

# GUIDELINES FOR AUTHORS

All submissions should be sent via email to the editor at [chronicle@baldrigefoundation.org](mailto:chronicle@baldrigefoundation.org). Please state whether your paper should be considered as a *Feature Article* or as a *Leadership and Management Perspectives* piece. *Feature Articles* are intended to provide original and useful information of interest and practical significance to organizational leaders, and which are grounded in experience, innovative thought, and appropriate literature research. Executive summaries of feature articles are provided as brief overviews of these articles to assist readers. *Leadership and Management Perspectives* provide specific points of view designed to support understanding or to provide insights about current issues, emerging issues, Baldrige challenges, implementation strategies, best practices, and similar topics. These are typically shorter than feature articles.

All submissions should draw upon the concepts and philosophy of the Baldrige Excellence Framework and must provide useful information of interest to organizational leaders.

Highly technical papers of limited scope or academic-type papers are not appropriate. Manuscripts submitted to the *Chronicle of Leadership and Management* must be original works not previously published or under review by another publication.

Types of articles suitable for publication in the *Chronicle of Leadership and Management* include, but are not limited to, the following:

1. *Case studies* that highlight role model practices or implementation strategies for performance excellence, drawing upon Baldrige principles.
2. *Innovative and insightful discussions* about Baldrige categories, items, areas to address, or key (and difficult to understand) criteria questions that provide practical value.
3. *Articles that translate cutting-edge research literature into practical language* that would be applicable and useful to practitioners and may contribute to leading-edge validated practices in the future.
4. *Thorough and comprehensive review articles* that provide clear and unique perspectives on a significant topic.

## Submission Requirements

Papers should be of the style of journals such as the *Quality Management Journal*, *Harvard Business Review*, or *Sloan Management Review*, and should include appropriate references. They should not be as informal as those published in magazines such as *Quality Progress*. There are no minimum or maximum length restrictions. Say what is necessary to get your message across fully; however, we may ask you to shorten the paper if necessary. Feature articles must be accompanied by an Executive Summary of about 250 words and a bullet list of 4-6 takeaways that summarize key points. This does not apply to *Leadership and Management Perspectives* submissions.

## References

References should be listed in alphabetical order using *The Chicago Manual of Style*, 16<sup>th</sup> Edition. Examples:

### Book

Grazer, Brian, and Charles Fishman. 2015. *A Curious Mind: The Secret to a Bigger Life*. New York: Simon & Schuster.

Smith, Zadie. 2016. *Swing Time*. New York: Penguin Press.

*In-text citations:* (Grazer and Fishman 2015, 12), (Smith 2016, 315–16)

### Journal article

In the reference list, include the page range for the whole article. In the text, cite specific page numbers. For articles consulted online, include a URL or the name of the database in the reference list entry. Many journal articles list a DOI (Digital Object Identifier). A DOI forms a permanent URL that begins <https://doi.org/>. This URL is preferable to the URL that appears in your browser's address bar.

Keng, Shao-Hsun, Chun-Hung Lin, and Peter F. Orazem. 2017. "Expanding College Access in Taiwan, 1978–2014: Effects on Graduate Quality and Income Inequality." *Journal of Human Capital* 11, no. 1 (Spring): 1–34. <https://doi.org/10.1086/690235>.

LaSalle, Peter. 2017. "Conundrum: A Story about Reading." *New England Review* 38 (1): 95–109. Project MUSE.

*In-text citations:* (Keng, Lin, and Orazem 2017, 9–10), (LaSalle 2017, 95)

Consult [https://www.chicagomanualofstyle.org/tools\\_citationguide/citation-guide-2.html](https://www.chicagomanualofstyle.org/tools_citationguide/citation-guide-2.html)

for further information and examples of book chapters, website content, etc. References should be

cited in the paper in parentheses; do not use footnotes or endnotes.

## **Figures and Tables**

Authors must provide a high-resolution file (pdf, jpg, or png) for each figure and table in their manuscript. The *Chronicle* is published in black and white, so all figures and tables must be in black and white or grayscale.

## **Review Process**

Each submission will be reviewed by at least two members of the Editorial Board who evaluate the article based on the following attributes:

1. *Contribution to knowledge.* Does the article present innovative or original ideas, concepts, or results that make a useful contribution to knowledge of performance excellence?
2. *Significance to practitioners.* Are the concepts discussed of practical significance and meaningful to organizational leaders and managers?
3. *Readability and clarity.* Is the article well organized and presented in a clear and readable fashion that will be understood by a wide audience?
4. *Figures and tables.* Are figures and/or tables used appropriately to enhance the ability of the article to summarize and/or communicate information and conclusions?
5. *Organization and style.* Is the content of the article logically organized? Are the title and Executive Summary, if applicable, representative of the article's content?

Prospective authors should use these attributes as a checklist in reviewing their manuscript prior to submission to improve the likelihood of acceptance. We try to complete reviews within a month of submission.