

**The Innovation Journal:  
The Public Sector Innovation Journal**

[www.innovation.cc](http://www.innovation.cc)

**La Revue de l'innovation :  
La Revue de l'innovation dans le secteur  
public**

<http://www.innovation.cc/francais/index.htm>

# Annual Report 2013

## TIJ Annual Report 2013

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## **2014 Annual Meeting Attendance (including those responding to the Strategic Plan)**

Eleanor Glor

Ruth Hubbard

Dave Barrows

David Brown

Jeanne Marie Col

Juan de Dios Pineda (if Spanish version)

Jerry Hammersmith

Naim Kapucu

Don Klingner

Elke Loeffler

Cynthia Lynch

Ken Nichols

Jos Raadschelders

Mario Rivera

Nassera Touati

Howard Doughty

Monica Dowling

Iain Gow

Caroline Andrew

## **Regrets:**

Ken Nichols, Muhiuddin Haider

## **No Response:**

Mario Rivera

Evert Lindquist

Gerard Divay

Sanni Yaya

Ian Greene

Dale Poel

Michael Popejoy

James Simeon

## **Comments:**

## Introduction

Except for revenues, this was another great year for The Innovation Journal/La Revue de l'innovation (TIJ), especially at the level of workload, strategic planning, citations, readers, and indexing. Last year I suggested TIJ had probably reached a turning point, in several ways: in the workload, the contribution of its editorial board, the scope of its publishing, and its need for more revenue. We have made some progress in solving some of these problems. In particular, we have signed a publishing agreement with Rutgers University for seven issues, and we are now also being indexed by Scopus SCImago, with fine results.

First, because the volume of work had become too large for the existing team to handle, we signed, during 2014, a publishing agreement with Rutgers University, USA. Thank you to Mario Rivera for playing a key role in this agreement. Rutgers provides a volunteer managing editor, three members for the Editorial Board, a website, a publication team, and a \$5000 per year conference subsidy for the Editor-in-Chief. The Managing Editor has now been recruited—Daniel Bromberg of the University of New Hampshire. Thank you for volunteering, Dan. Dan will prepare the Annual Report next year. Rutgers will host the papers and provide webmaster services. They are looking into adopting an electronic tracking system. In the meantime, we continue to track papers manually. I remain the editor-in-chief, accountant and play a role in fundraising. We continue to ask for your help to develop TIJ/LRI further and to take over some of the tasks. Please pay particular attention to the questions directed to members of the Editorial Board in the Annual Report and the request for you identify what you could do to support TIJ in the coming three years. This may duplicate responses you gave to the Strategic Plan.

Second, some members of the editorial board are not responding to requests to review papers or turned down requests more than once. Dan is having a particularly difficult time securing reviewers for some papers. Some of you have been with me from the beginning of TIJ, nineteen years ago: I am so grateful to you for this. A sign of this is the passing this spring of Ari Halachmi, a respected American academic, long time supporter of TIJ and one of its authors. Our thanks go out to Ari and our sympathy to his family. Many other members of the team have been part of the editorial board for a much shorter period of time. As you know, we increased the requirements for members during the last renewal of membership in 2010 to include writing and publishing on public sector innovation in TIJ at least once in each three year period and making other contributions. Those judging papers on public sector innovation also need to be publishing in the field and if we are to be a flagship journal for publishing in the field, our members must also publish with us and must help to promote TIJ. *Please see Appendix A for some ideas on how to do this.* This will also keep us up-to-date with at least one aspect of the public sector innovation literature. We have lost some members who felt they could not meet these requirements, and I thank them for their contribution. As you know, one of the measures in the *Strategic Plan* is tracking contributions of the Editorial Board. *Please, therefore, indicate in Appendix B your contribution to TIJ during 2013.* This will both help to inspire our colleagues and help us to support each other to keep track of our contributions. Please also indicate other contributions during 2013 to the field of public sector innovation. We are now asking that TIJ review form never be filled out just by checking boxes. Comments are always needed to help authors improve their articles.

Third, we continue to play an important role in creating the field of public sector innovation. In the summer of 2014, Ken Nichols and brought forward a draft Strategic Plan for TIJ for your approval that formalizes this role for TIJ. While other journals publish papers on this subject, no others are as key to this field of study at the university level as TIJ. Are any of you teaching about public sector innovation? Including units in your courses? We need to produce the literature for these courses. Online courses are using us considerably and I know in-person courses are using us

some, as our readership statistics demonstrate. Regularly, Editorial Board members and TIJ authors report to me that their material published in TIJ receives more attention than any other of their articles. This year, one member reported one of his articles is on course lists throughout North America.

We know that there are some areas that still need researching. I hope some members of the Editorial Board will consider writing on these topics or assigning student essays on them. TIJ 20<sup>th</sup> anniversary issue next issue is a golden opportunity to do this.

Fourth, TIJ continues to need subsidies. It primarily receives them from me. We are not raising enough money to cover our expenses through fundraising. The PayPal donation option has not produced much revenue, as you will see in the Financial Report. I note that Wikipedia took about three years to start receiving any substantial amount of revenue through donations. We have now offered a donation option for that long, but revenues are not increasing. The usual website fundraising tools have been explored and SSHRC applications have been submitted four times. We will hear the results for the 4<sup>th</sup> in November 2014. Your ideas for the Committee, especially sources for academic journal support, would be helpful.

Having Rutgers publish TIJ will relieve me of some work and about \$5300 in costs on the condition that TIJ remain free access. This is most welcome but does not completely solve the financial problem. It also removes some options: The option of charging for access to TIJ is no longer available, and advertising on the active (Rutgers) site is not permitted. I continue to provide substantial financial subsidies to it. So far during 2014, I have deposited \$5900 of my own money in TIJ bank account (ASPA costs will presumably be reimbursed by Rutgers).

Fifth—and this is the best news of the year—I have consistently had a problem responding to queries about our indexing status. Many people consider Thompson Reuters to be the gold standard in terms of indexing. It is a private sector company that charges large fees to index journals of all fields. It is best suited to narrow scientific fields, where people cite each other considerably. At the ASPA conference in March 2014, the editor-in-chief of *Public Administration Review*, a flagship public administration journal, argued against public administration journals indexing with Thompson Reuters. There is an alternative: Scopus SCImago, which provides the same calculation as Thompson Reuters. TIJ has been indexed with Scopus SCImago for several years, and we now have some results: amongst 1,157 public administration journals worldwide, calculated the same way as Thompson Reuters (citations of articles within the first two years after publication), in the two years ending in 2012, citings in TIJ ranked 39<sup>th</sup>. Not bad for a journal that only covers part of the field of public administration!

Sixth, we need volunteers. Please note the requests for volunteers in the Annual Report, in italics.

Lastly, thank you for your contribution to TIJ during 2013! It is enormously appreciated.

Eleanor Glor, Editor-in-Chief  
August 8, 2014

## Old Business – 2013 Editorial Board Meeting

### I. Technical Improvements:

- A. **Implementing an Electronic Submission System: Rutgers is looking into adopting Open Journal Systems (OJS)**, the system that we had considered. It is a free, professional publishing and content management system:  
[http://en.wikipedia.org/wiki/Open\\_Journal\\_Systems](http://en.wikipedia.org/wiki/Open_Journal_Systems). The Open Journal Systems provides a secure means of conducting blind peer reviews and copyediting but those who wrote the system, at Simon Fraser University, Canada, do not support it.
- B. **Digital Object Identifier**. As an online Journal, we should try to get Digital Object Identifiers (DOIs) as it provides permanent, stable links to our content. To learn more, please see here: <http://www.weizmann.ac.il/home/comartin/doi.html>  
*Would someone on the Editorial Board be willing to look into this? Is there a fee? If so, how much?* No one volunteered to take on this task at the 2013 annual meeting, so no progress has been made.
- C. **TIJ Presence in the Social Media**  
J. R. Reagan had set up Facebook and Twitter accounts for us, and has transferred them to us. Cynthia Lynch volunteered to make her IT person available to handle the technical side. He has been posting the Abstracts from new issues of TIJ on TIJ Facebook page for the last three issues. *We could have a much better presence if someone would take on the content side. Volunteers?* The address is [https://www.facebook.com/pages/The-Innovation-Journal/119026174844960?hc\\_location=timeline](https://www.facebook.com/pages/The-Innovation-Journal/119026174844960?hc_location=timeline)  
Give it a visit! Make a comment. “Like” it if you do. You can access the Twitter account from there, but nobody’s home.

- II. **Expand Outreach and Increase Engagement of Board Members** as peer reviewers, section editors, writers, promoters and volunteers with TIJ. As many of you will recall, SSHRC recommended to us in 2011 that TIJ needed to engage its Editorial Board members more. We need more reviewers in order to help improve the quality of the work we accept and distribute the reviewing, writing and work effort across the board members more equitably. Without this support, continuing to strengthen the reviewing process and the board effort will become difficult.

*This continues to be a problem. Other journals have it too. Suggestions for new members for TIJ team are requested, along with information on their credentials and email addresses. None was suggested last year.*

*As suggested at the 2012 Editorial Board meeting, would members please articulate and place your name below describing what contributions you expect to make to TIJ in 2013-14.*

## Old Business—2013 Editorial Board Meeting

- A. Possible Topics for Future Special Issues. No one volunteered to edit any of the special issues suggested last year. Volunteers are still needed.
- B. Possible Area for TIJ/LRI Expansion. Suggestions are still needed.
- C. Social Media. A volunteer to handle this is still needed.
- D. Electronic submission and tracking system. As mentioned above, Rutgers is looking into this possibility.

