

## COLUMN: *President's Message*

### *You're Connected*

*From the President - Jason Roberts, PhD*

"You're connected" was a pithy phrase Elizabeth Blalock (ISMTE Board member) came up with to highlight the aims of the ISMTE website. I want to focus on what this means in the early days of the Society.

#### *Meeting Up*

Following on from the precedent set in London, the ISMTE Baltimore launch meeting was a tremendous success. It was evident from all in attendance that there was a lot of energy and enthusiasm to meet both virtually and in person. In response, by the start of May, we will begin planning for 2009 meetings. Planning typically takes 12 months (advice we did not heed in planning the launch meetings!), so we will be looking at holding the next set of meetings in the warmer months. Ideally, we envision one meeting to be larger in scale, featuring concurrent sessions and even pre-courses that will feature training on topics such as Excel skills specific to improving your reporting capabilities. The Society also plans to explore developing a regional

meeting infrastructure to enable members to meet locally. It's evident that geographic clusters of offices exist (and some are already meeting up informally for lunch). ISMTE will look to facilitate putting people in touch and, perhaps, from time to time, offer topics and materials for discussion. Look for an announcement about this shortly.

#### *Meeting Up Online*

Our discussion forum is now up and running at [www.ismte.org](http://www.ismte.org), and I URGE you to start using it and begin posting topics. It is the best way to connect with your fellow members. The forum is a benefit of membership. By June 1, the ability to see all discussion without restriction will be removed, with the content available only to members. We will archive debate and release this in an open archive at a later date for non-members to access. I should note the site is moderated by Katy Ladbrook in Bristol in the UK and Flory Ferns-James in Los Angeles, California, in the US. As an aside, quite by coincidence,

*continued on page 10*

### In this issue ...

#### Articles

- *EQUATOR* 6

#### Columns

- *President's Message* 1
- *Tips & Tricks* 14
- *Portrait of an Editorial Office* 20, 22
- *Editorial* 19
- *ISMTE Bio* 13

#### Miscellaneous

- *Inaugural Meeting in Baltimore* 2
- *Your Society Needs You* 5
- *ISMTE: Adding Structure* 10
- *Survey Says* 11

#### Announcements

- *Calendar of Events* 24
- *Call for articles* 24
- *Thank you* 13, 21

# ISMTE US Inaugural Meeting

18<sup>th</sup>-19<sup>th</sup> March 2008

## Defining a Profession

by Radha McLean, Meeting Participant

When I was told about ISMTE and asked if I wanted to attend its US inaugural meeting in Baltimore, MD, on March 18-19, I thought, “absolutely!”

As the Managing Editor of the journal *Kidney International*, with a position based in a quiet office at Columbia University in New York City across the street from the journal’s Editor-in-Chief and a world away from my co-Managing Editor in St. Louis, MO, I rarely—if ever—hobnob with like-minded colleagues. The concept of ISMTE intrigued me, and I wondered if its inaugural meeting would result in building relationships with others in the field of journal editing and possibly even learning new and better ways to run my journal.

The meeting did not disappoint. I arrived by train from New York City the evening before the meeting, just in time for the networking cocktail reception at 6 pm I was one of the first people to



Keynote speaker, Dr. Linda Miller, addresses the meeting participants.

arrive at the reception; a few people lingered around a small group of tables chatting quietly. Within minutes, however, the room swelled with attendees, every single one of whom was friendly and quick to discuss the ins and outs of his or her journal(s).

When else can you explain in detail about the archive structure of your online track

system or swap stories about your utterly unorchestrated “fall” into the field of journal management? It didn’t take long for a cacophony of animated voices to fill the air.

Jason Roberts, ISMTE President, later commented that he was told by Meridyth Senes of Talley Management at the reception, “Journal editors are noisy!” Appropriately so,

*Sharing, Learning and Benchmarking Best Practices  
in Today’s Journal Editorial Office*

# US Inaugural Meeting

## Defining a Profession

*continued*

the attendees discovered that we all share some of the same pleasures and woes of being journal editors.

I soon found that many journal editors at the meeting function in a professional setting not unlike myself—either working from home or in an office or university isolated from co-workers, associate editors and editorial board members—many of whom live in other places. This sentiment of isolationism voiced itself throughout the meeting the following day, on March 19th. Jason Roberts, founder and President of ISMTE, expressed just this during the opening remarks when he said, “I work from home. Sometimes I can go days without leaving my house!”



Baltimore delegates discuss issues during a breakout session.

group was intimate—approximately 30 people. We had many differences—determined by a series of questions posed by Taylor Bowen, ISMTE Vice President and US Meeting Coordinator,

during the opening remarks with responses from the audience by show of hands. We represented a wide range of journals; some worked for large circulation titles while many worked for small society-owned journals with



Jason Roberts, ISMTE President

Certainly, a sense of camaraderie among an under-the-radar breed of editor was felt among the attendees. The

Taylor Bowen, ISMTE Vice President and US Meeting Coordinator, and Dr. Linda Miller, Keynote Speaker.



# US Inaugural Meeting

*continued*

submissions fewer than one hundred per year. But we found we had more in common than not. The majority of us used Manuscript Central; many of us freelanced or owned our own businesses; and a significant number worked on multiple titles.



way of thinking about the peer-review process, which Linda argued is invariably the wave of the future.



Attendees take the opportunity to network at the US Inaugural ISMTE Meeting.

The opening remarks were followed by a talk by the Keynote Speaker, Dr. Linda Miller, Executive Editor for Nature and all the Nature-titled journals. Linda's talk brought a practical element to the meeting, which began as more of a social gathering. She gave her background (as a scientist specializing in immunology), the statistics of the Nature journals (an impressive 4 – 10 percent acceptance rate), then shared insightful results of an experiment done at the Nature journals to make papers under review public and open to review by the journals' community. While the test was ultimately unsuccessful in getting quality reviews from outside the journal's reviewer database, it represented a new



Linda also discussed a topic that was hot at ISMTE's inaugural meeting in London and also in the breakout sessions following her talk: ethical issues. All journals seem to be plagued with cases of plagiarism, fraud, and duplicate publication. No consensus was reached as to how to catch all cases (as managing editors, we cannot detect scientific misconduct as well as scientists can), but many people suggested helpful strategies, including:

- Check figures of all or some accepted papers for tampering by the author.
- Tell reviewers to look out for fraud.
- For foreign papers, have a reviewer from the author's country review the paper to detect duplicate publication in a foreign language.
- Turn to the NIH and resources on the Web for guidance on responding to ethical misconduct.
- Develop editorial policies regarding ethical misconduct for your journal.

