eon
editorial office news

1900

Happy Old–Fashioned Holidays

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Sometimes I feel the clash of two worlds: I am the Vice President of our local Historical Society and have been appointed to a new city committee dedicated to the historic preservation of our city. At the same time, for my job as Managing Editor, I have to be willing to give up old ways (which, in publishing, can mean three years ago!) and embrace the new. I've learned to compartmentalize and sometimes integrate: Surely I can help to save the history of our city by using modern methods. As Editors, though, it is imperative that we keep up with everything that is happening in publishing, and that is where the ISMTE becomes priceless. Please encourage your fellow Editors to join, and don't forget to renew your own membership.

This month, Sherryl Sundell tells us about the exciting European ISMTE Conference that took place in Belgium. Jason Roberts discusses a workshop at the recent Peer Review Conference where attendees were encouraged to use reporting guidelines for their journals. Richard Wynne of Aries talks about how Editorial Manager is working to meet the needs of the journals that use their system. Rhodri Jackson discusses Open Access policies in the United Kingdom. And in a new movement that you might not be aware of, Shelly Miller of the Charlesworth Group talks about how publishing is exploding (in a good way!) in China. Be sure to see the free offer at the end of her article.

As you celebrate the holidays with friends and family, I hope you will take a few minutes to read these articles that will help you to stay current with all that is happening in publishing. Have a wonderful holiday season and remember to celebrate the ISMTE!

ISMTE
INTERNATIONAL SOCIETY OF MANAGING AND TECHNICAL EDITORS

Managing People in the Editorial Office

First presented at the 2013 ISMTE North American Conference

Jennifer Mahar
Peer Review Manager
Origin Editorial

I have had the pleasure of managing an Editorial Office for almost 20 years. I started my career as a Staff Assistant at Tufts University for two researchers after I graduated college–I quickly realized I didn't want my salary to be grant based. I moved into publishing and began working in the Editorial Office for the *American Journal of Physiology: Renal Physiology* in 1995. I was located down the hall from my Editor-in-Chief and moved twice to two great Universities starting at Harvard then moving to Vanderbilt then to Yale University. I also had the good fortune of a great mentor when I made the jump into publishing. I then moved onto the journal *Neuropsychopharmacology* as the Managing Editor and Publications Manager and worked directly in the Society office at the American College of Neuropsychopharmacology. My next stop was at Blackwell Publishing which was quickly acquired by Wiley shortly after I joined the publisher. This is where I garnished the publisher's perspective and was able to see the business from the inside out. I worked on two Life Sciences titles there, *Evolution* and the new *Conservation Letters*. I have also broadened my base by freelancing for large publishers in the fields of cancer and nutrition. Currently I am an Executive Peer Review Manager contracting with Origin Editorial and working with the American Institute of Physics Publishing.

What Relationships do we manage?

Society

If your journal is Society owned, be aware of all of the society policies and governances (by-laws). Is there a publications committee? How does your journal interact with this committee? Does your society expect you to manage more for your journal than peer review?

Managing the relationship with the society.

Have a workflow for each policy. If your society has a Conflict of Interest policy for Associate Editor's and Editors, who manages that information? Who updates it and how often, where does it live, who is privy to it?

Has your society had long-range planning sessions related to the journal, have you reviewed these documents? Have you reviewed the contract with your publisher? Have they lived up to your expectations? Should you put out a request for proposal for publishing the journal?

When I worked for a large Society, I was expected to attend their 10-day annual meeting every year, above and beyond my peer review everyday tasks and manage the publications committee. I will admit that the meeting was in Hawaii for two of the years I worked there and Puerto Rico for three, but I didn't see much of the sites as I had to work registration, assist in room set-ups, stuff tote bags, and take down posters after the late night poster socials, along with my normal peer review responsibilities. I was expected to manage all policies related to the journal including Conflict of Interest in a heavy pharmaceutical environment. I had to run a fine line between following the mission of the journal, supporting the Editor, and being responsible to the society to uphold workflow practices and policies. For every policy your society creates related to the journal, I can guarantee you'll need a workflow.

Managing Your Publisher

- Consider your journal mission, goals, and the bottom line.

- Encourage a flow of information and ideas to stimulate growth. Ask about marketing, circulation, press. Have an open relationship with your Journal Manager and meet regularly.
- Be sure your publisher has a policy for all roles and responsibilities of the journal and that they are clearly stated on your shared website.

Your publisher will make money from your relationship but so will your journal. There can be other considerations at hand. I was at a startup journal, *Conservation Letters,* and we used the angle of press releases–tweeting and social media–to garnish attention. It's hard to translate this into cash but being progressive with your publication is an important angle in your strategy and having your publisher's experience in this arena is vital.

If your publisher contracts out your peer review system to eJournalPress, Scholar One Manuscripts, Editorial Manager, or others, you should know how the communication flows. You should know when the new releases are coming out, you should be on the list-serves to receive tips for using their systems. Some send out weekly ideas, some blog; whatever the method, you should be aware of what's new and available–even if your publisher isn't ready to turn your journal loose on an update, you might be the one who knows if it's a good fit for your workflow. The same is true for your typesetting relationship and your style guide.

You should visit your publisher's office once a year if it's within your budget; if it's not, write it in the next time you are negotiating. I'll never forget when I started working at a publisher and took my first walk around the building–this was the first time I realized how many people worked there and I thought back to when I was on the other side and was the client of the publisher; there were a lot of folks! Meet your full team: your marketer, your circulation manager, your publicist, your production manager, and your journal manager. A face-to-face meeting goes a long way to a good relationship and can really help when you are faced with dealing with a difficult situation for your journal.

Be sure your instructions for authors are always kept up to date—the smallest of things like dating your information (instructions for authors) makes a difference. Be sure you can get this information

updated when necessary. Does the publisher only do yearly updates? Be sure to plan your Editorial Board meetings before the update date so you can have time to meet with your editors and the society before sending changes.

The roles and responsibilities of your journal will vary from discipline to discipline but there are core issues that span all disciplines: conflict of interest, authorship, ethical concerns, and retention policies should all be addressed as policy issues. You don't have to put your policies in line with them but to be aware is most important.

Staff

Managing a full staff?

Meet Regularly
Keep your work fun, fresh and current
Encourage professional development

Communication is the most important aspect to any relationship and the relationship with your staff is no different. Meet regularly, even if you don't have a full agenda; meet with your staff, talk about your kids or your dogs, make the connection in your lives. Often they will come up with the best ideas to solutions. Even if you have an idea you'd like to float, go ahead and lead the discussion down a path and see if everyone follows. Recently I had a situation at one of my journals where I knew if we switched up the staff responsibilities we could be more efficient, but I didn't have to make the suggestion. We came to it collectively as the best way to move forward. I was very proud of our teamwork.

When you meet, review your journal policies on a routine basis. Often policies are put into place and then never revisited. Each year do a postmortem on the journal, celebrate the success, and learn from the mistakes. One thing I took to heart from one of my executive directors was "everyone makes mistakes—it's how you correct them that matters." The essence of a retraction!

Have virtual meetings via IM, Skype, chat features on gchat–anything to keep you connected. I work with an Editorial Office that has a large amount of submissions–over twelve thousand per year–the way the staff keeps connected is the chat feature on Skype–this allows for a running feed of information to be retained and allows the staff to call out a manuscript they are working on so they don't overlap.

Encourage ownership for the staff: cross train in all areas of your journal and encourage them to get outside of their comfort zones; make workflow suggestions. Don't be afraid to make a suggestion to a vendor if the opportunity presents. Vote ideas up on the ScholarOne site. Encourage them to speak up if an editor is slacking off or if they have an idea about reviewer management.

Have a resources document for your staff to refer to—have FAQ's available for reference in a central location, on a Google drive or common website. Then have everyone step outside their own journal and involve them in the broader peer-review world. There are many free resources online to educate staff and in turn advance your journal. Often you have to convince your society or editor to allow you to attend a meeting, so show them the benefit of what your attendance will bring to your journal and for your professional development.

