

# AESE-CBE-EASE Meeting: Some Highlights

## Trisociety Meeting Merges Varied Perspectives

**Domenic Fuccillo**

CBE Emeritus Member  
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With press pass in hand to open doors, I attended the meeting “Science Editing and Information Management” to give you a glimpse inside. The meeting was held in September and hosted by the Association of Earth Science Editors (AESE), CBE, and the European Association of Science Editors (EASE).

At least 15 database demonstrations and talks kicked off the event at the American Geophysical Union headquarters. Experts brought us up to date in the specifics of Internet and CD publications, information management of geologic surveys, mapping, MEDLINE, Cambridge and Chemical Abstracts, the Institute for Scientific Information, “rentable virtual collaboratories”, and more.

### Keynote Speakers

Keynote Day followed at the Washington Marriott with addresses by Pieter Bolman, Academic Press (“Electronic Publishing: Experimentation, Change, and Innovation”); Thomas Lovejoy, Smithsonian/World Bank (“Science for the Citizen”); Marcel LaFollette, The George Washington University (“Ethics in Scientific and Scholarly Publishing”); Andrew Odlyzko, AT&T Research (“The Economics of Electronic Journals”); Robert D Utiger, the New England Journal of Medicine (“A Curriculum for 21st Century Editors”); Mary Jackson, Association of Research Libraries (“Creating, Editing, Publishing, Using, and Archiving Scientific Information: Is There an Inherent Conflict of Intellectual Property Rights?”); and Brenda Hurst, Canadian Institute for Scientific and Technical Information (“Information Retrieval and Archiving”).

Those distinguished speakers more or less informed the discussions of the next 3 days. CBE members who keep up with these topics probably know the issues and have



**Sheila M McNab of the Netherlands takes part in a workshop on author-editor interac-**

opinions, but guess what? The AESE-EASE community also finds the issues vital from their perspectives in the earth sciences and in Europe and will influence their resolution.

For example, Bolman outlined the added values of electronic publishing, such as instant access and manipulation, and its subtracted values, such as limited portability and impermanence, but foresees direct connection to primary journals through Web-weaving and linked editing to make scientific communication inexpensive. Bolman suggests that these changes will require functional reanalysis of organized information. Using a physics construct, Old Order => Disorder => New Order, he predicts transition glitches affecting preprints and copyright, certification, refereeing, not-for-profit or exempt use, and library handling problems for which each sector of the scientific community will claim solutions, to judge by responses at this and later sessions.

Another issue and prediction, blurring the line between conventional and electronic publication, reemerged in varied garb later from both advocates and critics of parallel publication. Asked to advise editors wishing to prepare for the chaos ahead, Bolman replied, “Editors need to work closely with their publishers. The changes will take time

for both groups to adjust to.”

Lovejoy saw countertrends of increased scientific complexity and decreased simplification, citing tight-money solutions, such as the Environmental Challenges Series. This series combined an existing BBC natural-history film with a new soundtrack. Calling science “nonlinear and self-correcting”, he criticized using internal flock language to inform the public, advising us instead to learn the language of science policy. From his new perspective at the World Bank, Lovejoy cited a number of studies that have policy implications—vanishing amphibians, climate change, and his particular interest, the hydrologic cycle of the Amazon Basin. He described mass media as bipolar, that is, presenting viewpoints and counterviewpoints, and recommended that we bring the excitement of doing good science to the public’s attention.

Stealing into Print: Fraud, Plagiarism, and Misconduct in Scientific Publishing (University of California Press, 1992) elaborates the view that LaFollette summarized. Because we are in transition, according to this speaker-author, we must redefine the moral, ethical, and legal in science with our sights fixed on the kind of world we want—researcher trustworthiness, editor trust, and open debate on such issues as access to information versus publisher profit and free inquiry versus government efforts to ensure accuracy and reliability. Technology will transform global anonymous review, the definition of privacy, and print as an afterthought. LaFollette’s contribution evoked lively discussion about peer review and journal policy, right after the talk and beyond, showing that the debate on science ethics continues.

