

**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 2015**

## **TIJ Annual Report 2015**

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**2015 Annual Meeting Attendance:**

Caroline Andrews  
Dave Barrows  
Jeanne-Marie Col  
Howard Doughty  
Eleanor Glor  
Naim Kapucu

Elke Loeffler  
Cynthia Lynch  
Dale Poel  
Mario Rivera  
Nassera Touati  
Sanni Yaya

## **Introduction**

2015 was The Innovation Journal (TIJ)'s 20<sup>th</sup> year of publication. Special issues were produced for the 20<sup>th</sup> anniversary (issue 2) and on OECD Health Care Reform (issue 3).

Thank you to the members of the editorial team and to the members of the editorial board for your contributions during 2015.

## **Promotion**

Editorial Board Members promoted TIJ/LRI during 2015 as follows:

- Nassera Touati: I introduced texts published in TIJ in courses' codex.
- Elke Loeffler: I include my editorial board membership in my bio for conferences and workshops which has triggered interest in the TIJ.
- Cynthia Lynch: ASPA Seattle
- The Editor-in-Chief promoted TIJ at several conferences, including:

2014:

International Political Science Association workshop  
International Research Society for Public Management (IRSPM), and delivered a paper  
American Society for Public Administration (ASPA), sponsored and chaired a TIJ panel  
Prairie Political Science Association, and delivered a paper

2015:

IRSPM in Ottawa, Canada, and delivered a paper  
LIPSE: Learning from Innovation in Public Sector Environments in Belgium  
Canadian Political Science Association, Ottawa, Canada, and delivered a paper  
International Public Management Network, in Budapest, Hungary, and delivered a paper

## **Implementation of Strategic Plan**

### ***Approved Committees and their Membership for 2014:***

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

Team Services (SRV) (New): no volunteers

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

Team Performance (PFM) (New): No volunteers

Finance: Mario Rivera, Monica Dowling (no longer member), Jerry Hammersmith, Jenna Logeais (student) (does not respond to emails), Dave Barrows

Strategic Planning: Ken Nichols (no longer member), Eleanor Glor, Don Klingner, Naim Kapucu (inactive)

*Did not volunteer:*

Jeanne-Marie Col

Howard Doughty

Iain Gow

Ian Green

Evert Lindquist

Elke Loeffler

Juan de Dios Pineda

Dale Poel

Jos Raadschelders (he has committed to do so during 2015)

James Simeon

Nassera Touati

Sanni Yaya

Member added to the Editorial Board since the strategic planning exercise:

Ron Hikel

None of the committees provided a report for 2014 or 2015.

## **Editorial Board**

Thank you to the editorial team and to editorial board members who submitted and/or reviewed papers during 2015 and 2016.

### **Editorial Team during 2015:**

Editor-in-Chief: Eleanor Glor

Senior Associate Editor: Mario Rivera

Editor, La Revue de l'innovation: Sanni Yaya

Book Reviews Editor: Howard Doughty

Managing Editor: Smith Oduro-Marfo. Smith joined the Editorial Team during 2016 and resigned as of 21/11/16.

## **Publications Report**

### ***TIJ History of Publishing and 20<sup>th</sup> Anniversary Issue***

Publishing three times per year, and four in one year, in total, TIJ has published, up to volume 21, issue 2, 2016 (<http://www.innovation.cc/all-issues.htm>):

- 5 books

- 22 introductions
- 249 peer-reviewed (scholarly-style) papers
- 149 discussion papers
- 65 case studies
- 22 review essays
- 186 book reviews

This is a total of 698 publications. The 20<sup>th</sup> anniversary issue was a substantial contribution to the field of public sector innovation studies.

### ***Comparison to Top Ranking Public Administration Journals***

Other journals also publish on public sector innovation. Scopus' ICImago uses the same method to identify citation of journals as Thompson-Reuters. As of 2015 it identified the journals in public administration receiving the most citations as Administrative Science Quarterly, Journal of Public Administration Research and Theory, Educational Administration Research and Theory and Public Administration Review. Their publications on public sector innovation were reviewed.

- ***Administrative Science Quarterly*** publishes on all sectors, not just the public sector. A review of its forty most recent articles on innovation revealed ***none*** on public sector innovation.
- ***Journal of Public Administration Research and Theory*** published 15 articles, ***11*** relevant to public section innovation. TIJ published a total of 465.
- ***Educational Administration Quarterly*** published no articles on public sector educational innovation. TIJ published two special issues on education, totalling 16 articles.
- ***Public Administration Review*** published 16 articles on public sector innovation from 1995 to 2015, the period parallel to when TIJ published.

TIJ published a total of 465 scholarly-style papers, discussion papers, case studies, and review essays and five books. It has published many more articles on public sector innovation than the top ranking journals. TIJ has also, uniquely, published numerous articles on theory of public sector innovation, ethics of innovation, directions for research on innovation, and leading-edge topics such as complexity, policy informatics, and innovation for development. These are topics these other journals have not addressed. TIJ is the most important journal publishing on public sector innovation.