In the morning's breakout sessions, the attendees divided into two groups; I attended the Group I session. We discussed three issues relevant to our jobs as journal editors. Aside from ethical issues, the hot topic in my group appeared to be defining the profession of journal editor, both as a resource for members of the Society and as a means of support for those on the job market or trying to retain their positions during the journal's move to another university or publisher. This discussion continued after lunch and became a focal point of the

## U.S. Inaugural Meeting *continued*

meeting as a whole. Virtually no journal editors in the room received professional training, yet we were all highly skilled at both the managerial and computer-based tasks that our jobs entail. Employers, editors-in-chief or publishers may not be aware of the full scope of what we do, much less the value of what we offer to the journal.

Then and there, it became a goal of the Society to define the profession of journal editor, thereby establishing our role in a field otherwise filled with scientific heavyweights. We brainstormed the multiple job titles, responsibilities, tasks and skills (diplomacy! one person pointed out, and the group muttered in agreement) employed by journal editors. These definitions will ultimately be posted on the ISMTE website.

During the discussion, I undoubtedly shared a sense of excited participation with my fellow attendees in contributing to a new, one-of-a-kind society that both targets and represents our roles as journal managers and editors. The other attendees may agree when I say that I look forward to witnessing the growth of ISMTE and its involvement in our line of work. 🌐

## Your Society Needs You

Donna Schena  
ISMTE Volunteer Coordinator  
Managing Editor, *Congenital Heart Disease*  
[donna.schena@yahoo.com](mailto:donna.schena@yahoo.com)

As Jason Roberts mentioned in his *President's Message* Column for this May issue, ISMTE has now settled on a committee structure to manage every aspect of the society. Committees have been developed for the following areas:

- Resources
- Training and Education
- Membership
- Meeting Planning
- Promotions
- Newsletter and Publications
- Website



**ISMTE Needs You!**

Each committee is looking to recruit members. The role of these committees will be to coordinate activities, report back to the Board/translate requests from the Board into actionable items and, most importantly in select cases, help develop content. We expect each committee to be highly active. Please do contact me, Donna Schena, ISMTE Volunteer Coordinator, at [donna.schena@yahoo.com](mailto:donna.schena@yahoo.com) if you are willing to help out.

Maybe sitting on a committee is not something for you. ISMTE, however, does need the help of as many people as possible to help assemble a prospects database of potential members. We are looking for members to provide contact details, either from their own personal/professional networks or by devoting some time to trawling the Web. If you are willing and able to dedicate time to this critical effort, again, please contact me initially. I will forward your details to the Membership Committee who will then be in touch with further information.

***Even the smallest contribution is a big help.***

# The EQUATOR Network: Facilitating Good Reporting of Health Research

by Iveta Simera

Centre for Statistics in Medicine, University of Oxford, UK  
[iveta.simera@csm.ox.ac.uk](mailto:iveta.simera@csm.ox.ac.uk)

and John Hoey

Queen's University, Kingston, Ontario, Canada

For the EQUATOR Network Steering Group

Despite the considerable efforts of researchers, editors and peer reviewers, the quality of health-research reporting in journal articles is not satisfactory<sup>1-4</sup>. Poor reporting compromises the value of scientific information for all stakeholders. This serious issue needs to be addressed throughout the knowledge production cycle. We need the active commitment of researchers, journal editors and staff, peer reviewers, publishers, and research funders.

How can journal editors and peer reviewers contribute

to the improvement of health-research reporting and what resources exist to help them?

## Reporting guidelines

Most biomedical journals require authors to comply with the Uniform Requirements for Manuscripts Submitted to Biomedical Journals prepared by the International Committee of Medical Journal Editors (ICMJE) ([www.icmje.org/](http://www.icmje.org/)). In addition journals are beginning to require that authors comply and adopt reporting guidelines developed by groups of experts

to facilitate reporting of health-research studies. There are now more than 80 such guidelines; examples include the CONSORT Statement ([www.consort-statement.org/](http://www.consort-statement.org/)) for reporting randomised controlled trials and STROBE ([www.strobe-statement.org/Checklist.html](http://www.strobe-statement.org/Checklist.html)) for observational studies. Reporting guidelines specify a minimum set of items necessary for a clear and complete account of the research methods and findings. Reporting guidelines improve the accuracy and transparency of publications<sup>5,6</sup>. Many

## References

- 1 Chan AW, Altman DG. Epidemiology and reporting of randomised trials published in PubMed journals. *Lancet* 2005; **365**:1159-62.
- 2 Mallett S, Deeks J, Halligan S, Hopewell S, Cornelius V, Altman D. Systematic reviews of diagnostic tests in cancer: review of methods and reporting. *BMJ* 2006;**333**: 413.
- 3 Mills E, Loke YK, Wu P, et al. Determining the reporting quality of RCTs in clinical pharmacology. *Br J Clin Pharmacol* 2004; **58**:61-65.
- 4 Smidt N, Rutjes AW, van der Windt DA, et al. Quality of reporting of diagnostic accuracy studies. *Radiology* 2005; **235**:347-53.
- 5 Plint AC, Moher D, Morrison A, Schulz K, Altman DG et al. Does the CONSORT checklist improve the quality of reports of randomised controlled trials? A systematic review. *Med J Aust.* 2006; **185**: 263-267.
- 6 Smidt N, Rutjes AWS, van der Windt DAWM, Ostelo RWJG, Bossuyt PM et al. The quality of diagnostic accuracy studies since the STARD statement: Has it improved? *Neurology* 2006; **67**: 792-797.

medical journals and researchers, however, fail to use reporting guidelines; thus their potential to improve reporting is not being fully realised.

### **The EQUATOR Network**

The EQUATOR Network grew out of the work of CONSORT and other reporting guideline groups that recognised the need for collaboration and active implementation of developed guidelines. The EQUATOR acronym stands for 'Enhancing the QUALity and Transparency Of health Research'. The Network is a non-profit global centre providing resources and training for reporting health research and assistance in the development, dissemination and implementation of reporting guidelines. The EQUATOR website ([www.equator-network.org/](http://www.equator-network.org/)) hosts a collection of more than 80 reporting guidelines for various study designs. Resources are being developed to suit particular needs of authors, journals, editors, and peer reviewers. We aim to work closely with journals to help them implement reporting guideline requirements and procedures.