Keep Current

- Attend online seminars–many are free through ISMTE, CSE, CrossCheck, COPE, Copyright Clearance Center – there are many taped talks online to review.
- Resources such as the SSP, and their blog the Scholarly Kitchen, Retraction and Embargo Watch are useful. Join Linked-In groups, and be aware of COPE resources and Knowledgespeak.
  ° Encourage discussion on general topics in publishing amongst your staff—consider a "journal club" approach after reading a Scholarly Kitchen Blog—pick a topic for everyone to read up on and discuss at your weekly meeting.
  ° Are you meeting and exceeding expectations? We put out a lot of fires; it's good to know overall we're controlling the wildfire.

Positive reinforcement—remind people when they are doing a good job. If we're not hearing complaints from our authors and reviewers, many of us assume we're on the right track. Don't let your staff be left to assume they're doing well.

Yourself

You might be on your own island
When I was at *AJP Renal* I was on my own island, still cutting the tops off of faxes in the 1990s, but I had the resource of the American Physiological Society and it was a very controlled peer-review environment. At the ACNP, I was a one-woman show for many years until the growth of the journal allowed for a part-time staff member, and even at Wiley Blackwell I was in the minority as an in-house Managing Editor.

When I joined Wiley Blackwell, I first realized I had knowledge to offer. I became a touchstone in the office for peer-review questions, workflow issues, system questions such as ScholarOne and eJP, and was often drawn into discussions for re-signing or new potential clients. Having that insider perspective helped give me a leg up.

- Study your authors, reviewers, editors, and stakeholders. Make suggestions based on best practices in the marketplace.
- You are the apex of your journal with the ear of your Editor, Publisher, and Society and you are the most informed piece of this puzzle—share out!
- Communication is the essential component to these relationships

Take time out to see the big picture. While you have to maintain the daily functions of the journal don't get lost in the weeds. At least once a week, run some statistics, not only when you have to provide your annual report. Or try it quarterly and see where you compare to last year. Push yourself and take time out each week to fit in those special projects like merging names in your database. Get outside of your comfort zone; this is the time where you experience growth and personal satisfaction.

I love working in an Editorial Office because I believe that we have a contribution to make to this process and that we will leave our mark on scholarly publishing.

Just back from Belgium, again...Food for thought—but not only

Sherryl Sundell
Managing Editor, *International Journal of Cancer*

You may have read the little article announcing our Joint ISMTE-EASE meeting in Belgium published in the July issue of EON which took place on September 23-24, 2013 at the Hotel Aazaert in Blankenberge. Well I am just back from Blankenberge again and can confirm that I am glad I didn't miss the meeting.

Our meeting was slightly different this year—first, we joined up with our fellow Editors from the European Association of Science Editors, which offered both them and us a slightly different perspective on editing. Second, it was a two-day meeting instead of just one. And finally, almost all the attendees were staying at the same place, which made it nice and easy to get to know people and meet other Editors around the breakfast table, at lunch, or "after hours" over a drink.

In reflecting on the meeting, my thoughts seem to turn to food, food for thought and for pleasure. The food at the hotel was excellent—a huge breakfast buffet every morning, including champagne if you wanted—the lunches were very tasty, and our conference dinner was beautifully prepared and served. Needless to say, the after-meal coffee trays always included Belgian chocolates, and pretty little cakes and sweets were on offer at coffee breaks, too. Very enjoyable! More importantly, though, the conference attendees were served bountiful food for thought on both days.

Day 1 started off with a keynote address by Irene Hames on the future of peer review. She began by pointing out that Editors and the research community value peer review, underlining the critical role of Editors in using skill and good judgment in the process and in not treating peer review as a vote. Peer review is increasingly being confronted with ethical challenges, including gaming and FAKE reviewers. To help us meet these challenges and maintain the integrity of the process, the Committee on Publication Ethics (COPE) offers an abundant collection of resources to its members (check with your publisher to find out whether you have access to them). Peer review is in flux, though. With the advent of megajournals like PLOS ONE, peer review is no longer necessarily based on novelty or impact but rather on methodological soundness and the evaluation of the interest and impact is left to postpublication discussion.

Peer review is also attempting to conserve its own major resource—reviewers—by cascading rejected papers from one journal to another. More transparent approaches have been initiated—from publishing reviewer reports to even publishing the names of reviewers have also entered the scene. Reviewers are interacting and discussing with one another before decisions are rendered. Tweeting and blogging, open peer review, independent peer review, and countless other models are changing the way in which research is being evaluated. The large volume of data being generated represents another major issue in peer review. The data need to be reviewed, curated, and stored. Peer review isn't broken but some questions and food for thought remain: what will peer review look like in the future, who owns the review, who will be running it, and how will it cope with the increasing volume and range of research output? (Slides are available at http://www.ease.org.uk/ease-events/major-conferences/ease-ismte-joint-meeting-blankenberge-2013/presentations)

The rest of day 1 was structured into two different plenary sessions and related breakouts. In the morning, Cameron Neylon of PLOS ONE talked about "Tracking research engagement through usage and discussion." The concept of impact is also in flux, having multiple definitions and sometimes being used as "a political weapon by researchers, funders, institutions and other stakeholders." Cameron proposed that "impact can

be understood broadly as the extent to which research outputs are used…because it captures both definitions of economic impact and social impact, but also can include further research use." In his opinion if impact is defined as use and re-use, stakeholders "have the freedom to define which forms of re-use are important to them, to argue for the valuing of different forms of re-use and to define proxies for various forms of impact that serve their needs." Will this definition of impact serve our journals better? Food for thought…

Afterward, participants had the option of going to hands-on breakout sessions on reporting using ScholarOne (Branimir Bojic) or Editorial Manager (Michael Hambloch) held by representatives from the two system providers or had the chance to "revisit their housekeeping," a session in which Alice Ellingham of Editorial Office Ltd., UK, presented some good ideas for getting our procedures and databases cleaned up (a particularly important issue for most offices)—with ideas and questions from basic office set up through to dealing with production.

After lunch, several ISMTE poster authors gave a 5-minute presentation about their work: Franca Bianchini, Lieve Bultynck, Alice Ellingham (photo), and Yvonne Ohl. All the ISMTE posters are now posted on the website so you can have a look and see the kind of Editorial Office work that was presented this year (http://www.ismte.org/2013_Posters). (Figure 1)

Before continuing with the afternoon program, Glenn Collins, ISMTE president, presented a society update on ISMTE and then, together with Kristy Overstreet, our president elect, had the

privilege of presenting an award and plaque to Edward Wates of John Wiley in recognition of his support to ISMTE. We are ever so grateful to him and to Wiley. (Figure 2)

The afternoon plenary and breakouts were devoted to "Leadership in the Editorial Office." Steffen Pauly of Springer-Verlag in Heidelberg, Germany, presented his personal view on the topic. He outlined six areas in which we need to assess our skills and abilities: The situation we are in, people and communication issues, dealing with power and responsibility, managing change, dealing with conflict, and developing a vision, values, and a strategy. He, too, ended his talk with questions and food for thought: What do you want to be? Which responsibility are you willing to take? Which competencies do you need to develop? What will be your leadership role? What will be your leadership style? (Slides available at: http://www.ease.org.uk/ease-events/major-conferences/ease-ismte-joint-meeting-blankenberge-2013/presentations.) (Figure 3)

For the breakouts we tried something new this time in response to our evaluations from last year.

Many had noted that it was a shame that one couldn't attend all the breakouts. To try and make this a bit better, we offered four different topics related to leadership which were offered twice and so everyone had the chance to select two different ones: Liaising with Editors and Editorial Board (Cate Livingstone), dealing with difficult authors and Editors (Gil Smith), liaising with production (Katharina Kreissig), and keeping on top of professional resources (Kristy Overstreet). In the sessions I attended, discussion was lively and productive and I heard good reports about the others, too. The slides from some of these breakouts are available at: http://www.ease.org.uk/ease-events/major-conferences/ease-ismte-joint-meeting-blankenberge-2013/presentations

Another innovation this year was "Speed dating." Because day 1 was packed so full and time for discussion and questions ALWAYS runs out, all the speakers and the poster presenters were available for individual questions at the end of the day. Many took advantage of that opportunity.

