

CONTRIBUTING AUTHOR GUIDELINES

Journal of Research Administration

I. General Information

The *Journal of Research Administration (Journal)* publishes a wide variety of scholarly articles intended to advance the profession of research administration. Authors can submit manuscripts on diverse topics covered in these guidelines under section II and by approval through the Journal review process.

Authors need not be members of SRA International to submit a manuscript to the *Journal of Research Administration*. While authors are strongly encouraged to explore relevant diverse fields of inquiry, various topics, and special problems, manuscripts that appear to give commercial or political endorsement to products, programs or organizations will not be accepted.

Program or project summaries/exemplars, formal case studies, or case scenarios are acceptable, but must be carefully constructed to avoid any subtle commercialization or politicization, and must follow a recognizable format of inquiry such as qualitative case study or reflective inquiry design. Authors are free to submit academic manuscripts that seek to present differing or alternative views to current issues and debates. Such manuscripts may make relevant conclusions. Manuscripts, however, cannot be used for political or commercial advancement either directly or indirectly. Final decisions will be made by the Editor in consultation with members of the *Journal* Editorial Board including the SRA International Office of Counsel.

Authors must read carefully and adhere to specific directives in Section XI of these guidelines concerning duplicate submission of manuscripts or accepted proposals to other publishers, as well as the preparation of manuscripts based upon prior academic work in a thesis or dissertation.

II. Suggested Topics

Topics covered by the *Journal* include but are not limited to the following topics. Authors should keep in mind that all topics are subject to review and approval during any stage of the four stage review process outlined in section:

- the role of the research administrator
- methods to improve research management
- sponsored projects management
- techniques to enhance the management of research
- higher education-industry partnerships

- use of new technologies in research administration
- knowledge management and information technology
- research ethics and integrity
- standards for the responsible conduct of research
- regulatory compliance
- strategic planning and mission development
- organizational theory and organizational psychology
- human resource management
- procedures that stimulate faculty interest in research
- research financial management
- research law
- intellectual property
- technology transfer
- continuing education goal/programs and professional development for all personnel
- globalization of research
- international relations and
- other timely subjects that would be of interest to research administrators employed in the public or private sectors.

III. Representative Manuscript Categories

The Journal of Research Administration encourages authors to choose from a wide range of categories for presenting subject matter. Authors may explore various categories and possibilities with the Editor who has responsibility for final decisions in this area. The following are several representative categories.

Research Papers

Articles submitted as research papers should reflect the stages of a quantitative or qualitative research process and be organized into distinct sections (i.e., introduction, materials and method, results, conclusions, cited references, acknowledgments, tables and figures—see “Style” below), depending on the mode of inquiry. The author must describe the type of research design. Simply saying the research is “quantitative” or “qualitative” is not enough. The author must state the design, such as factor analytic, multiple analysis of variance, or with qualitative designs, the author must state whether it is a case study (actual case study design, i.e. Creswell, (2013), phenomenology, narrative inquiry, etc.

Creswell, J.W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd Ed.). Thousand Oaks. Sage.

Reflective Inquiry or Practical Cases

Reflective inquiry and practice are considered by Schon (1983) and other philosophers to match the analytic rigor of other methods of research inquiry, but the actions and decisions that arise are usually made in a single organizational context following sense-making processes (Weick, 1995), the results of which are not necessarily generalizable, but highly practical in outlining the knowledge discovery and decision making processes. Many articles submitted to JRA are considered “reflective inquiry” or “practical case” articles which provide background information and reflection on a lived experience through a problem or organizational change related to research development and/or administration. The articles describe how the problem or issue was resolved within a particular organization. The value of the manuscripts submitted in this category is enhanced when they provide analysis or synthesis of new ideas for use in other studies or contexts. A case description alone is not enough to advance knowledge, so it is up to the author to “reflect” on the experience, do a literature search on the behaviors, provide some level of evaluation of the solutions, or synthesize new ideas based on the experience. Reflective inquiry cases must follow the prescribed methodologies specific to the relevant disciplines germane to the subject matter, but if a method is not available, the following guidelines and headings (Adapted from Kolb (1984) and Schon (1983) are highly recommended:

1. **Problem Statement.** What happened? Describe the experience, change, action plan, program, etc. in detail without reflection, without analysis to give the reader an idea of the context, problem and situation. What were the difficulties the experienced caused for research administration practice and the university? Illustrate the emergence of a problem to be solved. Keep in mind the page limitations of the journal.
2. **Observations:** Describe the behaviors observed and the author’s interpretations of those behaviors during the experience, change, action plan or program and the impact these behaviors seemed to have had on the processes observed.
3. **Evaluate and Analyze the Emergent Concepts:** Authors must search and review the academic literature for the behavior or behaviors the author or author’s team observed during the process. In other words, connect what was observed to theoretical concepts. If the behaviors are new or seem to be new, defend your stance.
4. **Reflect and Recommend Solutions.** Provide recommendations for other scholars and practitioners so that the knowledge discovered in this process can be transferred to other studies or practices. The author should describe what he or she would have done differently if they were able to control the outcomes of the situation or the actions of the people involved.

Kolb, David A. (1984). *Experiential Learning: Experience as the Source of Learning and Development*. Englewood Cliffs, NJ: Prentice-Hall Inc.

Schon, D. (1983). *The reflective practitioner: How professionals think in action*. Basic Books. Inc.

Weick, K. (1995). *Sensemaking in organizations*. Thousand Oaks. Sage.

Theoretical or Conceptual Articles

Articles in this genre will typically follow theory development, or application of a theory to the field of research administration/practice. Through literature review, theoretical articles will describe the theory or concepts in detail, how the theories can enhance the practice of or research on research administration, to what areas the theory is applicable, and some ideas for how the theory can be studied or applied to the area in question (See Rocco & Hatcher, 2011). This may take the form of describing a model that synthesizes diverse thoughts and references into a single coherent approach to an interesting matter.

Rocco, T. and Hatcher, T. (2011). The handbook of scholarly writing and publishing. San Francisco. Jossey-Bass.

Scholarly Critiques or Literature reviews.

The literature or critique genre organizes, integrates, and evaluates previously published information on research development and administration. Authors should identify contradictions, gaps, and inconsistencies in this body of knowledge and recommend steps needed to resolve the identified problem(s). The quality and breadth of the cited literature is an important criterion.

Reflective Commentary

These are articles in which the author responds to an article previously published in the *Journal* or perhaps in other periodicals provided that the Journal readership would be familiar with the latter. Such articles may be initiated from the field or invited by the Editor. The author of the original manuscript will always be given an opportunity to reply.

Publication Reviews

These are typical review articles that evaluate items such as books, films and other media, diverse educational or professional resources, emerging legal cases and changes in legislation etc relevant to research administration. The material to be reviewed must be published in some form and be relevant to the audience of *JRA*.

Other articles may include edited transcripts of roundtable discussions that focus on topics of interest to researchers and research administration personnel; articles based on interviews with key policy-makers; or other forms of written expression deemed appropriate to the mission of the *Journal of Research Administration* by the Editor-in-Chief. More creative writing is also potentially appropriate such as relevant essays etc. For all such decisions, please consult collegially with the Editor-in-chief.

IV. Submission Review Processes

All submissions generally undergo four stage processes of rigorous review, discernment, evaluation, and approvals. The Editor-in-Chief has the prerogative to adapt these processes to meet various circumstances. The time line for the stages of review and publication are estimates only.



Stage 1

Authors send initial submissions, whether actual manuscripts or concept proposals, to the Editorial Office which sends immediately to the Editor-in-Chief. The Editor-in-Chief reviews the manuscript for applicability within the mission of the *Journal of Research Administration* and determines if it will be assigned to a member of the Editorial Board. If the original submission had been a full manuscript and no revisions were required for Stage 1, the Editor notifies the author and forwards the manuscript for Stage 2. If the author had submitted a manuscript originally and if revisions from Stage 1 were required, the author submits the final version to the Editor for Stage 2 review. If a proposal was submitted, the author must submit a final manuscript with Stage 1 revisions to the Editor.