However, passive provision of resources is not enough. Sound knowledge of the principles of high quality reporting of various types of health studies is crucial for professionals involved in the publication of medical research. The EQUATOR team will run training programmes covering the major scientific and ethical issues relating to the quality of health research reporting and facilitating the efficient use of reporting guidelines. Journal editors and peer reviewers will be a primary target due to their important role in safeguarding the quality of scientific publications. We also recognize the crucial role of journal staff, particularly their role in bringing these issues to the fore and in implementing change in journal policy and procedures. We welcome opportunities to interact with all individuals involved in the reporting of scientific research.

### **Benefits for the publishing community**

Tools that facilitate better reporting and strengthen the peer-review process substantially improve the reliability of medical research literature. Journals will benefit

from increased loyalty of their readers who are attracted by improved accuracy and reliability of reports.

Encouraging journal editors to implement research reporting guidelines and use them in peer and editorial review is one of the most important EQUATOR tasks. The EQUATOR pages for editors will provide information on why and how to use reporting guidelines in the editorial process, suggestions for the instructions to authors relating to the research description, experience of other editors and peer reviewers with using reporting guidelines, and a lot more.

Many journals already refer authors to the reporting guidelines in their instructions to authors. The EQUATOR resource centre pulls the available reporting guidance 'under one roof' making it easy to find and use. Linking to the EQUATOR pages from journals' instructions to authors will guarantee that journals point their authors to comprehensive and up-to-date guidance. This will also considerably decrease the need for frequent journal updates of instructions to authors.

Alerting editors and peer reviewers to the major issues in health research reporting will facilitate assessment of research articles, and improve and speed up journal decision making. Using checklists in the peer-review process ensures the completeness of the research report and strengthens the whole process. Checklists educate and guide the less experienced reviewers as well as serve as convenient reminders for regular reviewers and editorial board members. Checklists prevent errors and omissions. Few would knowingly fly on a plane where the pilot did not use a takeoff and landing checklist. It is desirable to adopt similar culture when assessing completeness and accuracy of submitted research reports, many of which are used to make health decisions by providers and patients.

### **The EQUATOR funding**

The EQUATOR Network is funded by the UK NHS, and not to a level that allows us to carry out all the planned activities.

Because reporting research is a global enterprise, we are

working to secure longer term sustainable funding, initially from major public health research funders in the UK, US and Canada.

The Network would also like to ensure commitment of the private sector, such as publishers and pharmaceutical companies by forming a membership organisation with sustaining members paying annual fees. We are exploring the COPE membership funding model and are hoping to approach potential founding members in the near future.

### **The EQUATOR and ISMTE**

Many journal editors are involved in the development of specific reporting guidelines and/or in shaping up the EQUATOR goals and plans. The EQUATOR Network aims to enhance knowledge and share experience that can lead to the improved clarity, completeness and transparency of published articles. This very much corresponds with the main ISMTE goals. Although EQUATOR is more narrowly focused than ISMTE, we believe that it can make an

important contribution to the ISMTE members' work.

### **The EQUATOR Network Launch meeting**

The EQUATOR Network will hold its official launch meeting on 26 June 2008 in London, UK. The meeting will focus on better understanding of problems associated with health research reporting and use of reporting guidelines and on finding potential solutions that can lead to the improvement of the health research literature. Excellent speakers, stimulating topics and great opportunities for networking promise an exciting meeting that should not be missed.

Prior to the main meeting, the EQUATOR team will run one of its first workshops focusing on 'Key guidelines for reporting health research'. The workshop is especially designed for editors and journal staff and will be run by leading experts in the field of health research reporting.

For more information or to register, please see our website ([www.equator-network.org/](http://www.equator-network.org/)) or contact Marty Kilby ([marty.kilby@virgin.net](mailto:marty.kilby@virgin.net)).



**The EQUATOR Network team:**

*Steering Group:*

Doug Altman, Director,  
Centre for Statistics in  
Medicine, University of  
Oxford, UK

John Hoey, Queen's  
University, Kingston,  
Ontario, Canada

David Moher, Director,  
Chalmers Research  
Group, University of  
Ottawa, Ontario,  
Canada

Ken Schulz, Vice president,  
Quantitative Sciences,  
Family Health  
International, Chapel  
Hill, USA

*Project Manager:*

Iveta Simera, Centre for  
Statistics in Medicine,  
University of Oxford, UK

**How can editors contribute to EQUATOR success?**

- Explore our website, post your suggestions
- Link to EQUATOR resources from your journal's "Instructions to Authors"
- Request your authors to comply with reporting guidelines
- Start using reporting guidelines in peer review of research articles
- Publish an editorial about the EQUATOR Network existence, plans and freely available resources
- Become a member of the EQUATOR Network 

*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 this newsletter or online variations idiomatic usage and spelling should reflect the origins of the author. No one version of English is preferred over the other.

# ISMTE: Adding Structure

ISMTE is pleased to announce the final composition of its initial Board of Directors:

Jason Roberts (President)  
Taylor Bowen (Vice-President)  
Yet to be named (Secretary)  
Ira Salkin (Treasurer)

Elizabeth Blalock (Board Member)  
Gary Bryan (Board Member)  
Jennifer Deyton (Board Member)  
Irene Hames (Board Member)  
Kristen Overstreet (Board Member)

The task of this founding Board will be: to codify by-

laws, ratify a Master Plan of future activities and set targets for society growth; the development of member benefits; the provision of a variety of educational experiences; and to establish efforts to raise the profile of the society.

The Board of Directors is drawn from amongst a core team of individuals who were responsible for the launch of ISMTE. The Society is obviously a democratic body, and as a not-for-profit entity there are legal responsibilities to abide by, including providing a structure to hold elections for all officer and Board positions in the future.

The activities of the Board will be supported by a structure of committees. These committees are: Resources, Training and Education, Membership, Meeting Planning, Promotions, Newsletter and Publications, and Website.

Each committee will be responsible for the successful development of resources and content or, where appropriate, achieving targets/results within a specified period of time.

A summary of the objectives of each committee will appear in a future ISMTE newsletter along with information on any activities already undertaken. 🌐

## COLUMN: *President's Message*

### *President's Message*

*continued*

*continued from page 1*

as neither knew the other before joining ISMTE, both work on a top journal in the field of geriatrics: *Age and Ageing* and the *Journal of the American Geriatric Society*, respectively. This is an example of the Society bringing people together!