Odlyzko opened with a picture of a man holding a sign, THE END OF PRINTED MATTER IS NEAR! This slide echoed the ambivalence of tragic loss of or good riddance to traditional scholarly journals. In debates over the cost of new technology, he chided, we forget that old technologies like Pony Express and printing were initially

expensive in their age. Substitution effects felt now were also felt then as people's habits changed. Printing, for example, restricted variety as the compositor replaced the scribe. Comparing "soft" author-editor and "hard" production costs of print and electronic publication, Odlyzko warned that tough choices lie ahead for authors, publishers (who must produce more value-added products), and libraries. He fielded a number of questions about copyright, publication quality, costs of adopting new technology, CD-ROM and Internet, fixed versus total costs, and access to information by developing countries, issues discussed in later sessions.

Utiger's curriculum for educating 21st century editors would stress "honesty, integrity, and common sense". The elements are policy and procedures, short courses, fellowships, university programs, books and journals, and research in "journalology".

Jackson addressed each of the 5 practices that have copyright implications — creating, editing, publishing, using, and archiving information — citing the Digital Millennium Copyright Act and opposing viewpoints. Obtaining intellectual property rights will depend on how scientific information will be disseminated in the next 5 years. When asked how library-friendly editors should keep informed, she suggested getting in touch with the Association of Research Libraries, the Digital Future Coalition, and the Scholarly Publishing and Academic Research Coalition. Those threatened by potential loss of intellectual-property rights should do what they can to keep library subscriptions, combine journals, and keep prices within reasonable bounds.

Discussants after that and later talks on this subject brought up issues affecting importation of copyright works, author and

publisher rights, and a call for detailed multivariate analysis to produce a cost yardstick. Jackson replied to the last suggestion by saying that editors and libraries should do the analysis, which might help their argument. The presentation also evoked a number of gray areas discussed later, such as inconsistent policies on author contracts, multiple use of material, and library and educational

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**In debates over the cost of new technology . . . we forget that old technologies like Pony Express and printing were initially expensive in their age.**

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photocopying.

Hurst offered a long-range perspective on issues of access to published research material — information retrieval, archiving, and preservation. These issues have been addressed many times at CBE meetings and, to judge by the responses of AESE and EASE members, they affect the entire research community.

**Other Participants**

Moderating sessions or giving papers over the next 2 days were John Overbeke, Dutch Journal of Medicine ("Education of Editors"); Paul Shelley, National Land & Water Resources Audit, Australia ("Metadata"); Richard Harris, National Public Radio ("Many Faces of Science Communication: From Scholarly Journal to Daily News"); Barbara DeFelice, Dartmouth College ("Intellectual Property in an Electronic

World" and "Bibliographic Databases: Present and Future"); Bill Kasdorf, Impressions Book and Journal Services Inc ("SGML and PDF: Why We Need Them Both"); Norman Paskin, The International DOI Foundation ("The Digital Object Identifier"); Patricia Huston, University of Ottawa ("Undesirable Publication Practices"); Claren Kidd, University of Oklahoma ("Information Centers of the World"); Rex Buchanan, Kansas Geological Survey ("Bridges, Not Barriers: Communicating Science Effectively"); Edward Huth, editor emeritus, Annals of Internal Medicine ("Ethics in Scholarly Publication"); Elaine Clement, Dartmouth College ("Preserving the Scientific Record"); Victor van Beuren, American Geological Institute ("Advertising in Scholarly Publishing"); C Michael Philippe, Mack Printing Company ("Evaluating the Costs of Publishing Services: Reengineering for Savings"); Kate Dewey, Dewey & Kaye ("Getting Your Board on the Right Track"); and John Tagler, Elsevier Science ("Web Tools—Case Studies").