Stage 2

The Editor forwards the manuscript, upon receipt, to one or more Editorial Board (Board) members for rigorous peer review. The Board member will also assign a secondary reviewer from the Ad Hoc review committee list. All *Journal* peer reviewers have signed non-disclosure agreements and conflict of interest declarations to protect an author’s rights and academic propriety. Peer review processes nearly always require revisions. The author and the Board member(s) work together to address matters stemming from peer review and to ensure that the manuscript is revised accordingly.

Stage 3

After successful peer review and after all peer review revisions are met, the Board member will review for formatting needs and issue an acceptance to the author. The Board member sends the final manuscript (revised, if needed) to the Editor as certified ready for final review. The Editor accepts and notifies the author that is approved for a future edition of the *Journal of Research Administration*.

Stage 4

Upon receipt from the Board member, the Editor sends the final edition of the manuscript to the publisher for *Journal* formatting and preparation of proofs. The proofs are approved by the

author and any additional changes required are completed between the author and the Editor-in-Chief or Senior Associate Editor. Upon successful final review by the Editor the article is published in a future edition of the *Journal of Research Administration*.

Note: The Editor may make further determinations regarding requirements or revisions to manuscripts. The Editor also is the approving agent for whether revisions from various stages are required or suggested. The Editor notifies the author of final acceptance.

V. Style Requirements

APA Style Requirements. The *Journal of Research Administration* has adopted the publication style manual of the American Psychological Association (APA) as the guide to follow when submitting manuscripts. Copies are available in most public and university libraries or through most university psychology departments. Reference information: Publication Manual of the American Psychological Association (6th Ed., 2005), Washington, DC: American Psychological Association.

APA Style Web Resources. The URL links below provide additional information and assistance for APA style requirements.

<http://owl.english.purdue.edu/owl/resource/560/01/>

<http://www.apastyle.org/electref.html>

<http://www.liu.edu/CWIS/CWP/library/workshop/citapa.htm>

<http://www.psychwww.com/resource/apacrib.htm>

VI. Formatting Specifics

In addition to meeting APA style requirements, articles should be organized according to the format below. All papers must be divided into appropriate, titled sections and subsections for reader-ease. Sections and subsections will depend upon subject matter. Use the following template guidelines for the sections of the manuscript

Title – Times New Roman, Bold 14pt

Author 1 – Times New Roman Bold 12pt

Author 1 Organization – Times New Roman 12pt

Author 2 – Times New Roman Bold 12pt

Author 2 Organization – Times New Roman 12pt

Author 3 – Times New Roman Bold 12pt

Author21 Organization – Times New Roman 12pt

Abstract

Abstract Text – Times New Roman, Italics 12pt

Keywords:

Keywords Text – Times New Roman, Italics 12pt

Header 1 – Times New Roman, Bold 12pt

Text – Times New Roman 12pt

Header 2 – Times New roman, Bold 12pt

Subheader – Times New Roman, Italics 12pt

Text – Times New Roman 12pt

(Insert Figure 1 here)

Use as a place holder for Figures. Send Figures separately as a .jpg.

(Insert Table 1 here)

Use as a place holder for Tables. Send Tables separately as a .jpg.

Authors' Note – Times New Roman, Bold 12pt

Author's Note Text – Times New Roman 12pt

The author's note section contains the primary contact information with name, credentials, telephone numbers and email address, and any important preliminary and/or disclaimer information. The paragraph will state whether the material has been based on a preliminary presentation or derived from other materials such as the author's doctoral dissertation. If the work were supported by a grant, contract, or similar instrument, proper credit must be given. The author's note is also to include any required institutional disclaimers. It should also indicate any corresponding author information as may be relevant per the paragraph above. The author's note is to include information relative to contributors to the paper. See the information below concerning requirements for designating authorship as opposed to contributors. Authors will place any acknowledgments in the author's note.

