

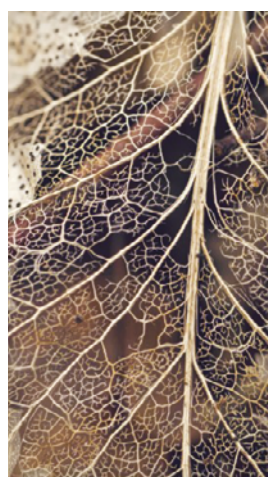


Editor Welcome Pack

September 2017



ELSEVIER
Empowering
Knowledge



Editor Welcome Pack

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PART 1

Welcome to Elsevier



1.1 WELCOME

Welcome and introduction from Erik Engstrom, CEO, RELX Group

Dear Editor,

We hear from many of our new journal editors that taking on the editorial responsibilities for a journal for the first time can sometimes be a daunting prospect. In response we have developed this guide, based on input from some of our existing editors and our own experience. The aim is to provide you with some guidance on your role as editor, as well as background information about your journal, Elsevier in general, and the ways in which we can assist you in your role.

Our editors have a wide range of extensive experience in many different types of journals and disciplines, and we hope that the comments made in this guide will provide a useful starting point for you to build upon.

We welcome any comments or feedback; please feel free to pass these back to your publishing contact.

As a journal editor, you play a vital role in the academic publishing process. At Elsevier, we strive to honor your editorial contribution by applying advanced technologies to make content discoverable and accelerate the path to insight, knowledge and better decision-making. We would like to take this opportunity to thank you for your efforts on behalf of your journal and hope that you enjoy your new role.

A handwritten signature in black ink, reading "Erik Engstrom". The signature is stylized and cursive.

Eric Engstrom
CEO, RELX Group

“Lead the way
in advancing
science,
technology
and health”

1.2 Elsevier's mission

Elsevier is a global information analytics company that helps institutions and professionals progress science, advance healthcare and improve performance for the benefit of humanity. We help researchers make new discoveries, collaborate with their colleagues, and give them the knowledge they need to find funding. We help governments and universities evaluate and improve their research strategies. We help doctors save lives, providing insight for physicians to find the right clinical answers, and we support nurses and other healthcare professionals throughout their careers.

We remain the #1 global leader in science, technical and health publishing, providing 16% of all scientific articles published globally and more than 17% of the world's clinical content. It is our great honor to partner with you and 20,000 editors in academia, 70,000 editorial board members, and 700,000 trusted reviewers.

1.3 Elsevier's structure

Elsevier is part of RELX Group, a global provider of information and analytics for professional and business customers across industries. We operate in four major market segments: Scientific, Technical & Medical; Risk & Business Analytics; Legal; and Exhibitions.

For more information about Elsevier's mission, values and structure visit elsevier.com.



1.4 Elsevier's products

Overview of Elsevier's products

Elsevier provides digital solutions and tools in the areas of strategic research management, R&D performance, clinical decision support, and professional education; including [ScienceDirect](#), [Scopus](#), [ClinicalKey](#) and [Sherpath](#). Elsevier publishes over 2,500 digitized journals, including *The Lancet* and *Cell*, more than 35,000 e-book titles and many iconic reference works, including *Gray's Anatomy*. Editors of Elsevier journals are provided complimentary access to ScienceDirect and Scopus, which provide additional STM publisher content, scientific web content and SciVerse Applications. Almost all Elsevier journal content, as well as an expanding program of online major reference works, book series and a growing number of multimedia files, is hosted on ScienceDirect where **Elsevier provides 16% of all scientific articles published globally**, and more than 17% of the world's clinical content. Almost 3 million unique authors worldwide contributed to almost 1.4 million publications in Elsevier journals in the 3 years ending 2015. We estimate that to be almost 30% of all active researchers globally. Scopus is the world's largest abstract and citation database of peer-reviewed literature and quality web sources containing titles from 5,000 publishers worldwide. Enriched with research tools, citation analytics and advanced search features, it provides the fastest way to find relevant content and identify potential research partners.

[Scopus](#) data supports a number of services in the SciVal suite of products; a comprehensive suite of web-based performance, planning and funding tools that help institutes evaluate, establish and execute research strategies.

Trusted by over 6 million researchers worldwide, [Mendeley](#) is a free reference manager and academic social network that helps you organize your research, connect and collaborate with researchers around the world. You can search and apply for thousands of science and technology jobs on Mendeley Careers and discover relevant funding opportunities on Mendeley Funding.

Together, Mendeley and Elsevier provide researchers with solutions along the entire academic workflow: content discovery & access, knowledge management & collaboration, and publication and dissemination.



In the Science & Technology division, secondary publishing incorporates abstracting and indexing databases, including **Embase**, which features biomedical and pharmacological information. Health Sciences platforms are led by **ClinicalKey**, the world's first clinical insight engine. This powerful site gives medical professionals access to all of Elsevier's current medical and surgical content from one place. Plus, all of the content is enriched with smart content using Elsevier's proprietary taxonomy EMMeT, which allows physicians to find the answers they need even faster. Additional platforms include **Mosby's Nursing Consult**, an online patient care resource for nurses.

Health Sciences is also home to some of the world's premier brands in health care publishing -Saunders, Mosby, Churchill Livingstone, Butterworth-Heinemann and Hanley & Belfus. For more information about leading health journal publications please visit journals.elsevierhealth.com.

Elsevier WebShop

The Elsevier WebShop provides easy access to a wide selection of services that support and professionalize the scientific publication cycle, from authorship to article promotion.

Key services include:

- English language services: authors can have English manuscripts edited or their manuscripts translated into English so they are guaranteed submission-ready;
- Scientific illustration services for professional visualizations and high-quality artwork;
- Article promotion services such as journal issues, extra offprints or journal cover posters - helping researchers celebrate their achievements;
- InfoGraphics: presents complex data in an attractive graphic to help the author promote his research story in an attractive way on (social) media.

<http://webshop.elsevier.com>

1.5 Elsevier's involvement in corporate responsibility and industry initiatives

As a global provider of information solutions in science, technology and medicine, we are proud of our unique contributions to sustainability development – from our publishing portfolios and analytics capabilities to building research capacity in developing countries and advancing diversity in science.

We make these contributions in partnership with our global research and health communities. The projects and initiatives in the sections below demonstrate our commitment to living our company values in everything we do.

Information linking

We are an active participant in projects driving seamless linking to the world's scientific, technical and medical literature, including **CrossRef™** and Open URL standards. Elsevier was also one of the first scientific information analytics companies to participate fully in CrossRef's pan publisher plagiarism detection pilot to filter academic content. The CrossCheck database consists of over 50 million journal articles from 130 publishers. Elsevier's contribution to the database consists of 7,000 books and 13 million journal articles and it continues to grow.

Since January 2008, Elsevier has offered **Committee on Publication Ethics (COPE)** membership to editors of all Elsevier journals, providing them with a critical, independent support forum to discuss issues related to the integrity of scientific knowledge. Elsevier's own **Publishing Ethics Resource Kit** also offers guidance to editors on dealing with allegations.

Since 2006, Elsevier has partnered with **Sense About Science (SAS)**, an independent charitable trust, championing evidence, scientific reasoning and a public discussion of scientific issues. For the past eleven years, the partnership has worked to promote an understanding of peer review among journalists, policymakers and the public as well as to engage and inspire early career researchers to become ambassadors of good science.

Information sharing

We help to bridge the information divide by providing free or low-cost access to Elsevier products. Together with the [Elsevier Foundation](#), Research4Life is the central element in our corporate responsibility program. This unique public-private partnership represents a critical collaboration by United Nations agencies, universities and more than 200 publishers to provide free and low-cost access to scientific information to over 79,000 peer reviewed resources for ca 8000 institutions in over 100 developing countries. Elsevier contributes over a quarter of those peer reviewed resources with approximately 2,500 Elsevier journals and 20,000 ebooks, as Scopus, Mendeley and as of June 2017, Clinical Key, a point of care database for doctors.

Elsevier is also an active partner in [Book Aid International's](#) book donation program. Elsevier has donated approximately 260,000 scientific, technical and medical books since 2004 to a total of 211 Book Aid partner institutions in developing countries. In 2016, Elsevier donated a total of 57,972 books. Book Aid International's high priority areas include agricultural and biological sciences, chemistry, dentistry, energy and power, engineering and technology, environmental sciences, health professions, immunology, life sciences, mathematics, medicine, nursing, pharmaceutical sciences, pharmacology, and physics. Learn more at elsevier.com/responsibility.

Information preservation

Elsevier is committed to the permanent availability and preservation of scholarly research by partnering with a number of independent dark archives as well as maintaining local state-of-the-art facilities to store a complete, accurate digital version of ScienceDirect. We have taken steps to ensure that these files will not disappear or become inaccessible to the research community.

Through partnerships with the Koninklijke Bibliotheek (the Dutch national library), CLOCKSS, Lexis Nexis and Portico, a non-profit archiving agency, Elsevier now maintains four complete, accurate digital versions of journals made available on ScienceDirect.

Elsevier continues to explore additional archival arrangements internationally and the inclusion of e-books in our archives.

Information and capacity development

Over the past decade, the [Elsevier Foundation](#) has awarded over 100 grants worth millions of dollars to non-profit organizations focusing on the world's libraries, nurse faculties and women scholars during their early and mid-careers. Funded by [Elsevier](#), the Elsevier Foundation contributes over \$1 million USD a year to non-profit organizations. In 2016, the Elsevier Foundation launched a series of new partnerships to support innovations in health information, research in developing countries, diversity in science and technology for development. The partnerships include:

- **Health & Innovation:** Information technology can significantly advance the delivery of healthcare in developing countries, addressing problems such as the high risk of maternal death across Africa and HIV/AIDS prevention and treatment. "Health & Innovation" directly supports organizations working to improve health outcomes in developing countries.
- **Research in Developing Countries:** Research conducted by Elsevier and SciDev.net in the 2015 Sustainability Science in a Global Landscape report revealed that that only 2% of sustainability science research output is produced by developing countries, despite the fact that these countries are often the hardest-hit by climate change and resource scarcity. For many low-income countries, this so-called 'science poverty' limits their involvement in vital research. The "Research in Developing Countries" program seeks to redress the balance with three key partnerships designed to widen access to academic knowledge.
- **Diversity in STM:** The future of science requires a robust and diverse workforce drawn from all corners of society. Encouraging STM careers among young people from communities that have severely limited educational resources and few professional role models is a particular challenge. To address this, we focus on advancing women in science and helping under-served youth receive greater exposure to science and health education.

- **Technology for Development:** We recognize that technological solutions are increasingly playing a role in helping the world solve some of the world's greatest challenges. The Elsevier Foundation is developing a new program area which harnesses the power of technology and big data for good. Our goal is to support projects enabling data scientists to contribute their skills to tackle some of the toughest issues outlined by the UN Sustainable Development Goals.

In 2016, The Elsevier Foundation launched a new volunteering project for Elsevier employees, "Research without Borders", partnering with the African Journal Partnership Project (AJPP). The goal of our partnership is to boost African health research and its discoverability within the global health community. We are proud to support the longstanding AJPP program which has been on the front lines of boosting the discoverability and quality of African research since 2004. AJPP pairs nine African health and medical journals with leading US and UK journals including *The Lancet*. This high profile mentoring program is supported by the US National Library of Medicine (NLM) and the Fogarty International Center of the US National Institutes for Health and administered by the Council of Science Editors.

Information standards

We collaborate actively in partnerships to progress information standards, including the STIX (Scientific and Technical Information Exchange) Font Creation Project and the COUNTER (Counting Online Usage of Networked Electronic Resources) Code of Practice, to measure the usage of online information products and services.

You can find more detail on these initiatives and Elsevier's involvement in corporate responsibility and industry initiatives in Appendix II. More information can be found here: elsevier.com/about/our-business/industry-standards.

1.6 Open access

Elsevier fully supports the goal to make scientific research publically available, and we are committed to providing authors with a wide range of choices in determining how they publish their research. The open access policies outlined below are implemented in our proprietary titles. For journals we publish on behalf of third-parties, we work closely with our society partners to develop open access policies tailored to meet their individual needs. It is important that you know and understand your journal's open access options. If you have any questions please contact your publisher or read more at: elsevier.com/openaccess.

1.6.1 Gold open access options

As an editor, your journal will provide authors with a gold open access option in one of the following ways:

- **Your journal is an open access journal** - all articles are published open access and as such do not have any subscribers and all content is free online. Authors, or someone on their behalf (such as their funder or institution), will pay an article publishing charge (APC). Elsevier publishes over 170 high quality peer-reviewed, open access journals, including *Cell Reports* and *The Lancet Global Health*.
- **Your journal is a hybrid journal** - it supports open access and a subscription publication, operating two separate business models in the one journal. After acceptance authors can choose how they wish to publish their article. This allows authors to continue to publish in established journals in their field, while also deciding how they want to broadcast their research. These journals provide an alternative way for authors to comply with open access policies of their institution and/or funding body. Elsevier offers an open access option in over 1850 established journals which previously operated exclusively under the subscription model but now support open access publishing too.
- **Your journal has changed to open access** - some established journals may change to an open access model. After the change, the journal no longer has subscribers and instead an open access fee is payable by the author or funding body on their behalf. Previously published articles remain accessible by subscription and newly published articles are available as gold open access.



- **Your journal is subsidized** – it is an open access journal which enjoys the full support of an affiliated organization or society - which provides funds to cover all costs of publication, including open access. The journal is then free to read and to publish in for everyone. Elsevier publishes a number of these journals on behalf of societies and organizations.

We recommend that you always check the Guide for Authors for information about your journal's open access policy. To learn more about Elsevier's open access options visit: elsevier.com/openaccessoptions.

1.6.2 Green open access options

Articles published under the subscription business model can also be made available as open access. This is often referred to as “the green road to open access”. Elsevier has a number of ways authors can share their research at different stages of the publishing process which is described in more detail here: elsevier.com/greenopenaccess

All Elsevier journals include the option to self-archive. As green open access has no separate funding stream and relies on the subscription model continuing to operate, there is typically a time delay before a version of a subscription article (the Author Manuscript) can be made publicly available. The embargo period for your journal can be found on the journal's homepage and in the Guide for Authors, or through our Journal Embargo Finder: <https://www.elsevier.com/about/open-science/open-access/journal-embargo-finder>.

