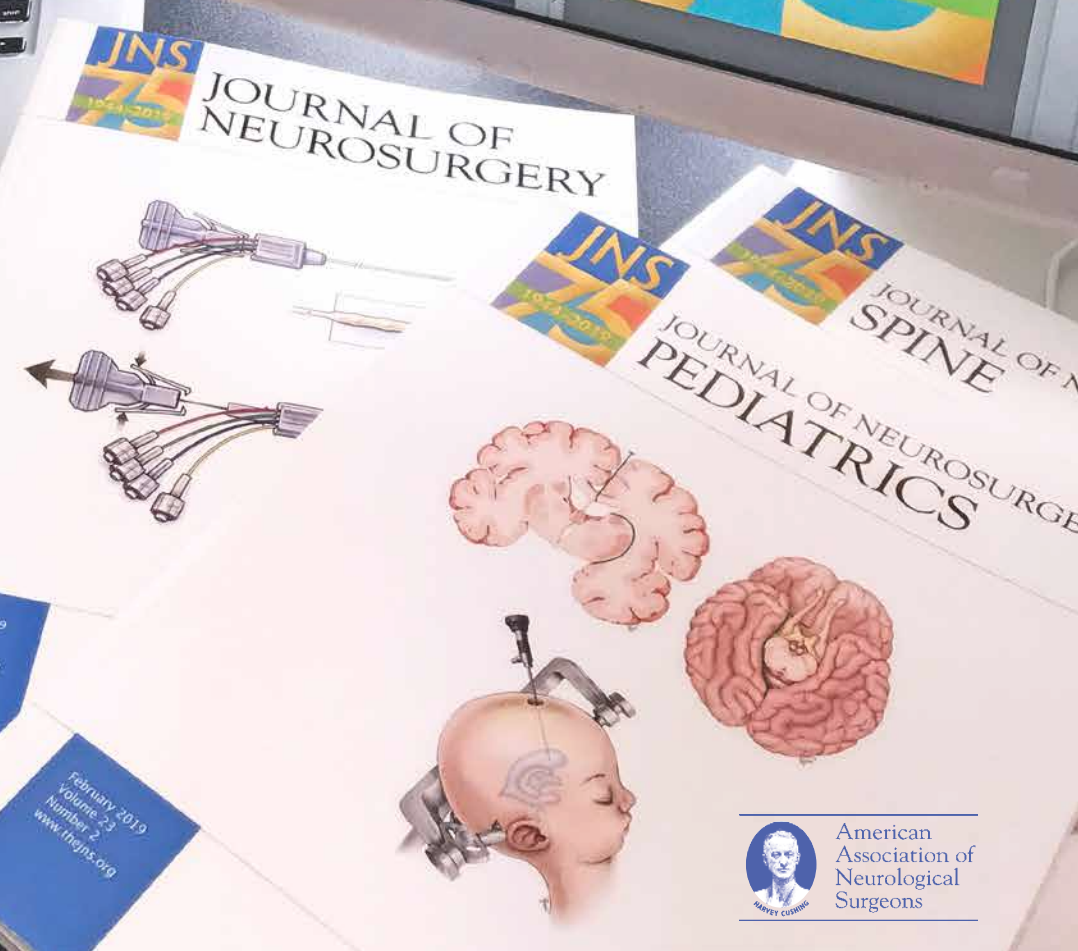
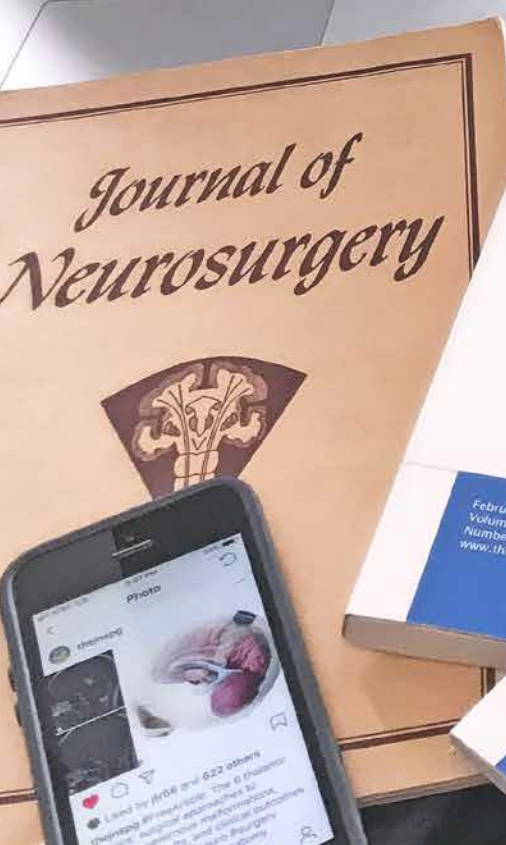
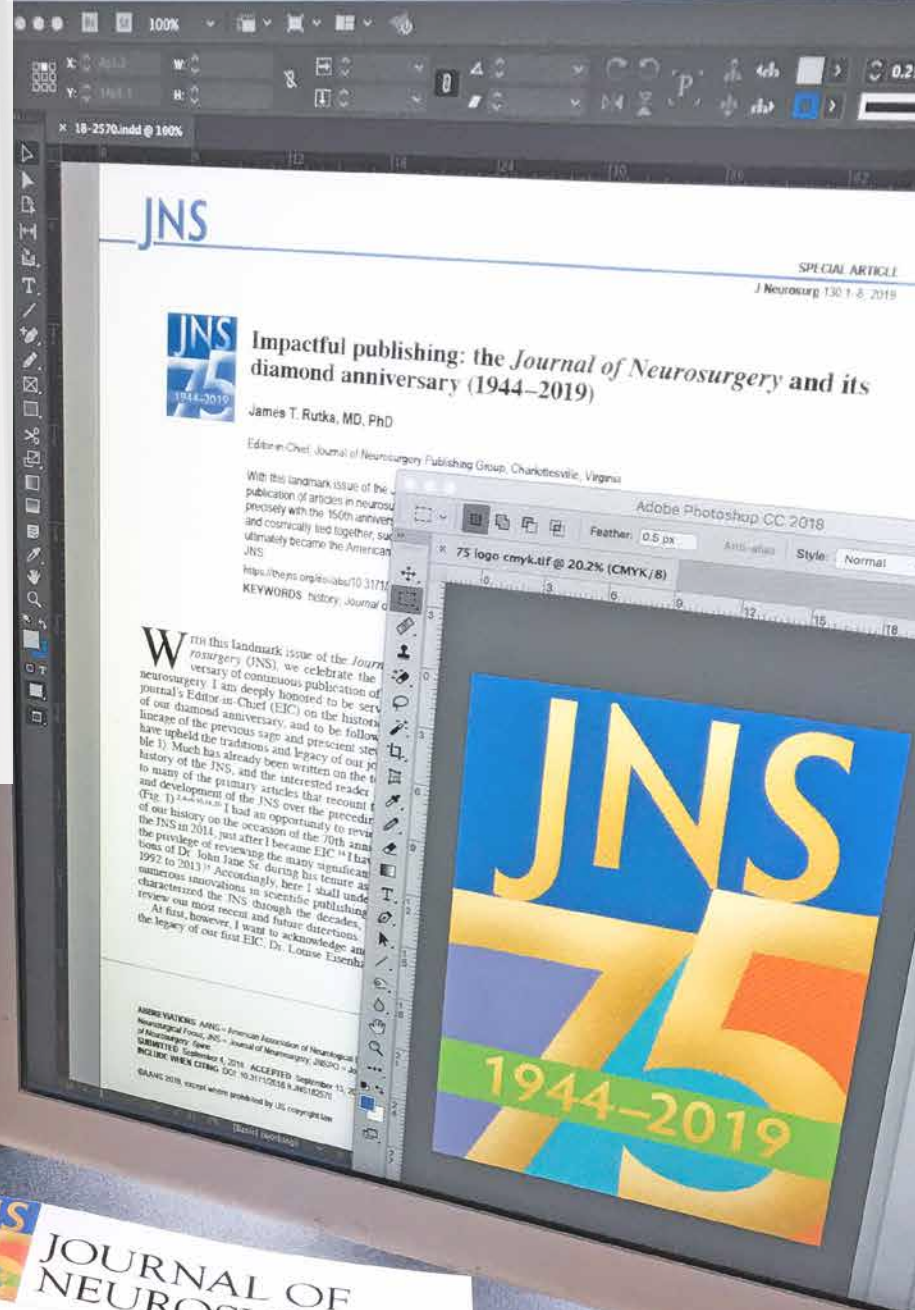


