eon
editorial office news

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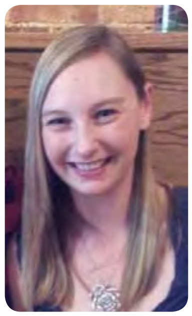

Recognizing Award Winners, New Logo Unveiled

By Meghan McDevitt
Editor
EON

It was so good to see many of you at the North American Conference in Philly. It is nice to hear your kind feedback and suggestions and to meet *EON* authors and other contributors in person. We saw another year of record-breaking attendance (over 230 attendees!) and introduced ISMTE's new logo and brand story (see page 6).

A broad range of topics were discussed and presented, from managing Editor-in-Chief transitions and handling figure manipulation to talks on openness and data sharing requirements. There was a little bit of something for everyone. In next month's issue, read summaries about the workshops, presentations, and panels from the meeting and in the meantime, check out the Twitter feed using the hashtag #ismte2016.

Openness and transparency were hot topics at the North American conference. David Mellor discusses how the Center for Open Science (COS) promotes increased transparency and reproducibility across the scientific workflow and explains the work COS undertakes in three main areas including policy outreach through the Transparency and Openness Promotion (TOP) Guidelines.

As we check new submissions or review article proofs, it is not uncommon to find tables in the manuscript text. Laura Poole lays out some best practices and helpful reminders for checking and editing tables.

This year's Editorial Manager User Group (EMUG) Meeting in Boston was another great success! Jocelyn Koller, a first-time attendee, shares some highlights from the meeting. Slides from all presentations are available on the Aries Systems website.

Finally, Charlie Rapple presents five lessons for using social media as a way to promote journals and articles and to engage readership. She encourages us to dive in (if we haven't already), noting that we will quickly learn the ropes and refine our techniques while reminding us to stay focused on "metrics that matter."

Congratulations to this year's ISMTE Award Winners: Deborah Bowman, MFA, ELS and Irene Hames, PhD! Deborah was awarded the Award for Excellence and the Award for Achievement or Innovation and was recognized at the North American Conference in Philadelphia. Irene received the Jason Roberts Founders Award and will be recognized at the European Conference in Brussels. Thank you to all who submitted letters of nomination.

The ISMTE is gearing up for our next election cycle. There are open positions on the Board of Directors as well as the Ethics Committee. Applications are due by October 1 (see page 18 for more information).

Discovering Our Roots: Words of Wisdom?

By: Stephanie Kinnan
Editorial Assistant
GIE: Gastrointestinal Endoscopy

"To write is human, to edit is divine." – Stephen King

Where would editors be without writers? Where would writers be without editors? Like it or not, we have a symbiotic relationship, each depending on the other for survival. You may say that's a tad dramatic, but just think about what *War and Peace* must have looked like before an editor got his hands on it. I imagine many writers would be loath to admit it, but editing is a necessary part of the creative process. Try reading a brilliant but unedited piece of writing without cringing at every double negative, dangling participle, and missing punctuation. As members of the editorial field, we have to have a tremendous amount of respect for our writers and their talent for composition. After all, without writers, we would all be unemployed. However, the ability to put words to paper doesn't necessarily translate to a skill for practical composition. Too often authors have the idea that content and style determine quality of writing. Try not to be too appalled by the following bad advice from great writers.

"Quantity produces quality. If you only write a few things, you are doomed." — Ray Bradbury

Whoa, whoa, whoa, Mr. Bradbury. Quantity over quality is like the smell of rotting garbage in the morning to an editor; it makes our stomachs turn. I guess his motto was to put as many words down as possible, and let the editor sort it out.

"A sentence should not have more than ten or twelve words." – V.S. Naipaul

Gasp! The horror! A lack of quantity can be just as bad as an overabundance. While editors are certainly eager to avoid run-on sentences, over explanation, and redundancy, limiting all of your complete thoughts to under a dozen words is nigh impossible.

"Here is a lesson in creative writing. First rule: Do not use semicolons…All they do is show you've been to college." – Kurt Vonnegut

While every writer might not quite grasp the subtle beauty of proper punctuation, as editors, we understand the ebb and flow created by every comma, period, and yes, semicolon. In fact, correct punctuation is next to godliness for an editor. Take away our semicolons? Say it ain't so, Kurt.

"Immature poets imitate. Mature poets steal." – C.S. Lewis

I think copyright laws may have something to say about your creative process, Mr. Lewis.

"Grammar is the grave of letters." – Elbert Hubbard

Now this is just blasphemy to an editor's ears!

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ARTICLE

Incentivizing Transparency

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In 1942, Robert Merton famously laid out four norms of modern scientific practice[1]: universalism, communism, disinterestedness, and organized skepticism. The essence of these norms is that scientific truth is determined not by one's reputation or the desire to support a pet theory, but rather to defer to the evidence as judged by community-wide consensus. Though these norms are widely acknowledged within the scientific community, some researchers admit that they do not reach these ideals in practice, and most feel that their peers do not practice them.[2] In this environment, creating change is risky for any individual.

Despite believing in ideal scientific principles, researchers are rewarded not for idealism but for the number of publications authored, which requires novel and unexpected results.[3] This leads to a published literature that is widely skewed toward statistically significant results.[4] This suggests that the published literature does not accurately represent the totality of our knowledge.

The rewards for publishing positive, novel results represent a strong incentive to unintentionally present skewed evidence. Furthermore, there are many ways to skew evidence to make it appear more novel and exciting than it really is. For example, HARKing (hypothesizing after results are known) is the practice of presenting the results of a post hoc hypothesis test as if it were planned *a priori*.[5] Similarly, "p-hacking" is the process of reporting only a tiny subset of the actual total number of tests performed, often quickly and without meaning to distort the total body of evidence. Small and seemingly justifiable changes to an analysis can quickly shift a confirmatory hypothesis test into a more tenuous exploration of a dataset. This practice is widespread.[6]

John Ioannidis predicted that this clash between scientific ideals and practices would result in irreproducible results.[7] The Open Science Collaboration was only able to reproduce the results of less than half of the studies that they set out to replicate.[8] It is imperative that we improve the scientific ecosystem in order to reward ideal practices.