Please do use the forum for topics great and small – the more activity on the site, the more useful the resource will be for all of us.

#### **Volunteer**

The Society has now developed a committee structure, as reported above. Committees are currently looking to recruit members, so please consider signing up. Serving on a committee will not be a major time commitment and represents a great way to get to know fellow members. If you are interested in getting involved, please do let our new ISMTE volunteer coordinator,

Donna Schena, know. You can email her at [donna.schena@yahoo.com](mailto:donna.schena@yahoo.com).

It's been a hectic two months since I last wrote for the Newsletter. Please turn to Kristie's editorial (p. 19) to find out more about how we intend to keep up-to-speed with the pace of developments.

Jason

Jason Roberts, PhD  
President, ISMTE  
Plymouth, Massachusetts  
[journal@ahsnet.org](mailto:journal@ahsnet.org)

# Survey Says ...

Taylor Bowen, ISMTE Vice President  
ISMTE US Conference Chair  
Aegis Peer Review Management  
[taylor@aegis-prm.com](mailto:taylor@aegis-prm.com)

## You Want More ISMTE Conferences!

I am pleased to report that for our inaugural ISMTE conferences we had 62 attendees (30 in London in February; 32 in Baltimore in March). Attendees were given an opportunity to complete an online survey after their meetings that asked for demographic information as well as feedback on the conference. Thirty-two attendees submitted surveys.

Comments were very positive for our first-ever ISMTE events. Most encouraging of all is that 97% of respondents want ISMTE to hold more conferences in the future!

Here are some of the highlights from the survey results:

## Which ISMTE conference did you attend?

London - 41%  
Baltimore - 53%  
Both - 6%

## Where do you work?

27% - home-based office  
28% - publisher office  
15% - society HQ  
15% - office at a hospital or university  
15% - work at service-provider offices or split their time between a home and institution office

## Do you work remotely from your Editor?

Yes - 81%  
No - 19%

## For whom do you work?

Society - 40%  
Commercial publisher - 30%  
Service provider - 3%  
Self-employed - 27%

## Full time or part-time?

89% - work full-time  
11% - part-time

## How many journals do you work on?

One - 40%  
Two-Three - 15%  
Four-Five - 15%  
More than Five - 30%

## How long have you been involved in scholarly publishing?

Less than a year - 3%  
2-5 years - 35%  
6-10 years - 32%  
More than 10 years - 30%

## About how much of your daily work is conducted electronically?

One-hundred percent - 41%  
Ninety percent - 35%  
Eighty percent - 18%  
Seventy percent - 6%  
Less than seventy percent - 0%

## Have you received professional training for any aspect of your job?

Yes - 53%  
No - 47%

**Which online system do you use?**

- Manuscript Central - 61%
- Editorial Manager - 36%
- Benchpress - 9%
- e-Journal Press - 6%
- Allen Track - 9%
- Custom-built or home-grown system - 9%
- I don't use a web-based peer-review system - 3%

**Gender of attendees who completed survey:**

- Male - 24%
- Female - 76%

**Would you be interested in attending an ISMTE conference on an annual basis?**

- Yes 97%
- No 4%

**Attendee comments:**

“This meeting proved that, despite the variability in processes at each journal, all journals have similar issues. I hope this group becomes a central repository for ideas and best practices that deal with broad issues affecting many journals.”

“Thank you so much for a wonderful meeting! I learned a lot about our trade and problems/issues other Managing Editors are having.”

“The conference was great. I took home lots of new ideas for ways to improve workflow and improve journal visibility.”

“Conference was very informative. Good plans for the future.”

“Really enjoyed the conference in Balto [sic]. One idea would be to try to have a few each year, as satellites to very large society meetings (ASHG, ASCB, Exp Biology) – or to have members indicate which conferences they attend and look for a critical mass, even for informal get-togethers.”

“I thought the meeting today was excellent and highly applicable to what I do.”

“It has been extremely useful to meet other EO workers. Advice sharing and contacts made are already positively influencing my working practice.”

“It was a very interesting day and I gained a lot from it.”

“I think ISMTE is great, and we have been crying out for an organization like this.”

“I did not find this year’s conference particularly helpful. I felt it was a day for

ISMTE to gain knowledge from us, rather than us from them. This is understandable at this stage of their development but they should have been more upfront on what the day would involve and not have charged a fee as I did not get much out of it.”

“I found the UK conference particularly helpful when debate was sparked.”

Be sure to read Radha McLean’s write-up about the Baltimore ISMTE conference on page 2, and Alice Ellingham’s London conference report found in the March Issue of the ISMTE newsletter.

On behalf of Alice Ellingham (UK Conference Chair), Jason Roberts (ISMTE President), and myself, I would like to thank everyone who attended our inaugural conferences for their time, consideration and input.

ISMTE looks forward to scheduling future conferences. If you have ideas for a conference, or would like to get involved in our events, please contact me at [taylor@aegis-prm.com](mailto:taylor@aegis-prm.com). 

***Dianne Dixon is the ISMTE Job Bank Coordinator***

*You may reach her at [dianned@ubnres.utoronto.ca](mailto:dianned@ubnres.utoronto.ca)*



I am currently the Managing Editor for the *International Journal of Radiation Biology* (IJRB).

The journal is published by Informa UK, but the Editorial Office is located in Toronto, Canada.

I am housed at the Princess Margaret Hospital (PMH), the largest cancer hospital in Canada, and I have spent the

last 12 years working in research.

After graduating with a B.A. in psychology, I found a position at the Addiction Research Foundation in the Tobacco Unit. This eventually led to a position at PMH, supporting scientists in the fields of cancer and arthritis with their grant submissions.

My varied interests then led me to administrative positions in Research Business Development and Research Operations, which included

planning fundraising events and writing and editing content for the intranet and newsletters.

My career path now includes the position at the Journal and becoming involved with the wonderful organization of ISMTE. After hearing Jason Roberts speak at the Scholar One User Conference in 2007, I was filled with his excitement and enthusiasm of what a great organization and valuable resource this will be for all editors.

***Job Bank***

The job bank will post available positions for members looking for new positions, those interested in taking on additional work and those looking for temporary work whether it be in-house or work from home. Members will be able to post their CV and indicate the type of position they are looking for. Publishers will be able to post available positions for all members to look through and access posted CVs for potential candidates. This will be an extremely valuable resource, and we look forward to launching it shortly.

