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Reflections of a Retiring Editor-in-Chief

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Abstract:

Time flies. A five-year tenure as editor-in-chief of the *Communications of the Association for Information Systems* (*CAIS*) comes to an end in June, 2020. When I started that position, I had just become a father for the first time. Now, I have two young boys and a third baby on the way. With this editorial, I look back at my time with a journal that I have always been a fan of. *CAIS* has a great tradition of publishing papers that shape the discipline. When I started, I wanted to ensure this tradition continued. I wanted to see *CAIS* maintain its important role as the key communications outlet of the Association for Information Systems: I wanted to see it preserve its standing as a traditional, broad-range journal that can be a home for many different types of content worth communicating: research, panels, commentaries, tutorials, pedagogy, and so forth. I also wanted to make sure that the global IS community appreciates the journal's mission and operations. As I step down from my role, I reflect on the *CAIS* community's efforts toward these goals in this brief commentary.

Keywords: Editorial, Farewell, Mission, Hitchhiker's Guide to the Galaxy.

1   Pandemics Change Metaphors

I had a beautiful metaphor planned out for the narrative of my farewell editorial. It used some of concepts I love most from "The Hitchhiker's Guide to the Galaxy"—the new hyperspace bypass, the number 42, and, of course, the towel.

But now in April 2020, as I am writing this editorial, the Covid-19 pandemic outbreak is in full swing and affects everyone. I now live my life around new organizing pillars, such as working from home, physically distancing myself from others, and parenting kindergarten-age kids. Of course, I have found it more difficult to work on research or teaching for long, uninterrupted periods with children around. But I refuse to follow the prevalent narrative in the media (in Europe, at least) that having children at home represents "a problem". It surely presents a challenge, but my children are a blessing more than anything else. Tending to them means finding effective and efficient work arrangements, which is good for my work-life balance in any case. I sincerely hope this experience is similar for many of you.

The pandemic has changed the lives of many. I am sure we all had to implement changes due to the challenges we face, such as work-life balance, quality of pedagogy and research, tenure and promotion decisions, and diversity. Many, if not all of us, have made sacrifices. We need to discuss these matters and find strategies that work for all of us, the entire global community. I was delighted to learn of the Forum on Covid-19 that the Association for Information System instantiated for us, it has been comforting to learn from the experiences of peers and friends.

I also found it helpful to focus on some positive changes I experienced. By shifting to online-only teaching, I have obtained an opportunity to rethink, redesign, and improve my pedagogy. As for my research, the pandemic led me to reconsider which research questions truly possess relevance. I also have never called my parents as often as I am doing now. I call friends more often that I have in the past. I cherish the little moments that occur that in every video conference I am in now in which we spend time to check up on others, see how everyone is doing, and share a laugh rather than rushing into the content matter straight away. My children actually get a sense of what I am doing "at work" even though it must look incredibly meaningless to them seeing me sit at a laptop and type away or talk in a video conference.

I do not want to make this editorial about the pandemic. As an academic, the feeling I have most often at present is a sense of privilege, luck, and responsibility. The optimist in me believes that the information systems (IS) discipline can help with some challenges that pandemic crises bring, such as tracing apps, Covid-19 dashboards, remote work, and digital teaching and learning. The cynic in me believes that, while writing this text, our journals have already begun to receive Covid-19 IS papers. I hope our discipline will manage the delicate act of separating contributions that truly identify how we can help in a pandemic from those papers about a timely topic that authors write simply to achieve quick publication. The world does not actually need an IS paper on Covid-19. However, the world could hopefully use our knowledge about how we can develop, deploy, and use digital technologies to solve this crisis and prevent the next.

Instead of writing about the pandemic, I want to share some of my experiences in my five years trying to contribute to the *Communications of the Association for Information Systems* (*CAIS*), its place, and its mission. The incoming editor-in-chief will have to continue the journal's journey and development, which will inevitably incur changes to its trajectory, place, and mission. But we must look back as we look forward, so I hope others find some value in understanding how we saw things in my time.