- E. In 2012 the Finance Committee recommended that requests for donations be more prominent on TIJ/LRI home pages and that the use of pop-ups be used to reinforce TIJ requests for donations. Currently a reminder is included in each email announcing a new issue of TIJ. Rutgers does not allow advertising on its site and several members of the Editorial Board indicated they find them highly annoying. Thus pop-ups were not pursued.
- F. Relationship with Rutgers. An agreement was signed with Rutgers at the ASPA conference in March 2014, at the session sponsored by TIJ.

***A number of possible topics for future special issues were suggested:***

- 1. Analysis of the public sector innovation literature. What have we learned? What remains to study?
- 2. What public policy innovations have been implemented and what policy innovations are required to take action on climate change?
- 3. Public sector innovation concepts
- 4. Teaching public sector innovation . This could include suggested curricula.

Volunteers are still needed for these special issues to be pursued.

***Possible Area for Expansion:*** Spanish language papers. Members recommended against this expansion.

### **New Business 2014 Annual Meeting**

**A. Editorial Board member conference papers and published papers on public sector innovation, 2013:**

- a. **TIJ panel at American Society for Public Administration (ASPA).** Eleanor Glor, chair; Cynthia Lynch, Jeanne-Marie Col, Eva Sorenson, presenters; Mario Rivera, commenter. This panel was well attended. Thank you to the participants. *Would members be willing to set up TIJ panels or propose papers at conferences they attend? This is a good way to develop awareness of TIJ and provides useful feedback on papers.*

**B. Funding**

A ***SSHRC Aid to Scholarly Journals application*** was submitted in May 2014. We will hear the results in November 2014. SSHRC runs on a three-year cycle with these applications.

The ***Paypal donation button***, installed in about March 2012, generated \$861 in 2013. The button has been announced in almost all issues since then.

***EBSCO*** income was \$731 during 2013.

Thank you to the members of the ***Editorial Board*** who ***contributed*** to TIJ during 2013.

The deficit was \$13,073 during 2013. Revenues represented 26 per cent of expenditures.

**C. Strategic Plan**

Editorial Board members responded to the *Draft TIJ Strategic Plan*, drafted by Ken Nichols and Eleanor Glor, with input from many members at the time of the 2013 Annual Meeting. A new version, based on that one, was circulated to the Editorial Board for review between July 26 and August 16, 2014. The members who voted approved the Plan and volunteered for the tasks recommended. A report from TIJ Strategic Planning Committee is attached as Appendix D, and a copy of the Plan is available on request to Eleanor Glor.

## **Status Report**

### ***Current Editorial Team:***

Editor-in-Chief: Eleanor Glor

Senior Associate Editor: Mario Rivera

La Revue de l'innovation Editor : Sanni Yaya; Assistant Editor : Ian Roberge

Book Reviews Editor: Howard Doughty

Managing Editor: Daniel Bromberg

### ***Publication Record:***

TIJ published two special issues and an open issue during 2013:

Special Issue on the Middle East, Edited by Alexander Dawoody, Marywood University, USA

Special Issue on Intersectoral Collaboration, Coordonné par Gérard Divay, Marie-Claude Prémont et Serge Belley

Thank you to the special editors for 2013.

Total papers published:

Introductions – 2

Peer-reviewed Papers—25

Case Studies—1

Review Essays—1

Book Reviews—10

### ***Editorial Board:***

The current members of the Editorial Board are listed in Appendix C. Several members resigned from the Editorial Board during 2013 and 2014 or did not meet their commitments as members of the Editorial Board. Our thanks are offered to them for their contribution to TIJ.

Some new members have been appointed to the Editorial Board, including **David Brown**, School of Political Studies, University of Ottawa, Canada; **Jos Raadschelders**, John Glenn School of Public Affairs, USA and former Managing Editor, *Public Administration Review*; **Richard Walker**, City University of Hong Kong, China, and expert in innovation in local government, **Naim Kapucu**, University of Central Florida, USA; and **James C. Simeon**, School of Public Policy and Administration, York University and expert on immigration policy.

### ***Editorial Board Substantive Contributions to TIJ 2013***

The SSHRC response to TIJ's 2011 application emphasized that TIJ Editorial Board members could do more to contribute to TIJ. This section attempts to capture what the Editorial Board has been doing. Appendix B contains a self-report on substantive contributions by Editorial

Board members to TIJ. *Please insert your contributions for 2013. In Appendix B please also insert your intentions and correct any errors. Please also insert the names of the papers you have reviewed. Please also list any conferences or other events you attended, where you promoted TIJ, or any other ways you did so.*

The Editor-in-Chief attended the ASPA conference in 2013, the Canadian Administration and Public Policy conference in Toronto. Some papers have been submitted by authors contacted at these conferences.

### ***Committees***

TIJ had three committees during 2013--a Finance Committee, consisting of Monica Dowling, Jerry Hammersmith, and Barbara Wake Carroll); a Strategic Planning Committee, consisting of Ken Nichols and Eleanor Glor; and an ad hoc SSHRC application committee, consisting of Mario Rivera, Jack Smith, Howard Doughty, James Ward and Jerry Hammersmith (edit/comment). None of the members of the SSHRC committee was available to provide input to or comments on the 2014 application. The SSHRC application can be made again in three years.

TIJ Strategic Plan recommended creation of four new committees. Those who have volunteered for them are indicated, below. If you have not yet done so, *please indicate your willingness to participate in a committee below.*

Team Scope (SCP) (New): Ruth Hubbard, *Caroline Andrew*

Team Services (SRV) (New): None

Team Internal Operations (OPS) (New): Dave Barrows

Team Performance (PFM) (New): None

Finance: Mario Rivera, chair, Monica Dowling, Jerry Hammersmith, Jenna Logeais (student) ((Barbara Wake Carroll has resigned), Dave Barrows

Strategic Planning: Ken Nichols, Eleanor Glor, Don Klingner, Naim Kapucu

Did not volunteer:

Jos Raadschelders (he has committed to do so next year)

Iain Gow

### ***Committee Reports***

A report was received from only one member of the ***Finance Committee***, Monica Dowling, who reported submitting an application for TIJ for 1000 pounds to the Open University. It was rejected as not eligible. The committee had no chair during 2013, but Mario Rivera agreed during 2014 to chair the committee and Monica Dowling has recruited Jenna Logeais, a student. Thank you, Monica and Jenna.

The ***Strategic Planning Committee*** revised the Strategic Plan, based on comments from last years' annual meeting and circulated a copy in July 2014 that it recommended for approval. Thank you to Kenneth Nichols for doing most of the work on the Plan. The Strategy suggests a number of augmentations to the activities of TIJ Editorial Board and new committees. Implementation of these is dependent on Editorial Board members volunteering to spearhead the initiatives. The report of the

Strategic Planning Committee is attached as Appendix D. *Please volunteer to help implement the Strategic Plan, if you have not done so already.*

The members of the *SSHRC Application Committee* had offered during the 2013 Annual Meeting to help prepare the 2014 SSHRC application, a competition held every three years. No members were available to help when the time came to prepare the application during 2014. Eleanor Glor prepared the application. SSHRC will inform TIJ of the results during November 2014.

## **Publications Report**

### **Dispensation of Papers, 2012 compared to 2013 Summary**

#### **2012:**

- Rejected: 33
- Withdrawn: 1
- Approved: 35. This is a 50.7% approval rate, including special issues with invited papers
- Total papers, review completed: 69
- Average time completed papers in process: 233.83 divided by 56 = 4.2 months
- Papers in process (i.e. review incomplete) January 1, 2013: 29
  
- Total papers received: 91
- Accepted: 29
- Rejected: 111
- Withdrawn: 3
- Published: 26
- Mean review time: 1.54 months

### **Volume 18(1) 2013 Issues and Papers - Three Issues Published**

[\*Issue 1\*](#) – Special Issue on the Middle East, edited by Alexander Dawoody—Introduction, 11 peer-reviewed papers, 1 review essay, 3 book reviews

[\*Issue 2\*](#) - Numéro spécial sur la collaboration intersectorielle/ Special Issue on Intersectoral Collaboration, Coordonné par Gérard Divay, Marie-Claude Prémont et Serge Belley—Introduction, 7 peer-reviewed papers, 3 book reviews

[\*Issue 3\*](#) - Open Issue –7 peer-reviewed papers, 1 case study, 4 book reviews.

All papers may be viewed at: <http://www.innovation.cc/all-issues.htm>

### **Numbers of Papers Published**

Twenty-five peer-reviewed papers were published. One case study, one review essay and ten book reviews were published. La Revue de l'innovation published six peer-reviewed papers in French during 2013 (see Appendix E).

### **Publishing Plan**

TIJ's publishing plan for the next four issues is as follows.

