Candidate: __________________________________________

Project Title: Knowledge Preservation in University Physical Plant Operations

COMMITTEE

Advisor: ______________________________

Member: ______________________________

Member: ______________________________

Problem Statement: What is the overriding problem you will solve?

There is a problem with university physical plant organizations. Despite the prevalence of electronic operating procedures, many organizations utilize paper procedures or worse, have undocumented procedures and rely on "skill of the trade." [Provide supporting evidence from the literature that this is in fact a widespread problem in universities or public schools systems or military bases or wherever it is found.] This problem has negatively impacted universities [or whoever your victims are] because undocumented procedures cannot be duplicated; cannot be planned through a maintenance work control system; may not follow environment, safety and health requirements; and, essential knowledge can be lost. A possible cause of this problem is insufficient resources to document and maintain standard operating procedures. A project which establishes a protocol and prioritization scheme for documenting operating procedures using standard templates could remedy this situation.

Primary Research Question: What major question will you answer?

How can knowledge of plant maintenance procedures be preserved prior to termination of subject matter experts?

Secondary Research Questions: What other questions will you answer?

How can mission critical procedures be prioritized to minimize operational risk?

Hypothesis 1: What will you accomplish? Briefly describe the hypothesis in two sentences. If you need more than two sentences you have not thought your project scope in enough detail.

A method for documenting critical plant maintenance procedures can be developed.

Hypothesis 2: What will you accomplish? Briefly describe the hypothesis in two sentences. If you need more than two sentences you have not thought your project scope in enough detail.
A risk based prioritization scheme to select mission critical processes can be developed.

**Keywords:** What words would someone think of after reading your project?

Knowledge preservation, risk based prioritization

**Methodology Approach:** Describe the methodology to be used to analyze this problem. A minimum of two IE and three EM principles or tools must be used and specified in this section.

This problem will be approached using a variety of tools: A strategic analysis will be performed to ensure the problem and solutions are of statistical significance to the company. Process mapping will be used to document the “before” and “after” procedures, and lean principles will be applied to the “after” procedures to make them efficient and reduce waste. An economic analysis will be performed to document whether standardized procedures have a financial benefit to the company. Finally, a risk-based prioritization scheme will be developed to determine the priority of converting expert based procedures to standardized procedures.
University of Tennessee Space Institute

MSIE/EM Concentration

Capstone Report Guidelines

April 2016
Introduction

The purpose of the Capstone Project is to provide a culminating experience in the student’s master’s program that requires the integration and application of knowledge attained in the coursework. A typical Capstone Project analyzes a problem in industry or related application area.

The Capstone Project is modeled after the thesis but is reduced in scope and is focused on demonstrated mastery of the principles learned in the MSIE/EM curriculum via solving a workplace problem. In addition, the emphasis on research is less than for a thesis; however, research is still required. The report and journal article documenting the project undertaken during this course is intended to be a formal work suitable for publication.

The selected project area must require the integration of a reasonable scope of IE/EM knowledge, including emphasis on the application of multiple methodologies. The project must be performed by the student alone with the support of the course instructor, the major professor, and other members of the student’s master’s committee.

The Capstone project must be original work by the student. For example, the description of a previous or current project in industry or another application area in which the student was involved as part of the effort is not acceptable.

It is imperative that the capstone project write-up and presentation be completed professionally. The guidelines presented here should be used in preparing the report. Deviation from these guidelines requires prior approval from the EM Program Director.

Grading of the report will take into consideration the degree to which the report addresses the research questions identified in the content section and the degree to which the report format is followed.

Capstone Project Selection Guidelines

Introduction

The subject of the Capstone Project must derive a solution of a “problem” or capture an “opportunity” at your workplace. A set of work deliverables with words about their strategic importance is not acceptable. A successful company project does not necessarily mean a successful Capstone Project. Because the University of Tennessee awards the MSIE/EM degree, a company project, if it is to be used for the Capstone Project, must satisfy the degree requirements - not the company’s requirements.