1 Merton RK. "The Normative Structure of Science." In *The Sociology of Science: Theoretical and Empirical Investigations*. Chicago, IL: The University of Chicago Press; 1973:267–278

2 Anderson MS, Martinson BC, De Vries R. Normative dissonance in science: results from a national survey of U.S. scientists. *J Empir Res Hum Res Ethics*. 2007;2(4):3–14. Crossref

3 Nosek BA, Spies JR, Motyl M. Scientific utopia: II. Restructuring incentives and practices to promote truth over publishability. *Perspect Psychol Sci*. 2012;7(6):615–631. Crossref

4 Fanelli D. "Positive" results increase down the hierarchy of the sciences. *PLoS ONE*. 2010;5(4):e10068. Crossref

5 Kerr NL. HARKing: Hypothesizing after the results are known. *Pers Soc Psychol Rev*. 1998;2(3):196–217. Crossref

6 Head ML, Holman L, Lanfear R, et al. The extent and consequences of p-hacking in science. *PLoS Biol*. 2015;13(3):e1002106. Crossref

7 Ioannidis JPA. Why Most Published Research Findings Are False. *PLoS Med*. 2005;2(8):e124. Crossref

8 Open Science Collaboration. Estimating the reproducibility of psychological science. *Science*. 2015;349(6251):4716–4716. Crossref

The Center for Open Science (COS) was founded in 2013 to increase the reproducibility of science. The key to increasing reproducibility is to increase transparency across the scientific workflow, as this allows for expert evaluation of each critical step in the process of gathering evidence. If every aspect of the research workflow can be reproduced and connected, then barriers to replicating previous work fall and the ability to critically evaluate work is strengthened. Achieving this vision will be challenging. Researchers face rewards that lead to the current situation, and those rewards must be addressed and changed. It will take the collective action of the entire academic ecosystem in order to reward better practices: publishers, universities, academic societies, and funding agencies.

Because of this challenge, COS undertakes three main activities. First, our meta-science team evaluates the extent of the problem and its proposed solutions. We conduct reproducibility projects in psychology[7] and cancer biology to estimate the ability to reproduce findings across a discipline. The work that we facilitate in the Many Lab projects replicate single studies across contexts in order to estimate the boundary conditions of any given finding. We also evaluate the effectiveness of our initiatives, for example, the effect of "Open Practice Badges" on increasing the rates of data and research materials sharing.[9]

Second, we educate and advocate for better practices through our community team. This not only includes conducting workshops, webinars, and creating materials on reproducible practices, but also creating policy guidelines and conducting education campaigns to encourage uptake. Our advocacy efforts seek to shift the incentives in the research ecosystem in order to reward rigorous and transparent practices over exciting, but irreproducible, findings.

A key example of our policy outreach is the Transparency and Openness Promotion (TOP) Guidelines. The TOP Guidelines provide eight modular standards that journals, publishers, or funding agencies can adopt in order to reward transparency over novelty. These standards cover practices such as data citation, data and materials sharing, design standards, preregistration, and replication.

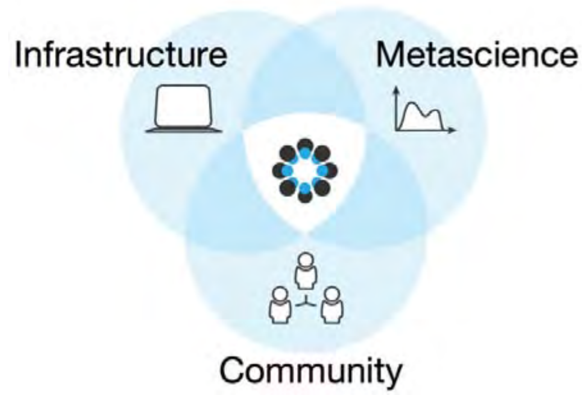

Figure 1. Our Metascience, Community, and Infrastructure teams work together to measure the extent of the problem, advocate and educate for change, and build the tools required to implement the solutions.

In order to reduce barriers to adopting the TOP Guidelines, each of the eight standards can be adopted at one of three levels of increasing rigor. The first level requires researchers to disclose a given action, the second requires the action, and the third level requires verification of that action. For example, the standard on data transparency can be adopted at the first level, which requires *disclosure* of whether or not data are publicly available. The second level *requires* data sharing (with editorial exceptions granted for ethical constraints). The third level includes *verification* that the data can be used to replicate the primary findings of a study. Not only does the tiered design reduce barriers to adoption, but it also provides guidance for future improvement. While few are ready to commit to the most stringent level, disclosure or sharing requirements can be readily implemented.

The Preregistration Challenge is a competition in which 1,000 researchers will receive $1,000 prizes for publishing the results of their preregistered work. This education campaign was designed to spur adoption of preregistration, in which key analytical decisions are specified before conducting a study. Preregistration makes clear the distinction

9 Kidwell MC, Lazarević LB, Baranski E, *et al.* Badges to acknowledge open practices: A simple, low-cost, effective method for increasing transparency. *PLoS Biol.* 2016;14(5):e1002456. Crossref

Figure 2. Preregistration makes clear the decisions made before seeing the data. Publish the results of a preregistered study and you could be 1 of 1,000 prize winners.

between hypothesis-testing (confirmatory) work and hypothesis-generating (exploratory) work. The distinction between the two processes can be surprisingly easy to blur as researchers dig through a dataset. Each decision made during an analysis is effectively a new hypothesis. For example, each decision about exclusion criteria, stopping rules, combining measured variables into outcome indices, and controlling variables has the opportunity to make a distinct analysis. Since a subset of those analyses will be statistically significant by chance alone, and since there is a such a strong incentive to find and publish that subset, many results can be presented as significant regardless of the overall evidence.[10]

One fear about preregistration is that it will tie a researcher's hands too much. Without the flexibility to discover unexpected findings, what might we miss? Obviously, science relies on serendipitous findings, and there is risk of missing an unexpected finding. Type II errors and false negatives can hinder our progress. But when confirming an expected finding, it is critical to preserve the utility of a *P*-value and to minimize false positives. Simply making clear when hypothesis-generating and hypothesis-testing work are being conducted increases transparency and the strength of assertions. Preregistration frees a researcher to explore a dataset to find those unexpected results

Figure 3. The Open Science Framework connects the entire research workflow. It solves problems common in most research labs: collaboration, turn-over, and persistence.

by removing the incentive to suggest the analyses are confirmatory.