2   The Place of *CAIS* in the Global IS Community

CAIS began in 1999 with the late Paul Gray as the founding editor-in-chief. Along with the *Journal of the Association for Information Systems* (*JAIS*), *CAIS* comprised the then newly formed Association for Information Systems' two inaugural journals. *CAIS* has intended, and continues to intend, to foster the free flow of ideas in the IS community; it emphasizes originality, importance, and cogency. It publishes traditional research papers as long as they feature novelty, originality, or otherwise uniqueness. However, it represents more than a research journal—it serves as a vehicle for case studies, tutorials, commentaries, debates, IS pedagogy, and other material of general interest to the broad, global IS community.

When I started as editor-in-chief, I found this mission to be well established in *CAIS*. I also found it important and unique. It occupies a niche in the academic journal market space. Given the journal

mission's eclectic nature, I recognized that some metrics might not rank the journal highly, but I always thought it more important for the journal to produce useful and interesting ideas for the IS community than to achieve a high ranking.

In any case, one should realize that *CAIS*'s mission does not mean the journal has an unlimited scope or that it publishes "anything". *CAIS* has a clear scope. It provides an outlet for subjects that fall outside what many traditional academic journals focus on. This scope includes, for instance:

- Original, novel research papers, which includes papers that make empirical and/or theoretical contributions
- Tutorials on novel technologies, methodologies, or state-of-the-art concepts.
- Commentaries, opinions, and debates.
- Education and pedagogical scholarship in information systems.
- Panel and workshop reports from leading IS conferences

Research papers should provide original and novel contributions either to empirical or theoretical knowledge about IS phenomena, broadly and inclusively understood. *CAIS* emphasizes originality, importance, and cogency. *CAIS* seeks to publish rigorously constructed empirical findings or novel theoretical ideas, as long as findings or ideas appeal to the community broadly. A paper does not necessarily need to offer both types of contributions at the same time.

Tutorials should substantively discuss and explain a topic, technique, or method that appeals to the general IS academic community. Tutorials provide a way to disseminate information for continuing professional development in our community. Tutorials should have a clear IS focus.

Education and pedagogical scholarship addresses broader curricular and program issues, such as teaching innovations and pedagogical theory in IS. This scholarship also focuses on community-wide curricular efforts, such as continuing innovations in the IS model curriculum.

Panel and workshop reports summarize the conversations, points of view, and outcomes of community discussions held in dedicated symposia, panels, workshops, and similar formats. Such reports make conversations persistent and accessible to audiences not present during the event.

With this mission and scope, one has to make compromises. For example, when starting my tenure, I deliberately decided not to make it my obligation to engage in the political processes necessary for *CAIS* to achieve a high (or higher) ranking in the various journal-ranking lists that exist. I also decided not to care about the journal's impact factor (it was 0.48 in 2015). Given the journal's scope, it cannot easily achieve high rankings and high impact factors. *CAIS* has more downloads than any other journal in the AIS eLibrary by a wide margin. The global community reads the reports, debates, and IS pedagogy materials that it publishes. But would such work receive as many citations as regular research articles? Not likely. One cannot measure usefulness of teaching cases and similar papers through citation tracking. If *CAIS* would play the ranking game associated with the label of a "top-level" IS journal, it would have to change its mission or scope, such as by discontinuing publications on IS pedagogy. Personally, I have found the quality of the papers that *CAIS* publishes and the review processes that shaped their publication to be of the highest standard and equal to all the other journals that we regard as the best. But, unless we make *CAIS* a research-only or research-primary journal, I find it unlikely that we will see it listed as an A* journal in anyone's list. I also do not think it matters much—hence, my non-commitment to these matters. Of course, I realize that other scholars view this situation differently, which is why I find the Association for Information System's rule to limit the tenure of editor-in-chiefs to be a wise move. Renewal always brings opportunity for change.

I always felt that the journal's title emphasized two terms: communications and association. The term communications emphasizes that the journal serves as a vehicle to address unique, different, or even peripheral views on IS phenomena (as in research papers), discussion matters (as in panels), contentious matters (as in debates), and education matters (as in pedagogy) that appeal to large parts of the global community. This role is an important one. *CAIS* is the only AIS journal that has this broad focus.