***Papers Published, 2015.*** During 2015, TIJ published three issues, including the 20<sup>th</sup> anniversary issue, Volume 20(2) 2015. During 2014 The Innovation Journal published 3 introductions, 11 peer-reviewed (scholarly-style papers), 2 discussion papers, 3 case studies , 1 review essay, 10 book reviews and one book.

***Publishing Plan*** The final issue of 2016 will be on indigenous knowledge. During 2017 the journal plans to publish three open issues, two edited by Eleanor Glor and one edited by Mario Rivera. During 2016 one issue remains to be published, a special issue on Recommendations for Innovations in Saskatchewan First Nations Education, edited by Jerry Hammersmith. Calls for papers are available in TIJ at: <http://www.innovation.cc/call-for-papers.htm> and <http://www.innovation.cc/francais/s-appel-communication.htm>

## **Section Reports**

**La Revue de l'innovation.** A special issue of The Innovation Journal on Health Care System Reform in OECD Countries, edited by Sanni Yaya, the La Review Editor, and Georges Danhoundo, was published in 2015. One article was published in French during 2015.

Sanni's report reads as follows:

Sanni Hachimi Yaya and Georges Danhoundo of the Interdisciplinary School of Health Sciences, School of Sociological and Anthropological Studies, University of Ottawa, Canada, edited a special issue, 20(1) 2015, on Innovations in Health Care System Reform in OECD Countries (<http://www.innovation.cc/volumes-issues/vol20-no1.htm>). One of the articles was in French: [L'appropriation des innovations managériales par les établissements de santé. À propos du rôle des agences régionales](#): L'exemple de l'utilisation des données de performance, by Nassera Touati, Professeure agrégée, École Nationale d'Administration Publique, Québec, and Brigitte Brabant, Agence de la santé et des services sociaux de la Montérégie, Québec, Canada

Sanni Yaya, Editor, La Revue de l'innovation : La Revue de l'innovation dans le secteur publique

**Book Reviews.** In Volume 20 of The Innovation Journal, a total of 10 book reviews and 1 review essay were published. Howard A. Doughty

## **Indexers and Aggregators**

The Innovation Journal continues to be indexed or aggregated by Ulrich's International Periodicals Directory (Proquest), CSA Worldwide Political Science Abstracts (Proquest), Political Science full text (ProQuest), Ebsco, Cabell's Directory and Scopus.

## **Citations**

### ***Citations of Non-Elite Journals (like TIJ):***

The most highly cited papers published by TIJ are outlined in Appendix A. More highly cited papers are being published in non-elite journals such as The Innovation Journal. The social sciences had the smallest increase, but started with the highest baseline (Table 2: Change in the fraction of citations to non-elite journals over 1995-2013).

Source: Rise of the Rest: The Growing Impact of Non-Elite Journals, by Anurag Acharya, Alex Verstak, Helder Suzuki, Sean Henderson, Mikhail Iakhiaev, Cliff Chiung Yu Lin, Namit Shetty, Google Inc, October 9, 2014. Collected Oct. 11, 2014 at: <http://arxiv.org/pdf/1410.2217v1.pdf> )

Members of the Editorial Board are asked to make an effort to cite material from The Innovation Journal.



## **Finances**

TIJ introduced submission and publication fees as of 2015, as recommended by the Canadian Social Sciences and Humanities Research Council. SSHRC provides some limited funding to some Canadian journals. As a consequence of this action, submissions have declined.

Members of the Editorial Board had decided to introduce a submission and publication fee for authors at the 2013 Annual Meeting. Implementation was delayed while negotiations occurred with Rutgers University. Fees were implemented as of January 1, 2016

## **Possible Topics for Future Special Issues**

These topics were suggested by members of the editorial board: Innovations in governance; innovative interventions for vulnerable populations. No volunteers have stepped forward to edit issues on these topics.

## **Social Media**

No volunteers stepped forward to create a TIJ presence in social media but thanks to Cynthia Lynch and her webmaster, abstracts of TIJ articles are published on Facebook. Please see: <https://www.facebook.com/pages/The-Innovation-Journal/119026174844960>

## **Electronic submission and tracking system**

Discussions have occurred with two Canadian university libraries that could perhaps be reactivated but they would require TIJ to deposit its contents on their servers in order to allow access there. TIJ would then lose knowledge of how many readers it has.