Volume 19(3) 2014 Open Issue

Volume 20(1) 2015 Special Issue on Health Care System Reforms in OECD Countries

Volume 20(2) 2015 Special 20<sup>th</sup> Anniversary Issue: Innovations around the World in the Past 20 Years

Volume 20(3) 2015 Open Issue

*I encourage you to approach authors to write papers for the 20th anniversary issue. The vision is to give an indication of the innovation that has happened over the past 20 years, worldwide. A Calls for papers are available in TIJ at: <http://www.innovation.cc/call-for-papers.htm>*

### **Aggregators**

TIJ and LRI were indexed by the following aggregators during 2013:

1. Ulrich's International Periodicals Directory (Proquest)
2. CSA Worldwide Political Science Abstracts (Proquest)
3. Political Science full text (ProQuest) (new)
4. EBSCO
5. Cabell's Directory

### **Indexers**

Scopus SCImago worldwide rankings of public administration journals identifies citations using Google 1996-2012. As of 2010 it lists TIJ. The details as of the end of 2012 are provided in Appendix F. Using an equivalent measure to that offered by Thompson Reuters, for 2010-2012 TIJ's mean is 0.45 cites per article published during the first two years after publication. Of the 1157 public administration journals listed, as a sampling, Journal of Public Administration measured an average of 0.33 cites per paper, Journal of Public Affairs 0.6, Review of Administrative Sciences 0.87. The report on the top 50 journals is available on request. Using the same system of measurement as Thompson Reuters, Scopus SCImago ranked TIJ citations within two years 39th among 1157 public administration journals worldwide as of the end of 2012. TIJ's assessment by Scopus is outlined in Appendix G. The top ten journals listed by Scopus are outlined in Appendix G.

TIJ has applied for indexing a second time with Thompson Reuters, which does not list many electronic journals. We have not heard any results (Sanni Yaya is handling this). There would be a substantial charge per year to be listed with Thompson Reuters, a private sector company. While Thompson Reuters relies considerably on the two-year citation record, public administration articles tend to take longer to become known. The Editor-in-Chief of Public Administration Review (PAR) strongly recommends against indexing with Thompson Reuters for public administration journals.

### **Readership - Calendar Years 2008 to 2013**

TIJ had a large number of readers again during 2013. Please consult Appendix H for the full report. Readership may be aided by the table of contents sent out by the Editor-in-Chief for each of the three issues published. Rutgers will be doing this in future. Visits to the website are compared below for 2008 to 2013. Readership was down slightly during 2013 and had been up in 2012. In other words, readership is stable and high.

TIJ had a slight increase in unique readers again in 2013. Other elements were down slightly, probably because there was no issue during 2013 that could compete for interest with the very current special issue on collaboration published in January 2012. While collaboration is a popular issue at the moment, and we were very glad to have a special issue on such a topical subject, other special issues also reach out to new reader communities. The visits, page views, hits, unique visitors and visits-to-visitor ratio were stable (Appendix H and table below).

	2013	2012	2011	2010	2009	2008	Increase 2008 to 2013
<b>Visits (Sessions)</b>	542,406	553,975	484,240	393,606	282,013	275,397	101.15%
<b>Page views (HTML)*</b>	1,974,299	1,983,270	1,798,425	1,398,569	1,002,053	978,548	50.6%
<b>Hits (HTML+ PDF+ images+ CSS)</b>	2,195,154	2,220,665	2,049,112	1,673,292	1,198,888	1,170,766	89.7%
<b>Unique IPs (“unique visitors”)</b>	101,373	100,049					
<b>Visits-to- visitors ratio</b>	5.35	5.53	4.82	3.88	3.22 (2009-20)	2.54 (2008-09)	117.7%

\* TIJ no longer publishes articles in HTML

TIJ defines a reader as someone who stays on the website for longer than 30 seconds. This definition eliminates search engines (which only remain for a few seconds), those who did a search on a related word or words, but were not looking for TIJ, and those who consult a table of contents but do not read any part of a paper. According to this definition, TIJ had 52,206 readers in 2011, 62,023 during 2012 and 68,417 in 2013.

2013 Readers:

31-60 sec	11248
1-3 min	12422
3-10 min	13513
10-30 min	18039
30+ min	13195
Total	68,417

TIJ was read in 136 countries during 2013. The ranking of countries from which most readers came is similar to that in 2011 and 2012. The most downloaded papers from TIJ in 2013 are listed in Appendix J.

## Citations

### *Scopus SC Imago*

Scopus SC Imago ranks public administration journals by citations. Its SJR indicator measures the scientific influence of the average article in a journal, expressing how central to the global scientific discussion an average article of the journal is. The measure Cites per Doc. (2 years) measures the scientific impact of an average article published in the journal within two years of publication; it is computed using the same formula as Journal Impact Factor™ (Thomson Reuters). It also measures the impact within three years. Among the 1157 public administration journals listed, TIJ ranked 39<sup>th</sup> worldwide in 2012. TIJ'S ranking is outlined in Appendix G.

In 2012 there were 566 North American and 691 European public administration journals listed by Scopus. The top ten are listed in Appendix F.

### *Google Scholar*

A search of Google Scholar in spring of 2014 found 101 papers published in TIJ had been cited. They were cited 591 times, ranging from 49 citations to 1 citation. Of these, 19 were cited once. This compares to 356 citations found a year ago. The seven most cited papers published in TIJ, according to Google Scholar, are listed below. More information is available in Appendix I. This year, again, the most cited paper was the Rogers, Medina, Rivera, and Cody paper.

Complex adaptive systems and the diffusion of innovations EM Rogers, UE Medina, MA Rivera...  
- ... Sector Innovation Journal, 2005 - Cited by 78

Innovation in healthcare delivery systems: A conceptual framework VK Omachonu, NG Einspruch  
- ... Innovation Journal: The Public Sector ..., 2010 - xa.yimg.com Cited by 51

Bridging “town & gown” through innovative university-community partnerships

LL Martin, H Smith, W Phillips - ... Innovation Journal: The Public Sector ..., 2005 - innovation.cc  
Cited by 29

[CITATION] Introduction: Leadership for Wicked Problems. RH Beinecke - Innovation Journal, 2009.

Cited in: The creative environment's influence on intent to turnover: A structural equation model and analysis J Mayfield, M Mayfield - Management Research News, 2007 - emeraldinsight.com  
Cited by 26

Enhancing public sector innovation: Examining the network-innovation relationship

T Bland, B Bruk, D Kim, KT Lee - ... The Public Sector Innovation Journal, 2010 - innovation.cc  
Cited by 25

The consequences of innovation

BS Tan - The Innovation Journal: The Public Sector Innovation ..., 2004 - innovation.cc  
Cited by 25 +

[CITATION] The Consequences of Innovation, The Innovation Journal: The Public Sector  
Innovation Journal

BS Tan - 2004 – Volium Cited by 2

What do we know about enhancing creativity and innovation? A review of literature

ED Glor - The Innovation Journal: The Public Sector Innovation ..., 1998 - innovation.cc  
Cited by 25

## Section Reports

The section reports are attached as Appendix E.

**Peer-Reviewed Papers.** The Senior Associate Editor managed review of peer-reviewed papers for open issues. He reported that seven peer-reviewed articles were reviewed, three accepted, three rejected, and one deemed not right for TIJ.

**La Revue de l'innovation.** The editors, Sanni Yaya and Ian Roberge, reported that 16 articles were submitted to LRI in French during 2013, and 11 were approved for publication (Appendix E).

The **Discussion Papers/Case Studies** Editor did not submit a report. Michael Popejoy resigned as the Editor of the Case Studies and Discussion Papers sections of TIJ during 2013. Thank you for your contribution, Michael. No replacement has been appointed: with Dan Bromberg coming on board as Managing Editor, no one will be as he will handle papers submitted for all sections.

**Book Reviews.** In Volume 18 of *The Innovation Journal*, a total of 10 book reviews and 1 review essay were published. This is consistent with the results of the previous ten years (2003-2012) in which an average of 10.5 book reviews and 1.1 review essays appeared. The current plan is to expand the number of reviews to between 15 and 20, beginning with Volume 19. In the future, it is hoped that reviews and review essays will be submitted from a wider range of contributors, both members of our readership and (especially) members of the Editorial Board. The Book Review Editor is eager to receive such submissions at any time and to assist potential reviewers in obtaining copies of desired volumes from their publishers.

## Finances

Revenues were \$2,265 and expenditures were \$15,338 in 2013. Expenditures are going up and revenues were down during 2013. No funding was found during 2013 through special issues or advertising. Details of the actual expenditures and revenues for the last four years are outlined in Appendix N for the eyes of members of the Editorial Board only, and are summarized below. As suggested in the Strategic Plan, the ratio of revenue to expenditure is calculated.

	2010	2011	2012	2013
Grand Total Expenditures	10,294.80	11,171.19	13,464.16	15,337.97
Revenues (excluding loans)	2,662.22	8,082.06	6,626.43	2,264.65
Revenue to Expenditure Ratio (%)	26	72	49	15
<b>Deficit</b>	<b>7,632.58</b>	<b>3,089.13</b>	<b>6,837.10</b>	<b>13,073.32</b>
Paid by the Editor-in-Chief				

Eleanor Glor makes up the deficit. While the Rutgers assistance will bring the deficit down by about \$5500 next year, and is a real help, it does not take care of the financial problem of TIJ. Moreover, the agreement with Rutgers only covers until the end of 2015, renewable for two more years.

## **Conclusion**

TIJ is a success at the level of readership and author interest in publishing in TIJ. It is being widely cited, ranking 39<sup>th</sup> amongst 1157 public administration journals worldwide for ratio of citations to papers within the first two years of publication. We have not yet found an adequate funding model for TIJ, however. We have found some funding for bits and pieces but no overall funding model has been created.