I already mentioned that our conference dinner was superb. But not only that. We also had the privilege of listening to David Smith talk about being a chef in the Scholarly Kitchen. Check out one of his more recent posts for a taste (http://scholarlykitchen.sspnet.org/2013/10/02/october-1st-2013-government-dysfunction-impacts-the-dissemination-of-scholarly-research/).

Day 2 opened with a plenary presentation on the subject of "Trust and authority in scholarly communication in the light of the digital transition. Anthony Watkins of CIBER Research in the UK presented some of the results of an ongoing project that aims to assess changes in the notion of trust in today's academic world. As I couldn't begin to outline all the important information offered in the presentation, I refer you directly to the slides (http://www.ease.org.uk/ease-events/major-conferences/ease-ismte-joint-meeting-blankenberge-2013/presentations). For me, though, one of the most important bits of food for thought was that "[the study investigators] did not need to define 'trust': researchers knew what the concept meant to them." How does that fit into our world of ever-increasing reports of scientific misconduct?

After coffee, two parallel sessions were offered: one on gender policy in which the results of a gender survey were presented and a lively discussion took place. Here's some food for thought: study samples in health research have included more men than women! How does that affect treatments? So, is it important to have a gender policy at our journals? Or have we missed the boat already in this regard and how long will it take to catch up? A nice summary of the session and the slides are available at http://www.ease.org.uk/ease-events/major-conferences/ease-ismte-joint-meeting-blankenberge-2013/presentations.

In parallel, the second edition of the EASE Science Editors' Handbook was presented by the Editors and various contributing authors. It includes 56 chapters written by 40 international authors who all have experience in science editing and publishing. Among the chapters, 23 are completely new and all the others have been extensively revised and updated. The Handbook represents a valuable resource for science editors and can be purchased at http://www.ease.org.uk/webshop. I might add that at our journal we will be seeking guidance from the newly included chapter on author instructions in order to revamp ours.

After lunch there was time for poster presentations again. Four new posters were submitted for this meeting: Sylvia Ufnaslsak, Sun Huh, Clarinda Cerejo, and Denise Parent (photo) presented their work. (For poster abstracts: http://www.ease.org.uk/ease-events/major-conferences/ease-ismte-joint-meeting-blankenberge-2013/easeismte-poster-titles-and). (Figure 4)

In the fourth plenary session, Rachel Lammey outlined new developments and initiatives from Cross-Ref. You might be interested in learning that agencies other than Cross-Ref give out DOIs—including "Figshare." Work is ongoing for tools called "Prospect" for data mining and "Fund Ref" as a standardized means of reporting funding sources. Check out the "document viewer" if you are using the iThenticate software—it makes it easier to assess the report. Finally, the CrossMark initiative is underway and being used by publishers and also search engines such as the Microsoft Academic search to guarantee you have accessed the most current version of a document. (Slides available at http://www.ease.org.uk/ease-events/major-conferences/ease-ismte-joint-meeting-blankenberge-2013/presentations.)

The final two parallel sessions of the day—and the joint meeting— were devoted to journal websites and COPE study cases. Just how important

is a journal's homepage? Pippa Smart reminded us that our homepage is our calling card. Eric Lichthouse from France showed how his journal developed a strategy to blog articles of interest (ALWAYS include a picture), and Chris Sterken cautioned that not all ideas and proposals to modernize a website may be good for the journal.

In the COPE session, the participants were divided into three groups to discuss cases that had been presented to the COPE Forum. These groups were moderated by Irene Hames, Andre van Steirteghem, and Mirjam Curno, all council members of COPE. Different aspects of the cases were discussed and in the end the moderator revealed what the COPE Forum's recommendations had been. BTW: I understand there will be more of this at future ISMTE and EASE meetings.

Joan Marsh, EASE president, and Glenn Collins, ISMTE president, wrapped things up at the end of two good days. Again, thanks to all our excellent speakers and presenters for their time and for helping to make our meeting so good. (Figure 5) The buffet in Blankenberge was a plenteous one and I think everyone got enough food, both for thought and otherwise. (Though I know of a group that took one last chance to have steak and frites or moules frites at a seaside restaurant before they went home.)

Reporting guidelines: a tool to increase the quality of health research published in your journal

Jason Roberts, PhD
Executive Editor, *Headache*
Past-President, *International Society of Managing and Technical Editors*

At the recently held 2013 International Peer Review Congress in Chicago, Illinois the EQUATOR Network hosted a workshop on the necessary steps to improve reporting standards in journals, specifically looking at how journals could integrate guidelines for better reporting in to their peer review processes. Reporting guidelines, for the uninitiated, are a series of validated checklists that can be used by authors to ensure they include pertinent reporting criteria such as randomization strategies for participant selection in a trial or proper accounting of the literature search strategy for a review article. The checklists associated with the guidelines can also be used by journals to assess the completeness of the basic reporting requirements in a paper (See figure 1 for the best known example, the CONSORT Statement). The EQUATOR Network (www.equator-network.org) is the prime moving force behind a campaign to encourage journals to endorse reporting guidelines and demand higher standards from their authors. The movement has been led by the

Section/Topic	Item No	Checklist item	Reported on page No
Title and abstract			
	1a	Identification as a randomised trial in the title	
	1b	Structured summary of trial design, methods, results, and conclusions (for specific guidance see CONSORT for abstracts)	
Introduction			
Background and objectives	2a	Scientific background and explanation of rationale	
	2b	Specific objectives or hypotheses	
Methods			
Trial design	3a	Description of trial design (such as parallel, factorial) including allocation ratio	
	3b	Important changes to methods after trial commencement (such as eligibility criteria), with reasons	
Participants	4a	Eligibility criteria for participants	
	4b	Settings and locations where the data were collected	
Interventions	5	The interventions for each group with sufficient details to allow replication, including how and when they were actually administered	
Outcomes	6a	Completely defined pre-specified primary and secondary outcome measures, including how and when they were assessed	
	6b	Any changes to trial outcomes after the trial commenced, with reasons	
Sample size	7a	How sample size was determined	
	7b	When applicable, explanation of any interim analyses and stopping guidelines	
Randomisation: Sequence generation	8a	Method used to generate the random allocation sequence	
	8b	Type of randomisation; details of any restriction (such as blocking and block size)	

Section/Topic	Item No	Checklist item	Reported on page No
Allocation concealment mechanism	9	Mechanism used to implement the random allocation sequence (such as sequentially numbered containers), describing any steps taken to conceal the sequence until interventions were assigned	
Implementation	10	Who generated the random allocation sequence, who enrolled participants, and who assigned participants to interventions	
Blinding	11a	If done, who was blinded after assignment to interventions (for example, participants, care providers, those assessing outcomes) and how	
	11b	If relevant, description of the similarity of interventions	
Statistical methods	12a	Statistical methods used to compare groups for primary and secondary outcomes	
	12b	Methods for additional analyses, such as subgroup analyses and adjusted analyses	
Results			
Participant flow (a diagram is strongly recommended)	13a	For each group, the numbers of participants who were randomly assigned, received intended treatment, and were analysed for the primary outcome	
	13b	For each group, losses and exclusions after randomisation, together with reasons	
Recruitment	14a	Dates defining the periods of recruitment and follow-up	
	14b	Why the trial ended or was stopped	
Baseline data	15	A table showing baseline demographic and clinical characteristics for each group	
Numbers analysed	16	For each group, number of participants (denominator) included in each analysis and whether the analysis was by original assigned groups	
Outcomes and estimation	17a	For each primary and secondary outcome, results for each group, and the estimated effect size and its precision (such as 95% confidence interval)	
	17b	For binary outcomes, presentation of both absolute and relative effect sizes is recommended	
Ancillary analyses	18	Results of any other analyses performed, including subgroup analyses and adjusted analyses, distinguishing pre-specified from exploratory	
Harms	19	All important harms or unintended effects in each group (for specific guidance see CONSORT for harms)	
Discussion			
Limitations	20	Trial limitations, addressing sources of potential bias, imprecision, and, if relevant, multiplicity of analyses	
Generalisability	21	Generalisability (external validity, applicability) of the trial findings	
Interpretation	22	Interpretation consistent with results, balancing benefits and harms, and considering other relevant evidence	
Other information			
Registration	23	Registration number and name of trial registry	
Protocol	24	Where the full trial protocol can be accessed, if available	
Funding	25	Sources of funding and other support (such as supply of drugs), role of funders	

