EON
Editorial Office News

ISMTE Board Member Elections

For the first time in its history ISMTE is holding elections to the Society's Board of Directors. To avoid a wholesale change in Board membership, a few positions will open up each year. The Executive Committee, as determined by the Society's bylaws, determined the 2010 slate of candidates. In future years anyone is free to put his or her name forward to join the board.

The Executive Committee consists of the President, Vice-President, Secretary and Treasurer. To merit inclusion on the slate of candidates for the Board, active participation in the work of the various Society committees is a prerequisite. Committee work also presents opportunities for members to learn, or demonstrate, leadership skills. All committees are currently seeking volunteer support and would welcome any offers of assistance.

For 2010, all candidates are running unopposed to fill various openings on the Board. All executive roles have a term limit of two years. Other roles have a term limit of three years. All members will be notified by e-mail in early October regarding the procedure for voting on the candidates.

In this issue:

ISMTE Loses a Leader

ISMTE announced on the website (www.ismte.org) last month that Beverlee Anderson had died suddenly on Monday, September 7.

Although we feel truly lost without her, the ISMTE Board of Directors is working hard to keep the Society moving forward. We are proceeding with the Board elections and moving forward on the momentum from the successful Society meetings in August.

A job description for the executive director position will be posted soon, along with information on where interested candidates may submit queries and résumés.

Elections

The 2010 Slate of Candidates for Election to the ISMTE Board

President

Elizabeth Blalock (Managing Editor, *The Journal of Investigative Dermatology*)
Elizabeth has been an ISMTE Board member and the website editor since the launch of the Society.

Secretary

Jennifer Deyton (J & J Editorial, Inc.)
Jenn has performed the role of Secretary since the launch of ISMTE in January 2008. This role involves recording the minutes of the Board calls and meetings and overseeing some of the promotional activities of the Society. She has performed this role since the inception of the Society.

(Detailed profiles of Elizabeth and Jenn can be found in *EON* Volume 1 Issue 1.)

Directors

Three regular board positions have been created for 2010. The biographies of each candidate follow below. Each candidate has contributed significant efforts to advance the Society.

Wendy Krank

Wendy Krank (Managing Editor, *Headache Currents*) is the medical education residency coordinator for the general surgery department at Mayo Clinic Arizona. She has been the managing editor for *Headache Currents* since 2005

and has served as the membership coordinator for ISMTE since 2008.

Glenn Collins

Glenn Collins (Executive Editor, *Journal of the American College of Cardiology*) began his STM publishing career with John Wiley and Sons in 1995, working his way up from editorial assistant to acquisitions editor in the reference works division. Since leaving Wiley in 2000 and moving to the west coast of the US, he has worked for the journal *Brain Research* and is now executive editor of the *Journal of the American College of Cardiology (JACC)* and its daughter journals, *JACC Imaging and JACC Interventions.*
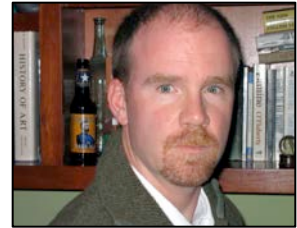
Erin Dubnansky

Erin Dubnansky (Senior Director of Scholarly Publishing, American Gastroenterological Association) oversees the print and online publication of two premiere peer-reviewed journals, *Gastroenterology* and *Clinical Gastroenterology and Hepatology,* and one medical newspaper, *GI & Hepatology News.* She oversees a staff of eight, including a medical illustrator and science editor, and is a member of the Society for Scholarly Publishing, Council of Science Editors, and ISMTE.

Part 1 - The Origin of Manuscript Manager™

by Dean Bedford
President and Founder
PLANet Systems Group
www.planetsg.com

I don't remember the exact date, but it was a beautiful early Spring evening in 1996 when I received a call in my office at Carden Jennings Publishing (CJP) in Charlottesville, Virginia. It was after 5 pm, so I thought it may be a friend calling to tell me to stop working and get outside.

This was a very interesting and exciting time due to the recent innovations in technology, which were changing the way we communicated. Mobile phones were just starting to become ubiquitous, e-mail was becoming the main form of non-verbal communication, and there was this thing called the Internet, which seemed to have lots of promise for the distribution of information. Even with all these new forms of communication, if you wanted to meet someone outside, you had to use a landline and plan where to meet.

Unfortunately the call was not from a friend, it was my boss Bill Carden who was cutting edge with one of those mobile phones that were the size of a shoe. He was returning from a meeting with Peter Banks at the American Diabetes Association (ADA) in Alexandria, Virginia, and asked if I would be available for an early morning meeting with him and our publications director Tricia Roberts.

At that time, I was the production manager for *Albemarle Magazine,* CJP's four-color lifestyles magazine for Central Virginia. Bill had requested the meeting because I had recently built a database application to manage the production of *Albemarle* and the *Charlottesville Guide.*

The back story here is Bill and Tricia had gone to visit with ADA in hopes of signing a contract to tend to their journal pre-press work. During the meeting, Peter Banks stated they really needed a peer-review management system that would assist in decreasing the time from manuscript submission to final decision. Bill placed the prepress contract in front of Peter Banks and stated, if you sign today, we will build you that peer-review system.

The next morning I got my first and very detailed lesson about the world of medical publishing and peer review from Tricia Roberts, who took the lead as the project manager on our building of the peer-review application - which quickly received the name Manuscript Manager™.

What I quickly realized, not from my own intuition, but from the constant and wonderful feedback from the managing editors at the ADA, was the great need for a centralized repository of information for all aspects of peer-review management. I cannot thank enough both Lynda Reynolds, of *Diabetes Care,* and Debbie Moskowitz, of *Diabetes,* for their valuable input and feedback into the building of the first system.