## **Readership**

TIJ defines a reader as someone who spends more than 30 seconds on the site; that's more than I spend examining most issues of journals that I check out. . During 2015, TIJ/LRI had 102,076 readers (Appendix C). The most downloaded papers were

### **Top Downloads:**

1. /case-studies/barrows-ed.pdf	101088
2. /scholarly-style/ali_samman_new+media_impac...	94013
3. /scholarly-style/omachonu_healthcare_3innovat./..	56997
4. /scholarly-style/classic-theories.pdf	53240
5. /scholarly-style/amagoh3dec2008jag2rev1.pdf	49259
6. /scholarly-style/bradshaw5final.pdf	44392
7. /volumes-issues/shekar_nsd02_2007rev3.pdf	35165
8. /scholarly-style/fairholm3.pdf	26071

## **Status Report**

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

The current members of the Editorial Board are listed in Appendix D.

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

The Social Sciences and Humanities Research Council (SSHRC) response to The Innovation Journal's 2011 application emphasized that TIJ Editorial Board members could do more to contribute to TIJ. This criticism was not repeated in the most recent application, so this is good news.

## **Publications Report**

### **Numbers of Papers Published**

During 2015, the following was published:

By the Editors:

Introductions	3
Papers, 20 <sup>th</sup> anniversary issue	2
Books	1
Peer-reviewed papers	11
Discussion papers	0
Case studies	3
Review essays	1
Book reviews	10
La Revue de l'innovation	0

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 2015:

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
6. Scopus

## Indexers

Scopus SCImago worldwide rankings of public administration journals based on citations 2013-15 are listed in Appendix D.

TIJ applied for indexing a second time with Thompson Reuters, which does not list many electronic journals. They did not respond. 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), the lead ASPA journal, strongly recommends against indexing with Thompson Reuters for public administration journals. Sanni will no longer pursue indexing with Thompson Reuters.

## Readership - Calendar Years 2008 to 2015

TIJ had a large number of readers again during 2015 (Appendix C) and an increase of 84,345. Readership may be aided by the table of contents sent out by the Editor-in-Chief for each of the three issues published each year. Visits to the website are compared below for 2008 to 2015.

	2015	2014	2013	2012	2011	2010	2009	2008
<b>Visits (Sessions)</b>	704,933	620,588	542,406	553,975	484,240	393,606	282,013	275,397
<b>Page views (HTML)*</b>	2,015,322	2,020,673	1,974,299	1,983,270	1,798,425	1,398,569	1,002,053	978,548
<b>Hits</b>	2,171,841	2,193,573	2,195,154	2,220,665	2,049,112	1,673,292	1,198,888	1,170,766
<b>Unique IPs (unique visitors)</b>	102,076	99,402 unique IPs	101,373	100,049				
<b>Visits-to-visitors ratio</b>	6.91	6.24	5.35	5.53	4.82	3.88	3.22 (2009-20)	2.54 (2008-09)

\* TIJ no longer publishes articles in HTML

Page views and hits were stable and there were increases in visits, unique IPs (individuals) and the ratio of visits-to-visitors. Page views were the highest ever in March 2015 (Appendix C). Readership was up. 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, 68,417 in 2013, 80,432 in 2014, and 96,878 in 2015. The one-year increase in 2014 was 17.5 per cent and 20.4 per cent in 2015.

	2015 Readers:	2014 Readers:	2013 Readers:
31-60 sec.	9,770	11253	11248
1-3 min	13,325	13580	12422
3-10 min	17,512	16055	13513
10-30 min	34,859	24573	18039
30+ min	21,412	14971	13195
Total Readers	96,878	80432	68,417

TIJ was read in 136 countries during 2013, 137 countries in 2014, and 139 in 2015. The ranking of countries from which most readers came is similar to that in 2011 through 2013.

The most downloaded papers from TIJ in 2015 are listed in Appendix C. The top three are listed below. All of the highly read papers are somewhat old, demonstrating a continued interest in public sector innovation and the durability of papers.

No. of Downloads:

1. /case-studies/barrows-ed.pdf	101088
2. /scholarly-style/ali_samman_new+media_impac...	94013
3. /scholarly-style/omachonu_healthcare_3innovat./..	56997
4. /scholarly-style/classic-theories.pdf	53240
5. /scholarly-style/amagoh3dec2008jag2rev1.pdf	49259
6. /scholarly-style/bradshaw5final.pdf	44392

***Kind Words from Readers:***

**From:** Raymond Saner  
**Sent:** December-31-15 11:22 AM  
**To:** 'Eleanor Glor'  
**Subject:** happy new year

Dear Eleanor,

I wish you happy New Year and congratulate you for your achievements the Innovation Journal has its place, is on different impact ranking scores- great job.  
Raymond

<http://www.csend.org/publications/negotiation-a-diplomacy/item/382-deliberation-on-post-mdg-2015-development-agenda>

<http://www.csend.org/announcements/what-s-new/403-csend-22-years-of-thought-leadership>

<http://www.csend.org/programmes-a-services/item-trade-policy-governance/405-csend-s-thought-leadership-in-trade-and-development>

**Citations**

**Scopus SCImago**

Scopus 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 public administration journals listed, TIJ ranked 78th worldwide in 2015. TIJ'S ranking is outlined in Appendix D.