Finally, the third focus of our work is to create infrastructure that enables the changes for which we advocate. The Open Science Framework (OSF) is our flagship product, a free and open-source workflow management tool that enables transparent and reproducible work. The OSF allows researchers to manage complex projects and to collaborate with peers. It has built-in features that encourage data sharing with unique, persistent identifiers. It can be used to register projects at different points in time. These registrations are read-only, persistent "snapshots" of a researcher's project. Projects can be registered at multiple points in the research lifecycle in order to preserve its state. Preregistrations are just one type of snapshot, which are taken before data collection begins. Other opportunities to make a registered snapshot include before submitting for peer review or around the time of publication.

The OSF can also serve as a hub for research being conducted at an institution. These institutional landing pages can help find collaborators and surface work being conducted more quickly and easily than through traditional outlets (see the University of Virginia's OSF page as an example).

Improving the reproducibility of published scientific literature is a complex challenge that can only be undertaken as a community. The COS

10 Simmons JP, Nelson LD, Simonsohn U. False-positive psychology: Undisclosed flexibility in data collection and analysis allows presenting anything as significant. *Psychol Sci*. 2011;22(11):1359–1366. Crossref

encourages change through our outreach and enables change with the tools that we build.

How can you get involved? Journal editors can promote these values by becoming signatories of the TOP Guidelines. Editors can also issue Open Practices Badges or conduct peer review before results are known using the Registered Report format. Researchers can take the Preregistration Challenge to clarify the distinction between analyses specified prior to seeing the data from those that arose later. Researchers can also use the OSF to manage their research, work with collaborators, or share data.

Our vision is a field in which all parts of the research workflow are transparent. This transparency improves rigor by allowing expert evaluation where it is needed. However, this vision will not be achieved without collective action, so please join us in helping improve the research ecosystem.

New ISMTE logo and brand story

The ISMTE unveiled a new logo, tagline, and brand redesign at the 2016 North American Conference. The updated look presents the Society as a unique community for managing and technical editors at scholarly publications worldwide that combines networking, training, and industry-proven best practices, allowing its members to engage with other professionals, broaden their day-to-day skills, and be proud of the journals they produce.

Look for the new ISMTE logo on future Society communications and more!

ISMTE International Society of Managing and Technical Editors

Empowering editorial offices around the world.

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Editing Tables

By Laura Poole
Pilcrow Group, Inc.
Cofounder and President

Tables are an excellent method for conveying information and data in an easily comparable way. They are quite common in journal articles (especially in science, statistical, financial, and many social sciences journals), scholarly works, textbooks, and technical materials. They are expensive to typeset and correct in proof, so they should be carefully reviewed and edited before going to the compositor.

Ideally, a developmental or acquisitions editor has worked with the author, or there was peer review feedback, to make sure tables are appropriate and truly needed. A Managing Editor or project editor may need to determine whether copyright permission has been obtained (or is in progress) if a table is reprinted from another source. The copyeditor is responsible for editing the text and layout of the table.

Checking Tables

The first phase of editing tables (done at any editorial stage) is *checking* them. Checking tables involves the following:

- **Making sure each table is called out and mentioned in the text** (critical for correct placement). (Exception: There may occasionally be an "inline table" that is not numbered and should fall in a very specific place. These should be avoided, if possible.)
- **Making sure the tables are cited in the correct order** (Table 4 follows Table 3). Tables should be numbered *consecutively* in the text, generally with Arabic numerals (Table 1, Table 2, etc.). For books, it may be more convenient to double-number the tables by chapter number and table number: table 3.2 (or 3-2).
- **Checking that tables are called out in the text consistently**: See table 5, or see Table 5, or 4-5, or 4.5, and so on.
- **Checking that the table is indeed a tabular element**, and not graphical material (in which case it should be renamed as a figure). Sometimes authors submit tables as a PDF or JPG, and they should be queried to resubmit the table in an editable format (Word). Frequently, tables are submitted in Excel, and they should be copied into a Word document so that edits can show up with Track Changes on.
- **Reviewing the text description of the table** and making sure the tables match that description. If the text descriptions refer to Panels A, B, and C, then the table should have three panels labeled as such.
- **Making sure table titles are appropriate**. Tables should be numbered and have a descriptive (but short) title. Missing titles should be queried for the author to provide (i.e., "Table 1" is usually not a sufficient title).
- **Making sure that all tables are provided**. If a chapter cites 23 tables but provides only 22 (or 25), a query must be made as to missing (or extra) material.
- **Cross-checking tables with Tables list in front matter** (if appropriate). Some books include a list of tables that will have the number and caption (frequently shortened).
- **Making sure tables don't need to be split.** Sometimes two dissimilar tables are joined together and labeled as "panels" when they should really be set as two separate tables. Finding this up front, before editing, helps ensure that renumbering is done correctly.

Editing Tables

After carefully checking the tables, copyediting focuses on getting them ready for typesetting. Editing tables carefully and well involves a lot of attention to details.

The key parts of a table:

- Number
- Title (short but descriptive)
- Column heads (may include straddle heads and different levels of organization)
- Table body, with rows
- Notes, both general and specific (with footnotes)
- Source note (not needed if the author has created the table)

Table Column Heads

The column heads in a table impose structure and organization. They are frequently bold, and often have rules (lines) that set them apart. Sometimes column heads will be subdivided and use straddle rules. If a table runs onto more than one page, the column heads are repeated at the top of each page.

If a particular column includes data that all take the same unit, the unit should be noted in the column head and deleted from the table body.

A table should *not* change column heads midway through! A change in column heads usually indicates that a new table should be created. Column heads need not be repeated midway through the table if a new panel or section is introduced.

Capitalization rules for column heads may differ from what appears in the table body; for instance, column heads may have headline-style capping, whereas the table body has sentence-style capitalization.