For years, information such as contact and address information for reviewers had been stored on many different forms, from Excel® spreadsheets and Word/Word Perfect documents to typed pieces of paper. On Tuesday morning, July 2, 1996, we implemented Manuscript

Manuscript Manager™

Manager™ into the offices of *Diabetes* and *Diabetes Care*. With Manuscript Manager™, the journals were able to have all that information stored in one database application, which quickly afforded timely management of all aspects of the data associated with a manuscript and its review. Manuscripts still came to the editorial office in those big manila envelopes, but now when they were received, they were checked into Manuscript Manager™.

An interesting fact regarding the first implementations of Manuscript Manager™ is, although users had the ability to e-mail directly from the system, most editorial offices still posted the prescreen letter via the mail. Manuscript Manager™ saved the managing editors considerable time in that all letters used throughout the peer-review process could be established as letter templates, which, when printed, merged in the appropriate manuscript and contact information.

With all the information managed in the application, one of the greatest assets of Manuscript Manager™ was the ability to pull data for daily, weekly, and monthly reports. Following the development of report templates, the average time from submission to decision could be calculated or data could be summarized by manuscript keywords, countries, and review area of expertise. Reports are made up of two parts: 1) the query of the database for the data wanted, and 2) the formatting, structure, and summarization of the data from the query results. The ability to pull standardized reports is fairly straight forward for data everyone is interested in, such as average submission-to-decision days or submissions by country. These standardized reports are fairly easy since the query is not difficult. Where reporting becomes difficult and takes a lot of time to

learn, is when using variable reports where the query is quite extensive. Since there is so much data from which to work, getting the appropriate data for the report can be taxing as you attempt to create the right queries that pull only the needed data.

When we first brought Manuscript Manager™ to the market in 1996, the application was not Web-based. At that time, the Web was still very much static and was not database driven as it is today. Manuscript Manager™ was built on top of a FileMaker Pro database and afforded a Client/Server architecture, although end-users had to install a FileMaker Pro client on their computers.

After nine successful implementations of Manuscript Manager™ in two years, I gave my notice to Bill Carden and Joe Jennings that I was going to set out to establish my own development company, which began PLANet Systems Group (PSG).

Conclusion

Though the first implementations of Manuscript Manager™ provided a great application, with new time and cost-saving benefits in the peer-review process, its true value was in showing all the new opportunities for improvement. Bill Carden, Taylor Bowen, and a wonderful group of ScholarOne team members saw to fulfilling these opportunities with the development of Web-based Manuscript Central™.

I share a wonderful comment that Bill Carden made back in 1996 during a development meeting regarding Manuscript Manager™:

Though we are building an application to forward the advancement of medical information, maybe one day, one of those manuscripts that comes through our system

Manuscript Manager™

will lead to a cure to cancer, diabetes, or some other illness that affects us. And even being a small part of getting that important information out is very exciting.

Some 14 years later, I concur completely, very exciting indeed!

🌐

Acknowledgments

I want to thank the journal-office team members who first used Manuscript Manager™:

American Diabetes Association: Peter Banks & Mark Leader
Diabetes Care: Lynda Reynolds
Diabetes: Debbie Moshowitz

American Public Health Association: Nancy Johnson, Charlene Royal, Violet Hohman, Ellen Meyer, & Mary Northridge
Society of Nuclear Medicine: Susan Alexander, Tom Ebers, & Michael Deally
American Journal of Clinical Nutrition: D'Ann Finley & Katherine Nelson
Cell Biology: Heather Joseph, Stacie Lemick, & Rebecca Watson
American Physical Therapy Association: Janet Reynolds, Nancy Salemi, & Karen Darley
Neuro-Oncology: Ann Tamariz
Biophysical Society: Kathy King

and Bill Carden and Joe Jennings who were very supportive in my venture with PLANet Systems Group by becoming my first customers.

Part 2 - The Early Days of Manuscript Central™

by Taylor Bowen
President, Aegis Peer Review Management
Vice President, ISMTE
taylor@aegis-prm.com

Taylor Bowen, President of Aegis Peer Review Management (www.aegis-prm.com) and Vice President of ISMTE, was with Carden Jennings Publishing Co.(CJP) and its spinoff, ScholarOne™, from 1990-2002. As part of its series on the history of peer review technologies, EON *asked Taylor about the early days of Manuscript Central™.*

EON: ScholarOne™ spun off from Carden Jennings Publishing nearly ten years ago. How did CJP get involved in scientific, technical, & medical (STM) publishing in the first place?

Bowen: When I first started working for CJP in 1990 I was the thirteenth employee, and we were focused on providing traditional publishing services such as graphic design, prepress,

Manuscript Central™

copyediting, and ad sales for trade association magazines, shopping mall circulars, and two local lifestyle titles for the Charlottesville, Virginia, area. Our two graphic designers and a secretary were the only staff with computers at the time.

One day, out of the blue, a prominent journal editor based at the University of Virginia, just a few blocks from our offices, walked in. He mentioned he was a subscriber to *Albemarle Magazine*, our regional lifestyle publication, and he was wondering if we might be interested in working with him on producing his journal. We had no experience in scholarly publishing whatsoever, but, as a young entrepreneurial company, we jumped at the opportunity to bring in more 'custom publishing' work. We submitted a proposal, the editor hired CJP to provide publishing services to his journal, and our adventure in scholarly publishing was officially underway.

EON: **How did CJP get involved in software development?**

Bowen: As we added more journals to our fledgling STM publishing division and started receiving more and more materials from authors and publishers, we found we desperately needed to track figure files and manuscripts in an organized way as they progressed through the production process. We developed a nice piece of tracking software in FileMaker Pro to use internally.