A very common, and serious mistake made in the Capstone Course, relates to the word “project”. The Capstone course is the Capstone Project, not a widget that may be developed or a workplace improvement, or some work problem that students are solving. In order to ensure there is no confusion on the meaning of the term “project,” please be aware that there may be two projects involved; a project that satisfies the requirements of ENMG 501 and a project that satisfies your company. To remove confusion, they are defined below:
1. **Capstone Project**: This is the project for which you deliver a description, report, presentation, and draft journal article to satisfy the requirements of ENMG 501.
   a. The description defines the problem statement, research question(s), hypotheses, and methodological approach. This defines the Capstone Project and must be approved by the committee prior to proceeding with the analysis.
   b. The results are delivered as a written and oral report. The written and oral report must follow the format and content guidance, Capstone Report Guidelines. It must contain sufficient information, data or other convincing evidence (such as alternatives analysis, risk analysis, economic justifications, process improvement, etc.) to demonstrate to the academic committee that mastery of the principles and practices taught via the MSIE/EM curriculum has been attained. The Capstone Project must be completed, with an oral report presented and written report submitted, prior to the completion of ENMG 501.
   c. The draft journal article must follow the format and content found in the Capstone Report Guidelines. The student may choose not to actually submit the journal article for publication; however, they must consent to their advisor submitting the journal article for publication on their behalf.

2. **Company Project**: This is a project that may be conducted by your organization and a portion is defined as the Capstone Project. Or, the Capstone Project might be something that has not yet been officially sanctioned as a company project, but has the potential to lead to a company project if it is successful; i.e., Company Project would succeed at meeting its stated objectives of remedying the problem described. In either case, it is expected that the Company Project will make substantial use of the Capstone Project by accepting the analysis, results, and recommendations and using the performance measures identified in the Capstone Project. Ideally, the Company Project and the Capstone Project might be one and the same, but that is not a requirement.

**Capstone Project Selection Criteria**

An acceptable Capstone Project possesses the following attributes:

1. The scope and focus of the problem or application area are properly defined and consistent with three credit hours of semester work.

2. The project integrates IE and EM knowledge with emphasis on multiple methodologies, and addresses an area of interest in industrial engineering/engineering management. The candidate must demonstrate they understand and can apply key management principles of the MSIE/EM concentration program to a significant industry project.

3. The project relates to the management of a technical project more than simply being a technical project or research effort. Because this program leads to a MS in Industrial Engineering with a concentration in Engineering Management, the project should address engineering management related topics; for example, strategic management, project management, financial management, economic analysis, productivity and quality, managing change, etc. as well as appropriate operational topics such as production and inventory systems, reliability of lean systems, optimization methods, etc. The completion of a purely technical content project should not be used for the Capstone Project. It is expected that Industrial Engineering and Engineering Management principles to solve the problem will be demonstrated. Think of a
technical content project as providing the opportunity for addressing engineering management issues.

4. The goals of the project are clearly defined and achievable.

5. The project is of such vital company interest or significance that it might be presented to an upper management review board. In other words, the project must have strategic implications and involve a significant number of management systems. The project aims at convincing the review board that it addresses a necessary change or valuable opportunity for the company. The project itself must be approached so that its conclusions and recommendations represent the best alternatives, and are defensible, practical, justified, and can be implemented.

6. A relevant literature search, related to the project area and methodologies used must be included, and the results of the search are accounted for in the project work.

7. The project must entail multiple analysis techniques; e.g., alternatives analysis, risk analysis, economic analysis, strategic analysis, process improvement, etc. **At least two IE and three EM principles and tools must be demonstrated.**

8. The project should be self-contained and accomplished near the end of the degree program. Using part of a larger project is acceptable, provided that that part used for the Capstone Project is defined such that specific conclusions and recommendations can be made and measured independent of the larger project. A critical post-mortem, or even a rework on a completed project may be acceptable, provided the author was involved in the original project and understands and can defend the reasoning for the original decisions. An unacceptable project is one that is ongoing with no alternative courses of action under consideration, one that has already been completed and is now simply being reported on, one that is simply a “go do” with no potential for applying industrial engineering and engineering management principles and tools, or one that cannot be completed before the project report is due, such that only a “status report” is offered and specific conclusions and recommendations cannot be made and defended.