The term association, to me, represents an obligation to diversity and inclusion, especially in terms of geographic regions, approaches, and forms of scholarly conduct. Unlike the top journals in our discipline that focus on identifying, refining, and publishing the very best IS research in the very best narratives IS scholars can produce, *CAIS must* have the objective to ensure that all IS scholars from all parts of the

world and from all sorts of institutional backgrounds can publish their work. *CAIS* actually features on the tenure and promotion lists of many institutions in many countries but typically not the very research-intensive Ivy League universities throughout the world. Of course, *CAIS* welcomes and receives contributions from scholars working at the very best research institutes, but it must also be a place that recognizes the realities and challenges that academics face in obtaining tenure and promotions at *any* academic institution in *any* region. I have not done the math, but I would like to think that the journal has a more diverse and inclusive spread of authors and institutions in its published papers than many if not all other mainstream IS journals.

That said, we need to do more. Our editorial board, for example, balances the three AIS regions relatively well, but it still lacks diversity according to countries, ethnicity, and gender (and many other inclusivity dimensions). I have recognized this situation and actively tried to change it, but I lack social networking prowess. I simply do not know enough people. *CAIS* could also take a more proactive and leading role in fostering a diverse and inclusive AIS community. More than many other journals, *CAIS* has a mission that directly speaks to the entire global community. In this place, the journal can be a beacon for value, safety and empowerment, inclusion, and representation. I believe that we still have a long way to go here. *CAIS* could be a great platform for the entire community to build on.

3   CAIS is a Premier Journal, *Not* an Abyss for Rejected Papers

When I started my tenure as editor-in-chief in June, 2015, a colleague described the journal as "an abyss" for papers that authors could not publish elsewhere. I sensed a perception in the community that authors could submit papers that other journals had rejected to *CAIS*; that the journal served as a "final resting place" for papers no one else would accept.

This statement became a driving force for me. I never saw the journal in that way, and I definitely wanted to do everything possible to destroy this reputation. Like almost any journal, we certainly have accepted some papers whose earlier versions other journals rejected, but our main criterion has always been consistency with the *CAIS* mission. We set an initial goal to improve the number of submissions that authors created specifically for *CAIS* relative to the number of submissions that authors originally submitted elsewhere. This ratio improved substantially over the years. We also tried to avoid accepting inoffensive papers that lacked distinguishing features beyond the attribute of not containing glaring errors. We wanted, in some regard or other, "different" papers. In positioning *CAIS* as more than just a journal that only publishes typical academic papers, we may have misled some members in the IS community, but I think that results that we have attained speak for themselves. I look at the volumes published and I see many truly interesting papers. Several emails and comments I received from the community make me think I am not alone in this belief.

Over the course of my tenure, we have worked hard to build *CAIS's* reputation. To do so, we had to make sure our review and production processes lived up to our mission and ideals. We also needed to overcome some myths about the journal that have an amazing persistence in our community. Now that my tenure comes to an end, I have the advantage of having some data at my disposal that I can use to clarify the journal's mission and eradicate some incorrect beliefs about it.

One of the biggest misconceptions I encountered about *CAIS* concerns its acceptance rates. To be clear: the review processes at *CAIS* live up to (and even sometimes surpass) the quality standards of our top journals. Table 1 presents some objective data: *CAIS* has about a 26 percent acceptance rate (data from April, 2020) across the different submission categories that it publishes. To some, this number seems high. I am not so sure. In any case, one should realize *CAIS* has a broader scope than many journals, and its acceptance rate varies by paper category (data from 2018-2020 below). Debates almost entirely include solicited papers, and the journal rarely ever has any reason to reject a panel or workshop report from a major IS conference or event. We consider originality, novelty, and, of course, rigorous methods as our main criteria for research papers, but we do not place theoretical contributions above everything else. I also note that the data in Table 1 shows that authors can find it just as hard to publish submissions about IS pedagogy (i.e., course designs, empirical studies, teaching cases, and so forth) as research papers. This situation suggests to me that such papers should receive similar appreciation in the decisions that affect us as scholars, for example, in promotion and tenure applications. Table 1 also shows that the volume of papers across the categories varies. When I started in 2015, *CAIS* received about 160 paper submissions a year across all categories. By 2020, that number rose to about 230 a year, an increase of over 40 percent.