Selected journals may also feature an open archive. These archives enable free access to the journal on publisher platforms after an embargo period. Open archive operates on 108 Elsevier journals, including Cell Press titles.

1.6.3 Funding body policies

Authors are increasingly required to comply with funding body or institutional policies with regard to open or public (US) access. These policies require authors to make their research publicly available, either through green or gold open access. For authors, compliance may affect how their research is evaluated or their ability to attract research funding in the future. To help authors publishing in Elsevier journals, we have established a number of agreements with funding bodies, including The Wellcome Trust, National Institutes of Health (NIH) and UK Research Councils (RCUK). These agreements enable us to set up dedicated workflows after acceptance, which make it easy for authors to continue to publish in our journals, whilst complying with their funder's policy. For more information please visit: elsevier.com/fundingbodies

1.7 Policies

This section contains information on Elsevier's policies with regard to scientific, technical and medical publishing. While this provides a useful reference, for an up-to-date statement of Elsevier's policies, please contact your publisher or read more at elsevier.com/policies.

1.7.1 Copyright and related issues

1.7.1.1 Copyright

Elsevier's copyright policy for our proprietary titles depends on the author's choice of publication:

- **Subscription articles:** authors transfer copyright to the publisher as part of a journal publishing agreement, but have the rights to use and share their articles for a wide range of scholarly purposes;
- **Open access articles:** authors sign an exclusive license agreement, where authors retain copyright but license exclusive rights in their article to the publisher. This applies to all gold open access content in our proprietary titles.

In addition, we have also developed specific publishing agreements with certain government and inter-governmental organizations specially tailored for their employee authors - these include the World Health Organization and the World Bank.

For both subscription and open access articles Elsevier is granted the following rights:

- The exclusive right to publish and distribute an article, and to grant rights to others, including for commercial purposes;
- The right to provide the article in all forms and media so the article can be used on the latest technology, even after publication;
- The authority to enforce rights in the article, on behalf of an author, against third parties - for example, in the case of plagiarism or copyright infringement;
- For open access articles - Elsevier will apply the relevant third party user license where Elsevier publishes the article on its online platforms.

Read more: elsevier.com/copyright.

1.7.1.2 Author rights

Elsevier supports the need for authors to share, disseminate and maximize the impact of their research. If you have any doubts about a copyright issue or query, please forward it to your publishing contact within Elsevier, who will be able to coordinate appropriate authorization through our Rights and Permissions Department. Read more information [here](#) about authors' rights.

1.7.1.3 Author posting online

Authors can share their research at various stages of the publication process. This is detailed in our sharing policy: elsevier.com/sharingpolicy.

1.7.1.4 Text and data mining

Elsevier fully supports researchers who wish to text mine for non commercial research purposes. We have adopted a license-based approach, which applies to all of our journals and formalizes the ability to mine into our academic agreements. We have also invested in an Application Programming Interface (API), a text-mining friendly way to gain access to content. Read more at: elsevier.com/tdm.

1.7.1.5 Accessibility

Elsevier consistently and proactively endeavors to make our products fully accessible to all users, regardless of physical abilities. On our publishing platform, ScienceDirect, we have taken steps to enable readers with disabilities to access content published in our journals.

This includes:

- Making it easier for a screen reader user to load and navigate pages, and easier for them to understand content;
- Search results and journal home pages now have “ARIA landmarks,” allowing for screen reader users to bring up a list of main page regions. This helps users understand page composition and allows skipping to main areas, such as “Articles”;
- Generic, repetitive links such as “Abstract” and “View Preview” now are announced by screen readers in the context of the parent article title.

1.7.2 Open access publishing policies

1.7.2.1 User licenses

A user license on an article determines how readers can share and reuse the article, without the need to request permission. For authors publishing gold open access, Elsevier offers a choice between a commercial user license (CC BY) and a non-commercial user license (CC BY NC ND), which also permits non-commercial text mining. Read more at: elsevier.com/openaccesslicenses.

1.7.2.2 Article based publishing charges (APCs)

Our APCs are journal specific and range from \$500 to \$5000 US Dollars. Elsevier's APCs are competitively priced, at or below industry average whilst delivering above average quality.

Price setting and adjustments of APCs reflect a number of factors including: competitive considerations; market conditions; journal impact factor; article type; journal function; editorial processes; and technical features. For specific pricing information, please refer to your individual journal homepage. Read more at: [elsevier.com/about/our-business/policies/copyright](https://www.elsevier.com/about/our-business/policies/copyright).

1.7.2.3 Waiving

For authors publishing under a gold open access model who cannot afford the APC, individual waiver requests can be considered, on a case-by-case basis, and may be granted in cases of genuine need. Priority for this waiver program will be given to applications by authors from countries eligible for the [Research4Life](#) program.

1.7.2.4 No double dipping

Elsevier's policy is not to charge subscribers for open access articles and when calculating subscription prices to only take into account subscription articles – we do not double dip. Further information is available here: <https://www.elsevier.com/about/our-business/policies/pricing>

1.7.2.5 Retrospective open access

In general, Elsevier does not offer authors the option to retrospectively make an article gold open access post publication. We do, however, understand that there are sometimes exceptional circumstances. We are happy to assist as it may still be possible to make a subscription article, published in a hybrid journal, gold open access up until 31st January of the following year. For details please contact your publishing contact.

1.8 Publishing ethics

You may occasionally be made aware of alleged breaches of professional ethics codes. Such allegations could include potential cases of:

- multiple submission;
- authorship disputes;
- peer-review manipulation;
- image manipulation;
- plagiarism; and
- fraudulent use of data.

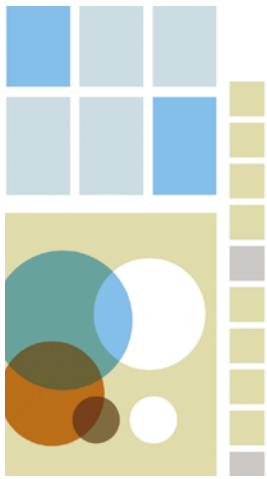
Elsevier is committed to protecting and enhancing the peer-review process. We created our [Publishing Ethics Resource Kit – PERK](#) – to support editors in making publishing ethics decisions; we offer the editors of all Elsevier-published journals membership of the [Committee on Publication Ethics – COPE](#) – and we provide Editors with the text-similarity detection software, Crossref Similarity Check for new submissions to our editorial systems.

PERK

The aim of the Publishing Ethics Resource Kit (PERK) is to act as a resource and provide advisory support for addressing queries about issues such as plagiarism, authorship disputes, multiple submission and/or publication, and research misconduct.

PERK has four main sections: General, Decision Trees, Form Letters and Questions & Answers. The General section contains links to both Elsevier and non-Elsevier policy and procedure documents. Under Decision Trees you will find a list of different forms of publishing ethics abuse with decision trees and the recommended action that can be followed. Notes on identifying the allegation type, a related case study, as well as COPE flowcharts are also available. Form Letters are examples of appropriate letters for various situations, using language that has been approved by Elsevier's legal counsel. The Q & A section is a large resource of useful information on “grey areas” structured in the form of questions and answers.

[Publishing Campus Ethics in Research & Publication](#) offers young researchers advice on how to avoid misconduct and recommended reading about research and publication ethics. This



educational program was developed in collaboration with an independent panel of experts in research and publishing ethics.

Author information

Other efforts to educate authors on their ethical responsibilities include clear ethics policies in each journal's Guide for Authors, a mandatory ethics statement as the final submission step in our editorial submission systems, regular author webinars on ethics and hundreds of author workshops presented by publishers and editors.

COPE

All Elsevier-published journals are enlisted with the Committee on Publication Ethics (COPE), ensuring that our editors have an alternative authoritative source to refer to when dealing with complex ethical issues. We were the first major scientific publisher to do this.

As a member of COPE, you will have the opportunity to discuss publishing ethics issues with other journal editors, as well as access to the members'-only section of COPE's website. This includes online training modules, detailed guidelines and codes of conduct, as well as a comprehensive list of specific cases, with accompanying discussion and advice, and the outcome. Contact your Publisher if you or your board members require a username and password for the COPE website. You can find COPE's Best Practice Guidelines for Journal Editors in Appendix II.

The website for [The World Association of Medical Editors](#) also hosts useful information on different types of ethical breaches.

CrossCheck

In 2008, Elsevier, along with other publishers, collaborated with CrossRef to develop a system called Crossref Similarity Check, which allows publishers to verify the originality of published works. It uses the software tool [iThenticate](#), which comes from the same creators as Turnitin. This compares manuscripts with both a web repository and the CrossCheck database, to detect text similarities which may indicate plagiarism, or duplication.

We believe that the CrossCheck initiative is a valuable tool to support the peer-review process. However, software cannot provide a definite answer to suspected plagiarism or duplication cases. It is a tool to support your expert judgment, rather than replace it. As iThenticate's creators advise: *"The similarity indices do not reflect iThenticate's assessment of whether a paper has or has not been plagiarized. Similarity Reports are simply a tool to help our clients find sources that contain text similar to the submitted documents. The decision to deem any work plagiarized must be made carefully, and only after an in depth examination of both the submitted paper and suspect sources."*

1.8.1 Disclosure of competing interest

Maintaining the integrity of the information we publish is paramount to scientific and medical discovery. To maintain the integrity of our publications we have developed a disclosure policy in cooperation with publishers and editors of many of our key publications.

Authors must disclose any possible competing interests. WAME define conflict of interest as *"a divergence between an individual's private interests (competing interests) and his or her responsibilities to scientific and publishing activities, such that a reasonable observer might wonder if the individual's behavior or judgment was motivated by considerations of his or her competing interests"* <http://www.wame.org/about/conflict-of-interest-in-peer-reviewed-medical>. All authors should disclose any financial and personal relationships with other people or organisations that could be viewed as inappropriately influencing (bias) their work.

1.8.2 Journal self-citation

An editor should never conduct any practice that obliges authors to cite his or her journal, either as an implied or explicit condition of acceptance for publication. Any

recommendation regarding articles to be cited in a paper should be made on the basis of direct relevance to the author's article, with the objective of improving the final published research. Editors should direct authors to relevant literature as part of the peer-review process; however, this should not extend to blanket instructions to cite individual journals.

1.8.3 Corrections to the journal record on ScienceDirect

Elsevier recognises the importance of the scholarly archive as a permanent, historic record of the transactions of scholarship (see [Information Preservation](#) on page 8). Articles that have been published shall remain extant, exact and unaltered as far as is possible. However, very occasionally circumstances arise where a published article must be corrected, retracted, or even removed. Such actions must not be undertaken lightly and can only occur under exceptional circumstances, such as:

- Infringements of professional ethics codes, such as multiple submission, false claims of authorship, plagiarism, fraudulent use of data, or the like. The outcome may be article retraction;
- Legal limitations upon the publisher, copyright holder or author(s). The outcome may be article removal;
- The identification of false or inaccurate data that, if acted upon, would pose a serious health risk. The outcome may be article removal or article replacement. In all cases, our official archives at the National Library of The Netherlands and Portico, a non-profit archiving agency, will retain all article versions, including retracted or otherwise removed articles.

Elsevier's policy on these issues has been designed to address the importance of the integrity of the archive and to take into account the current best practice in the scholarly and library communities. As standards evolve and change we shall revisit this issue and welcome the input of the scholarly and library communities.

Editors may wish to consider issuing a **Corrigendum/Editorial Note** if:

- A small portion of an otherwise reliable publication proves to be misleading, especially because of honest error;
- The author / contributor list is incorrect, e.g. a deserving author has been omitted or somebody who does not meet authorship criteria has been included;
- An author's potential competing interest has only been disclosed post publication.

Editors may wish to consider issuing an **Expression of Concern** if:

- They receive inconclusive evidence of research or publication misconduct by the authors;
- They believe that an investigation into alleged misconduct related to the publication either has not been, or would not be, fair and impartial or conclusive;
- An investigation is underway but a judgment will not be available for a considerable time.

Editors should consider **retracting** a publication if:

- They have clear evidence that the findings are unreliable, either as a result of misconduct, e.g. data fabrication / falsification; or honest error, e.g. miscalculation or experimental error;
- The findings have previously been published elsewhere without proper cross-referencing or permission;
- It constitutes plagiarism (appropriation of another person's ideas, processes, results, or words without giving appropriate credit, including those obtained through confidential review of others' manuscripts);
- It reports unethical research;
- The peer-review process has been compromised / manipulated and the scientific integrity of the article cannot be guaranteed;
- An author's competing interest has been disclosed post publication and the disclosure is significant enough to potentially change the conclusions, in the judgment of the editor.

Article retraction

Standards for dealing with retractions have been developed by a number of library and scholarly bodies and this best practice is adopted for article retraction by Elsevier:

- A retraction note titled ‘Retraction: [article title]’ signed by the authors and/or the editor is published in the paginated part of a subsequent issue of the journal and listed in the contents list;
- In the electronic version, a link is made to the original article;
- The online article is preceded by a screen containing the retraction note and it is to this screen that the link resolves; the reader can then proceed to the article itself;
- The original article is retained unchanged save for a watermark on the PDF indicating on each page that it is ‘retracted’;
- The HTML version of the document is removed.

Article removal

In an extremely limited number of cases, it may be necessary to remove an article from the online database. This will only occur where the article is clearly defamatory, infringes others’ legal rights, where we have good reason to expect it will be the subject of a court order, or where the article, if acted upon, might pose a serious health risk. In these circumstances, while the title and authors will be retained, the text will be replaced with a screen indicating that the article has been removed for legal reasons.

Article replacement

In cases where the article, if acted upon, might pose a serious health risk, the authors of the original article may wish to retract the flawed original and replace it with a correct version. In these circumstances, the procedures for retraction will be followed with the difference that the database retraction notice will publish a link to the corrected re-published article and a history of the document.

Article withdrawal

Withdrawal is largely used for Articles in Press which represent early versions of articles and sometimes contain errors, or may have been accidentally published twice. Occasionally, but less frequently, the articles may represent infringements of professional ethical codes, such as multiple submission, bogus claims of authorship, plagiarism, fraudulent use of data or the like. Articles in Press that include errors, or are discovered to be accidental duplicates of other published article(s), or are determined to violate our journal publishing ethics guidelines in the view of the editors may be “Withdrawn” from ScienceDirect.

Withdrawn means that the article content is removed and replaced with a page simply stating that the article has been withdrawn according to the Elsevier Policy on Article in Press Withdrawal with a link to the current policy document.

