went to the Board to beg for help with the next issue's content. This wonderful group of people always supported me – a special thanks to Jason Roberts and Ira Salkin who have provided *EON* with many great articles during these first four years.

Future

I have been honored to serve as *EON's* editor. It has been hard work, but it has truly been fun, always educational, and a great way to meet wonderful people in our industry. I will miss working with ISMTE in this capacity; however, I am very excited to now be an *EON* reader and to enjoy the new features Deborah Bowman will be bringing to *EON* beginning with the February 2012 issue. *EON* and ISMTE have such bright futures, it's a pleasure to watch them grow.
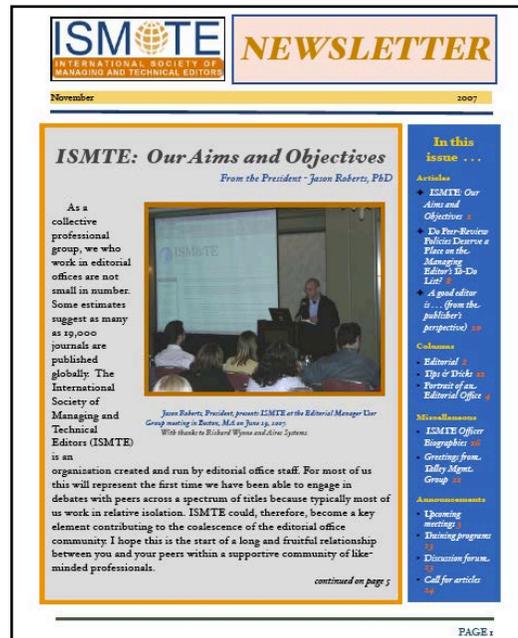
Everything Old Is New Again

by **Deborah Bowman, MFA**
Managing Editor
GIE: Gastrointestinal Endoscopy
dbowman@asge.org

A new concept in eBook publishing is to serialize your book; that is, to release a chapter or two at a time, publicizing each one as it comes out, hoping that your audience will be intrigued enough to buy one chapter after the other. Wait…Did I say a new concept? Actually, this is the way many authors published in the late 19th century. Charles Dickens and Mark Twain serialized many of their books, publishing one chapter at a time in magazines. Readers waited anxiously for the next chapter each month, and many were happy to buy the whole book when it came out later.

Some say there is nothing new under the sun, and I tend to agree; we merely recycle and update old ideas and make them feel new. Still, as I become the editor of *EON* in 2012, I am aware that this change of editorship gives us a great opportunity to make updates and changes to the publication. The editorial team is working feverishly to create a new design and to come up with new ideas for articles. We will also have an additional type of table of contents listing: A PDF of the entire newsletter will be available, as you are used to, but we will also have an article-by-article TOC that will allow you to open, view, save, and print select articles, much like most of our journals have. I envision *EON* moving beyond 'newsletter' status to becoming more of a small journal, a coveted venue for publication, a citation that people will proudly add to their *Curriculum Vitae.*

The ISMTE plans to expand our social networking presence with more tweets and Facebook posts, and I hope that becomes an avenue for reaching out to potential article writers, as well as to new members. In addition, many of our members are closeted writers, and I would like to give you the chance to publish poetry or other short pieces for your cohorts to enjoy in *EON*. The publication could become a living, vibrant document, giving you the opportunity to be creative and to share your ideas and express your opinions. Above all, I hope to continue Kristen Overstreet's excellent example of publishing articles on a variety of subjects that are relevant to us as editors, articles that will educate us and make us aware of innovations that affect us, and that could improve our beloved journals. To that end, I encourage each of you to contact me with ideas for articles, offers to write articles, or thoughts for improving *EON* that hit you in the middle of your workday or in the middle of the night. We might not be the next Charles Dickens or Mark Twain (or maybe one of you is!), but together we can make *EON* a stellar publication that will continue to be a real benefit to ISMTE members. So yeah, maybe nothing is changing after all.

ISMTE *Now Has a Facebook Page and Twitter Account*

Find us (search for ISMTE), like us, and follow us to receive timely news and announcements and communicate with fellow ISMTE members. Of course, don't forget our LinkedIn page!

Submit a Poster
for the 2012 ISMTE Conference

You have unique experiences and perspectives to share with your peers at the 2012 ISMTE Conferences' poster sessions.

What are you doing with social media for your journal? How are you using podcasts to draw readers to certain articles? Does your journal operate with an open access model? How did you make the transition? What is your journal doing to optimize citations? Have you dealt with plagiarism, author issues, conflicts of interest, or other ethical issues that you have learned from and could share with others? Are you working to enhance your journal's online presence? What are you doing? Have you conducted a readership survey? How? What metrics do you provide for your editorial board meetings? Have you ever conducted a virtual editorial board meeting? How does your journal use iThenticate? And much more!

Information

- Prepare your proposal: a title, the objectives (What 3 things will someone learn from your poster?), and an abstract of no more than 200 words presenting your topic.
- Submit your proposal online at www.ismte.org by **March 1, 2012.**

Working with Production Vendors: Implementing a Post-Acceptance Tracking System

by Katherine Barton
Production Systems Manager
BMJ Group
kbarton@bmjgroup.com

When I last wrote for the ISMTE in May, we were in the process of implementing Publishing At Work (PAW) as our post-acceptance tracking system and rolling it out across the first 34 of our journals. At that stage, the beta site had been configured and we were in the testing phase. As I write, five months later, those 34 journals are now live, and we are working on the transfer of our remaining publications, as well as on further system developments.

The beta site contained most of our required customization changes. We had initially requested some 30 features, beginning with functionality, such as the ability to filter, batch tasks, and to enable copy editors to access and use the system as a means of managing their workload. However, the most important requirement was for the system to be able to interact with our typesetters through multiple ftp site sweeps, meaning that each article and issue status could be automatically updated and tracked at each stage of the workflow. This minimizes manual intervention, reducing workload and margin for error. Other areas that required customization were the late-item alerts (flags for the production editors showing overdue work) and e-mail reminders to copy editors, access rights (to allow multiple user types), automatic scheduling and issue building, and extensive reporting functionality.

The system was already able to populate automatically from metadata feeds from ScholarOne, our peer-review system. However, there were some minor developments needed to ensure that all the metadata fields we track were populated (*e.g.*, special issues, supplement articles, press releases, and commissioned linked papers that have yet to be submitted but need to be flagged for attention).