Table 1. CAIS Acceptance Rates by Submission Category

Submission category	Acceptance rate	Proportion of submitted papers
Regular research paper	19%	75%
Tutorial	15%	3%
Digital design	17%	1%
Philosophy and history of IS	17%	3%
IS pedagogy	12%	9%
Panel and workshop report	97%	4%
Debate	83%	5%

Probably more important than the numbers about the review processes is how we run the review process. We implemented a constructive but not overly developmental review strategy. Consistent with our mission, we set a goal to provide constructive feedback and make fast decisions about publications. On average, the journal takes less than 40 days to provide a decision on submitted papers (38.4 as of April, 2020). Further, submissions undergo two review rounds on average before their final decision. Unlike many other journals, we do not develop papers over multiple uncertain review rounds. If a paper does not look like we can accept it in one or, at maximum, two review rounds, we tend to reject it. In fact, since 2018, we have managed only five papers for more than two review rounds.

In retrospect, those decisions proved successful. One of the proudest moments for *CAIS* in recent times involved the Senior Scholars Journal Review Quality Survey's publication in 2019. The survey runs annually and asks IS authors to assess the quality and timeliness of reviews they receive (excluding desk rejects) from the eight basket journals plus *CAIS* and *MISQ Executive*.

The 2019 survey measured IS journals' review quality in 2018 using various indicators. First, it used a net promoter score to measure loyalty to the journal. It asked respondents whether they would recommend the journal on a 0-10 scale. The measure considers individuals who respond with a 9 or 10 as "promoters" and individuals who respond with 0-6 as "detractors". The net promoter score equals the percent of promoters minus the percent of detractors (thus, it has a scale from -100 to +100). *MIS Quarterly* took the top spot in the 2019 survey, while *CAIS* came in second place (see Figure 1).
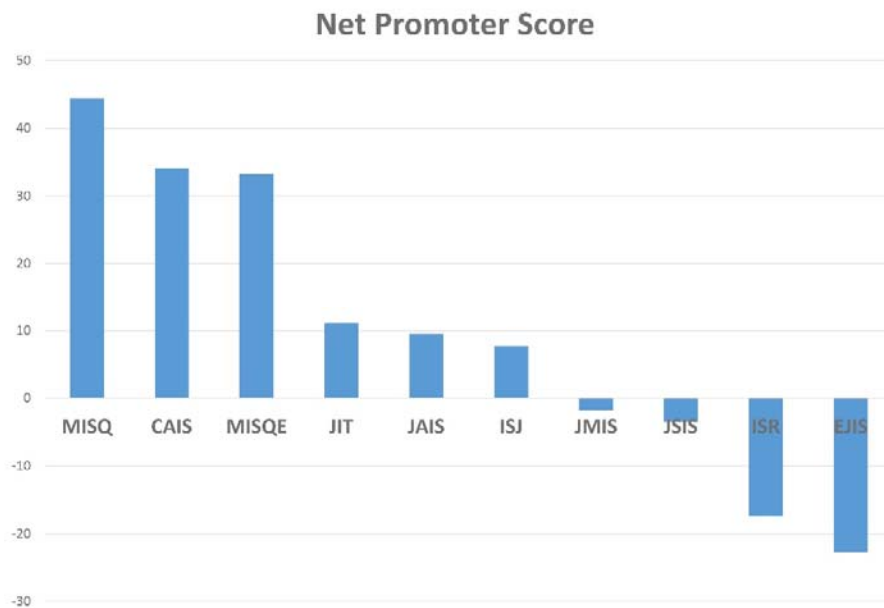

Figure 1. Ranking of IS Journals by Net Promoter Score (data from 2019 survey)