Columns may be numbered, and generally column (1) is the second column of the table, as the first column would be row leaders, making the second column the first column of data. Numbered columns sometimes include lengthy explanatory notes describing what each column measures or calculates.

Table Body

The key to editing the table body boils down to making the material easily accessible and well organized for the reader.

- Before copyediting the table, **turn revisions off and make a few global changes**: remove empty rows and columns, take out extraneous spaces and line returns, change double hyphens to em dashes, change hyphens to en dashes or minus signs if needed, remove inserted tabs, and so on.
- **Symbols and abbreviations are appropriate in tables**, whereas they might be spelled out in the text. Space is at a premium, so using % (instead of "percent"), km, and $ is fine. However, ditto marks should not be used. Be sure that a proper minus sign (or en dash) is used and not a hyphen. Be sure mathematical symbols are properly set (a true multiplication mark, ×, and not a lowercase x) and Greek symbols appear correctly.
- **A table should have more rows than columns**. A table with three rows and seventeen columns is difficult to typeset and hard to read.
- Different panels of tables (groups of rows) are fine for organization, but **panel labels should be set as part of the table body**, and not the column head. Panel labels are frequently delineated as A, B, C, and so on, and do not need repeated column heads.
- **Data columns (with numbers) should be consistently aligned**—frequently on the decimal.
- **Be aware of naked decimals** (those without a leading 0, such as .15). These might be unacceptable in the main text, but fine in a table.
- **The table body (individual cells) should only have units indicated if the units differ per column or row**. For clarity, units are indicated in the column heads or in the row leaders.
- **Make sure that all note callouts in the table appear in the table footnotes**. Symbols used to make a note callout (*, **, ‡, †) generally do *not* need to be superscripted or italicized. If letters or numbers are used for table note callouts, they *should* be superscripted but not otherwise italicized, bold, or in parentheses.
- **Punctuate a table body consistently**. Each column or row should have a consistent style, including use of commas, semicolons, and periods.

- **Text in tables should match the general style of the book** (particularly in spelling, hyphenation, and abbreviations), but may be tightened up in form to save space and be concise.

Table Notes

Table notes are appended to explain material and sources for the table. This keeps the table body coherent and easily manageable.

- **Table notes should *not* follow sequentially with notes in the text**. Each table should have its own set of notes, with fresh numbering or lettering.
- **Note callouts in the table may be used singly or repeatedly**. For instance, an asterisk marking a *P*-value may be used in multiple table cells that share the same *P*-value. A lettered note may also be used more than once, as the author deems appropriate.
- **Note callouts may appear in the table column heads and the body**, but should be avoided in the table title.
- **Explanatory (text-based) notes should be coherent** and follow general prose guidelines.

With these guidelines and a thorough style sheet, you can ensure that tables appearing in your publications are necessary, styled correctly, and easily followed by readers.

Resources for Learning More

- Copyediting Master Class: Editing Figures and Tables (free download), MP3 and handout
- *Chicago Manual of Style* (16th ed.), Chapter 3, "Illustrations and Tables"
- *Publication of the American Psychological Association* (6th ed.), Chapter 5, "Displaying Results"
- *Council of Science Editors* (8th ed.), Chapter 30, "Accessories to Text: Tables, Figures, and Indexes"
- *American Medical Association Manual of Style* (10th ed.), Chapter 4, "Visual Presentation of Data"
- *The Copyeditor's Handbook* (Amy Einsohn), Chapter 10, "Tables, Graphs, and Art"

Author Bio

Laura Poole (@lepoole) is a professional copyeditor with almost two decades of experience, specializing in scholarly nonfiction. She has edited innumerable tables in her work for scholarly journals. She is also the co-owner and director of training for Copyediting.com.

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Summary of the 2016 Editorial Manager User Group Meeting

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The fourteenth annual Editorial Manager User Group (EMUG) Meeting, hosted by Aries Systems, was held at the Taj Boston hotel on June 16 and 17. The event was the largest gathering of EM users to date, attended by 153 users and staff.

As a new member of the Aries team, and a first-time EMUG attendee, I was unsure of what to expect as the early risers began stopping by the registration table first thing on Thursday morning. But, as the name badges were picked up, the room filled with a palpable energy. Each attendee seemed visibly excited for the meeting ahead. Many attendees stopped to enthusiastically greet their account coordinators, fellow EM users, and other staff populating the grand ballroom foyer of the Taj. Addressing the group in his annual opening welcome remarks, Aries founder and CEO Lyndon Holmes said, "This is your meeting," encouraging attendees to make the most of the next two days by asking questions and speaking up about their experiences with the system.

Next, Director of Product Management Tony Alves dove right into his session, "Overview of Versions 13.0 & 13.1." Alves spoke at length about new and upcoming features of the system, often pausing to ask the room, "How many of you have been looking for this feature?" The number of hands raised varied from one contented user to an animated group of more than 20. New features that seemed to be the most anticipated included the following:

- Warning icon displayed when the author list has changed
- Integration of the CRediT taxonomy
- Customized text on the PDF build page
- PDF watermarking
- Flexible PowerGrids now available in new locations (including the Production Status Grid)
- Ability for Editorial Office staff to view all versions of the PDF, both the author/editor and reviewer versions
- Automated reminders for invited authors
- Support for books workflows

Directly following the overview presentation from Alves, the room broke into 12 small groups for the much-anticipated annual "Feature Workshop" session. Within groups, two Aries staff members facilitated discussion among users, many of whom arrived with multi-item wish lists to help shape future releases. These discussions further highlighted each journal's unique workflow and differing needs within the system. Perhaps the most exciting part of the discussion was when multiple users eagerly agreed on an idea. In addition to seeing this comradery within the user community, I enjoyed hearing feedback from a few attendees who felt that this time to speak to Aries staff was so valuable because they knew the suggestions would lead to tangible improvements in future releases (Figure 1).

Example "wish list" items for Aries development pipeline arising from EMUG Feature Workshop session. Aries invests more than $6M per year in new technology and features.