***Thank you!***

***The ISMTE would like to thank the following companies for sponsoring memberships: Wiley-Blackwell, Oxford University Press, Sage, and the American Chemical Society.***

## *How to Cope with the Challenge of Increasing Submissions*

Irene Hames, Managing Editor  
*The Plant Journal*, Wiley-Blackwell ([imh5@york.ac.uk](mailto:imh5@york.ac.uk))

I sometimes hear editors and editorial staff almost boasting about the great increases in manuscript submissions they're experiencing. But getting more and more manuscripts isn't in itself a good thing. It is if they're the right sorts of manuscripts - all journals must receive submissions to survive and grow. If they're not, they may seriously affect the efficiency of an editorial office, and perhaps the editors, and so be very damaging to a journal.



### **When do increasing submissions become a problem?**

- When they're of poor quality or out of the scope of the journal. In such cases, work and time are involved in dealing with them without any real benefit.
- When they're from researchers with little or no knowledge of publication ethics and who may, for example, be submitting the same manuscript to more than one journal at the same time, unaware that this shouldn't be done, be failing to abide by recognised rules of authorship, or be contravening other recognised standards.

### **What sort of problems can they lead to?**

- Ideally, editors should pick up on manuscripts that are out of scope for their journals and not send them out for review. But if they don't, perhaps because they're having to deal with too many manuscripts and so aren't looking at them as closely as they should, more and more manuscripts will end up being sent for external review.
- Reviewers will be tied up with poor or inappropriate submissions and so it will become harder to find reviewers. Also, if reviewers increasingly receive manuscripts that are of poor quality, they may be less likely to agree to review for the journal in future. If they start receiving more and more manuscripts that are not within the actual scope of the journal, they may get annoyed and feel they're doing the editor's job for them.
- Manuscripts that are rejected can cause even more work than those that are accepted, for example, if authors decide to contest the decision or accuse the reviewers or editor of unfair treatment or bias.
- Authors may get annoyed if their manuscripts are accepted for full review

but come back after the review process rejected on the grounds that the topic isn't suitable for the journal (or, even worse, that the journal doesn't accept that type of article). They may have wasted a couple of months, and the delay in submitting to another journal may mean they are 'scooped' and beaten to publication by another group. Authors have a right to expect that editors should spot cases of clear unsuitability – it is they, after all, who decide what a journal will and will not publish.

- In the case of manuscripts that breach accepted ethical standards, this can lead to very difficult and time-consuming investigations, and involve lengthy correspondence with the various parties involved in the peer-review process and possibly also with other journals and the authors' institutions. Such investigations always require delicate and diplomatic handling, and the editor and editorial staff may have very little experience of dealing with such matters. But no case of suspected or alleged misconduct can be ignored or passed on to another journal to deal with.
- The editorial office staff and editors can't cope with the workload, standards start to slip, and handling times increase. Authors will start to notice and think twice about submitting to the journal, especially for their most important work that they may need to publish quickly to beat their competitors. This will have a knock-on

effect and the calibre of the articles in the journal may go down.

- Too many articles may be accepted, either because the reviewers aren't able to do as thorough a job as they need to because they are overworked, or because they assume the journal has started to accept papers in areas it hadn't before, or is still accepting papers in areas it's actually no longer considering, because they're being sent out for review by the journal. This leads to publication delays, which will undoubtedly deter many authors from sending their best and most interesting work to the journal.

The result is a downward spiral, with annoyed or upset authors, demoralised and overworked reviewers, editors and editorial office staff, and the journal suffers. This can happen very quickly, and it can take a long time to recover. Also, the perception of slowness and inefficiency can linger considerably longer than the reality.

#### **Increasing submissions are a positive thing when:**

- The quality of the manuscripts being submitted is good, as this will enhance the reputation and impact of the journal. Reviewers will be much more likely to accept to review manuscripts when approached, knowing that they won't have to struggle to assess the work or be unable to submit a complete review.
- They're from new geographical areas, particularly those the journal is trying to

penetrate, as this will increase the journal's reach. The pool of reviewers will also increase, as some of these new authors will become reviewers.

- They report new, exciting or emerging research, which will ensure the journal is at the forefront of these areas and becomes recognised by authors and readers as one of the main venues for this sort of work. Reviewers will also be much keener to review such work.
- They attract new authors and readers to the journal, and so increase usage, visibility and prestige.

The result is happy authors and reviewers, enthusiastic and committed editors and editorial office staff, and a thriving and successful journal. It can be a very fine line between this outcome and the negative one above, which is why all journals must be very alert to the first signs that there may be a problem.

### **How do you stop increasing submissions becoming a problem?**

The same challenge presented to two different journals can become a problem for one but an opportunity for the other. How can you help avoid the former and bring about the latter? As is the case for all journal work, the situation needs to be managed – you can't just cross your fingers and hope for the best and that things will even out by themselves. Some may do, but the majority won't, or considerable damage may have occurred before they do.

There are some simple things that can be

done to avoid problems and turn increasing submissions into an opportunity.

#### *(i) Make the journal's scope and editorial policy clear*

This is crucial, and it's important that everyone – authors, reviewers, *and* the editors – knows and understands what they are. There should be regular discussions between the editors on editorial policy, both at editorial meetings, which may be annual events or occur only a few times throughout the year, and in between those times, through, for example, ad hoc e-mail discussions. Managing editors are well placed to organise these when editors-in-chief want to seek the opinions of their editorial boards, especially as busy editors-in-chief may not be organised enough or have the ability to set up such group discussions and monitor responses. It's very easy to set up a group e-mail list and post messages via that so that when any editor presses 'reply all', all the others can see the response and take part in the discussion. The messages can be filed in a suitably labelled e-folder or the relevant bits saved to a Word™ document, with dates and the names of the contributors added. It's helpful to prepare a concise summary document of the discussion for the editor-in-chief, or the whole board, depending on the editorial structure of the journal, as this will aid decision-making and policy formulation.

When new policies are decided, they should be summarised into clear and concise policy guidelines – both a set for internal use by the journal's editors and staff and one for inclusion in its guidelines for authors and reviewers. The topics the journal will consider for publication should be clearly set out, and the minimum standards defined. In fast-moving areas these may change quite frequently, so it's even more

important that everyone is regularly made aware of what will no longer be considered, or when the threshold for acceptance is being raised or the criteria becoming more stringent.