Second, the survey measured review timeliness by review quality (three items: quality, fairness, helpfulness; alpha = .90) on seven-point scales with "neutral" as the midpoint (see Figure 2). In this analysis, *CAIS* took the top spot in the 2019 survey, while *MIS Quarterly* took second place.
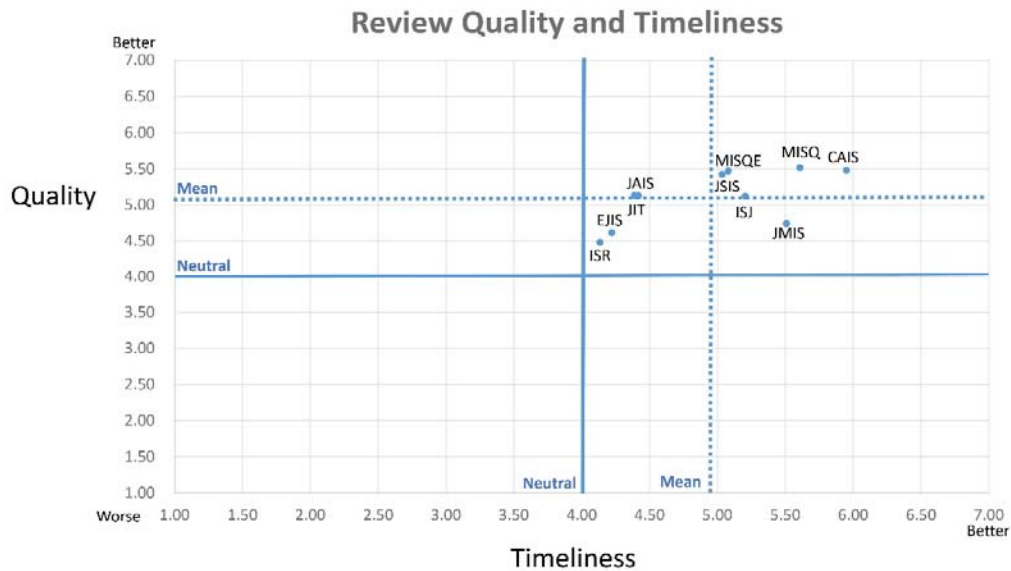
Review Quality and Timeliness

Figure 2. Assessment of IS Journals in Terms of Review Quality and Timeliness (data from 2019 survey)

Third, the survey measured the extent to which a journal publishes interesting research that it measured via two items (interesting and fit with my research, alpha = .90) (see Figure 3). *CAIS* took fifth place in the 2019 survey, equal with the *Information Systems Journal*.
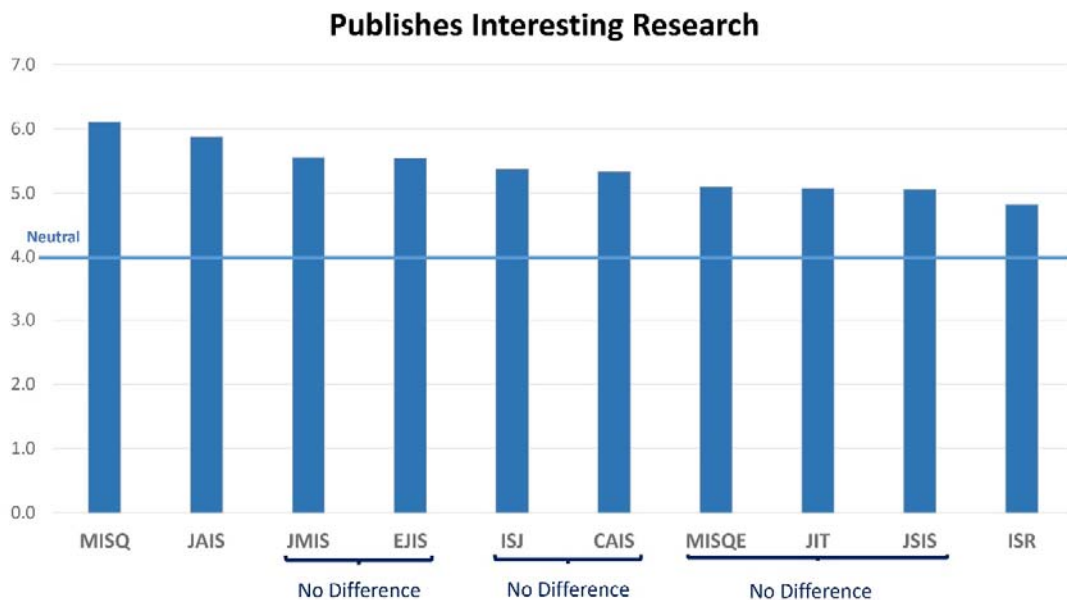
Publishes Interesting Research