9. The project should provide a challenging educational experience. It should emphasize creativity, independence, a methodical approach, and a professional delivery. The project should demonstrate a level of accomplishment that could not be achieved without graduate study in the MSIE/EM program. The project should:
   a. Be useful and of interest to the student,
   b. Be a realistic and relevant contribution to the student’s organization,
   c. Be suitable for publication in a peer reviewed journal, and
   d. Make substantive and identifiable use of MSIE/EM course material.

10. The projects’ conclusions and recommendations must be based on facts and measurable results, not conjecture or unsupported opinion. Ideas or solutions based solely on opinion have their place in Company Projects, but not in the Capstone Project. The only way to critique a proposed solution that is based on opinion or conventional rationalization is by offering opposing opinions and rationalizations. This does not require a MSIE/EM degree to achieve.
11. A professional project report using the outline provided in this document, a presentation to the academic committee, and a draft journal articles are required.

**Alternative – Academic Project**

An academic type project may be used as an alternative to an industry or other application based problem. An academic project usually addresses a methodology question (which may be in the context of a hypothetical situation) or a set of technical topics, and requires a more in-depth literature search and emphasis on the technical consideration being addressed.

The contents of the final report for an academic project will be basically the same as discussed above with modifications to the body of the report as necessary. However, the major professor may approve in place of the report the preparation of a technical article ready for submission to a refereed journal for publication. The contents and format of the article will be determined by the requirements of the selected journal and accepted professional practice. The oral presentation by the student to the committee and the completion of the oral part of the final examination by the committee are the same as for the problem type project.

**Capstone Description**

Prior to starting the project, a project description defining the study and the scope of the project must be submitted to the course instructor and approved by the academic committee. The Capstone Description shall cover the relevance of the Capstone Project to engineering management and how it furthers the engineering management body of knowledge. Some preliminary research may be required in preparing the proposal. The Capstone Description ensures the student has selected a problem with academic value as well as workplace value.

**Capstone Report Content Guidance**

The preparation (writing) of a professional final report is an important part of the student’s Capstone project effort. The Capstone Report is the primary academic product and also serves as the basis of the required oral presentation by the student to their master’s committee. The Capstone Report documents the research performed in a consistent and logical manner. It logically discusses the problem or application area, the research questions to be answered, related information and data, the analysis process and results (methodology), and the conclusions and recommendations. The conclusions drawn from the resulting data must be relevant to the research questions.

The Capstone Report must follow the requirements outlined below unless prior approval is obtained from the Director of the Engineering Management Program. The final Capstone Report must be submitted electronically in either Microsoft Word or Adobe PDF format. The contents of the project report are as follows:
**Initial Material**

**Title Page**
The title page contains the title of the project followed by the student's name and date the report is submitted for grading. Text should be centered on the page.

The title page must also identify the research project advisor and committee members along with titles for each.

**Table of Contents**
The title "Table of Contents" should be centered at the top of the page capitalized, but not underlined. It should list the major sections of the report and include their page numbers. Only the first letter in major words is capitalized. The titles Abstract, References, Vita, and Appendices are included as major divisions in the Table of Contents.

If the report contains more than one appendix, each one should be uniquely labeled beginning with Appendix A. The title of the appendix should be included in the Table of Contents list.

All titles listed should correspond exactly with the titles used on the body of the report. Page numbers should be given at the right-hand side of the page and follow a line of periods from the last letter of the heading. Only the beginning page number of each division/subdivision listed is given.

Figures and tables are not included in the Table of Contents.

**List of Tables**
All tables are listed on the page immediately following the Table of Contents. Tables should be numbered in the order they appear in the text. Table titles should be listed exactly as they appear in the body of the report.

The format for the List Tables, including page citations, is the same as for the Table of Contents. The List of Tables is not included in the Table of Contents.

**List of Figures**
All figures are listed on the page immediately following the List of Tables. Figures shall be listed in the order they appear in the text. Figure titles shall be included exactly as they appear in the body of the report.