Coordinating workshops were Seth Beckerman, Business and Technical Communications ("Marketing for the Self-Employed"); Elisabeth Heseltine, University of Lyon II ("Writing a Scientific Paper"); Susan Eastwood, University of California, San Francisco ("Editor-Author Interactions"); and Judith Dickson, Science Editing, and Eleanor Mayfield, ELM Communications ("Combining the Skills of an Editor and Writer").

Constraints of time did not permit my attending all the sessions. And those of space prevent my summarizing the ones I did attend; let me say only that they were great! Write to me if you want to hear more: 1730 North 7th Street #4, Grand Junction, CO 81501; telephone, 970-245-4178. ■

## Presenters Discuss Economic Issues

### Winfield Swanson

The CDM Group Inc  
Washington, DC

Speakers at the joint meeting of CBE, the Association of Earth Science Editors, and the European Association of Science Editors in Washington, DC, on 10-12 September considered the economics of publishing from 4 perspectives: electronic journals, self-employment, advertising, and efficiency. All agreed that flexibility thinking outside the box and knowing the pragmatics of your process are essential.

### The Economics of Electronic Journals

#### Andrew Odlyzko

AT&T Research

People have always opposed new technology. Plato himself argued against writing on the grounds that it gives the "appearance of wisdom, not true wisdom", and that people "will be tiresome company, having the show of wisdom without the reality of wisdom." Andrew Odlyzko predicts that within 10 to 20 years we will see a continuum of publishing and peer review but a revolution for electronic publishing. Electronic publishing, he said, may be the end of print journals but not the end of printing.

Conventional wisdom says that electronic publishing can save about 30% of costs. For instance, in journal production much time and money are spent on uniform appearance, but if the article is the focus and not part of a larger work, the article does not have to look like anything else, and time can be saved.

In practice, established publishers are moving established journals onto the Web; because creation costs more than distribution, prices remain the same or increase. Only libraries are saving money, by printing articles as they are needed.

We in publishing need to preserve the information, not the medium, and we cannot trust a single technology to do that.

### Marketing for the Self-Employed

#### Seth R Beckerman

Business & Technical Communications

The successful freelance needs a "promiscuous sense of curiosity"; after piquing our imagination with that, Beckerman presented a nuts-and-bolts talk centered on 9 practical considerations.

#### 1. Network

To find clients, network with organizations, friends, neighbors, clients, consultants in other fields, and anyone else you can think of. Use referrals, clients, want ads, cold calls (maybe spurred by a newspaper article), temporary agencies, and professional organizations. Consider setting up a Web page.

#### 2. Assess your market

Find out who hires consultants and what they want consultants to do. A prospective client might need a consultant for a short-term project with specific expertise, help with peak workload, or unbiased advice. But sometimes clients do not know when they need a consultant or how to get one.

#### 3. Be professional

Get in touch with each client at least once every 6 months by sending thank you notes or clippings of probable interest, calling, e-mailing, or dropping by.

Your ability to make things happen for the client will sell. Listen to what the client wants and make suggestions.

Samples are important. If you do not already have them, consider writing for volunteer organizations, another source of new contacts. Before leaving a full-time job, get multiple copies of your samples.

Customize your résumé for the job so that your skills will be related to the client's potential benefits. Consider a nontraditional résumé. Create marketing material.

If there is a chance that you will work for the federal government, keep a detailed list of clients, projects, and compensation so that you can fill out the necessary

forms.

#### 4. *Take inventory of your skills*

Inventory the skills that you can offer and the disciplines that you know.

#### 5. *Position your skills*

You must market your skills in terms that will appeal to the people who are likely to buy them.

#### 6. Diversify

Establish a range of clients, services, and markets.

#### 7. Be flexible

Try to set yourself apart; be dependable; work fast; work on weekends; form alliances; work as a subcontractor; trade services; consider offering free advice; and do not spurn small jobs (they could lead to bigger things and other people). Try never to say no, but do not promise the impossible. Offer "one-stop shopping" through alliances with other writers, editors, graphic artists, and so on.