As of the end of 2015 2 there were 104 public administration journals listed by Scopus. The top four were again Administrative Science Quarterly, Journal of Public Administration Research, Educational Administration Quarterly, Journal of European Public Policy, and Public Administration, Review.

As of 2013, SCImago reported that TIJ was the second most cited Canadian public administration journal. As other Canadian journals have come online, TIJ has moved to fourth. The ones above us were an administration journal that covers all sectors (private, non-profit and public sector), not just the public sector like The Innovation Journal. SCImago ranked us internationally in Q3, although we had higher rankings than many of the journals that appeared above us. This is not explained. As far as I can determine, it is because we have a considerable number of self-citations. This is the problem when a journal is a key player in a field. Some journals are publishing its papers when they are ready to be published as a way to increase citations. It is more costly in terms of Webmaster time to do this. We tend to get most of our citations after SCImago's two and three year windows, as our Most Cited Papers list indicates. Authors are, however, paying attention to this and one considered not submitting to us because we were not in Q1 and Q2 and she was required to publish in journals at that level. She did submit in the end, however, because she found us in Q2 in Jufo. This issue has been identified to me in particular by Europeans.

SC Imago TIJ:

Title Type	<u>SJR</u>	<u>H index</u>	<u>Total Docs. (2015)</u>	<u>Total Docs. (3years)</u>	<u>Total Refs.</u>	<u>Total Cites (3years)</u>	<u>Citable Docs. (3years)</u>	<u>Cites / Doc. (2years)</u>	<u>Ref. / Doc.</u>
<a href="#">Inno- vation Journal</a> journal	0.215	Q3	8 20	74	932	32	70	0.17	46.60

Ranking: 3-year ranking at the end of 2015: 78<sup>th</sup> most cited public administration journal worldwide

**Google Scholar**

A search of Google Scholar October 24, 2016 (Appendix A) found the five most cited papers published in TIJ were the following:

**[Making a difference: Strategies for scaling social innovation for greater impact.](#)** F Westley, N Antadze - Cited by 173

**[Innovation in healthcare delivery systems: a conceptual framework](#)**, VK Omachonu, NG Einspruch. Cited by 168

**['Don't just do something, stand there! – Revisiting the issue of risks in innovation in the public sector'](#)**

G. Bhatta. Cited by 161. This paper is listed in Harvard University's Governance Innovation Network.

**[Complex adaptive systems and the diffusion of innovations](#)**, EM Rogers, UE Medina, [MA Rivera](#). Cited by 140

**[Introduction: Collaborative innovation in the public sector](#)**, E Sørensen, J Torfing. Cited by 86

## **Conclusion**

TIJ is a success at the level of readership but no longer at the level of author interest in publishing in TIJ. TIJ is being widely cited, especially for a specialized journal. We have not yet found an adequate funding model for TIJ, however. Our current funding model is challenging our ability to continue.

Eleanor Glor  
Editor-in-Chief and Publisher  
November 21, 2016

# Appendices

## Appendix A: Top-Cited Articles from The Innovation Journal

Search of 22 pages of “The Innovation Journal” in Google Scholar 24/10/2016

### [Making a difference: Strategies for scaling social innovation for greater impact.](#)

[F Westley](#), [N Antadze](#) - Innovation Journal, 2010 - search.ebscohost.com

Page 1. **The Innovation Journal**: The Public Sector Innovation Journal, Vol. 15(2), article

2. Email: fwestley@uwaterloo.ca Page 2.

Cited by 173

### [PDF] [Innovation in healthcare delivery systems: a conceptual framework](#)

VK Omachonu, NG Einspruch - **The Innovation Journal**: The Public ..., 2010 - xa.yimg.com

ABSTRACT The healthcare industry has experienced a proliferation of innovations aimed at enhancing life expectancy, quality of life, diagnostic and treatment options, as well as the efficiency and cost effectiveness of the healthcare system. Information technology has ..

[Cited by 168](#)

'Don't just do something, stand there! – Revisiting the issue of risks in innovation in the public sector'

Bhatta G (2003) **The Innovation Journal** 8(2).

Buchanan J (2006) Why I, too, am not a conservative. Edward Elgar: Cheltenham. ...

[Cited by 161](#)

### [PDF] [Complex adaptive systems and the diffusion of innovations](#)

EM Rogers, UE Medina, [MA Rivera](#)... - **The Innovation Journal**: ..., 2005 - innovation.cc

Abstract The diffusion of innovations model (DIM) and complex adaptive systems theory (CAS) can be employed together in the construction of predictive or applied hybrid models of induced change in population behavior. In such interventions, differentiated ...

[Cited by 140](#)

### [PDF] [Introduction: Collaborative innovation in the public sector](#)

[E Sørensen](#), [J Torfing](#) - Innovation Journal, 2012 - innovation.cc

Page 1. **The Innovation Journal**: The Public Sector Innovation Journal, Volume 17(1), 2012, article

1. ... In order to compensate this benign neglect this issue of **The Innovation Journal** endeavors to investigate when and how multi-actor collaboration can enhance public innovation. ...