The format for the List of Figures, including page citations, is the same as for the Table of Contents. The List of Figures is not included in the Table of Contents.

**Executive Summary (not to exceed 1 ½ page)**
The Executive Summary is an important part of any technical report. It is a succinct summary of the longer report that allows the reader to quickly become familiar with the work described in the report without having to read it all. It briefly advises the reader of the problem, background information include the strategic importance of the problem, concise analysis of the problem, and the primary conclusions and recommendations.
Body of the Report

**Introduction**
The introduction provides a general overview of the project. It provides the context for the problem statement and research questions.

**Problem definition and problem statement**
This section describes the history of the problem as well as its setting.

The problem definition shall be described in terms of the internal and external environment where the problem is found; i.e., organization, community, etc. It shall describe groups or organizations affected by the problem (stakeholders), how they are involved, where they are located, and why they have an interest in the problem. The problem definition also describes the organizational structure, function, resources, and processes pertinent to the problem.

A discussion of the history of the problem shall include the extent and longevity of the problem, how it has changed over time, and significant events which have contributed or influenced the problem. This discussion shall also address ramifications of the problem (strategic significance), its symptoms, and why the problem is worthy of study.

A clearly stated problem statement must be included in this section, and should be the final paragraph of this section.

**Planned goals and objectives**
This section shall clearly describe the purpose of the research and the benefit to be gained by the company; i.e. goals. Goals should be stated in terms of what the student is attempting to discover by conducting the research and clearly describe why this is of strategic importance to the company. This section may require revision as the literature review progresses and understanding of the problem is refined.

This section clearly defines the scope of the project, and just as important, any activity that is out of scope of the project. The preceding sections describe the problem as it exists in its current setting. The Literature Review will give an even broader description. This section describes the aspects of the problem to be addressed by the research and those that will not be included in the study.

**Research questions**
Clearly stated research question(s) must be included in this section. The research question(s) provide direction for the research. Research questions describe what the research will investigate to solve the problem.

Define all important and special terms used in report. Terms that are unusual or unfamiliar to the reader shall also be included.

**Literature Search**
The Literature Search conveys what the published literature has said about the problem being studied. The discussion should show how the literature reviewed relates to the problem under study, while expanding ones understanding of the problem. Difficulties others have had in addressing the problem, weaknesses in methodologies or unfounded conclusions should be noted.
The goal of the literature search is to start with a review of material which is broadly related to the specific problem and continually narrow its scope until it closes with information most directly related to the problem being studied.

The literature search is not a collection of what others have said about a similar problem randomly compiled and it is not an extended bibliography. The Literature Search is a discussion of relevant literature on the subject under study.

While there is no required number of references, a project of this scope and scale could typically require 30-35 references.

**Hypothesis**
Hypotheses tie to the research question(s) that will be being tested in the study. They should be as specific as possible and relate to the results one expects to find. Hypotheses should be designed to provide support for the recommendations of the project findings. The data collected is intended to show whether or not the stated hypotheses are supported. Hypotheses are not questions; rather, they are simple declarative statements.

**Methodology**
The Methodology section contains a description of the process that will be used to conduct the study. It addresses the data that will be collected, the method used for collecting this data including the population and sampling procedure, and an explanation of how the data will be analyzed. This section shall also contain a description of two IE and three EM principles or tools that will be used in the research. These tools must be specifically identified and their use must be related to solving the problem that is the focus of the research.

If surveys or questionnaires are to be used in the study, the development/application of these instruments shall be discussed. The instruments shall be included as appendices to the Capstone Report. Example formats showing how the data will be presented should be included in the Capstone Description. After the data is collected, it should be included in data tables in an Appendix.

Problems faced when implementing the methodology should be discussed in the Capstone Report as well as how they were resolved. This section is written in two steps. Initially (Capstone Description), this section addresses potential problems and how they will be resolved. After the research design is implemented, this section discusses what really happened and should address why anticipated problems did not materialize. If the research methodology/design was changed during the conduct of the research, the changes and the reasons for them should be addressed in this section.