In addition to customization, the initial configuration of the beta site (including reviewing and amending each screen template, importing schedules, configuring workflow, testing the import script and e-mail alerts, setting up user accounts, and training) took almost 5 months. During this time we visited our offshore typesetters and gave them a detailed overview of the system. This was necessary for technical reasons because PAW would be sweeping the typesetters' ftp folders. This meant that both vendors needed to standardize the structure and naming of their folders and files. Also, rather than receiving running orders in Excel, going forward they would be sent as xml signals from PAW. Queries to production editors regarding articles and issues are also sent via the system. Because the typesetters' service level agreement performance is also partially measured in terms of their turnaround times, they have their own system access rights in order to view their work. Their screens show work in progress, numbers of late articles and issues, and failed ftp downloads. Further support was also provided via WebEx and conference calls.

Implementing a Tracking System   *continued*

After the initial configuration and testing phase, in which we ran a trial with one of our smaller journals, we began to transfer the first of our four batches of journals onto PAW for a period of parallel working. The transfers were spread across 2 months and four batches, with three journals in the first batch, five in the second, and the remaining 26 spread across the final two batches. The journals were allocated to batches depending on size and production editor to ensure that the distribution was as fair as possible. There was a week of feedback time between each batch to resolve any glitches, which were surprisingly few. The final batch transferred on August 30, and a month later we reached the end of our parallel working phase.

The main problems we encountered were related to failed ftp sweeps updates, meaning that article records were not moving on to the next workflow stage. However, this was not a PAW error, as such, but was the result of working with two different peer-review systems (an outgoing and an incoming), which have different file-naming structures. This meant that there was a mismatch in the file name on the system and on the ftp site, so the sweeps were not updating. There have been other minor glitches, but these have now almost all been resolved through feedback, as a result of working with the system and suggesting improvements to layout and functionality. Clariti Systems has been very proactive and accommodating, updating the system with frequent releases as necessary. The flexibility of the configuration means that amendments are not too onerous and time consuming, and, depending on the complexity, system changes can be released in a matter of days. We still have a short 'wish list' of additional features such as additional reporting for production managers and some general layout improvements, which are currently in progress.

Having different user access rights allows the system to be used by a diverse spectrum of groups: internally by the editorial production, print production, and publishing teams; by suppliers such as typesetters and copy editors; and finally by our customers—authors and editors. They are all able to view limited screens of the system that are related to their areas of work.

Although the site is now live, there is still work to be done. Our 34 'standard' workflow journals have transferred, but we have an additional 9 products that deviate from these in terms of their processes and turnaround times. We are working to have these live by the end of February. We are also looking to develop PAW as a content management system, possibly through integration with SharePoint. However, this has yet to be finalized and remains a project for next year.

Calendar of Events

Online Communities and Opportunities
9 February 2012
London, UK
www.alpsp.org

2012 ScholarOne Manuscripts User Conference
15-17 April 2012
Washington, DC

11th EASE Conference
8-10 June 2012
Tallinn, Estonia
www.ease.org.uk/

Online Communities and Opportunities
27 June 2012
London, UK
www.alpsp.org

Managing and Involving Your Editorial Board

by Diana Epstein
Managing Editor
Di-Ep Biomedical Editorial Services Ltd.
diana.epstein@di-ep.com

"Managing and Involving Your Editorial Board" was a workshop conducted at the ISMTE European conference 18 October 2011 in Oxford, England. **Moderator***: Diana Epstein.* **Participants***: Sean MacRae (***Notetaker***), Susan Lane, Sirkka-Liisa Leinonen, Isabella Reszewicz, Fiona Tooke, Grace Tremmel, Thomas Gaston, Gareth Watkins, Colin Smith, Dave Frost, Sherryl Sundell, Alison Danforth, Joana Osorio, Ian Potter, Lou Whelan.*

Clearly, we had quite a variety of perspectives represented at this workshop, and the editorial board makeup was variable across all the participants' journals. We had a lot to discuss within the 1-hour allocated time slot.

The discussion began with one journal reporting that they had no editor-in-chief and all peer-review was managed by journal staff. Editorial board members acted as advisors, suggested editors, and provided 'News and Views' papers.

Another journal reported that its editorial board carried out 90% of the actual peer-review process. A third journal had 30 editors managing 1,300 manuscripts per year. The majority of participants used the editorial board as 'handling editors,' giving them the responsibility for inviting reviewers and making decisions and recommendations.

A query was raised by a participant as to how to remove an unproductive editor from the board. Diplomacy was one answer; an alternative solution was to move the individual to an advisory board or make the person an honorary editor.

The responsibilities of the editorial board need to be clear and should be known in advance. Everyone should understand the terms for editorial board members and expectations should be clearly set; for example, explain the number of manuscripts each board member is expected to handle per year and expectations regarding attendance at board meetings. Although some journals do this, not making this clear beforehand can put off potential board members when recruiting.

Recruiting new editors, especially a new editor-in-chief, can rejuvenate a board. The editor-in-chief has a leading role to play in a journal, especially in motivating board members. When recruiting a board, you may need a mix of 'names' (well-known people in the field) and workers. For example, you may recruit names first, then move to the handling editors.

The group could not agree on whether strict terms should be required but agreed that terms of 2 to 3 years should be considered the norm. One journal requires a disclaimer from a board member if he or she is on the board of another publication.

Getting editors up to speed on the various responsibilities can take time. It is sometimes difficult to motivate editors. One journal praised Oxford University Press's (OUP) practice of holding general open days for editors, where managing editors and chief

Your Editorial Board *continued*

editors from a variety of OUP publications are invited to network.

A lively discussion followed on how to get editors involved; the workload on busier publications can make it difficult for handling editors to spend time on general journal business. One publication, for example, has three editors handling 600 manuscripts a year from submission to decision, with the other editors too busy to help out. Senior figures can be another problem. For example, some editors are in demand for attendance at meetings and conferences, and this can be a major issue when an editor serves on multiple boards.

How to Motivate Editors

A few ideas were noted in trying to ask editors to do specific tasks:
- Invite them to submit a review article.
- Editor's choice—this is a commentary on a topic that the editor feels is important from another journal.
- Ask board members to act as guest editors on special issues.
- Communicate with the board regularly; for example, create a monthly newsletter from the journal office or from the editor-in-chief.