IMPACTFUL PUBLISHING: GROWING OUR LEGACY

Strategic Plan 2019-2023



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ON THE COVER

From its beginnings as a quarterly journal in 1944 to its status as the oldest continuously published neurosurgical journal in the world, the *Journal of Neurosurgery* has been leading the way. With three print publications—*Journal of Neurosurgery*, *Journal of Neurosurgery: Spine*, and *Journal of Neurosurgery: Pediatrics*—as well as the online journals *Neurosurgical Focus* and *Neurosurgical Focus: Video*, a strong social media presence, more than 100 years of manuscript editing and copy editing experience, and industry-standard production practices, the Journal of Neurosurgery Publishing Group continues to lead scholarly journals into the future of publishing.

JNSPG STAFF MEMBERS

Sheyanne L. Armstrong	Sherrie Miller
Elizabeth A. Arnold	Paul Pugh
Michael B. Baruzzini	Gillian Shasby
James Dell	Linda G. Sherman
Jo Ann M. Eliason	Margie A. Shreve
Kenneth B. Fox III	Anne Stanford
Christopher Gavin	Laura O. Sutherland
Sam A. Geouge	Dorothy L. Turner
Donna M. Goodrich	Jennifer S. Wathen
Ben Jipson	Becca G. White
Jennifer K. John	Mary Beth Yeaton
Kate Mason	

INTRODUCTION

As Editor-in-Chief of the *Journal of Neurosurgery*,

it gives me great pride to share our latest strategic plan with you. Our previous plan, entitled “Tradition—Transition—Transformation,” served us well from 2015 to 2018 and took the Journal of Neurosurgery Publishing Group (JNSPG) to a new station. We are the oldest continuously published neurosurgical journal in the world.