Figure 3. Ranking of IS Journals by "Interesting" and "Fit to my Research" (data from 2019 survey)

4 Recognizing the CAIS Community

As *CAIS* editor-in-chief, I realize that I actually make minimal contributions to the journal. I basically have not done anything on my own. I did not submit papers to *CAIS*. For the most part, I did not write reviews for *CAIS* papers either. Thankfully, I have had a community of IS scholars to do both and an editorial board to manage the interaction between writing and reviewing. As Detmar Straub put it elegantly some years ago: a journal does not represent a single person; rather, the editorial board members who make decisions about it jointly create its identity. I cannot write an editorial without speaking about the editorial board. *CAIS* simply has a phenomenal board of scholars that make the journal what it is today.

CAIS has a wonderful tradition as a journal where emergent IS scholars can earn their first stripes as associate editors. I was lucky to be on the receiving end of this tradition in 2011 when Ilze Zigurs invited me to join the board as associate editor. I happily continued this tradition during my tenure as editor-in-chief. At times, *CAIS* also has to deal with political, sensitive, or in other ways delicate-to-handle submissions. For this reason, the board always includes a range of experienced, senior scholars for an editor-in-chief to draw on.

I take the opportunity here to thank all the editorial board members who have served with me and helped me over these past five years. They had to endure a lot. I must have been severely irritating at times as I pestered the editors to pester their reviewers. I also occasionally used my prerogative to override editorial or reviewer suggestions. But, while an editorial board is a community, it is not a democracy. Nonetheless, our board meetings have always felt to me like a family coming together with laughter and mockery, intense debates, and, of course, the odd dispute as it should be. I had the privilege to make many friends and learn a great deal from wonderful and intelligent colleagues. If one ever needed to show interested students what it is like to be an IS academic, one would need only take them to a *CAIS* board meeting.

I also thank authors and reviewers. Journals would be a very sad and empty forum if we did not have authors to submit manuscripts and reviewers to comment on them. Basket journals and other journals that appear high on journal ranking lists have luxury here because they come with a strong "pull force"—a magnet that attracts both submissions and reviews. Due to my decision not to engage in the processes to boost *CAIS*'s standing on such lists, we do not have such a magnet. *CAIS* relies on reputation and shared experiences alone. The experiences made with the journal as an author need to be positive independent of the outcome so that authors make a recommendation to others. Our achievements in terms of net promoter score (see Figure 1) and the fact that we have seen a steady increase in submission numbers year over year makes me think we have been successful. Still, I cherish every new submission because they represent a token of appreciation.

The reviewers at *CAIS* have also been excellent. As the data shows (see Figure 2), the journal provides high-quality and timely reviews. *CAIS* (and many if not all of the journals I have been involved in in recent years) does not suffer from poor reviewing quality. I even think as a discipline we can put this debate to rest. Reviewers even more so than authors voluntarily make these contributions without a strong pull force, in fact basically without any strongly visible reciprocal measure of appreciation. As an editor-in-chief who has now seen thousands of reviews over the past five years at *CAIS* alone, I feel nothing but a deep sense of gratitude and marvel for the work of this largely anonymous community. Reviewers have a key role in making every paper and scholar better. Thank you.

Such a community should receive recognition. In my tenure, we implemented three awards for honoring contributions from authors, reviewers, and editorial board members. Table 1 shows winners for 2015 to 2019. We established the Paul Gray Award for the Most Thought Provoking Paper in memory of the late Paul Gray, *CAIS*'s founding editor-in-chief. The award recognizes a published *CAIS* paper as the most thought provoking. The award selection committee for the Paul Gray award comprises three current and past editor-in-chiefs. We established a Best Associate Editor Award to recognize outstanding commitment from a member of the *CAIS* editorial board. The editor-in-chief awards this award annually in December. We established a Best Reviewer Award to recognize outstanding, constructive, and timely contributions from a *CAIS* reviewer. The editor-in-chief awards the award annually based on nominations from the editorial board in December.