[Cited by 86](#)



[PDF] [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 64](#)

[Stewards, mediators, and catalysts: Toward a model of collaborative leadership1](#)

[C Ansell](#), A Gash - **The Innovation Journal**, 2012 - search.proquest.com

Abstract Leadership is widely recognized as an important ingredient in successful collaboration. Collaborative leaders typically play a facilitative role, encouraging and enabling stakeholders to work together effectively. Building on the existing literature on ...

[Cited by 54](#)

[PDF] [The diffusion of e-learning innovations in an Australian secondary college: Strategies and tactics for educational leaders](#)

S Jebeile - Innovation, 2003 - innovation.cc

Page 1. **The Innovation Journal**, Volume 8 (4), 2003 The Diffusion of E-Learning Innovations in an Australian Secondary College: Strategies and Tactics for Educational Leaders ... 1 Page 2. **The Innovation Journal**, Volume 8 (4), 2003 ...

[Cited by 50](#)

[PDF] [Enhancing public sector innovation: Examining the network-innovation relationship](#)

T Bland, B Bruk, [D Kim](#), [KT Lee](#) - **The Innovation Journal**: The Public ..., 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 46](#)

[PDF] [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 - innovation.cc

Abstract This study investigated the preparedness of the academic lecturers for the introduction of elearning at the International Islamic University Malaysia. The response rate was 98% totaling 324 respondents. Initial findings revealed that e-learning training and e- ...  
[Cited by 49](#)

### **[Introduction: Leadership for Wicked Problems.](#)**

RH Beinecke - Innovation Journal, 2009 - search.ebscohost.com  
Page 1. **The Innovation Journal**: The Public Sector Innovation Journal, Volume 14(1), 2009, article 1. 1 Introduction: Leadership for Wicked Problems ... Abstract Leadership is the topic of the papers in this issue of **The Innovation Journal**. ...  
[Cited by 49](#)

### **[\[PDF\] Bridging “town & gown” through innovative university-community partnerships](#)**

[LL Martin](#), [H Smith](#), W Phillips - **The Innovation Journal**: The Public ..., 2005 - innovation.cc  
ABSTRACT Historically, universities and their surrounding communities have failed to work cooperatively to address common problems. Fortunately, this state of affairs has begun to change, due at least in part to a shift from the old government paradigm to the new ...  
[Cited by 47](#)

### **[\[PDF\] Managing non-governmental organizations in Botswana](#)**

M Lektorwe, D Mpabanga - The Public Sector Innovation Journal, 2007 - innovation.cc  
Page 1. **The Innovation Journal**: The Public Sector Innovation Journal, Volume 12(3), 2007, Article 10. Managing Non-Governmental Organizations in Botswana ... 1 Page 2. **The Innovation Journal**: The Public Sector Innovation Journal, Volume 12(3), 2007, Article 10. ...  
[Cited by 42](#) [Related articles](#) [All 8 versions](#) [Cite](#) [Save](#) [More](#)

### **[\[PDF\] Key factors influencing innovation in government](#)**

ED Glor - **The Innovation Journal**, 2001 - innovation.cc  
ABSTRACT This paper represents the first step in an effort to answer three questions: If innovation occurred in patterns,(1) What would be the most important factors?(2) What would be the patterns?(3) What would be their implications? Using a multi-disciplinary ...  
[Cited by 41](#) [Related articles](#) [All 9 versions](#) [Cite](#) [Save](#) [More](#)  
[\[PDF\] innovation.cc](#)

## Appendix B: Readership Report

January 1<sup>st</sup>, 2015 to December 31<sup>st</sup>, 2015

(Source: [www.innovation.cc](http://www.innovation.cc), Urchin v5.7.03)

### Essential Information

704,933 visits/sessions  
 2,015,322 page views (HTML)  
 2,171,841 hits (HTML+PDF+images+CSS)  
 102,076 unique IPs ("unique visitors")  
 Visits-to-Visitors average: 6.91

### Length of visits/sessions

0-10 sec	586222
11-30 sec	21833
31-60 sec	9770
1-3 min	13325
3-10 min	17512
10-30 min	34859
30+ min	21412

### Most requested HTML pages

1. /index.html	100419
2. /editorial-board.htm	12390
3. /francais/index.htm	10015
4. /discussion-papers.htm	8773
5. /scholarly-style/articles.htm	7480
6. /all-issues.htm	7475
7. /editorial-board/editorial_guidelines.htm	6964
8. /whats-new.htm	6625
9. /editorial-board/reviewer_form.htm	5832
10. /scholarly-style/virtue-ethics-corruption.htm	5516