We are steeped in a rich tradition of excellence in academic and association publishing. We celebrated our 70th Anniversary in 2014, and we are in the midst of recognizing and celebrating our diamond anniversary in 2019. When I assumed the mantle of Editor-in-Chief in 2013, I had the great privilege of transitioning into the role with the assistance of Dr. John Jane Sr., who had served admirably in this capacity for 22 years. Over the past 5 years, we have introduced numerous initiatives in publishing, which have transformed the *Journal of Neurosurgery* into the leading journal of its kind in the world. As some examples, we redesigned the cover and internal formatting of our journals in 2015; we established links to the Rhoton Collection through which readers can travel from journal articles directly to the Collection;

we celebrated the 20th Anniversary of the founding of *Neurosurgical Focus*, the first freely accessible, online neurosurgical journal in the world; we created “Broca’s Area” as a new submission category under which timely opinion pieces can be promulgated; we have liased with the *Neurosurgical Atlas* in a manner that enables readers to learn about operative approaches and visit the site; we have launched an effective social media campaign with thousands of followers across all major platforms; and we have enjoyed the highest Impact Factors and citation indices ever ascribed to our print and online neurosurgical journals. None of these achievements would have been possible without the tremendous efforts of the dedicated and talented office staff in Charlottesville or the support of the American Association of Neurological Surgeons (AANS), with whom we have been and will continue to be collaborating through the course of this plan, from 2019 to 2023. Thus, there is no better way for us to entitle this current plan than “Impactful Publishing: Growing Our Legacy.” I look forward to directing and steering the JNSPG to our new goals through the completion of this plan.



A handwritten signature in black ink that reads "Jim Rutka". The signature is fluid and cursive.

James T. Rutka, MD, PhD
Editor-in-Chief

VISION, MISSION, AND CORE VALUES

VISION STATEMENT

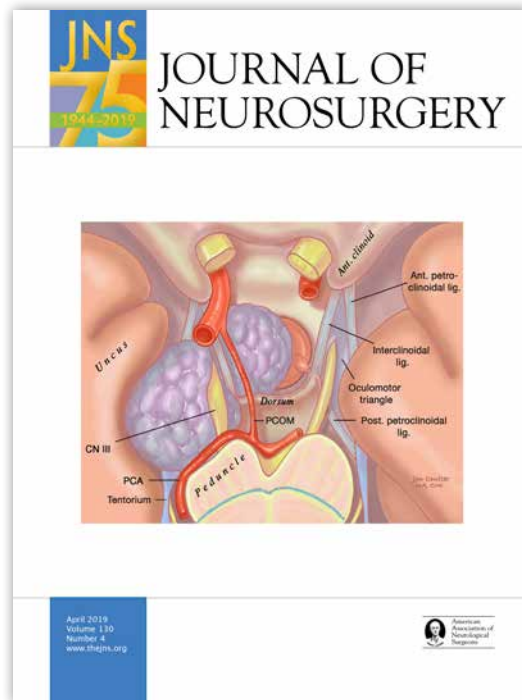
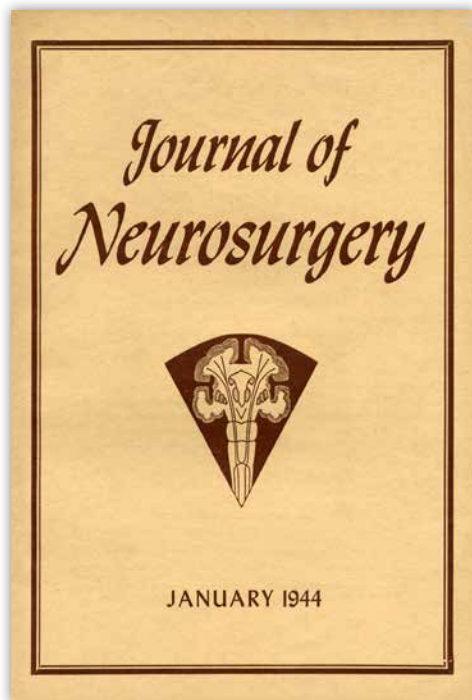
As a membership journal of the American Association of Neurological Surgeons, the Journal of Neurosurgery Publishing Group will publish articles of the highest scientific caliber in all formats following rigorous peer review. These articles will have the greatest impact on neurosurgical practice, education, and research. In so doing, the Journal of Neurosurgery Publishing Group will advance the art and science of neurosurgery and its related disciplines worldwide.

MISSION STATEMENT

We are the journals of record in neurosurgery.

CORE VALUES

The Journal of Neurosurgery Publishing Group endorses the following core values to advance its vision and mission: Integrity, Innovation, Internationalism, Imagination, Credibility, Professionalism, Service, and Sustainability.



We are the journals of record in neurosurgery.



The Editors of the *Journal of Neurosurgery*. LEFT TO RIGHT: Henry G. Schwartz (1975–1985), James T. Rutka (2013–present), John A. Jane Sr. (1992–2013), Henry L. Heyl (1965–1975), Louise Eisenhardt (1944–1965), William F. Collins Jr. (1985–1989), and Thoralf M. Sundt Jr. (1989–1992). Original photo collage by Grove Design, as modified by Stacey Krumholtz.



The 2018 JNSPG Editorial Board members. FIRST ROW: Jay Wellons, Michael Wang, Michael Kaiser, Charles Branch, Corey Raffel, James Rutka, Douglas Kondziolka, Rajiv Midha, Russell Lonser, William Couldwell, Jason Sheehan. SECOND ROW: Aaron Cohen-Gadol, Matthew Smyth, Andrew Jea, Douglas Brockmeyer, Jeffrey Blount, Ted Schwartz, Louis Kim, David Adelson, Michael Groff, Howard Weiner, Howard Riina, Michael Kaplitt. THIRD ROW: Paul Park, Zoher Ghogawala, Joseph Cheng, Randy Jensen, Abhaya Kulkarni, Shenandoah Robinson, Bob Carter, Michael Vogelbaum, Aviva Abosch, Cormac Maher, Kevin Cockroft, Aaron Dumont, Michael Schulder.