1.9 Innovation at Elsevier

Innovation from the Elsevier name dates back to the original convenient smaller size books that the Elsevier family printed and produced and which came to be known as ‘Elzevirs’, which are now collectors’ pieces. More recently it is the digital revolution which has characterized innovation at Elsevier. Our first moves into electronic publishing were in conjunction with other publishers in developing the Adonis library product. We then experimented with full text online with the Tulip project based on a number of key institutions in the materials science area. These both predated the World Wide Web, but soon after this was developed, having converted our production systems to SGML tagging, we were able to deliver the **ScienceDirect** platform which now holds full text of more than 3,800 journals and includes backfiles back to our first issue of *The Lancet* in 1823. In the medical field we also have the essential platform **ClinicalKey** to assist practitioners as well as the research community.



1.9.1 Online products

Elsevier's research intelligence solutions

Elsevier offers a comprehensive portfolio of research management solutions designed to assess research strengths and inform decision making at each stage of the research lifecycle.

Products & services

- **SciVal:** ready-to-use tools to analyze the world of research, and establish, execute and evaluate the best strategies for your research organization;
- **Pure:** a comprehensive research information management system to enable evidence-based decisions, promote collaboration, simplify administration and optimize impact;
- **Analytical services:** customized analysis, reports and services to meet your research management needs;
- **SciVal Funding:** helps researchers, administrators and research development professionals find new funding opportunities;
- **Expert Lookup:** helps you identify scientific experts in minutes.
- **Scopus:** the largest abstract and citation database of peer-reviewed scientific literature.
- **Hivebench:** a flexible, easy-to-use Electronic Lab Notebook designed to fit Life Science workflows.

Supporting tools

- **Mendeley:** a free reference manager and academic social network to help organize research, collaborate with others online, and discover the latest research.

Learn more about these products & services and supporting tools at: <https://www.elsevier.com/research-intelligence/products-services>

1.9.2 Enrichments on ScienceDirect

Elsevier offers authors powerful tools to present their work in new ways. We accept, and are able to visualize, a growing range of file formats and other objects used in modern-day research. Aside from adding valuable context to the article, these **enrichments** improve the way articles are presented online - giving readers of the journal better insights and helping authors make an impact.

We currently support enrichments of the following types:

Interactive data viewers

elsevier.com/authors/author-services/enrichments#dataviewers

Authors can enrich their article using **interactive data visualizations** (e.g. **MATLAB**, **KMZ/KML for Google Maps**, **xy plots**, **high resolution images including t- and z-stacks**, **phylogenetic trees**, and formats for **3D images**). This allows authors to share their data in an engaging and clear way. Authors include these enrichments as separate files submitted along with their manuscript; reviewers should inspect them using our online preview tools.

Context & references

elsevier.com/authors/author-services/enrichments#context

Elsevier enriches published articles with contextual information, links and/or visualizations from the scientific sources listed below. This is a fully automated effort although authors can include identifiers (e.g. for gene names) in their article following [these instructions](#). We currently support: **NIF Antibody Registry**, **PubChem**, **Reaxys**, **Lipid Maps structure database**, **Gene Expression Omnibus**, **NCBI** and the **RSCB Protein Data Bank (PDB)**.

Article presentation & multimedia

elsevier.com/authors/author-services/enrichments#multimedia

As soon as their article is accepted, authors receive an e-mail inviting them to create a set of **AudioSlides** for use in promoting their research. AudioSlides are 5-minute webcast-style

presentations displayed next to a published article. Authors can share them on social media or embed them on other websites, which makes them an excellent promotional tool.

Elsevier supports 'traditional' artwork, such as audio and video, as well of course. Our page on [artwork and media Instructions](#) will give you an impression of the possibilities here.

If you have ideas on how to enrich content in your discipline, then please do not hesitate to contact your publishing contact who will be happy to connect you to the Content Innovation team.

Elsevier is committed to innovation. We feel it is an important part of our contribution to a progressive use of information and technology to improve productivity for researchers, as well as the return on investment for those who use our services. Successful innovation requires partnership, whether for innovative products and services or to make process improvements which improve our quality and effectiveness as an organization. We hope that as an editor, you will feel the same thirst for continuous improvement and we look forward to working with you.



PART 2

Your role as editor



Your role as editor

This section, is intended to give you basic background information about the different aspects of your role. We have drawn upon the knowledge of various editors, and the specific experience of Carl Lampert, who has been an Elsevier editor for more than 20 years. It also addresses how we can assist you in this role. Your publishing contact will be able to provide you with more detailed information specific to your particular journal.

Your role, as editor, is to maintain, and develop wherever possible, the journal's profile and reputation:

- You have final responsibility for the journal's content;
- You should ensure that the journal's aims and scope, and therefore content, respond to any changes of direction in the field of study to incorporate newly-emerging work;
- You will work closely with the journal's publishing staff to ensure that it is strategically developed in line with market evolution. Both you and the publishing staff will make recommendations in this regard, based on your complementary expertise and sources of information.

2.1 The editorial team

The structure and size of a journal's editorial board depends on the journal, but in general one or more editor(s) lead a team of editorial board members.

2.1.1 The editor

In your role you should:

- Ensure a supply of high-quality manuscripts to Elsevier in quantities that are able to maintain the publishing schedule of the journal; if insufficient manuscripts are being submitted, then you should discuss how to address this with your publishing contact;
- Ensure that the subject matter of the manuscripts reflects any changes of direction in the field of study to incorporate newly-emerging work; this may necessitate inviting articles or special issues;
- Select the editorial board, in co-operation with your publishing contact;
- Continually engage the editorial board on the progress of the journal and update and include them on ideas for editorial development. The editorial board should be involved formally through an annual editorial board meeting or informally in ad hoc meetings and discussions;
- Provide strategic input into your journal's development. Your publishing contact will be in touch regularly to report on the journal's performance and suggest possible strategies for development, as well as discuss your suggestions;
- Highlight commercial advertising, supplement, and reprint opportunities, if these form important sources of income for your journal;
- Promote the journal to peers and colleagues.

2.1.2 Additional editors

In general, a journal will have multiple editors if it is:

- Very large, and the number of submissions is too great for one editor to handle; and/or
- The scope of the journal is so broad that it is not possible for one editor to make informed decisions about submissions in all subject areas.

Multiple editors may sit between the editor(s) and the editorial board, and can also be referred to as:

- Co-Editors;
- Associate Editors;
- Section Editors;
- Editorial Advisors;
- Editorial Committee Members.

If you are working with additional editors, then papers may be divided between you on the basis of:

- Geographical origin;
- Specialization;
- Type of contribution, such as original articles or reviews; and
- Equal division of labour.

Multiple editors may have different roles, depending on the journal. Your publishing contact will be able to advise you on these.

2.1.3 The editorial board

The editorial board, sometimes known as the (editorial) advisory board, is a team of individuals in the journal's field. Some individuals may also belong to the editorial boards of other journals. The board's role consists of:

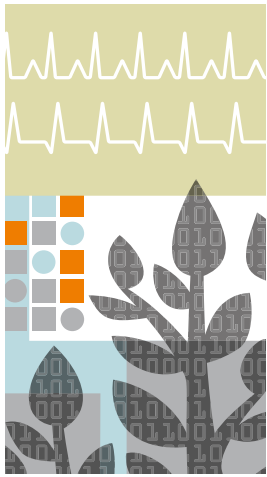
- Expertise in subject matter;
- Reviewing submitted manuscripts;
- Advising on journal policy and scope;
- Identifying subjects and conferences for special issues which they might also help to organize and/or guest edit;
- Attracting new authors and submissions;
- Acting as advisors in the case of complex publishing ethics allegations; and
- Ideally submitting some of their own work for consideration.

The editorial board is selected by the editor(s), with advice from associate editor(s) where appropriate, with input from your publishing contact. A journal's board generally undergoes a complete revision every two or three years, and this will involve removing some individuals, inviting others, and renewing some existing members for another term.

You can also make changes to the board between these revision periods; for example, board members will sometimes resign and you may decide to either replace them immediately or wait for the revision.

The quality of a journal is judged to some degree by the composition of its editorial board. There is no ideal size for a board; it will vary between subjects and journals. However, you should consider the following when thinking about your board:

- The location of the board members should represent the full geographical appeal of the journal;
- Board members' expertise should represent the complete range of subject areas covered by the journal's scope;
- Representatives should be appointed from key research institutes; your publishing contact can provide you with a report detailing the most prolific authors, institutes, and geographical regions;
- Former guest editors of special issues and authors of key reviews;
- Non-board member reviewers whose reviews are of a high standard and/or who have shown an interest in and commitment to the journal;
- Non-board member reviewers whose reviews are of a high standard and/or who have shown an interest in the direction of the journal;
- Prestigious figureheads who might not always be very active but whose name might attract submissions;
- Ask existing board members to suggest any of their peers whom they consider would be a benefit. Board members who retire themselves will usually be happy to make suggestions;



- Requests from people who want to be appointed. Your publishing contact will be able to help you to assess the quality of candidates whom you might not know personally.

2.1.4 Reviewers

Editorial board members are not usually responsible for reviewing all submissions to a journal. Journals commonly have additional reviewers they can call upon when necessary. These reviewers may or may not be known to the editor; board members will often pass a manuscript to a colleague for review if they are too busy to meet the deadline or think that their colleague will provide a better review in a particular case.

These reviewers can be considered members of a wider editorial team. They may be younger scientists who are keen to extend their experience through peer-reviewing activities. If you have a shortage of reviewers, you could consider asking your board members to suggest additional colleagues whom you can approach.

We offer all reviewers free access to ScienceDirect and Scopus for a 30-day period. In addition, reviewers can make use of reference linking through CrossRef: by clicking on the referenced articles, reviewers are brought directly to the abstracts of those articles. If it is an article from an Elsevier-published journal, they can then choose to click directly through to the full text of that article (in ScienceDirect). This seamless integration will also work for articles from non-Elsevier published journals provided the reviewer (or the reviewer's institute) has a subscription.

Finally, Reviewers' Update is our e-update to the reviewer community. Articles might include relevant information on developments in peer review, the Elsevier submission and peer-review system, and other ways we support reviewers in their important task to safeguard the scientific quality of journals. Find out more at elsevier.com/connect/reviewers-update

2.2 The publishing team

As an editor, your three main points of contact at Elsevier are:

- Publishing;
- Production;
- Marketing.

2.2.1 Publishing

Your principal and strategic line of support is with our publishing staff. Production, marketing and distribution teams work together with your publishing contact, who manages the entire publication process for your journal.

Publishing staff work with you to maintain and develop the journal. They may:

- Set the future journal strategy, in consultation with you and the rest of the editorial board, and ensure that it is acted upon;
- Do desk and field research on market trends and competition;
- Communicate publishing policies and procedures, and new developments;
- Arrange the journal's finances, including your payments;
- Officially invite or retire editors and editorial board members;
- Provide key performance information, such as editorial statistics, ScienceDirect downloads, citation information, author satisfaction research results, and publication times. They use this information to prepare reports for meetings with you and the editorial board, and will also arrange these meetings;
- Develop plans for special issues and/or supplements with you and the editorial board;
- Guide and support you in the event of a publishing ethics allegation;
- Offer expert advice and support when you are asked questions in your role as an editor about scholarly communications and journal publishing policies;
- Act as your primary point of contact.

2.2.2 Production

Production staff are responsible for all production aspects related to your journal.

The journal manager (JM) supports the publisher by facilitating the editorial process and the production of academic journals. The JM manages the production and publication process for both online and printed journals. As process managers, JMs interact with authors, editors and reviewers, and are the single point of contact for their respective journal portfolios during the entire end-to-end process. The JM is supported in this role by the journal administrator (JA).

While the publisher is responsible for the journal strategy and objectives, the JM manages the editorial and production process of journal articles and issues. The JM is not only a great resource of information in areas such as: editorial and production workflow; editor and reviewer performance; article copy flow; production; and publication planning, they are also the person to contact for introducing changes to these areas.

2.2.3 Marketing communications strategy

The marketing communications strategy for your journal is designed to raise awareness in our author communities and to work with editors and editorial board members to attract high-quality content to the journal.

To implement the marketing strategy we use a combination of online, physical and print channels. As journal content is primarily accessed online, increased use of digital marketing techniques aimed at authors enables us to:

- Demonstrate the strength of the journal offering by using websites, digital adverts, social media, search engine optimization (SEO) and email communications in our marketing campaigns; improve response times;
- Improve customer interaction; and offer greater flexibility and quantifiable results.

Some highlights of our marketing activities include:

Journal homepages on [elsevier.com](https://www.elsevier.com)

Your journal has a dedicated homepage on [elsevier.com](https://www.elsevier.com) and can be accessed from the different subject pages. It also contains direct links to full-text articles on ScienceDirect, lists of the most popular articles and news and resources for authors, editors and readers.

The journal homepage on [elsevier.com](https://www.elsevier.com):

- Provides information on the aims and scope, editorial board, impact factor, abstracting and indexing services, guide for authors and open access information (if applicable);
- Provides a clear navigation path for authors during their orientation, submission and publication process;
- Gives a preview of core journal information, e.g., recent articles, social media, most-read articles, most-cited articles and special issues;
- Can contain a tool, called Journal Insights, that shows journal-specific metrics (impact, speed and reach).

You may wish to discuss with your publishing contact how you can place announcements on the homepage via a banner or a content block. Your input is much appreciated.

Every subject area also has a subject area page on [Elsevier.com](https://www.elsevier.com), and both the journal homepage and subject area homepage are used in promotional campaigns.

Social media

We are increasingly using social media channels to communicate with new and existing audiences about our journals and the research published in them.

Social media marketing benefits the journal in several ways. We can:

- Reach new audiences with the journal's best content;
- Engage directly with individual researchers;
- Amplify the reach of the research published in the journal;
- Share journal news with a wide community;
- Increase traffic to the journal articles and featured content.

We have more than 160 social media channels across a vast range of subject areas. We use these to promote new research, call for submissions, and even gauge opinions on key questions such as whether to launch a new journal. These sites give researchers an opportunity to interact with us directly in a way that has never existed before. We strongly encourage you to follow the channel(s) related to your subject area and get involved in the conversation. You can find a full list at elsevier.com/about/social-media.

We have also developed a series of social media guides for editors providing information on the key channels we use, advice on how to pick the right channels for you, guidance on how to set up profiles, and some tips on how each channel can be used by editors and researchers. You can find these guides at elsevier.com/editors/journal-marketing/social-media.