The research methodology should be designed to allow conclusions to be drawn about the stated problem.

**Analysis and Results**
The result of data collection and analysis are presented in this section. Raw data is included in data tables in the appendices. This section includes the outcome of the methodology; i.e., the numerical or descriptive work that was performed. For example, if a SWOT analysis is performed, the results are
included in this section. Likewise, if an economic analysis is performed, the computational results are included in this section.

**Findings and Conclusions**
This section documents the findings of the study, provides an interpretation of these findings, and discusses conclusions drawn from them; i.e., what the results mean with respect to the problem under study. The discussion addresses whether or not the results confirm, totally or in part, the hypotheses. In addition, each research question must be answered based on the results of the data analysis. Conclusions must be supported by the data; do not claim more for the results than the data shows. Finally, a statement of whether the problem defined in the problem statement can be solved based on the results of this research must be provided.

**Recommendations**
Recommendations based on the conclusions of the study shall be presented as they relate to the problem under investigation. This is the student’s opportunity to demonstrate their grasp of the engineering management body of knowledge to solve the problem under examination.

**Supporting (back) material**

**References**
References cited in the text shall be listed alphabetically by author in this section. Typically, this includes those references used in documenting available knowledge and in designing the research methodology. Interesting or additional reading on the subject shall not be included unless discussed in the Capstone Report. The reference section is not a suggested reading list.

**Appendices**
As required.

**Curriculum Vita (CV)**
The CV is a short biographical sketch about the author of the report that provides relevant personal background data. It shall include the author’s current position, education, and work experience. The CV shall state that the student is pursuing a Master's of Science in Industrial Engineering with a concentration in Engineering Management at the University of Tennessee. The CV shall be limited to one page.

**Capstone Report Format and Style Guidance**
The Capstone Project report shall follow the format and style outlined below. Deviations from these guidelines require prior approval from the Director of the Engineering Management Program. Deviation for convenience is not an acceptable reason for requesting the variance.

**General Mechanics**

**Print:** The final Capstone Report shall be printed double sided on a standard 8.5 x 11 white bond paper. Use of glue, staples, tape, or white out is not permitted. Print should Times New Roman 12 pt. font. All pages shall be laid out in portrait mode. Figures, charts, graphs may be in landscape mode if required, but all pages must be the same size unless otherwise approved.
**Spacing:** Double spacing shall be used for drafts report to ease readability. Single spacing should be used for the final electronic copy. Extra spacing may be used to set off figures and tables.

**Margins:** Margins shall be 1 inches on top and bottom, and 1.25 inches on both sides.

**Order of Pages:** The title page, table of contents, list of tables, list of figures, and the executive summary shall be on separate pages. Appendices shall each begin on a new page.

**Page Numbers:** Pages shall be numbered consecutively. The page number should be centered at the bottom of each page using a font and size consistent with report’s text. The title page shall not be numbered.

**Paragraphs:** Block style should be used for the left margin. Block style for the right margin is optional.

**Headings:** All headings shall be in bold fonts. The first letter of each major word must be capitalized.

**Style:** The text of the report should be written predominantly in the past tense. Exceptions include the Problem Definition, Conclusions and Recommendations. Do not use personal pronouns in the report; i.e., write in third person. When used in text, numbers twenty and below and round numbers of any size should be spelled out.

**Tables:** Tables shall be titled and numbered consecutively in the order in which they are mentioned in the text. The table number and the title shall be placed above the actual table. Both number and title shall be centered. A table must be incorporated in the report in the vicinity of the text which references it. The table must be introduced in the text before presented, and the primary message of the table shall be summarized below the table. Long data tables shall be placed in an Appendix. The data may be summarized in the text.

**Figures:** Figures shall be titled and numbered consecutively in the order in which they are mentioned in the text. The figure number and the title shall be placed below the actual figure. Both number and title shall be centered. A figure must be incorporated in the report in the vicinity of the text which references it. The figure must be introduced in the text before presented, and the primary message of the figure shall be summarized below the figure.