Eleanor Glor  
Editor-in-Chief

## Appendices

### Appendix A: How to Promote a Journal

#### How can Editorial and Advisory Board members can help promote their journal

The input of the editors and Editorial Board in the marketing process is greatly valued and can have a real impact on the continued success of the journal. Often, members of journal Editorial Boards have access to a variety of networks and contacts who operate within the scope of the journal, and who can contribute to the publication's success. There are some quick and easy steps which we encourage all Board members to take:

- **Reading lists:** add the journal to your students' reading lists as essential reading – this will help to increase downloads for the journal.
- **Thumbnail bio:** include your affiliation with TIJ as part of brief biographic information that accompanies the publication of your own articles and other works. Ken Nichols
- **Library recommendation:** check your institution has a subscription to the journal through its aggregators.
- **Department website or personal webpage:** use your staff profile entry on your department website, or your personal webpage, to add information about your involvement with the journal and link directly to the latest table of contents at the journal's homepage.
- **Email signature:** use your email signature to tell people about the journal, linking to the latest table of contents.
- **LinkedIn:** [LinkedIn](#) is an interconnected network of experienced professionals from around the world with over 55 million members. It is not just for career opportunities. When you create your profile that summarizes your professional expertise and accomplishments, why not include a mention of the journal?
- **Blogs:** if you blog, don't forget to inform other users about the journal.
- **Discussion lists:** post a short message to any discussion lists you are a member of, letting people know each time a new issue of the journal becomes available. The easiest way to do this is to register for the table of contents alert for the journal so you can forward the email once you have received it. Send requests to Eleanor Glor, please.
- **CiteULike:** you could add articles from the journal to your personal CiteULike library to share with others, which helps them discover literature which is relevant to their field. You can help with this process just by using CiteULike and through the "invite a friend" feature.
- **Free sample copy:** encourage others to take a look at the most recent table of contents or an issue you especially appreciated.
- **Join academic social networking sites:** academics, researchers, and practitioners are increasingly using social communities such as MyNetResearch, Academici and ResearchGate as a way of meeting and conversing with people who share the same research interests.

We hope that you consider undertaking one or two of the above steps, and look forward to working with you to promote the journal.

These suggestions were collected on July 2, 2014 from Public Management Review, at: <http://www.tandfonline.com/page/authors/promote-your-journal>

I have joined ResearchGate and find my articles are getting more attention. Eleanor Glor

**Appendix B: Status of Editorial Board Members' Commitments Sept 2010-Dec 2014**

Name	Prompt Reviewer?	Attended Annual Mtg? Responded to StrPlan	Submitted Suitable Paper?	Edited Special Issue 4 yrs?	Met Conditions of Apptmt?
• <a href="#">Caroline Andrew</a>	One review requested & completed.	Yes 2014: ?	Promised- will submit within 18 months	No	New member 2013
• David Brown	Not asked	2014: ? Yes	Promised	No	New member Jan 14
• <a href="#">Jeanne-Marie Col</a>	Yes	No No No 2014: ?? Yes	No	Vol. 21(1) 2016: Special Issue on Safety, Security and Regulation (tentative)	Partially
• <a href="#">Gérard Divay</a>	No	No 2014? No	Yes	Yes 18(2) 2013	Mostly
• <a href="#">Howard A. Doughty</a>	Yes	Yes No Yes 2014: Yes	Yes	Yes vol. 19(1) 2014 + Editor of Section	Yes, with multiple stars
• <a href="#">Monica Dowling</a>	No	Yes No Yes 2014?? Yes	Yes?	Partially	Partially
• <a href="#">Eleanor Glor</a>	Yes	Yes Yes Yes 2014 Yes Yes	Yes	Yes	Yes
• <a href="#">Iain Gow</a>	Yes	Yes Yes Yes 2014?? Yes	Yes	No	Yes
• <a href="#">Ian Greene</a>	No	No No No 2014: ? Yes	Yes	No	Partially
• <a href="#">Muhiuddin Haider</a>	Yes	No Yes Yes 2014: ? Yes	No	No	Partially

Name	Prompt Reviewer?	Attended Annual Mtg? Responded to StrPlan	Submitted Suitable Paper?	Edited Special Issue 4 yrs?	Met Conditions of Apptmt?
• <a href="#">Jerry Hammersmith</a>	Yes	No No No 2014: ? Yes	Yes	No	Partially
• <a href="#">Ruth Hubbard</a>	Yes	No No Yes 2014: ? Yes	Yes	No	Yes
• Naim Kapucu	?	2014: ? Yes	No	No	New member 2014
• <a href="#">Donald Klingner</a>	Yes	No No 2014: ? Yes	Yes	No	Yes
• <a href="#">Elke Löffler</a>	Yes	No No No 2014: ? Yes	No	No	No
• <a href="#">Cynthia E. Lynch</a>	Yes	Yes Yes 2014: ? Yes	Yes	No	Yes
• <a href="#">Ken Nichols</a>	Yes	Yes Yes Yes 2014: ? Yes	Yes	No Prepared Strategic Plan	Yes
• <a href="#">Juan de Dios Pineda</a>	Handled review of paper for EG	No No 2014: ? Yes (cond.)	No	No	Partially
• <a href="#">Dale H. Poel</a>	Yes	No No No 2014: ? No	No	No	Partially
• <a href="#">Michael W. Popejoy</a>	Yes	Yes Yes No 2014: ? No	Book review but not paper No	No	Partially

Name	Prompt Reviewer?	Attended Annual Mtg? Responded to StrPlan	Submitted Suitable Paper?	Edited Special Issue 4 yrs?	Met Conditions of Apptmt?
• <a href="#">Mario Rivera</a>	Yes	No No No 2014: ? Yes	Yes	Yes Editor of section	Yes
• <a href="#">James C. Simeon</a>	Yes Dec 2013	No 2014? No			New Member 2013
• <a href="#">Nassera Touati</a>	Yes	No Yes Yes 2014? Yes	Promised	No	Partially
• <a href="#">Sanni Yaya</a>	Yes	No No Yes 2014? Yes	No	Editor of section Editing 20(1) 2015	

***Intentions:***

*Please type your name here if you intend to submit a paper in the next year*

*Caroline Andrew – within 18 months*

**TIJ Editorial Board Members Who Reviewed Papers for TIJ/LRI 2013**

*Please enter your name here if you reviewed a paper for TIJ during 2013:*

Ken Nichols twice reviewed one manuscript.

Caroline Andrew

**Conferences:**

*Please also list any conferences or other events you attended, where you promoted TIJ, or any other ways you did so.*

## Appendix C: Members of the Editorial Board

As of August 12, 2013, the members of the Editorial Board include:

- [Caroline Andrew](#) (E, F), Director of the Centre on Governance and Professor Emerita at the University of Ottawa, Canada
- [Dave Barrows](#) (E), is retired from the York University Schulich Business School and is now teaching in Sydney, Australia with the SP Jain School of Global Management. He resides in Sydney, Australia and Ottawa, Canada.
- [David C.G. Brown](#) (E, F), Assistant Professor, School of Political Studies, University of Ottawa, Canada
- [Jeanne-Marie Col](#) (E), Professor of Public Administration and Emergency Management, Department of Public Management, John Jay College, City University of New York, USA
- [Gérard Divay](#) (F, E), professor at École nationale d'administration publique Québec, Canada
- [Howard A. Doughty](#) (E), Book Reviews Editor, Seneca College of Applied Arts and Technology, Canada
- [Monica Dowling](#) (E), Professor Faculty of Health & Social Care, in, The Open University, Milton Keynes, United Kingdom
- [Eleanor Glor](#) (F, E), Adjunct Professor, School of Public Policy and Administration, Faculty of Liberal Arts and Professional Studies, York University, Toronto, Canada; Editor in Chief and Publisher of The Innovation Journal, Ottawa, Canada.
- [Iain Gow](#) (F, E), Professor Emeritus, Department of Political Science, University of Montréal, Canada.
- [Ian Greene](#) (E), University Professor of Public Policy and Administration, York University, Toronto, Canada,
- [Jerry Hammersmith](#) (E), teacher, management consultant, politician and deputy minister, Saskatoon, SK, Canada
- [Ruth Hubbard](#) (E), President, Ruth Hubbard Consulting, Ottawa, Canada
- [Naim Kapucu](#) (E), professor of public policy and administration and founding director of the Center for Public and Nonprofit Management in the School of Public Administration at the University of Central Florida, USA.
- [Donald Klingner](#) (E), School of Public Affairs, University of Colorado and President of the American Society for Public Administration, Colorado, USA
- [Elke Löffler](#) (F, E), Chief Executive, Governance International, United Kingdom
- [Cynthia E. Lynch](#) (E), Professor in the Master of Public Administration Program, College of Social and Behavioral Sciences, University of Texas Pan American, Texas, USA
- [Ken Nichols](#) (E), [Ken Nichols](#) (E), D.P.A., Professor Emeritus of Public Administration, University of Maine, USA.
- [Juan de Dios Pineda](#) (E), Director, Special Office for Latin American Initiatives, University of New Mexico, New Mexico, USA
- [Dale H. Poel](#) (E), Ph.D., Public Administration/Political Science, Social Program Evaluation & Senior Associate with Goss Gilroy Inc., Halifax, Canada
- [Michael W. Popejoy](#) (E), Michael W. Popejoy, M.B.A., Ph.D., M.P.H., M.S., Fellow, Royal Society of Public Health (UK), Adjunct Professor, Central Michigan University and Florida International University, and former professor of business and public administration. Charlotte, North Carolina, USA
- [Jos C. N. Raadschelders](#) (E), professor of public administration, John Glenn School of Public Affairs. Research interests: administrative history, the nature of the study of public administration, comparative government.