- Ability to reject papers at submission
- Additional reminders for authors on incomplete or need approval submissions
- People-based correspondence history
- Copy existing letters for use as templates
- Editable people information page
- Ability to preview batch email before sending
- Tech check enhancements, including templates by article type
- Ability on edit letters to use a global find/replace
- Reviewer reminders for partially saved reviews
- Editor due dates and reminders

Figure 1. A sample listing of popular ideas that came out of the Feature Workshop.

New at EMUG 2016, users interacted with a voting poster, which also spoke to the kind of feedback-focused data being collected during the meeting (Figure 2). This treasure-map-themed poster was hung in the Taj's rooftop terrace during lunch on both days, where attendees could place their voting stickers next to the "treasure"—the most valuable ideas for new or improved features suggested by attendees of European EMUG 2016's Feature Workshop session held in January in London. The item with the most votes was enhanced reminders and alerts.

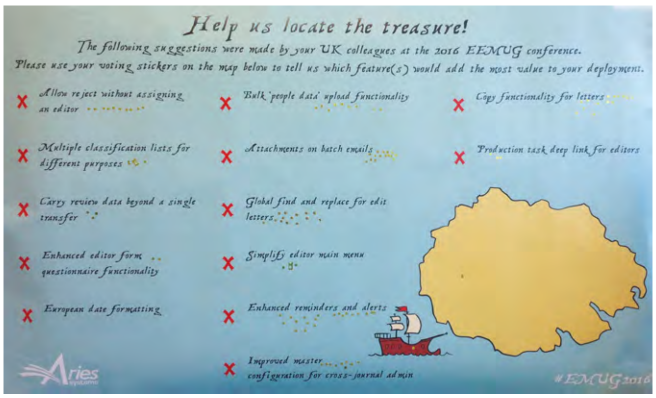

Figure 2. Treasure map poster with voting stickers from attendees.

The first day of the meeting ended with keynote speaker Kent Anderson, CEO of Redlink, Inc. Anderson spoke about the changes and trends within the scholarly publishing industry, especially where funding is concerned. "It is always about the money," Anderson began, explaining how funding of research, university presses, and libraries is being cut in many instances. Quoting Fred Dylla, Anderson stated, "The number one issue in public access is the public funding of science." At the same time, Anderson noted, "we have a volume issue." Anderson explained that there are now more scientists producing more papers, which is crowding the field and making truly valuable content more difficult to find. (Anderson's presentation, and all EMUG presentations, are available at www.ariessys.com.)

Many of the latest trends in scholarly publishing were explored during the meeting, and attendees seemed strongly engaged. Attendees heard from John Inglis, co-founder and executive director of Cold Spring Harbor Labs and bioRxiv (a preprint server launched in 2013, and one of the newest EM Ingest Service partners) during "Workflow 2020 & Submission Partners."

Simon Thomson of the Gates Foundation's Chronos initiative also spoke during this popular session. "The goal of Chronos is really to decrease the time and money to publication," Thomson explained. Chronos, another newly added EM Ingest Service Partner, integrates with submission platforms to support the open access publishing endeavors of those who have received a grant from the Bill & Melinda Gates Foundation, and will provide users with a complete listing of—and streamlined submission to—journals compliant with the foundation's open access policies.

During the popular "Decision Support Tools" session, Elizabeth Caley, chief operating officer of Meta, and Tim Houle, a co-creator of StatReviewer, spoke to attendees eager to learn more about the tools their organizations provide. Caley discussed Meta's bibliometric intelligence tool. Houle explained the benefits of quality statistical analyses, and spoke about the possibility of integrating directly with submission systems in order to provide an additional automated review from StatReviewer.

Similarly, the adoption of the Contributor Roles Taxonomy (CRediT) initiative was discussed by Patrick Hannon of Cell Press during the session on "Reviewer and Author Recognition." Hannon gave a historical overview—from conceptualization to implementation—of the CRediT initiative and contributor roles. Hannon noted that in a small survey completed with the first users of CRediT (a pilot group of Cell Press journals) 36% of respondents felt it was very likely that CRediT would help them gain more recognition or even obtain a promotion; 76% responded that they found the taxonomy extremely useful in accurately reflecting the contributions of all authors.

Continuing the discussion on recognition, Alice Meadows, director of community engagement & support at ORCID, explained that "ORCID's vision is a world in which all who participate in research, scholarship, and innovation are uniquely identified and connected to their contributions and affiliations across disciplines, borders, and time." Meadows noted that while the largest percentage of ORCID integrations so far have come from research institutions, the second largest (17%) have come from publishers. "Enter once, reuse often," said Meadows, explaining how this single-entry process will save authors and reviewers time and minimize frustrations.

While the guest speakers provided invaluable information to attendees, another highly rated session was the "UI Workshop," which was new to EMUG this year and run by Kristin Mahoney, release coordinator and documentation specialist with Aries' Product Management group. "We were looking to have a discussion with users about a specific area of Editorial Manager," Mahoney said. "People in the workshop said they would like to have more workflow guidance (visual cues, visualization of progress, better feedback) as well as a better organized workflow (combine submission steps, fewer clicks to complete actions). The users who attended the workshop had some fantastic ideas and gave us valuable insight to areas that might need improvement."

Closing the meeting on Friday afternoon, Vice President of Sales and Marketing Richard Wynne presented "The Road Ahead – A Sustainable Model for Scholarly Publishing." Wynne asked the assembled group: "What business are journals in?" After numerous audience guesses, Wynne explained his belief that journals are in the business of assertions. "We can improve the return on the research investment if the assertions are more reliable," said Wynne. Further reinforcing discussions from throughout the meeting, Wynne noted the importance of new technologies and integrations such as ORCID, CrossRef, CRediT, and Ringgold and said, "The inclusion of persistent identifiers and taxonomies is a key stepping stone." He concluded the meeting by encouraging journals to retool for the assertions workflow, rather than the content workflow.

Though it was the largest EMUG yet, next year's Boston meeting promises to be even bigger still—stay tuned for more details. The European EMUG will take place on January 12 and 13, 2017 in London.

Save the Date—Peer Review Week 2016

The 2nd annual Peer Review Week will be held from 19th to 25th September 2016!

Peer Review Week is a global event celebrating the essential role that peer review plays in maintaining scientific quality. The event brings together individuals, institutions and organizations committed to sharing the central message that good peer review, whatever shape or form it might take, is critical to scholarly communications.