STRATEGIC DIRECTIONS AND GOALS



- 1 Expand Global Position, Outreach, and Influence**

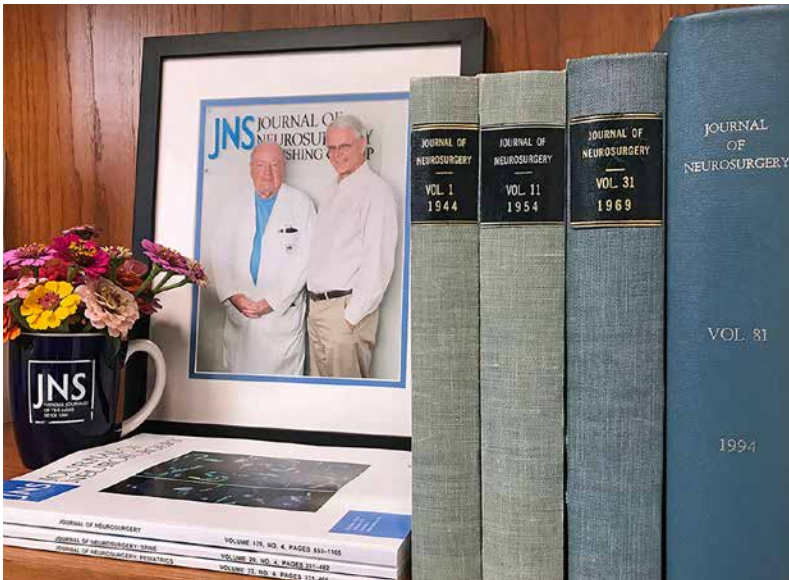
Provide on-site training and support for proper scientific technique and reporting to emerging countries. Expand opportunities for translations and publication partnerships with international neurosurgical groups.
- 2 Embolden and Support Young Neurosurgeons**

Create opportunities for early-stage researchers to learn about the publications and peer review processes through training modules, internships, and opportunities for service.
- 3 Encourage Collaboration and Synergy with Associative and Industry Partners**

Establish additional ways in which the JNSPG can work synergistically with industry partners toward common goals to advance the mission of the AANS. Identify areas of potential synergy including joint projects with the Neurosurgery Research and Education Foundation (NREF), the NeuroPoint Alliance (NPA), the Neurosurgery Portal Project, the Rhoton Collection, and the Neurosurgical Atlas.
- 4 Provide Support and Training Materials for Staff, Authors, and Editorial Board Members**

Create educational programs for Editorial Board members. Codify processes for Editorial Board member search, onboarding, and expectations of performance. Develop interactive author training materials.
- 5 Maintain and Grow a Sustainable Business Plan**

Improve the financial health and stability of the journals by increasing subscription (member and nonmember), advertisement, and nonsubscription revenues (e.g., open access, journal supplements, and downloads) through commercial sales of print and online products so that self-publishing is a sustainable business model for the JNSPG. Promote self-publication as a means to foster innovation in publishing, to respond quickly to new trends, and to lead change.



CLOCKWISE FROM LEFT: Some of the bound journals archived at the JNSPG offices; our 75th Anniversary logo, which incorporates our signature colors of *JNS* (blue), *JNS: Spine* (green), *JNS: Pediatrics* (purple), *Neurosurgical Focus* (aqua), and *Neurosurgical Focus: Video* (orange); the building that houses the JNSPG offices is at One Morton Drive in Charlottesville, Virginia.



FROM LEFT: Becca White, Michael Baruzzini, Kathleen Craig (AANS Executive Director), Dr. Shelly Timmons (AANS President 2018–2019), Chris Gavin, Linda Sherman, Gillian Shasby, Dorothy Turner, Margie Shreve, Jo Ann Eliason, Sheyanne Armstrong, Elizabeth Arnold, Sam Geouge, Dr. James Rutka, Anne Stanford, Jenn Wathen, Mary Beth Yeaton, Paul Pugh, Jennifer John, Laura Sutherland, and Kate Mason. NOT PICTURED: James Dell, Kenneth Fox, Donna Goodrich, Ben Jipson, and Sherrie Miller.

1 EXPAND GLOBAL POSITION, OUTREACH, AND INFLUENCE

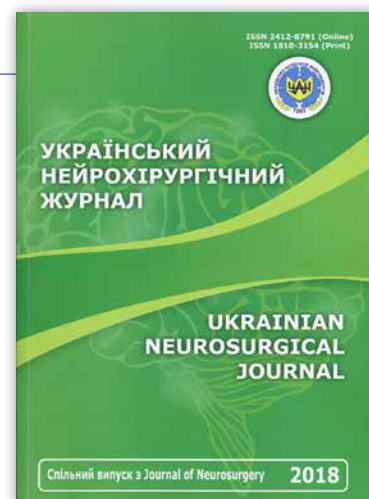
- Provide on-site training and support for proper scientific technique and reporting to emerging countries.
- Expand opportunities for translations and publication partnerships with international neurosurgical groups.