### Most downloaded PDF files

7. /case-studies/barrows-ed.pdf	101088
8. /scholarly-style/ali_samman_new+media_impac...	94013
9. /scholarly-style/omachonu_healthcare_3innovat./.	56997
10. /scholarly-style/classic-theories.pdf	53240
11. /scholarly-style/amagoh3dec2008jag2rev1.pdf	49259
12. /scholarly-style/bradshaw5final.pdf	44392
13. /volumes-issues/shekar_nsd02_2007rev3.pdf	35165
14. /scholarly-style/fairholm3.pdf	26071

15. /volumes-issues/rogers-adaptivesystem7final.pdf	18708
16. /discussion-papers/selman.pdf	15482
17. /volumes-issues/warford_test_diffusion_6af.pdf	14043
18. /peer-reviewed/tan-9-3.pdf	13943
19. /scholarly-style/lekorwe10final1draft.pdf	13594
20. /book-reviews/lemay_12_book_review.pdf	13485
21. /scholarly-style/westley2antadze2make_differen...	11748
22. /scholarly-style/doughty-emp.pdf	11557
23. /volumes-issues/hess_adams_innovate_public_...	11356
24. /discussion-papers/blackshear-emp.pdf	10626
25. /scholarly-style/faridah_ibrahim_journalist_war_...	10622
26. /scholarly-style/de_vries18vi1a2.pdf	10241

### Search Queries leading to innovation.cc

1. challenges of good governance	113
2. innovation journal	79
3. service development	73
4. employee empowerment pdf	72
5. the innovation journal	54
6. innovation in healthcare	51
7. content	51
8. sources of news in journalism	48
9. sources of news pdf	46
10. bureacracy	46
11. challenges of using new media in traditional settings	42
12. types of news sources	38
13. leadership and innovation	36
14. sources of news	34
15. innovation pdf	34
16. challenges of using new media in traditional setting	33
17. web based education	32
18. types of technological innovation	32
19. organizational strategy	31
20. e governance models pdf	28

### Visits by DNS/countries

1. (unknown)	580388
2. com (Commercial)	70643

3.	net (Network)	15630
4.	edu (Educational)	6421
5.	ca (Canada)	4445
6.	uk (United Kingdom)	4022
7.	au (Australia)	2583
8.	fr (France)	1809
9.	nl (Netherlands)	1769
10.	se (Sweden)	1379
11.	za (South Africa)	1192
12.	de (Germany)	1158
13.	us (United States)	848
14.	sg (Singapore)	750
15.	it (Italy)	646
16.	my (Malaysia)	639
17.	org (Non-Profit)	630
18.	mil (USA Military)	550
19.	be (Belgium)	493
20.	nz (New Zealand)	492
<b>(Total DNS/Countries count:</b>		<b>139, see last page)</b>

See below.

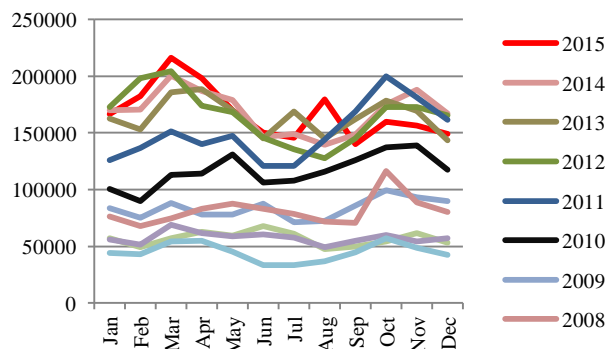
## Entrance pages (by visits/sessions)

1. /index.html	80891
2. /scholarly-style/ali_samman_new+media_impac...	28022
3. /scholarly-style/omachonu_healthcare_3innovate...	25174
4. /scholarly-style/fairholm3.pdf	20233
5. /scholarly-style/amagoh3dec2008jag2rev1.pdf	19044
6. /case-studies/barrows-ed.pdf	12357
7. /scholarly-style/bradshaw5final.pdf	8894
8. /français/index.htm	7726
9. /scholarly-style/classic-theories.pdf	5615
10. /discussion-papers/selman.pdf	5343
11. /volumes-issues/shekar_nsd02_2007rev3.pdf	5253
12. /scholarly-style/de_vries18vi1a2.pdf	4753
13. /scholarly-style-articles.htm	4393
14. /scholarly-style/doughty-emp.pdf	4033
15. /whats-new.htm	3992

## URLs of visitors sources/referrals

1. www.google.com/	45820
2. www.google.com/url	25438
3. google.co.in/	10216
4. google.co.uk/	8434
5. www.bing.com/search	7821
6. www.google.ca/	5130
7. google.com.ph/	4380
8. google.com.au/	4033
9. google.co.uk/url	3991
10. www.google.com/search	3848
11. google.com.my/	3296
12. www.google.fr/	3106
13. google.co.in/url	2935
14. www.google.ca/url	2914
15. www.google.fr/url	2744
16. google.com.pk/	2585
17. google.co.za/url	2410
18. google.co.za/	2353
19. google.com.sg/	2331
20. google.co.id/	2263