Interestingly, some of our existing clients who published other journals wanted to use our tracking software. We took advantage of this opportunity and packaged the software as Manuscript Manager™ (see 'The Origin of Manuscript Manager™' article in this issue). We sold Manuscript Manager™ as a custom-built tracking application to about a dozen publishing societies in the Washington, DC

area. Remember, this was around 1996 – before the Internet came onto the scene. I think cell phones were just starting to appear around this time, as well—you know, the ones the size of a brick that you carried around in a little shoulder bag.

EON: **How did the arrival of the World Wide Web alter the landscape for CJP?**

Bowen: It got our entrepreneurial wheels turning, for sure. But just because the Internet came to the forefront did not mean software could suddenly be used online. Think back to how hard it was to even send and receive an e-mail attachment back then. Odds were pretty high the attachment wouldn't make the trip.

But Bill Carden, president of CJP, loved new technologies, and he encouraged staff to find out all they could about the Internet and how it might be applicable to our internal publishing processes and to the improvement of Manuscript Manager™. I can still remember listening to a dial-up modem during our early attempts to upload and move a file around via the Internet. As it turned out, our experimentation showed that Manuscript Manager™ was *not* going to work as Web-based software due to problems at the time with FileMaker Pro.

EON: **Your main tracking software couldn't make the transition to the Internet. What then?**

Bowen: Abstracts. While the Internet and some of the existing database platforms were not quite ready in 1996-97 for the upload and tracking of manuscript Word files, figures, and tables, they were perfectly suited for abstracts. CJP developed a Web-based abstract submission and tracking system, which was then called PENSA (Publisher's Electronic Network System

Manuscript Central™

for Abstracts), and which we later renamed Abstract Central™. In true CJP 'go for it' style, we jumped into the deep end with the new system with a very large scientific meeting with 14,000 abstracts. We learned quite a bit about the Internet, hardware, software, programming, and user support from the experience of receiving and processing tens of thousands of abstracts for meetings.

EON: How did Manuscript Central™ come about?

Bowen: Bill Carden, an idea guy at heart, walked down the hall one day, grabbed some of his publishing staff including me, pulled us into the conference room, and said he thought it was time we developed an online manuscript submission and tracking system. I guess it was 1998. Bill wanted to know from those of us on the front lines of the company's scholarly publishing division what an online manuscript submission and review process would entail. What data would we need? What would the workflow be for a paper to go through review? Who were the players involved in the submission and review process, and how would they want to interact with a Web-based review system? How many FedEx deliveries would an online system save? How fast would the process take?

So we started drawing the typical scholarly workflow process on the whiteboard. The board quickly became full of boxes, arrows, and descriptions. I was tasked with documenting all of our notes, diagrams, and scribbles into something that made sense for the next meetings. Eventually our whiteboard brainstorming sessions led to what we felt was the ideal online peer-review workflow—at least on paper.

With a nugget of an idea and some workflow diagrams and documentation to back it up, we started to discuss developing an online manuscript workflow process with several STM societies and publishers in the Washington area. Fortunately, we found a publishing society in Bethesda willing to take the plunge and partner with us to start building the software from the ground up.

Thus began a period of in-depth meetings with this society as we hashed out the details of what an online system would look like and how it would operate for their journals.

You may be surprised to learn that the first 'storyboards' for Manuscript Central™ were produced by me using Quark Xpress! We mapped out the system screen-by-screen, page-by-page, and placed printouts into a binder. Right from the start we were working under the concept of logical *Centers* where the distinct peer-review participants would do their work.

The storyboard pages would show a 'screen' with an Author Center button, for example; and if you clicked that button you would go to a screen with an author's main menu and a list of *queues*; and if you clicked 'submit new manuscript' we showed what each screen would look like, what data authors would enter, and so on. We presented the storyboard binders to the client, refining the workflow completely on hard copy printouts at first. With an approved workflow on paper, in a binder, it was time to let our programmers start putting our plans into code.

The way Manuscript Central™ looks and flows today goes back to those early days, the input from the early adopter clients, and our efforts at producing a logical and user-friendly workflow application service.

By the way, with Abstract Central™ already named and in production first, it was an easy decision for us to name our new offering Manuscript Central™.

Manuscript Central™

EON: Did Manuscript Central™ work as designed at first?

Bowen: Most of the time it did, but there was a lot of trial and error. We were breaking new ground, and it was a **very** exciting—and often frustrating—time. This was the bleeding edge. These were the earliest days of the Internet. Programming took time; mistakes were made; technology was changing quickly; clients became anxious; long hours were put in; promises were made that could not always be kept. And, thankfully, successes were achieved and more and more clients wanted our software. This was pure entrepreneurship in action, and precisely at the same time as when the Internet bubble was in full bloom. We were a little company in Charlottesville with a hot product in a niche market. I feel very fortunate to have been a part of it all.

EON: How did ScholarOne™ come about?

Bowen: It became clear to Bill Carden and his partner, Joe Jennings, that the software division of CJP was going to grow very rapidly. Publishers were practically lining up for Manuscript Central™. Bill and Joe felt it was best to separate the software/technology division from their traditional publishing company. We brainstormed ideas for a name

for the spinoff company in a hotel conference room just down the street from our offices. ScholarOne™ was born in 2000. A local investment group also became involved with ScholarOne™ soon thereafter, infusing us with cash for rapid staff hiring, increased international sales and marketing efforts, and the purchase of lots and lots of servers.

EON: After 12 years with CJP/ScholarOne™ you left the company in 2002, but you still live in Charlottesville. Do you get over to ScholarOne™ very often? What is Bill Carden doing now after Thomson-Reuters bought ScholarOne™?

Bowen: I actually don't get over to the ScholarOne™ offices much. There are still a handful of people there I used to work with, but I see them mainly at the ScholarOne™ Manuscripts User Conference each spring, or in passing around town. The Thomson-Reuters ScholarOne™ operation today is a far cry from the small shop we had back in the old days when we were a bunch of 30-somethings promoting some new ideas and products.