#### 8. *Use technology to your advantage*

Get the technology you need, but do not be a slave to it. Having a network of friends and colleagues means that you have a virtual board of directors. You can trade services and information with these people or hire one of them if you need equipment or knowledge.

Record-keeping is important, and software such as Quicken or Microsoft Money could help. For the IRS, freelancers are immediately suspect because they are self-employed and because they often have offices in their homes. Keep track of all income so that you can prove that you have a real business (not a hobby).

#### 9. *Do not get side-tracked*

Know why you are in business. Is it a hobby? A transition from one job to another? A transition to retirement? A support for something else? A full-time job?

## Advertising in Scholarly Publishing

*Moderator:*

**Victor van Beuren**

American Geological Institute

*Presenters:*

**Else Alipui**

American Congress for Surveying & Mapping

**Suzanne E Grinnan**

Optical Society of America

**Donald F Hemenway Jr**

Camber Corp

### *Advertising in Scholarly Journals*

*Else Alipui*

The American Congress for Surveying & Mapping publishes 2 peer-reviewed scholarly journals—Surveying and Land Information Systems (SALES) and Cartography and Geographic Information Systems. Eighteen months ago, the 2 journals were indistinguishable, uninspiring, and behind schedule, and submissions were at their lowest. Of course, authors wanted perfect binding and color. Turning the tide took hard work and luck.

SALES got a new cover (which was designed in-house and is not for sale) and now has house ads that promote advertising possibilities, books, reprints, meetings, and workshops. By being on schedule, SALES can advertise academic positions. It also coadvertises with book publishers and sells the publishers' books at a discount. Sometimes an ad is tied to books reviewed in the journal.

The Congress learned to involve prospective advertisers' advertising departments from the start and to publish their rates and permit no favoritism or undercutting.

Alipui thinks the improved image of the journal sells advertising. Advertisers need a good image as much as the journal needs money. Thus, knowledge is offering financial benefits through advertising. We should try to develop more advertising in scholarly publishing.

### *Advertising in Professional Trade Magazines*

*Suzanne E Grinnan*

Optics and Photonics News (OPN) is a membership magazine whose goal is to provide members with knowledge that they need to excel in their profession. Some ads were tied to articles, and this required calling prospective advertisers when content might tie in.

OPN discounts advertising when advertisers rent a booth at a meeting. Exhibitors at a meeting can put ads in OPN, which advertises their booth numbers. OPN gives companies' fax numbers on a fax form prepared to get product information. (The form is more cost-effective than the "bingo card" format.)

Media kits show advertisers that advertising in OPN is a good economic decision. The kits contain

- the results of the readership survey (conducted every 2 years)
- the targeted audience
- a profile of the reader as a person to whom advertisers want to appeal
- rate cards with discounts
- a list of meetings with topics
- deadlines for advertising in a particular issue

Last year OPN instituted a new system of yearly contracts with advertisers. The system engendered a similar number of ads but fewer advertisers. Nevertheless, seeing competitors' ads month after month created momentum. This system requires consistency in customer service and an active advertising manager.

### *Advertising on the Web*

*Donald F Hemenway Jr*

The Web offers low cost, improved service and efficiency, and increased audience and presence. Web-site advertising offers color, animation, and immediate connection with other information at the same or other sites. For example, classified ads can be hot-linked to a university or company offering a job. You can get an ad on the Web in an hour, and quicker placement of and response to

ads means quicker hiring.

The cost of putting up a Web site for a year equals the cost of producing 2 issues of a monthly print journal. Possibilities are many and varied. For instance, advertising can be sold according to how many times an ad is seen, and ads can be rotated to control how often they are seen.

Another idea for generating revenue is to use coupons that a reader can print out and send in, instead of mailing them to a list of trade-show registrants. For online directories basic listings would be free, but extras such as logos, links, downloads, and additional text would be charged to the advertiser.