*We strongly recommend reading this statement in conjunction with the CONSORT 2010 Explanation and Elaboration for important clarifications on all the items. If relevant, we also recommend reading CONSORT extensions for cluster randomised trials, non-inferiority and equivalence trials, non-pharmacological treatments, herbal interventions, and pragmatic trials. Additional extensions are forthcoming: for those and for up to date references relevant to this checklist, see www.consort-statement.org.

biomedical community but could be embraced, through the development of subject-specific guidelines, by other fields. The reason for engaging in reporting standard activities are primarily to ensure studies are reported accurately, that the conduct of the trial is reported transparently, and to ensure readers are provided with the data they need to validate the results and/or replicate the experiment or trial themselves.

The workshop, entitled "Reporting guidelines: a tool to increase the quality of health research published in your journal," was designed to provide editors and Editorial Offices with a grounding in the concepts behind better reporting standards and supply a basic toolkit to launch a reporting standards policy. That second learning objective is particularly relevant for Editorial Office staff as implementation is often an after-thought and yet the operational element of enforcement may undermine a carefully constructed policy. I was honored to be given the task of explaining to the attendees how the theory behind better reporting standards could be translated in to practice.

Doug Altman and David Moher, two of the originators of the CONSORT Statement [1], one of the first and probably most widely known reporting guidelines (used for randomized controlled trials) spoke first at the session on the need for reporting guidelines and the theory behind their construction. In a session entitled "Transparency and accuracy in reporting health research," Doug Altman, of Oxford University's Centre for Statistics in Medicine, stated in no uncertain terms that research only has value if the methods have validity and the findings are presented in a usable form. Dr. Altman then presented data from several studies on serial inadequate reporting in journals. One such study he dwelt on also demonstrated how poor reporting is sometimes disingenuous, especially if authors are intent on over-stating the importance of their results. In other words, reporting standards guidelines can also serve an ethical function (the "transparency" referred to earlier in this article).

In short, and to editorialize Dr. Altman's comments with some of my thoughts on the issue, too often, authors do a poor job of describing their methodology and shining a light on the conduct of their trial or study via their journal articles. This means the value of their research is seriously undermined, discerning readers are left with many unanswered questions, and less perceptive readers may simply take the results at face value, compounding the problem by then "corroborating" these results that cannot be validated by subsequently citing the study. Journals, meanwhile, get short-changed – though they are not entirely at fault if peer review failed to pick up on several of these issues. As Altman suggested in his presentation, "*Authors (and journals) have an obligation to ensure that research is reported adequately.*" But therein lies the problem, most researchers are not equipped to look for (as editors or reviewers) or account for (as authors) the issues surrounding reporting standards.

The question is, who is responsible for ensuring everyone has the appropriate background knowledge to ensure the application of better reporting standards? Presently, that answer is complex, reflecting different approaches to education across the globe. Until EQUATOR was founded, there were few systematic attempts to draw attention to these issues beyond a limited number of published studies and even now too few people are aware of a well-organized set of educational resources that are available at the EQUATOR website. The issue is gaining traction, however, and some editors or Editorial Office staff have decided to take on poor reporting directly by moving ahead and educating their authors *and* holding them accountable for their reporting standards. I personally have been involved in both implementing journal reporting policies and efforts to provide resources to all stakeholders at my journal. I honestly believe, for biomedical journals at least, for now, the issue of reporting standards is every bit as important as publication ethics. I have seen over the last decade the handling of ethical issues (along with the attendant rise in prominence of the Committee on Publication Ethics (COPE)) become a dominant facet of peer review management. I feel for biomedical journals at this time, and eventually other scientific fields, the issue of report standards is every bit as important as publication ethics. Every biomedical journal should have a policy that at a bare minimum endorses the intent of common

reporting guidelines. Preferably, journals will go one stage further beyond simple endorsement and actually enforce the standards demanded by the guidelines.

My journal, *Headache,* has been particularly vociferous in its support of the need for improved reporting standards and so, as a representative of the vast swathe of mid- and small-sized journals, I delivered a presentation at the EQUATOR workshop on our goals and objectives behind first devising and then enacting a reporting policy. My presentation was effectively a case study illustrating what we set up at *Headache.* The slides from the presentation are available at the EQUATOR Network site.

To summarize, at *Headache* we decided to:

- *Mandate* adherence to various reporting guideline criteria, as opposed to *recommending* authors become cognizant of reporting standards (we felt this was the only way for authors to take our request seriously).
- Request the use of several different reporting guidelines dependent on the study type (e.g. CONSORT for a Randomized Controlled Trial, PRISMA for systematic reviews). Figure 2 outlines the guidelines we endorsed and for which we provided checklists.
- Ask authors to complete a reporting guideline checklist (Such as the example in Figure 1) as part of their submission and in turn provide that checklist to reviewers and editors.

Recognizing that the evolution of our reporting policy was both fraught with frustration and mild resistance (both willful and unintentional), I outlined barriers and confounders to successful implementation along with possible solutions that, at the very least, mitigate their eventual emergence as a journal attempts to implement a reporting policy. Barriers we termed for willful behaviors that worked counter to our intent; confounders became our term for problems that were not intentional but had to be overcome. Tables 1 and 2 present a summary of some of the most common barriers and confounders.

The most obvious barrier we confronted was that we found that apathy is a real problem among the various stakeholders at a journal, es-

pecially as the problem is not evident to many. In our case, the Editorial Office consulted with the methodologically inclined on the Editorial Board and undertook research that lead to the discovery of the resources at EQUATOR. The Editorial Office then presented a case to key decision makers at *Headache* that the problem was real, fixable, and if fixed properly (by way of an effective reporting policy), would make the journal better. Authors too would benefit from having their papers fulfill their potential. I believe many researchers in the biomedical field are actually aware there is a reporting standards problem but are truly unaware of the scale. As a result of this approach, I have seen many, if not necessarily a skeptic, at least individuals previously untroubled by reporting issues, become passionate converts to the cause.

Defection of authors to other journals upon implementation of a reporting standards policy was a real concern for many of the editorial team. They feared that the task of ensuring a manuscript was compliant with a reporting guideline and then providing evidence via a checklist would be burdensome. The degree of burden became a small barrier until people were convinced otherwise. To alleviate some of those fears, it is imperative that any policy has a properly designed workflow and that the mechanics of submission are straightforward and meaningful. And, that is where the Editorial Office staff can play a role. As an aside, four years after launching our policy I often hear people grumble, gently-so, about the hoops needed to submit to *Headache,* but without fail, that remark is always followed up by recognizing that the issue is important and has to be dealt with.