Journals also have an educative role to play and can provide their communities with guidance on ethical issues and recognised minimum experimental standards. These should be concise, readily understandable, and appropriate for the journal. Adding statements on authorship, originality, journal policy or ethical issues to a journal's online submission system that authors have to check before they can progress with their submission is a good idea. This both acts as a reminder to authors at the point of submission, and prevents them being able to plead ignorance of these issues if problems arise later on.

*(ii) Have a pre-submission enquiry service*

One way to screen out unsuitable manuscripts early on is to have a 'pre-submission enquiry service'. Authors who aren't sure whether their manuscripts are suitable for the journal can be encouraged to submit an abstract and cover letter describing the work, detailing any special considerations or highlighting problem areas rather than making a full submission. This involves minimal work by the editorial office staff – the correspondence can just be forwarded to the most appropriate editor(s) after a reference number has been assigned - and a reply can usually be sent back to the authors in a few days, sometimes even on the same day. This not only helps weed out clearly unsuitable studies, it's also an opportunity to provide valuable feedback to the authors of those manuscripts the journal would like to see submitted - for example, whether additional work is first required, if the emphasis needs to

be changed, which editor should be selected on submission, and so on. This can add real value and help tailor submissions to the journal. Authors of manuscripts that are not suitable will also usually be very grateful to receive constructive feedback about which journals might be the best match for their manuscripts, and this can help forge good relationships with those authors.

*(iii) Set minimum standards for manuscript presentation.*

Manuscripts need to be in good shape for the editors and reviewers – complete and well presented - to enable them to assess the work without too much difficulty. Simple deviations from journal style won't matter, for example if the references are in the wrong format, some sections in the wrong order – these can be sorted out at revision if a manuscript is provisionally accepted after review. But some inadequacies will cause delays in handling or will prevent the reviewers making a proper assessment, for example missing tables or figures, missing or inadequate supplementary material, the failure to include closely related manuscripts in press or submitted elsewhere. Also, if the standard of language is too poor, it isn't fair to send a manuscript out for review, either to the reviewers, as they will have to struggle to assess the work and may end up very frustrated, or to the authors, as their work can't be properly evaluated. Every journal needs to decide on its minimum presentation standards, and all editorial staff dealing with new submissions should be aware of them.

*(iv) Screen new submissions for completeness*

When the minimum acceptable presentation standards have been decided, all

new submissions should go through an initial screen. This is a very important step and will save considerable time and prevent delays later on. All new submissions should be checked to make sure all parts of the manuscript have been submitted, all the enclosures and details required by the journal have been included, and the standard of language is sufficient. They shouldn't otherwise be put into the review process. Authors will learn what a journal requires and will take greater care with their submissions. You want to avoid the situation where authors feel they can submit a manuscript in any sort of state, knowing that it will still be considered and moved through the review process. And remember, authors and reviewers are the same community, and what they experience in one role will affect their behaviour in the other. So if they're used to receiving poor-quality manuscripts for review, they may be less likely to make an effort when they're an author. To aid initial checking and make this procedure as easy and consistent as possible, all editorial offices should have set procedures and checklists. These can be built up, along with all the other procedures and policies, into an 'office manual', which will be invaluable for the induction of new or temporary staff and act as a refresher for existing staff members when they need to provide holiday or illness cover for areas they don't normally handle.

*(v) Return without review those manuscripts that fall outside the scope of the journal*

Manuscripts that don't fall within the scope of the journal should be returned

*And remember, authors and reviewers are the same community, and what they experience in one role will affect their behaviour in the other.*

without review. But it's crucial that it's explained to the authors why this is being done as they may otherwise, understandably, be confused or upset, especially if they've received just a very brief standard letter, and they will get back to the journal to complain. Perhaps also indicate whether the study might become suitable after further work – give guidance on this if possible – or suggest other journals that might be appropriate for that study if there's no or very little likelihood that it could be made suitable. Authors will appreciate this sort of feedback and be less likely to contest the decision, which would cause further work for the journal. They will also gain a deeper understanding of what the journal is publishing, which will help inform their future submissions to the journal. It's a good idea to prepare regular reports (maybe monthly) of manuscripts that have been rejected without review, along with the reason, and to circulate these to the editors so they're aware of what other editors are rejecting without review – this helps maintain consistency in decision-making across the editorial board.

*(vi) Give appropriate guidance to reviewers*

Reviewers need to know what sorts and quality of manuscripts a journal is looking to publish. So provide them with guidance, appropriate reviewing forms and checklists to make their job easier. Remember to revisit and update these regularly, especially if a journal is becoming more selective in what it will accept and the threshold for acceptance is having to go up – perhaps because of increasing submissions – or its scope is changing. Provide the reviewers with feedback – what the

*continued*

decision was and the other reviewers' reports (anonymous if closed review is used by the journal). As well as being courteous, this also has as an educative role, as reviewers will be able to see the things they may have missed and learn what type and standard of work the journal accepts.

*(vii) Monitor acceptance/rejection rates and copy flow*

Every journal must monitor acceptance rates and copy flow to avoid building up a backlog of accepted manuscripts and all the problems that brings. Constant vigilance is required as things can very quickly get out of hand, especially if large numbers of editors have decision-making powers. Regular reports should be prepared – decide who in the editorial office will be responsible for this – and circulated to the editors, or they should be alerted if too many manuscripts are being accepted. If spotted early, some fine-tuning will be all that is needed to bring things back into line, and the need to take drastic measures can be avoided. But all actions should be based on reality, i.e., data and reports, and not on what people *think* is happening – these two can sometimes be very different.

If your journal is seeing increasing numbers of submissions, make sure you monitor this closely and step in and act before they become problematical. Take the opportunity to turn the situation to the journal's advantage. This can only happen if you actively manage the situation, your authors know which of their manuscripts to submit, the reviewers know what kind and quality of work the journal wants to publish, and the editors know what the journal's policies are and act consistently across the board. This will ensure your journal survives and thrives in the increasingly competitive world of journal publishing. 

## *Ready for a change or two?*

Two exciting changes are coming to the ISMTE Newsletter. First, due to the amount of content we currently have and reader interest, ***the Newsletter will be published monthly beginning in June!*** Thank you to everyone who has supported the Newsletter thus far by contributing articles and ideas. In order for the Newsletter to be a success as a monthly publication, I need the support of ISMTE members. Please consider submitting an article to the Newsletter or an idea for an article; there's no need to be an accomplished writer, and deadlines are flexible.