Board Meetings

Most of us tend to hold regular meetings for the editorial board with varied success. One publication does not hold a meeting, preferring to have one-on-one discussions with the advisory board at conferences and meetings, which the journal staff attends.

One publication had difficulty getting editors to attend formal board meetings (only two out of 75 Board members attended). Another publication holds weekly meetings

where members of the editorial board discuss the papers that are being recommended for acceptance with the editor-in-chief, who makes the final decision. The editor-in-chief is vital in setting expectations and getting the board together. However, it can be difficult at times in getting the editor-in-chief to commit.

Board meetings should be a regular date on the calendar. Opinion was split on whether this should be tied to a major conference in the journals' subject area. Some journals find it is easier to get the board members together in one place, whereas others reported that attendance was worse because editors give priority to associated symposia and conference business.

To motivate board members, consider paying their expenses. The majority of journals tend to do so, although it may not be possible to cover full costs. An example was given of an Australian editor whose expenses would be covered for one trip every two years, but not every meeting.

Provide good wine! And food! The social and networking aspect to board meetings is important, and some editors attend these functions more to network than to discuss strategy.

Tips as to What to Discuss at the Meetings

- The initial discussion should cover developments in the discipline.
- Ask each editor to talk about a paper they have recently read, for 1 to 2 minutes. This results in each editor speaking and can spark discussion. It is a good tactic for involving new editors.
- The agenda should change from year to year. Change is needed to keep it fresh.
- Don't spend too much time on past statistics.

Your Editorial Board

continued

- Too many statistics can result in information overload, and it may be tricky to identify what is essential for the board to know. On the other hand, stats are a huge part of the journal office workload and can be a chore, so it may be better to make sure they are used by presenting them in full at meetings.
- Ensure that the editors are aware they are there to reach specific decisions (*e.g.,* policy and their input, which is both needed and valued).

For smaller journals, editorial board discussions could be carried out online or via discussion groups and forums (*e.g.,* LinkedIn).

I would like to thank my workshop group for their participation (only one person fell asleep; after all it did take place just after lunch), as well as Michael Willis, chair of the ISMTE European conference, and the organizing committee of the Oxford meeting for such a great conference.

Figure 1. 18 October 2011 workshop participants

Acrobatic Publishing: Tidbits to Make You Love PDFs

by **Rachel A. Russell**
Managing Editor
American Mineralogist
rrussell@minsocam.org

So often in this amazing science-fictional world that we now live in I hear people sniff at PDFs. 'Oh those, so old-fashioned now that we have xml.' And even 'Oh PDFs are going to go away eventually, so limiting.'

My usage stats, however, show that many more people download PDFs than full-text html. I can only presume they, like me, like that the PDFs are easier to print, take up less paper, are easier to read, and easier to store in folders on your desktop (or the print outs in real folders). This is all subjective, of course; perhaps the PDFs are more popular for reasons I have no idea about. And 'they' are always saying that it will change. 'Oh in a few years, more people will download the html.' What I am allowed to imagine is that my users find PDFs are better for studying, and that my users are studying our papers! (Don't burst my bubble.)

Of course we all know there's more use to PDFs than creating one version of the final product. For example, I send an author's proof in PDF format. They send me corrections, often using the comments tool. They scan and send me 'license to publish' and 'offprint order' forms most often in PDF format. PDFs are all around us. Our preprint system (our version of papers published online prior to print) are all in PDF format, converted from .doc or .rtf files.

Using Acrobat Professional, you can do a lot with PDFs. You can set them up to be read aloud, have tags that are read for figures, and include other 'accessibility' functions. It turns out in writing this article that I am not worthy or able to write about 'accessibility'—this is a huge topic and can be of tremendous importance in many settings; but I know only the bare basics of it. However, just knowing that the PDFs have this function can inspire you to find out more. (And how science-fictional that PDFs can be read aloud by your computer!)

What I want to share in this article are a few basic 'tidbits' about PDFs that might be of use, and perhaps then others will come to see them as I do—a wonderful format with a tremendous amount of almost hidden flexibility and functionality. Perhaps this article will just help you to understand the production and other behind-the-scenes functions of journal creation if your office isn't as soup-to-nuts as mine. Writing about software is hard, even when you love it and use it daily, because you can't see me point to buttons or pull-down a tab and then slide sideways. So my first 'tidbit' is that the Acrobat Professional 'help' function is actually tremendously useful. I have almost always been able to find what I need and then follow the directions step-by-step. I've made 'buttons' to click to view different aspects of an image (each aspect—a close up for example —is kept on a different layer); I've embedded animations; I've made roll-overs – all by following carefully the step-by-step help instructions. The rest of this article will just let you know that the ability to do something is there; the actual doing may take fiddling around or using the help file or reading one of the many available books about Adobe Acrobat.

Acrobatic Publishing   *continued*

Extracting and Inserting (and more)

To extract and insert, go to the 'Document' tab and see the many possible options. Sometimes I need to get production going on a paper and the author is slow to send me proper artwork. I can 'extract' the pages that contain art from the last pages of the 'merged' document that the manuscript tracking software creates. For example, if the PDF final version from the manuscript-tracking system is a 50-page document, the last pages will contain the artwork because that is our style. Thus I can extract that artwork to start the production of the article, especially if it is one figure per page, per our author's instructions. I do some testing of those figures, which will be a later tidbit. They can be placed and cropped and used in a layout as 'for position only' and frankly sometimes as adequate artwork, in place of the author-supplied artwork file.

When an author sends you a new table or supplementary materials and you need to combine all these files into one document, you can use the insert function. (Of course depending on the situation, File →Combine may be a better solution.) Also you can delete pages. Some of my authors put a 'cover page' on the front of their documents and when I prepare the documents for papers-ahead-of-print, I snip that extra page right off.

You can find headers/footers in the 'Document' tab and save a standard header/ footer to use over and over. (In my case, I use a standard header/footer for each preprint document but then personalize them so they have their own DOI numbers. Editing a saved format is less tedious than creating one from scratch each time.) Likewise there are many

choices and options when creating a 'watermark.' We have a watermark that says 'American Mineralogist preprint' in a lovely ghostly shade of gray and it crosses the page diagonally. You can create any watermark you want or need and 'save' it to use again.