## Page views per month, Jan. 2005-Dec. 2015



## Visits/Sessions by DNS/Country Code

1. (unknown)	580388	44. lt (Lithuania)	116
2. com (Commercial)	70643	45. il (Israel)	115
3. net (Network)	15630	46. mx (Mexico)	111
4. edu (Educational)	6421	47. ee (Estonia)	109
5. ca (Canada)	4445	48. ua (Ukraine)	101
6. uk (United Kingdom)	4022	49. ae (United Arab Emirates)	90
7. au (Australia)	2583	50. cz (Czech Republic)	88
8. fr (France)	1809	51. ph (Philippines)	87
9. nl (Netherlands)	1769	52. ro (Romania)	80
10. se (Sweden)	1379	53. fj (Fiji)	78
11. za (South Africa)	1192	54. hu (Hungary)	72
12. de (Germany)	1158	55. ma (Morocco)	72
13. us (United States)	848	56. bn (Brunei Darussalam)	66
14. sg (Singapore)	750	57. lk (Sri Lanka)	65
15. it (Italy)	646	58. yu (Yugoslavia)	62
16. my (Malaysia)	639	59. na (Namibia)	53
17. org (Non-Profit)	630	60. pk (Pakistan)	49
18. mil (USA Military)	550	61. cl (Chile)	48
19. be (Belgium)	493	62. bt (Bhutan)	47
20. nz (New Zealand)	492	63. cn (China)	43
21. tr (Turkey)	476	64. sk (Slovak Republic)	39
22. fi (Finland)	472	65. ke (Kenya)	39
23. gov (USA Government)	431	66. co (Colombia)	34
24. jp (Japan)	416	67. lu (Luxembourg)	33
25. dk (Denmark)	399	68. mu (Mauritius)	32
26. es (Spain)	322	69. hr (Croatia)	30
27. zw (Zimbabwe)	302	70. lb (Lebanon)	26
28. ch (Switzerland)	295	71. sa (Saudi Arabia)	25
29. hk (Hong Kong)	290	72. dz (Algeria)	23
30. th (Thailand)	283	73. ug (Uganda)	22
31. no (Norway)	267	74. cy (Cyprus)	21
32. in (India)	229	75. om (Oman)	20
33. at (Austria)	226	76. eg (Egypt)	20
34. pl (Poland)	220	77. si (Slovenia)	19
35. br (Brazil)	219	78. np (Nepal)	18
36. ie (Ireland)	219	79. mz (Mozambique)	18
37. tw (Taiwan)	193	80. pe (Peru)	18
38. id (Indonesia)	183	81. is (Iceland)	16
39. bw (Botswana)	160	82. ar (Argentina)	16
40. pt (Portugal)	153	83. int (International)	14
41. gr (Greece)	151	84. bg (Bulgaria)	14
42. kr (South Korea)	133	85. cd (Congo)	13
43. ru (Russian Federation)	127	86. jo (Jordan)	13

87. cg (Congo)	11	135. cc (Cocos (Keeling) Islands)	1
88. tz (Tanzania)	10	136. ws (Samoa)	1
89. bj (Benin)	10	137. sn (Senegal)	1
90. sc (Seychelles)	9	138. mq (Martinique (French))	1
91. mt (Malta)	9	139. sz (Swaziland)	1
92. lv (Latvia)	9		
93. kw (Kuwait)	8		
94. biz (Business)	8		
95. bm (Bermuda)	7		
96. kz (Kazakhstan)	7		
97. cu (Cuba)	7		
98. vn (Vietnam)	7		
99. uz (Uzbekistan)	7		
100. tt (Trinidad and Tobago)	6		
101. md (Moldavia)	6		
102. zm (Zambia)	6		
103. by (Belarus)	5		
104. ba (Bosnia-Herzegovina)	5		
105. do (Dominican Republic)	5		
106. ge (Georgia)	4		
107. ng (Nigeria)	4		
108. uy (Uruguay)	4		
109. ve (Venezuela)	4		
110. bf (Burkina Faso)	4		
111. bh (Bahrain)	3		
112. tv (Tuvalu)	3		
113. tg (Togo)	2		
114. cx (Christmas Island)	2		
115. ad (Andorra)	2		
116. nc (New Caledonia)	2		
117. ky (Cayman Islands)	2		
118. kh (Cambodia)	2		
119. cr (Costa Rica)	2		
120. mv (Maldives)	2		
121. fo (Faroe Islands)	2		
122. kg (Kyrgyzstan)	2		
123. gt (Guatemala)	1		
124. jm (Jamaica)	1		
125. mk (Macedonia)	1		
126. bz (Belize)	1		
127. mh (Marshall Islands)	1		
128. am (Armenia)	1		
129. ao (Angola)	1		
130. gh (Ghana)	1		
131. pf (Polynesia (French))	1		
132. nu (Niue)	1		
133. sv (El Salvador)	1		
134. py (Paraguay)	1		