This year's theme is **Recognition for Review**, exploring all aspects of how those participating in review activity — in publishing, grant review, conference submissions, promotion and tenure, and more — should be recognized for their contribution.

Join the conversation on Twitter #PeerRevWk16 and #RecognizeReview

For more information about Peer Review Week, please visit www.peerreviewweek.org.

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Social Media in Five Lessons

By Charlie Rapple (ORCiD 0000-0001-7933-1029)
Co-founder
Kudos

If Facebook were a country, it would be bigger than China, with a "population" of 1.65 billion monthly active users. Twitter has 313 million users per month, and LinkedIn has around 100 million. Growth in all cases shows no sign of stopping—social media is undoubtedly here to stay. But even as these services celebrate birthdays in double figures, it's still not clear to many what role they should play in helping us communicate scholarship. Indeed, our feelings about what we should be doing with social media are often similar to our feelings about what we should be doing with China: a sense of inevitability, more questions than answers, and a Rumsfeldian suspicion that we don't even know what we don't know. Some have embraced social media very successfully (a recent posting in The Scholarly Kitchen gives lots of great examples), but for those who are less inclined towards early adoption, or have less capacity for experimentation, the challenges of how much time to devote, what to do with it, and how to determine the success of any efforts, are acute. Here I propose some ways that editors and publishing colleagues can break down and tackle that challenge.

Lesson 1. Same Message, Different Medium.

An important first step is to stop seeing social media as a thing apart and to see it as part of a wider continuum of efforts to help people discover, discuss, and share our publications. We have served these goals in various ways over the years—from introducing more structure to metadata and enabling search engine indexing, to providing offprints and e-prints, and even hosting symposia for authors to present their work and meet those with similar interests. Social media can complement all these efforts, providing new ways for researchers to network, learn about each other's work, share and discuss ideas, collaborate in their development, and generally progress through the scholarly "process." As social tools become better able to support researchers' needs, and therefore rise yet further in popularity, it's increasingly important to ensure that publications retain a role in this "process" by being discoverable and discussable. On a practical level, this means making it easy for people to share links to their publications; in a more strategic sense, it's worth thinking about how we incentivize and reward researchers for doing so.

Lesson 2. What's in It for the Author? Mapping Actions to Results.

Many people approach social media from an organizational perspective: How should we be using it? What will it do for us? But social media is a peer-to-peer world of conversation, rather than a one-to-many broadcast. It might help to think first about how your authors are already using it to engage with their colleagues and to understand what they gain. For many authors, it is a chance to transcend the boundaries of their "real" world, and start to build a reputation among a wider group. The open nature of many networks and the minimal effort required to follow people mean that authors find it easier than expected to grow their network (see the advice we give Kudos users here). Once that snowball is rolling, a growing network helps the author build their personal profile as well as the visibility of their work. Here is where your goals overlap—both of you want to increase awareness and usage of publications. The toolkit we've developed at Kudos is designed to help you make the most of that overlap and to collaborate more closely with authors. You can track, acknowledge, amplify, and learn from authors' communications efforts (across social media, email, and academic networks). We map all these efforts against publication metrics (views, downloads, citations, altmetrics), which not only helps to motivate authors (by providing tangible, meaningful results for their outreach efforts), but also helps you to understand what is working and therefore to refine your social media strategy. Effectively, Kudos helps you to leverage authors' expertise and connections to make your own social media efforts more targeted, efficient, and effective—while ensuring the authors, too, benefit from your efforts.

Lesson 3. If It's Easy and It Works, Resistance Will Melt Away.

It's a common concern that authors won't use social media, or engage in other forms of post-publication outreach, because they are too busy. But when people say they don't have time for something, what they're really saying is they don't see any reason to make time. Once you're tracking how your authors are using social media, it's important to find statistics and stories that inspire others to invest just a little bit of time. For example, a recent study of Kudos data by the Altmetric team at Nanyang Technological University (NTU) in Singapore has shown that when authors use Kudos to explain and share their work, there is a correlation with 23% higher downloads of the full text of those publications on the publisher websites. We combine this top-level statistic with case studies that show how authors in a range of fields have achieved success with Kudos to help even the busiest researchers see what kinds of results they could achieve by spending just 5-10 minutes communicating their work. Social media can also provide you with intelligence that will help you support authors' reputational goals in other ways; for example, you might use social media to spot when particular content or authors are attracting high levels of attention, and then issue a press release or invite someone to edit a special issue. This kind of "ROI" for authors gives them further benefits to set against the effort they invest in social media.