Document Processing in Batches

Each week when I go to upload my preprints (in our publish online-ahead-of-print system, these preprints are the final revision document that the author uploaded), I don't apply their watermarks and their 'security' one by one. (Our preprints are 'locked' and doing this one by one is extremely tedious and time-consuming. Acrobat asks each time [in our desired security set-up] for a password and then repeat-the-password.) So instead of doing both these tasks one by one, I created a sequence of 'apply watermark and security' that I named 'preprint.' I go to 'Advanced → Document processing → Batch.' When I use the sequence to process my weekly pile of preprints (generally four to six documents a week), I'm asked once for the password-and-repeat-password and then it zaps all the documents in about a minute. It is worth noting that you don't have to create your own batch or new sequence because Adobe Acrobat Professional level 9 comes with many built-in settings, such as the useful 'print all' or 'print first page' options.

Honestly, it is a science-fiction world we are living in.

For years I was afraid of 'Advanced,' figuring that was for someone else who was actually 'Advanced,' but I strongly encourage you to dive in —it's a wonderful place to discover real time savings.

Acrobatic Publishing   *continued*

Preflight

Before you send your PDF files to the printer or webmaster, you have to check them, a process known as 'preflight.' Do you have enough resolution? Are the fonts embedded? Are your hairlines too thin? This is a huge topic and the level of quality needed varies depending on what you are doing. In fact, it seems likely to me that even if you are only sending materials to a production department, you might like to know about the PDF preflight tool. Many useful things are found under 'Advanced → Print production → Preflight.'

For example, if the author sends you final art in a PDF, you can check the quality in 'preflight' and often fix some problems such as missing fonts or color set to 'RGB' instead of 'CMYK' (or vice versa, or grayscale). Take embedded fonts for example—if your

production department has the same fonts that the author used, then no problem, the artwork displays fine. If, however, that is not the case then all sorts of wacky font substitutions or just missing boxes will appear. This is even more important when you realize people looking at the artwork on their monitor may have font problems, not to mention getting a print file approved by the printer's office. (To fix incorrectly displaying fonts is a bit more challenging, and I tend to use Illustrator or Photoshop for this.) You can thicken hairlines. You can convert to grayscale. You can convert RGB to CMYK. Watching the computer zap nine figures (or dozens of figures) from RGB to grayscale in a minute...well, once again, all I can say is I love living in a science-fiction world. It is just plain fun.

Thank You to our Corporate Supporters!

Gold Level
Wiley-Blackwell

Silver Level
ACS Publications, BMJ Group, Elsevier, Informa Healthcare, Nature Publishing Group

Bronze Level
Aries Systems Corporation, eJournalPress, Oxford University Press, ScholarOne Thomson Reuters

Additional Support: CrossRef

Interested in supporting ISMTE? Please visit ***http://ismte.org/supporters.html***

Utilizing Free Analytical Tools to Enhance Your Social Media Outreach

by Robert Sumner
Editorial Coordinator
Clinical Chemistry
bsumner@aacc.org

One of the biggest challenges you will face when implementing your social media plan is gauging its overall effectiveness. In the earliest stages, you may experience very little in the realm of user activity and even less movement in those main metrics that are tied to your respective Twitter and Facebook pages, namely followers and likes. The early-stage tweets or wall posts end up resembling that old adage regarding trees falling in a forest with no one around to hear the sound. With only a few followers and likes, there is very little actual concrete evidence available for you to reveal how strong your campaign may be. How can you show your editors and managers that this new method of distribution is ultimately successful? Luckily, there are several free and comprehensive tools available to not only perfect the manner in which you post material to social networking sites, but these tools can also provide great statistical evidence that your social media plan is effective, even if you aren't awash in followers and likes.

Tools Available on Twitter and Facebook

Some of the best analytical tools available are on your respective Twitter and Facebook homepages. The home feed you see when you log in to Twitter features several important analytical measures. Obviously, follower and following numbers are there for any web user to see, as well as the multitude of lists that your followers have included your feed in. You can find out if your feed is being mentioned by your followers by selecting the mentions tab (it's the tab with the @ sign in front of your username). A successful Twitter feed has a good amount of mentions from its followers; this begets a high level of interest and interactivity from your followers. If your followers are mentioning you (by typing your screenname into their tweets), they are giving their respective followers the ability to connect with your feed. Mentions are where people who might be asking your feed a question are located as well. Be sure to keep an eye on mentions during routine updates.

The mentions tab also houses the retweets that your feed has garnered. A retweet is almost like an unsolicited recommendation from your readership/follower list, so be sure to note when you are retweeted. If your material is retweeted, it is essentially successful, so use those retweeted tweets as models for future posts. Keep in mind that the retweets found here do not account for the retweets that are posted by followers with private accounts. Also, you will notice that these posts tend to fluctuate, as some tweets are not archived and will disappear. Collect screenshots of positive replies and

Implement a Social Media Plan　　　　　*continued*

retweets to show your editors. I find that your followers' mentions and retweets are great things to retweet on your end. It shows your readership that you are able to connect with them, and it gives your feed a refreshing look that isn't dominated by your output. At its best, Twitter is a collaborative effort, so try to foster that collaboration by including these voices along with your own. Those followers that mention your feed are great people to follow as well. See who else they are mentioning in their feed and build a network.

Twitter recently introduced a new 'Activity' tab to its homepage. This controversial tab may seem extraneous to the regular user, but it is a fantastic window into your feed's growth and can help you find more followers. The Activity tab shows most of the actions the

people you follow are performing that aren't tweets. Find out whom the people you follow are following and find out what tweets are 'favorited' (which is what happens when you click the star next to a tweet). Model your tweets after those being favorited and follow the relevant accounts that your followers are interested in. It's another great source to enhance your network.