I see Bill Carden regularly. He is running a lumber products operation, Potomac Supply, which his family started in eastern Virginia many years ago.

So, When Is the Next ISMTE Conference?

Check the ISMTE website, www.ismte.org, for upcoming information (dates, venues, speakers, etc.) on the 2010 ISMTE conferences.

The History of Editorial Manager®

by Tony Alves
*Director of Product Management,
Aries Systems*
talves@edmgr.com

The history of Editorial Manager® (EM), developed by Aries Systems Corporation, closely mirrors—and in many ways has contributed to—the professionalization of the editorial office, particularly in scientific, technical, and medical (STM) journal publishing.

The EM online submission and peer-review tracking system was launched in January 2001, and its creation was influenced by a popular desktop manuscript-tracking application called Editorial Assistant. EM was adopted by many of the journals already using Editorial Assistant, and its use quickly spread throughout the STM publishing industry. EM is used by many different types of organizations: from independent journals, to society publishers, to university presses, to large commercial publishers like Reed Elsevier, Wolters Kluwer, and Springer SBM. EM is now deployed in over 3,400 journals and other types of publications.

EM was the first Web-based submission and manuscript tracking system to put the power of configuration and customization in the hands of the user. Rather than hard-coding workflows and requiring journals to conform to rigidly defined rules, emphasis was placed on building a 'system administration' area where the editorial staff could design workflows to accommodate their own unique processes and procedures. Administrators can grant editors, reviewers, and authors permission to perform relevant tasks; build forms and questionnaires; provide custom in-line instructions throughout the system; define and override due dates; and modify terminology to reflect their own publications' lexicons.

The reason this was so important early on was because many of the forward-thinking editorial staff understood they had to create a familiar workflow environment in order to bring editors and reviewers onboard. Once established, they also understood the workflow would need to be revised and refined to take full advantage of the online paradigm. As EM users matured in their use of the system, more streamlined processes were developed, such as having editors search for and invite reviewers without editorial office intervention. Because this sort of refinement to the workflow could be undertaken by the editorial staff, there was no need for Aries to get involved, leaving Aries time to build innovative features and functions addressing the emerging business requirements of the publications and their publishers.

From the beginning, Aries put in place a rigorous training regimen for editorial staff, teaching them how to configure and use the system so the staff could then provide editors, reviewers, and authors with whatever assistance they felt was necessary in each unique case. By equipping the editorial staff with the skills needed to configure the system, and by providing customizable documentation, the editorial staff was able to take charge of the

Editorial Manager®

publication beyond simply trafficking documents and letters, thus raising the level of professionalism in the journal office. The staff was able to monitor timelines and reduce delays, evaluate performance of all constituents, and perform tasks that increased the quality of the publication.

For all of the benefits, early adoption of Web-based systems for manuscript tracking had some challenges, and some of those obstacles now seem somewhat shortsighted. It was widely felt most authors would do whatever is necessary to get their paper submitted to a journal. Young, eager authors were already acclimated to Web-based systems, and any important, high-profile author would simply have their administrative assistant or a postdoc do the legwork. However, there was tremendous angst on the part of editors that their reviewers would rebel, since reviewers had grown used to receiving printed copies of manuscripts by courier, including glossy figures, a review form, and a return-addressed stamped envelope in which to mail it all back. 'E-mail invitations are too impersonal,' said some editors. Would reviewers agree to go online? Would they register on the system and remember their usernames or their passwords? Would they be able to download the manuscript? What about image quality?

In fact, some of these issues were problematic at first. There were reviewers who complained about having to go online; especially since many reviewers do their reviewing at home and slow dial-up Internet connections were the standard at the turn of the century. There were even a few reviewers who grumbled about using their own printer and ink to print the manuscript.

However, many of these protests were overcome through a process of training, attrition, and software enhancements. As previously mentioned, a well-trained editorial staff equipped to guide the editors and reviewers through the new system was instrumental in helping reviewers comply with and adapt to the new way of working; and those reviewers not able to cope with technology or unwilling to adapt eventually dropped out of the reviewer pool.

Regular software upgrades also helped smooth the transition from paper to online. As a growing number of publications deployed EM, suggestions and feedback for feature improvements and new feature ideas increased. In the first two years of EM there were seven major software releases. Each release contained innovations that helped ease the transition to an electronic system, such as *deep links* which allow a reviewer or editor to gain immediate access to their assignments without having to log onto the system and search for the relevant manuscript. These sorts of innovations were propelled forward through the persistence of the active, engaged, and increasingly professionalized editorial staff who worked with EM day after day.

Aries recognized the value of the editorial staff and the expertise this undervalued resource represented. As a result, a major milestone in the history of EM was the first annual Editorial Manager User Group (EMUG) meeting, held in Baltimore, Maryland, in June 2003. More than 50 attendees, mostly managing editors and editorial assistants, spent the day discussing workflow challenges and offering suggestions for improvements. The Aries staff in turn offered tips on system configuration and report creation. The meeting was such a success that the following year EMUG was expanded to a two-day event and a European user group meeting was established.

As EM has grown, so has its utility. The system was initially designed to be an online

Editorial Manager®

submission and manuscript tracking system for peer-review journals; but as editorial staff members have taken on more professional responsibilities they are also communicating new ways EM can increase productivity and improve quality. This has resulted in extensive collaboration between system designers at Aries and editorial offices. Over the years features have been added to facilitate author solicitation, particularly useful for review journals and other publications that invite authors to submit manuscripts. A conference abstract module was created, allowing organizations that run conferences (such as annual meetings) to manage the abstract submission process for their meetings. Third-party software tools, such as reference checking (using Inera's eXtyles® product) and plagiarism checking (using CrossRef's CrossCheck product), have been integrated into the system in ways that allow the editorial staff to identify where in the workflow these sort of quality checks need to be carried out.

