

SYSTEM DESIGN AND REQUIREMENTS FOR AUTOMATED LAW REVIEW SUBMISSION SYSTEM

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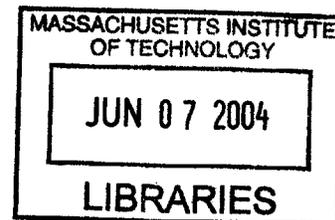
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BARKER



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Abstract

The submission of manuscripts by Authors to Law Reviews is presently an inefficient process for both parties. The integration of technology allows for improvements to this process as can be seen in ExpressO™ and the Stanford Law Review's Electronic Submission System. The Automated Law Review Submission System (ALRSS) was developed to make the submission process even more efficient and effective than present systems allow.

This is a software design thesis with emphasis on the System Requirements developed for the ALRSS. The method of developing System Requirements started with discussing the present process with Authors and Law Reviews and determining current needs of the users. Afterwards, a comparison among competitors was discussed to generate limitations of these systems and determine features to emulate for the development of ALRSS. Thirdly, a workflow model was created to examine internal issues of submission tracking and management within the Law Review to further automate the review process and make management of the process more effective. As a result, a more efficient and effective submission process is feasible for both the Author and Law Review by allowing processes to occur electronically from the Author submitting a manuscript to a Law Review Editor assigning or viewing a manuscript. In addition, with electronic tracking, time consuming communication regarding the submission status between the parties can be minimized. This submission system can be further customized for improved features or broader purposes in the future.

Thesis Supervisor: Dr. George A. Kocur

Title: Senior Lecturer, Department of Civil and Environmental Engineering

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Chapter 1: Introduction

1.1. Problem Statement

The submission of manuscripts to Law Reviews is presently an inefficient process, which can be dramatically improved with integration of technology. The design of new software allows the process to be more efficient, consistent among all Law Reviews and paper-free.

1.1.1 Submission Process Participants

The submission of manuscripts for publication in Law Reviews affects two parties: the Author and the Law Review. New software must benefit both parties enough to provide an incentive to adopt the software. If one party chooses to adopt the software and the other does not, then the software has no impact. For each party, the benefits of the new system must exceed the cost of implementation and maintenance. In addition, these benefits must be greater than those of the present process. To determine what the greatest benefit at the least cost is for each party, we must develop an understanding of each party.

Authors

Law Professors rely on the publication of their text in Law Reviews for promotions. Typically, Law Professors are given a particular amount of time, and within that time limit, they must be published at least a certain number of times in different Law Reviews nationwide. Based on the reputation of the Law Reviews, the prestige of their publication is assessed. As a result of the portfolio of submissions a Law Professor publishes over time, tenure is either granted or denied to a Law Professor.

Law Professors are not the only Author who submits to Law Reviews. “Authors may be legal scholars, practitioners, business executives or government officials.”¹ Law Students submit to Law Reviews to be published to build their resume while in Law School and distinguish themselves from their peers. Practitioners also submit articles to enhance their professional standing and state their position on certain current topics. No matter the profession of the Author, it is important that the submission of manuscripts be efficient and as least time consuming as possible.

Law Reviews

There are over 350 Law Reviews in the United States that produce a publication at least once per year. Law Reviews that receive large amounts of submissions have moved to multiple publications per year, creating more competition among the top Law Reviews and requiring more efficient review processes. Each Law Review is run differently due to the culture of the Law School, the members at the time, and the regulations that are established for the organization. As a result, each Law Review processes the submissions differently; however some inefficiencies are common among the majority of Law Reviews. The majority of these inefficiencies stem from the fact that Law Reviews are run completely by the Law Students within the school. Law Reviews are not run by Professors or Administrators, but by Student Volunteers. In exchange for time spent on the Law Review, students use their dedication to the Law Review on their resume to build their credentials.

Each Law Review is responsible for producing a certain number of publications per year. The Law Review publication is one of the factors evaluated when organizations rank Law Schools. As a result, Law Reviews attempt to publish submissions that speak strongly.

¹ Northwestern Journal of International Law and Business: Staff Handbook. Cited 29 February 2004.
URL <http://www.law.northwestern.edu/jilb/handbook.htm>

Adding to the complexity of the submission process, members of Law Reviews change every year or two, including the Editor-in-Chief due to the duration of Law School. As a result, members have the opportunity to make their life easier for a year or two by making the process more efficient. Unfortunately, after a year or two, the members leave and the next generation of members must relearn the process and adapt to make it more efficient for themselves. If software was integrated into the present system allowing a more efficient review process, the Law Review could see long-term benefits of a consistently efficient review process.

1.1.2 Problems with the Current Process

Author

The current submission process is inefficient for the Author of manuscripts. For example, each Law Review accepts submissions via different channels. Some Law Reviews only accept hard copies of the submission manuscripts such as Yale², while others request both an electronic copy sent via email along with a hard copy such as Harvard³, while even others strongly request electronic copies and have established systems to accept electronic submissions such as Stanford⁴. With different methods of submission, the submission process is more complicated, requiring the Author to determine the quickest or most convenient method of submission. In most professional publication processes, common practice is that the Author submits to one Journal and awaits a response. Contrary to common practice of other professional publication practices, it is typical for a Law Author to submit to multiple Law Reviews at one time,

² The Yale Law Journal: Submissions. Cited 29 February 2004. URL <http://www.yale.edu/yalelj/submissions.html>

³ Harvard Law Review: Manuscript Submission. Cited 29 February 2004. URL <http://www.harvardlawreview.org/manuscript.shtml>

⁴ Stanford Law Review: Articles Department, Main Articles Department Page. Cited 29 February 2004. URL <http://lawreview.stanford.edu/articles/index.html>

and therefore keeping track of which Law Reviews accept electronic copies, hard copies or both adds a step in the submission process. Such enterprises as ExpressO™ have capitalized on the fact that Authors would rather pay someone to do the research of what type of submission requested and prepare the submissions in whichever method is preferred, than do it themselves.⁵ If all Law Reviews accepted electronic submissions, this additional research and different submission preparations would be eliminated. Going further, if one submission site allowed the Author to submit their manuscript simultaneously to all of their Law Reviews, the work involved of submitting to multiple Law Reviews would be greatly diminished.

Law Review

The majority of Law Reviews at the present time have their own internal tracking system. Within this system, they keep track of both the members of the Law Review as well as the submissions that they receive. Some Law Reviews keep track of all the submissions received in their system, while others just store those submissions that have been chosen for publication. In both cases, if a submission has been sent to more than one Law Review, the data is being duplicated. The same information is sitting in multiple Law Reviews' systems. If one system were to keep track of all the information for each submission, then multiple Law Reviews could access the same information without it being duplicated on multiple systems. While the cost savings of having the data centralized is minimal, the cost of human error in the data entry at each Law Review could be high. For example, an error could result in a submission not being published by missing a deadline or not having the correct contact information.

Keeping track of all of the Editors and Reviewers can be difficult at times. Since the members do their jobs on a volunteer basis, hours are not consistent, and neither is work effort. As a result, it is hard to keep in touch with all of the members and know exactly

⁵ ExpressO: Express Online Deliveries to Law Reviews. Cited 29 February 2004. URL <http://law.bepress.com/expresso/>

what they are working on at all times. A lot of time and effort is exerted to track down members, mistakes are doubtless made in assignments, and Editors inevitably do a lot of follow-up work. During heavy submission periods, it is typical for piles of manuscripts to exist that must be reviewed and decided upon within a few days or weeks. Based on this information, Editors must assign manuscripts to members and get decisions back to the Author. If these assignments are not done properly and efficiently, the Law Review does not respond to the Author in the requested time period, and the Law Review loses the chance to publish the submission. Without a good tracking system in place, tracking of members, submissions and deadlines could potentially take a lot longer than if a software program were developed to do it for them.

With hundreds of Law Reviews publishing volumes throughout the year, Law Reviews have decided to differentiate their publications by accepting different types of submissions. For example, Harvard accepts Articles, Essays⁶ “Notes, Recent Cases, Recent Legislation, and Book Notes”⁷. Yale on the other hand, accepts essays, articles, notes, case comments and book reviews⁸ (similar to Harvard’s Book Notes). Stanford accepts articles, book reviews, notes and student comments⁹. Each type of submission has a different length, Author and content requirement. For example, Articles are longer than Essays and are usually more focused in content, however both are usually submitted by professionals not students. On the other hand, students on Law Reviews generally write Notes or Comments, Book Reviews and Recent Case or Legislation pieces. The submissions by students are significantly shorter than the Article submissions and have a narrowed content with less material and references.

⁶ Harvard Law Review: Harvard Law Review Home Page. Cited 29 February 2004. URL <http://www.harvardlawreview.org/>

⁷ Harvard Law Review: About The Law Review. Cited 29 February 2004. URL <http://www.harvardlawreview.org/about.shtml>

⁸ The Yale Law Journal: Current Issue. Cited 29 February 2004. URL <http://www.yale.edu/yalelj/current.html>

⁹ Stanford Law Review: Stanford Law Review Home Page. Cited 29 February 2004. URL <http://lawreview.stanford.edu/index.html>

With different types of submissions, different members looking at each submission, and keeping track of multiple deadlines for each submission, the tracking of one submission is complicated. If this process of tracking is not done properly, it is inefficient and difficult to manage. The addition of different types of submissions adds to the complexity of the process. Editors must be assigned to each type of submission, and Law Review members must be assigned to each type of submission. Depending on the Law Review, members may be consistently assigned to a particular type of submission, or they may be assigned to a portfolio of different types of submissions. Nevertheless, being able to view what a member has been assigned to in the past would be helpful for the Editors assigning the submissions.

1.2. Purpose

The purpose of this thesis is to design a system that would not only make the submission process more efficient, but also improve the submission process, making the process more manageable.

Automation

To make the submission and review process more efficient, the main action is to make the process more automated. This means that the Author could submit his or her manuscript electronically, and the submission would be tracked throughout the review process performed by the Law Review. If all submissions are submitted electronically through one system, the time for preparation of submission (research, photocopies, electronic submitting, sending hard copy packets) is dramatically decreased for the Author. The one system centralizes the data and allows the Author to go through the submission process only once and apply to multiple Law Reviews.

Consistency

Another purpose of this design is to create consistency in submission to Law Reviews. With the system established, and Law Reviews setting up individual accounts, all submissions could be electronically submitted thereby eliminating any other submission channel. Since the Law Reviews are viewing the same documents, the format must be consistent and therefore different preparation of requirements is not necessary for the Author to deal with due to the one time submission.

Another goal is to create consistency of responses within the process. If each Law Review tracks submissions differently, the same response from two Law Reviews could mean that the submission is actually in two different stages in the review process. By making a consistent manuscript state tracking system, the responses from Law Reviews can be interpreted more correctly by the Author. While this is a minor advantage for the Author, if the Law Review is tracking the submission for internal purposes, the Author can be made aware of the states within the system that the submission is going through.

Tracking and Management

The tracking and management features for the review process will be an incentive for Law Reviews to adopt the system and integrate it with their present systems. Management of members, deadlines, and submissions is a complicated task. If information is displayed in a way that displays the members and their current obligations, the deadlines for the submissions and the submissions themselves, Editors can make a more educated decision about their assignments and hopefully manage the process more efficiently.

Centralize Data

This system will also centralize data, thereby minimizing the amount of data on multiple databases in Law Reviews. If the data is only entered once, it is saving time and minimizing errors. In addition, if the Author only needs to fill out the data once, it is saving time for the Author, not just the Law Reviews.

Reduce Paperwork

Each time the Law Review changes the status of the manuscript; the Author can view the change of status on the system. In addition, if a Law Review accepts a submission, the Author is notified automatically via email. This is the only email generated as the content of the email is time sensitive. It is not necessary to alert the Author each time a manuscript changes status if the Author can log onto the system and view the change. Therefore, there is a reduction in paperwork, phone calls, faxes and emails between the Author and Law Review when the Author is attempting to determine the current status of the submission throughout the review process. As a result, the Law Review can concentrate on reviewing submissions and the Author can focus on their career or studies. While the elimination of paper may not be the purpose of the software design, changing the process to allow the Authors and Law Review members to focus on their main priorities and deal less with time consuming communications and paperwork is a foreseeable benefit of this project.

Chapter 2: Literature Review

2.1 Present Process

Selecting Law Reviews for Submittal

Unlike many other disciplines, Authors typically submit articles or other manuscripts to multiple Law Reviews simultaneously. Since there are over 400 Law Reviews in the United States, theoretically an Author could submit to all of the Law Reviews. Realistically, Authors narrow down their submission list to as many as 100. Authors choose Law Reviews based on U.S. News and World Report rankings, other organizations' rankings of Law Reviews based on their impact¹⁰, or personal criteria such as a Law Review's style of publication, its geographical location or an issue that the Law Review wishes to address in the present themed volume.

Time Line Strategy for Submission

Historically, late spring and early fall are the main submission periods, when the Law Reviews receive the most submissions and make the most decisions regarding submissions. However, many Law Reviews are now moving to more than 2 publications per year, and therefore the submission process is more of a rolling process than it has been in the past. A Law Review may choose to accept a submission and publish it immediately or save it for a later publication. If the Law Review is not pressured to fill a volume, the Law Review may even delay a decision until the Law Review receives additional submissions for comparison. As a result, Authors are encouraged to submit at any time during the year, as the submission will eventually be reviewed. However during early spring and late fall most of the decisions are made and therefore some Authors wait

¹⁰In-Cites Research. Cited 8 March 2004. URL http://www.in-cites.com/research/2002/april_15_2002-2.html

until this time period to submit to insure a quicker response from the Law Reviews. If an Author is not under pressure to be published during a certain time period, an Author may choose to submit during a slower review period to increase odds of a thorough review versus a potentially rushed decision.

Number of Law Reviews for Submission

An Author may choose to submit to either a large or small number of Law Reviews at one time. The advantage of submitting to a large number of Law Reviews at one time is that the Author can mass-produce the manuscript and the other submission requirements and send them via mail. Therefore, the additional time required to submit to each additional Law Review is minimized. While the Author does not have to print the manuscript and the other submission requirements for electronic submission, the amount of time required to compose emails and make sure the correct documents are attached is still time consuming. However, if the Author submits to a large number of Law Reviews at one time, the Author may be fortunate enough to only go through the submission process once. In addition, theoretically, the Author may receive responses from multiple Law Reviews at around the same time. Thus, the Author can make the best decision for his or her submission based on the response of many different Law Reviews.