- [Mario Rivera](#) (E), Regents' Professor of Public Administration, University of New Mexico and Senior Associate Editor, The Innovation Journal. Albuquerque, New Mexico, USA
- [James C. Simeon](#) (E), Associate Professor and Director, School of Public Policy and Administration, Faculty of Liberal Arts and Professional Studies, York University, Toronto
- [Jack Smith](#) (E), former foresight advisor, Government of Canada; now Adjunct Professor, Telfer School of Management, University of Ottawa, foresight consultant, Ottawa, Canada
- [Nassera Touati](#) (F), Professeure agrégée, École Nationale d'Administration Publique, Quebec, Canada
- [Richard M. Walker](#) (E), Chair, Professor, Associate Dean (Research and Postgraduate Studies), Department of Public Policy, College of Liberal Arts and Social Sciences, City University of Hong Kong, China
- [Sanni Yaya](#) (F, E), Éditeur, La Revue de l'innovation, Professeur agrégé d'économie et de santé internationale, Université d'Ottawa, Ottawa, Canada

**(F)= French**

**(E) = English**

## Appendix D: Strategic Planning Committee Report, 2013-2014

*The Innovation Journal* engaged in strategic planning as part of its 2013 Editorial Board Meeting. *TIJ*'s editor-in-chief included the circulation draft of a five-year strategic planning document as an appendix to the *TIJ* Annual Report. The draft strategic plan was designed to engage board members in a discussion about the long-term future of our online journal and about the plan itself. Fourteen participants contributed to the four rounds of discussion.

The exercise was fruitful. It extended and augmented board members' conversation about the Annual Report by looking at multiple sides of a range of issues, ideas, and questions. Two examples:

- One strand of the ensuing discussion focused on the content and structure of a formal mission statement for *TIJ*, leading to deeper examination of innovation itself, the scope of the journal, and how to make the mission statement measurable. The proposed mission statement in this year's draft strategic plan is built from that discussion.
- Another strand of the conversation dealt with what, if any, related activities *TIJ*'s website might host five years hence. The consensus was to "stick to the knitting" as a well respected online journal on public sector innovation.

A strategic plan evolves. Consequently, the draft strategic plan revision – now for 2014-2019 – incorporates many of the ideas made during the board's initial review, and the new draft bundles other substantive comments into the draft's appendix. Executive summary and conclusion sections didn't exist in the original plan; in the new draft, these two sections are empty pending board members' feedback. In keeping with board members' discussion of May 2013, the strategic vision is less ambitious than the original. The measures section does not attempt to establish measurements, set targets, or incorporate actual data -- a work group must first put together something meaningful and practical.

Last year's strategic planning exercise generated insight-filled discussion. The committee found it to be invaluable. We hope the new draft, presented recently, will continue as a useful tool for seeding dialogue that envisions *TIJ*'s desired long-term future, anticipates challenges and opportunities, and sketches a map toward that future.

Submitted by the Strategic Planning Committee:  
Ken Nichols and Eleanor Glor

March 26, 2014

## Appendix E: Section Reports

### ***Book Reviews.***

In Volume 18 of *The Innovation Journal*, a total of 10 book reviews and 1 review essay were published. This is consistent with the results of the previous ten years (2003-2012) in which an average of 10.5 book reviews and 1.1 review essays appeared. The current plan is to expand the number of reviews to between 15 and 20, beginning with Volume 19.

From the outset, the book reviews and essays have been intentionally inclusive, which is to say that they have included commentaries on books directly related to public sector innovation, but also to books that addressed contextual issues concerning the social problems and attitudes that innovation is intended to address. Whenever a "special issue" appears an attempt is made to deal more specifically with the theme of that issue, but the rules of inclusion are otherwise more elastic.

In the future, it is hoped that reviews and review essays will be submitted from a wider range of contributors, both members of our readership and (especially) members of the Editorial Board. The Book Review Editor is eager to receive such submissions at any time and to assist potential reviewers in obtaining copies of desired volumes from their publishers.

### ***La Revue de l'innovation : La Revue de l'innovation dans le secteur public Rapport annuel 2013-2014***

La revue de l'innovation favorise l'échange d'idées et de renseignements sur l'innovation dans le secteur public. En ligne depuis plus de dix-huit ans, La Revue de l'innovation est bien plus qu'une simple publication électronique. Elle constitue une lecture essentielle pour les praticiens, chercheurs, étudiants et tous ceux qui sont intéressés par l'innovation dans le secteur public.

#### **1. Number of articles submitted to LRI in 2013: 16**

#### **2. Number approved for publication during 2013: 11**

1. Intérêts, stratégies des acteurs et innovation politique en Afrique, Landry Signé
2. Les brevets sur les inventions biotechnologiques végétales: un moyen d'appropriation des ressources phytogénétiques? Rose-Marie Borges, Centre Michel de l'Hospital, Université d'Auvergne
3. L'action intersectorielle en santé publique ou lorsque les institutions, les intérêts et les idées entrent en jeu, par Carole Clavier, Université du Québec à Montréal et France Gagnon, TÉLUQ | Université du Québec

4. La revitalisation urbaine intégrée à Montréal: L'intersectorialité dans l'action collective locale, par Gérard Divay et Youssef Slimani, École nationale d'administration publique.
5. Les cégeps et le monde de l'innovation: Au carrefour des dynamiques régionales et sectorielles? par Reda Bensouda, Cégep de l'Outaouais; Guy Chiasson, Université du Québec en Outaouais; Mohamed Lamine Doumbouya, Cégep de l'Outaouais; et Aziza Outghate, Université du Québec en Outaouais
6. La loi et l'action intersectorielle de l'administration publique territorialisée au Québec, par Marie-Claude Prémont, École nationale d'administration publique.
7. Le défi de la coordination et de l'innovation dans les collaborations intersectorielles: Le cas des services-conseils agricoles au Québec, par Serge Belley et Marie-Ève Gaboury-Bonhomme, École nationale d'administration publique.
8. Management Challenges in Cross-Sector Collaboration: Elderly Care Case Study, par Daniela Grudinski, Lappeenranta University of Technology, Leena Kaljunen, SOCOMOy - Expertise on Social Welfare, Timo Hokkanen, University of Eastern Finland, Jukka Hallikas, Sanna Sintonen and Antti Puustinen, Lappeenranta University of Technology.
9. Critical Success Factors for Joint Innovation: Experiences from a New Zealand Innovation Platform, par Erich Buerkler, University of Northwestern Switzerland.
10. Pierre P. Tremblay (dir.), L'administration contemporaine de l'État: une perspective canadienne et québécoise, révisé par Ian Roberge, Éditeur adjoint, La Revue de l'innovation et Professeur agrégé, l'Université York, Toronto.
11. Frans de Waal, The Bonobo and the Atheist: In Search of Humanism among the Primates, reviewed by Howard A. Doughty, Book Reviews Editor, The Innovation Journal. (09/12/2013)

### **3. Reviewers – 12, all from Canada.**

#### **4. List of efforts to distribute Calls for and those approached with verbal or written invitations to submit papers to TIJ.**

- Eskil Ullberg, George Mason University, USA
- Spyros J. Vliamos, National and Kapodistrian University of Athens, Greece and Neapolis University Pafos, Cyprus
- Chris Ziemnowicz, University of North Carolina-Pembroke, USA
- Chris J. Vizas JD, SmartSenseCom, Inc., USA
- Sabine Herlitschka, Infineon Technologies, Austria
- Danuta Hübner, European Parliament, Poland
- Frederik Betz, National Science Foundation (ret) and University of Washington, USA

- Jonas Campino, IADB, Brazil
- Caroline Chapain, University of Birmingham, United Kingdom
- Roberta Comunian, University of Kent, United Kingdom
- Phillip Cooke, University of Cardiff, United Kingdom
- Martin Curley, Intel Europe, Ireland
- Marina Dabic, University of Zagreb, Croatia and Nottingham Trent University, United Kingdom
- Raymond R. de Bondt, Catholic University of Leuven, Belgium
- Raoul de Gouvea, University of New Mexico, USA
- Rich Dougherty, CEO Expert Choice, USA
- Piero Formica, University College Dublin, Ireland
- Nicolas Friederici, infoDev, USA
- Zoltán Gál, University of Kaposvár, Hungary
- Eliezer Geisler, Illinois Institute of Technology, USA
- Rachel Granger, Coventry University, United Kingdom
- Wolfgang H. Güttel, Johannes Kepler University, Austria
- Phillip Harvard, University of La Rochelle, France
- Eliane Karsaklian, Université de Paris 3-Sorbonne
- Antonio Meles, University of Naples Parthenope, Italy
- Bibhash Mukhopadhyay, Johnson & Johnson, USA
- Mara Nikolaidou, Harokopio University of Athens, Greece
- Maria Nowicka-Skowron, Częstochowa University of Technology, Poland
- Charles Wessner, National Academy of Sciences, USA

## **5. Plans for 2014**

Nous prévoyons publier un numéro spécial sur les innovations en matière de réforme des systèmes de santé dans les pays de l'OCDE (Special Issue on Innovations in Health Care System Reforms in OECD Countries). Nous sommes ouverts à vos suggestions.