There is no doubt that for under-resourced mid-to-small sized journals, the prospects of devising, and then implementing, a policy is daunting. Matters are further compounded for less stellar titles as authors are not necessarily motivated to publish with such lower-ranked titles—your journal is just a vehicle for them to say they have a published paper in a peer reviewed journal. Consequently work is created just getting people to do what they are supposed to do. Sub-specialty journals, motivated as much by a survival instinct if nothing else, are clearly paralyzed by a fear of taking a "radical step" that may alienate authors. The fear is magnified

Study Type	Study Type Category	Checklist of reporting standards	Checklist Name
Randomized controlled pharmacotherapy trials	RTC (Pharmacotherapy)	CONSORT – Consolidated Standards of Reporting Trials	CONSORT checklist
Case Reports	Case Reports	Headache Case Report Checklist	Headache Case Report Checklist
Other pharmacotherapy and herbal medicinal trials (noninferiority trials, pragmatic trials, cluster trials, reporting of harms)	RCT (Other)	CONSORT extensions (tailored versions of the main CONSORT Statement produced by the CONSORT Group)	CONSORT checklist
Trials examining behavioral and nonpharmacological interventions	Behavioral and Nonpharmacological Interventions	Behavioral/Nonpharmacological Clinical Trials Checklist for *Headache* (an unofficial extension of the CONSORT Statement and extension adapted from *Guidelines for Trials of Behavioral Treatments for Recurrent Headache*)	Behavioral/Nonpharmacological Clinical Trials Checklist for Headache
Observational epidemiology studies	Observational Epidemiological Studies	STROBE – Strengthening the reporting of observational studies in epidemiology	STROBE Checklist
Diagnostic Accuracy Studies	Diagnostic Accuracy Studies	STARD – Standards for reporting diagnostic accuracy	STARD Checklist
Systematic reviews	Systematic Reviews	PRISMA (formerly known as QUOROM) – Improving the quality of reports of meta-analyses of randomized controlled trials	QUOROM Checklist
Meta-analyses of controlled trials	Meta-analysis of Controlled Trials	PRISMA (formerly known as QUOROM) – Improving the quality of reports of meta-analyses of randomized controlled trials	QUOROM Checklist
Meta-analyses of observational studies	Meta-Analyses of Observational Studies	MOOSE – Meta-analysis of observational studies in epidemiology	MOOSE Statement
Quality improvement reports	Quality Improvement Reports	SQUIRE – Standards for quality improvement reporting excellence	SQUIRE Guidelines
Qualitative research	Qualitative Research	COREQ – Consolidated criteria for reporting qualitative research	COREQ Checklist
Letter to the Editor	Letter to the Editor	Headache Letter to the Editor Checklist	Headache Letter to the Editor Checklist
Images from Headache	Images from Headache	Images from Headache Checklist	Images from Headache Checklist
Basic Science	Basic Science	Headache Basic Science Checklist	Headache Basic Science Checklist
Views and Perspectives	Views and Perspectives	Views and Perspectives Checklist	Headache Views and Perspectives Checklist

Table 1 – Behaviors that seemed intent on undermining our policy

Barrier	Potential Solution
Lack of awareness of problem – no enthusiasm to take problem seriously	Gather evidence; circulate studies on positive effects of reporting guidelines; highlight transparency issues
Burdensome task for authors	Reinforce benefits (via instructions and editorials) for authors
Fear of being first in smaller fields	Do advantages of policy implementation outweigh risks – evident improvement in reporting quality may encourage submissions; collaborate with other titles
Thought-leaders in field believe *they* suitably address reporting issues and problem is overblown	Present evidence of scale of problem, undertake analysis of random sample of manuscripts
Mandatory enforcement perceived as excessive – consultation (i.e. authors simply be familiar with guidelines) is, perhaps, a softer approach	Outline how checklist can be used during manuscript composition and by reviewers during evaluation

Table 2 – Circumstantial problems encountered upon launch of policy

Confounder	Potential Solution
Authors have no prior experience of reporting guidelines – acute problem for small, lower ranked journals	Provide educational resources; work with next generation of authors; ensure editorial staff can address questions
Large number of authors with no prior record of submission to journal – confused by policy	Provide clear instructions (both in the Instructions for Authors and submission system); provide training resources for authors
Language barriers	Translated guidelines help; journals may need to provide translated instructions
Incomplete checklists	If resources exist, consider strong enforcement, especially at revision submission.
Incorrect reporting guideline use	Ensure consistent enforcement – ask authors to supply correct checklist
No application of reporting criteria to manuscript	Enforcement; explain reporting standards policy is not about completing checklist

within small disciplines with few publishing outlets: the competition for those authors is very obvious. Journals, therefore, need to conduct a risk-reward analysis and decide what is right for them. An approach I advocate, however, is for journals to band together on the issue. If there is a pact between editors of journals in a small field, then authors writing in that space will have to comply with demands for improved reporting. In the small field of headache medicine this has happened to some extent. Among the three titles in the field (*Headache, Cephalalgia*, and *The Journal of Headache and Pain*), any author of a randomized controlled trial is now expected to be compliant with CONSORT reporting guidelines as all three titles have endorsed the CONSORT Statement.

It is an irrefutable fact that lower-ranked journals handle a greater proportion of papers by first

time authors, less skilled authors, or authors with little to no training in writing. Unfortunately this does mean, therefore, that such journals have to work harder to get authors to understand what is expected of them. The solution at *Headache* was to provide education resources, publish several editorials on the topic, and provide author training at meetings.

As we can all attest, and this proves to be one of the biggest confounders, authors are notorious for not reading Instructions for Authors. Furthermore, smaller journals frequently deal with authors not invested in your journal and just intent on shopping their manuscript around, looking for path of least resistance. Inevitably, many authors, therefore, may not be familiar with specific journal policies. If a mandatory policy with checklist inclusion is enforced at a particular journal, authors may be confronted with the task of demonstrating compliance for the first time while submitting a paper. Sadly, there is no ideal solution if an author is simply not familiar with what you require, but you can, of course, request compliance as part of the revision process.

Our experiences at *Headache* also showed that authors can get confused easily either by what is expected of them in terms of improving their paper or at a more administrative level if they are to prove compliance via a checklist. Behaviors we observed included authors leaving some reporting criteria blank, answering "n/a" when an answer is needed or state "Yes" or "No" when a page number to prove compliance is requested. Authors also struggle with which checklist to use. Occasionally an author will complete the checklist but show no evidence of adhering to the reporting guidelines standards in the manuscript itself. As with many of these confounders, journals have to enforce their policy robustly and consistently.

Using *Headache* as a sample journal of n=1 (so it is hard to extrapolate our findings into widely observed behaviors), I presented an attempt to try and quantify the extent that authors failed to adhere to policy. Though guideline adherence and checklist completion are mandatory for *Headache*, some authors have figured out how to manipulate our submission system, which had been configured to not allow submission until a checklist was included. We found that

12% of submissions failed to include a reporting guideline checklist. Sixty-two percent of submitting authors of manuscripts without reporting checklists were first time authors to *Headache* (but may have published elsewhere). Typically 47% of authors had no prior submission history with *Headache*, so clearly the journal is having to battle with authors unfamiliar with what we are looking for and their seeming unwillingness to give us what we need. Eighty-one percent of papers without checklists are from non-English speaking countries, whereas 58% of submissions are typically derived from non-native English speaking countries. *Headache* has attempted to counteract that issue by translating its Instructions for Authors into multiple languages, but we are realistic about the effectiveness of that step. Perhaps most interestingly, however, 78% of papers without checklists were rejected after peer review. Anecdotally, many of the *Headache* Editorial Board members suggested the failure to include a reporting guideline checklist was a good indicator of the relative worth of the paper.

We believe the reasons for failing to adhere to our policy are:

a) A lack of understanding of what is required
b) Lack of awareness of our policy until an author is already in our submissions system
c) Not really interested in the journal, just want to quickly publish their paper
d) Authors are aware of deficiencies but not prepared to go back and amend their paper. Perhaps they know that a reporting guideline checklist might expose holes in their paper

My presentation then concluded with a step-by-step guide to devising and then implementing a reporting standards policy. This represented my attempt to avoid muddled thinking and I hope will help guide other offices, sparing you a lot of time. I have discussed these steps previously in *Editorial Office News* and simply provide a summary list here in table 3.[2] Again, it is recommended you consult the EQUATOR site to see the full presentation that provides detailed guidance on completing each of the 9 steps.