To help our authors make their article stand out we have developed our Authors Get Noticed program. Authors can watch a 3 min "Get Noticed" video or download our quick guide and brochure to find ways to get their research noticed.

Email marketing campaigns

Email campaigns are carried out periodically and are tailored to the needs of your journal. Examples of typical campaigns include cluster journal newsletter campaigns; calls for papers, yearly impact factor announcements, and most downloaded or cited articles campaigns.

Exhibits and conferences

Exhibitions and conferences offer us an excellent opportunity to meet face-to-face with our editors, authors, reviewers and readers. Our presence at exhibitions can range from a physical stand, flyer inserts in the delegate bags, displaying flyers at relevant sessions, poster campaigns throughout the venue, or an advert in the program.

More information on our marketing communications strategy is available on the elsevier.com page elsevier.com/editors/marketing, where you can also download our online information resource about journal marketing for editors.

2.3 The route of a manuscript from submission to final decision

A simplified version of the route taken by a submitted manuscript through to final decision is shown in Figure 1 on the next page. Of course, your journal may not exactly fit this route, especially if multiple editors are involved in the process.

Research into author behaviour consistently shows that speed from submission to final decision is a major factor when choosing a journal for submission. Elsevier's online submission and reviewing systems facilitate quick handling of submissions by, for example, helping you to manage your workflow with "to-do" menus and to easily invite and remind reviewers.

The reviewing process is covered in more detail in the following section, and in Figure 2, the path taken by an accepted paper through production, on page 29.

2.4 The peer review process

Independent reviewing is critical to the research publishing process because it validates the quality of submitted manuscripts. Reviewers provide an objective assessment of a submission, and recommend whether a piece of work advances the field sufficiently to warrant publication.

Prior to accepting to review, reviewers should declare any conflicts of interest, and if unsure should seek advice from the journal.

See [COPE Peer Review Guidelines](#) for further reference.

Articles should be reviewed by least two independent reviewers. Reviewers should:

- Assess the relevance of the work to the journal;
- Check the novelty of original articles;
- Ensure that all relevant work is cited and discussed as appropriate;
- Check that the methodology is appropriate and properly described;
- Verify whether the conclusions are supported by the results reported;
- Check that any appropriate statistical analyses have been carried out;
- Ensure that the paper is unambiguous and comprehensible, even if the English is not perfect.

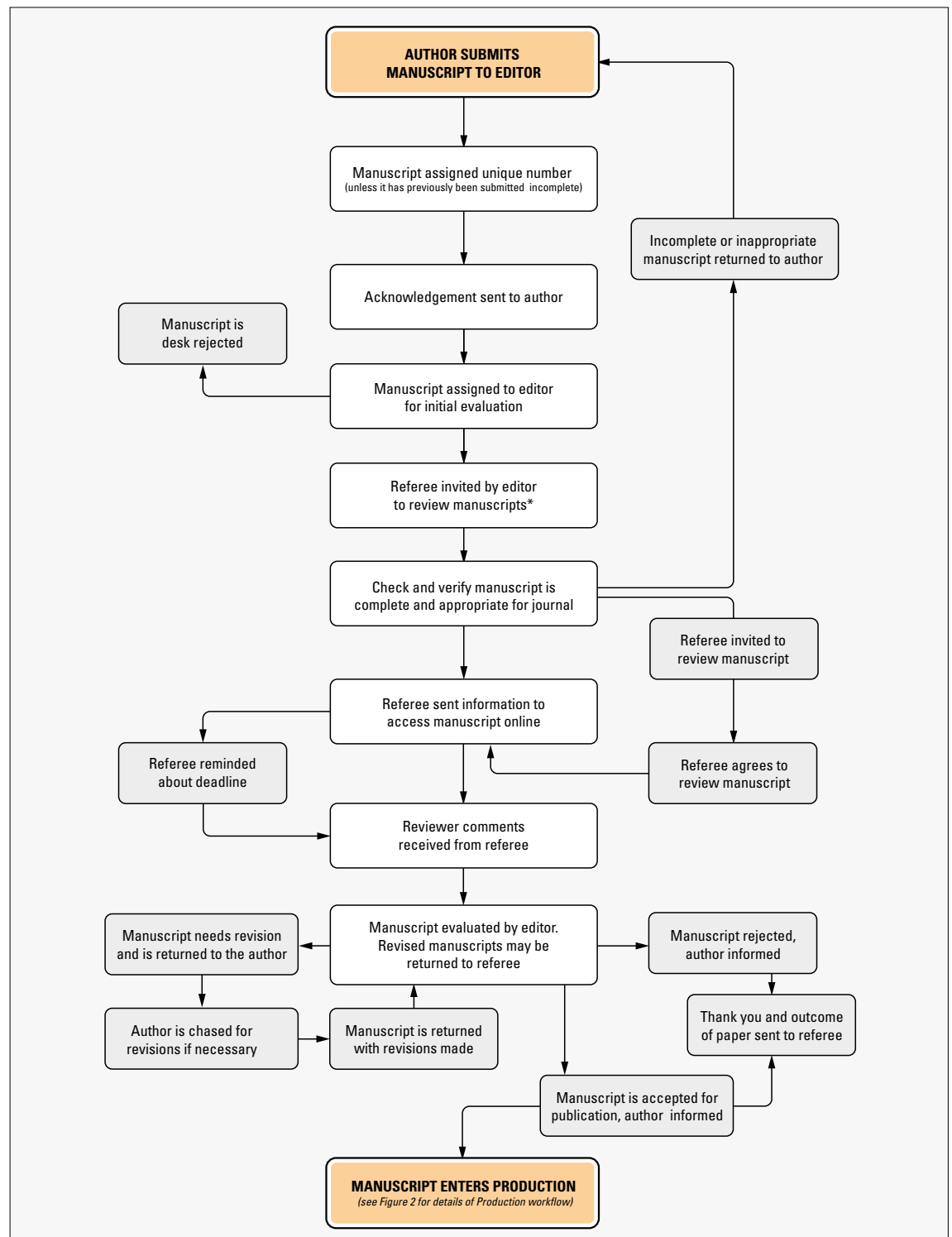
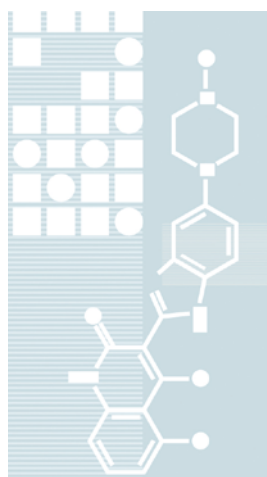


Figure 1: Simplified route of a submitted manuscript through to a final decision

*note that 2 independent reviewers are typically invited per manuscript



While reviewers make recommendations on the decision to be taken, it is your role as editor to make the final decision. Editors usually make a decision based on at least two reviewer reports per manuscript, depending upon the field, the topic, and the quality of the manuscript. Editors sometimes act as a second reviewer themselves, on the occasions that they have great difficulty in finding one.

Your journal may have an existing peer-review policy in place; please discuss this with your publishing contact or your predecessor.

2.4.1 The ideal reviewer

This is likely to be an individual who:

- Is an established researcher in the field;
- Has recently published in the field and has a good knowledge of the area;
- Has recently published in your journal;
- Is not a former co-author of the submitting author;
- Is not at the same institution as the submitting author;
- Was not suggested by the author;
- Is not already overloaded with manuscripts;
- Has a good track record of fair reviews returned promptly;
- Is fluent in English; and
- Can review the manuscript without professional or personal bias and without potential conflict of interest.

2.4.2 Selecting reviewers

Editors tell us that locating good reviewers is often the most difficult aspect of their role. Ideally, you would have a database of reviewers in the editorial system with details of their specialization(s) and performance history; the number of times they have been invited to review and how many of these invitations have been accepted, the average time taken to return a review, and its quality. Please discuss with your publishing contact if you wish to add details of specialization to the editorial system reviewer database or import additional names and contact details for reviewers.

Editors have advised us that the following might be helpful points to bear in mind:

- Try to select reviewers who are doing research in a related area; they are more likely to find the paper relevant and interesting and so respond promptly, and are also best placed to spot missing references and other shortcomings;
- Make use of editorial board members for reviewing, and consider rotating off board members who are not regularly refereeing;
- Think twice before using reviewers who have not been active in research in the last five years;
- The best and most willing reviewers are often young professors, researchers, post-doctorates, emeritus professors and authors who have recently published in the journal;
- Some of the slowest reviewers are mid-career professionals, executives and people who have never published in the journal. However, these individuals can be very good at referring manuscripts to other people and expanding your pool of reviewers;
- You should invite only as many reviewers as you will need. Inviting more reviewers than are needed and using only the first reviews to be returned can cause reviewers to feel unappreciated, and conflicting reviews can come in after the author has already been informed of your decision. Elsevier's editorial systems have automated functionality that can help manage the invitation process.

2.4.3 Finding new reviewers

Editors have recommended the following sources of new reviewers to us:

- Keyword searches in ScienceDirect, Scopus, PubMed/Medline, Google Scholar or other databases;

- Keyword searches in the find reviewers tool, which provides a list of best matching authors using data taken from Scopus;
- Recommendations from editorial board members and colleagues;
- Recommendations from the authors of submitted manuscripts; (if you wish, it is possible to include a request for authors to suggest reviewers). Equally, authors might be asked to veto reviewers whom they consider would not comment impartially, with their reasons. It is up to you whether or not you choose to accept these recommendations but caution is advised;
- Recommendations from the Elsevier “Find Reviewers” tool.

Several cases have been detected of authors suggesting reviewers with fake non-institutional email addresses and then reviewing their own manuscripts. We strongly advise that non-institutional email addresses be checked using Scopus or the institute’s website. It is also advisable to send the manuscripts to additional reviewers who were not suggested by the author.

- References in the article itself;
- Authors from your journal, and from competing titles;
- Reviewers used by guest editors of special issues.

2.4.4 Keeping your reviewers

Keeping reviewers is another challenging part of your editorial role. There is much competition for good reviewers in any given field, and so it is important to nurture them. Feedback from reviewer focus groups indicates that reviewers are influenced by the way that they are initially approached and asked to review.

Reviewers appreciate clear and courteous communications containing all the information necessary to allow them to evaluate the request to review promptly. Editors have recommended that the below are important considerations:

- Reject very poor papers outright without sending them to a reviewer. Research into reviewer motivation shows that receiving too many bad papers is the strongest demotivating factor (see section 2.4.5 for further details);
- Include the following information in the reviewer invitation: authors’ names (unless your journal uses double-blind review) and affiliations, the title of the paper, the abstract, and the deadline by which they should accept or decline the review;
- If you do not have a response from a potential reviewer within a reasonable time (perhaps 3-7 days), let them know that you are now moving on to invite someone else, to avoid confusion over who is doing the review. You can set up automatic reminders to your reviewers – please discuss this option with your journal manager;
- If the reviewer declines, ask whether they can suggest another appropriate reviewer;
- If reviewers agree to review a paper, give a clear and realistic target for the completion and return of their comments, usually 2-6 weeks;
- Give your request a personal touch by customizing template letters where possible;
- Develop a set of clear reviewer guidelines – your publishing contact can provide examples to use as a starting point. You can also view the [Elsevier Reviewers’ Guidelines](https://www.elsevier.com/elsevier-reviewers-guidelines) on elsevier.com.

You might consider highlighting the following:

- Is this paper scientifically interesting?
- Does the paper contain original work or opinions?
- Does the paper contain appropriate methods, is it properly researched, are there no improper assumptions?
- Are there any gaps, discrepancies, unclear English, ambiguity, unclear results, inappropriate artwork?
- Is the scope of the journal appropriate for this article?
- Consider asking reviewers to bullet or number specific points so that authors submitting revisions can reply clearly to each point.
- Reviewers very much appreciate notification of your final decision on the paper. If you do not follow their recommendations then tell them why; a reviewer, especially if they are relatively new to the role, is often keen for feedback to improve their skills. Please blind copy the reviewer in your decision letter.

- Do not 'penalise' timely reviewers by sending them new articles for review immediately after they have returned a set of comments. The reviewer will then often start to delay reviewing articles to slow down the rate at which you send them.
- Personally thank reviewers who are doing a good job. Reviewers have told us that they appreciate feedback, so if you receive an excellent review, please let your reviewer know, and likewise for a poor review, give the reviewer some constructive feedback.
- Ask your publishing contact to include an annual list in the journal and on the web page, thanking reviewers by name for their time and effort.

2.4.5 Reviewer Recognition Platform

Launched in 2014, Elsevier's Reviewer Recognition Platform aims to better support and recognize reviewers helping editors retain and find new reviewers for their journal title.

The platform provides reviewers of participating journals with a personalized profile page where their reviewing history is documented and reviewers are awarded statuses based on the numbers of reviews they have completed for a specific journal. The platform also offers reviewers certificates, annual review history reports and various discounts for Elsevier services, such as Elsevier Author Services and the Elsevier Book Store.

Reviewers are also able to volunteer to review for additional titles via their profile page. Upon volunteering, their review and authorship history as well as areas of expertise and availability will be provided to the respective journal editors.

Based on reviewer and editor feedback we are continually developing the offerings available via the platform, such as the feature allowing editors to access their journal's list of reviewers using the platform's backend database, facilitating the search for reviewers based on different criteria.

Read more at: reviewerrecognition.elsevier.com.

2.4.6 Rejecting without peer review

Not every paper submitted to a journal is suitable for peer review. It may be that the paper is out of scope, of insufficient quality or there is very clear evidence of plagiarism. Such papers should not be sent to reviewers, but instead be rejected outright. Why is this important?

- It is expected to improve reviewer satisfaction because reviewers will no longer receive out of scope or poor quality articles;
- It is expected to improve author satisfaction since the author receives a quick answer allowing him/her to move on;
- It will reduce your workload as an editor, as you will spend less time finding and reminding reviewers, and responding to author queries.

Based on interviews with editors whose journals have a high rejection rate and shorter than average editorial times, we have compiled a document with tips and tricks on how to efficiently do the first screening.

If the manuscript is deemed out of scope for publication in the journal, the editor should suggest to transfer the submission to a more suitable journal, via Elsevier's Article Transfer Service (ATS). Read more about ATS: elsevier.com/authors/journal-authors/submit-your-paper/submit-and-revise/article-transfer-service

2.4.7 Types of reviewing

Problems with reviewers are fairly rare, but you will invariably encounter some during your editorial term.