In recent years, innovation and collaboration between Aries and editorial professionals have produced new workflow products that expand the role of the editorial office beyond manuscript tracking. Preprint Manager

Production Tracking provides a suite of tools that facilitate the assignment of production-related tasks that can be initiated at any point in the workflow. Commerce Manager provides e-commerce capability integrated into the workflow, particularly for submission charges and open-access fees, and also for transactions like page charges and color figure charges.

The history of EM is also the history of professionalism in the editorial office. Over the past several years editorial staff members have assumed more sophisticated and interesting roles within their organizations, a situation that closely parallels the development and sophistication of online systems like EM. Both editorial staff and EM began this decade focused on manuscript trafficking and facilitating communication between authors, editors, and reviewers. As we near the end of the decade, both EM and editorial professionals are solving more complex issues that go beyond traffic and communication, such as quality assurance, cost reduction, shorter time to publication, streamlining workflow, and enhancing the value of published content.

Praise for Irene Hames' (ISMTE member) book,

Peer Review and Manuscript Management in Scientific Journals

'...a timely and well-informed book. Newly appointed editors will find masses of useful information and practical tips. Seasoned editors will be inspired to reassess and refine their own procedures.' (*Polar Research*)

'An excellent and must-read book for journal editors ... It will also serve as a valuable resource for anyone interested or involved in the peer-review process.' (*PsycCritiques*)

Buy your copy with your ISMTE discount. Go to the Members link at www.ismte.org for details.

Taking Excel® to the Next Level: Summary from the ISMTE 2009 Meeting in Baltimore

by Tom McClung, Business Systems Analyst
ACE Private Risk Services, hollybrooktg@comcast.net

In my presentation at the ISMTE meeting in Baltimore, Maryland, on August 5, 2009, I hoped to improve the attendees' understanding of the powerful Microsoft tool, Excel®. I also wanted to demonstrate as many features as possible in the hour-long presentation so the participants would be able to decide which features might serve them best. With my experience in data extraction and manipulation, particularly in the publishing world, I was able to show the attendees how to leverage the power of Excel®. The following will recap the material covered in the presentation.

Starting out slowly, I first covered some ground rules for making the most of Excel®. It is critical the spreadsheet not have blank lines, as filtering will not recognize data beneath a blank line. It is also critical all data in a column be of the same type. For example, date fields should not be interspersed with data containing author names. Even data from an export must be cleaned up before the spreadsheet can be of much value. For example, ensure column headings appear only one time in the spreadsheet.

Sorting and filtering was the next topic covered. Most users are familiar with sorting, but filtering can add considerable power to the user's ability to search for data. I demonstrated multiple-column filtering, as well as how to select a list of unique records using the advanced filter feature. In order to get distinct records, I copied the entire country column and moved it to another sheet. I then filtered on the unique records. The resulting data served as the source table for my vLookup formula discussed later in this article.

I then covered basic formulae. I showed how to parse data using string manipulation formulae. I also showed how to nest formulae. The example I used was stripping the last name of the author. The following table shows the result:

Kiernan, Matthew C.	Kiernan
McCombe, Pamela	Mccombe
GROUNDS, Miranda D.	Grounds
ryall, James	Ryall

In the above example, I wanted the last name to appear in proper case in the column adjacent to the originally exported name.

The following nested formula affected the change by performing three separate tasks:

`=PROPER(LEFT(C3,FIND(",",C3)-1))`

The FIND formula looks for the first comma in the full-name field, which is the character separating the last name from the first.
The LEFT formula grabs all the characters up to the comma found in the FIND formula (less 1 for the comma itself).

The PROPER formula capitalizes the first letter and forces all other letters to lower case.

After covering other relatively simple formulae, I covered subtotals and how they can be used in conjunction with filtering to show an arithmetic result on a filtered result. This is a particularly useful feature when you're trying to calculate average time to decision.

Let's assume you have a file containing several editors and you want a quick look at the average time from submission to accepting the article. The easiest approach is to add a subtotal formula to the first blank row. In the example below, I'm assuming 345 rows of data, including a header row. So, in the 355th row, I would enter the following formula in the 'Days to Decision' column, column M.

=Subtotal(1,M2:M345)

The first argument in the formula represents the desired arithmetic operation. In this case, we're looking for the average, though we could also easily determine the maximum, minimum, sum, count, etc. But the key here is that the subtotal relates to the records above it – even when filtered. If we filter on each editor's name, the number will change correspondingly. We could also filter on decision type to exclude Immediate Accepts, for example, and the data will still relate to the filtered data. If there are no filters in place, the subtotal will show the average for all rows in the spreadsheet.

I then covered conditional formatting. Many of us look over row after row of data trying to identify elements that are the same. The tedium can be eased by using conditional formatting. The following examples show how easily data discrepancies are identified by the conditional format.

In the examples above, the leftmost column of each table should contain the exact same number, and the rightmost column should not contain any duplicates. Using conditional formatting makes easy work of identifying when such conditions are met [highlights a different number or duplicate], and its power is exhibited to a greater degree as the number of rows increases.

Probably one of the more difficult concepts covered in the presentation was the vLookup concept. Though this formula can be used for a variety of reasons, I chose to show how to create a field called Region, based on the country of the submitting author. The final product would look something like the table below.