Table 3 – 9 steps towards launching a process for improving reporting standards

- **Step 1** – Identify the needs of your journal
- **Step 2** – Select "champions" to support implementation of reporting checklists
- **Step 3** – Identify appropriate checklists
- **Step 4** – Determine enforcement level (mandatory compliance or simply recommend guidelines are consulted)
- **Step 5** – Phased or full launch
- **Step 6** – Write up proposal on implementing improved reporting standards
- **Step 7** – Preparations for launch
- **Step 8** – Launch activities
- **Step 9** – Evaluation and audit

To conclude, it seems increasingly likely that journals will have to assume the twin roles of educator and policeman to encourage authors to improve their standards of reporting. The more journals that sign up to the movement to better standards, the harder it will be for small journals not to join the movement. Nor is the issue going to go away. Handling the issue correctly may be time consuming and though the benefit may not be tangible for us sat in the Editorial Office, unless we familiarize ourselves with the content of each paper and subject matter of the journal, rest assured, compliance to guidelines such as CONSORT does facilitate the ease by which future authors can synthesize or validate results of a paper that you publish. That may be the difference between citing and not citing a paper in your journal.

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Famous Last Words

Some authors managed to rouse themselves to speak interesting final words.

François Rabelais: I am going to see the Great Perhaps.

Henrik Ibsen: On the contrary. (After his wife suggested he was looking better.)

Dylan Thomas: I've had 18 straight whiskeys. I think that's the record.

D.H. Lawrence: I'm getting better.

William Saroyan: Everybody's got to die, but I always thought an exception would be made in my case.

Victor Hugo: I see a black light.

Lytton Strachey: If this is dying, I don't think much of it.

Oscar Wilde: Either that wallpaper goes or I do.

Why China?

Shelly Miller
Sales & Marketing Coordinator
The Charlesworth Group USA

It's no secret – China's publishing and research industry has been rapidly growing over the past few years. Its standards have been challenged and raised, and international markets have been opened to Chinese publications.

As a publisher, it may seem clearer than ever that there are many reasons why you should have an interest in the dynamic market in China.

China began the incorporation of its publishing industry in 2002, and although publishing is still one of the most regulated industries there, in the last ten years the market has become far more open due to reform. China now has the opportunity to broaden its prospects and develop its publications. The Chinese government has also set the development of its own internal publishing systems as a key pillar of its five-year plan. Also, the government has now implemented a new project, called Project 211, which is aimed at strengthening around 100 institutions of higher education and key disciplinary areas as a national priority for the 21st century. You can read more about that here. The People's Republic of China now has a total of 581 official, state-run publishers – more than 40% of which are located in Beijing. According to the 2011 *China Publishers Yearbook*, China produced about 370,000 works – including 208,000 new titles – within that year.

Alongside this, it's not only quantity but overall *quality* that has improved vastly. China has come a long way in terms of its electronic and digital publishing outputs, in printing renovations and developments, and in business practices and standards. Indeed, since joining the World Trade Organization in 2001, it has opened itself up to engagement with foreign organizations. Chinese publishers have been forced into the international competition and have strived to keep up with it.

Now, China's publishing companies, playing by the rules of the industry and the market, are meeting international competition head on and are becoming a major player in the publishing industry, albeit to Western publishers these activities and changes may still be occurring under their radar.

As China grows, so does its interest in foreign publications. This climate allows Western publishers greater chances of making headway there. The *China Publishers Yearbook* stated that in the year of 2010, 13,724 book titles released in China were taken from abroad.

The challenge many Western publishers face is the sheer volume of submissions from China, many still not good enough to be accepted, and this adds burdens to peer reviewers and editors. There are many different reasons for rejecting articles, and language is one key aspect, but often it gets to more fundamental areas than this, such as the basic design and reporting of the research and the novelty and scientific impact of this research. There's no doubt that in certain fields, such as chemistry and stem cell research, China is leading the way; the real hidden challenge to Western publishers is knowing where this excellent ground-breaking research is being carried out and being able to attract articles and authors from these institutions to submit their best. There seems to be a lack of transparent knowledge of these key institutions/authors within the current Western publishing infrastructure; however, this will not be the case with the local Chinese editors and publishers who, when they fully address their impact, ranking, and global distribution challenges, will also be ideally and locally placed to build up relationships with key institutions and authors to better support their needs locally.

With China being such a unique market, it can sometimes be difficult to know where to begin

in building a cohesive strategy (see: http://www.ingentaconnect.com/content/alpsp/lp/2012/00000025/00000002/art00006). Having expert guidance from a trusted partner is key. *The Charlesworth Group*'s China-market experts are on hand to assist publishers and editors in raising the profile of their publications in China, and in turn help to increase sales, better-quality submissions, and revenue. We have a long-established base in Beijing, China and employ a dedicated team of publishing professionals available to assist in creating and distributing marketing material for Western publishers.

As a special offer to ISMTE members, we are offering a **free 30-minute telephone consultation** on the Chinese market and editorial landscape. To take advantage of this offer, or to find out more about how we can help your outreach in China, please contact info@charlesworth-group.com or visit www.charlesworth-group.com/china-marketing.html
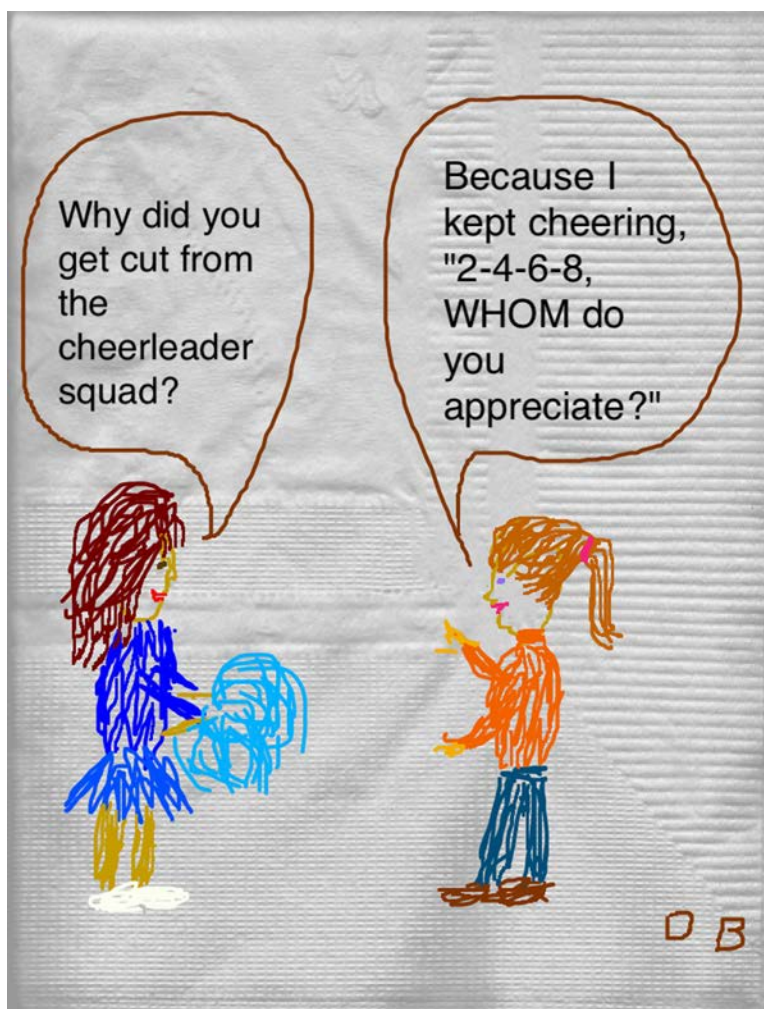
OA in the UK

Rhodri Jackson
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Oxford University Press

Anyone remotely connected with the publishing industry can't fail to have noticed the remarkable explosion in Open Access (OA) publishing activity over the past 18 months. The release of the Finch Report in June 2012 heralded an astonishing spree of Open Access policies, publications, and panic. There has been so much argument and counter-argument about OA and the effects of both Finch and the RCUK's OA policy over that period that one could cheerfully (or not so cheerfully, depending on your viewpoint) spend months poring over all the analysis. In this short article I'm going to focus specifically on a few key impacts of the RCUK policy in the UK. A brief disclaimer—I'm a publisher and as such this piece will inevitably be publisher-centric.