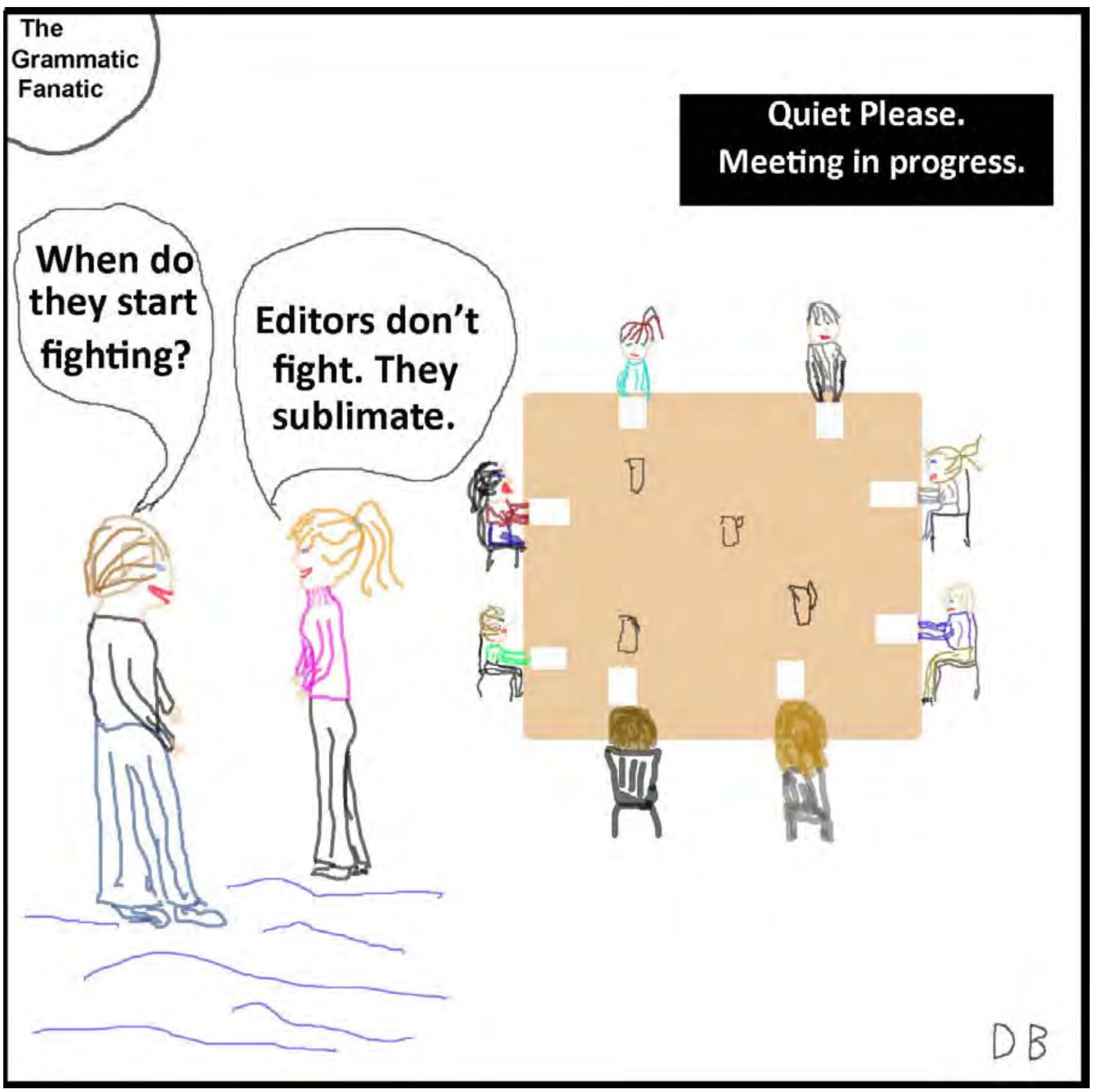
Lesson 4. Social Media Is an Iceberg. Don't Forget What's Under the Surface.

Another surprising outcome from the NTU study is that researchers shared more publications on Facebook and LinkedIn than on Twitter. Many of us think of Facebook as a personal communications tool and not a place for sharing work—but if nothing else, the sheer size of its network (as noted above) means it is much more commonly used for sharing research than we might expect. The difficulty there, of course, is that Facebook is a "closed" space where communications are only visible to those who have been accepted into a personal network (to some extent, this is also true for LinkedIn—and email, of course, is the epitome of such "under the surface" communications). Making decisions about communications and social media based only on what is visible "above the surface" is like choosing to accept an article for publication having only read every tenth word. As you move to embrace social media, it's vital to use tools such as Kudos that can give you a comprehensive view of how and where your authors communicate, or you risk guiding authors (and indeed your own team) to use less effective channels simply because they are the only ones you are aware of.

Lesson 5. Experience Is the Best Teacher. Dive in.

The software development world has been revolutionized in recent years by the "agile" approach, which is about moving quickly forward with incremental launches of new capabilities, rather than structuring product development into big long-term projects. The agile approach pares down processes to keep projects simple, while maintaining just enough structure to allow for management and accountability. It's a good approach to emulate in exploring social media. As long as you are clear on your goals (see lesson 1) and your success measures (lesson 2), your time is best spent building up direct experience and data on which to base your longer-term strategy, rather than working up comprehensive plans based on what you can glean about other people's experience. The more you learn, the more you can refine what you do in line with what is working in reality, rather than trying to plan based on hypotheticals. You'll quickly start to answer questions such as what kinds of content to share via social media (based on what attracts the most response), how often you should be posting (based on whether you get a bigger response to one weekly post or 5 daily ones), or which channels to focus on (based on where you get more people responding to your posts). And by diving in, you'll be strengthening your support for authors sooner rather than later. Just don't forget to track the effect of your efforts (whether through generic services like Hootsuite and Google Analytics, or publishing-specific tools like Kudos) and keep focused on the "metrics that matter" to be sure that social media really is helping your journal grow.

Charlie Rapple is co-founder of Kudos, which helps researchers, publishers, and institutions to maximize the reach and impact of their research. She is also Honorary Secretary of UKSG, Associate Editor of Learned Publishing, *and a blogger in The Scholarly Kitchen. Past roles include Associate Director of TBI Communications and Head of Group Marketing for Publishing Technology. She holds a BA from the University of Bristol and postgraduate MDip from the Chartered Institute of Marketing.*



2016 ISMTE Award Winners

ISMTE Award for Excellence And ISMTE Award for Achievement or Innovation

Winner:
Deborah Bowman, MFA, ELS
Senior Managing Editor of Clinical Publications
American Society for Gastrointestinal Endoscopy

Deborah scored very highly in all three areas marked in both awards, receiving the highest marks out of all nominees for 'consistent excellent service', 'exemplary management of their role' and improving their publication through exploration and innovation' which was clearly demonstrated to us in the nomination letter.

On being awarded the Award for Excellence and Award for Achievement or Innovation

Winning two awards from the ISMTE has been an amazing experience. I have been a member since the organization's beginning, and I remember well the first time I heard about the group. Jason Roberts spoke at the Editorial Manager Users Group meeting about a society that he was starting for Managing Editors, and I knew immediately that I needed to be a part of it. I had been looking into various organizations, but they all seemed to be aimed toward Publishers, Copyeditors, everything except Managing Editors. The ISMTE sounded perfect for my needs, and indeed it has been. To be given these awards for Excellence and for Achievement & Innovation from my peers, people who truly understand what is involved in our professional lives, is especially meaningful.