Are you not finding as many mentions as you would like? There are several ways to rectify this: you may alter the time when you are posting material because a lack of mentions or retweets could mean that your general readership is not seeing your material. You can also try reaching out to specific readers with mentions. Perform Twitter searches on relative terms and try inserting your material into the
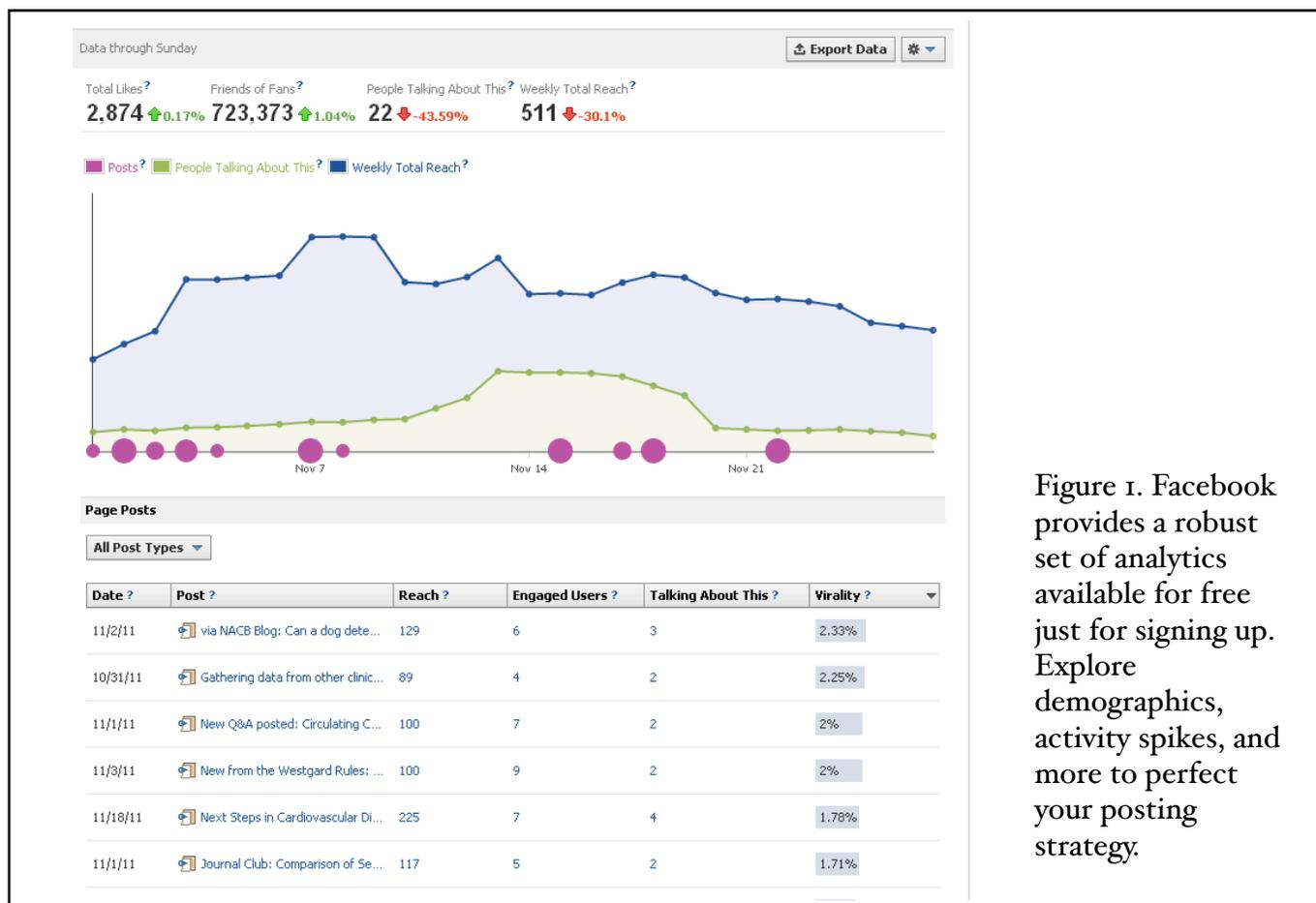
Figure 1. Facebook provides a robust set of analytics available for free just for signing up. Explore demographics, activity spikes, and more to perfect your posting strategy.

Implement a Social Media Plan *continued*

conversations people are having here.

Your basic Facebook wall reveals much in the way of analytical data as well. Are your Facebook fans 'liking' your posts? This simple metric is more than just a superficial showing of approval. Facebook will show friends of your 'liker' that he or she liked a certain post, giving other people the opportunity to access and like your page. It's also a great idea to take a screencap of the particular posts that generate lots of likes; there isn't a more obvious representation of success in your social networking plan.

In addition to these obvious metrics, Facebook provides a very robust analytical engine that is available for free to anyone who has established a Facebook fan page. Facebook Insights (see Figure 1), which can be found on the left side of the page, reveal much information about the growth and makeup of your like list. Find out the true number of

people who have viewed each of your posts and the posts that have a high 'virality,' which is the percentage of people creating posts on their own walls via content from your posts.

You can discover where those people who like your page are hailing from with complete demographic information. Discover whether or not your 'like' population is skewing younger or older. You can perfect posting strategies by noting what dates are garnering the most new likes and comparing your wall post output on that date to other dates where you may not have increased your like numbers. You can gather stats from as far back as the day you established your page, and you can download the stats in a helpful database-friendly format.