## **Appendix C: Members of the Editorial Board**

Members of the editorial board of *The Innovation Journal* 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.
- [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
- [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
- [Ron Hikel](#) (E) is a political scientist, having applied this discipline as an academic teaching at Canadian and US universities; as a senior public servant in three Canadian provincial governments; as a management consulting partner with KPMG Canada (executive director of the KPMG Centre for Government); and as a policy and campaign advisor to US and Canadian politicians. His present research focuses on process, structural and cognitive causes of catastrophic administrative failure in the delivery of public services, in Canada, the US and Britain. A paper on this topic was recently presented to a conference of the International Political Science Association.
- [Donald Klingner](#) (E), School of Public Affairs, University of Colorado, Colorado, USA and former President of the American Society for Public Administration.
- [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
- [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 Legal Words Pty. Ltd. (Brisbane), Nova Scotia, Canada
- [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.
- [James C. Simeon](#) (E), Associate Professor and Director, School of Public Policy and Administration, Faculty of



Liberal Arts and Professional Studies,  
York University, Toronto

- [Eva Sørensen](#) (E), Director of CLIPS and Vice Director of Centre for Democratic Network Governance, Roskilde University, Denmark
- [Nassera Touati](#) (F), Professeure agrégée, École Nationale d'Administration Publique, Quebec, Canada

**(F)= French**

**(E) = English**

20 in total

Sanni Yaya resigned as Editor of La Revue de l'innovation of 24/10/2016

Mario Rivera resigned as Senior Associate Editor and member of the Editorial Board 14/11/16

David Brown and Evert Lindquist did not meet the requirements of board membership.

Thank you for their contributions to The Innovation Journal

## Appendix D: SJR SCIMAGO Journal and Country Rankings

### Journal Rankings

2015 data available (reported two and three years after the year)

Check at: [https://en.wikipedia.org/wiki/SCImago\\_Journal\\_Rank](https://en.wikipedia.org/wiki/SCImago_Journal_Rank)

The Innovation Journal ranked 78<sup>th</sup> among 104 public administration journals on citations 2013-15, compared to 68<sup>th</sup> of 113 2011-13. Canadian Public Administration, Canada's flagship public administration journal, ranked 73<sup>rd</sup> in 211-13 and 65<sup>th</sup> in 2013-15. Canadian Journal of Administrative Sciences ranked 63<sup>rd</sup> but like Administrative Science Quarterly, to most cited journal, and unlike TIJ it addresses administration in sectors—private, non-profit and public sectors (in other words, it has broader scope)—and is used considerably by the private sector.

Canadian public administration journals are ranked by three years of citable documents below. They all have much broader scope than TIJ and publish more material than we do.

2013-15:

	Title	Type	↓ SJR	H index	Total Docs. (2015)	Total Docs. (3years)	Total Refs.	Total Cites (3years)	Citable Docs. (3years)	Cites / Doc. (2years)	Ref. / Doc.
1	<a href="#">Canadian Public Policy/ Analyse de Politiques</a>	journal	0.533 Q2	23	36	112	1514	81	112	0.54	42.06
2	<a href="#">Canadian Public Administration</a>	journal	0.278 Q3	16	28	101	1263	45	94	0.41	45.11
3	<a href="#">Canadian Journal of Administrative Sciences</a>	journal	0.271 Q3	33	36	83	1333	51	69	0.68	37.03
4	<a href="#">Innovation Journal</a>	journal	0.215 Q3	8	20	74	932	32	70	0.17	46.60

Information on TIJ is available at: <http://www.scimagojr.com/journalsearch.php?q=18100156705&tip=sid&clean=0>

Cites per document within two years after publication are still noticeably lower than the other journals. This is probably because of the limited numbers of publications in our field and perhaps also because TIJ could be better known. These journals also publish in hard as well as soft

copy and are accessible in libraries. It should be remembered as well that TIJ publishes in French, and since there are fewer people publishing and citing in French, these articles may bring down the citation level. A final factor could be the limited number of people writing and publishing about public sector innovation. If the lead journals reviewed are an indication, this is true and TIJ is publishing a very big proportion of what is being published on public sector innovation. Scopus Imago and Thompson-Reuters are not highly appropriate indexes for journals like TIJ. The editor of Public Administration Review indicated similar concerns at ASPA three years ago.

TIJ citations per document climb steeply in years 3 and 4.

2013-15:

Rank	Title	SJR Quartile	H index	Total Docs. (2013)	Total Docs. (3yrs)	Total Refs.	Total Cites (3yrs)	Citable Docs. (3yrs)	Cites / Doc. (2yrs)	Ref. / Doc.	Cntry
78	<a href="#">Innovation Journal</a>	0.215 Q3	8	20	74	932	32 0.43/doc	70	0.17	46.60	Can