Author 1 Name – Times New Roman, Bold 12pt

Author 1 Title – Times New Roman 12pt

Author 1 Organization – Times New Roman 12pt

Author 1 Address 1 – Times New Roman 12pt

Author 1 City, State, Zip, Country – Times New Roman 12pt

Author 1 Telephone – Times New Roman 12pt (555) 555-5555 x55

Author 1 Fax – Times New Roman 12pt (555) 555-5555

Author 1 Email – Times New Roman, Hyperlinked 12pt example@example.com

Author 2 Name – Times New Roman, Bold 12pt

Author 2 Title – Times New Roman 12pt

Author 2 Organization – Times New Roman 12pt

Author 3 Name – Times New Roman, Bold 12pt

Author 3 Title – Times New Roman 12pt

Author 3 Organization – Times New Roman 12pt

Correspondence concerning this article should be addressed to Author 1, Author 1 Title, Author 1 Organization, Author 1 Address 1, Author 1 City, State, Zip, Country, Author 1 Email.

References

Most *Journal* articles should provide a reference list at the end on a separate page. Accuracy is the responsibility of the author; references will not be validated in editorial review. Chapter 4 of the APA publication manual provides detail on the correct format for all referenced articles except for law reviews, which will follow the referencing styles and techniques used by those institutions and law schools. Finally, other types of Reviews (e.g., book/media or resource reviews) do not require references per se unless essential. References are also not to be used for special columns such as *Voice of Experience* unless essential.

VII. Manuscript Preparation Requirements

Manuscripts must be submitted (including tables and figures) in single spaced copy. Standard American or UK English usage and spelling are the norm, the latter for authors from UK English-speaking communities. Except for clearly stylistic conventions that can be reasonably justified in an academic and professional publication of this nature, authors are to avoid overly informal compositional style and language. Similarly, the use of the first person singular or plural is not to be used except where the usage mirrors the style of academic/scientific papers in scholarly publications. Contractions are not to be used except for intentional style purposes or within quoted materials. In citing a person, diminutive forms of first names shall not be used. For all tables and figures, see “Graphics” below for more detailed instructions. All manuscripts must use one-inch margins throughout. Authors are to submit all materials in electronic format compatible with MS Word for MacOS and Windows. It is the author’s responsibility to ensure software compatibilities for both text and graphics. Manuscripts should not contain any specialized formats, automatic styles, or other such features not capable of being easily translated between computing platforms or unable to be shaped by desktop graphics technicians at the Society’s publishing house.

Bullets. Bullets are cumbersome in scholarly work and are not permitted. An exception may be made for an appendix that reproduces an already in-use reference. Numbered lists are acceptable.

Electronic Submission. All manuscripts should be submitted to the Editor via e-mail. All manuscripts must be submitted in MS Word format for MacOS and/or Windows. See directions below regarding graphics. Authors may wish to review examples of previously published articles

as guides. If a submitting author is a member of SRA International, representative *Journal* articles may be accessed via [here](#). Those who are not members of SRA International will need to contact the Editor to request complimentary examples from past editions of the *Journal of Research Administration*.

Typeface. Except for the title, Times New Roman 12pt font is required for the body of the manuscript and references. Do not use bold or underlining for emphasis. Italics are allowed as appropriate to APA style guidelines.

Headers and Footers. Headers or footers (including footnotes) are not permitted in the manuscript.

Pagination is allowed at the bottom center for review purposes only.

Length. Regular articles should be approximately 15-20 pages single-spaced (9,000 – 12,000 words) not including references, tables, graphics, or other appendices. For lengthy manuscripts (those exceeding 20-25 pages), prior dialogue with and approval of the Editor is required. The Editor grants approvals for lengthier manuscripts in consultation with the senior leadership of the *Journal of Research Administration*.

For articles that would be of greater length, authors can arrange with the Editor for the publication of companion manuscripts in back-to-back editions of the *Journal*. For reviews and special columns, such as *Voice of Experience*, texts are limited to 5-8 pages single-spaced including references. References for reviews and special columns, however, are normally not expected.

Punctuation. For the Abstract and Author's Note only, type these texts as single paragraphs with no indents. For all other paragraphs, start each with an indent. Use a comma between elements and preceding the conjunction (and, or) in a series of three or more. Use a semicolon to separate elements in a series that already contains commas. Use a colon between a grammatically complete introductory clause and a final clause. Do not use a colon to introduce an incomplete sentence. Avoid the overuse of double quotation marks for words; use them only the first time an ironic comment is coined. Introduce a key or new technical term in italics.