Free Websites

The analytical material available via Twitter and Facebook's respective homepages is strong,
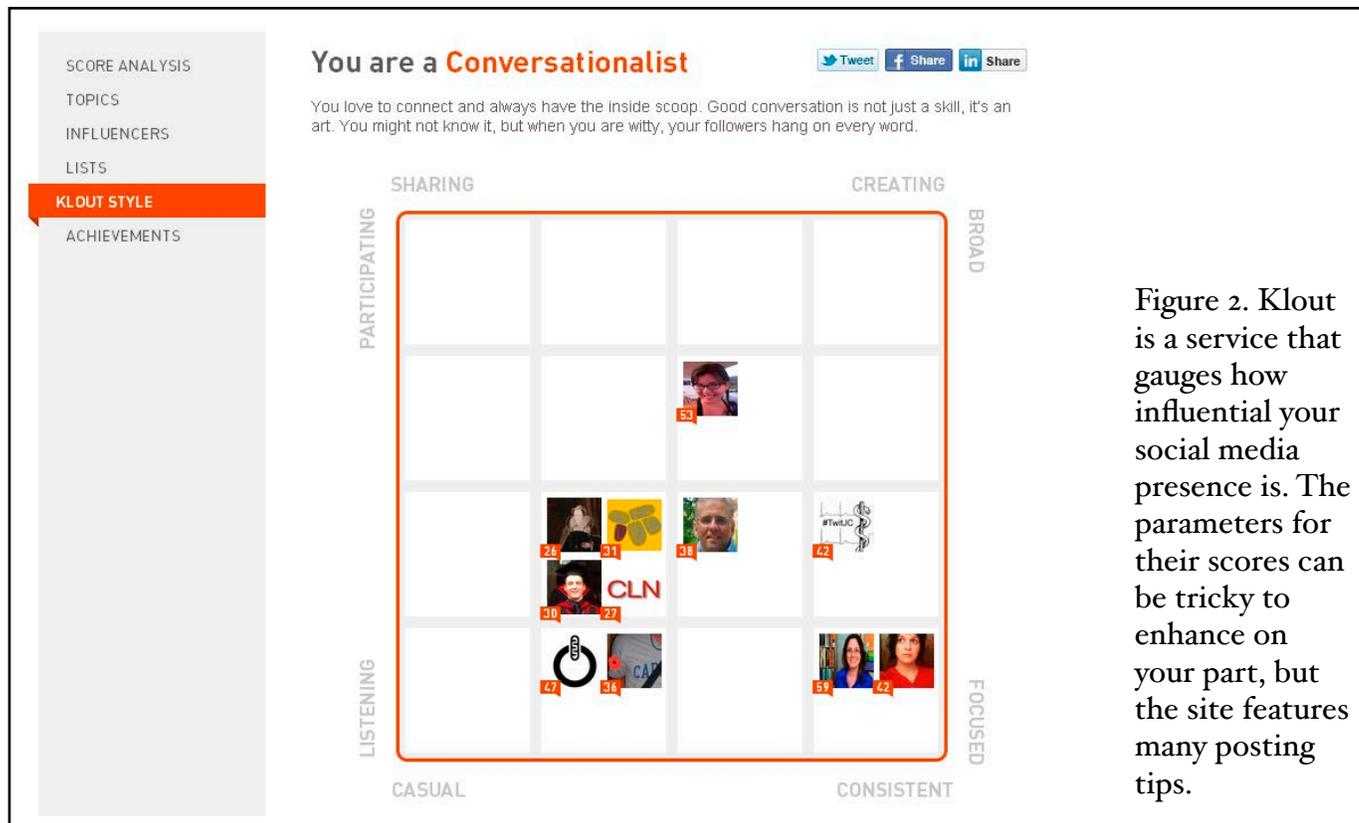
Figure 2. Klout is a service that gauges how influential your social media presence is. The parameters for their scores can be tricky to enhance on your part, but the site features many posting tips.
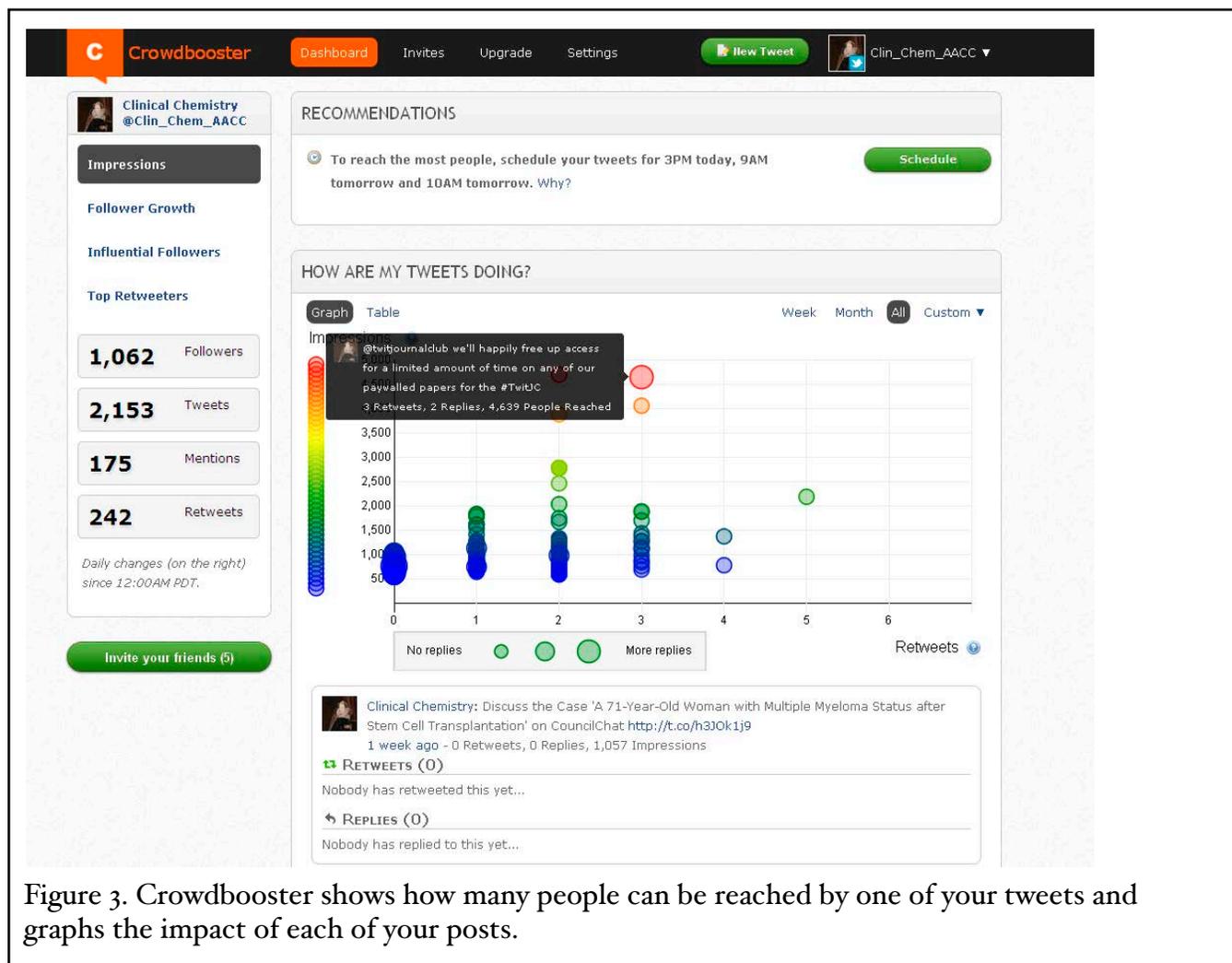
Implement a Social Media Plan

Figure 3. Crowdbooster shows how many people can be reached by one of your tweets and graphs the impact of each of your posts.

but these data will not completely account for the effectiveness of your social media plan. While toiling in the nascent stages of building your social media network, you can further analyze Facebook likes and Twitter followers by using a plethora of free websites that will provide more encouraging measures, especially in regard to Twitter, which does not have the built-in analytical capabilities that Facebook has. One of Twitter's more popular metrics is the Klout score (www.klout.com). Klout (see Figure 2) measures your 'influence' on Twitter by calculating the interactions between your feed and others, assigning a score weighted on these and other seemingly esoteric measures.