First, a brief sketch of OA policy in the UK—the Finch's group report was essentially a series of recommendations, with no power to change the status quo. However, the immediate acceptance of all but one of Finch's recommendations by the UK government set the nation's higher education funding on a fast track toward OA, and specifically, gold OA. Research Councils UK (RCUK)'s policy, initially released rather hurriedly in July 2012 and revised multiple times until its current incarnation (April 2013), fleshed this out. RCUK policy requires OA publication in one of two ways. Firstly, authors can publish gold OA—and the RCUK will provide (limited) funding for the payment of Article Processing Charges (APCs). Importantly this funding comes with caveats—articles must be published under the Creative Commons Attribution Licence (CC-BY), which allows for immediate and unrestricted access and re-use. The only criteria when re-using a CC-BY article is attribution.[1] All of this is very nice, but gold comes at a cost, and it's one that the RCUK can't currently afford (based on their estimate of a £1,750 ballpark APC). As such they have also offered authors compliance via green OA by allowing authors to deposit their articles in institutional or subject re-positories after specified embargo periods ranging from six months (medical) to twenty-four months (humanities and social sciences [HSS]).

There's nothing astonishingly different about the RCUK's policy, nor indeed that of the Wellcome Trust, who mandate gold OA under a CC-BY licence or self-archiving after six months. However, these policies are notable for their scale. RCUK is the biggest funding body in the UK. Wellcome is one of the largest private funders in the world. And the clear track from government working group to RCUK policy means it was always fairly obvious that the UK's other major funder, Higher Education Funding Council of England (HEFCE) would follow a very similar route. HEFCE have been consulting on their policy throughout 2013 and while they are understandably going to learn some lessons from the implementation of RCUK policy, all the indications are that their final policy will bear many similarities to that of the RCUK.

So what sort of lessons have HEFCE, and everyone else, been learning? Well, first some brief context. Oxford University Press is very supportive of OA publishing. We've been publishing OA since 2004, over 250 of our journals offer full or hybrid Open Access options, and we've always tried to be as transparent and clear about the lessons we've learned through our OA policy as possible. As an organization which aims to disseminate research as widely as possible, OA is a good thing for us. However, we're also a publisher which needs to remain financially viable, and protect the rights of both our authors and our publishing partners (scholarly societies or other organizations on whose behalf we publish journals). Like most publishers therefore, we're looking for sustainable OA— extending access without undermining the overall publishing ecosystem. Inevitably, this currently means either gold OA (where we do receive some income to compensate for lost subscription revenue), or green OA with reasonable embargoes. To us "reasonable" means no less than twelve months for science and medical journals and twenty-four months for HSS. We think that

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1   As an aside, just what constitutes "attribution" is another debate entirely and one which has caused considerable dispute.

these embargoes will protect the value of the current content in our journals and as such dissuade libraries from cancelling subscriptions and simply waiting until journal content becomes free.[2] The worrying thing for publishers is that in the original draft of the RCUK policy the goal was shorter embargoes (six and twelve months) and indeed that's still the end goal aspired to after a five year period.

The other major concern for publishers has centred on the CC-BY licence. CC-BY has proved contentious both for its bluntness and for the uniformity of its application. The RCUK has faced harsh criticism for producing a "one-size-fits-all" policy, where the only variance by subject area has come in the desired embargo periods. This is not the place to debate the pros and cons of CC-BY, but it's fair to say that there has been concern expressed, especially in the HSS subjects, about its application, and applications. Significant voices including the Royal History Society have raised concerns that mandating CC-BY compromises the freedom of academics. It would be remiss to not mention that CC-BY has its advantages, and its ubiquity is one of them, but to me the demands on authors to use this one tool to licence their work seems overly restrictive.

There have been other concerns raised about the impact of the OA policies in the UK. Funders have been worried by publishers setting up bulk APC sales which could be seen to directly replace the bulk subscription "collection" sales which have proved controversial in the past. Higher Education Institutions (HEIs) have struggled with the financial and administrative burden of dealing with the funds they have been allocated by the RCUK, which they have quickly needed to organise, allocate, and extract best value from, knowing they can't pay APCs for all articles.[3] This, in turn, has led to some HEIs pushing green OA in a manner which hasn't always been satisfactory for RCUK. And what of authors? Authors are now faced with a policy which is complicated at best, and can be complicated further by their home institution's interpretation of it. That's after they've got past any moral objection they might have to being told exactly how they should publish. An absolutely key challenge for any publisher over the next few years will be to remain clear and concise in all direct and indirect communications with authors regarding OA, toeing a fine line between being informative and not forcing authors into one choice or another.

It is early days for OA in the UK. Given some of the hysteria which surrounded the nine months between the announcement of the RCUK policy and its implementation, one could have been forgiven for thinking the publishing world as we know it was going to end on April 1, 2013. Clearly that hasn't happened, and in fact the disruption has been slight. More OA papers are being published, but that's a global trend and it's questionable if the UK is growing faster than other countries in this respect. The RCUK have promised a comprehensive review of the success or otherwise of their policy in late 2014. Publishers have adapted and are offering more OA options. Meanwhile, worldwide the conversation is going a different way. The US is just one example of a country which has veered much more towards green OA, as reflected in the February 22 Office of Science and Technology Policy (OSTP) Memorandum, and the suggested OA solutions, CHORUS (put forward by publishers), and SHARE (proposed by librarians). A select committee from the UK House of Commons also recently pushed this green agenda.[4] It's by no means guaranteed that the policies currently in place in the UK will survive in their current form, especially if the current government loses the 2015 general election. Some things we can guarantee though. OA as a whole will continue to be front and center for any debate on the future of journal publishing, and will continue to grow as a percentage of the overall publishing ecosystem. The aforementioned debate will continue to be virile and polarized. And publishers and journals will survive—but only if they are agile and adaptable enough to offer authors a clear, simple route to both a) publishing, and b) complying with their funder's mandated policy. Journals which can do all that will continue to thrive. There are interesting and challenging times ahead for all of us.

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2   Just what would happen to library subscriptions in a world with short embargo periods is a matter of some conjecture. For an interesting discussion, see (insert reference to Rick Anderson's list serv argument on this –http://listserv. crl.edu/wa.exe?A2=ind1309&L=LIBLICENSE-L&F=&S=&P=38532, http://listserv.crl. edu/wa.exe?A2=ind1309&L=LIBLICENSE-L&F=&S=&P=39433, last accessed 6/11/2013

3   For an excellent dissection of the impact of the RCUK policy on HEIs, see the RIN report - http://www.re-searchinfonet.org/wp-content/uploads/2013/09/Final-report.pdf, last accessed 6/11/2013

4   BIS report - http://www.publications.parliament. uk/pa/cm201314/cmselect/cmbis/99/99.pdf, last accessed 6/11/2013

Customer–Sourced Product Development Ideas

Richard Wynne
VP Sales and Marketing, Aries Systems

"What is the most effective form of marketing?" In my many years of scholarly publishing technology marketing, I've frequently been asked this question by those seeking to promote new services. Thankfully, the days of mailing tens of thousands of glossy brochures are long gone. Most organizations now rely on a mix of trade shows, social media, and PR initiatives. But there is, in fact, a direct and simple answer to this question: user group meetings.