Conversely, Authors may strategize to submit to a small number of Law Reviews once, and if necessary, submit again to a different set of law reviews if their submission is not accepted for publication. An Author can submit early enough to generate a second or third wave of submissions before the Author's personal deadline. In reality, if an Author writes an article that belongs in a particular themed volume, the Author may select Law Reviews with that theme for submission. If the article is not selected, the Author may then choose to submit to a non-themed volume. In another situation, an Author may need to be published in one of the top 30 Law Reviews for tenure. The Author may choose to submit to the top 15 Law Reviews and if the article is not accepted, then the Author will

submit to lower ranking Law Reviews. Depending on the situation, an Author may choose to submit to a large or small number of Law Reviews for one or multiple waves of submission.

Submission Requirements

Once the Author determines the list of Law Reviews to submit to, the Author researches each Law Review's submission requirements by looking online at the Law Review's website or contacting the Law Review personally to determine the exact documents and information that must accompany a submission. For example, Harvard requires that each Author submit their manuscript accompanied by a detachable front cover page including the Author's name, affiliation, biographical information, acknowledgements and title. In addition, the Law Review requests that an electronic copy of the submission be sent via email to the Articles Chair¹¹. On the other hand, Stanford requests an electronic submission of the manuscript, the Author's first and last name, email, address and phone number. If the Author would like to include a cover letter, he/she must incorporate the cover letter into the beginning of their manuscript¹². Yale on the other hand merely requests that the manuscript be accompanied by an abstract with less than 250 words and leaves the rest to the discretion of the Author. With a lack of standard requirements from all Law Reviews, assembling each submission packet and making sure each submission is sent via the proper channel is time consuming and often frustrating.

Decision for Publication by Author

Since the prestige of the publication is based on the ranking of the Law Review, Authors often want to be published in the most highly ranked Law Review possible. Once a particular Law Review accepts a submission, the Author is given a deadline by which

¹¹ Harvard Law Review: Manuscript Submission. Cited 8 March 2004. URL <http://www.harvardlawreview.org/manuscript.shtml>

¹² Stanford Law Review: Electronic Article Submission. Cited 8 March 2004. URL <http://lawreview.stanford.edu/articles/submit.html>

they must accept the publication offer. Authors often negotiate this deadline with the Law Review, requesting more time to make their decision, especially if other Law Reviews are still reviewing the submission. If other Law Reviews are still reviewing the submission, the Author may request an expedited review from the other Law Reviews for a decision by a given date. The Law Review may accept or deny the request for expedited review. If the Law Review denies the request, the Author's submission is removed from the review process of that Law Review. If the Law Review accepts the Author's request, it negotiates the date by which it needs to respond. Based on the acceptances/denials of the submission by multiple Law Reviews, the Author selects the Law Review in which to publish. Once the Author has decided to accept a certain Law Review, it is then the Author's obligation to inform the other Law Reviews still reviewing the submission that further review is no longer necessary.

2.2 Improvements to Present System

The dilemma with the present system is that since Law Review members are second and third-year law students, they work part-time at the Law Review, and therefore are hard to contact if the Author is trying to make a decision, check the status of the submission or request an expedited review. The Author is constantly trying to make contact with the Law Review to check the status of the submission. It is not uncommon that an Author requests an expedited review and does not hear back from that particular Law Review at all. For many Law Reviews, no response merely means denial. The Author's and Law Review's constant calling, faxing and emailing can be seen as unnecessary communication if the Author could check the status of the submission or request an expedited review electronically.

Decision for Publication by Law Review

Each Law Review makes a decision to accept or deny a submission using different means. To protect the integrity of the Law Review, few Law Reviews publish the exact procedure by which a decision is made. Furthermore, seldom do Law Reviews alert the Author when the submission has moved to the next step in the review process. However, based on what Law Reviews do publish, each submission enters certain states before publication such as being under review by a member or being formatted for publication. Based on the Reviewers' comments and the Editor-in-Chief's opinion, a decision is made and forwarded to the Author.

2.2.1 Stanford Law Review Electronic Submission System

It is the intention of this Literature Review to compare the problems faced by Authors and Law Reviews using the present method for submitting and reviewing submissions to how well the problems are addressed by internal systems and third party systems. The Stanford Law Review has established its own online submission system for Articles and Essays, Book Reviews, Notes and Student's Comments. Authors are encouraged to submit online versus submitting hard copies. Each submission type differs in the actual manuscript; however the system maintains the same data fields for all submission types. When submitting a submission electronically, the Author must enter into textboxes the following: Title, First Name, Last Name, Email, Address & Notes, Phone and File Location, as can be seen in Figure 2-1.¹³ Upon submission, the Author receives a unique submission ID number corresponding to the submission type. For example, an Author submitting an article receives a unique article ID number, while an Author submitting a book review receives a unique book review ID number. The system uses the ID number

¹³Stanford Law Review: Articles Department. Cited 8 March 2004. URL <http://lawreview.stanford.edu/articles/submit.html>

Author must provide the accepting journal's name, and the date and time of the expiration of the offer.¹⁵ Requesting through the system is the quickest means to requesting an expedited review; however the Law Review still accepts phone calls. Ironically, emails are sent with the law review's decisions, however emails are not an accepted means to request an expedited review.

Articles Department Limitations

There are limitations of the system as a whole and for the Articles Department in particular. Only one Author's name is automatically entered into the database, and this Author should be the "contact Author".¹⁶ The remaining Authors' information is added in the Address & Notes section below the address of the "contact Author". Since any text can be added to the Address & Notes field, the data is not structured and the system runs the risk of handling large amounts of text in that field, which may or not have relevance to the submission. In addition, a cover letter is not required; however if the Author would like to include a cover letter with the submission, it must be copied and pasted into the article submission because there is no location for uploading separately. The submission type must be in Microsoft Word format and the system can only handle one upload, otherwise the Author risks being disqualified from the review process altogether. There is no protection in the system to prevent multiple uploaded versions even if the uploads are accidental. If revisions are required, the system does not provide an upload location for the new version. As a result, the Author and the Law Review are forced to communicate via email and phone. Also, the Author cannot withdraw an article on the system: they must email the articles department in the Law Review. The email must include the following information in the email: the contact Author's name, the article

¹⁵ Stanford Law Review: Articles Department – Request Expedited Review. Cited 8 March 2004. URL <http://lawreview.stanford.edu/articles/expedite.html>

¹⁶ Stanford Law Review: Articles Department – Article Submission. Cited 8 March 2004. URL <http://lawreview.stanford.edu/articles/submit.html>

title, the ID number of the submission, and the reason for withdrawal.¹⁷ Consequently, the Author must remember the unique ID for the submission type and the email provided at the time of the account setup, since it is possible for the Author to have provided different emails for different submission times or types. This reflects the dilemma of not having a single account for each Author, but allowing each Author to have a separate account for each Department within the Law Review, i.e. Articles Department versus Notes Department. In addition, if the Author wants to request an expedited review, the Author can use the system by providing the unique ID and the email provided in addition to the Law Review that has already accepted the Article and the date and time that the offer expires. With this method, there is a lack of security and authentication with respect to whether or not the Law Review has actually accepted the Article and whether the date and time for the offer are valid, unless Stanford does the authentication over the phone.

Book Review Department Requirements and Limitations

Unlike the Article Submission requirements, Authors of book reviews are required to submit a cover letter.¹⁸ However, the same limitation exists: there is no location for uploading the cover letter separately so it must be inserted into the beginning of the book review document. As stated in the Articles Department Limitations section above, the following remains true for the Book Review Department: only one Author's name is automatically entered into the database and only Word format submissions can be uploaded.¹⁹ In addition, there is no information indicating a means to withdraw a book review from the review process or request an expedited review. In addition there is no

¹⁷ Stanford Law Review: Articles Department – Withdraw A Submission. Cited 8 March 2004. URL <http://lawreview.stanford.edu/articles/withdrawal.html>

¹⁸ Stanford Law Review: Book Review Department Page. Cited 8 March 2004. URL <http://lawreview.stanford.edu/bookreview/index.html>

¹⁹ Stanford Law Review: Book Review Department – Book Review Submission. Cited 8 March 2004. URL <http://lawreview.stanford.edu/bookreview/submit.html>

location for an upload of an edited version of the Book Review. Also, the Author cannot view the status of their Book Review while it is under review.

Notes Department Requirements and Limitations

Authors of Notes are limited to current Stanford Law Students and recent Stanford Law School graduates. A note call is made when the Law Review is accepting and reviewing Notes. Upon submission, the Senior Development Editor verifies the identity and status of the Author. Due to the fact that the review process is blind, the Author's name is not allowed to appear on any of the submitted text, otherwise the Author risks not being reviewed. Unlike the Article and Book Review submission, MS Word formatted submissions are suggested, but other forms are capable of being uploaded such as Word Perfect files.²⁰ Once the note call ends, the Author receives an e-mail confirmation that the note is under review. Like the Book Review Department, there is no information indicating a means to withdraw a note from the review process or request an expedited review. In addition there is no location for an upload of an edited version of the Note. Also, the Author cannot view the status of their Note while it is under review.

Student Comments Department

Student Comments differ from Notes in that Comments are a "brief analysis of an important recent court decision, legislative development, work of legal scholarship, or book"²¹ while Notes are longer and broader in scope. Only Stanford Law Students are eligible to publish Student Comments. Due to the fact that the review process is blind, the student's name is not allowed to appear on any of the submitted text, otherwise the student risks not being reviewed. Unlike the Notes, Comments submissions can only be

²⁰ Stanford Law Review: Notes Department – Electronic Note Submission. Cited 8 March 2004. URL <http://lawreview.stanford.edu/notes/submit.html>.

²¹ Stanford Law Review: Comments Department: Comments on Cases, Legislations and Books – Comments Department Page. Cited 8 March 2004. URL <http://lawreview.stanford.edu/comments/index.html>

uploaded in Word format.²² Also, like the Book Review and Notes Departments, there is no information indicating a means to withdraw a comment from the review process or request an expedited review. In addition there is no location for an upload of an edited version of the Note. Also, the Author cannot view the status of their Note while it is under review.

Since Stanford created their own electronic submission system and requests Authors to use the electronic system versus sending hard copies, it is an entrepreneur in the field of Law Schools. The automation of some of the steps in the submission process allows Authors to submit manuscripts more efficiently. While there are limitations of this system, the fact that Authors are inclined to submit online foretells the future of online submissions by Authors. However if each Law Review has its own submission system, the process will become paperless, but not necessarily more efficient. If each Author submits to each Law Review separately, the hard copy submission option is eliminated, but the Author is still forced to submit individually to each Law Review. In addition, if each Author is assigned a different unique ID number for each Law Review that they submit to tracking of the article may be just as difficult as the present system because they must also keep track of all of the ID numbers.

2.2.2 ExpressO™

ExpressO™, Express Online Deliveries to Law Reviews, was created by the Berkely Electronic Press in July of 2003.²³ ExpressO™ is an Internet site, which allows Authors to submit to over 400 Law Reviews electronically by uploading one submission file. It was created to save time and money on behalf of the Author. ExpressO™ accepts submissions to be uploaded and then sends them electronically via email or ExpressO™

²² Stanford Law Review: Comments Department: Comments on Cases, Legislation, and Books – Comments Submission. Cited 8 March 2004. URL <http://lawreview.stanford.edu/comments/submit.html>

²³ Tanabaum, Greg. "Berkeley Electronic Press Launches ExpressO: Express Online Deliveries to Law Reviews." Cited 8 March 2004. URL <http://www.bepress.com/press072203.html>

prepares a hard copy of the uploaded file. While ExpressO™ submits via both submission channels, each electronic submission costs \$2 and each hard copy costs \$5.

The Berkley Electronic Press was created in 1999 by three U.C. Berkeley professors: Robert Cooter, Aaron Edlin, and Benjamin Hermalin.²⁴ It was created to curb the inefficiencies of academic publications and the model by which these publications are prepared. The Berkley Electronic Press has five main goals:

- “Scholar-led innovations in publishing”
- “Alternative production and dissemination of scholarship”
- “Reduction in costs of, and barriers to, access”
- “New electronic journals in underserved and emerging disciplines”
- “Comprehensive repositories promoting “one-stop shopping” for researchers”²⁵

Inspired by these goals, the Berkeley Electronic Press has created online academic journals, which can be viewed by a larger audience. To make publications they allow online submissions, which are then reviewed and either published or denied. ExpressO™ leverages the innovative publishing systems developed by the Berkeley Electronic Press to allow for submission uploads on one site for multiple Law Reviews.²⁶

To establish an account in the ExpressO™ system, the Author enters their **first name**, **last name**, middle initial, suffix, **email address** and university affiliation if any, as can be seen in Figure 2-2 below. The bold text items are required, while the others are optional. Based on this information, a password is automatically generated by the system and

²⁴ About the Berkely Electronic Press: Mission Statement. Cited 8 March 2004. URL <http://www.bepress.com/aboutbepress.html>

²⁵ About the Berkely Electronic Press: Mission Statement. Cited 8 March 2004. URL <http://www.bepress.com/aboutbepress.html>

²⁶ About the Berkely Electronic Press: Mission Statement. Cited 8 March 2004. URL <http://www.bepress.com/aboutbepress.html>

emailed to the address provided. Once the Author receives the password for their account, the Author enters the password into the textbox and can access the features of the system. In addition, once the Author logs in the Author can change their password in the “My Account” section. If the Author forgets their password at any time, the Author just enters their email address and leaves the password blank on the login page and then clicks submit. The system will generate an email that includes the Author’s password to the entered email address. There is no hint question asked of the user first before generating the email, and therefore this is extremely insecure because there is no authentication of the user. In addition, when establishing the account, there is no authentication of the user and therefore anyone can create an account and flood the system with text and overload the system.