I am at an age where friends declare, seemingly with pride, that they are "tech stupid" and set in their ways, so to win an award for innovation is especially thrilling. I have always believed that everyone should keep learning and striving for excellence throughout their lives and should let their light shine. These awards are a wonderful affirmation that I am succeeding with that. Thank you all!

Deborah Bowman, MFA, ELS

Finalists:

Award for Excellence
Sarah McCormick
Michelle English
Margot Puerta

Award for Achievement or Innovation
Heather Blasco
Lacey Earle
Donald Samulack

ISMTE Jason Roberts Founders Award

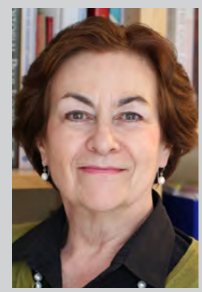
Winner:
Irene Hames, PhD
Editorial and Publishing Consultant

The Founder's Award is for those members who have reshaped our industry through an outstanding idea/contribution. Named after ISMTE's founding president, Jason Roberts, this award recognizes members who have made extraordinary steps toward defining the future of peer review management.

We had excellent nominations but the marks awarded by the individual members of the committee clearly placed Irene ahead of her peers in both main areas considered in this award.

Irene has been a leading voice addressing the ever changing ecosystem of peer review; she is a true pioneer who has taken extraordinary steps towards defining the future of peer review management which, was clearly demonstrated to us in the multiple nomination letters.

On being awarded the Jason Roberts Founder's Award



It's an enormous honour and delight to have been chosen to receive the Jason Roberts Founder's Award this year. ISMTE has, and always will have, a special place in my heart, so thank you for this award.

In 2007, when ISMTE was founded, there was no organisation devoted to bringing together and supporting managing editors and editorial office staff. It was a great privilege to be a member of the founding Board of Directors and work with such a dedicated and committed group of individuals to try to make Jason Roberts's dream of such an organisation a reality.

In 2016, the Society is an important and vibrant organisation that provides a large number of valuable and up-to-date resources, as well as a very interactive and stimulating community. The existence of the Society and the high esteem in which it is held is, I believe, one of the reasons that the role of editorial staff has become more recognised and important. We are living in a rapidly changing scholarly publishing world, an exciting time of new challenges and innovations, and I have no doubt that the Society will meet the challenges and prepare its members for a new and diverse future.

Irene Hames, PhD
Twitter: @irenehames
ORCID: http://orcid.org/0000-0002-3806-8786
LinkedIn: http://uk.linkedin.com/in/irenehames

Finalists:
Jason Roberts Founders Award
Kathlyn Berryman
Jennifer Deyton and Julie Nash
Jessica Rucker

You and the ISMTE Board of Directors

Submitted by Kristen Overstreet
Immediate Past President
Chair of the Nominating Committee

You were made for each other.

Let's start with you. You are someone who works in the scholarly publishing industry. You work hard and you care about your work; you want to make a difference in peer review and/or Editorial Office management. You seek continuing education to improve your knowledge and skills so you can make that difference you desire. You are a member of the ISMTE; you read *EON*; you've attended an annual meeting; you're serving on a committee or have done so in the past. Thus, you're ready to serve on the Board of Directors.

Now, let's meet the ISMTE Board of Directors. The International Society for Managing and Technical Editors (ISMTE) Board of Directors supervises and controls the business, property, and affairs of the Society. It is composed of twelve members: five officers, the immediate past president (ex-officio), and six directors at large. Each officer holds office for a term of two years and each director for a term of three years, except the *EON* editor (director) who holds office for a term of two years.

That description was like a horrible photo. It's really so much better than that.

As a member of the Board you'll work with a committed, passionate group of people who, like you, want to make a positive difference. Each of you will bring your own unique experiences and perspectives to the table. Together, you'll learn and grow, making the ISMTE better and thus the scholarly publishing industry better. You will have a say in the future direction of the Society and in the events and resources that ISMTE offers.

Each director on the Board serves as a liaison to one of the committees or focus areas for the Society, keeping the Board informed of progress and helping to overcome any barriers or difficulties that arise in achieving goals. Directors attend monthly Board of Directors' conference calls, reporting on their areas, participating in discussion about future direction, voting on proposals, reviewing performance reports, approving the annual budget, and acting as ambassadors for ISMTE. The skills required of Directors are those developed while performing their day jobs.

What are you waiting for?

You're obviously perfect for each other so what are you waiting for? If you're interested in applying for the Board positions please send the requested materials to Kelly Schild, ISMTE Executive Director.

Applications for all positions must be received by October 1, 2016.

Upcoming Conferences

2016 European Conference
31 October–1 November 2016
Sheraton Brussels Hotel
Brussels, Belgium

2017 Asian-Pacific Conference
27–28 March 2017
Kempinski Hotel Beijing Lufthansa Center
Chaoyang District
China

Calendar of Events

Peer Review Week
September 19-23, 2016
https://peerreviewweek.wordpress.com

8th Conference on Open Access Scholarly Publishing (COASP)
September 21-22, 2016
Arlington, Virginia
http://oaspa.org

Effective Social Media for Scholarly Publishers
September 28, 2016
London, England
www.alpsp.org

ISMTE European Conference
October 31-November 1, 2016
Brussels, Belgium
www.ismte.org
EASE and COPE members receive ISMTE member registration rate

Be a Better Freelancer™ – Profiting in Publishing
October 28-29, 2016
Rochester, New York
www.communication-central.com
ISMTE members receive colleague's registration discount

Editing medical journals - short course
November 2-4, 2016
Oxford, United Kingdom
www.pspconsulting.org

Predators, "Pirates" and Privacy: Educating Researchers on New Challenges in Publishing
November 2, 2016
Charleston, South Carolina
www.sspnet.org

Publication Ethics: Fraud and misconduct
November 4, 2016
London, England
www.alpsp.org

ISMTE Asian-Pacific Conference
March 27-28, 2017
Beijing, China
www.ismte.org
EASE and COPE members receive ISMTE member registration rate

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ISMTE Editorial Office News

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A note on English: ISMTE *aims to be a truly international society. English will represent our lingua franca, but we would like to stress that, in materials published in* EON *or online, variations in idiomatic usage and spelling should reflect the origins of the author. No one version of English is preferred over the other.*

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