User group meetings provide a unique opportunity to engage with key customers and prospects about their needs and concerns. They are a forum to be attentive, to ask questions, to hear unvarnished feedback, and to engage in problem solving. They spark new product ideas and can be used to enroll opinion leaders in new initiatives.

At Aries, we noticed and admired the success of Stamford's HighWire meetings and (since imitation is the highest form of flattery) decided to run our first EMUG (Editorial Manager User Group) meeting in Baltimore in 2003. Encouraged by that experience, we've run two EMUG meetings every year since then: one in Cambridge, MA (attended by about 100 users) and one in London, England (attended by about 50 users). More recently, our Japanese partner Atlas Corporation has run successful annual events in Tokyo.

The most popular session at EMUG is the "workshop." Attendees are divided into working groups of about 10 people who share their thoughts and ideas for product improvements. The suggestions are prioritized and documented by an Aries staff member for presentation to the reassembled full group. We're grateful to the hundreds of workshop participants who have shared feedback and suggestions resulting in countless product and service improvements. I'd like to share an example with you.

Memorably (at least to me), a few years ago many EMUG attendees voiced concerns about the need to better identify duplicate submissions.

To some extent, this need was addressed by the implementation of the CrossCheck industry initiative within Editorial Manager. Workflow events, such as a new submission, are used to trigger a behind-the-scenes transfer of the author's manuscript via an API (application programming interface) to CrossCheck for comparison with the published literature. This means that when the Journal Office staff or Editors first view the manuscript, the CrossCheck results are immediately visible (without separate log-in to CrossCheck and without delay). This design also means that CrossCheck results can be optionally and conveniently shared with authors and reviewers.

DUPLICATE SUBMISSION CHECK IN PUBLISHED LITERATURE

But EMUG attendees described other "use cases" that were not solved by CrossCheck. They wanted to weed out authors who repeatedly submitted previously rejected manuscripts or authors who accidentally submitted revisions as new submissions. In some cases, journals deliberately invited resubmission of previously rejected manuscripts and wanted to be warned so that they could use the EM "linking" functionality to connect the new manuscript to a prior rejection. CrossCheck could not solve these issues because its matching algorithms were designed to target published literature, not internal journal data concerning prior manuscripts.

At the time, EM provided rudimentary duplicate author warning, but this was clearly insufficient to meet journal needs. In response to the EMUG feedback, Aries' product management team went to work on a new design. Resources were allocated for this development within the release cycle… and the new Duplicate Submission Checking functionality is now available in Version 10.2.

DUPLICATE SUBMISSION CHECK IN JOURNAL **UNPUBLISHED** MATERIALS

In Editorial Manager, a duplicate submission check is automatically triggered with each new submission. This means that elements of manuscript metadata "fingerprint" (title, authors, and abstract) are matched to historical journal records. A score is generated for each attribute.

At EMUG, attendees told us that Editors don't want to wait for results to generate, and want to see a visual warning next to the manuscript. We listened and added the duplicate score next to the link:

Because each journal has different tolerance levels, journals can set their own threshold for increasing the visibility of the warning by using red to indicate that the threshold has been exceeded, and thereby prompting the Editor to view the full results page:

The results page provides a graphical view of potential matches of the submitted title, authors, and abstract with manuscripts that have been previously processed by the journal. Editors can then easily "drill down" to view manuscripts and their associated metadata, including past decisions.

Several of the attendees at EMUG came from scholarly societies that publish small groups of collaborating journals. These attendees not only wanted to be alerted to similar manuscripts in their own journal, but also wanted to see warnings about manuscripts in sister journals. To accommodate this requirement, Editorial Manager can be configured so that the duplicate submission check extends to all the journals of a publishing society.

DUPLICATE SUBMISSION CHECK IN SISTER JOURNAL **UNPUBLISHED** MATERIALS

However, because the journals may want to retain some level of confidentiality, the amount of information displayed is limited and an option is provided to easily contact the Journal.

The tale of Developing Duplicate Submission Check in Editorial Manager is a testament to the power of user group meetings. But the story is not finished. At upcoming EMUGs, attendees will interact with Aries staff and peers, providing feedback regarding the first release of the functionality. Doubtless this will include suggestions for improvement that will inform subsequent rounds of development. In our experience, it can take three or four rounds of feedback and development to completely hone a major new capability.

EMUG attendees have been the creative spark in development of hundreds of new features that are now available in Editorial Manager including: email ingest, iCal integration, people flags, manuscript flags, custom fields, Reviewer Discovery, automated reminders, manuscript transfer, discussion forums, and APC processing. Aries spends more than $6 million dollars per year on new technology. We want to develop what customers need, and look forward to feedback during the upcoming EMUG in London on January 16-17, 2014: http://www.editorialmanager.com/homepage/EEMUGregistration.asp.

So, back to the original question, "What is the most effective form of marketing?" I hope you will concur that user group meetings are the answer. They are the most effective way to generate customer-sourced development ideas that result in market-winning solutions.

Puzzle Over It

Answer to last month's puzzle:
What literary connection does the number below have to New York's famed Plaza Hotel?

351073

Answer: Turn the number upside down to read "ELOISE," the name of the fictional six-year-old lead character who lived at the Plaza in a series of books by Kay Thompson.

Third Annual Poster Session at the 2014 ISMTE Conferences: Submit a Proposal!

The ISMTE Board of Directors and Poster Committee are proud to announce that we will again host our annual poster session at the 2014 conferences. Previous poster sessions have been an enormous success and have enabled attendees to share their unique editorial-office experiences in a fun and engaging format. Poster topics from the 2013 conferences included, among others:

- ethical issues in peer-review publishing,
- challenges faced in publishing content from non-native English-speaking authors, and
- methods to track and measure social media usage.

First-place winner Margot Puerta, Managing Editor of *Molecular Medicine*, presented her poster "Using Social Technographic™ Profiling to Assist in a Journal's Social Strategy" to North American meeting attendees in August 2013, illustrating that social media usage helped guide her journal's digital presence. Margot found that participating in the poster session was a valuable experience. She states, "It was important for me to submit my poster to ISMTE because this is a community of my peers and I was interested in their feedback. Presenting my poster also offered me the opportunity for excellent networking within this scholarly society."

Submission

Are you interested in presenting a poster at next year's annual conferences? The first step is to submit a proposal that includes your poster's title, objectives (what three things someone will learn from your poster) and an abstract of 200 words or less. Submit your proposal online at www.ismte.org by March 1, 2014.

Review

The ISMTE Poster Committee will review your poster proposal and judge it based on three criteria: originality; significance and relevance to the field; and practicality and applicability. If your proposal meets the bar for acceptance, the chair of the Poster Committee will contact you with instructions by the end of March for how to prepare and submit your poster for the conference presentation. When all posters are received, the committee will determine the winners of the awards.

Presentation at Conferences

ISMTE will provide you with templates to help you design your poster. Although not mandatory, we encourage that you attend one of the conferences so you can talk about your poster with other attendees during the afternoon receptions.

Prize Money

Posters that receive the first- and second-highest scores will win cash prizes of $300 and $200 (U.S. dollars), respectively. Also, the first-place winner will have the opportunity to summarize his or her poster for a short article in *Editorial Office News*. For questions, please contact Erin Dubnansky at edubnansky@gastro.org.

Don't delay! Submit your proposal now!

Calendar of Events

Advanced Journal Development: Strategic Development for Journal Managers
December 4, 2013
London, England
http://www.alpsp.org

Editorial Manager User Group Meeting
January 17, 2014
London, England
http://www.editorialmanager.com/homepage/conferences.html

Publication Ethics: Fraud & Misconduct
February 12, 2014
London, England
http://www.alpsp.org

Journal Development 1: Practical plans for Improving Journal Success
February 26, 2014
London, England
http://www.alpsp.org

Introduction to Journals Publication
March 12, 2014
London, England
http://www.alpsp.org

AMWA Mid-Atlantic Chapter Conference
March 14, 2014
Gaithersburg, Maryland
http://www.amwa.org

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