- The quality of the review might be poor, providing only superficial comments;
- The reviewers might be in direct competition with the author, or may inappropriately request that more of their own work is cited;

- Occasionally a reviewer has no respect for the author or their institution. These problems can usually be easily solved by seeking a third opinion, and by recording any personal agendas and taking these into account when requesting a review. However, if one particular type of problem occurs repeatedly in your journal, you might like to discuss this with your publishing contact.

The following are review policies, each with their own advantages and disadvantages:

- **“Single-blind” reviewing** - where the names of the reviewers are hidden from the author, is probably the most common practice.
 - **Advantages:** reviewers can be impartial in their opinions, independent of authors’ reputations and possible future repercussions for the reviewer’s career.
 - **Disadvantages:** authors fear that reviewers may delay their comments so that they can publish their work first, and the reviewers may be unnecessarily critical and vitriolic.
- **“Double-blind” reviewing** - conceals both the authors’ and reviewers’ identities.
 - **Advantages:** avoids potential bias against authors, and prestigious and influential authors are judged on the paper rather than their reputation.
 - **Disadvantages:** it can be time consuming to mask the identity of authors, and it is debatable whether a paper can ever be truly blind, especially in ‘niche areas’. Reviewers can often identify the author through the style or subject matter of the paper, or more often through self-citation.
- **“Open” reviewing** - As yet, there is no single established definition of open peer review and the name covers a multitude of models. Common amongst all though is that the identity of the authors and reviewers are made known to each other and, often, the public. The reviews themselves may be published alongside the article “Open and Published Peer Review”, though in some cases the reviewers remain anonymous “Published Peer Review”. With “Crowd Peer Review”, reviews come from some form of open community.

Open peer review, in any of its forms, may replace traditional peer review models or may be used as a supplement. Post-publication peer review may also be considered a form of open peer review.

- **Advantages:**

- Open peer review, in whichever form, introduces transparency to the process where previously there was little. In traditional peer review models, nobody knows what reviewers thought of a paper, whether they agreed and whether the editor with whom the final decision lies with agreed with those reviewers.
- The model is perceived by authors to increase how civil and constructive reviewers are with their comments.
- It gives reviewers the opportunity to display their contribution to the field in terms of peer review and take credit accordingly.
- Crowd peer review gives the community a chance to spot anything awry in the peer review system, possibly preventing situations where papers must be retracted due to a problem in the peer review system - something that occurs not infrequently.
- Published reviews serve as examples for early career researchers beginning to contribute to their field as reviewers.
- Pre-publication reviews are typically archived or discarded - publishing reviews gives visibility to potentially useful context and insight.

- **Disadvantages:**

- The community is not widely favourable of open peer review. The 2015 Taylor & Francis Peer Review white paper reported that their respondents held balanced views across open and open and published review models. Support was in the mid-range, with HSS editors less supportive than STM.
- Reviewers, particularly early career researchers, may be reluctant to openly criticize their colleagues’ or superiors’ work - people whom they may work with or rely on for career development in the future.
- Reviews may take longer to write, in the knowledge that they will go public.

- **Portable peer review** - AKA transferable peer review or manuscript cascading. If effective, this can help speed up the peer review process - something that authors are keen on. Third

party solutions, such as Rubriq and the Neuroscience Peer Review Consortium, are offering pre-journal submission peer review services. It is important to use caution upon receiving submissions along with peer review reports.

2.4.8 Final decision

Almost all papers submitted to you for consideration will ultimately be accepted for publication or rejected; occasionally an author will withdraw their paper prior to you having taken a decision. The best papers are innovative, well-researched, well-written and an asset to the field. However, unreadable or marginal papers, and very occasionally plagiarised or fraudulent papers, are also received. The average submission falls somewhere between these two extremes. Editorial decisions on submitted articles fall into four categories:

- **Outright rejection by the editor (so called “desk reject”)** - this decision is taken by you without sending the submission for review, although you may sometimes wish to ask a trusted colleague to provide a second opinion. Depending on the problem, the papers may be resubmitted at a later date. These papers are clearly inappropriate for your journal, for example:
 - They are outside the journal's scope;
 - They are incomplete, perhaps lacking an abstract, keywords, author (contact) information, and/or figures;
 - The English is so poor that the meaning of the paper is ambiguous;
 - They repeat experiments already published by others and do not add to the field;
 - They are very out-of-date;
 - They do not meet the basic requirements of the guide for authors;
 - Very occasionally you may be concerned about the ethics of a paper, or suspect that data have been falsified or fabricated.

You may wish to discuss these submissions with your publishing contact.

- **Major or minor revision** - most papers fall into this category. You are not obliged to accept a paper that has been revised and resubmitted if it is still not of the appropriate standard:
 - Papers needing major revision usually contain original information that you want to be published in the journal. This information may need to be supplemented by additional results or discussion. Poor English that affects the comprehension of the reader should be improved by the authors; your publishing contact can recommend English-polishing services. Original figures might not be of acceptable quality. Major revisions are often resent to one or more reviewers once the revised paper is resubmitted. Occasionally a paper may go through two or more rounds of revision before a final decision is taken;
 - Papers needing minor revision are almost suitable for acceptance, but not quite. For example, references may need to be added, results may need to be better explained and/or interpreted, or figures may need to be reformatted. Minor revisions are commonly not resent to reviewers, but are accepted by the editor after checking that all corrections asked for by the reviewers have been addressed.
- **Reviewer rejection** - the reviewers may recommend rejection because of faulty science or concepts in the paper.
- **Acceptable** - these papers are acceptable as submitted, and are quite rare. They are well written, easy to understand, their results support the conclusion, and they add to already published knowledge.

2.5 The route of a manuscript after acceptance

Once a manuscript is accepted, it is moved to Elsevier's Production Tracking System, which assists production with the workflow of the journal. This workflow is illustrated in Figure 2 on the next page. The paper is allocated a reference number different to the one assigned by the editorial system. Production arranges for the paper to be typeset, checked by the

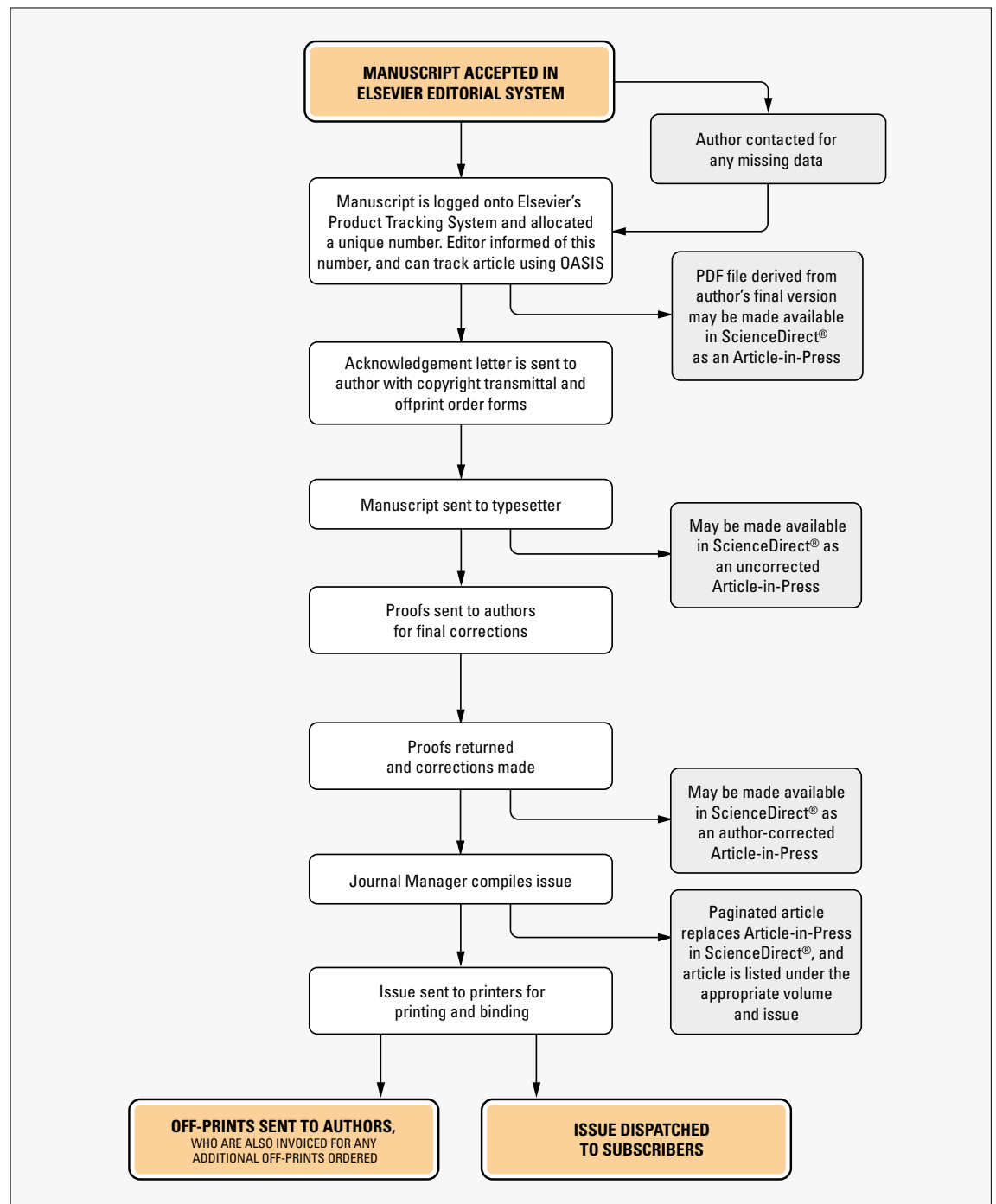


Figure 2: The route of a manuscript after acceptance

corresponding author, and then author corrections are incorporated; only one set of author corrections will normally be incorporated. The paper will usually be made available online as an article-in-press via ScienceDirect before it is published in print. The article-in-press may appear on ScienceDirect as soon as five days after acceptance, in the form of a pre-typeset PDF of the author's final version, or it may appear after typesetting, depending on the arrangement for your journal.

In 2010, we began introducing **Article-Based Publishing** for journals. Before then, articles had to wait until a journal issue was fully complete to be assigned page numbers; articles could therefore be moved around inside a journal issue, and page numbers could be reassigned before publication. Now, every time an individual article is finished, it receives a page range and is published online inside an 'Issue in Progress'. Each finished article follows the previous one until the issue is filled with fully citable articles. The volume and issue numbering system will remain because this is the industry standard, and it also provides context to when the article was published.

2.6 Journal content

Your decision on the acceptability of a manuscript submitted to your journal is final. Journal content should be an accurate reflection of research activity in the field, and should include articles on new or emerging areas.

2.6.1 Regular issues

Regular issues are those that are filled with content that has been submitted to the journal through the normal route. The content may address any aspect of the scope of the journal. Some of these papers may have been solicited. The articles may be original research, reviews, short communications, letters to the editor, or any other type of article that the journal accepts.

As editor, you may continue to submit manuscripts for publication consideration, and we perceive this as an endorsement of the quality of the title. In these cases, a co-editor or a Board Member should handle the editorial process rather than you, and you may want to include a footnote on your papers to make it clear to users that an alternative arrangement has been made. Your publishing contact will be able to arrange this.

2.6.2 Special issues

Special issues are issues that focus on one particular aspect of the journal's scope. The content of a special issue is usually handled outside the regular submission and reviewing procedures by a guest editor(s), who receive the submissions, arrange for them to be reviewed and revised, and make a decision on the acceptability of the manuscripts. You will then be asked to formally approve the manuscripts before they are transmitted to Production.

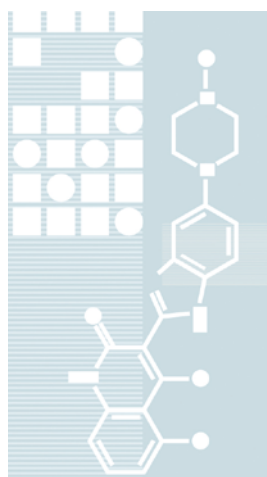
Quality special issues are beneficial to a journal, as they offer a significant amount of visibility, can increase usage, attract new authors, and proper promotion can attract new readers. A special issue should be the single most up-to-date place to look for information on a particular topic for some time to come so it is important that it addresses the topic completely. It is not uncommon for the Impact Factor, CiteScore and other metrics of a journal to fluctuate according to the publication of a special issue.

Special issues are published as part of the journal's announced publication schedule, and production costs are covered by the journal's budget. There is therefore no additional charge made to the users for publication of these issues; this is different for supplements, with which special issues are often confused. It is required that guest editors agree to a time schedule and inform contributing authors of the deadlines for submitting and revising manuscripts. Elsevier staff will advise on realistic deadlines. Deadlines should be strictly adhered to, especially at revision stage.

The title of the special issue will be prominently displayed in the issue and full disclosure of the guest editor(s) affiliation, accreditation and potential conflicts of interest will be published. If you wish to check these details before publication, ask your publishing contact to arrange this.

A special issue may fall into one of three categories:

- **Key presentations given at a conference** - This is the easiest way to arrange a special issue, since the authors will be the speakers who have already organized their data and/or thoughts. The conference will often have a person responsible for handling submitted abstracts, who is familiar with the content and should make a good guest editor; this person will sometimes contact you to ask whether you are interested in the material, or you can contact them. The organizers may wish to publish the special issue after the event, or in time to be available to delegates at the conference.
- **Topical issues** - The topic may be an emerging area of research that you wish to draw attention to, a new addition to the scope of the journal that you wish to "advertise", or an important area where up-to-date information needs to be drawn together. This content is usually invited.



- **Honorary issues** - Commemorating the anniversary of a society, or the birthday or death of an especially respected individual in the field. Again, this content is usually solicited via a call for papers.

You will always be asked to approve the focus and guest editor(s) of a special issue before official approval is granted. Ideally, you should give your input to improve the issue before authors are invited to submit their articles and make sure your standards are clear to the guest editor(s), especially if they have not worked with the journal before.

Keep in touch with them throughout the editorial process, to ensure the final content is appropriate and meets publication schedule deadlines. Special issues commonly contain review articles, as do regular issues, but they may also contain original research and other article types; you may also wish to discuss this with the guest editor(s).