## Appendix F: SJR SCIMAGO Journal and Country Rank

The SCImago Journal & Country Rank is a portal that includes the journals and country scientific indicators developed from the information contained in the Scopus database. These indicators can be used to assess and analyze scientific domains.

This platform takes its name from the [SCImago Journal Rank \(SJR\) indicator](#) , developed by SCImago from the widely known algorithm [Google PageRank™](#). This indicator shows the visibility of the journals contained in the Scopus database from 1996.

SCImago is a research group from the Consejo Superior de Investigaciones Científicas (CSIC), University of Granada, Extremadura, Carlos III (Madrid) and Alcalá de Henares, dedicated to information analysis, representation and retrieval by means of visualisation techniques.

As well as SJR Portal, SCImago has developed The Atlas of Science project, which proposes the creation of an information system whose major aim is to achieve a graphic representation of IberoAmerican Science Research. Such representation is conceived as a collection of interactive maps, allowing navigation functions throughout the semantic spaces formed by the maps.

The public administration database refers to these categories that are handled by Country Rank:

Documents  
Citable Documents  
Cites  
Self Cites  
Cites per document

Prepared by: Santiago Kent

The top ten ranked public administration journals in North America and Western Europe are

### Title

- 1 [Journal of Public Relations Research](#)
- 2 [Journal of Policy Analysis and Management](#)
- 3 [Public Transport](#)
- 4 [Journal of Information Technology and Politics](#)
- 5 [Environment and Planning C: Government and Policy](#)
- 6 [Regulation and Governance](#)

## **Title**

- 7 [International Review of Administrative Sciences](#)
- 8 [Administration and Society](#)
- 9 [Administration in Social Work](#)
- 10 [Transforming Government: People, Process and Policy](#)

## Appendix G: Scopus SCImago Ranking of The Innovation Journal 2010-2012

[Scimago Lab](#), Copyright 2007-2013. Data Source: [Scopus®](#)

As a country, Canada (19 journals listed) ranks third, after the USA (45) and the UK (31), followed by Netherlands (17), Australia (15), South Korea/Hong Kong (14), and Spain/Israel (11).

[http://www.scimagojr.com/countryrank.php?area=3300&category=3321&region=all&year=all&order=it&min=0&min\\_type=it](http://www.scimagojr.com/countryrank.php?area=3300&category=3321&region=all&year=all&order=it&min=0&min_type=it)

Title	SJR	H Index	Total Docs. (2012)	Total Docs. (3 yrs)	Total Index	Total Cites (3 yrs)	Citable docs. (3 yrs)	Cites/Doc. (2 yrs)*	Ref./Doc.	Cntry Canada
TIJ	Q3	0.160	4	23	77	935	26	71	0.45	40.65

\* Equivalent to Thompson Reuters

H index: 4

Retrieved September 19, 2013, from <http://www.scimagojr.com>

*Editor Comment:* These mean cites per document are quite high.

## Appendix H: Readership Report

### Papers Reviewed

Total review time (mo.): 246.75 months  
 Review completed on (number of papers): 160 papers  
 Mean review time: 1.54 months

TIJ is an international journal, Canadian owned. Twenty-three per cent of TIJ articles published in 2013 were written wholly or partially by Canadians while 77 per cent were written by people from other countries. Some of the most innovative countries in the world are the Scandinavian countries. We were privileged to publish a number of papers from that region.

The Canadian social sciences and humanities granting agency supports some Canadian scholarly journals. They asked for the following information.

Out of date:

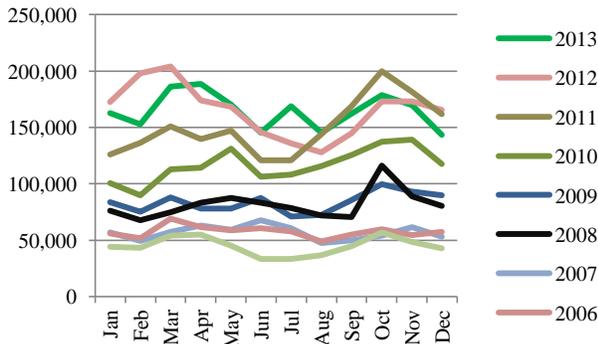
Indicate how many articles were submitted, accepted and published in the two-year period indicated above.

	Number of articles submitted	Number of articles accepted	Number of articles published
By Canadian researchers	22	6	9
By foreign researchers	138	23	39
By Canadian students	2	0	0
By foreign students	0	0	0

Average time from submission to publication  in months

The two-month figure is rounded up.

### Page views per month, Jan. 2005-Dec. 2013



### Readership

	2013	2012	2011	2010	2009	2008	Increase 2013 to 2008
<b>Visits (Sessions)</b>	542,406	553,975	484,240	393,606	282,013	275,397	101.15%
<b>Page views (HTML)*</b>	1,974,299	1,983,270	1,798,425	1,398,569	1,002,053	978,548	50.6%
<b>Hits (HTML+PDF+ images+CSS)</b>	2,195,154	2,220,665	2,049,112	1,673,292	1,198,888	1,170,766	89.7%
<b>Unique IPs ("unique visitors")</b>	101,373	100,049	100,353	101,657	One rpt for 2009 & 2010	101,685	0%**
<b>Visits-to- visitors ratio (ave.)</b>	5.35	5.53	4.82	3.88	3.22 (2009-20)	2.54 (2008-09)	111%

\* TIJ no longer publishes articles in HTML

\*\*The counter cannot count above about 100,000

## Readership Report

[www.innovation.cc](http://www.innovation.cc)

Dashboard

January 1<sup>st</sup>, 2013 to

December 31<sup>st</sup>, 2013

(Source:

[www.innovation.cc](http://www.innovation.cc), Urchin

v5.7.03)

## Essential Information

542,406 visits/sessions

1,974,299 page views (HTML)

2,195,154 hits

(HTML+PDF+images+CSS)

101,373 unique IPs ("unique visitors")

Visits-to-Visitors average: 5.35

## Length of visits/sessions

0-10 sec 445677

11-30 sec 28312

31-60 sec 11248

1-3 min 12422

3-10 min 13513

10-30 min 18039

30+ min 13195

## Most requested HTML pages

pages

1. /index.html
2. /editorial-board.htm
3. /discussion-papers.htm
4. /editorial-board/editorial\_guidelines.htm
5. /editorial-board/reviewer\_form.htm
6. /all-issues.htm
7. /francais/index.htm
8. /scholarly-style-articles.htm
9. /whats-new.htm
10. /scholarly-style/virtue-ethics-corruption.htm

## Most downloaded PDF files

1. /case-studies/barrows-ed.pdf
2. /scholarly-style/bradshaw5final.pdf
3. /scholarly-style/classic-theories.pdf
4. /scholarly-style/ali\_samman\_new+media\_impac ... 47340

5. /scholarly-style/amagoh3dec2008jag2rev1.pdf 41072
6. /discussion-papers/selman.pdf
7. /volumes-issues/shekar\_nsd02\_2007rev3.pdf 31537
8. /scholarly-style/omachonu\_healthcare\_3innov ... 28200
9. /scholarly-style/lekorwe10final1draft.pdf
10. /scholarly-style/fairholm3.pdf
11. /volumes-issues/rogers-adaptivesystem7final.pdf
12. /francais/el-qasmi-kriouile.pdf
13. /book-reviews/lemay\_12\_book\_review.pdf
14. /scholarly-style/westley2antadze2make\_differe ... 18770
15. /volumes-issues/warford\_test\_diffusion\_6af.pdf 17349
16. /volumes-issues/hess\_adams\_innovate\_public ... 15695
17. /scholarly-style/beechny4final1draft.pdf
18. /volumes-issues/colvin=media+policy=rev2.pdf 13288
19. /discussion-papers/blackshear-emp2205 12310
20. /peer-reviewed/tan-9-3.pdf 12171

## Search Queries leading to

[www.innovation.cc](http://www.innovation.cc)

1. innovation journal 458
2. organizational strategy 334
3. service development 320
4. innovation pdf 316
5. leadership and innovation 286
6. innovation in healthcare 271
7. the innovation journal 252
8. analysis innovative 224
9. organizational change theory 198
10. governance model 196
11. innovation and leadership 189
12. web based education 162
13. health care delivery system 157
14. www.innovation.cc 140
15. strategic management in public sector 138
16. healthcare innovation 129
17. innovations in healthcare 107

18. employee empowerment 105
19. innovation article 101
20. leadership innovation 99