As the journal of record in neurosurgery, the *JNS* must continue to attract and garner attention from its readership throughout the world. Interestingly, in 2018, we saw a dramatic shift in the number of manuscripts that were submitted to the *JNS* from countries in Asia. China, Japan, and Korea were among the top 5 countries in the world from which manuscripts were submitted to the Journal. China now occupies the second position, after the United States, for manuscripts submitted. We will continue to encourage submissions from all regions of the world, and we will engage prospective authors by disseminating our strategic plan and teaching manuscript writing workshops in select countries. We have already successfully partnered with the Ukraine Association of Neurosurgeons and have had special supplements produced with materials translated into Ukrainian from the *JNS* on such topics as trauma, oncology, and neurorehabilitation. We hope to establish similar relationships with other countries. Our stature in neurosurgical publishing will be maintained by demonstrating continued improvements in our Impact Factors for all journals and by elevating our

citation index for each. For example, in 2017, the *JNS* reached its highest-ever Impact Factor of 4.32 with a 5-year Impact Factor of 4.45. We anticipate that the celebration of our 75th Anniversary of continuous publishing will do much to move the needle toward the demonstration of our overall global position, outreach, and influence. In 2019, our anniversary year, we will publish topical, invited review articles by experts in the field—for each month and in each print journal. Thanks to the efforts of our Social Media Team, the *JNS* remains the top neurosurgical journal with an enviable presence on Facebook and Twitter. The *JNS* is the only neurosurgical journal with regular postings on Instagram. The use of social media has clearly boosted our world presence and has helped to disseminate the brand of the Journal. We have continued to publish press releases that have been highly regarded and quoted. Working with our association partner, the AANS, we hope to continue to increase our world profile and make our print journals available at numerous society meetings throughout the world.

EXPECTED OUTCOMES

- Increased number and quality of submissions from all regions of the world
- Publish 75th Anniversary invited review articles monthly for each print journal
- Manuscript writing course for neurosurgeons in Asia with an emphasis on China
- Increased usage numbers in all web metrics
 - » Social media followers
 - » Access numbers (website and AANS YouTube page)
- Steady improvement in Impact Factor for all journals
- Increased press coverage and outreach
- Increased international awareness of the JNSPG and AANS through mentorship in publication and peer review processes



In 2018, select *Journal of Neurosurgery* articles were translated into Ukrainian and published as a collection.

2 EMBOLDEN AND SUPPORT YOUNG NEUROSURGEONS

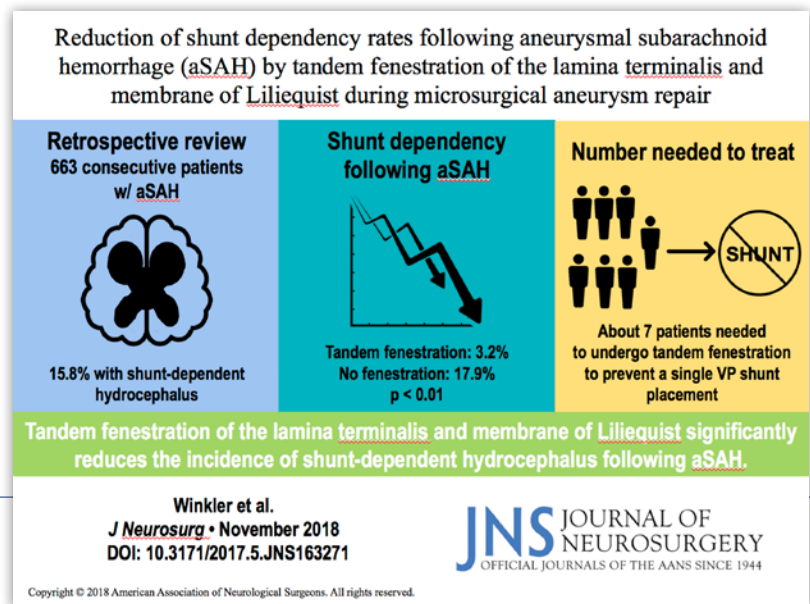
- Create opportunities for early-stage researchers to learn about the publications and peer review processes through training modules, internships, and opportunities for service.

Opportunities abound for talented young neurosurgeons to become involved in the operations and destiny of the Journal. Through organizations such as the Young Neurosurgeons Committee (YNC) of the AANS, we hope to establish a veritable pipeline of capable young neurosurgeons who will be offered career-enhancing opportunities through their involvement with the art and craft of academic publications. One of the arenas in which this is becoming most noticeable and important is in the sphere of social media. A new “Social Media Team” has been organized within the organizational structure of the Journal and comprises neurosurgery residents and medical students. Together, this team has led an effort to position the Journal as the lead neurosurgical publication on Facebook and Twitter. In addition, the Journal is the only academic neurosurgical publication with activity and followers on Instagram. Our social media impact, as measured by the number of total users (followers and likes), by our reach (views and impressions), and by our engagements (link clicks and shares/retweets), is second to none in the field. Currently, the Journal’s “Klout score” is the highest of all neurosurgical journals, as an indicator of our presence and dominance in the field. On Facebook,

we reach over 50,000 people each month. On Twitter, we achieve over 1 million impressions every 3 months. Since the onset of our social media plan, our total link clicks have increased over 80-fold. We have been the first neurosurgical journal to introduce the #VisualAbstract format. Interestingly, emerging evidence suggests that social media presence and metrics may ultimately play roles in determining citations in academic journals. We plan to embolden the YNC to provide a roster of ad hoc reviewers for the Journal whose progress and quality of reviews will be monitored and scored. Finally, we will establish a mechanism by which young neurosurgeons can be invited to the Journal office to learn the nuances of academic publishing and to enhance their own skills at manuscript writing and editing.