The second change is . . . ***the Newsletter is being renamed!***

The Newsletter is a service to ISMTE members, and as such, the members should have the opportunity to name their Newsletter. Members, please submit your ideas for the new name to me by May 21. The member who submits the winning name will receive a copy of Irene Hames' book *Peer Review and Manuscript Management in Scientific Journals*, and the new name will be revealed on the June issue with thanks to the winning member.

Thank you, again, to everyone who has helped fill the first three issues. They are full of important and interesting information that we can all use in our daily activities. I look forward to working with all of you on the many future issues of the . . . .

Kristen Overstreet  
ISMTE Newsletter Editor  
[kristen.overstreet@mac.com](mailto:kristen.overstreet@mac.com)

## *Managing from the Antipodes*

by Susan Yates

I am the Managing Editor of the journal *Restoration Ecology*. This is a Society journal (Society of Ecological Restoration International) published by Wiley-Blackwell.

I am lucky enough to live in a very beautiful city, in a very beautiful part of the world. Perth is the capital city of the Australian state of Western Australia, with a population of approximately 1.6 million. However, Perth is one of the most isolated cities on Earth. The closest city to Perth with a population over 1 million is Adelaide in South Australia, which is 2,104 kilometres away. So, as you can imagine, it was music to my ears (eyes) when I read in the Blackwell Journal News that a Professional Society was being established that would connect me with other Managing Editors. I joined straight away!

My background has been fairly diverse but in hindsight, has lead perfectly to the role of journal management. I have a Bachelor of Science degree in the life sciences and completed a PhD in 1993. I worked for several years as a Research Scientist, both in Australia and the UK, and have published widely. I have also taught at University, both science courses and general learning skills support, worked as an Environmental Consultant, as a Scientific Editor, held the position of Membership Manager for the Ecological Society of Australia and along the way completed a Certificate in Periodical Journalism. So, at various points in my career I have been a research scientist, science administrator or writer. I feel that my position as Managing Editor utilises all three sets of skills at one time. I think that from all my experience, the thing that aids me the most in my current position is that I too have been an academic author and I know how hard it

can be. As such, I try to make the process as painless as possible for authors; I try to keep the correspondence flowing and the experience positive.

From the time the journal was established, the *Restoration Ecology* Editorial Office was based in the USA. In 2004 I was working as a Research Fellow at Murdoch University for a Professor who was invited to take the role of Editor-in-Chief for the journal. He asked me if I would consider taking the position of Managing Editor. This seemed like a very exciting opportunity that would involve the sort of work I have always enjoyed. So, I went to Canada to meet with the Editorial Board, became the journal's Managing Editor at the end of 2004, moved the Editorial Office to Australia, and I have never looked back. One of my first tasks as Managing Editor was to transfer the journal from a paper-based system to an electronic system. In fact, a condition of my acceptance of the position was that the journal adopted an online submission and management system.

The initial challenge for me as a new Managing Editor was that I ended up running two manuscript management systems, concurrently, for my first year. So, not only was I learning the job, but keeping track of "old" manuscripts in a paper-based system and "new" manuscripts in an electronic system. This was done in conjunction with trying to train/placate/encourage the existing Editorial Board (Subject Editors) in the use of the new electronic system. This initial period also required the recruitment of new Editorial Board members as several existing members were not keen to learn the new system. A baptism by fire you might say! But all that is

history, and I now run one manuscript management system with a very stable Editorial Board.

I am employed as an academic, and I am based at a University, where I have an office, but I also enjoy the luxury of working from my home when I choose. My typical day begins with answering the many e-mails that arrive overnight. One of the advantages of my “isolation” is Perth’s time difference with Europe and North America (where the majority of the journal’s Editors, authors and reviewers are based). This means that I can handle most queries in one block, and I am only infrequently interrupted by phone calls or e-mails throughout my working day (fellow antipodeans and the odd insomniac scientist being the exceptions). My role includes all aspects of manuscript management from receiving submissions, Editor assignment, overseeing peer-review, assessing recommendations, decisioning manuscripts, scheduling issues, selecting cover photographs and sending copy to, and liaising with, the Production Editor. Of all aspects of my work, I feel that one of my most important responsibilities is to keep manuscripts moving

through the system and to ensure that the process is as smooth as possible for all involved - authors, reviewers and Editors included.

The journal is “international” in many ways beyond its content; the Editor-in-Chief works on a different floor of the same building as mine, the Production Editor is based in Singapore and the Blackwell Journal Manager is based in Boston.

One of the disadvantages of living in an isolated city is that I have virtually no contact with other journal editors and have very little opportunity to attend training courses or conferences. I have found that all seminars and training opportunities to date have been at least a 20 hour flight away from me! Even with modern technology, which overcomes the need to be somewhere physically, I am often foiled. Training that takes place using Web and teleconference technology usually requires that I log in at 3am or 10pm! As you can imagine, I would love some regional opportunities to arise, and I would love to know the other Editors working from Australia and Asia, of which I am sure there are many. 🌐

*We offer our gratitude to Sage and Aries Systems for their support of ISMTE!*



## Career Change

by Thina Hedbom

When approaching the age of 40, I felt it was urgent to change careers. I had spent the past 13 years at a producing and exporting company north of Stockholm, Sweden. We were about 40 employees, ages 20-60, women and men, from production, to warehouse, to logistics and the export department. I was in the customer service department, where my job was to take orders, register, arrange transport and be of help to our customers all over the world. The production was different kinds of supports for the body, within the orthopaedic and sports fields. My background as a physiotherapist had also led to a position in product development.

The ad in the big Swedish morning paper was what I was looking for: Assistant Editor for the *Journal of Internal Medicine*, a prestigious journal at the Karolinska Hospital with editors who are highly ranked scientists, some connected to the Nobel Committee. They were looking for someone to modernize and organize the routines along with handling the manuscripts, since the present workload was too much for one person. I applied and got the job after several interviews, tests and meetings with the Editor-in-Chief and the Editors. Professors were lined up at one side of the table. I realized this academic world was quite new to me.

I was employed by the Society to help with publication of the *Journal of Internal Medicine* (JIM), whose roots date back to 1873. When I started in 2000, the manuscript handling was mostly paper-based. We used the RMTS manuscript tracking system, but we were working toward an online system. The biggest change for me was probably the step into the academic world, which was very

different from the business world. Having only two people in the office was also a change, and to be the one coming to change things was a challenge.