To decide whether advertising on the Web is for you, Hemenway recommends that you look at other sites; research the applicability to your product through Internet news groups, magazines, and books; and stay in touch with your customers and members. Then do a formal "SWOT" justification — strengths versus weaknesses and opportunities versus threats — and develop a business plan.

## Evaluating the Costs of Publishing Services: Reengineering for Savings

*Moderator:*

**C Michael Phillippe**

Mack Printing Group

*Presenters:*

**Valerie Cammarata**

Institute of Electrical and Electronic Engineers

**Douglas McLaurine**

John Wiley & Co

### *Introduction*

*C Michael Phillippe*

Most gains are technology-driven — faster computers, scanning, digital art, electronic submissions, and so on. But printing technology has not changed much in 20 years, and we are running out of places to cut costs. Today there are basically 3 ways to cut costs:

- Pay less for special operations.
- Change to less-expensive product alterna-

tives.

- Streamline process.

The optimal solution is to save time and money; to do that, you must look at the whole process, from receiving manuscripts to mailing the journal. “That’s the way I was taught” might be a too-frequent justification for how things are done. At the same time, you should use the technology that is best for your purposes, not necessarily the latest technology.

### *Evaluating Editorial Services*

*Valerie Cammarata*

The Institute of Electrical and Electronic Engineers (IEEE), which publishes more than 70 journals, has achieved savings through project management. It analyzed and evaluated each step in its journal-production process. Here’s how:

- Establish ownership. Who is responsible? Who understands the overall process? Who has the authority to change things? Who has the authority to allocate resources?
- Assess the process. Define and document the purpose and boundaries of suppliers and customers, steps and activities, and customer requirements and feedback.
- Identify and rank improvements that you want to make.
- Implement improvements, eliminate problems, and improve efficiency and effectiveness.
- Define the process, using block diagrams and flowcharts as appropriate.
- Find out what the customer wants and needs, not what the customer has always received.
- Define and establish metrics. How important are the services provided? Is the customer satisfied with performance

(on time), productivity (efficiency), and accuracy (quality)?

- Assess your conformance to your customers’ requirements.
- Identify improvement opportunities.

On the basis of the analysis, IEEE changed its journal-production practices and was able to speed up the process by 17 days. Changes that IEEE made included:

- Establishing submission guidelines and requirements. These were implemented by creating an author’s kit with instructions and information, giving authors lead time for changes, and giving them software preferences.
- Improving internal processes such as training staff, restructuring departments, reviewing technical skills, and evaluating platform and software decisions.

Above all, IEEE wanted to dispel the one-size-fits-all myth and to offer services that its customers wanted. The evaluation and selection of processes to be improved should be orderly and changes should be implemented incrementally for the effort to succeed.

### *Printing, Production, and Distribution Services*

*Douglas McLaurine*

Technologic advances and new media increase options for change and increase uncertainty about what is needed. To survive and thrive, publishers need to be flexible, control cost and content, make their efforts effective, and establish future-building strategies.

Begin by examining the editorial office and its systems. Does the current model meet the content, schedule, and business needs of the journal? How can your

workflow become integrated? Do you need a traditional off-site editor, an in-house managing editor, or a developmental editor? McLaurine advocates the following procedures and improvements:

- Get and use disks. They increase accuracy and save time.
- Develop copyediting tools such as a common format for editing and macros to use in coding manuscripts.
- Partner with suppliers. Engage them in your business and establish mutual goals. Find out what they need from you in order to give you what you need from them.
- Determine whether you need SGML (standard generalized markup language). It is costly now but promises efficiency in the future.
- Develop integrated workflow; for example, integrate editorial-office software with the publisher’s system.
- Measure annual pages, issues, and costs per page and document procedures to compare the advantages of in-house and off-site production (savings of overhead, cost predictability, emergency capacity, and need for management).