EXPECTED OUTCOMES

- Positive author feedback on surveys
- Increased usage numbers in all web metrics
- Increased social media engagement
- Expansion of collaboration options with young neurosurgeons
- Greater awareness of role of peer review and publishing in young neurosurgeon population



Visual abstracts are just one of the ways the Social Media Team engages the JNS audience online.

3

ENCOURAGE COLLABORATION AND SYNERGY WITH ASSOCIATIVE AND INDUSTRY PARTNERS

- Establish additional ways in which the JNSPG can work synergistically with industry partners toward common goals to advance the missions of the AANS.
- Identify areas of potential synergy including joint projects with the Neurosurgery Research and Education Foundation (NREF), the NeuroPoint Alliance (NPA), the Neurosurgery Portal Project, the Rhoton Collection, and the Neurosurgical Atlas.

Since its inception in 1944, the Journal has been an association membership journal and has enjoyed a highly productive and collaborative relationship with the AANS. Over the years, the AANS has grown its portfolio of project- and financial-based entities to include the NREF and the NPA. The Editor-in-Chief of the Journal is an ex officio member of the Executive Committee and the Board of Directors of the AANS and the Boards of the NREF and NPA. The Journal has provided leadership and guidance for the single sign-on (SSO) project of the AANS, the Neurosurgery Portal Project serving all of organized neurosurgery in North America, the Rhoton Collection, and the Neurosurgical Atlas. For years, the Journal has provided content through *Neurosurgical Focus* for AANS members to obtain continuing medical education (CME) credits toward maintenance of certification (MOC). Online links are provided for content from the Journal to the Rhoton Collection and the Neurosurgical Atlas. Numerous manuscripts from investigators of the NPA, and specifically through the Quality Outcomes Database (QOD), have undergone peer review and have been published in the Journal. In collaboration with the NREF, we are exploring ways in which the *JNS* can identify new industry partners who can support the AANS and the Journal in the

most efficient and productive manner. As there are numerous opportunities for the Journal to work with the AANS and its associative partner groups in the future, we look forward to developing economies of scale and promoting new initiatives in neurosurgery journal publications to continue to serve our membership and readership best.



EXPECTED OUTCOMES

- Increased coordinated planning with AANS
- Increased coordination with industry partners
- Expanded connectivity between Rhoton Collection, Neurosurgical Atlas, Portal Project, and AANS CME offerings
- Higher utilization of Rhoton Collection and Neurosurgical Atlas assets

4

PROVIDE SUPPORT AND TRAINING MATERIALS FOR STAFF, AUTHORS, AND EDITORIAL BOARD MEMBERS

- Create educational programs for Editorial Board members.
- Codify processes for Editorial Board member search, onboarding, and expectations of performance.
- Develop interactive author training materials.

To serve on the Editorial Board of a JNSPG journal is considered one of the most prestigious honors in organized neurosurgery. Traditionally, the Editorial Board has comprised a relatively small group of men and women who each review hundreds of manuscripts annually for a period of 4–6 years. Often one of the best practices is gauging the interest of prospective Editorial Board members by enabling them to work as “ad hoc” reviewers for a defined period of time and to adjudicate over their reviews before they are elected to the Board. We will codify the process of identifying and selecting new Editorial Board members. As it is a tremendous responsibility to serve on the Editorial Board of the Journal, we plan to create educational programs to initiate new Editorial Board members. As the strength of any academic journal rests on both timely and informative reviews, we will develop a robust Editorial Board member “dashboard” so that Editorial Board members can track their individual performance and examine it against that of their peers. We have developed print and online resources for authors wishing to submit their work to the Journal, providing details and advice on how to get their manuscripts pub-

lished. With the advent of the new website in 2018, we have the capacity to develop additional interactive author training materials to streamline the process of manuscript submission. Some of our main goals are to decrease the time taken for manuscript review and acceptance, to decrease the production time taken for each manuscript, and to reduce the number of queries to authors and staff throughout the processing of all manuscripts. In reaching these efficiencies in the publication process, we will inherently improve staff satisfaction and garner the respect of authors submitting their manuscripts to our journal.



James Rutka (TOP, RIGHT) with outgoing Editorial Board members at the 2018 AANS Annual Meeting: (TOP) Rajiv Midha, Russell Lonser, and Jason Sheehan; (RIGHT) John Wellons and Corey Raffel; (BOTTOM) Michael Wang, Charles Branch, and Michael Kaiser.

EXPECTED OUTCOMES

- Increased volume through all systems
- Decrease in queries to authors at submission stage
- Decrease in queries to authors at editing stage
- Decreased production time per manuscript
- Increased staff satisfaction
- Codified guidelines and processes for authors and Editorial Board members

5 MAINTAIN AND GROW A SUSTAINABLE BUSINESS PLAN

- Improve the financial health and stability of the journals by increasing subscription (member and nonmember), advertisement, and nonsubscription revenues (e.g., open access, journal supplements, and downloads) through commercial sales of print and online products so that self-publishing is a sustainable business model for the JNSPG.
- Promote self-publication as a means to foster innovation in publishing, to respond quickly to new trends, and to lead change.