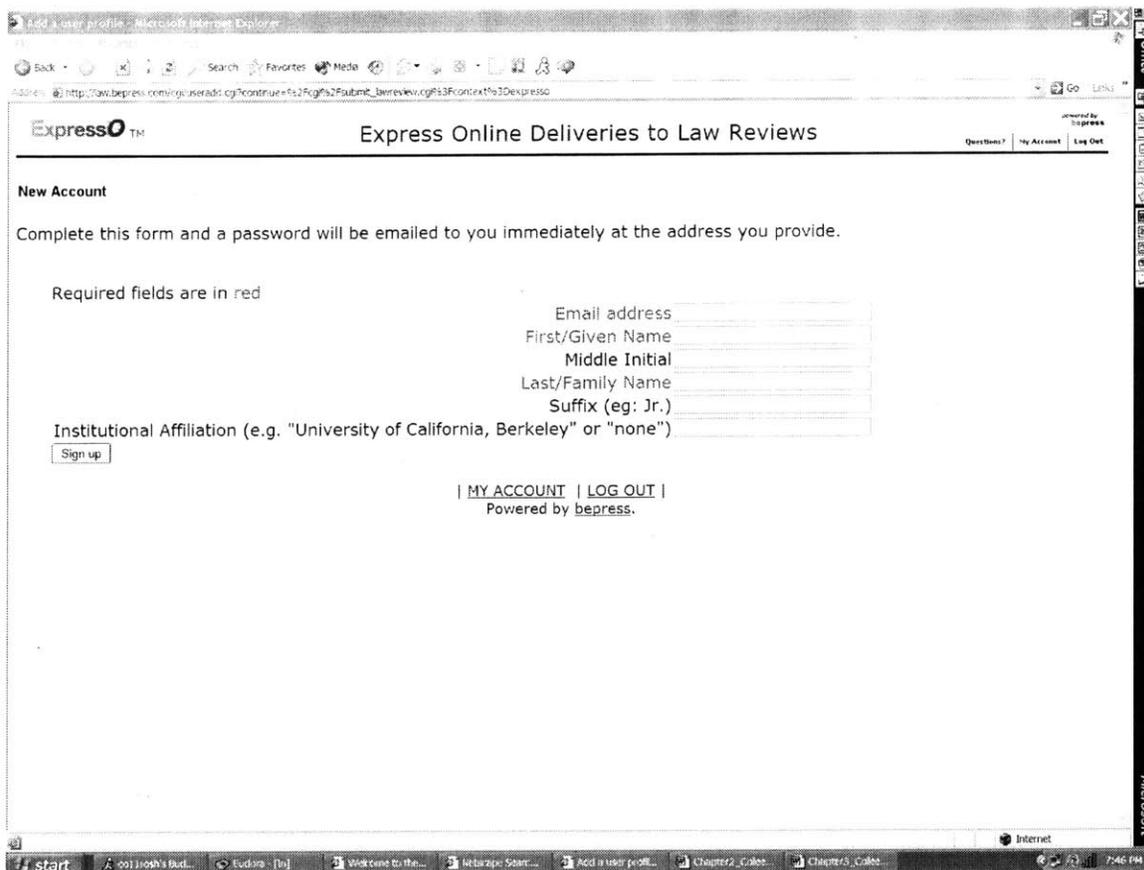


Figure 2-2: ExpressO™ New Account Page²⁷

Once the Author logs on, they can choose to which Law Reviews they would like to submit their article. The Author can choose from 402 Law Reviews; however each page is capable of displaying 50 Law Reviews. The Law Reviews are displayed alphabetically by Title and accompanied by a subject area; however, the Author has the option to search for a particular Law Review by Title or by Category. To submit to a particular Law Review, the Author merely checks a box next to the Title of the Law Review. The Author also has the option to “Select All,” which selects for submission all of the Law Reviews being displayed on that page. This is convenient if the Author chooses to

²⁷ExpressO: New Account. Cited 8 March 2004. URL http://law.bepress.com/cgi/useradd.cgi?continue=%2Fcgi%2Fsubmit_lawreview.cgi

submit to a certain Category. If all of the Law Reviews are not displayed on the first page, there are links to the remaining Law Reviews. Once the Author has selected all of the Law Reviews to submit to, they click on the “Continue” button.²⁸ An example of the screen can be seen in Figure 2-3.

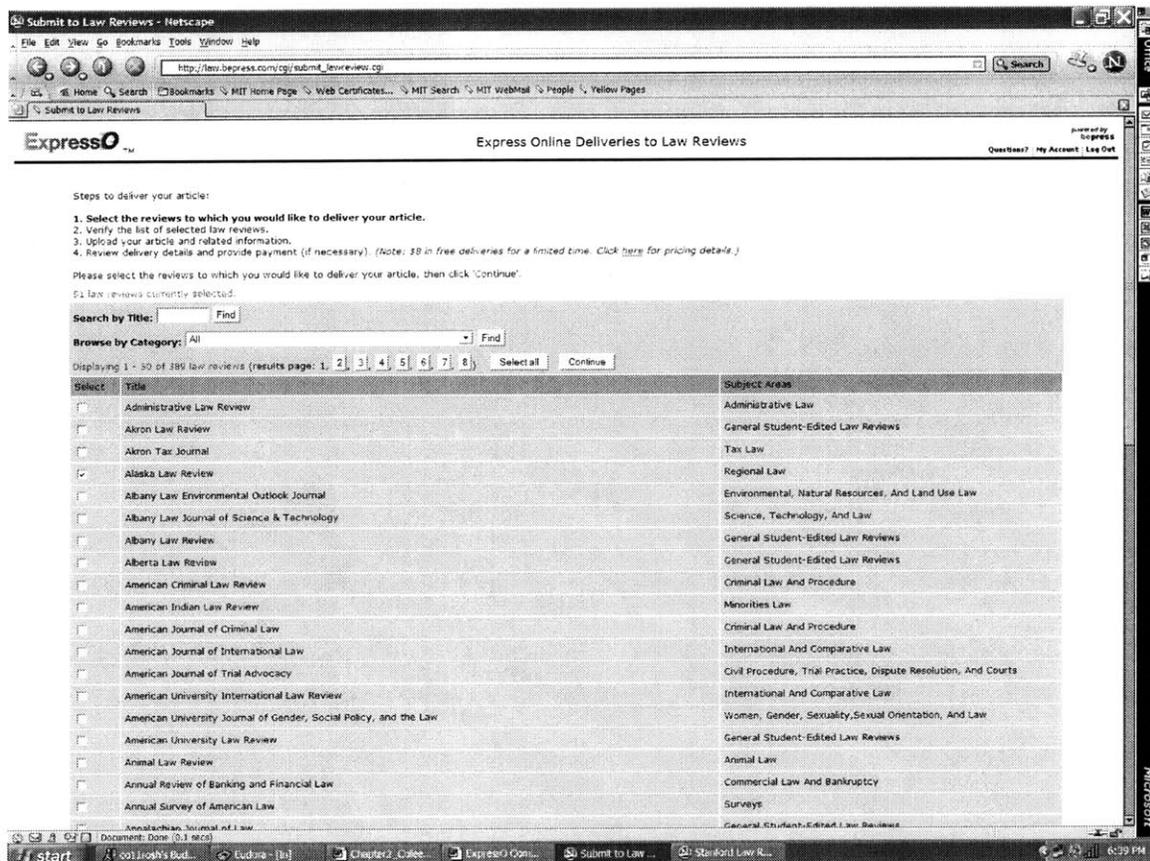


Figure 2-3: ExpressO™ Submit to Law Review Page²⁹

At this point, the Author views all of the Law Reviews they have chosen to submit their articles to and the cost to submit to each Law Review broken down by electronic or hard copy submission. At the bottom of the list, there is an Electronic Total, Hard Copy Total,

²⁸ ExpressO: Submit to Law Review. Cited 8 March 2004. URL http://law.bepress.com/cgi/submit_lawreview.cgi

²⁹ ExpressO: Submit to Law Review. Cited 8 March 2004. URL http://law.bepress.com/cgi/submit_lawreview.cgi

Subtotal, Introductory Credit and the Total. At this point, the Author also has the option to edit the list. They can unselect the Law Review by un-checking the box next to the Law Review, click the “Add More Reviews” button to return to the previous listings, “Save Changes” if the Author has added or removed Law Reviews or “Continue” with the submission process, as can be seen in Figure 2-4.³⁰

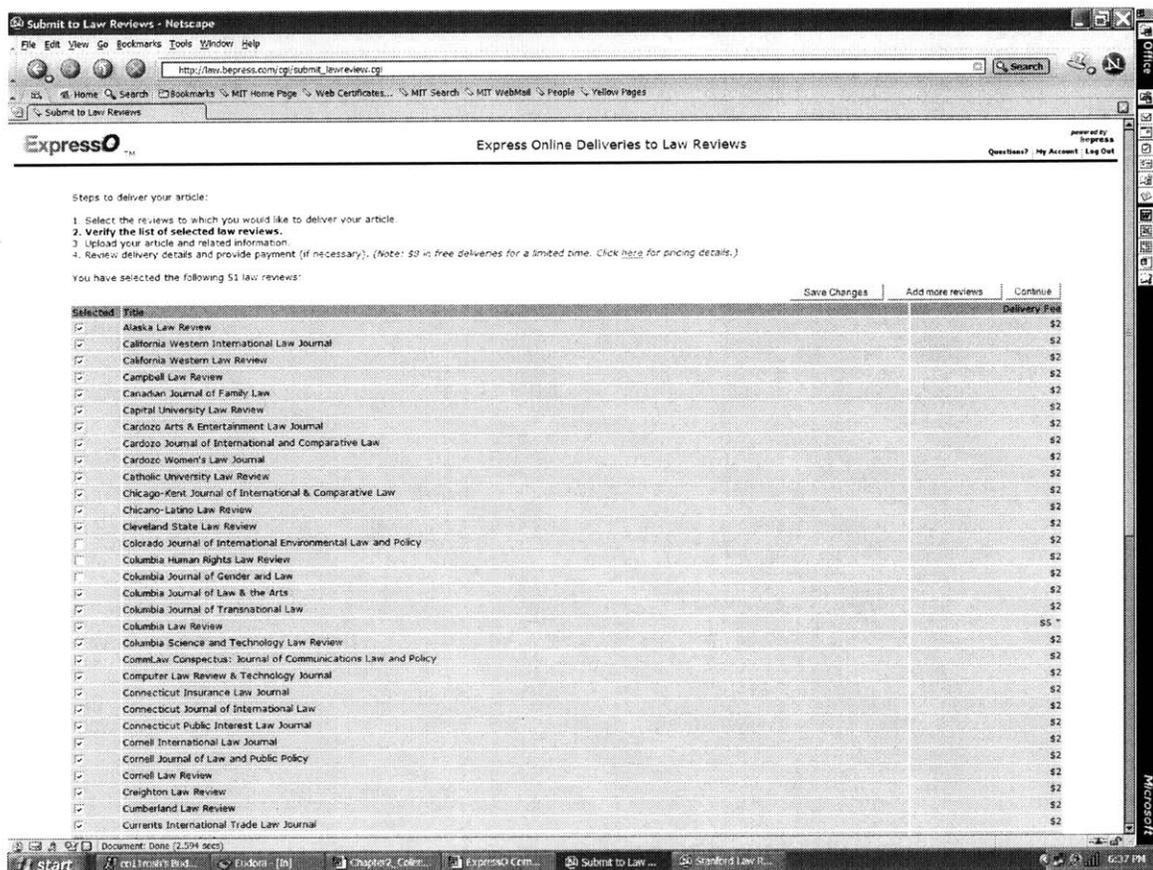


Figure 2-4: ExpressO™ Submit to Law Review Page³¹

Upon clicking “Continue” the Author is directed to another page, which can be seen in Figure 2-5, where personal and article information is entered. If more than one Author is

³⁰ ExpressO: Submit to Law Review. Cited 8 March 2004. URL http://law.bepress.com/cgi/submit_lawreview.cgi

³¹ ExpressO: Submit to Law Review. Cited 8 March 2004. URL http://law.bepress.com/cgi/submit_lawreview.cgi

responsible for the article, they can be added at this point into the database. Information for the Author includes: email address, first name, last name, middle initial, institution and order (if there are more than one Author to be displayed). The title must be entered, the subject area(s) of the article can be chosen, and keywords can be entered for article searches. Then, the article must be uploaded in Microsoft Word format by clicking the “Browse” button. It is recommended that included in the article is an abstract and a table of contents. Also, the Author has the option to upload a Cover Letter and/or a Curriculum Vita; however these must both be in Microsoft Word format. Curriculum Vitae are usually more formal and longer (2 pages), including the Author’s “publications, presentations, professional activities, honors or additional information.”³² Since most Authors usually use a Cover Letter or a CV, and full text searching is occasionally done on these files by the Law Reviews, it is reasonable to have these two types of documents in one upload file.

³² Curriculum Vitae Tips. Cited 28 April 2004. URL <http://www.cvtips.com/>

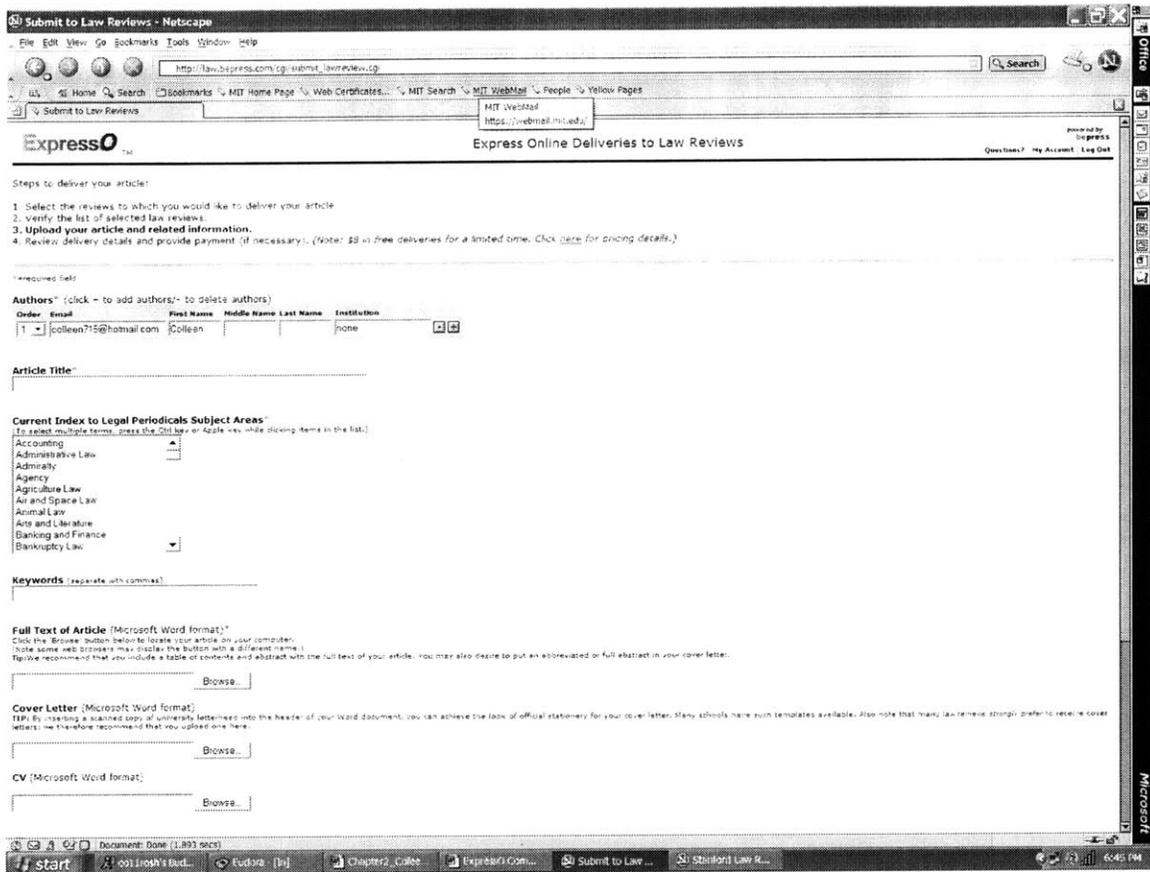


Figure 2-5: ExpressO™ Submit to Law Review Page³³

An added feature is that the Author can choose to be included in “ExpressO™ Legal Writings Repository for prepublications” which produces an archive searchable by subject of the submitted articles. If the Author chooses to be part of the archive browsed by Law Reviews, they must cut and paste the text of their abstract in a listbox and select from a drop down menu the format for their abstract (one paragraph, multiple paragraphs, as indicated by carriage returns, multiple paragraphs, as indicated by blank lines,