Guest editors often ask whether they themselves can submit a paper to a special issue; this is acceptable so long as a co-guest editor or colleague handles the editorial process. The guest editor should include a footnote on their paper to make it clear to users that this arrangement has been made. Special issues usually include a preface that introduces the issue. See elsevier.com/editors/home#guest-editors for more information.

2.6.3 Supplements

Supplements are similar to special issues in that they focus on one particular aspect of the journal's scope, and as such the two are often confused. However, whereas special issues are part of the journal's announced schedule and are published free of charge, supplements are published in addition to the schedule and the costs must be covered by an external source.

The funds to cover a supplement's production costs commonly come from conference organizers by setting aside a portion of the delegates' fees, or from sponsorship by a commercial company which will wish to be acknowledged in some way in the supplement. Full disclosure of a sponsor's involvement and any potential conflict of interests should be transparent and fully acknowledged. While supplements may contain acknowledgement, they should not contain product advertisements. Poor supplement content or a supplement that fails to acknowledge commercial involvement can reflect badly on a journal's reputation.

Supplements are subject to a peer-review process and the content should never be disclosed to a commercial sponsor prior to publication. Some supplements contain only abstracts and some contain full papers. For optimum online searchability and visibility, supplement articles should include an abstract. Depending on the arrangement, the supplement may be sent to the editor, and in some cases to the society, for final approval.

Supplements are not handled by your regular publishing contact, although they will be aware of any activity. However, not all fields attract supplements and it is quite possible that no supplement to the journal will be published while you are an editor.

2.6.4 Commercial reprints and advertisements

Commercial reprints are bulk orders of a particular paper printed for a commercial company, for example of a paper reporting a positive result of one of their products. This can greatly increase the visibility of your journal, since thousands of copies may be ordered and the company will distribute them to a different market than Elsevier.

Your publishing contact will not manage these sales themselves, but will be able to put you in touch with the correct contact if this is important for your journal. Highlighting reprint and advertisement opportunities may be an important part of your role.

2.7 Monitoring journal performance

The overall performance of a journal depends on many interlinked factors. However, citation metrics and rejection rates have become commonly-used measures of quality and importance for reasons of convenience. These measures can, of course, be useful, but they have their limitations. There are other indicators of performance that you should bear in mind.

Part of your role as editor is to try to increase the quality and usefulness of the journal. Attracting high quality articles from areas that are topical is likely to be the best approach. Review articles tend to be more highly cited than original research, and letters to the editor and editorials can be beneficial. However, practices that “engineer” citation performance for its own sake, such as forced self-citation (see [section 1.8 Publishing ethics](#)) are neither acceptable nor supported by Elsevier.

2.7.1 Impact Factor

Clarivate Analytic’s Web of Science’s Impact Factor, is a ratio between citations and recent citable items published in a journal. Citable items are defined as “substantive scholarly articles”¹, usually articles, reviews and conference papers. An easier way to interpret the Impact Factor ratio is to think of the Impact Factor as the average number of citations received per published article.

For instance, the Impact Factor for 2017 is the total number of citations in the year 2017 to articles published in the journal in 2015 and 2016, divided by the number of citable items published in 2014 and 2015. The 2016 Impact Factors were published in June 2017. Impact Factors vary by field and journal type. Letters, regular papers and reviews are cited differently over time, and consequently Impact Factors can be skewed in favour of review journals.

It is important to be aware of the usefulness and limitations of the Impact Factor, since this question is becoming ever more common. You can discuss this with your publishing contact, and ask them for a copy of a paper addressing this in detail.²

Elsevier uses the Impact Factor (IF) as one of a number of performance indicators for journals. It acknowledges the many caveats associated with its use and strives to share best practice with its authors, editors, readers and other stakeholders in scholarly communication. Elsevier seeks clarity and openness in all communications relating to the IF and does not condone the practice of manipulation of the IF for its own sake. The San Francisco Declaration on Research Assessment (DORA), against the misuse of the Impact Factor for purposes it was not designed for, was released last year. “Elsevier supports those elements of DORA that reflect long known problems with Impact Factors, and in which we have been actively supporting a range of alternatives and best practices. Elsevier is not signing DORA in its entirety, however, as it’s not our place to advocate for positions that are primarily aimed at other partners in the research community.”³

To have an Impact Factor, a journal must be listed in Clarivate Analytics’ “Journal Citation Reports”, for either Science or Social Science. Elsevier liaises closely with Clarivate Analytics to include all our journals in these indices whenever possible. Applications for inclusion, or reasons for non-inclusion, can be discussed with your publishing contact.

¹ M.E. McVeigh & S.J. Mann, ‘The Journal Impact Factor Denominator: Defining Citable (Counted) Items’, JAMA Vol 302, No. 10, September 9, 2009, (<http://jama.jamanetwork.com/article.aspx?articleid=184527>)

² M. Amin and M. Mabe, ‘Impact Factors: Use and Abuse’, Perspectives in Publishing 1, October 2000, pages 1-6

³ For more details on DORA and Elsevier’s position, please see Elsevier Connect: <https://www.elsevier.com/connect/san-francisco-declaration-on-research-assessment-dora-elseviers-view>

2.7.2 Other metrics

The limitations of the impact factor have led to development of new metrics, trying to address these issues.

CiteScore

CiteScore metrics are a new standard giving a more comprehensive, transparent and current view of a journal's impact, which will help you guide your journal more effectively.

CiteScore metrics are part of the Scopus basket of journal metrics that includes SNIP (Source Normalized Impact per Paper) and SJR (SCImago Journal Rank). The integration of these metrics into Scopus provides insights into the citation impact of more than 22,220 titles.

CiteScore metrics are a family of eight complementary indicators:

- CiteScore
- CiteScore Tracker
- CiteScore Percentile
- CiteScore Quartiles
- CiteScore Rank
- Citation Count
- Document Count
- Percentage Cited

You can find out more about these complementary indicators on the [Scopus Journal Metrics website](#).

CiteScore represents a robust approach for two reasons:

1. **The three-year citation window:** Research has found that in slower-moving fields, two years' worth of data is too short; yet five years is too long to consider in faster-moving fields. Three years is the best compromise for a broad-scope database, such as Scopus, as it incorporates a representative proportion of citations across all disciplines while also reflecting relatively recent data.
2. **CiteScore's numerator and denominator both include all document types:** This means that not only are articles and reviews included but also letters, notes, editorials, conference papers and other documents indexed by Scopus. As a result, the numerator and the denominator used in the CiteScore calculation are consistent. This approach gives a more complete picture of citation impact and makes manipulating the calculation more difficult.

The calculation of CiteScore is straightforward with no secret algorithms or hidden details. CiteScore metrics calculate the citations from all documents in year one to all documents published in the prior three years for a title. This offers a more robust and accurate indication of a journal's impact. As an example, to calculate a 2016 value, CiteScore counts the citations received in 2016 to documents published in 2013, 2014 or 2015. This number is divided by the number of documents indexed on Scopus published in 2013, 2014 and 2015. A CiteScore 2016 value is available for most active serial titles in Scopus — journals, book series, conference proceedings and trade journals — that started publishing in 2015 or earlier.

SNIP and SJR

SNIP and SJR are fundamentally different from Clarivate Analytics' Impact Factor because they weigh citations: not every citation counts as one, but can be more or less important. For SJR, a citation received from a highly ranked journal counts for more than one citation and a citation from a lower ranked journal counts for less. This principle is similar to Google PageRank. SNIP addresses differences between subject fields and normalizes citations across subjects. If an article is more likely to be cited in a certain field because many researchers in the field publish numerous papers with long lists of references, then this means that the paper is more likely to be cited and a citation will count for less than one.

If a paper is published in a small field with fewer papers and shorter lists of references, the likelihood of receiving a citation is much lower, meaning that the citation will count for more than one. SNIP makes all journals comparable, independent from their subject field. IPP (impact per publication) is analogous to the journal Impact Factor in that no citation weighting is used. But it does differ from the Impact Factor because it accounts for more of the citation life-span of the articles, as it considers three years of publication rather than two. For more information visit our journal metrics website: journalmetrics.com.

Journal metrics provide extra insight into three aspects of our journals – impact, speed and reach – and help authors select a journal when submitting an article for publication.

The visualizations of key journal metrics help authors and deliver new insights in journals they may have never seen before. All metrics are based on five years of data, if available. See an example at <http://journalinsights.elsevier.com/journals/0959-3780>.

Altmetrics

Altmetrics is another alternative way of measuring article impact promptly after publication, which allows authors to track and analyze online activity around their article. Online article mentions are monitored by social media sites (e.g. Twitter, Facebook, Google+), science blogs, reference managers (e.g. Mendeley), mainstream media outlets (e.g. The Guardian, New York Times), and non-English language publications (e.g. Die Zeit, Le Monde), and special interest publications (e.g. Scientific American, New Scientist).

With the acquisition of Plum Analytics in February 2017, from [EBSCO Information Services](#), Elsevier has plans to significantly expand access to Plum Analytics' altmetrics to more researchers and institutions. We will be incorporating Plum Analytics' metrics into our leading research products – [Mendeley](#), [Scopus](#), [ScienceDirect](#), [SciVal](#) and [Pure](#) - as well as our leading journal and society partner sites, giving the research community even more ways to evaluate research performance.

Plum Analytics' powerful altmetrics will enable us to improve measurement for research institutions, by helping them better understand researcher and institutional performance impact through a broader basket of metrics. Over 60 million articles from Scopus, 13 million from ScienceDirect and articles hosted on Mendeley, will be analyzed on Plum Analytics as a result of this integration.

Individual researchers who use Mendeley will benefit as their profiles will be enhanced with Plum Analytics' altmetrics. Previously Plum Analytics' metrics were only available to institutional subscribers.

2.7.3 Editorial statistics

- **Rejection rate** – The rejection rate varies widely between journals, and yours may be anywhere from 10-90%. You affect this rate since you decide what is to be published.
- **Paper flow** – The number of submissions to your journal also gives an indication of its appeal. It is a good idea to keep a record of trends over time in terms of geographical origin and topics of papers.
- **Publication times** – Authors are concerned about the length of time it takes for an article to be published, so it is important to monitor the publication times of the journal. Statistics are available outlining times per publication stage for your journal. In addition, Elsevier produces an annual publishing speed survey, which tracks our journals as well as competitors'. You may wish to compare your journal's performance to competitors and set your targets accordingly.

Your publishing contact will be able to provide you with editorial statistics, both current and historic, for your journal and a copy of the latest publishing speed survey.

2.7.4 Usage and citation statistics

Ask your publishing contact for reports on the total number of electronic downloads, institutional usage, and geographical distribution of the usage. You can also obtain citation data for analysis, for example, to compare the effectiveness of past special issues.

As an author, Mendeley Stats allows you to see the exposure and impact of your research. It provides timely information, including:

- Early feedback about how your publication is being viewed, shared, cited;
- Where in the world your ScienceDirect publications are being viewed;
- Detailed information about how your ScienceDirect publications are being discovered;
- The discipline of the people that have shared your publication in Mendeley;
- When you and your work are mentioned in the media around the globe.

To access your personal Stats, simply visit <https://www.mendeley.com/stats/welcome>

2.7.5 Feedback programmes

Elsevier runs a number of large-scale programmes that track the opinion of groups important for the continued success of journals. These programmes are managed by our Customer Insights team, which works closely with publishing staff. The data collected are analyzed at regular intervals and not only give you, the editor, valuable insight into perceptions of the journal, but are invaluable in helping devise strategies to improve performance and better meet the needs of the community.

- **Elsevier's Author Feedback Programme** is the longest running programme and was set up in 1999. Every six months, feedback collected from authors is collated, analyzed and shared with editors. Reports are produced for primary research journals that are live in the programme and for which sufficient data are available. After publication of their paper, the corresponding author is invited to complete an online feedback questionnaire. Each author's perception of their publication experience is recorded, such as their perception of reviewing standard, reputation of the journal, and publishing speed. Results for each journal are collated and benchmarked against competitor journals.

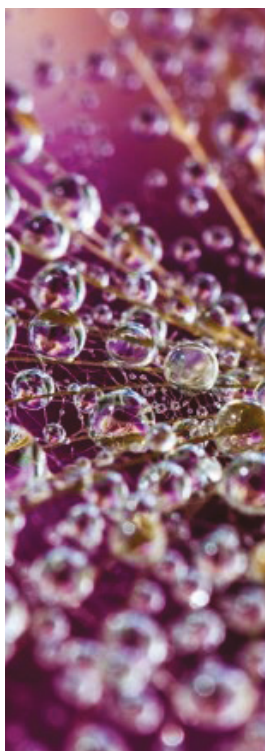
The results give a unique insight into the particular issues that are important to your authors. The programme can be used as a tool to improve journals by channelling resources to those areas that require most attention, and the continuous nature of the programme allows us to monitor whether journal improvements are reflected by changes in author perception.

- **Elsevier's Reviewer Feedback Programme** monitors the perception of reviewers. A reviewer is invited to complete a questionnaire evaluating their experience a short while after they have completed a review. A reviewer is only contacted once a year.

Only those journals using Elsevier's electronic submission systems can be included in the programme. Results are made available every six months and provide valuable insight into the issues affecting reviewers. If you would like your journal to be included in the programme, or wish to see the results if it is already included, please speak to your publishing contact.

- **Elsevier's Editor Feedback Programme** has been developed to collect feedback from you, the editor. On an annual basis, Elsevier gathers feedback from all of its editors. Your views are incredibly valuable to us and we strongly encourage you to complete the survey when you receive an invitation. It is an opportunity for you to tell us honestly and openly what you think of us.

We collect feedback across a number of other areas, from support for submission through to peer review and the final publication of the articles. We analyze the data received at regular intervals and they are used by senior management to help direct resources and improve the support we provide to you. These data are collected by a third party research agency on behalf of Customer Insights and all the feedback you provide will remain anonymous unless you state otherwise.



2.8 Tools to support you in your role

2.8.1 Online submission and tracking tools

Elsevier operates two online submission, reviewing and manuscript-tracking tools: EES and EVISE. Upon joining a journal, you will be informed which submission system your journal currently uses. EVISE is Elsevier's new submission system and all journals will migrate to EVISE.