As an AANS membership association Journal, we will strive to increase both member and nonmember subscriptions. With the growth of the digital era, we are seeing a gradual shift from print to online advertising revenues with our industry partners. A new menu of electronic advertising revenues, such as e-tables of contents (eTOCs), banner ads for online e-publications, and web-alert ads, among several others, will continue to be developed. We will aggressively pursue new industry partners from a wide array of backgrounds. We will continue to produce the annual “Best of JNSPG” print issues for distribution at the AANS Annual Meetings, thus attracting the support of major industry partner donors. Traditional nonsubscription revenues in academic publishing will be vigorously pursued, including the production of journal supplements and charges for open access publishing and downloads. We will carefully consider ways in which to “monetize” the neurosurgical content in *Neurosurgical Focus*. As obtaining CME credits remains an important aspect of the practice of all neurosurgeons in North America, we will explore opportunities to provide CME credits for a fee. We believe that remaining a self-publishing entity offers the best opportunity for the JNSPG to lead change in neurosurgical

publishing, to foster innovation in the presentation of neurosurgical content and materials, and to adapt quickly to new trends in publishing. Our challenge is to identify additional revenue streams and to demonstrate continued profitability in a somewhat volatile publishing marketplace. In this way, we look forward to our continued collaboration with the AANS to seek out these new and important opportunities.



“Best of JNSPG” issues expand opportunities for advertising revenue.

EXPECTED OUTCOMES

- Additional revenue streams identified
- Continued/increased profitability
- Incorporation of cutting-edge publication strategies
- Increased advertising revenue

CONCLUSION

I have been truly privileged to lead the JNSPG

through this second strategic plan since my tenure as Editor-in-Chief. “Impactful Publishing: Growing Our Legacy” succinctly summarizes what the Journal has represented to world neurosurgery over the preceding decades. Our impact has never been greater, and our legacy is ensured as we celebrate our diamond anniversary in 2019. Our achievements have been framed by authors worldwide who continue to submit their best work to the Journal; by a superb Editorial Board who work tirelessly in peer review to accept only the best studies in the field; and by the office staff in Charlottesville who continue to devote themselves relentlessly to the production of the Journal, in all of its formats and advancements. I am pleased to conclude the launch of our new strategic plan with a quote from an article written on the occasion of the 75th Anniversary of the *Journal of Neurosurgery* which heralds our goals for the future.

“It is likely not a coincidence that the diamond anniversary of the JNS coincides precisely with the 150th anniversary of the birth of Harvey Cushing. It is possible that some events in life are inextricably and cosmically tied together, such as the birth of the founding father of our specialty, the society named after him that ultimately became the AANS, and the journal of this organization—the JNS. As with a diamond, let us all hope that the importance and value of the JNS will endure forever!”



— James T. Rutka, MD, PhD
J Neurosurg 130:1-8, 2019

JNS STRATEGIC GOALS AND PLAN

STRATEGIC GOAL

IMMEDIATE PROJECTS

PRIORITIES FOR FIRST 12-18 MONTHS

LONGER-TERM INITIATIVES

SELECT INDICATORS AND PERFORMANCE MEASURES

1

Expand Global Position, Outreach, and Influence

- Publish 75th Anniversary review articles
- Launch *Neurosurgical Focus: Video*
- Increase presence on existing social media
- Expand press release program to include smaller "teaser" pieces as identified by JNSPG staff

- Increased number and quality of submissions from all regions of the world
- Increased usage numbers in all web metrics
 - » Social media followers
 - » Access numbers (website, app, and AANS YouTube page)
- Steady improvement in Impact Factor for all journals
- Increased press coverage and outreach
- Increased number of reviews performed by outside specialists

- Publish translations of JNS articles into several foreign languages

- Interface with AANS on international outreach projects
- Utilize collections capabilities on website

2

Embolden and Support Young Neurosurgeons

- Develop Editorial Office "internship" for interested medical students
- Develop YNC review program
- Develop Journal Club with medical student groups
- Foster integration and synergy with AANS Portal Project

- Positive author feedback on surveys
- Increased usage numbers in all web metrics
- Increased social media engagement
- Expansion of collaboration with young neurosurgeons
- Greater awareness of role of peer review and publishing in young neurosurgeon population

- Post additional video materials online
- Produce instructional web-based tutorials to improve manuscript submissions

- Develop joint advancement/fundraising opportunities with the AANS/NREF
- Develop funding mechanisms for publication of Practice Guidelines
- Publish materials from QOD working groups

3

Encourage Collaboration and Synergy with Associative and Industry Partners

- Secure funding for 75th "Best of" Edition
- Expand Rhoton linking and interface
- Expand Atlas linking and interface
- Develop joint advancement/fundraising opportunities with the AANS/NREF
- Develop funding mechanisms for publication of Practice Guidelines
- Publish materials from QOD working groups

- Streamline member service interactions between AANS and JNSPG
- Re-invest in research, innovation, and redesign
- Establish online recertification training curriculum for oral board exams, in collaboration with AANS

- Increased coordinated planning with AANS
- Increased coordination with industry partners
- Expanded connectivity between Neurosurgical Atlas, Portal Project, and AANS CME offerings
- Higher utilization of Rhoton and Atlas assets