³³ ExpressO: Submit to Law Review. Cited 8 March 2004. URL http://law.bepress.com/cgi/submit_lawreview.cgi

paragraphs formatted with HTML tags)³⁴. The advantages of adding their abstract to the ExpressO™ Legal Writings Repository include:

- “Immediate visibility of research”
- “Inclusion in alerting service sent to 15,000 legal scholars”
- “Accessibility of your paper through search engines such as Google”
- “Usage statistics to see how often your paper is accessed”³⁵

Once all of the necessary information and documents are completed or uploaded, the Author clicks “Continue” to enter financial payment information and review the delivery method. If the Author is independent of an institutional account, the Author enters their personal financial information. An institutional account allows two different billing systems: Open Account Plan and Complete Prepaid Plan. With the Open Account plan, the institution pays per submission and receives a 15% discount when it receives the bill quarterly. In addition, the institution receives a usage report indicating submission numbers and types. The institution also has the choice to set a financial limit per Author when submitting through ExpressO™. For example, the institution may be willing to pay \$200 per Author, but the Author is responsible for payment above \$200. The Complete Prepaid Plan charges \$2,000 annually for an unlimited number of electronic submissions and charges \$5 per hard copy quarterly. Professors and staff members can be added to the list of acceptable users individually, or email extensions can be used to identify acceptable users (i.e. jane@stanford.law.edu versus jane@stanford.edu). As a result, if an Author is part of an institutional account, they enter their financial information according to their payment plan.³⁶

³⁴ ExpressO: Submit to Law Review. Cite 8 March 2004. URL http://law.bepress.com/cgi/submit_lawreview.cgi

³⁵ ExpressO: Legal Writings Repository. Cited 8 March 2004. URL <http://law.bepress.com/expresso/repository-info.html>

³⁶ ExpressO : Institutional Account Signup. Cited 8 March 2004. URL http://law.bepress.com/expresso/ExpressO_brochure.pdf

If a Law Review is not on the list of Law Reviews to be selected from, an editor can establish an account with ExpressO™. They enter the Law Review Title, an email to which submissions will be emailed to, Contact Person at the Law Review's name, phone number and email, the institution, the subject category, and any other notes that ExpressO™ should consider. Once the information is entered, ExpressO™ contacts the Contact Person to set-up more of the account information.³⁷

While the ExpressO™ system allows the submission process to be efficient for the Author; it does not help to make the process more efficient for the Law Review because it just emails submissions to Law Reviews that already accept submissions electronically. In addition, ExpressO™ is costly for Authors because it charges for both electronic and hard copy submissions. Other limitations of the system include not being able to request expedited reviews, withdraw submissions or check the status of the submission.

2.3 Work Flow Models

Reasons for Workflow in an Organization

The implementation of a workflow system has many benefits. With the automation of processes, efficiency of the process is increased. According to the Workflow Management Coalition, a non-profit organization dedicated to the production and development of workflow use, there are five key benefits of implementing a workflow system³⁸:

- “Improved efficiency - automation of many business processes results in the elimination of many unnecessary steps”

³⁷ ExpressO: Sign Up Your Law Review with ExpressO. Cited 8 March 2004. URL http://law.bepress.com/expresso_signup.cgi

³⁸ Introduction to the Workflow Management Coalition: About WfMC. Cited 8 March 2004. URL <http://www.wfmc.org/about.htm>

- “Better process control - improved management of business processes achieved through standardizing working methods and the availability of audit trails”
- “Improved customer service – consistency in the processes leads to greater predictability in levels of response to customers”
- “Flexibility – software control over processes enables their re-design in line with changing business needs”
- “Business process improvement - focus on business processes leads to their streamlining and simplification”³⁹

Workflow Example in an Organization

When a document is received as a hard copy, it is often times left in the inbox of an employee. If a fellow employee needs to view the document, the employee must physically go to the desk of the employee in possession of the document and request to see it. If however, a workflow system is implemented, there is no need for a hard copy of the document. With the correct permissions, the employee requesting to see the document can view the document by accessing it in the database. “Horizontal Workflow”⁴⁰ allows multiple users to access the same information at the same time because parallel processes can occur. “Vertical Workflow”⁴¹ on the other hand, refers to the workflow through a hierarchy of employees. Managers can then view the different processes and what work is being done within each process and potentially by whom the work is being accomplished.

³⁹ E-Workflow: The Workflow Portal. Cited 8 March 2004. URL <http://e-workflow.org/>

⁴⁰ Plesums, Charles. Introduction to Workflow. Cited 8 March 2004. URL http://www.e-workflow.org/bookstore/introduction_to_workflow02.pdf

⁴¹ Plesums, Charles. Introduction to Workflow. Cited 8 March 2004. URL http://www.e-workflow.org/bookstore/introduction_to_workflow02.pdf

When a document first arrives, it must be “pushed”⁴² to the inbox of certain employees. Business rules and responsibilities usually dictate to whom the document is originally “pushed”. When establishing a workflow system, these employees must be assigned to be the first ones to receive the documents. The employees assigned to be the first to view the document then “pull”⁴³ the document from their inbox and perform their duties according to their job requirements. Based on the structure of the organization, these employees may then “push” the document onto their subordinate employees based on the vertical and horizontal workflow. This “push” and “pull” occurs all the way down the vertical workflow and across the horizontal workflow until the process is complete.

Modeling Workflow

Workflow systems deal with *cases*, for example an insurance claim or a mortgage application.⁴⁴ In the instance of this project, the *case* is the submission of a manuscript to a Law Review. Each case has a time frame, a time when the case starts and ends. During this time frame, the case always has a determined *state*. The state of the case is dependent on the following:

- “The values of the relevant *case attributes*”
- “The *conditions* that have been fulfilled”
- “The *content* of the case”⁴⁵

Case attributes are used to determine if a task may be omitted or must be fulfilled. For example, when performing a cost estimation for a mortgage application, it may or not be required to have a manager sign off on the cost estimate, depending on the estimated

⁴² Plesums, Charles. Introduction to Workflow. Cited 8 March 2004. URL http://www.e-workflow.org/bookstore/introduction_to_workflow02.pdf

⁴³ Plesums, Charles. Introduction to Workflow. Cited 8 March 2004. URL http://www.e-workflow.org/bookstore/introduction_to_workflow02.pdf

⁴⁴ Aalst, Wil van der and Kees van Hee. Workflow Management: Models, Methods, and Systems. Cambridge, MA: The MIT Press, 2002. pg 31.

⁴⁵ Ibid, 34.

amount.⁴⁶ *Conditions* reflect what tasks have been performed, and which have yet to be performed. Also, before a task can be performed, certain conditions may be required to be fulfilled. Therefore, a task may not be possible to perform until all of the conditions are satisfied. For example, a two-week processing time requirement may be necessary before being able to finalize a mortgage application. *Content* is the data and information that is not managed by the workflow management system such as files or archives.⁴⁷

To structure workflows, *tasks* must be identified. “A *task* is a logical unit of work.”⁴⁸ A task may be something as simple as checking a calculation or signing a letter. Tasks can be *automatic, semi-automatic or manual*.⁴⁹

Within the Law Review, distribution of the submissions to the Editors by the system is automatic. The reviewing of a submission by a Reviewer is a manual task. There are no semi-automatic tasks in this process.

A task may be “a unit of work”⁵⁰ but it is not specific to a particular case. For clarification, signing a letter may be a task in multiple cases. As a result, the task for a particular case is a *work item* and the performance of that task for that case is called an *activity*.⁵¹ Figure 2-6, taken from Workflow Management: Models, Methods and Systems, describes this process.

⁴⁶ Aalst, Wil van der and Kees van Hee. Workflow Management: Models, Methods, and Systems. Cambridge, MA: The MIT Press, 2002. pg 32.

⁴⁷ Ibid, 32.

⁴⁸ Ibid, 32.

⁴⁹ Ibid, 32.

⁵⁰ Ibid, 32.

⁵¹ Ibid, 33.

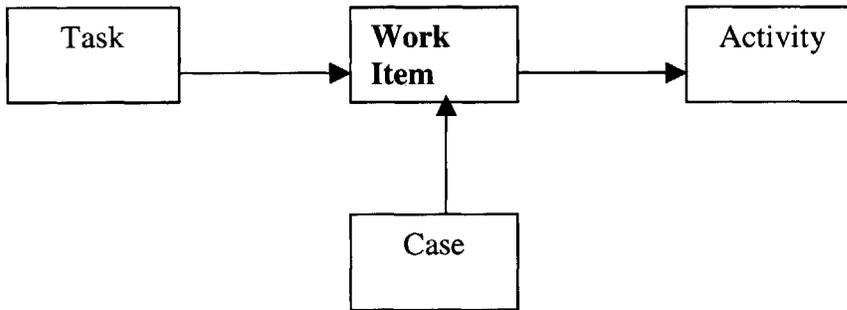


Figure 2-6: Workflow Management Terms and Relationships⁵²

A *process* indicates which tasks should be performed. A process is determined by its tasks and conditions. A process may have zero or many subprocesses. Complicated processes are usually structured hierarchically.⁵³ To determine which tasks should be performed in which order, *routing* of the case is used. To describe a process or processes, a *Petri net* or a State Diagram can be used to clarify the order. Since State Diagrams are more commonly used, the processes are described using this method. For State Diagrams, there are Action States and States, which have two distinct meanings and shapes. “An action state is a type of state that has an internal action and at least one outgoing transition that involves the explicit events that complete the internal action.”⁵⁴ “A state is a condition during which an object satisfies a condition, performs an action, or waits for an event.”⁵⁵ The corresponding shapes for the Action State and State can be seen below.



Figure 2-7: UML Activity Shapes

⁵²Aalst, Wil van der and Kees van Hee. *Workflow Management: Models, Methods, and Systems*. Cambridge, MA: The MIT Press, 2002. pg 33.

⁵³Ibid, 34.

⁵⁴Microsoft Office Visio Help: Action State Shape.

⁵⁵Microsoft Office Visio Help: State Shape.

There are four structures for routing or the order by which tasks are performed:

1. *Sequential* routing, which requires tasks to be performed one after the other: each task is dependent on the completion of the previous task before the start of the following task.
2. *Parallel* routing, which allows tasks to be performed simultaneously. Parallel routing is reflected by an AND-split and then resynchronized with an AND-join. The split occurs at the Action State, as seen below, and the join occurs at the State.

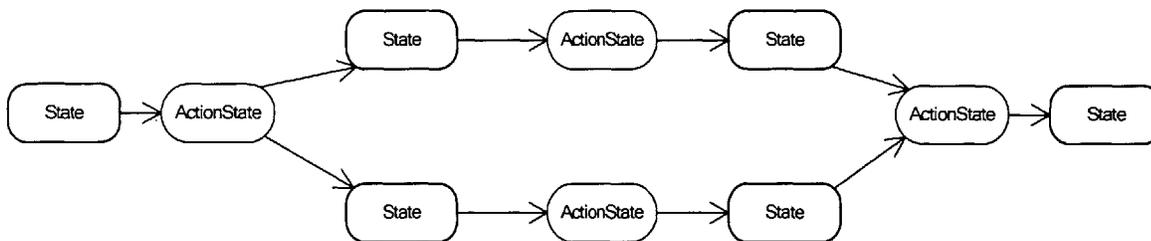


Figure 2-8: Parallel Routing

3. *Selective* routing, which allows certain tasks to be performed in substitution for others. The different choices are represented by an OR-split and resynchronized with an OR-join. The split occurs at the State and the join occurs at the Action State, as seen in Figure 2-9.

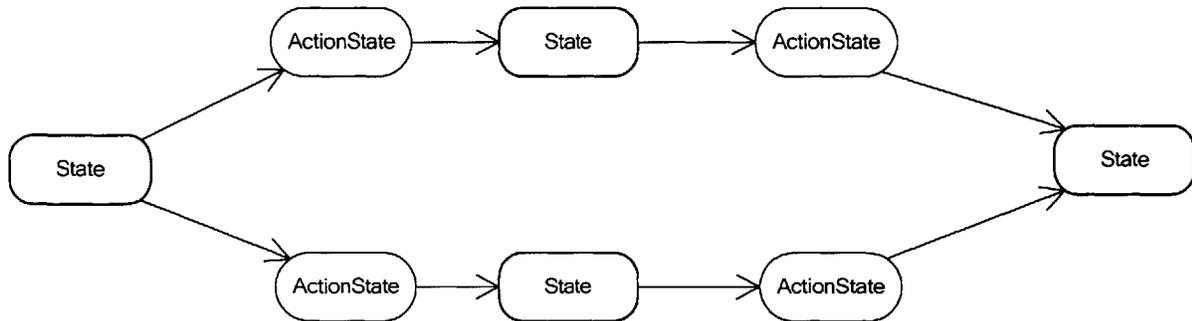


Figure 2-9: Selective Routing

4. *Iterations* require a repeated performance of the task until certain conditions are met.⁵⁶

For a Law Review, a State may be the status of the submission and the Action State may be the action required to get from one state to the next, such as a decision made by the Law Review.

