

excellent. This indicates that my courses provide what the students are looking for in a course on reviewing. They often, however, suggest that there should be more practical work and evaluation of the practical work. I agree with them, but it could not be accommodated within the restricted time available. More practical work would require more time than the graduate schools can currently pay for.

Nevertheless, the students certainly know more about reviewing after attending my courses than they did before doing so.

Training is, of course, not the only improvement to reviewing that could be made. Journals must ensure that

they have adequate guidelines for their reviewers, and make efforts to use reviewers who keep to these guidelines, and make sure they immediately drop reviewers who transgress in any way. Journals are justified in demanding and enforcing very high standards of reviewing. This is particularly so in medicine where human health and life depends on properly carried out experiments, properly explained and presented.

Reviewers with very high standards will be available, however, if there is sufficient training. But for sufficient training, sufficient resources of time and money need to be found to provide sufficient classes. The students are interested and want to learn. Let's give them that opportunity!

Reports of meetings

Effective Journal Editorial Management

13 May 2015, London, UK

The ALPSP Effective Journal Editorial Management course took place in London on the 13th May 2015. The course is aimed at early career editorial professionals with responsibility for managing one or more journals, who wish to share best practice, hear about developments in the industry and learn from the experiences of others in publishing. Through presentation and a high number of hands-on interactive sessions, the tutors took the group through various topics that are central to good editorial management.

Delegates came from diverse organisational backgrounds spanning both commercial and society publishers, including *BMJ*, Taylor & Francis, Springer, European Respiratory Society and the British Ecological Society. Delegates attended from the United Kingdom, United States and Finland. The tutors themselves are from the publishing profession, Rebecca Marsh is Publishing Director at Greenleaf Publishing and Jamie Humphrey is Publisher at Royal Society of Chemistry, and bring their direct experience of managing journals to the course.

The day began with a number of reflective exercises focussing on the main activities in journal editorial management and, crucially, how these differ or are aligned across organisations. The introductory session also explored the types of scenarios that editorial managers face and highlighted how decision-making is not always clear cut but based on good judgement and knowledge of best practice.

A session on stakeholder management followed. It focussed on how, having identified key stakeholders, delegates can better understand their needs, how to develop good relationships and ultimately, through those successful relationships, improve the overall standing of the journals. The session deliberately looked beyond the day-to-day needs of the stakeholder and explored the deeper motivations that are driving their behaviours, for example funding, research policies and peer expectations. The session particularly focused on author, reviewer and editor management, the methods for successful editor recruitment, on-going management and replacement.

A session on journal development formed a central part of the day. An overview of tools to evaluate journal quality using a number of different criteria, both quantitative and qualitative, and tools to help with the planning of a journal's development were included.

The day involved an overview of cutting-edge developments in the industry that are impacting or might possibly impact journal processes, quality evaluation and new tools to manage and promote journals. Topics that were discussed include recent innovation in peer review models, emerging evaluation methods that complement citation rankings, and the movement in open access.

Ethical and copyright issues and practices were discussed in the final session of the day. Real-life case studies on how to handle plagiarism, author disputes, conflicts of interest, redundant publication and potential commercial concerns were presented and the group discussed the challenges, outcomes and ways to embed effective processes to manage these issues.

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