The Editor-in-Chief came to the office once a week to go through the manuscripts, while the editors met once a month. Today, we still have these routines, although we are completely online now. All manuscripts are handled through our online system, Manuscript Central (MC). This has been quite a journey, with “trial and error” a lot of the time; but as of 2008, I’m beginning to feel that I have a good platform and a profession.

Since I started, I have wanted to come into contact with people who work in similar jobs at editorial offices. There are a few more here at the Karolinska Hospital, and I am very happy to share problems, thoughts and tips with them. I am also happy for the people I have met through our publisher and at conferences. This job can get lonely at times, so it’s great with Internet and e-mail contacts.

JIM receives about 700 submissions per year. The rejection rate is high, 87%. We support different meetings during the year and usually we get 5-7 articles to publish. Our office handles contact with the meeting organizers, and there is some administrative work involved. We also do the work around the annual meeting with the editors as well as with the annual board meeting of the Society. Another part of my job is maintaining our website, [www.jim.se](http://www.jim.se), with abstracts of newly accepted articles. I enjoy learning new things, and it is not hard to manage this. The website is a very good tool for us.

Managing our MC site, along with solving problems for our authors and reviewers is also

part of my job. I hope to find time to make more changes to our MC site – there are so many possibilities! After attending MC University in London in October 2007, I felt more confident, but still a bit worried about finding the time to make the necessary changes and keep my new knowledge alive.

I enjoy the editorial meetings. It is nice to meet the editors, all Swedish professors of different specialties in medicine, and to listen to their discussions and plan our invitations to new potential authors.

It is very nice to meet authors in person when they come to our office on occasion. I sometimes try to telephone people instead of always sending e-mails.

Our production editor at Wiley-Blackwell is a very important contact. My colleague and I have contact with her several times every week regarding the next issue, particular articles, covers, etc.

The illustrator makes our cover art and helps out with illustrations. Through him, I have learned a lot about digital artwork, Mac vs. PC and so on. He makes a new cover illustration for us every month. Since the beginning of “MC-time”, we have actually used a manuscript number as the platform for uploading cover images, which works very well.

Working with digital images, resolution problems, etc. is a craft that I need to know more about. I try to gather information, but I hope someday to learn from someone who is in my field, and who knows how to approach these things.

A great advantage with my job is the possibility to work from home or another computer. It takes discipline, but it’s not bad to be able to sit in a towel and slippers and check your manuscripts. With a family of four, it’s very valuable to be around the house during a day, even though you sit by the computer. My interest in music and performing music on my violin and saxophone, together with my journal job, is a perfect combination.

Overall, I’m happy to have a job where I feel I’m part of the support of science!

I do not quite recall how I found ISMTE or if ISMTE found me. I was happy to read about the organization and joined right away. I am happy that the organization has been formed, and I feel confident knowing that we are quite a few people working in editorial offices around the world. Perhaps ISMTE will tailor a course for me about tips and tricks of digital artwork and images. 🌐

## Join ISMTE Today!

[www.ismte.org](http://www.ismte.org)

### Benefits of Membership:

- Continuing education and training through regional meetings, webcasts, mentoring and online discussion forums based on journal subject matter, location of editorial offices and electronic editorial office systems used
- Sharing of ideas, concerns and best practices
- Consultancy services for publishers/journals/ members upon request from a pool of recognized thought leaders
- Newsletter with original articles on trends, best practice procedures and performance data
- Participation in a pro-active community that enables members to influence professional development for themselves and others
- Ability to post your resume and positions wanted for free

## Calendar of Events

### **ScholarOne, Manuscript Central™ User Conference**

May 4-6, 2008

Boar's Head Inn

Charlottesville, Virginia, USA

Website: [www.scholarone.com](http://www.scholarone.com)

### **Council of Science Editors Annual Meeting**

May 16-20, 2008

Hyatt Hotel, Vancouver,

British Columbia, Canada

Website:

[www.councilscienceeditors.org](http://www.councilscienceeditors.org)

### **Editorial Manager User Group Meeting**

June 12-13, 2008

Hyatt Regency Cambridge

Boston, Massachusetts, USA

Website:

[www.editorialmanager.com](http://www.editorialmanager.com)

### **EQUATOR Network Official Launch Meeting and Lecture**

June 26, 2008

The Royal Society of Medicine

London, United Kingdom

Website: <http://www.equator-network.org/index.aspx?o=1113>

### **International Academy of Nursing Editors**

27<sup>th</sup> Annual Meeting

August 4-6, 2008

Held at the Hotel Ritz in Abano, Italy

Website:

[www.nursingeditors.org](http://www.nursingeditors.org)

### **Mediterranean Editors & Translators Meeting**

September 11-13, 2008

University of Split, School of Medicine, Split, Croatia

Website:

[www.metmeetings.org/?section=metmo8\\_call](http://www.metmeetings.org/?section=metmo8_call)

### **6th International Congress on Peer Review & Biomedical Publication**

September 10-12, 2009

Vancouver, British Columbia, Canada

Website: [www.ama-assn.org/public/peer/peerhome.htm](http://www.ama-assn.org/public/peer/peerhome.htm)

***Please send your suggestions for inclusion in the calendar to [kristen.overstreet@mac.com](mailto:kristen.overstreet@mac.com).***

## Call for Articles

Please submit articles and ideas for articles to the *Newsletter* Editor, Kristen Overstreet, at [kristen.overstreet@mac.com](mailto:kristen.overstreet@mac.com).

### **Kristen Overstreet**

Editor

### **Susan Scalia**

Associate Editor

## *Thank you!*

contributors to this issue of the ISMTE newsletter:

### **Jason Roberts**

ISMTE President

### **Radha McClean**

Managing Editor

*Kidney International*

### **Donna Schena**

Managing Editor

*Congenital Heart Disease*

### **Iveta Simera &**

### **John Hoey**

EQUATOR Network Team

### **Taylor Bowen**

ISMTE Vice President

### **Dianne Dixon**

Managing Editor

*International Journal of Radiation Biology*

### **Irene Hames**

Managing Editor

*The Plant Journal*

### **Susan Yates**

Managing Editor

*Restoration Ecology*

### **Thina Hedbom**

Assistant Editor

*Journal of Internal Medicine*