Both systems offer benefits to you as an editor:

- Access from anywhere in the world with an internet connection;
- Work on multiple platforms - the source files are converted to one stable PDF file, guaranteed to look the same on all computers;
- Potential reviewers stored in a reviewer database which can be continually added to and updated;
- Author home pages provide status information as a paper moves through the review process, reducing the need for authors to contact you for status updates;
- Editor home pages track and provide information on all manuscripts in the system, enabling you to easily manage your workflow;
- All correspondence and data are stored and backed up electronically, so maintaining personal electronic or paper files is not required;
- Step-by-step instructions, a help menu, tutorials and an excellent support system to deal with any queries that arise;
- Accepted manuscripts are transmitted directly to production.

Training and support: EVISE®

Self-paced e-learning materials are available at: <http://evise.com/elearning/standalone>. The e-learning materials provide a thorough overview of the actions you may need to take in EVISE as an editor, author or reviewer.

In addition to the e-learning platform, the [Editor Quick Guide to EVISE](#) provides a step-by-step guide to the key tasks in the Editorial workflow.

You can also watch bite size training videos on the [EVISE Support Channel on YouTube](#). These short videos show you how to find and invite reviewers, how to log in to EVISE, and use Taxonomy information.

If you would like to book a [1:1 EVISE training session](#) timeslots are available for booking in all time zones. These sessions are tailored to the configuration of your journal.

Training and support: EES

Self-help articles and contact details for our support team are available through the Elsevier website and [EES support hub](#).

If your journal is on EES, you will be trained in the use of EES for your journal by our experienced training team. To book [1:1 EES Training](#), please visit our global booking calendar.

Should you require support for either system, you can contact a member of our researcher support team. This team is available 24 hours a day, 7 days a week; you can contact them by email, live chat or by phone. <http://help.elsevier.com/app/answers/list/p/7923>.

2.8.2 Journal homepage on elsevier.com

The journal homepage is the first place that many authors will look for online information about your journal. As such, you may wish to familiarize yourself with this page. The journal homepage gives visitors a glimpse of core journal information; recent articles, social media, most read articles, most cited articles, special issues and latest journal news.

You may wish to discuss with your publishing contact how you can place announcements on the homepage via a banner or a content block. Your input is much appreciated.

2.8.3 Editors' Home

elsevier.com/editors

Editors' Home is a source of information for Elsevier editors, providing information on a range of topics including:

- Journal and article metrics;
- Dealing with any ethical issues that may arise;
- Journal strategy, policies and services;
- How we market your journal; and
- Information on our online submission system.

2.8.4 Editors' Update

<https://www.elsevier.com/editors-update>

Editors' Update is an online newsletter keeping you in touch with the latest developments in the industry, as well as policies and initiatives that affect you in your editorial role. We will also keep you updated about the services and support available to you. Alongside a series of useful resources, the Editors' Update website is also a place where you can read the thoughts and opinions of fellow editors and engage with the academic community.

Each time a new edition of the newsletter is published on the website, an e-alert is sent to your inbox. Editions are published three to four times per year and can often take the form of special issues focusing on a single aspect of your editorial work.

2.8.5 Editors' webcasts

We have created a series of bite-sized webcasts to help you develop skills and knowledge to support your work as an Editor. Topics include: 'Ethics', 'Trends & Metrics in Journal Publishing', 'Research Data', 'Peer Review Innovations' & 'Capturing High Impact Content'

This [webcast library](#) will continue to grow and if there is a topic you would like to see covered, please contact editorsupdate@elsevier.com.

2.8.6 Authors' Home

elsevier.com/authors

Authors' Home provides all the information authors might need when publishing with Elsevier, such as:

- Finding the right journal;
- Publishing open access;
- Preparing a paper;
- Submitting a paper;
- Tracking a submitted paper;
- Sharing an article;
- Ethics guidelines;
- Copyright information.

2.8.7 ScienceDirect

sciencedirect.com

ScienceDirect is Elsevier's leading platform of peer-reviewed scholarly literature, with articles from over 3,800 journals and more than 35,000 book titles.

University libraries and institutions offer ScienceDirect access to their communities of researchers. Researchers, teachers, students, healthcare and information professionals use ScienceDirect to improve the way they search, discover, read, understand and share scholarly research.

ScienceDirect combines authoritative, full-text scientific, technical and health publications with smart, intuitive functionality so that users can stay informed in their fields and can work more effectively and efficiently.

ScienceDirect empowers smarter research at every step.

Whether a journey for answers is short or long no one should travel alone. ScienceDirect provides the high-quality answers that improve research performance.

Go beyond search and discovery. ScienceDirect features:

- **Content** - Millions of publications from full-text journal articles to authoritative books. Elsevier's stringent publishing standards guarantee quality publications. Journals are guided by eminent editorial boards and articles are rigorously peer-reviewed. Books on ScienceDirect cover 24 subject collections across disciplines such as biochemistry, genetics and molecular biology, chemistry, clinical medicine, engineering and veterinary medicine.
- **Technology** - Turn information into knowledge with efficient online tools. ScienceDirect features sophisticated search and retrieval tools that make it easy to discover more relevant journal articles and book chapters.
- **Access** - Begins with your library or information professional team. Thousands of Elsevier journals, articles and book chapters are available on ScienceDirect as open access.

2.8.8 Scopus

scopus.com

Covering the world's research literature, Scopus is the largest abstract and citation database of peer-reviewed literature. With smart tools to track, analyze and visualize research, Scopus contains abstracts and citations from more than 22,000 peer-reviewed journals from 5,000 international publishers.

Scopus contains indexed bibliographic records from the scientific, technical, medical, social sciences, and arts and humanities fields, including:

- 22,794 peer-reviewed journals (including 3,640 Open Access journals);
- 280 trade publications;
- 560 book series;
- Over 8 million conference proceedings; and
- Articles-in-press from more than 8,000 journals.

Enriched with alert tools, citation analytics and advanced search features, Scopus provides the fastest way to find relevant content, identify potential research partners, and evaluate journals by their degree of relevance within a given field using [journal metrics](#).

For more information about Scopus, please visit: elsevier.com/scopus.

2.8.9 Bibliometric analysis

Our unique Market Intelligence department has a great deal of experience and knowledge in the use and limitations of bibliometric journal measures. Over time, they have produced tens of thousands of analyses to inform portfolio strategy or journal tactical decisions. Upon request through publishing contacts, they can provide data and analyses to highlight areas in which your journal excels and in which it can focus to improve its performance.

A broad range of bibliometric data analyses can be provided, relating to specific journals, subject areas, institutions, countries or regions. Extensive access to data from Elsevier's own Scopus, as well as from Clarivate Analytic's Web of Science and Journal Citation Reports datasets, enables a comprehensive overview of metrics for both Elsevier-published and competitor journals.

For your journal, bibliometric data can help answer such questions as:

- How is your journal's citation performance (as reflected by CiteScore and/or Impact Factor) changing over time relative to other journals in its field?
- How can your journal improve its citation impact?
- Is a journal's next CiteScore or Impact Factor likely to increase or decrease?
- How does your journal compare to competitor journals looking across the complete basket of metrics? (CiteScore, Impact Factor, Scimago Journal Rank (SJR), Source Normalized Impact per paper (SNIP), Impact per Paper (IPP), EigenFactor metrics (EF), etc.)
- How fast is your journal growing compared to other journals in its field?
- Which authors or institutions publish most in your journal, or are cited most in your journal, compared to other journals in its field? In your journal's field?
- Which themes are highly cited in your journal or competitors? In your journal's field?
- Bibliometrically speaking, who are the top authors/institutions? Who are the top authors publishing in your journal and competitor journals? In the field?
- Which journals cite your journal, and which journals does your journal cite? How can your journal's citation network inform scope and market position?
- Are special issues cited more or less than issues containing regular papers? What are the citation rates of different article types?
- Which particular articles in your journal were cited most or least during a specified time period?

Such insights are available annually and provide a solid basis of evidence on which journal development strategy can be built.

2.8.10 Publishing Connect and Publishing Campus



Since 2006 Elsevier's Publishing Connect outreach program aimed at early career researchers – PhD students, postdoctoral students and junior faculty – has been educating and supporting attendees through the research and publishing process. These events are held at universities and conferences around the world. The need to train these authors and reviewers of the future on specific aspects of the publishing cycle has become increasingly important as the number of manuscript submissions from non-native English speaking countries continues to rise. Workshops are often hosted together with you, the journal editor at your institute.

In addition to in-person Publishing Connect events, the [Elsevier Publishing Campus](#) provides information, advice and training resources to anyone pursuing a career in academia, including researchers, reviewers, teachers and tutors. The Campus provides support and guidance throughout the research process, from finding a job, networking with peers and finding funding opportunities, right through to writing skills, peer review and getting your research in front of other researchers in your field.

Online lectures cover topics and trends in research, while regular blogs detail industry big ideas like open science, open access and big data. The Campus can help to boost essential publishing skills, such as writing, reviewing and grant writing, with tips and tricks are offered by industry experts. Certificates are awarded for completing Campus modules, which can be added to CVs and researcher profiles.

For more information see publishingcampus.com.

A close-up, macro photograph of a coral reef. The image shows numerous small, rounded, light-colored polyps (likely Acropora) growing on a darker, more complex coral structure. The lighting is soft, highlighting the texture and color of the marine life.

APPENDIX I

Elsevier's involvement in corporate responsibility & industry initiatives

Elsevier's involvement in corporate responsibility and industry initiatives

This section expands on the information in Part 1.5, giving more details on projects and initiatives improving the exchange of information and transmission of knowledge.

INFORMATION LINKING: Seamless linking to the world's scientific, technical and medical literature

CrossRef™

A publisher-driven initiative, CrossRef™ is a free reference linking service that provides seamless integration of current and archived content across different publishers. See also crossref.org

Crossref Similarity Check

CrossRef's pan publisher similarity detection pilot to help prevent the publication of duplicated/plagiarized content.

Sense About Science

Since 2006, Elsevier has partnered with Sense About Science (SAS), an independent charitable trust championing evidence, scientific reasoning and a public discussion of scientific issues. For the past eleven years, the partnership has worked to promote an understanding of peer review among journalists, policymakers and the public, as well as to engage and inspire early career researchers to become ambassadors of good science. By 2012, the campaign on peer review has reached hundreds of thousands – from new authors to journalists, policymakers and students – through debates, publications, the international 2009 peer review survey of 4,000 researchers and panel discussions at science festivals including: the American Association for the Advancement of Science (AAAS); the EuroScience Open Forum; the British Science Festival; and the Cambridge Science Festival in the US.

The events received many recommendations from journalists, science communicators and other publishers for their young research audiences and lively debates. More than a quarter of a million copies of SAS' unique public peer-review guide *I Don't Know What to Believe*, which was created with input from Elsevier and other partners, has been widely disseminated by science, policy and public bodies worldwide. Localized US and Chinese versions of the guide were launched regionally in 2013. In the UK, it was also introduced into the training of senior government officials and made the basis of a teaching resource in the national science curriculum. See elsevier.com/senseaboutscience and senseaboutscience.org

Open URL

Open URL standards address the growing demand for bi-directional interaction between linking systems. Elsevier is an active participant in the ongoing development of Open URL.

INFORMATION SHARING: Bridging the information divide

We recognize that there remain gaps to accessing research content and are partnering with diverse initiatives to support the needs of developing country researchers. These key initiatives include Research4Life (research4life.org), one of the central elements in Elsevier's corporate responsibility program. It is a partnership of United Nations agencies, leading universities and publishers and technology partner Microsoft for four programs – HINARI, AGORA, OARE and ARDI (or health, agriculture, environment and innovation) – that make journal articles available free or at very low cost to institutions in developing countries. Elsevier is a founding partner and a leading contributor of content with more than 2,500 journals and 20,000 ebooks.

Research4Life Communications team

Elsevier drives a team of publishers and partners to boost the overall visibility of Research4Life. Projects have included a formal rebranding, videos, bylined articles, panel discussions at science



conferences, and regular press outreach. In addition to communications, colleagues throughout Elsevier are deeply involved in Research4Life policy, authentication, metrics and training. elsevier.com/about/corporate-responsibility/research-4-life

Research4Life marketing and training

Through a series of grants from the Elsevier Foundation, MLA's Librarians Without Borders (LWB) program has been able to provide a series of 'Train the Trainer' workshops across the Global South and an e-Library Training Initiative distance course. Another partner, the Information Training and Outreach Center in Africa (ITOCA) has received grants to raise awareness and usage of Research4Life in Central and West Africa. They were able to raise registrations by 16% in these regions. Distance and onsite training have proven to be the most effective way of increasing usage of the scholarly publications available through Research4Life.

Book Aid International

Promotes literacy in developing countries by creating reading and learning opportunities for disadvantaged people. Founded in 1954, 17 nations have benefited from Book Aid programs, with at least 2.5 million estimated readers in sub-Saharan Africa. RE has worked in innovative partnerships with Book Aid, who by 2016 had donated 1,032,610 books via the programs. Elsevier's book donations form a key part of this partnership. Visit bookaid.org. From 2011-2013, The Elsevier Foundation awarded Book Aid International \$120,000 for a three year grant to primary care health workers and consumer health information users. In partnership with the Kenya National Library Service the project developed the skills of library staff across 15 key public libraries and will effectively repackage and communicate critical content from medical books to two underserved Kenyan communities: healthcare providers and users.

TEEAL

Since 1998, Elsevier has participated in TEEAL, The Essential Electronic Agricultural Library – a dedicated CD-ROM library with 140 top scientific journals in the field of agriculture. TEEAL is regarded as the low bandwidth complement to Research4Life's AGORA program, containing roughly the same content. Both programs receive back end support from Cornell University. teal.org.

PatientINFORM

Launched in 2004, patientINFORM is a platform providing patients with access to summaries of journal articles across three main disciplines: cancer, diabetes, and heart disease. In addition to these main areas, it covers research on rare disorders, such as Lupus, Muscular Dystrophy and Lou Gehrig's disease. More than 20 different publishers, six voluntary health organizations and two technical partners developed patientINFORM with the involvement of the STM and PSP organizations. Patients can access summaries of key articles concerning their disorder and then link to the full text on the publisher's website. Elsevier has over 250 journals from our health sciences programme registered for the initiative. patientinform.org.