Country	Region
France	Europe
France	Europe
Germany	Europe
Denmark	Europe
Italy	Europe
Turkey	Middle East
Turkey	Middle East
Germany	Europe
United States	North America
Korea, Republic	Asia
France	Europe
China	Asia
China	Asia
United States	North America
Brazil	South America

In the initial export from the journal's site, only the Country field was available. The first step in creating a Region field was to create a table on a separate sheet which would serve as the source for the vLookup data. I filtered the Country column to derive the distinct Country names from the original data and ensured it was sorted in alphabetical order.

Country
Australia
Belgium
Brazil
Canada
Chile
China
Croatia
Denmark
Egypt
Finland
France

I then created a second column, called Region, which contained the Regions corresponding to the Countries.

Country	Region
Australia	Europe
Belgium	Europe
Brazil	South America
Canada	North America
Chile	South America
China	Asia
Croatia	Europe

Having created a two column table, and naming it 'Regions,' I could create my formula. The vLookup formula takes the form: =vLookup(<reference data>, <table source>, <column index>) where <reference data> is the Country field from the original file, <table source> is the entire table shown above (Country and Region), and <column index> is

the column number of the data I wish to be returned to the cell in which the formula is entered. Note that I could have any number of columns in the table. For example, I might have numeric data such as population or average rainfall (if either of those values served a purpose).

On my original sheet, I created a column K and titled it 'Region.' The data shown below is actually a result of the vLookup formula.

J	K
Country	Region
France	Europe
France	Europe
Germany	Europe
Denmark	Europe
Italy	Europe
Turkey	Middle East
Turkey	Middle East

The formula for the first data line above is =VLOOKUP(J2,Regions,2) and will return the value of 'Europe' for the corresponding country of 'France.' Note if I had added a column (column 3) to show the population of the region or country, I could have changed the column index (the last parameter) in the formula to 3.

The value added by a vLookup table is limited only by the imagination of the user.

I concluded the presentation with a demonstration of pivot tables. Always a crowd pleaser, pivot tables demonstrate the real power of Excel®. Particularly in the way data can be derived from dragging and dropping data elements. Ad hoc data presentation is one of the many benefits of using pivot tables. My suggestion that editorial board presentations could be performed 'live' was met with resistance by the attendees, but it's not beyond the realm of possibility.

Summary from a Presentation on 'Ethics of Scientific Publishing: a Growing Concern'

by Teun Boekhout
Chief Editor, Yeast Research
CBS Fungal Diversity Centre
The Netherlands

I served as the co-chair of a symposium on 'New Trends and Challenges in Scientific Publishing – Editors' Perspectives' at the recently concluded 17th Congress of the International Society for Human and Animal Mycology. While the presentations were primarily focused on mycological journals, they did include general areas of concern within the broad scope of scientific publication. One of those providing his perspectives on the topic of 'Ethics of Scientific Publishing: a Growing Concern' was Teun Boekhout, PhD, chief editor of one of Federation of European Microbiological Societies' (FEMS) journals, FEMS Yeast Research. *In response to my request, Dr. Boekhout provided the following written discussion of his oral presentation at the Congress.*

Ira F. Salkin, PhD

Discussion

During this discussion, I will address the following questions related to ethics and scientific publishing: 1) Do ethical issues exist in scientific publishing? 2) If so, what are these issues and are they extensive in all fields of research? 3) What is the involvement of authors, editors, and/or publishers in such issues? and 4) How can the problems be solved?

A simple search in PubMed and Google using 'ethics' and 'publishing' as search terms resulted in 92 pages of scientific papers and 110,000 hits respectively. Reports and commentaries on ethical issues have appeared in such high impact scientific journals as *Nature* and *Science*, as well as in the popular scientific press, (e.g., *The Scientist)* and even newspapers like the *New York Times*. Wikipedia lists 43 cases involving alleged scientific misconduct, including nine in the field of immunology, an equal number in medicine, about six questionable reports in the broad area of physics, five in psychology, and four involving biology topics. Many of these have attracted extensive news coverage because they involved well-known scientists.

Are ethics more of a problem in biomedical research where scientific reputations are at stake? Probably yes, but this does not exclude their occurrence in other fields in which papers are published in lesser-known journals and, as a result, may escape media attention.

Scientific misconduct is of such importance that it places the reputation of *science* in jeopardy. In violating the code of good ethics, one not only risks their own reputation, but also harms the greater recognition of science in society. Furthermore, ethical lapses negatively impact the economics of science and potentially the lives of patients when they occur in human clinical trials. Finally, since most scientific research is being payed for by tax payers, citizens have the right to know *a priori* that their money is being used ethically to solve the major societal, technological, and biomedical problems of today.

Growing Concern

What types of unethical behavior occur? Misconduct begins with the generation of research data and includes failure to obtain approval from institutions' ethics review boards, unethical research/clinical malpractice, and outright falsification or fabrication of data. Authors become involved through their attempts to publish duplicate papers, plagiarism of their own or the published works of others, and undeclared conflicts of interest, especially as they relate to investigations supported by industry. It is often forgotten that editors and reviewers may have conflicts of interest they haven't declared, and publishers may be involved in the publication of 'fake' scientific periodicals with support from industry, as well as manipulating their journals' impact factors.

Since good research data is not available, it is difficult to estimate the extent of ethical problems. Fortunately, some organizations - such as the Office of Research Integrity, the Committee on Publication Ethics (COPE), the Council of Science Editors, the World Medical Association, the World Association of Medical Editors, and many others - have provided some data and tools for detecting misconduct at such websites as http://ori.dhhs.gov/, www.publicationethics.org.uk, and www.wma.net. Importantly, ethic-related issues are attaining more prominent positions in the 'Instructions to Authors' of many and widely divergent scientific journals, as well as in the review and editorial processes. A booklet titled 'Best Practice Guidelines on Publication Ethics: a Publisher's Perspective' [Graf et al. 2007. Int. J. Clin. Pract. 61(s152): 1-26, reproduced and distributed by Wiley-Blackwell] is most useful in the analysis of various aspects of ethical misconduct.