Table 1. CAIS Award Winners from 2015 to 2019

Year	Paul Gray Award for the Most Thought Provoking Paper	Best Associate Editor Award	Best Reviewer Award
2015	Niederman, F., Crowston, K., Koch, H., Krcmar, H., Powell, P., and Swanson, E.B. (2015). Assessing IS research impact. Communications of the Association for Information Systems, 36, 127-138.	Paul Benjamin Lowry, City University of Hong Kong	Jeff Proudfoot, Bentley University
2016	Lacity, M., Khan, S., Carmel, E. (2016). Employing U.S. military families to provide business process outsourcing services: A case study of impact sourcing and reshoring. Communications of the Association for Information Systems, 39, 150-175.	Tina Blegind Jensen, Copenhagen Business School	Chitu Okoli, Concordia University
2017	Levy, M. and Germonprez, M. (2017). The potential for citizen science in information systems research. Communications of the Association for Information Systems, 40, 22-39.	Thompson Teo, National University Singapore	Gustaf Juell-Skielse, Stockholm University
2018	Cranefield, J., Oliver, G., Pries-Heje, J. (2018). Political satire and the counter-framing of public sector IT project escalation. Communications of the Association for Information Systems, 43, 133-158.	Devendra Bahadur Thapa, Universitetet i Agder, and Karlheinz Kautz, RMIT University	Craig Van Slyke, Louisiana Tech University
2019	Someh, I., Davern, M., Breidbach, C. F., & Shanks, G. (2019). Ethical Issues in Big Data Analytics: A Stakeholder Perspective. Communications of the Association for Information Systems, 44, 718-747.	Iris Junglas, College of Charleston	Jeremy Ezell, James Madison University

5   Getting Ready for the Future

I think *CAIS* has a good position to take the global IS community into the future. When speaking about *CAIS*, I have at times likened my tenure to "shoring up processes and building a platform". *CAIS* has high-quality processes, enjoys a good reputation, and receives and publishes some of the most interesting papers from IS scholars. It is a robust platform. The question now concerns whether to remain on or jump off it.

Both moves have some merits. Remaining on the platform means *CAIS* can maintain its course and retain its current scope and mission—what we did in my time. We did not change scope or mission but refine them. We improved the processes to execute on them. Of course, we can and should make more improvements in the future. For example, *CAIS* appears only online. I feel that we have not yet best exploited the opportunity that an online journal brings. A digital publication can be more than a PDF in a repository. It could feature presentation formats other than text, tables, and figures. It could include a range of dynamic formats such as video and audio. It could have living code. It could be made social and interactive beyond listing the number of social media shares. Journals in other disciplines better exploit these possibilities. To the IS community that has "digitality" written all over its mission, I think this situation must change. We have been laggards in an area where we should be leaders. Much of our research revolves around the "digital artefact". We have learned much about such artefacts over the years. We should be more creative and more ambitious to find the best possible ways to exploit digital artefacts, which should be more than text and tables, in representing and communicating our research.

Jumping off the platform could mean changing *CAIS*'s current course. For example, I believe the Association for Information Systems has sufficient global membership and maturity that it could principally maintain two top journals. In fact, I think it has at least two top journals but it does not communicate or market them as such. *CAIS* could principally become another explicitly recognized top-ranked journal. Making such a move might mean adjusting its scope to complement, and differentiate from, the *Journal of the Association for Information Systems*. Because ranking inevitably links to impact factors, we would have to take measures to increase it. The challenge with making this move would then concern how we could preserve *CAIS*'s broad mission.

I am glad that I do not have to make these decisions. Promoting and developing *CAIS* outside of ranking lists provides more freedom and lesser constraints to deal with. It also provides more leverage in reaching broader parts of the community beyond highly research-intensive institutions. In a way, I am glad I could

lead what I think is a top journal outside the institutions we have built to accredit journals as such. Journal ranking lists are just documents. Great journals with great content can live outside journal lists just as much as not-so-great content can sometimes be found in journals that feature on the lists.

My job involved building a platform and getting *CAIS* into a place where such decisions can be made because they now present feasible options. The future will show how *CAIS's* journey will continue. The only certainty is that change will be on the way.