## Capstone Presentation Content Guidance

The oral presentation to the academic committee will be based on the Capstone Report. Plan for one hour; thirty minutes to present the Capstone research and findings to the committee, and thirty minutes for questions, answers, and discussion. After the presentation, the committee will convene without the student to discuss whether the Capstone Project has met the academic standards required to confer a Master’s Degree at the University of Tennessee Space Institute. The academic committee may require the student to correct errors or perform additional work to ensure the Capstone Project meets all academic requirements. The Capstone Presentation shall adhere to the following format:
• Introduction
  o State the purpose of the discussion
  o Discuss the presenter's background (occupation, career goal, how the MSIE/EM curriculum fits those goals)
  o Identify the academic committee
• Discussion Topics
  o Provide an overview of the presentation
• Problem Definition and Problem Statement
  o Background, history, and setting of the problem
  o Strategic importance to the workplace
  o Problem statement
• Planned goals and objectives
  o Project scope and limits
  o Objective of the research
• Research question(s)
  o Clearly stated research questions
  o Definition of terms
• Literature Search
  o What does the literature say?
    ▪ State of the industry
    ▪ Trends in the industry
    ▪ Gaps in the literature
    ▪ Etc.
• Hypothesis
• Methodology
  o Describe the process used to conduct the research
    ▪ At least two IE and three EM principles or tools much be identified as relevant to the research and used to address the problem
  o Describe data collection
    ▪ What data was collected?
    ▪ What data collection method was used?
    ▪ What was the population?
    ▪ What sampling procedure was used?
    ▪ How was the data analyzed?
  o Discuss problems faced implementing the methodology and how it was resolved
  o Discuss any changes to the research methodology while performing the research
• Analysis and Results
  o Summarize the data
  o Discuss and interpret data
• Findings and Conclusions
  o Findings – fact based experimental results
  o Conclusions
    ▪ What you infer from the findings (results)
    ▪ Consequences and implications
    ▪ Opportunities for future research or further work
    ▪ Do the results confirm the hypothesis and expected results?
- Was the research question answered?
- Was the problem solved?

- Recommendations
  - Based on the conclusions, what should the company do?
    - How will it be implemented?
    - What resources will it take?
    - How long will it take?
    - How will success be measured?
  - Demonstrate your grasp of the engineering management body of knowledge to solve the problem.

- References
- Curriculum Vita
Journal Article Guidance

An academic requirement of the Capstone Course is submission of a draft journal article describing the Capstone Project. The template below is generic to many journals. This template shall be followed, and the journal article shall be prepared with the intent it will be submitted to a refereed journal.

Much of the content for the journal article can be copied from the Capstone Report. A few revisions in format and narrative may be required, but should not substantially change the content of the Capstone Report.

Typesetting Proof Checklist

All changes at this stage need to be within the bounds of reasonable revision (rather than writing a substantially different article). If a referee has recommended revisions, authors should take their comments seriously and address their concerns as best as possible.

It is important that the final version of the journal article is thoroughly proofread and edit. Following is a checklist to assist the final technical edit of the document prior to typesetting:

- Check spelling and punctuation line by line.
- Check names of authors and editors in the reference list and cross-check with citations within the body your article.
- Check the accuracy of citations, quotations, tables and captions to diagrams, illustrations and maps.
- Create tables using the Microsoft Word table menu.
- Refrain from using Word Drawing objects. Figures should be in JPEG or PNG format only.
- Times New Roman throughout the article, including tables and figure captions.
Journal Article Title: Subtitle

Author Name, University Affiliation, Country

Abstract: Please insert the abstract here. To denote italicization in the abstract or keywords, please use double quotation marks. An example would be “The International Journal of the Book.”