Importantly, it also provides a number of COPE flowcharts that are essential in dealing with cases of various forms of suspected misconduct.

In order to obtain greater insight as to the extent of ethical issues in my own field of microbiology, I sent a short questionnaire to my colleagues who serve as chief editors of other FEMS journals, as well as to those who function in a similar capacity at *Fungal Genetics and Biology* and *Medical Mycology* (the latter two participated in this same symposium). In response to the question as to whether they had encountered ethical issues in their journals during the last 12 months, I obtained the following responses: One reported there were five cases, two noted they each had three cases of questionable ethics, one noted one 'mild' case and one involving a false accusation, another responded with a single potential case, and one indicated no cases during the past year. These data, which are based on just a 12-month interval and involve only a handful of microbiology-oriented journals, clearly demonstrate ethical issues do occur in microbiology/mycology and they are not restricted to 'crest of the wave' areas of biomedical or physics research. In the same questionnaire, I asked whether the editors considered if ethical issues were of concern to them. Two replied 'no-hardly,' one found it of 'some concern,' but five indicated they were of 'growing concern.' It was also noted that 'differences in opinions on ethics may occur among different groups of scientists' (i.e., ethical issues are culture-based). Some of the cases were detected before acceptance (i.e., during the peer-review process), but others were only found after publication. The majority (but note the small sample size) were detected

Growing Concern

by reviewers and editors, but some were addressed by (former) colleagues. Importantly, and this is also my own experience, one has to be aware of false accusations.

I also asked those attending the symposium about whether they are aware of cases of ethical misconduct. On the question 'Do you know personally of any unethical publications?' only a few hands were raised, and the same was true in response to the question 'Do you know of any colleague involved in unethical publications?' It was my impression that the number of raised hands was slightly higher after the last question. After the third question, 'Has your work been plagiarized?' more hands were raised, and an even greater number of participants agreed with the final question, 'Do you consider unethical publications a concern?' It seems that many scientists and editors in diverse

fields of microbiology are aware of the problems associated with unethical aspects of scientific publishing and, fortunately, most consider this an important issue that needs to be addressed. Education and raising awareness seem to be the main tools by which we can control ethical issues and improve the current situation. Education need not be limited to those currently in college or recent graduates (although it certainly would be a good idea to train the 'Google-generation'), but should also include those working in countries where science is emerging, as well as established scientists. It would appear it is a small leap from proper behavior to scientific misconduct. For instance, are we all aware that self-plagiarism/duplication is also a form of misconduct?

Calendar of Events

ALPSP - Project Management for Publishing
6 October 2009
London, UK, www.alpsp.org

ALPSP - Going Green? Sustainable Publishing
4 November 2009
London, UK, www.alpsp.org

ALPSP - Introduction to Journals Publishing
6 November 2009
London, UK, www.alpsp.org

COPE - US Seminar 2009
9 November 2009
Washington DC, USA,
www.publicationethics.org

ALPSP - Commissioning Book and Journal Content
25 November 2009
London, UK, www.alpsp.org

How to Use Marketing and PR Techniques to Promote Your Journal: a Q&A

Interview with Kathy Ridgely Beal, MBA
Director of Public Relations
American College of Medical Genetics

Q: Why do editors even need to think about marketing?

Beal: I like to say, 'It's a noisy world out there.' We are all bombarded with messages, advertising, and communications day and night, both at work and at home. To break through this *clutter of communications*, you need to take a focused, consistent, and ongoing approach to raising awareness of your journal with your various target audiences or you risk getting lost in the crowd.

Q: How can a journal benefit from marketing techniques?

Beal: There are a multitude of benefits to increasing your exposure and raising your journal's profile. In our case, with our peer-reviewed academic journal, *Genetics in Medicine*, we have seen an increase in advertising and our Impact Factor is up. At the same time, we are getting more submissions (up 20% from last year) and our page count has increased by 10% each year for the last two years. This is especially noteworthy considering we have been in a severe economic recession during this time.

Q: What are some of the specific techniques you have used to promote your journal?

Beal: Well, one of the most important things to remember is marketing is never a one-shot deal. We have used an integrated approach, combining a lot of the different tools in what I like to call the *marketing toolkit*, and then just being very consistent over time. It's been a true team effort amongst the publisher, the editorial team, and me as the organization's marketing director. We have the mindset that 'we're all in this together' and that makes the effort not only enjoyable but fruitful.

Here are five techniques we have used successfully:

1. **News Releases**: We identify newsworthy topics by circulating the upcoming table of contents amongst a core group consisting of our advertising manager, editor-in-chief, and myself several months before publication. Hot topics can then be highlighted in a press release which is distributed nationally; this has led to numerous media mentions of the journal. This strategy also gives our advertising manager time to target potential advertisers. One of the greatest benefits to media mentions is the long life of these mentions due to the Internet and search engines. For example, one news mention of your journal can be found and read essentially in perpetuity.

Publication Process *continued*

2. **Cross-Promotion:** We have a monthly electronic newsletter, *ACMG in Action*, for the members of our professional society, the American College of Medical Genetics. We frequently mention hot topics from the journal along with a link to the journal website. We monitor statistics from each monthly newsletter and the journal articles consistently have one of the highest click-through rates.

3. **Trade Shows/Annual Meetings:** We promote *Genetics in Medicine* heavily at our annual meeting. One of the newer techniques we are using is to have information about the journal and its impressive editorial board listed on PowerPoint slides running in the various meeting rooms between sessions. This is a no-cost way to reach a very wide range of attendees at your meeting. Naturally, we have sample journals and subscription and advertising information available at our exhibit booth. Again, we focus on repetition, repetition, repetition to build top-of-mind awareness.