4

Provide Support and Training Materials for Staff, Authors, and Editorial Board Members

- Maintain awareness of process redundancies and best practices
- Develop SOPs for peer review processes
 - » Newly added EB members
 - » Performance improvement/feedback for EB members
- Work with Walchli-Tauber Group on meeting-related special issues
- Enhance merchandising/branding
- Establish *Focus* PDF download charge
- Implement e-commerce options on website

- Enhance author instructions:

- » Interactive interface
- » Training modules
- » Create EB member training modules
- » Establish future staffing and office space needs
- » Produce EIC handbook to codify processes
- » Launch EIC search

- Increased volume through all systems
- Decrease in queries to authors at submission stage
- Decrease in queries to authors at editing stage
- Decreased production time per manuscript
- Increased staff satisfaction
- Clear communication of expectations and responsibilities for new EB members

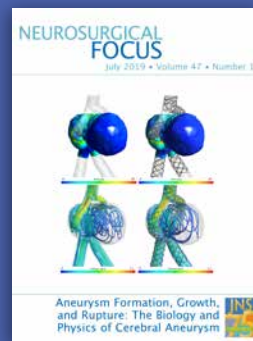
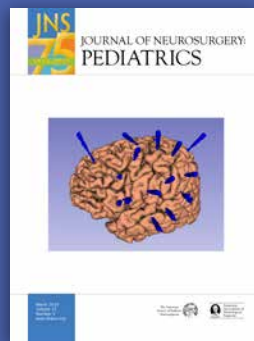
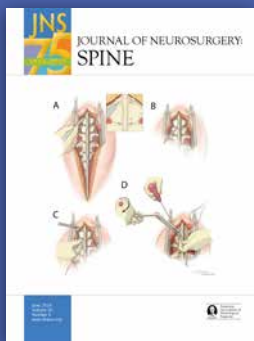
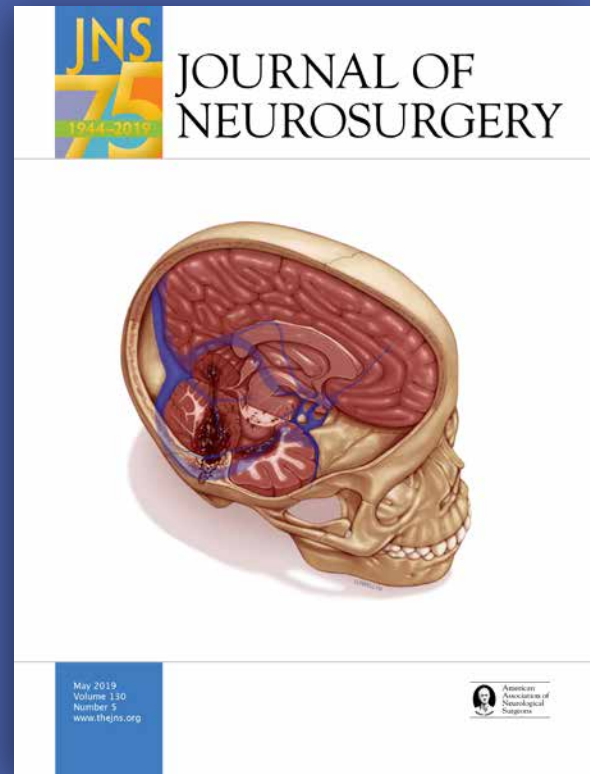
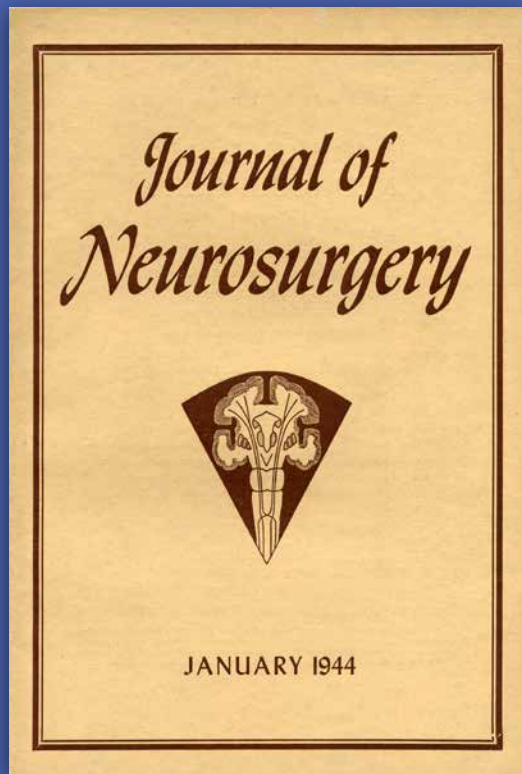
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Maintain and Grow a Sustainable Business Plan

- Create instructional for-fee webinars for nonmembers
- Establish author-paid hosting fee for embedded videos
- Research additional advertising offerings
- Research paid advertising feature on YouTube
- Expand for-fee CME offerings to nonmembers
- Create collaborative supplement publications with the AANS
- Enhance collaborations with partner organizations/specialty groups

- Additional revenue streams identified
- Continued/increased profitability
- Incorporation of cutting-edge publication strategies
- Increased advertising revenue

Celebrating 75 years of the JOURNAL OF NEUROSURGERY



The authority, since 1944.



American
Association of
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Surgeons

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