While the scores can be a bit superficial, the Klout site does have some great information on who is generating activity on your Twitter feed, and which topics among your tweets are the most popular.

Crowdbooster (www.crowdbooster.com) is a great tool for measuring the effectiveness of each of your tweets. Using mentions, replies, and retweets as weighted measurements, Crowdbooster (see Figure 3) compiles the presence of each of your tweets and places them on a graph. Here you can see the estimated reach of each of your tweets. By combining the number of followers you have with the number of followers the person who

Implement a Social Media Plan

continued
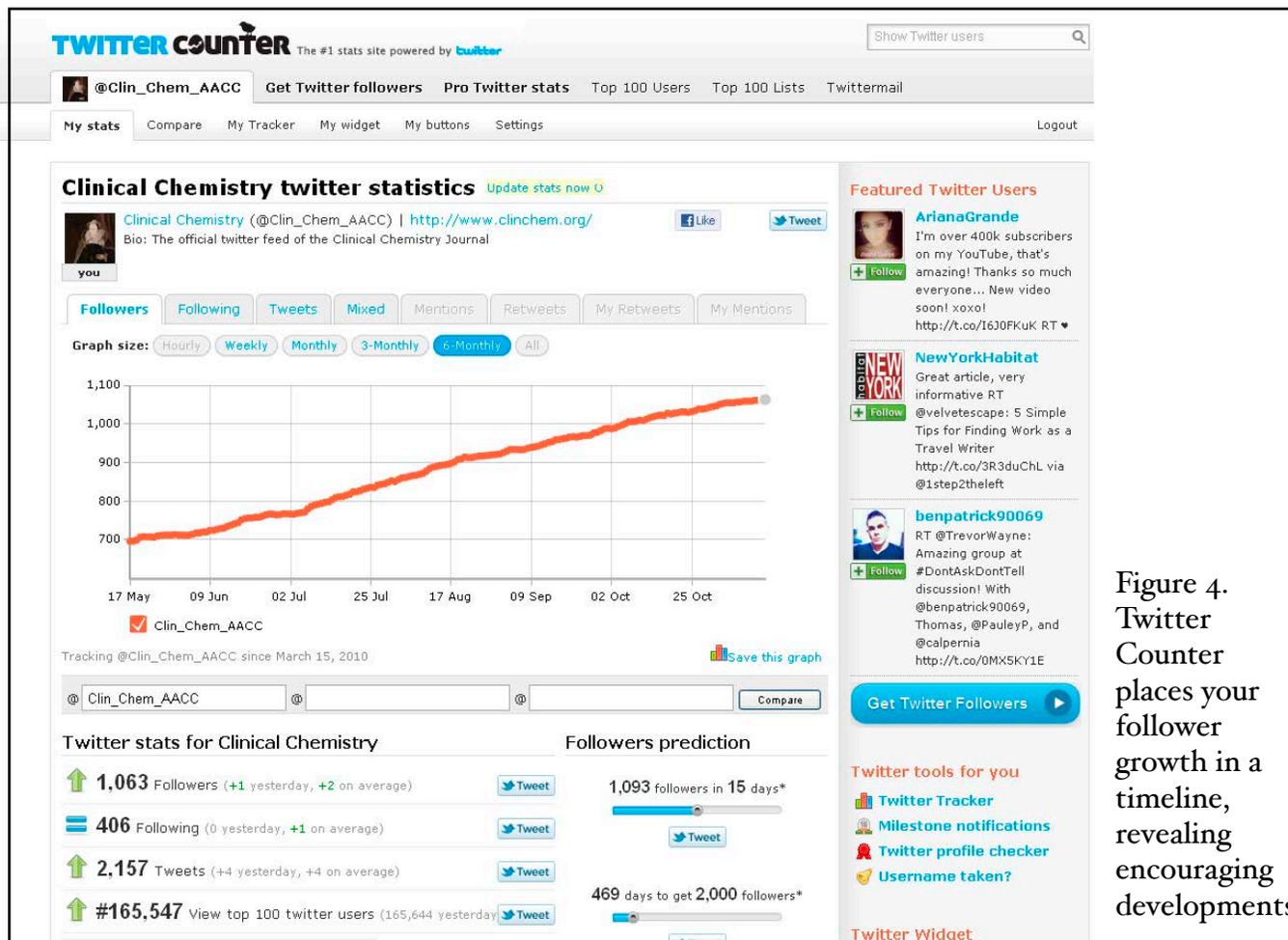
Figure 4. Twitter Counter places your follower growth in a timeline, revealing encouraging developments.

retweeted you has, a tweet's reach is calculated. You may only have 100 followers, but if someone with 300 followers retweets your tweet, you are reaching all of their followers as well. The mentions captured by Crowdbooster often contain users whose mentions do not appear in either the basic Twitter mentions page or mentions pages from Twitter clients. They will even suggest the best times to post your material. Crowdbooster will email you updates every week of followers gained, mentions garnered, and retweets counted.

Twitter Counter (www.twittercounter.com) is another helpful tool that will place your follower growth in a timeline, which can reveal whether or not your strategy is working. With

Twitter usage on the rise, a natural steady growth should be seen no matter what your output. If you are experiencing a diminishing timeline, you may want to explore different posting strategies. Twitter Counter (see Figure 4) is also a great tool for checking on other Twitter users to see how their growth measures up to yours.

Those first few posts may seem like shouts into the dark, but with these freely available tools, you will be able to turn those shouts into conversations with influential people.

From Floppy Disks to the iPad: Daily Life in an Evolving Editorial Office

by **Justin Byrne**
Managing Editor
JACC Cardiovascular Imaging
JACC Cardiovascular Interventions
jbyrne@acc.org

In the 8 years I've been involved in medical publishing, participating in the evolution of our field has been a fascinating challenge. Working with a small team that puts out a weekly edition of an influential journal comes with myriad tasks, conflicting personalities, and continual pressure to succeed. When I began working in the early part of the decade, we relied heavily upon our physical office tools like the printer, photocopier, UPS shipping, and floppy disks, but as we've progressed through the years, we are now completely online and most of us can work remotely at home when needed.