References. The APA publication manual provides detail on the correct format, including the hanging indent for the second and subsequent lines of the reference. A brief list of common citation types follows. Use Arabic numbers throughout the references unless a Roman numeral is part of a title.

VIII. Graphics Requirements

All tables, figures and graphics must be submitted in two ways. First, they are to be submitted at the end of the MS Word document per below. They are also to be submitted as separate computer files, namely as permanent graphic file formats such as JPG. The two sets of

submissions allow graphics specialists to provide careful quality assurance and quality controls due to the possibility of font or image artifacting when transferring files between computer hardwares or between interoperable computing systems.

Graphics must be submitted in **black and white only**. They must be clear and easily readable. Authors are solely responsible for ensuring the readability of graphics and will be asked to revise or edit. Editorial staff is not responsible for editing graphics, tables, and figures.

Tables are to be numbered consecutively in the order in which they are introduced in the text, using Arabic numerals preceded by the word "Table." Identify each figure, drawing, illustration, chart or graph consecutively by number (using Arabic numerals) preceded by the word "Figure." Consistent with comments above, all graphics must be in file formats suitable for desktop graphics publishing. When creating tables, figures or graphics within word processing documents, present all text in standard Times New Roman. Tables and figures will be printed in black/white and grayscale only.

Per above, do not embed tables and figures within the manuscript itself where they will appear at publication. Place on separate pages after the references. However, within the appropriate place in the actual text of the paper, embed a "stage direction" immediately before where the table or figure should appear. Bold, italic text and parentheses are to be used for the "stage directions." Authors are to center the "stage direction" so that it assists graphics designers when shaping copy. The following is an example:

(Insert Table X or Figure X here)

Authors are to avoid incorporating commercial references and logos in figures. Figures must fit into one or two columns of the Journal page and be very clear. Use only Times New Roman font. Notes are to be in italics at the bottom of the table as may be applicable. The table's number is presented flush left (and in consecutive order) without a period after the table number. The title, italicized and in upper/lower case, starts flush left one line beneath it.

Place the title information above each table, in the following format:

Table 1
Journal Readership Exceeds Expectations

Place the title information beneath each figure, in the following format:

Figure 1. Journal readership exceeds expectations.

If there are any questions regarding complications regarding tables, figures and graphics, the Editor may assist. Assessment and decisions regarding such issues will be made after hearing requirements from the *Journal's* publisher/graphics arts experts.

IX. Authorship

For all submissions to *The Journal of Research Administration*, the naming of authors is to be consistent with contemporary practices of other academic publications and the norms for responsible authorship and publications under the core elements for the responsible conduct of research. Authorship may only be ascribed to those individuals who personally contributed to the actual writing of a manuscript, its design, conceptual development, or its academic or professional scholarship. Honorary authorship by virtue of one's position within a first author's chain of command (e.g. Department Chair) is not permitted. Authors are permitted to list other individuals as contributors where this would be relevant and appropriate. Contributor information is to be placed in the Author's Note paragraph. However, information about contributors must be kept brief and relevant.

Authors submitting manuscripts must apprise the Editor immediately if controversies exist concerning authorship or other related issues. The *Journal of Research Administration* cannot take responsibility for mitigating author disputes or related controversies. If an author dispute were to be discovered and claimed after publication, the *Journal of Research Administration* and the SRA International Office of Counsel have the right to direct retractions, errata, or other corrections in future editions of the Journal in accordance with pertinent laws, regulations, federal requirements, or academic standards. These actions and others may be taken in the event of research misconduct.

The Editor and relevant members of the Journal Editorial Board reserve the right to edit contributor information. The Editor and relevant members of the Journal Editorial Board also reserve the right to dialogue with authors concerning author designation. Failure to comply with these standards for authorship designation may result in the rejection of a manuscript.

X. Responsible Conduct of Research Standards

Authors must clearly adhere to all standards regarding research integrity and the responsible conduct of research. The *Journal of Research Administration* strictly adheres to requirements regarding research misconduct, namely falsification, fabrication, and plagiarism. If an allegation of research misconduct is made, the matter is immediately referred to the Editor who then immediately refers the matter to the *Journal's* Intellectual Property Counsel and the SRA International Office of General Counsel. The *Journal of Research Administration* strictly will support all requirements and processes for such matters to their conclusion.