Work Flow Model

Two types of workflow models are usually generated: production workflow and ad-hoc workflow. Production workflow implies that the procedural rules are defined previous to implementation and ad-hoc implies that the rules are adapted during implementation.⁵⁷

⁵⁶ Aalst, Wil van der and Kees van Hee. Workflow Management: Models, Methods, and Systems. Cambridge, MA: The MIT Press, 2002. pg 34-35.

⁵⁷ Workflow Management Coalition. Cited 8 March 2004. URL http://www.wfmc.org/standards/docs/TC-1016-P_v11_IF1_Process_definition_Interchange.pdf

While it is advantageous to define procedural and business rules previous to implementing a workflow system, change is inevitable and therefore the systems must adapt or be replaced over time. Initially, workflow systems were not created to allow for ad-hoc workflow, however with exceptions occurring more and more frequently, workflow systems were designed to add flexibility to the systems.

Work Flow Products

There are multiple types of workflow products, however implementation of the product within one organization requires much less effort than to span coordination of workflow among multiple organizations or distinct user groups. As a result, the most common products are implemented on internal systems for one organization or provide a web-based application for use by one organization.

The company Workflow Systems has a product named RAPID, which manages and tracks procurement requests through a web-based application. RAPID tracks everything from office supplies to material to services. The tracking starts when the order is placed and ends when the requested item is delivered. Since the business process for procurement is unique to each organization, RAPID is customizable to the user. Using the Business Process Management tool, the organization has the ability to model, design, manage and change the business process, which governs procurement requests. For example, a user can generate a procurement request electronically for more paper and pens using an electronic form. Then, the user can track down that particular request and determine where it has been (people who have seen the request), where it is presently (who is reviewing the request), and where it has yet to be (who else needs to approve the request) throughout the process, as can be seen in Figure 2-10 below. Upon completion of the purchase, the user is even informed. With this tracking being performed for each request, the data can be compiled to show where bottlenecks in the process are and to determine the efficiencies and inefficiencies of certain people and processes for better

management of resources. For the Financial Management department, the software creates an audit trail of the requests and manages resources within a company because it directly interfaces with the accounting information. In addition, the system allows vendors to submit invoices online, and provides all the forms and documentation required for invoicing. At the upper management level, the system can also manage resource allocation for departments, groups, projects or other segmentation.⁵⁸

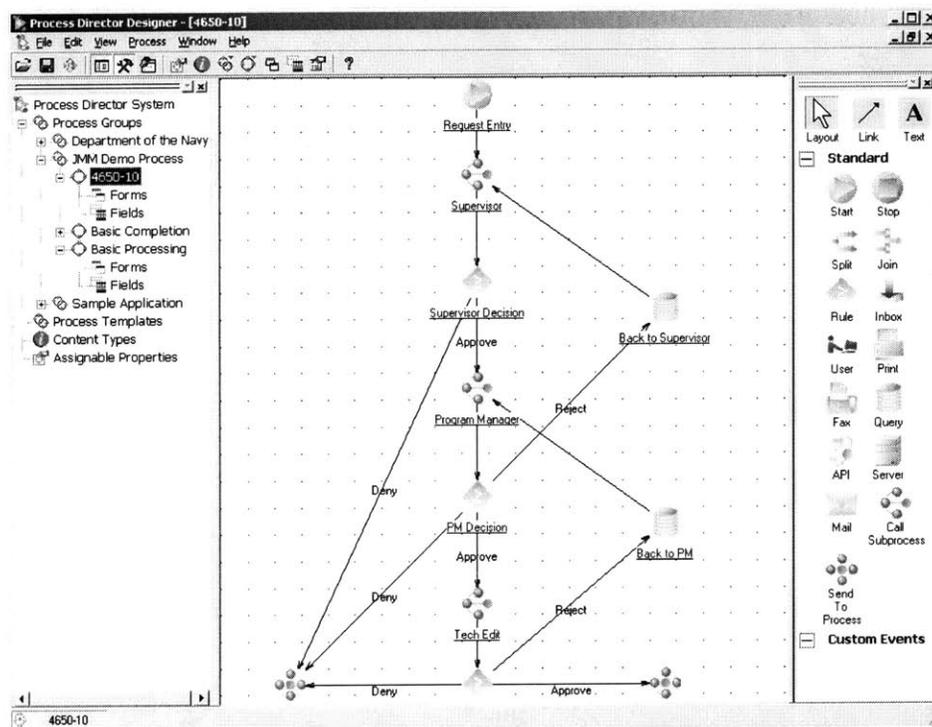


Figure 2-10: RAPID Process Director Designer⁵⁹

“BizFlow® - The Complete Solution for Business Process Management and Automated Workflow,”⁶⁰ which is created by HandySoft is yet another Workflow Management tool. Unlike RAPID, BizFlow® is used only on internal systems and is not web-based.

⁵⁸ Workflow Systems. Cited 8 March 2004. URL <http://workflowsystems.com/workflow/products/index.htm>

⁵⁹ Workflow Systems. Cited 8 March 2004. URL <http://workflowsystems.com/workflow/products/index.htm>

⁶⁰ BizFlow® - The Complete Solution for Business Process Management and Automated Workflow. Cited 28 April 2004. URL <http://www.handysoft.com/products/products.asp?src=ADWWKF>

BizFlow® can be implemented and integrated with existing IT infrastructure and allows users to create forms for tracking using Microsoft Office and existing systems to perform calculations and data analysis. To generate a workflow management system, users can use Microsoft Visio, PowerPoint or Project to establish the business process. Based on the established process, BizFlow® generates the workflow management system without requiring the user to write a line of code. The system also allows users to monitor processes and make educated decisions about management based on real-time graphs and tables that reflect the status of objects within the process, as can be seen below in Figure 2-11. BizFlow® also allows the user to extend their system to enable Web Services.

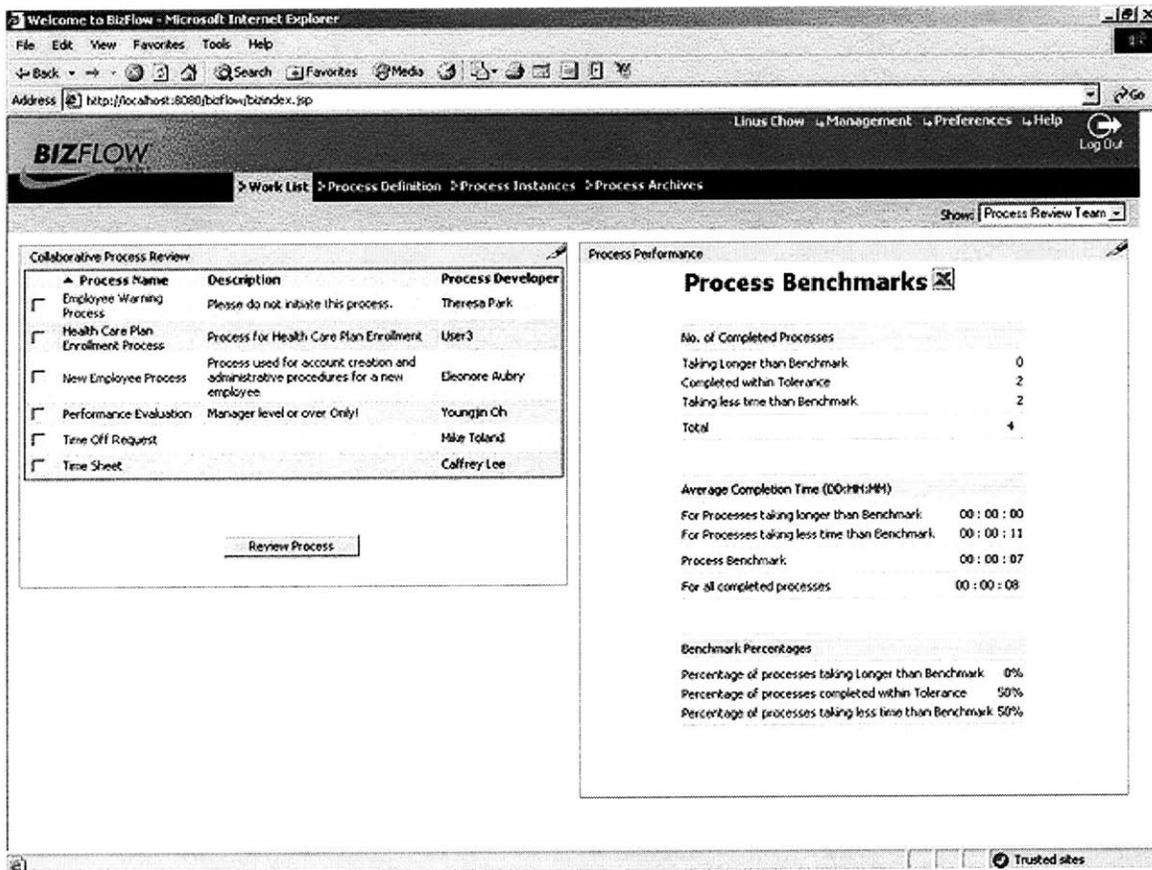


Figure 2-11: BizFlow® Process Review Team Analysis⁶¹

⁶¹ BizFlow® - The Complete Solution for Business Process Management and Automated Workflow. Cited 28 April 2004. URL <http://www.handysoft.com/products/products.asp?src=ADWWKF>

2.4 Workflow for a Law Review

It is apparent that the Submission Process for publication in Law Reviews can benefit from implementing a workflow system internally in the Law Review; however it would be more beneficial to both the Author and the Law Review if a web-based solution was implemented to allow Authors to track their submissions and allow Law Review to track the submission throughout the internal process. Since the submission process is different than processing insurance claims or procurement requests, unique workflow software can be developed to make the process most efficient. While off-the-shelf software exists, customizing each Law Review's own version of workflow with the off-the-shelf software is more difficult than establishing standard software developed based on the needs of the Law Review and the Author.

2.4.1 How the Workflow Works in a Law Review

Based on the structure of a Law Review, the horizontal and vertical workflows can be uniquely defined. For simplification purposes of the system, Editors are those that can "push" the submissions to Law Review Reviewers and Editors are the first people to receive the submission after it has been electronically submitted to the Law Review. The role of the Reviewer restricts the members so that they are only allowed to "pull" from the list of submissions and are not allowed to "push" submissions further down the vertical workflow. This simplification of the Law Review hierarchy is due to the variety of structure of Law Reviews.

Rather than having hard copies sitting on one of the Editor's desks, the submission may appear in the electronic inbox of one or more Editors, depending on who is assigned the role of Editor. The Editor can then assign the submission to Reviewers and give them deadlines for their comments. Since the Editors can assign submissions to Reviewer, they also have permission to view relevant information about the Reviewers such as what

other submissions the Reviewer is responsible for, the Editor who assigned the submission to the Reviewer and the relevant deadlines for the submission. As a result, the submission process is controlled and managed better by making the system more transparent to those in charge. An analysis of an individual member or the process as a whole allows the Editors to determine when the process is being overloaded and when certain members are performing or not performing as expected. Allowing the submission to be tracked throughout the submission process and recording the work done by the members of the Law Review, it enables the Law Reviews to be more prompt in their responses to Authors. In addition, implementing workflow allows for flexibility within the Law Review. Each time another member is added to the Law Review, the assignment of the member to a role enables the system to be scalable. In addition, if the hierarchy within the Law Review changes, any Law Review Editor can easily change the role assigned to each member by creating a new account for the member and deleting the old account.

2.4.2 Structure of Law Reviews

Each Law Review has its traditions and its own hierarchy. Editors and Reviewers are chosen differently for each Law Review. However, despite their differences, each Law Review must produce publications each year. For a volume to be produced, submissions must be received, type of submission must be determined (if more than one type is accepted), submission must be assigned to one or more members to be reviewed, submission must be assessed and either denied or accepted, submissions must be edited and formatted for publication. Since all of these processes must be performed before a volume is published, each hierarchy can be adapted to allow workflow to automate some of the transactions among members of a Law Review.

Harvard Law Review Structure

Harvard Law Review selects between 41 and 43 second and third year law students to be on the Board of Editors for that particular volume. In addition, there are 4 members of the Business Office Staff that help maintain consistency over time by being employed year after year⁶². Externally, there is no hierarchy within the Law Review; therefore no vertical workflow assignments are intuitive, as can be seen in Figure 2-12. However internally, each member has a role in which they must perform in order for the Volume to be produced. Some members must assign the submission, some must source check the submissions, while others must edit, review and comment on the submission. Based on these roles, each member may be placed in a workflow position assigned internally by any Editor.

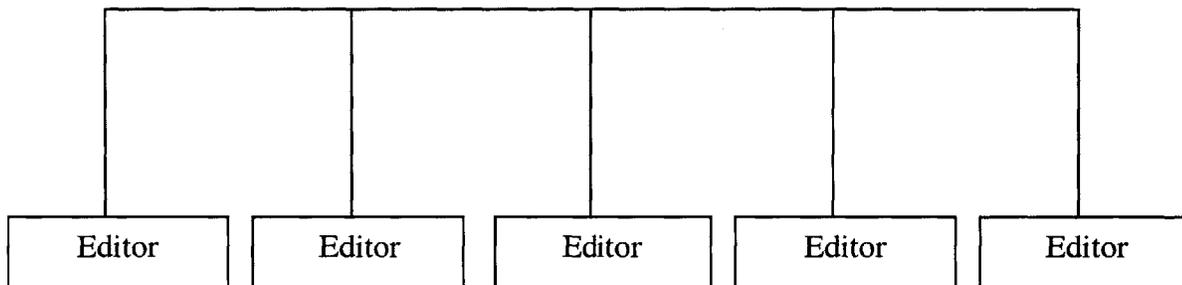


Figure 2-12: Theoretical Harvard Law Review Structure

Northwestern Journal of International Law & Business Structure

Unlike Harvard, the Northwestern Journal of International Law & Business has a very defined hierarchy, as can be seen below. Based on this hierarchy, it may be easy for the Law Review Editors to assign workflow positions based on the capabilities and

⁶²Harvard Law Review: Board of Editors. 8 March 2004. URL <http://www.harvardlawreview.org/editors.shtml>

responsibilities of each position within the hierarchy. Despite the title of Editor, it may be possible that the responsibility of the member reflect that of a Reviewer. As a result, it is important to allow role assignments to be determined internally.