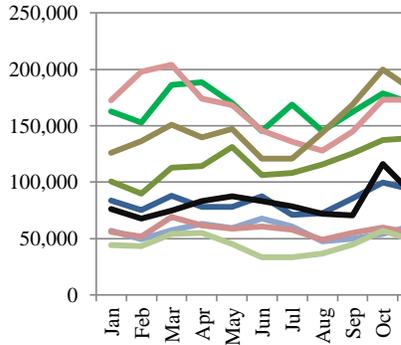
## Visits by DNS/countries

1. (no entry) 435671
2. com (Commercial) 41841
3. net (Network) 20459
4. edu (USA Educational) 7147
5. au (Australia) 6595
6. ca (Canada) 4908
7. uk (United Kingdom) 4636
8. fr (France) 1810
9. za (South Africa) 1507
10. nl (Netherlands) 1493
11. sg (Singapore) 1110
12. de (Germany) 1069
13. us (United States) 1060
14. my (Malaysia) 803
15. org (Non-Profit Organizations) 753
16. gov (USA Government) 599
17. mil (USA Military) 580
18. tr (Turkey) 520
19. it (Italy) 509
20. be (Belgium) 500

( Total DNS/Countries: 136, see last page)

**Entrance pages (by visits/sessions)**

1.	/index.html	
2.	/scholarly-style/fairholm3.pdf	
3.	/scholarly-style/amagoh3dec2008jag2rev1.pdf	
4.	/case-studies/barrows-ed.pdf	
5.	/scholarly-style/omachonu_healthcare_3innov	
...	15818	
6.	/scholarly-style/ali_samman_new+media_imp...	
7.	/discussion-papers/selman.pdf	13618
8.	/scholarly-style/bradshaw5final.pdf	13378
9.	/scholarly-style/lekorwe10final1draft.pdf	6403
10.	/scholarly-style/classic-theories.pdf	5254



**URLs of visitors sources/referrals**

1.	www.google.com/url	53134
2.	<a href="http://www.google.com/">www.google.com/</a>	21180
3.	google.co.in/url	10341
4.	google.co.uk/url	9666
5.	www.google.ca/url	7767
6.	www.google.fr/url	7186
7.	www.bing.com/search	6287
8.	www.google.com/search	5889
9.	google.co.in/	5385
10.	google.com.au/url	4779
11.	google.com.my/url	4619
12.	google.co.uk/	3837
13.	google.co.za/url	3776
14.	google.com.ph/url	3576
15.	google.com.my/	3206
16.	www.google.ca/	2447
17.	google.co.ke/url	2175
18.	google.com.ng/url	2096
19.	google.com.pk/url	1990
20.	www.google.fr/	1989

**Page views per month, Jan. 2005-Dec. 2013**

## Visits/Sessions by DNS/Country Code

1. (no entry)		27. th (Thailand)	59. sk (Slovak Republic)	59
435671		338	60. lk (Sri Lanka)	54
2. com (Commercial)		28. no (Norway)	61. cn (China)	47
41841		326	62. lb (Lebanon)	43
3. net (Network)		29. ch (Switzerland)	63. bt (Bhutan)	41
20459		323	64. bw (Botswana)	40
4. edu (Educational)		30. in (India)	65. co (Colombia)	38
7147		292	66. mu (Mauritius)	35
5. au (Australia)		31. br (Brazil)	67. yu (Yugoslavia)	35
6595		277	68. hr (Croatia)	34
6. ca (Canada)		32. es (Spain)	69. lu (Luxembourg)	33
4908		267	70. cl (Chile)	32
7. uk (United Kingdom)		33. ie (Ireland)	71. ar (Argentina)	32
4636		255	72. tz (Tanzania)	32
8. fr (France)		34. pl (Poland)	73. na (Namibia)	31
1810		241	74. si (Slovenia)	26
9. za (South Africa)		35. tw (Taiwan)	75. int (International)	25
1507		234	76. cy (Cyprus)	25
10. nl (Netherlands)		36. at (Austria)	77. eg (Egypt)	23
1493		231	78. is (Iceland)	21
11. sg (Singapore)		37. lt (Lithuania)	79. np (Nepal)	20
1110		226	80. om (Oman)	19
12. de (Germany)		38. kr (South Korea)	81. mt (Malta)	18
1069		224	82. lv (Latvia)	18
13. us (United States)		39. pt (Portugal)	83. bj (Benin)	17
1060		190	84. pe (Peru)	17
14. my (Malaysia)		40. id (Indonesia)	85. bg (Bulgaria)	17
803		188	86. sc (Seychelles)	14
15. org (Non-Profits)		41. gr (Greece)	87. dz (Algeria)	11
753		135	88. kh (Cambodia, Kingdom of)	11
16. gov (USA Government)	599	42. ma (Morocco)	89. do (Dominican Republic)	10
17. mil (USA Military)		128	90. ug (Uganda)	10
580		43. ae (United Arab Emirates)	91. ba (Bosnia-Herzegovina)	10
18. tr (Turkey)		122	92. cd (Congo)	10
520		44. zw (Zimbabwe)	93. kz (Kazakhstan)	10
19. it (Italy)		121	94. mz (Mozambique)	9
509		45. il (Israel)	95. uy (Uruguay)	9
20. be (Belgium)		112	96. mk (Macedonia)	9
500		46. mx (Mexico)	97. gh (Ghana)	8
21. dk (Denmark)		104	98. bm (Bermuda)	8
476		47. cz (Czech Republic)	99. jo (Jordan)	8
22. nz (New Zealand)		102	100. ec (Ecuador)	8
449		48. ru (Russian Federation)	101. tt (Trinidad and Tobago)	
23. hk (Hong Kong)		101	7	
415		49. ke (Kenya)	102. pg (Papua New Guinea)	
24. fi (Finland)		95	7	
394		50. fj (Fiji)	103. kg (Kyrgyz Republic)	
25. jp (Japan)		93	7	
378		51. ua (Ukraine)	804. bh (Bahrain)	
26. se (Sweden)		52. hu (Hungary)	81 6	
340		53. ro (Romania)	7905. vn (Vietnam)	
		54. ee (Estonia)	73 5	
		55. ph (Philippines)	7006. zm (Zambia)	
		56. pk (Pakistan)	66 5	
		57. bn (Brunei Darussalam)	6307. mo (Macau)	
		58. sa (Saudi Arabia)	63 4	

108. sy (Syria)	4	136. ve (Venezuela)	1
109. biz (Business)	4		
110. fo (Faroe Islands)	3		
111. as (American Samoa)	3		
112. uz (Uzbekistan)	3		
113. cu (Cuba)	3		
114. gt (Guatemala)	3		
115. md (Moldavia)	3		
116. am (Armenia)	3		
117. cc (Cocos Islands)	3		
118. ky (Cayman Islands)	3		
119. tg (Togo)	3		
120. st (Saint Tome)	2		
121. tv (Tuvalu)	2		
122. kw (Kuwait)	2		
123. nc (New Caledonia)	2		
124. ad (Andorra)	2		
125. ng (Nigeria)	1		
126. ni (Nicaragua)	1		
127. ai (Anguilla)	1		
128. mc (Monaco)	1		
129. nu (Niue)	1		
130. pf (Polynesia (French))	1		
131. ge (Georgia)	1		
132. cr (Costa Rica)	1		
133. ws (Samoa)	1		
134. ir (Iran)	1		
135. by (Belarus)	1		

## Appendix I: Google Scholar Citation Report for TIJ, 2013

Google Scholar was searched for citations of “The Innovation Journal: The Public Sector Innovation Journal”. The list of citations was far too long to analyze completely: seventy pages of citations were analyzed. This analysis is published in TIJ under About Us. It gives an indication of which authors published in TIJ are being cited the most and how TIJ material is being used. The citations were organized into two categories of citations—citations of TIJ within TIJ and citations in other journals and other locations. As indicated in *TIJ Strategic Plan*, TIJ seeks to be a primary source of information on public sector innovation, so both kinds of citations are highly valuable. According to Google Scholar, the most cited articles were

[Complex adaptive systems and the diffusion of innovations](#) EM Rogers, UE Medina, [MA Rivera](#)... - ... **Sector Innovation Journal**, 2005 - [Cited by 78](#)

[Innovation in healthcare delivery systems: A conceptual framework](#) VK Omachonu, NG Einspruch - ... **Innovation Journal: The Public Sector** ..., 2010 - xa.yimg.com [Cited by 51](#)

[Bridging “town & gown” through innovative university-community partnerships](#)  
[LL Martin](#), [H Smith](#), W Phillips - ... **Innovation Journal: The Public Sector** ..., 2005 -  
innovation.cc  
[Cited by 29](#)

[CITATION] **Introduction: Leadership for Wicked Problems**. RH Beinecke - Innovation Journal, 2009.

[The creative environment's influence on intent to turnover: A structural equation model and analysis](#) J Mayfield, M Mayfield - Management Research News, 2007 - emeraldinsight.com  
Purpose – This paper aims to examine the creative environment's effect on a worker's intent to turnover. It was designed to investigate the creative environment's role on garden variety creativity (non-elite) workers' organizational outcomes. Design/methodology/approach – A survey ...  
[Cited by 26](#)  
[\[PDF\] from innovation.cc](#)

[Enhancing public sector innovation: Examining the network-innovation relationship](#)  
T Bland, B Bruk, D Kim, [KT Lee](#) - ... **The Public Sector Innovation Journal**, 2010 -  
innovation.cc

ABSTRACT Communities around the country are facing an increasing number of problems for which traditional government action is failing. This has led to a growing realization that the public sector must increase its capacity to innovate. In an effort to do so, the public ...  
[Cited by 25](#)  
[\[PDF\] from innovation.cc](#)

### [The consequences of innovation](#)

BS Tan - **The Innovation Journal: The Public Sector Innovation** ..., 2004 - innovation.cc  
Abstract Although innovation is frequently heralded as the driver of the 'new economy', its myriad claims have yet to be substantiated. The paper surveys the literature and addresses some of the claims skeptically. It differentiates between the public and private sector ...  
[Cited by 25](#) +

**[CITATION] The Consequences of Innovation, i The Innovation Journal: The Public Sector Innovation Journal**

BS Tan - 2004 - Volium

[Cited by 2](#) [Related articles](#) [Cite](#) [Save](#)

[\[PDF\] from innovation.cc](#)

**What do we know about enhancing creativity and innovation? A review of literature**

ED Glor - **The Innovation Journal: The Public Sector Innovation ...**, 1998 - innovation.cc

The capacity of individuals and organizations to create innovations is a crucial element of public sector innovation. But do we know how to enhance creativity? The literature on this subject is very large and beyond my capacity to read and integrate. This paper is therefore ...