Our publication family consists of three journals, with the 'mother' being the weekly *JACC (Journal of the American College of Cardiology)* and two more recent additions, the 'daughter' monthly journals *JACC: Cardiovascular Imaging* and *JACC: Cardiovascular Interventions*. All three make up the society journals of the professional medical organization, the American College of Cardiology (ACC). The ACC main headquarters, Heart House, is located in the heart of Washington DC, and its members number more than 30,000 cardiologists and professional health care providers worldwide.

Subscription to the three journals in the *JACC* family is included with membership, going out to all the ACC's members as well as to thousands more individual, non-member subscribers, and institutional subscribers worldwide.

The editorial office is situated in La Jolla, CA, near the campus of the University of California, San Diego, where several members of our editorial board are professors. Our editor-in-chief has been with *JACC* since 2001, having taken over the reins from the prior appointee who ran the editorial office in San Francisco. Our publisher is Elsevier in New York, and they handle copy editing, typesetting, and pagination. HighWire Press of Stanford handles our three online journal homepages.

I joined the editorial team in late 2003, while working at a local university's admissions and records department. After graduating from college in 2000, I had worked and traveled throughout the United Kingdom and continental Europe before returning to the States in 2001, which was a bit of a shock. I was unemployed at a time when most of my friends from college had begun the crucial steps of establishing themselves in careers, and

From Floppy Disks to the iPad   *continued*

I was still not sure what to do when I 'grew up.' I had majored in the social sciences for secondary education teaching but had not gone back for the fifth-year teaching credential. I found work in the meantime at various occupations in San Diego. My girlfriend (and future wife) worked for Elsevier's main journals office in downtown San Diego, so I had many friends through her who were already involved in scholarly publishing. So, as it often happens with job changes, through various connections I learned of an opening at the journal for an entry level editorial assistant. I applied for the position, interviewed among several other candidates, and in the end I was hired to begin immediately.

When I started at *JACC*, the office was only in the second year of operations in San Diego. Traditionally the editorial office moved to wherever the current editor-in-chief was located, and for 10 years prior the office had been in San Francisco. Our executive editor, Glenn Collins (who is currently the president-elect of ISMTE), had been hired in San Diego to assemble a new editorial office and staff in order to seamlessly transition the publication from the outgoing editor-in-chief to the new one, Dr. Anthony DeMaria of UCSD. A managing editor, assistant managing editor, and two editorial assistants (including myself), and the editorial board consisting of 10 editors would assemble in our office once a week for meetings to select the papers for acceptance and rejection. Staff have come and gone since then, but we now have Glenn as the executive editor overseeing the entire operation; *JACC* has a managing editor, I am managing editor for *JACC Imaging* and *JACC Interventions*, and there are two editorial assistants. We also hired an in-house Web editor to maintain the three online homepages for the journals.

Starting cold in my new job, even with brief training from the outgoing editorial assistant whom I was to replace, I was entering a strange new world of responsibilities and protocols. I had never before worked with highly intelligent, distinguished professors and respected researchers on a daily basis; learning to navigate this world is something that I still find fascinating and on many occasions, extremely frustrating!

JACC Imaging and *JACC Interventions* were created in 2007 to expand the subspecialty areas that had seen the most growth in cardiology, and I was promoted from editorial assistant to managing editor to run these. We started publication in 2008 with the new journals coming out bimonthly and then moving to monthly in 2009. Our first Impact Factor came out in June 2011 and was in the mid 5's, respectable by all accounts for subspecialty journals. Our annual submissions are around 800 per each journal, and parent *JACC* has roughly 5,000.

Each journal has a separate editorial board consisting of an editor-in-chief and roughly 10 associate editors. Unlike parent *JACC*, whose editorial board is mostly in San Diego and meets weekly in our office, the editors for *JACC Imaging* and *JACC Interventions* are all over the United States, as well as in Germany and Switzerland. Keeping the 20+ members with disparate personalities separated in my mind can be a distinct challenge, especially because I have only met most of them two or three times over the years at various meetings. My two editors-in-chief also could not be more different from another; one is very hands-on, mindful of the smallest detail, to the point of

From Floppy Disks to the iPad *continued*

even going over copies of the authors' proofs, while the other editor is largely hands-off and lets the editorial office take care of most of the details, which presents its own challenges. Each journal also has capable deputy editors who help out with decision letters, assigning new papers, etc.

My daily tasks run the gamut from answering specific queries from our editors, authors, reviewers, news media, and vendors, working on production and issue scheduling, to more detailed (and often mundane) tasks such as inviting reviewers, checking in figures, securing permissions for figures, and even troubleshooting the office staff's computer problems when they arise. I also serve as the moderator for each of my journals' weekly editorial board meetings.

It's interesting to look back at how changes in technology have affected the workflow at the editorial office level. When I started in 2003, *JACC* had an electronic submission system run by E-Journal Press. When starting the office, our inaugural staff had tested the main competing electronic sites, including Editorial Manager® from Elsevier, but had gone with E-Journal Press due to the higher degree of customization available to suit our specific needs. The prior editorial office staff had received paper submissions (with disks) and emailed individual reviewers to get the reviews in; it was all done with Excel® spreadsheets to track the status of everything.

Figures were sent in via UPS as glossy prints (always in duplicate). Moving to an online submission system greatly streamlined the process but didn't necessarily make it easier to get reviewers to agree to look at a paper. In fact, it was only after 2006 that we went to an all-electronic process of sending completed manuscripts to Elsevier for processing. Up to that point we would save the Microsoft Word files onto a floppy disk, print two copies of each article, and then send all of that along with the glossy prints of the figures via UPS to Elsevier. Flash forward to 2010 and we debuted a custom iPad app for parent *JACC*, which was one of the first groups of medical journal apps to become publicly available; the separate apps for *JACC Imaging* and *JACC Interventions* will be coming out in 2012.

I frankly had no thoughts about the world of scholarly publishing when I was in college, and despite forays into Lexis Nexis for research, I had little occasion to read peer-reviewed publications. There was certainly no way to foresee that I would end up making a career as a managing editor in medical research. It will be interesting to see where the future takes my family and me, but ideally I will stay here at the journal office in San Diego for many years to come.