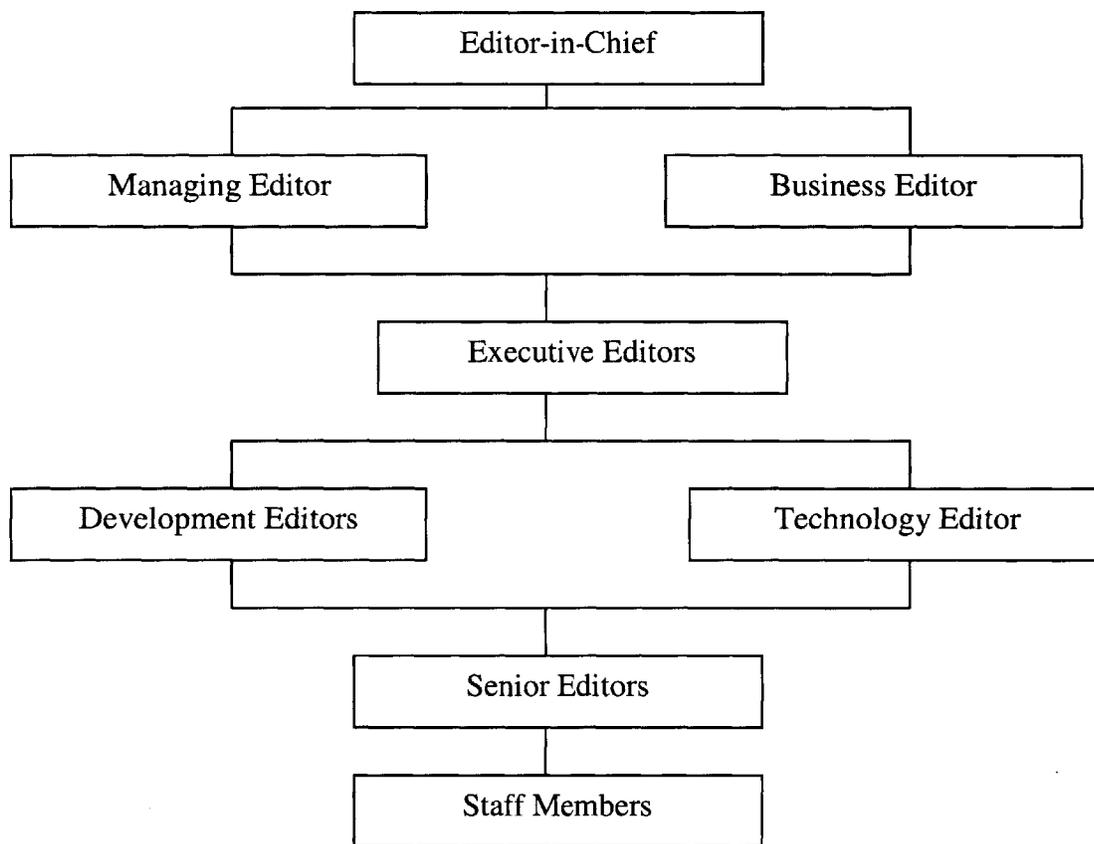


Figure 2-13: Northwestern Journal of International Law & Business Structure⁶³

⁶³ Northwestern Journal of International Law & Business: Current Members. Cited 8 March 2004. URL <http://www.law.northwestern.edu/jilb/mastheads/index.htm>

However, since each Law Review is structured differently, the system capitalizes on the fact that each structure can be broken down into two roles: those that assign (Editors) and those that receive assignments (Reviewers). Since the role of the Law Review Editor allows Editors to add/remove members and change the roles of the members, each Law Review sets up the permissions for their individual structure. For example, Harvard Law Review may allow all of the members to have the role of Editor, while the Northwestern Journal may have primarily Reviewers who are Staff Members.

Summary

There is significant room for improvement in the submission process to Law Reviews. Presently, the majority of Authors are submitting hard copies to multiple Law Reviews, which is time consuming and costly. While electronic submission via email is becoming a more adopted channel for submission, often times it is also required to be accompanied by a hard copy.

Stanford's Electronic Submission System allows Authors to submit electronically to their Law Review and does not require a hard copy submission. Stanford's system allows for uploads, which even eliminates the need to email the submission, however Stanford is a pioneer in establishing their own internal system. The creation of ExpressO™ allows Authors to upload their submission to an Internet site and ExpressO™ then submits either an electronic or a hard copy of the submission, depending on the requirement of the Law Review. ExpressO™ was created to make the submission process more efficient for the Author and therefore merely emails the submission to the Law Review.

Automating workflow allows for a more efficient process by eliminating physical documents and pushing electronic documents immediately to the assigned resources or people. The workflow of any process can be determined by analyzing the business subprocesses within the process. While there are many off-the-shelf workflow

management systems available, customizing a web-based application to the needs of Law Reviews and Authors makes our new submission system more likely to be adopted.

While ExpressO™ makes the submission process more efficient for the Author, the system stops before affecting the process within the Law Review. Inside the Law Review, a more efficient process can be established with the aid of a workflow management system. Our system aims to make the submission process more efficient and effective for the Author while greatly increasing the efficiency within the Law Review by adding workflow management. There are issues with workflow management, security, emailing submissions, editing of submissions and expedited reviews that still need to be addressed by the present systems, which served as motivation for our system.

Chapter 3: System Design

3.1 Requirements

To develop the requirements for the system, different sources were consulted. Law Authors and Law Reviews were contacted and their opinions were taken into consideration when compiling the requirements. Both parties gave points for improvement in the present submission system as well as new ideas for a new system. In addition, present systems, such as the Stanford Electronic Submission System and ExpressO™ were thoroughly examined to determine the features and limitations of each system. As a result, required data fields and differentiating features were determined.

Comments From Law Authors

By talking to Law Authors, a general understanding of the submission process was acquired and the inefficiencies were revealed. For Law Authors it is very frustrating to look up the submission requirements of each Law Review on a different web page. According to Martha Davis, a Law Professor at Northeastern University Law School, it would be helpful to go to one site and be able to view all of the submission requirements of the Law Review. In addition, it would be helpful to see what other steps need to be performed in the future after the article has been submitted.

In addition, preparing different submission packets for each Law Review the Author chooses to submit their manuscript is time consuming. Typically an Author submits their manuscript to 60 Law Reviews for each manuscript that they write. Depending on the Law School, tenure is determined differently, but one of the criteria is to be published multiple times. For example, at Northeastern University Law School, to be a good candidate for tenure an Author usually must have 2-3 major articles published, as well as a few essays and book reviews published over a seven-year period. Printing, assembling,

addressing and mailing each submission to a different Law Review and doing this process once a year is dreadful.

Once the submission arrives at the Law Review, the frustration continues for the Author. Trying to get in touch with a reviewer or an editor at the Law Review is like playing a game of phone tag. During times of large submissions, often the voicemail inbox of editors and reviewers are full and the Author must continue to call back until the voicemail inbox is lessened or they finally get in touch with the person they are trying to contact. Other times, the Author must leave a message with a staff member for a reviewer or editor and it is unknown if the person actually got the message. Trying to find out the status of their submission, withdraw their submission, deny an acceptance, accept an offer for publication, or request an expedited review turns into multiple phone calls per day by both the Author and the Law Review members.

As a result of talking to the Authors, the intended features and requirements of the Automated Law Review Submission System (ALRSS) for an Author are as follows:

The Author can log on to one website to submit electronically to all Law Reviews that have an account with ALRSS.

On the same site, the Author can view all of the submission requirements and copyright agreements for each Law Review that has an established account with ALRSS. The submission requirements will display the requirements that the Law Review needs accompanied with each submission and allows the Author to see that by submitting through ALRSS, these submission requirements are fulfilled. In addition, the submission requirements could suggest future steps to be taken by the Author after submission. Lastly, the copyright agreement is included in the same document so that at the same time the Author can view the copyright agreement that they are agreeing to by submitting

through the system. Since the system does not allow the copyright agreement to be negotiated, submitting with the system implies that the Author agrees to what is stated.

On the same site, Authors can upload a submission and the associated required documents and text once, and these can be submitted to Law Reviews at any time. The Author does not need to re-upload documents and information each time the Author decides to submit to another wave of Law Reviews: the Author merely selects the particular submission to send and selects the Law Reviews for submission.

On the same site, the Author can upload different manuscripts to accommodate different types of submissions or a rushed publication of multiple submissions in one wave. When performing some of the other functions on the site, such as versioning and requesting expedited reviews, the Author just must select the submission for which the Author is performing the function. This eliminates the Author having multiple accounts for submitting multiple manuscripts. Once manuscript(s) are uploaded, the Author has the option to view all of the manuscripts that the system has stored for that Author. If the Author chooses to use the system again months after initially uploading the documents, the Author can view the actual documents originally uploaded. This basically serves as tracking of the Author's documents submitted through the system.

Once the Author submits a manuscript, the Author can log in and view the status of the submission within each Law Review it was submitted to. If the Author has submitted more than one submission, the Law Review and Status will be displayed according to the title of the submission so that the Author can determine the status for each submission.

On the same site, the Author can withdraw their submission from one or multiple Law Reviews. In addition, the Author can request an expedited review through the system once the submission has already been accepted at a Law Review. The system is responsible for making sure the Author is accepted for publication at a Law Review, so

that a request for expedited review is not sent prematurely. Also, the Author can upload different edited versions to a particular Law Review once the submission has been accepted and the Law Review requests changes. This eliminates sending edited versions via email, and avoids Authors uploading multiple versions while the Law Review is still reviewing a particular edited version. As a result, automating these different processes eliminates some of the unnecessary communications that flood inboxes and create frustration.

The Author can also accept an offer for publication electronically through the system without the need for an email, phone call or letter. When the Law Review changes the status to a form of accepted, the Author has the option to accept the offer for publication. If the Author chooses to accept the offer, the system automatically withdraws the submission that is still under review at other Law Reviews. This prevents the Author from needing to contact each Law Review individually requesting the review to stop reviewing their submission.

Comments From Law Reviews

Since each Law Review has its own culture and is run differently, their comments on points of improvements and inefficiencies were quite diverse. Bill Ferranti, an Articles Editor at the University of Chicago Law Review, thought that the capability to withdraw a submission and request an expedited review on the system would be greatly advantageous. On the other hand, he felt that accepting and denying offers for publication should be done outside the system, using the phone. Bill Ferranti also reassured the thought that having a Cover Letter upload was beneficial to the Law Review.

Since titles (Editors and Members) within Law Reviews are diverse and the title within each Law Review determines the responsibility of the person, the design of the system

allows for two different roles within the system. At the University of Chicago Law Review, the Editor-in-Chief theoretically should assign the submissions; however this job is usually done on an ad-hoc basis by any of the Articles Editors.

Some Law Reviews have realized the potential of establishing their own system for automating the submission process for their internal processes. Liz Evenson, the Editor-in-Chief of the Columbia Law Review, admitted to having their own system. The benefits of a system to assist in the internal process is that it makes workflow more efficient and there is less administrative work performed, as some steps are completely automated.

After discussing potential features with members of Law Reviews, the intended features and requirements of ALRSS for the Law Reviews are as follows:

The system is designed to allow Law Reviews to establish one account for the whole Law Review. Within each Law Review, the members can be assigned to a role: Editor or Reviewer. An Editor has the ability to assign submissions to Reviewers and establish deadlines for the submission, Accept or Deny submissions for publication, Accept or Deny requests for expedited reviews, and view which Reviewers are assigned submissions. Reviewers have the ability to view submissions and upload comments regarding the submission. When creating a Law Review account, an Editor must establish the account. Since the Editors and Reviewers are created through a single Law Review account, they can only view the manuscripts submitted to that particular Law Review.

Both Reviewers and Editors can search submitted manuscripts (with the permission of the Author) using full-text searching for key words or phrases. This allows the Law Reviews to search existing submissions for themed volumes or addressing certain topics.

The system allows the Law Reviews to view the cover letter and curriculum vita for the Author. As a result, the Law Review can determine the credentials of the Author and can perform full text searches on the documents using their own systems.

The system incorporates a web-based workflow system, which allows the Editors to assign submissions to an Editor in Charge and a Reviewer. In addition, the Editor can determine an Editor Deadline, which is when the Law Review should respond back to the Author, and a Reviewer Deadline, which is when the Reviewer should perform their responsibilities by. In addition, the Editor has the option to change the status of the submission manually to reflect the state in which the submission is at the time (i.e. Under Review). Any Editor has the ability to perform the above actions. As a result, the Editors can view which Editors and Reviewers are responsible for submissions and can make more informed decisions based on the existing assignments.

Any Law Review Editor can view the present submission requirements and copyright agreement for their Law Review and upload a new version if necessary. This eliminates Authors individually contacting Law Reviews requesting the information stated in the document. In addition, since the copyright agreement is posted on the site, by submitting through the system, Authors are consenting to the copyright agreement. As a result, this eliminates negotiating of the copyright agreement through the system.

A Reviewer can view the submissions that have been assigned to them at any time from any location. Included with the submission text is the cover letter and abstract along with whom the Editor in Charge is for the submission. In addition, their Reviewer Deadline is displayed. Since the Reviewer must submit comments to the Editors with their response, their present comments can be viewed, and the Reviewer has the option to upload new comments or upload edited comments.

In addition to features for the Authors and the Law Reviews, there are requirements for the Site Administrator, which allows the system to perform as specified. For example, the Site Administrator has the ability to enable and disable users. Since there is a 24-hour account set-up time restriction, the Site Administrator can enable those users whom are considered valid. Valid users include Authors who are Professors, Students, Professionals in the Law Industry and Law Reviews that exist, and whose title is not already in the database. Also, the Site Administrator has the ability to disable users if the system is not performing as expected due to submissions by a user, including if the user is flooding the system with bogus text. The Site Administrator can also view the usernames and passwords to ensure that usernames are unique and that passwords are complicated enough.

Features and Limitations of Stanford Law Review Compared to ALRSS

One of the features of the Stanford Electronic Submission System that is distinguishing is that an Author can request an expedited review through the system. This was one feature that the system design looked to incorporate. Also, the system design took into consideration the data fields that Stanford was keeping track of. As a result, ALRSS is also keeping track of first and last name, email address, address, phone number and the file; however, the entry is more structured and some fields are stored slightly different. For exact data fields, please refer to the thesis of Patricia Crumley.