Keywords: List of Keywords in Title Case, Commas in between, Keywords Should be Center Aligned

Section Heading

The opening paragraph has no indentation. The first letter of the opening paragraph of the article should be in drop case. Your article’s format should follow the format of this template. To use the template, use the original Style Set that we have created for you, which you have downloaded by opening this sample template. The Style Set can be found in the upper right hand corner of the page under the tab “Home” and is listed as “Styles.” If you are using a separate Microsoft document than this one, please first save this style set to your computer by clicking on “Change Styles,” “Style Set,” and then “Save as a Quick Style Set.” Name the style set anything that you like (for example “CGJournalArticleStyleSet”) and then you will be able to access this style set from other Microsoft documents. To access the style set that you saved, click “Change Styles,” “Style Set,” and click on the set that you just saved. To determine which style is used in each section, click on the text in that section. For example, this section is using the “FirstParaOfSectionTextStyle.” Highlight the text that you would like to be formatted, and click on the corresponding Style, and the text will be changed automatically to format according to the style that you press. Please do not alter the margins; they are customized to fit the layout of our typesetting software and are different on odd and even pages for printing reasons. Information in the footer will be updated when the article is typeset.

Block quotations should be indented by .5 inches, should not include quotation marks, and should end with a parenthetical citation after the period. Block quotes should be used when quoting five or more lines. (Author Surname year published, page number when available)

The second and subsequent paragraphs in sections are indented by .25 inches. Text should be single spaced, and spaces should only exist between paragraphs when using block quotes, as seen above.

New Section Heading

The opening paragraph has no indentation.1

The second and subsequent paragraphs in sections are indented by .25 inches.

Section Subheading

The opening paragraph has no indentation.

The second and subsequent paragraphs in sections are indented by .25 inches.

Section Subheading 2

The opening paragraph has no indentation.

The second and subsequent paragraphs in sections are indented by .25 inches.

When inserting tables and figures within the body of the article, position them after the paragraph in which they are described. When citing the source information, it should be included at the bottom of the figure in a “source line.” Tables and figures should be labeled with numbers and a short, descriptive title. Table headings

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1 While we highly encourage internal author-date citations, if you are using the footnote system, please make sure to use the footnote function on Microsoft Word (found under the references section) and to keep footnotes in size 8 font in Times New Roman.
should be centered above the table, while figure captions should be centered below the image. Examples can be seen below in Table 1.1 and Figure 1.

Table 1.1: Title of Table

<table>
<thead>
<tr>
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<th>Column Title</th>
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<td>Row Title</td>
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<td></td>
</tr>
</tbody>
</table>

*Source(s): Data Adapted from Author’s Surname year of publication.*

Figure 1: Caption of Figure Here

*Source(s): Author’s Surname year of publication.*

Another Section Heading

The opening paragraph has no indentation.²

The second and subsequent paragraphs in sections are indented by .25 inches. Follow the same format as above for the rest of your journal article.

Acknowledgement

If including an acknowledgement, please insert it here. Please note that the headers on odd pages of the article will include the surname of only the first author, if two authors are listed, it will include both author’s surnames. If more than two authors are listed, the header will include the first author’s surname and et al. The headers on even pages will include the name of the journal.

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² While we highly encourage internal author-date citations, if you are using the footnote system, please make sure to use the footnote function on Microsoft Word (found under the references section) and to keep footnotes in size 8 font in Times New Roman.
REFERENCES

Insert reference list here. It should follow the Sixteenth Edition of The Chicago Manual of Style. In order to comply with The Chicago Manual of Style author-date system, we ask that references be formatted in alphabetical order, single spaced, and with a hanging indent. Formatting examples are below. In-text citations are like this (Pollan 2006, 99-100) when you want to reference specific pages in the text and like this (Pollan 2006, 99-100; Weinstein 2009) when a second text is being referenced and you don’t want to reference specific pages within the second text. More information on Chicago Manual of Style can be found at http://www.chicagomanualofstyle.org/tools_citationguide.html We prefer author-date citations (the second tab on this page) to footnotes or endnotes; however, if footnotes and endnotes are important to you, we do accept them.


ABOUT THE AUTHORS

*Author Name:* Insert author biography here. For multiple authors, follow the same format. Honorifics can be included in this section. Please do not include honorifics on the first page of the journal article.

*Author Name:* Insert author biography here. For multiple authors, follow the same format. Honorifics can be included in this section. Please do not include honorifics on the first page of the journal article.