In preparing for the change that lies ahead, I will exit the journal with three works in progress. First, we established the new Digital Design department (see https://aisel.aisnet.org/cais/digital_design.pdf), to build a broad and inclusive forum for IS scholars interested in all things design (i.e., artefact design, IS design, design science, design theory, and all other varieties). Design is a key orientation of the global IS research community and part of what makes this discipline unique in comparison to other fields. The Association for Information Systems needs a standing forum for scholars to exchange and share ideas about this orientation. I also hope this department will explore the possibilities that an online journal brings in representing and communicating about design processes and outcomes in all their flavors.

Second, we have recently launched a special section on curating research trends (see https://aisel.aisnet.org/cais/cfp_special_section_curating_research_trends.pdf). I am very excited about this special section. As our discipline approaches the semi-centennial jubilee, we have entered the right time to review the knowledge accumulated in the IS community. The *MIS Quarterly* curation initiative has been a great advance, but, of course, it needed to have a limited scope. With the mission and scope that *CAIS* has, we can now build an even broader and more inclusive knowledge curation that our community can draw on to build its future.

Third, like several other outlets, *CAIS* is also responding to the present Covid-19 pandemic. Craig van Slyke, Heikki Topi, and Mary Granger are running a new special section on "COVID-19, Learning, Pedagogy, and Educational Systems". This special section will focus on the important matter of IS pedagogy, to share experiences, lessons learnt and best practices in managing the impact the pandemic has had on our pedagogy. It will also introduce new paper formats appropriate for providing a responsive communication about the pandemic: practice papers and opinion papers. With a rapid review and publication process, *CAIS* will look to do its part in helping IS academics around the globe.

6   So Long and Thanks for all the Fish

In wrapping up, I cannot help but go back to the metaphors I had originally planned on using. The nerd in me wants to speak about them. While we all are getting used to a new normal, it does not mean that allegories no longer have a place in this world.

So, I hope that most if not all readers will recognize the title of this section as the title for the fourth book in the Hitchhiker's Guide to the Galaxy book series. It describes the message that dolphins leave when they depart Earth just before an alien race demolishes it to make way for a new hyperspace bypass. I find it an apt way to close this commentary because, to fans of the book series, it simply means "goodbye". I mean, is it coincidence that, in my capacity as editor-in-chief, we published *CAIS's* 42nd volume? Like whales falling out of the orbit and bowls of petunias having Déjà vus, this cannot be a coincidence. It is at best highly, if not infinitely, improbable.

When I started my tenure in 2015, I decided not to write editorials, I felt they did not fit in a journal that publishes in volumes on a continuous basis. I am also acutely aware of my own susceptibility to imposter syndrome: who am I to write normative essays; who am I to share my view on our discipline?

It took the learnings that I accumulated over the five years I have served as editor-in-chief for *CAIS* and the repeated encouragement from new friends and colleagues that I made through this role to decide to break from own role and write an editorial as I pass the baton to my successor, Fred Niederman.

I have known Fred for many years now. Fred started publishing in, and reviewing for, *CAIS* in 1999 when the late Paul Gray founded the journal. He joined as an associate editor in 2006 upon invitation from Joey George. He served with Ilze Zigurs, Matti Rossi and me. He has seen the journal's founding and its development. He has seen its mission continue, change, and improve. I believe strongly and deeply that the journal as well as Paul's vision for it will be in the safest of hands when Fred will start his tenure as editor-in-chief in July, 2020.

I wish Fred all the best for his upcoming tenure and I look forward to the future of *CAIS*. I am sure Fred will build a glorious new hyperspace bypass for *CAIS* so it can accelerate its trajectory upwards and onwards. I will marvel from the sideline while contemplating why I will not actually feel the freed resources I should have available after ending my service (many tell me it's simply a myth). To prepare for the new normal that is my life as an academic and world citizen, I will simply grab my towel and be on my way.

Acknowledgments

About the Authors

Jan Recker truly enjoyed his tenure as editor-in-chief of the *Communications of the Association for Information Systems.* He wishes to go on record stating that it was the single most gratifying and most rewarding experience in his career as an academic to date. He has actually read the Hitchhiker's Guide to the Galaxy trilogy in four parts. He thought "the book was better than the movie", which is also one of his favorite quotes and features on one of his t-shirts.