To submit a manuscript to the Stanford Electronic Submission System, the Author merely fills in the textboxes and uploads the document. There are no user accounts and therefore no verification of the user's identity. As a result, the system can be flooded with documents and data from bogus users. To prevent this, ALRSS establishes a 24-account set-up. This allows the site administrator to verify that the user is valid in their request for an account. Valid users include Law Review members, Law Professors, Authors from Law Practices and Industry.

The Stanford Electronic Submission System does not allow the Author to withdraw their submission, accept an offer for publication, or deny an offer for publication without writing an email to one of the members on the Law Review. Unlike Stanford's system, ALRSS design allows the Author to do this all through the system with the click of a button. By tracking this information through the system, the submission status is always known at each Law Review.

Also, if an Author wants to include a cover letter while using Stanford's Electronic Submission System, the Author must insert it into the beginning of the submission text. Since Law Reviews are keen on Cover Letters and CV's to determine the past works of the Author, it is harder to perform searches on just the Cover Letter or CV if it is part of the submission document. In addition, there is no location for an abstract upload, and therefore that is also included in the document. By allowing different uploads in our system for the abstract and the Cover Letter/CV, full text searches are possible on the individual documents and therefore can be viewed independently of the submission.

One limitation of Stanford's Electronic Submission System, and ALRSS, is that only one Author can be directly entered into the database. Since it is the exception that there is more than one Author, the Author who is entered into the database is the "Contact Author". The "Contact Author" can then perform all of the functions of an Author. If more than one Author was allowed to perform the functions of the Author, version uploading and communication with the Authors would be much more complicated than the present system. This would defeat the purpose of developing a system that is more efficient and less complicated than the present system. Stanford actually allows multiple Authors to be listed in the "Address & Notes" section, however this is merely stored text and not an actual data field. Our system does not allow for random text to be stored due to the fact that each data field is structured and limited in length.

Features and Limitations of ExpressO™ Compared to ALRSS

There are a number of features in the ExpressO™ system that ALRSS looked to incorporate into design. For example, once a list of Law Reviews has been chosen, the Author has the option to remove or add Law Reviews to the list. This allows the Author to confirm the list before actually submitting to all of the Law Reviews. ALRSS allows the Author to add Law Reviews for submission as often as desired. In addition, the Author can withdraw the submission at any time through the system including immediately following submission if the Author submitted mistakenly. Since there is no cost for submitting through ALRSS, creating a summary page of Law Reviews is not necessary before actually submitting. Once the Author has submitted, the Author can view all of the Law Reviews that the submission has already been sent to and perform more submissions or withdrawals at that time.

Also, ExpressO™ allows the Author to upload a Cover Letter and/or CV. ALRSS allows an upload for one or both of these in one document. Since they are used to search the background of an Author, it is presumed that the same student will be viewing both documents and therefore they can be stored in one document and viewed together. In addition, the ExpressO™ system allows the Author to enter keywords for the submission. Our system allows for full-text searches and therefore, it was determined that entering keywords would be unnecessary. Also, both the ExpressO™ and ALRSS, allow the Author to select subject areas that they feel corresponds to their submission. This is mainly to allow the article to be searched according to subject by other Law Reviews.

Another similarity between ExpressO™ and ALRSS is that both systems allow searching of the submissions by other parties. For ExpressO™, the Author can choose to be published in the ExpressO™ Legal Writings Repository. In ALRSS, if an Author chooses to, their submission can be viewed by all the Law Reviews to be potentially contacted by

even those Law Reviews not on the final list for submission. Both systems allow the submission more exposure and potentials for publication.

A security issue for ExpressO™ is that anyone can establish an account. Immediately, a password is sent via email to the email address supplied when filling out the account administration. As a result, bogus users can flood the system. Like stated previously, ALRSS minimizes this risk by establishing a 24-hour account set-up.

One of the features envisioned for version 2 of ALRSS is to display the title of the Law Review with a subject area. This is what is displayed when Authors search Law Reviews in ExpressO™. We feel that this would be advantageous, however implementing it in version 1 would be incredibly time consuming. An additional feature that ExpressO™ has that we foresee for ALRSS in the future is to be able to display the Law Reviews by categories or subject areas. For version 1, we merely display the Law Review alphabetically.

The biggest hindrance to the ExpressO™ system is that it charges \$5 per hard copy and \$2 per electronic copy. As a result, a number of Law Authors do not use the system. In addition, due to lack of marketing, an even larger number of Law Authors do not even know the system exists.

Based on communications with Law Authors and Law Reviews, in addition to analyzing present systems, the system requirements for the Automated Law Review Submission System were developed.

3.2 User Manual

Based on the System Requirements mentioned above, a User Manual was created. The User Manual is to be posted on the site as a Help File to describe the steps for the user.

Key phrases are highlighted so that the user can jump around the file and find the answers that they are looking for.

To develop the User Manual, Help Files were viewed for Microsoft Office applications. The User Manual reflects the process by which the user steps through the application and addresses questions that arise when performing functions on the site. The User Manual is coded in ASP.NET to allow for integration with the application.

The User Manual is located in Appendix A to demonstrate how the requirements are fulfilled by the system.

Chapter 4: System Feature

4.1 Tracking of Submission in Law Review

Motivation for Workflow: Competitive Advantage

The ExpressO™ system mainly focuses on making the submission process more efficient for the Author, and stops their services at the submission time. This does not make it more efficient for the Law Reviews because they are merely receiving emailed or hard-copied versions of what they would already be receiving. Our system on the other hand, makes the law review workflow more efficient the major benefit of our system versus our competitors.

Our System's Approach to Workflow

According to our system requirements established for the workflow within the Law Review, both the Author and the Law Review members can track the submission status. Before creating any State Diagrams to model the workflow within the Law Review, the different States for the submission status were determined. These States, created specifically for our system, were based on the processes that both the Law Review and Author proceed to follow during submission periods. In the majority of the instances, the status of the submission corresponds to the *States* within the Article State Diagram, Figure 4-1. Some States have been combined into a single state for simplification for both the Review and the Author. These States and consequence exceptions will be discussed below.

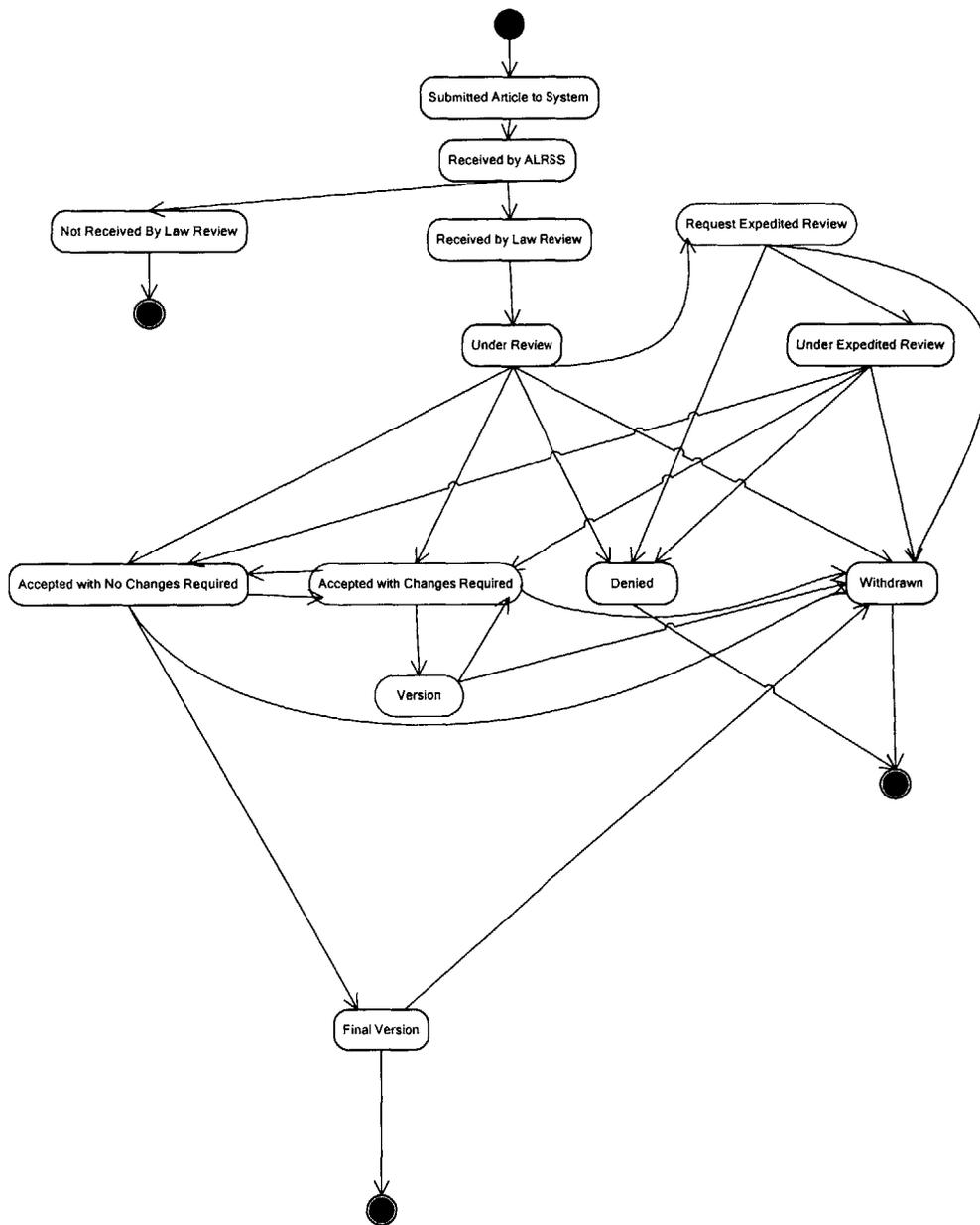


Figure 4-1: Article State Diagram

Once the Author clicks the submit button on the upload page the manuscript enters the “Submitted Article to System” State. As soon as the manuscript is saved in the database, the manuscript enters the “Received by ALRSS” State. Since this transition from “Submitted Article to System” to “Received by ALRSS” occurs in a matter of seconds, if the Author were to view the status, it would reflect “Received by ALRSS”. As a result, “Submitted Article to System” State is a theoretical state.

Until a Law Review views the manuscript and manually changes the status, the manuscript remains in the “Received by ALRSS” state. If an Editor is conscientious, the Editor may change all recently submitted manuscripts to “Received By Law Review” even before the Editor has the chance to assign the manuscripts to Reviewers. Once the Editor assigns the manuscript to a Reviewer, the Editor can manually change the status to “Under Review”. “Under Review” can actually be broken into many subprocesses. To eliminate requiring the Reviewers and Editors to change the status of the submission every time a task is performed, such as source checking or commenting on the manuscript, they have been bundled into “Under Review”. This is an example of one of the exceptions mentioned earlier.

If an Editor for a particular Law Review never logs onto the system and never assigns the submission to a Reviewer, after a distinguishable long amount of time at “Received by ALRSS”, it is determined that the manuscript was “Not Received by the Law Review” and the manuscript waits to be deleted by the Site Administrator.

From “Under Review” there are multiple States to which the manuscript can fulfill. Mainly, the manuscript can be “Withdrawn” by the Author, “Denied” by the Law Review, or accepted by the Law Review. The accepted state is actually broken down into two distinct states: “Accepted with Changes Required” and “Accepted with No Changes Required”. If the Law Review does not request any changes to the manuscript, then at the time the offer for publication is formally declared, the article status chosen by the

Law Review is “Accepted with No Changes Required”. If the Law Review would like the Author to change part of the text or footnotes, then the Law Review changes the status of the submission to “Accepted with Changes Required”. At this state, the Author can upload a different version of their submission. While the Author is uploading the manuscript, it is in the “Version” State. Once the Author uploads their submission, the submission status changes to “Accepted with No Changes Required” to prevent future uploads by the Author while the Law Review is looking over the changes. The reasoning behind this distinction is that once the submission is accepted, the Author usually works with one or two members of the Law Review editing the submission and preparing it for publication. For the editing process, the Author and/or the Law Review may request changes to be made to the text or footnotes and presently this is done over email with comments corresponded through Word documents. Instead of using email, the system design allows for Authors to upload subsequent versions of the submission with their comments after the submission has been formally offered publication, i.e. accepted. If the Law Review wants another version uploaded by the Author, they change the submission status back to “Accepted with Changes Required” so that the Author can upload a new version. If the Law Review determines that there are no more technical changes necessary, they change the submission status to “Final Version”. In the “Final Version” state, the submission is prepared for publication with formatting by the Law Review and potentially the help of the Author. The end state of the submission process produces the submission ready for publication.

At any time during the submission process, the Author can “Withdraw” their manuscript. In addition, if another Law Review accepts an Author’s manuscript for publication, it is possible for the Author to request an expedited review, changing the status to “Request Expedited Review”. If a manuscript’s status is “Request Expedited Review” then the Law Review has the option to deny the request for expedited review, changing the status to “Denied” or if the Law Review allows for an expedited review, the Law Review can change the status to “Under Expedited Review”. While the manuscript can pursue the

same states from “Under Review” and “Under Expedited Review,” the latter implies a more eminent deadline for those within the Law Review.

4.2 Workflow in Law Review

To implement a workflow management system, the activities performed in the submission process were identified and routed accordingly. The model used to analyze the workflow of Law Reviews involved identifying Action States and States for each subprocess. After identifying each Action State and State, a State Diagram was formulated. In total, four State Diagrams were created to model the workflow. The first State Diagram displays only the States where a submission can exist, as seen in Figure 4-1. Another State Diagram overviews the submission process from the time of submission to when the submission is sitting in the database with no further action required, as seen in Figure 4-2. Finally, two State Diagram display in further detail the subprocesses within the Law Review, as seen in Figure 4-3 and 4-4.

As can be seen in the Workflow Model of the Submission Process, Figure 4-2, the Article State Diagram is incorporated into the Workflow Model. The Workflow Model expresses the decisions that must be made previous to placing a submission in a particular State. In addition, the Workflow Model expresses the sequence of decisions and States, as well as the different options that are available when changing from one State to another.