4. **Blogs/Podcasts:** In the last year, we started a Podcast about each new edition of the journal http://journals.lww.com/geneticsinmedicine/. The podcast was an instant success, at one point reaching more than 1,000 downloads in a month.

Our news releases have also resulted in mentions about the journal and its articles in numerous blogs. Positive blog mentions give somewhat of a third-party endorsement and can really help to build awareness and visibility of your journal.

5. **Webinar/Webcasts:** The cost of 'pushing' your message out via webinars has come down dramatically through vendors such as GoToMeeting.com. Earlier this year, the American College of Medical Genetics did a webinar about the future of genetics. Throughout the webinar, our speakers were able to mention great resources that had been published in our journal.

Q: What about social media and sites like Facebook and Twitter?

Beal: In summary, keep in mind that not everyone consumes information in the same way . . . some of us are on Facebook or Twitter or LinkedIn; many of us attend webinars or in-person conferences; some of us are on Listservs and subscribe to blogs; and while some of us like to read journals and news online, there are those of us, myself included, who still like to hold the printed version to read when and where we like . . . the list goes on and on. By thinking about your various audiences and how and where they are consuming information, you can plan an effective strategy for using marketing and PR techniques to keep the name of your journal on the minds of your readers, advertisers, and potential authors.

Have you read the latest in the ISMTE blog? *www.ismte.org* - *Members page*

We offer our gratitude to our Corporate Supporters:

Gold Level

Wiley-Blackwell, Informa/Taylor & Francis

Bronze Level

American Chemical Society, Aries Systems Corp., British Medical Journals, Oxford University Press, ScholarOne Thomson Reuters

for their support of ISMTE!

Please see the website for details: www.ismte.org

ISMTE *EON*

Changing Times at the BMJ Journals

by **Melissa Dodd**
Production Manager
BMJ *Journals*
mdodd@bmjgroup.com

It is an exciting time to be working within the editorial production department of *BMJ* Journals. Until a year ago our department did not exist as a separate entity, and the editorial assistant team, production editor team, and typesetting management were run separately. The consolidation into one department, with a new leader (John Harrison [formerly OUP]), has meant the whole production process is centrally controlled, end to end. The other major contributing factor to the changing times is the BMJ Group has developed an aggressive launch and acquisition programme under the Affinity brand, so the previous relatively constant stable of *BMJ* Journals is now growing considerably.

My role as production manager is to manage the outsource suppliers and review processes within the department, with a view to improvement, streamlining, automation, and cost control. With that in mind, there are a number of big projects I am involved in at the moment. We are currently transitioning our typesetting suppliers, changing our online first (publish ahead of print) publication model, transitioning our online publications to the next generation of our online host's platform, and reviewing our online manuscript tracking systems. These major undertakings are happening at the same time as smaller, but no less significant, process reviews of our internal procedures.

Other than the core *BMJ* Journals (specialist titles), I am also involved in advising on the outsourcing needs/process workflows for other products that don't fit the standard mold, of which there are a few.

My publishing background has always been in production and, since graduating, I have always worked within STM (scientific, technical, and medical) publishing. I graduated with a biology degree (specialisation parasitology) and always wanted to stay close to science, but not in the laboratory – the thought of injecting mice with leishmaniasis and watching lesions grow is not something I relish; I would much rather read about the results of said experiments. During various stages of my career I have desktop published journals by using QuarkXpress and Pagemaker, copyedited and proof read, designed covers and book page styles, redrawn graphics, production edited journals and books, and managed a team of production editors. Now I have an overview of these processes, a lot of which have been outsourced in our department.

I have found it useful to have done the different roles because, having learned the basics, one has more of an idea of what is achievable or not. However, what is achievable is constantly increasing and technological developments are moving forward; so it is possible to theorise on what you would like to

Changing Times *continued*

see/have and it is more than likely someone will tell you they can do it for you.

It has been interesting to watch the evolution of journal publishing from print-based products, where having an online presence seemed revolutionary, to content being produced in an xml-first workflow, with this tagging driving the print and online content simultaneously. It was not very long ago that I was still copyediting on paper and my corrections were re-keyed by a typesetter in Devon, UK, . . . a recent journal we have acquired was still doing this.

On a day-to-day basis, in common with a lot of people working in offices not even confined to publishing, I attend a lot of meetings and attempt to keep up to date on my e-mails – no small feat. However, this does not tell you a lot about the job, as most office workers would say that's the crux of their role.

On most days I have at least one conference call with one of our suppliers, as we have weekly calls set up with each of them. These are a good opportunity to consolidate the information exchange throughout the week via e-mail, discuss points that are easier to do vocally, and update on progress. I also have regular update meetings/discussions with the various people within the team so they know what I am doing and how this will affect them, and I know what issues they are facing. I also meet regularly with my boss, who is a constant driver for change and never lets up on pushing it through. Although this means we have made significant changes in the short time he has been with the BMJ, I also relish it when he is on holiday so I can catch up with him!

One of the things I most enjoy about my role is being able to look at and contribute to the bigger picture while at the same time still being involved in the detailed production processes. I am a real details person so, although I enjoy the improving scope of technological possibilities, I also like to see how they work in practice and behind the scenes. I like to get under the bonnet of things and understand why and how a process works. I also naturally look for the issues and problems we might face and try and pre-empt them. However, this is not always possible and so the role is very often reactionary – it is rare a day ever goes totally to plan. However, as they say, variety is the spice of life and it would be boring if nothing ever challenged you.

Have You Fallen Behind?

If you've gotten behind in checking the weekly news items on the ISMTE home page, you can catch up by going to the ISMTE Resources page at http://ismte.org/resources.html. Scroll down to 'News from the world of publishing' and click on the 'archive' link.