[Cited by 25](#)

[\[PDF\] from rcc.gov.pt](#) find this??

**Sowing the seeds of innovation: Ideas for child and family services**

M Salveron, [F Arney](#), D Scott - Family Matters, 2006 - search.informit.com.au

... Revisiting the issue of risks in innovation in the public sector. **The Innovation Journal: The Public Sector Innovation Journal**, 8(2). Blackstock, C. (2003). First Nations child and family services: Restoring peace and harmony in First Nations communities. ...

[Cited by 24](#) [Related articles](#) [All 2 versions](#) [Cite](#) [Save](#)

[\[PDF\] from innovation.cc](#)

**[CITATION] Assessing the awareness and perceptions of academic staff in using e-learning tools for instructional delivery in a post-secondary institution: A case study**

AK Agboola - **The Innovation Journal: The Public Sector Innovation ...**, 2006

[Cited by 23](#) [Related articles](#) [Cite](#) [Save](#)

[\[PDF\] from innovation.cc](#)

**Perspectives on organizational change: systems and complexity theories**

F Amagoh - **The Innovation Journal: The public sector innovation ...**, 2008 - academia.edu

Abstract It is becoming increasingly important for organizations to gain competitive advantage by being able to manage and survive change. This paper presents two theoretical paradigms (systems and complexity theories) through which organizational ...

[Cited by 23](#)

**Innovation in the public sector: spare tyres and fourth plinths**

W Parsons - **The Innovation Journal: The Public Sector Innovation ...**, 2006 - innovation.cc

Abstract The article takes a design perspective on the issue of innovation in the public sector. It argues that innovations aimed at improving the efficiency of the public sector seriously risks making it dangerously fragile at a time when it needs to become more ...

[Cited by 22](#)

**[PDF] Key factors influencing innovation in government**

ED Glor - The Innovation Journal, 2001 - innovation.cc

Page 1. **The Innovation Journal: The Public Sector Innovation Journal** Volume 6

(2), 2001 KEY FACTORS INFLUENCING INNOVATION IN GOVERNMENT1 Eleanor

D. Glor ABSTRACT This paper represents the first step in ...

[Cited by 22](#)

### [Education reforms in Cambodia: issues and concerns](#)

C Tan - Educational research for policy and practice, 2007 - Springer

... Educational Research for Policy and Practice, 2(1), 27–39. Ng, PT & Tan, C. (2006). From school to economy: Innovation and enterprise in Singapore. **The Innovation Journal: The Public Sector Innovation Journal**, 11(3), article 5, 1–12. Ohmae, K. (1990). The borderless world. ...

[Cited by 21](#)

### [Innovation in Public Management: The role and function of community knowledge](#)

M Hess, D Adams - ... **Innovation Journal: The Public Sector Innovation ...**, 2007 - innovation.cc

Abstract The New Public Management (NPM) revolution is being challenged by ideas and practices (re) establishing a focus on social factors in public administration. This paper presents some Australian experience of the move to balance the market instruments of ...

[Cited by 19](#)

### [The citizen-innovator](#)

[R Brand](#) - The Innovation Journal, 2005 - innovation.cc

Page 1. **The Innovation Journal: The Public Sector Innovation Journal**, Volume 10 (1), 2005 The citizen-innovator Ralf Brand, Ph.D. University of Texas at Austin Nuremberg, Germany ralf@brand.de Abstract A growing body ...

[Cited by 18](#)

[\[PDF\] from innovation.cc](#)

### [The practice of collective and strategic leadership in the public sector](#)

L Lemay - Innovation Journal, 2009 - rcc.gov.pt

Page 1. **The Innovation Journal : The Public Sector Innovation Journal**, Volume 14(1), 2009, article

2. 1 The Practice of Collective and Strategic Leadership in the Public Sector Lilly Lemay, Ph. D. École nationale d'administration publique, Montréal (Quebec) Abstract ...

[Cited by 18](#)

### [Improving Performance and accountability in Local Government with citizen participation](#)

PD Gibson, DP Lacy, MJ Dougherty - ... **Innovation Journal: The Public ...**, 2005 - innovation.cc

One of the important challenges in the new millennium will be to find successful ways to engage the public in shaping the communities of the future. Building upon the social capital in a community will be essential. Many indicators suggest that levels of civic engagement, civic ...

[Cited by 18](#)

### **[CITATION] IntegratedEthics: An innovative program to improve ethics quality in health care**

E Fox, MM Bottrell, KA Berkowitz, BL Chanko... - Innovation ..., 2010 - Citeseer

[Cited by 18](#)

[\[PDF\] from innovation.cc](#)

**[Social impacts of community renewable energy projects: findings from a woodfuel case study](#)**

JC Rogers, EA Simmons, I Convery, A Weatherall - Energy Policy, 2012 - Elsevier

There is much current interest in the potential of community-based renewable energy projects to contribute to transition towards low carbon energy systems. As w.

[Cited by 16](#)

[\[PDF\] from innovation.cc](#)

**[Emergence, creativity, and the logic of following and negating](#)**

J Goldstein - The Public Sector Innovation Journal, 2003 - innovation.cc

Page 1. **The Innovation Journal: The Public Sector Innovation Journal**, Volume 10(3), 2005, article

4. Emergence, creativity, and the logic of following and negating Jeffrey Goldstein, Ph.D. Adelphi University Garden City, NY 11530 ABSTRACT ...

[Cited by 15](#)

[\[PDF\] from innovation.cc](#)

**[BOOK] [Negotiating labour market development agreements](#)**

P Aucoin, H Bakvis... - 2000 - innovation.cc

Page 1. **The Innovation Journal: The Public Sector Innovation Journal**, 6(1), 2001, article 5. 1 Negotiating Labour Market Development Agreements This case study is aimed at capturing and sharing the public management lessons ...

[Cited by 15](#)

[\[PDF\] from innovation.cc](#)

**[PDF] [Web-based education](#)**

TD Lynch, CE Lynch - ... **Journal: The Public Sector Innovation Journal**, 2003 - innovation.cc

Why is the remarkably fast growing innovation of web-based education important to our world? Firstly, it is radically growing in the first world nations of the world, especially in the United States (Barker, 2002). This alone means that it will likely grow in other nations in ...

[Cited by 15](#)

[\[HTML\] from sciencedirect.com](#)

**[Leadership and organizational strategy](#)**

[MR Fairholm](#) - **The Innovation Journal: The Public Sector Innovation ...**, 2009 - innovation.cc

Abstract Strategic planning, an umbrella term used to include and summarize such activities as planning, performance measurement, program budgeting, and the like, has proven to be very useful but limited. It is a technical fix that gets at only part of the question of ...

[Cited by 15](#)

[\[PDF\] from innovation.cc](#)

*Editor Comment:* It good to see such big names in the innovation field as Drs. Brown and Hazy quoting from TIJ.

## Appendix J: TIJ Downloads Report

### Citations

TIJ keeps track of how many times its files are downloaded. The files downloaded the most are indicated, below.

### *Downloaded from TIJ*

According to TIJ records, the most downloaded pdf articles from TIJ during were

21. /case-studies/barrows-ed.pdf	125,163
22. /scholarly-style/bradshaw5final.pdf	75,496
23. /scholarly-style/classic-theories.pdf	65,696
24. /scholarly-style/ali_samman_new+media_impac...	47,340
25. /scholarly-style/amagoh3dec2008jag2rev1.pdf	41,072
26. /discussion-papers/selman.pdf	39,584
27. /volumes-issues/shekar_nsd02_2007rev3.pdf	31,537
28. /scholarly-style/omachonu_healthcare_3innov...	28,200
29. /scholarly-style/lekorwe10final1draft.pdf	28,178
30. /scholarly-style/fairholm3.pdf	22,573
31. /volumes-issues/rogers-adaptivesystem7final.pdf	20,585
32. /francais/el-qasmi-kriouile.pdf	20,308
33. /book-reviews/lemay_12_book_review.pdf	18,972
34. /scholarly-style/westley2antadze2make_differe...	18,770
35. /volumes-issues/warford_test_diffusion_6af.pdf	17,349
36. /volumes-issues/hess_adams_innovate_public...	15,695
37. /scholarly-style/beechy4final1draft.pdf	13,931
38. /volumes-issues/colvin=media+policy=rev2.pdf	13,288
39. /discussion-papers/blackshear-emp.pdf	12,310
40. /peer-reviewed/tan-9-3.pdf	12,171