Articles involving human subjects or animal research must indicate appropriate IRB or IACUC protocol review and approval, and cite the approved protocol number.

Similarly, authors must disclose relevant conflict of interest information where applicable. All questions regarding these areas and other matters related to academic, research, publications, or professional ethics are to be referred directly to the Editor.

XI. Contact Information

Manuscripts and/or concept proposals for articles are to be sent directly to the Editor at journal@srainternational.org.

XII. Intellectual Property and Copyright Information

The *Journal of Research Administration* is a peer reviewed publication of international renown. As such, it upholds and complies with all requirements regarding the protection of intellectual property and copyrights as applicable. The *Journal of Research Administration* also adheres rigorously to United States norms for publications and responsible authorship under the standards for the responsible conduct of research. The *Journal* furthermore honors the academic standards and expectations of other international peer publications.

When an author's manuscript is accepted for publication in the *Journal of Research Administration*, authors must sign appropriate author agreements and comply with various SRA International directives. One such area is to ensure that SRA International respects the work of authors especially if it is derived from previous efforts. Therefore, all authors must disclose such factors and work with the Editor, the *Journal* Intellectual Property Counsel, and the SRA International Office of General Counsel for the preservation of all intellectual property and copyright issues. The following information is important for authors to realize in anticipation of required author agreements. The *Journal of Research Administration* will not publish any materials whose authors have not completed author agreement requirements. Please carefully review the material below. All questions concerning the information below and its applicability to specific cases are to be referred to the *Journal* Intellectual Property Counsel and/or the SRA International General Counsel. The following issues have particular importance in this regard.

Once an author submits a manuscript to the Editor, the author is not permitted to have that work under simultaneous consideration by any other publisher or organization. Similarly, if an author submits a proposal for future manuscript development and the proposal is accepted, then the proposal and its subsequent manuscript cannot be submitted elsewhere. If by chance an error has been made in these regards, the author must obtain from the other publisher or publishers a clear release and submit this to the Editor for consideration. If an author wishes to have a previously submitted manuscript or already accepted proposal published by another organization, the author must submit a formal request to the Editor. Permission is needed before finalization.

In addition, unless there is clear justification and only with the written permission of the previous publisher, the *Journal of Research Administration* will not accept manuscripts that have been published elsewhere, or that will be published prior to appearing in the *Journal of Research Administration*. Authors must inform the Editor of such matters at the time a manuscript is submitted. Such matters must be acknowledged in the Author's Note. These matters usually require the review of the SRA International Office of Counsel. Counsel oversees and advises in the area of intellectual property and copyright matters.

Similarly, if an author's manuscript is based upon one's previous thesis or dissertation, the author must inform the Editor officially regarding copyright ownership. If the copyright for the foundational thesis or dissertation is owned by anyone other than the author, such as the degree granting university or other institution of higher learning, the author must obtain and submit to the Editor and Counsel a copyright release and permission to publish from the copyright owner. Until the matter of copyright is completely processed and resolved successfully, the author's manuscript cannot be published in the *Journal*.

General Copyright Guidance: Normally, authors will be expected to assign the copyright for all material accepted for publication in the *Journal*, with appropriate credit of ownership being attributed to the submitting party. Unless expressly agreed to by SRA International, the copyright (i.e., ownership) of the material will be transferred to SRA International. Other arrangements may be made (e.g., exclusive or non-exclusive licenses) but must be proposed by the author at the time of submission of a proposed article. If a contributor prepared the submission in the scope of his or her employment, the employer must assign its rights, or the author must be able to prove that the employer has already ceded copyright back to the employee (e.g., through an institutional copyright policy). Government employees will be required to obtain publication clearance approvals in accordance with agency procedures for works prepared as a part of their official duties. Students submitting material from a dissertation or other academic work should check with their institution to confirm ownership. All authors must obtain permission for the use of any material owned by others, including tables, figures, graphs, charts, drawings, photographs and other illustrations, and digital media works.

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