Money-saving possibilities include elimination of copyediting on selected articles or projects, having authors prepare their own manuscripts for print, publishing selected material only on the Web, and enforcing page budgets strictly.

What’s sacred? Nothing. 

Editor’s Note: Some of this report also is appearing in *BlueLine*, the newsletter of the Association of Earth Science Editors.

## Bridges, Not Barriers: Communicating Science Effectively

**Rex Buchanan**  
 Kansas Geological Survey  
 Lawrence, Kansas

Different kinds of information require different methods of dissemination. That was one of the messages from the session “Bridges, Not Barriers: Communicating Science Effectively” at the Second International Joint Meeting of CBE, the Association of Earth Science Editors, and the European Association of Science Editors in Washington, DC, in September 1998.

Dana Adkins-Heljeson of the Kansas Geological Survey (KGS) described the development of the KGS World Wide Web site. Adkins-Heljeson identified 3 primary kinds of material that the Web was particularly useful for disseminating: original or raw data, current or especially timely information, and out-of-print publications. Web pages allow complete presentation of data that would be too costly for ordinary publication. At KGS such data include oil and gas logs, lists of plugged wells, and annual water-level measurements. The KGS

Current Research in Earth Sciences presents current and timely information, allowing quick turnaround and the possibility of using color figures. KGS is also experimenting with placing out-of-print publications on line as a test of their usefulness to the

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### KGS is also experimenting with placing out-of-print publications on line.

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public.

Rex Buchanan, also of KGS, described a much different means of information dissemination for a much different audience. KGS operates an annual field conference for policy-makers, such as state legislators and agency heads, business and industry leaders, teachers, and leaders of environmental groups. The 2 1/2-day conferences give the participants first-hand exposure to issues in the field and allow them to become familiar with the experts. Evaluations of the approach have been extremely positive, and

it has proved to be an effective means of reaching an important and busy audience.

Two other speakers were unable to attend, but Julia Jackson acted as a pinch-hitter and discussed American Geological Institute (AGI) support of national Earth Science Week, 11-17 October 1998. Jackson described the materials including posters, bookmarks, and a Web site that AGI has created to help promote the week. The efforts have clearly been successful, as evidenced by the requests for materials and the number of states that have developed their own events, news releases, proclamations, and other information, all built around Earth Science Week.

These presentations all demonstrated new approaches to disseminating information. By the end of the afternoon, it was clear that members of the earth-science community were no longer content to package information in the usual ways, but were effectively using new ways of communicating results.

## Getting Your Board on the Right Track

**Domenic Fuccillo**

Kate Dewey, a consultant who serves on a number of boards, kicked off the session “Getting Your Board on the Right Track” with a group exercise to drive home what was special to each of us compared with what we wanted to accomplish. She described a board as “a boat full of people trying to reach land”. Then she launched into a lively presentation that covered

- competencies of effective boards (context, education, and interpersonal, analytic, political, and strategic dimensions)
- where to start (scare ‘em and save ‘em—“For an organization to change . . . it must

first be destabilized”)

- opportunities to plant seeds of change (new CEO, board turnover, fund-raising, ethics, and other conflicts)
- obstacles to desired board performance (time, leadership, and money)

Dewey led the audience, composed mostly of editors who work with boards, in a discussion of some of the lessons they and she have learned. The discussion continued well after the session ended. The points raised included these:

- Change cannot be imposed—“keep business going” while making adjustments.
- Behavior changes more easily than atti-

tudes or trustee personality.

- Small, simple changes in structure, process, and procedures have important, favorable effects on board behavior.
- “If board development can improve the ability of the board to add value to the organization, it will embrace the process. Otherwise, it will opt to adjourn early.”

Many examples illustrated those lessons. “Having a good board is not a gift”, Dewey concluded; “it is a victory.”

Dewey is with Dewey & Kaye Inc, Pittsburgh, Pennsylvania.