Patient ACCESS

In 2012, Board Members of STM and PSP approached the Copyright Clearance Center (CCC) on behalf of their member publishers (including Elsevier) with a desire to develop an industry program to offer low or no cost articles to patients and caregivers. CCC has launched the Patient ACCESS service into its existing RightsLink service. (This is the link visible on the article page that people use to request reuse rights for articles and figures, etc.) For selected journals, users can register as a patient or caregiver and pay a low fee to access articles. 92 Elsevier Health Science journals went live in the service in November 2013. By clicking on the "Get Rights and Content" link on the abstract or article page, a user is offered the PatientACCESS option to order the article for \$4.99

ICTP (Abdus Salam International Centre for Theoretical Physics)

Through an agreement with the ICTP's pioneering e-Journals Delivery Service, scientists in developing countries receive free access to 380 journals in four Elsevier subject collections in Environmental Science, Earth and Planetary Science, Physics and Astronomy, and Mathematics. Launched in 2001, eJDS provides access to researchers in developing countries who have limited bandwidth through an email delivery service. ictp.it.

Library of Alexandria

In 2013, Elsevier and the Library of Alexandria (BA) signed a memorandum of understanding to provide hundreds of researchers and librarians from underfunded developing world institutes access to ScienceDirect and Scopus. The BA supports the researchers and librarians in their use of these resources through training and capacity building.

Access for people with disabilities

In 2011, we conducted accessibility reviews of key products including ScienceDirect, SciVal Experts, SciVerse Hub, and MC Strategies Learning Management Software. We set up a multi-university working group which met regularly in the year to ensure the ScienceDirect new article page (Article of the Future) would be accessible to all, including users with disabilities who rely on assistive technologies like screen readers. The Accessibility Working Group held educational webinars with people with disabilities and accessibility experts, and helped develop a new Elsevier-wide accessibility policy. The Working Group also produced Accessibility Matters, a 28-page booklet designed to educate staff on accessibility and disability, which was sent to more than 60 offices worldwide. During 2011, Elsevier's Global Books Digital Archive fulfilled 3,726 disability requests, about 40% through [AccessText.org](https://www.elsevier.com/elsevier/access-text), a service we helped to establish.

We promote wider understanding of accessibility and disability issues through publications like Cost-Justifying Usability; Tolley's Discrimination in Employment Handbook; and Disability and Health Journal.

- Our College of Direct Support product line helps train Direct Support Professionals to be more effective in providing home care to people with physical and developmental disabilities.
- The Elsevier accessibility policy may be accessed on [elsevier.com](https://www.elsevier.com/elsevier/access-text).
- ScienceDirect's Accessibility statement can be found [here](#).

INFORMATION PRESERVATION: The Digital Library

Digital Archives

Elsevier is committed to the permanent availability and preservation of scholarly research by partnering with a number of independent dark archives as well as maintaining local state-of-the-art facilities to store a complete, accurate digital version of ScienceDirect. We have taken steps to ensure that these files will not disappear or become inaccessible to the research community by archiving our content with CLOCKSS, the Koninklijke Bibliotheek (National Library of the Netherlands (KB), Portico and Elsevier's sister service, [LexisNexis](https://www.lexisnexis.com). Read more [here](#).

TULIP (The University Licensing Program)

In cooperation with nine leading American universities, Elsevier established the TULIP project, which tested the technical feasibility, economic viability and usage patterns of networked delivery to, and use of, journals at the desktop.

CLOCKSS (Controlled LOCKSS)

In 2008, Elsevier signed an agreement with CLOCKSS, a nonprofit joint venture between 30 publishers and 100 research libraries, to build a sustainable, geographically distributed dark archive ensuring the long-term survival of online scholarly publications.

INFORMATION DEVELOPMENT: Advancing science education & research

The Elsevier Foundation

Over the past decade, the Elsevier Foundation has awarded over a 100 grants worth millions of dollars to non-profit organizations focusing on the world's libraries, nurse faculties and women scholars during their early and mid-careers. Funded by Elsevier, the Elsevier Foundation contributes over \$1 million USD a year to non-profit organizations. In 2016, the Elsevier Foundation launched a series of new partnerships to support innovations in health information, research in developing countries, diversity in science and technology for development.

The Elsevier Foundation also provides matching funds to the charitable organizations employees personally support to encourage and support their generosity and community involvement. To maximize the impact of employee charitable giving, the Elsevier Foundation matches, dollar for dollar, donations made by eligible employees, up to \$1,000 per year, to eligible non-profit organizations.

Our New Partnerships: 2016 – 2019

In 2015, after a decade of programming, we held an intensive feedback review with our Board, partners and longstanding advisors. With the launch of the 2015 UN [Sustainable Development Goals](#), we decided to more fully align our programs to the key science, health and technology challenges highlighted there. We moved from an annual RFP or call for proposals to co-develop impactful program ideas directly with key partners.

Our Grant Programs: 2006 – 2015

Our New Scholars and Innovative Libraries in Developing Countries grant programs focused on Elsevier's unique areas of expertise as a leading scientific, technical and medical solutions provider. These included programs that advanced women in science and our next generation of US nursing leaders, building research capacity in developing countries, supporting librarians worldwide and promoting a culture of evidence based health and policies. Through gift-matching, the Foundation has also supported the efforts of Elsevier employees to play a positive role in their local and global communities.

The Elsevier Heritage Collection

To broaden access to its archives, in 2011 Elsevier launched an online catalogue of the Elsevier Heritage Collection, comprising more than 2,000 rare books with more than 1,000 distinct titles, published by the original Elsevier publishing house from 1580 to 1712. Based in The Netherlands and closely tied to the University of Leiden, the original company published groundbreaking work from contemporary scholars including Descartes, Huygens, and Galileo. In 2012, Elsevier formed a three year partnership with the University of Leiden's Scaliger Institute to provide rare book fellowships to study the Elsevier Heritage Collection.

See elsevier.com/about/our-business/history

INFORMATION STANDARDS: Partnerships for progress

STIX (Scientific and Technical Information Exchange) Font Creation Project

A collaborative effort by scientific publishers to develop a comprehensive set of fonts for mathematics and other special characters used in scientific, technical and medical publishing. The complete set of STIX fonts is available to anyone under royalty-free license. stixfonts.org/project.html

COUNTER (Counting Online Usage of Networked Electronic Resources)

An international effort involving librarians, publishers and their professional organizations to facilitate a single, accepted, extendible Code of Practice to measure the usage of online information products and services. Elsevier was a founding member of COUNTER and has signed a declaration of compliance to the code. projectcounter.org

You can find out more about Elsevier's involvement in corporate responsibility, including links to all these projects, at elsevier.com/responsibility



APPENDIX II

COPE
best
practice
guidelines
for
journals



COPE best practice guidelines for journals

EDITORS

(1) General duties and responsibilities

- Actively seek the views of authors, readers, reviewers and editorial board members about ways of improving their journal's processes;
- Encourage and be aware of research into peer review and 'journalology' and reassess journal processes in the light of new findings;
- Work to persuade their publishers to provide them with appropriate resources, guidance from experts (e.g. designers, lawyers) and adequate training to perform their role in a professional manner and raise the quality of their journal;
- Support initiatives designed to reduce academic misconduct;
- Support initiatives to educate researchers about publication ethics;
- Assess the effects of their journal policies on author and reviewer behaviour and revise policies, as required, to encourage responsible behaviour and discourage misconduct;
- Ensure that any press releases issued by the journal reflect the message of the reported article and put it into context.

(2) Relations with readers

- Ensure that all published reports of research have been reviewed by suitably qualified reviewers (e.g. including statistical review where appropriate);
- Ensure that non-peer-reviewed sections of their journal are clearly identified;
- Adopt processes that encourage accuracy, completeness and clarity of research reporting (e.g. technical editing, use of CONSORT checklist for randomised trials^{1,2});
- Consider developing a transparency policy to encourage maximum disclosure about the provenance of nonresearch articles³;
- Adopt authorship or contributorship systems that promote good practice (i.e. so that listings accurately reflect who did the work)⁴ and discourage misconduct (e.g. ghost and guest authors);
- Inform readers about steps taken to ensure that submissions from members of the journal's staff or editorial board receive an objective and unbiased evaluation.

(3) Relations with authors

- Publish clear instructions in their journals about submission and what they expect from authors;
- Provide guidance about criteria for authorship and/or who should be listed as a contributor;
- Review author instructions regularly and provide links to relevant guidelines (e.g. ICMJE, COPE);
- Require all contributors to disclose relevant competing interests and publish corrections if competing interests are revealed after publication;
- Ensure that appropriate reviewers are selected for submissions (i.e. individuals who are able to judge the work and are free from disqualifying competing interests);
- Respect requests from authors that an individual should not review their submission, if these are well-reasoned;
- Be guided by the COPE flowcharts in cases of suspected misconduct or disputed authorship;
- Publish details of how they handle cases of suspected misconduct (e.g. with links to the COPE flowcharts).

(4) Relations with reviewers

- Provide clear advice to reviewers (which should be straightforward and regularly updated);
- Require reviewers to disclose any potential competing interests before agreeing to review a submission;
- Encourage reviewers to comment on ethical questions and possible research misconduct raised by submissions, (e.g. unethical research design, insufficient detail on patient consent or protection of research subjects, including animals);

- Encourage reviewers to ensure the originality of submissions and be alert to redundant publication and plagiarism;
- Consider providing reviewers with tools to detect related publications (e.g. links to cited references and bibliographic searches);
- Seek to acknowledge the contribution of reviewers to the journal;
- Encourage academic institutions to recognise peer-review activities as part of the scholarly process;
- Monitor the performance of peer reviewers and take steps to ensure this is of high quality;
- Develop and maintain a database of suitable reviewers, and update this on the basis of reviewer performance;
- Remove from the journal's database any reviewers who consistently produce discourteous, poor quality or late reviews;
- Seek to add new reviewers to the database to replace those who have been removed (because of poor performance or other reasons);
- Ensure that the reviewer database reflects the academic community for their journal (e.g. by auditing the database in terms of reviewer age, gender, location, etc.);
- Use a wide range of sources (not just personal contacts) to identify potential new reviewers (e.g. author suggestions, bibliographic databases);
- Follow the COPE flowchart in cases of suspected reviewer misconduct.

(5) Relations with editorial board members

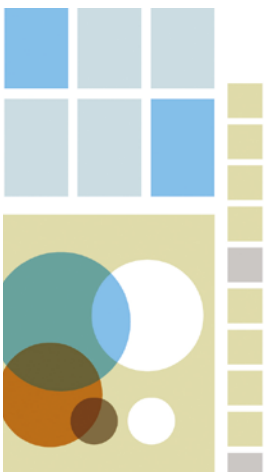
- Identify suitably qualified editorial board members who can actively contribute to the development and good management of the journal;
- Appoint editorial board members for a fixed term of office (e.g. three years);
- Provide clear guidance to editorial board members about their expected functions and duties, these might include:
 - Acting as ambassadors for the journal;
 - Supporting and promoting the journal;
 - Seeking out the best authors and best work (e.g. from meeting abstracts) and actively encouraging submissions;
 - Reviewing submissions to the journal;
 - Accepting commissions to write editorials, reviews and commentaries on papers in their specialist area;
 - Attending and contributing to editorial board meetings.
- Consult editorial board members regularly (at least once a year) to gauge their opinions about the running of the journal, inform them of any changes to journal policies, and identify future challenges.

(6) Relations with journal owners and publishers

- Establish mechanisms to handle disagreements between themselves and the journal owner/publisher with due process;
- Have a written contract(s) setting out their relationship with the journal's owner and/or publisher (the terms of this contract should be in line with the COPE Code of Conduct);
- Communicate regularly with their journal's owners and publishers.

(7) Editorial and peer-review processes

- Ensure that people involved with the editorial process (including themselves) receive adequate training and keep abreast of the latest guidelines, recommendations and evidence about peer review and journal management;
- Keep informed about research into peer review and technological advances;
- Adopt peer-review methods best suited for their journal and the research community it serves;
- Review peer-review practices periodically to see if improvement is possible;
- Refer troubling cases to COPE, especially when questions arise that are not addressed by the COPE flow charts, or new types of publication misconduct are suspected;
- Consider appointing an ombudsperson to adjudicate in complaints that cannot be resolved internally.



(8) Quality assurance

- Have systems in place to detect falsified data, e.g. manipulated photographic images or plagiarised text (either for routine use or when suspicions are raised);
- Base decisions about journal house style on relevant evidence of factors that raise the quality of reporting (e.g. adopting structured abstracts, applying guidance such as CONSORT²) rather than simply on aesthetic grounds or personal preference.

(9) Protecting individual data

- Publish their policy on publishing individual data (e.g. identifiable patient details or images) and explain this clearly to authors.

(10) Encouraging academic integrity

- Request evidence of ethical research approval for all relevant submissions and be prepared to question authors about aspects such as how patient consent was obtained or what methods were employed to minimize animal suffering;
- Ensure that reports of clinical trials cite compliance with the Declaration of Helsinki⁶, Good Clinical Practice⁷ and other relevant guidelines to safeguard participants;
- Ensure that reports of experiments on, or studies of, animals cite compliance with the US Department of Health and Human Services Guide for the Care and Use of Laboratory.

Animals⁸ or other relevant guidelines

- Consider appointing a journal ethics panel to advise on specific cases and review journal policies periodically.

(11) Ensuring the integrity of the academic record

- Take steps to reduce covert redundant publication, e.g. by requiring all clinical trials to be registered⁹;
- Ensure that published material is securely archived (e.g. via online permanent repositories, such as PubMed Central)¹⁰;
- Have systems in place to give authors the opportunity to make original research articles freely available.

(12) Intellectual property

- Adopt systems for detecting plagiarism (e.g. software, searching for similar titles) in submitted items (either routinely or when suspicions are raised);
- Support authors whose copyright has been breached or who have been the victims of plagiarism;
- Be prepared to defend authors' rights and pursue offenders (e.g. by requesting retractions or removal of material from websites) irrespective of whether their journal holds the copyright.

(13) Commercial considerations

- Have policies and systems in place to ensure that commercial considerations do not affect editorial decisions (e.g. advertising departments should operate independently from editorial departments);
- Publish a description of their journal's income sources (e.g. the proportions received from display advertising, reprint sales, special supplements, page charges, etc.);
- Ensure that the peer-review process for sponsored supplements is the same as that used for the main journal;
- Ensure that items in sponsored supplements are accepted solely on the basis of academic merit and interest to readers and is not influenced by commercial considerations.

(14) Conflicts of interest

- Publish lists of relevant interests (financial, academic and other kinds) of all editorial staff and members of editorial boards (which should be updated at least annually);
- Adopt suitable policies for handling submissions from themselves, employees or members of the editorial board to ensure unbiased review (and have these set out in writing);

Visit the COPE website: publicationethics.org

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