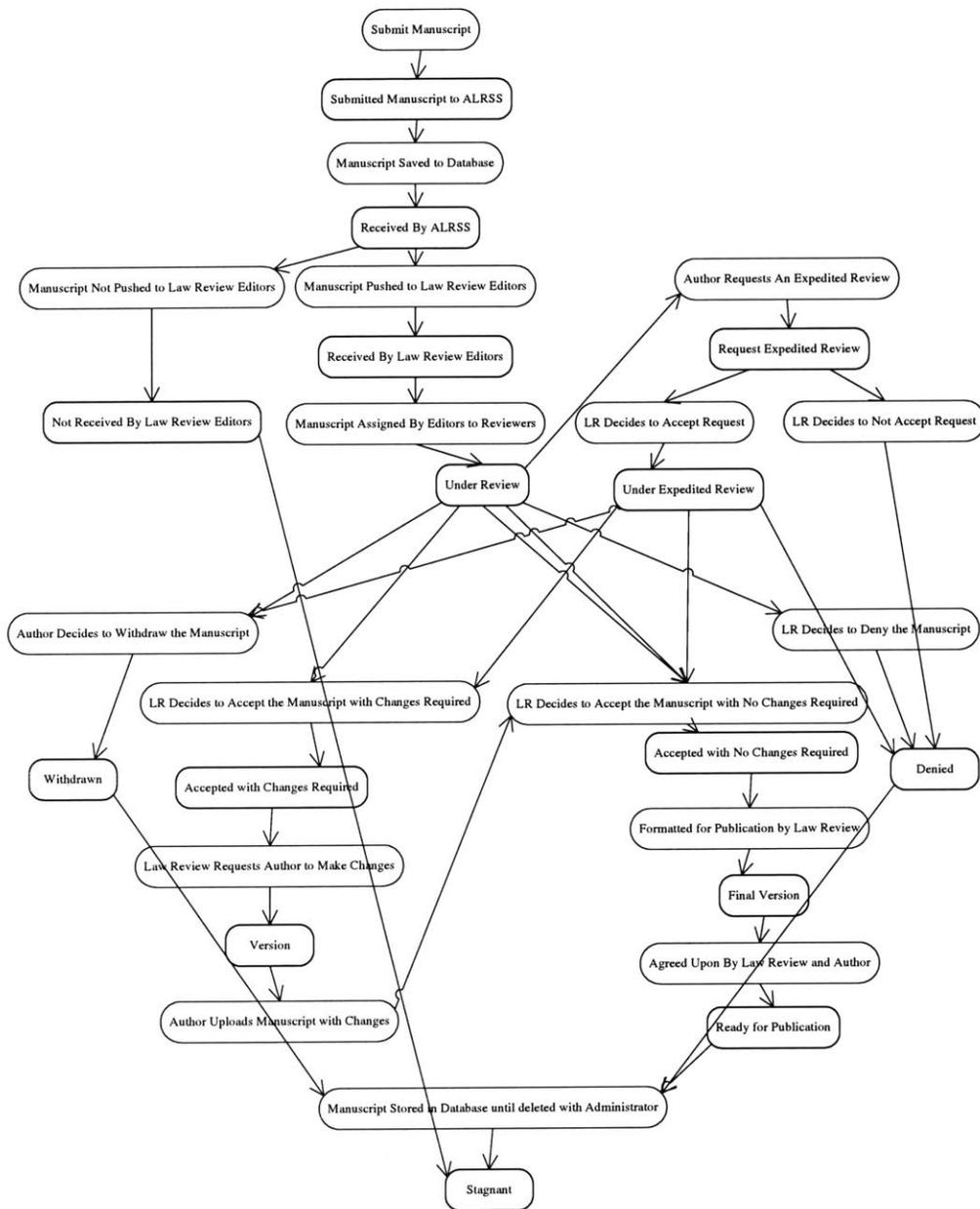


Figure 4-2: Workflow Model for Law Review

Since the Workflow Model is done on a higher level, further analysis of Action States can yield subprocesses. For example, there are multiple actions that lead the flow from

“Manuscript Assigned By Editor to Reviewer” to “Under Review”. The actions required are displayed below in Figure 4-3. This is just one example of a subprocess that was analyzed to model the workflow and implement a convenient system.

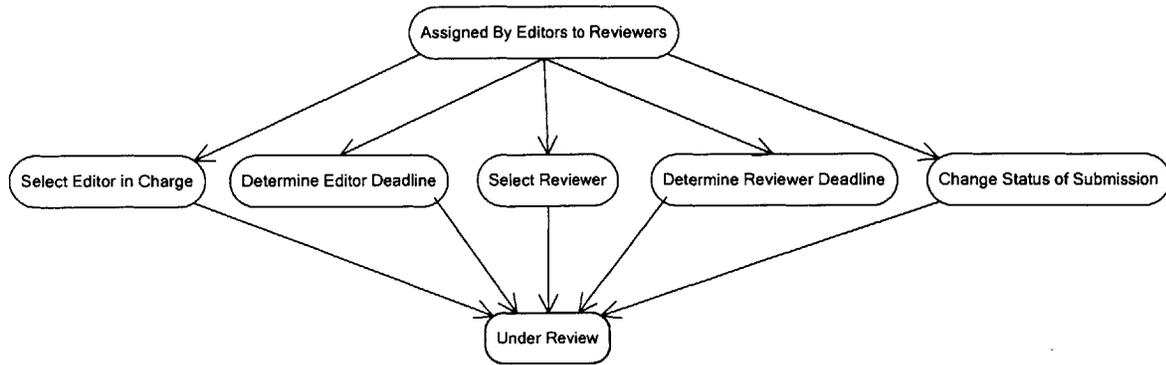


Figure 4-3: Subprocess to Obtain “Under Review” Status

Another complicated process analysis is that of versioning, therefore, a State Model of the internal process is seen in Figure 4-4. To deter Authors from uploading edited versions while another one is still under review, Authors are only allowed to upload if the status is “Accepted with Changes Required”. Therefore, the state “Version” exists when the Author uploads the edited submission. As soon as the Law Review views the edited version, the status is changed back to “Accepted with No Changes Required” so that the Author cannot upload again, until requested by the Law Review. If the Law Review determines that the submission does not need changes, the Author can still request changes to be made, and if the Law Review agrees to accept changes, the status is manually changed to “Accepted with Changes Required” by the Law Review. If the Law Review and the Author feel that the submission is ready to be formatted, the Law Review manually changes the status to “Final Version”. If the Law Review and the Author agree that the formatted final version is ready for publication, the status is changed to the final state and the process is done. As for the system, according to Figure 4-2, the submission is stored in the database until deleted by the system administrator.

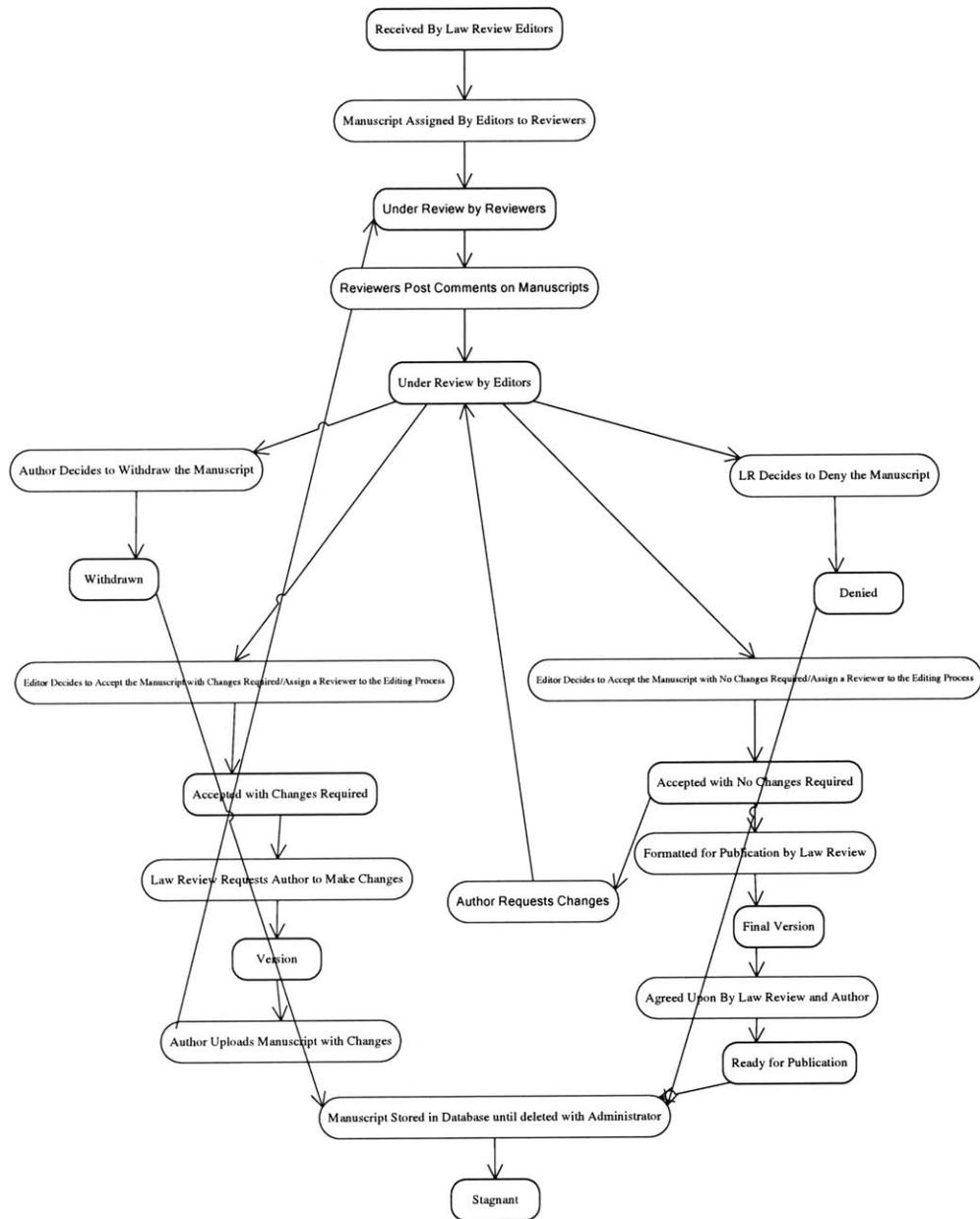


Figure 4-4: Subprocess of Versioning

To allow the next task in the process to be performed, the submission status must be manually or automatically changed, depending on which task it is. As a result, Authors can log into the system and the status of their submission at a particular Law Review can be viewed. In addition, members of a Law Review can use the tracking of the submission for management purposes. For example, Editors can view which submissions have been assigned, which Reviewers have been assigned which submissions, when the Reviewer should be completed with their reviewing, when the Internal Deadline is for the submission and what the status of the submission is at the present time. As a result, the Editors can manage the assignments and decision making more effectively and efficiently.

Chapter 5: Conclusion

5.1 Result Achieved

The system increases the efficiency of the submission process of manuscripts to Law Reviews for both the Author and the Law Review. The efficiency is increased on multiple levels from the present method of submission.

Based on the System Requirements, Workflow Model and Article State Diagram the Data Model was developed⁶⁴. Based on the Data Model, the database was structured. The database used for the system was SQL Server⁶⁵. SQL Server was chosen because it interfaces well with ASP.NET, works on Windows machines, it handles large transactions well and it is scalable. Once the database was created, the system was coded in ASP.NET to fulfill the System Requirements.⁶⁶ To view a complete collection of the Graphical User Interfaces created for the system, see Patricia Crumley's thesis.⁶⁷

The System Requirements are satisfied and the system performs beyond the exiting systems: Stanford Electronic Submission System and ExpressO™. The limitations of Stanford's systems mainly stem from lack of security, unstructured data entries, and requiring users to have multiple accounts for multiple submissions or submission types. In addition, a drawback to the system is the fact that it can only be used to submit to

⁶⁴ Crumley, Patricia. Managing Large-Scale Systems with Automated, Centralized Applications: Using the Automated Submission System for Law Reviews. MEng Thesis, Massachusetts Institute of Technology, Department of Civil and Environmental Engineering, May 7, 2004.

⁶⁵ Gottlieb, David. Software Development of the Automated Law Review Submission System. MEng Thesis, Massachusetts Institute of Technology, Department of Civil and Environmental Engineering, May 7, 2004.

⁶⁶ Gottlieb, David. Software Development of the Automated Law Review Submission System. MEng Thesis, Massachusetts Institute of Technology, Department of Civil and Environmental Engineering, May 7, 2004.

⁶⁷ Crumley, Patricia. Managing Large-Scale Systems with Automated, Centralized Applications: Using the Automated Submission System for Law Reviews. MEng Thesis, Massachusetts Institute of Technology, Department of Civil and Environmental Engineering, May 7, 2004.

Stanford. ExpressO™'s limitations mainly are derived from a lack of security, a limited submission type to articles and that the submissions are merely emailed to the Law Reviews. The major drawback for ExpressO™ is that it charges Authors for both electronic and hard copy submissions.

Our system addresses the security issue by allowing a 24-hour account set-up to verify the validity of the user, and allows the Site Administrator to enable/disable a user at any time. The data entries were defined and structured so that each entry corresponds to one item in the data model. The system allows the Author to have one account even if the Author would like to submit multiple submissions or different submission types. The major distinguishing feature of the system is the web-based workflow that enables Law Reviews to track the submission, deadlines, and assigned members throughout the review process. Finally, the ALRSS is free of charge to all users, therefore not limiting the system to a certain type of user. Since the system is free to use and has obvious benefits for both Authors and Law Reviews quick adoption is foreseeable.

5.2 Analysis of Workflow Model

Analyzing the processes within the Law Review, as discussed in Chapter 4, and reviewing the workflow model, the web-based workflow management system was coded. The following steps through the functions made possible by implementing the workflow.

If a manuscript is submitted to a Law Review, the submission is automatically pushed to the Law Review Editors, meaning that once an Editor logs and goes to “Assign Submissions/View Workflow” button, a table of submitted manuscripts and related attributes is displayed, as seen in Figure 5-1. The table includes the following attributes: Title, Submission, Abstract, Cover Letter, Editor in Charge, Assigned Reviewer, Internal Deadline, Personal Deadline, Comments, Status and Workflow. From the table, the Submission text, Abstract text and Cover Letter text can be clicked on and viewed. The

table can also be sorted by the following: Title, Editor in Charge, Assigned Reviewer, Internal Deadline, Personal Deadline and Status. These sorts are important because they help the Editor make informed decisions in assigning of new submissions and determining the status of work in the Law Review as a whole and therefore managing better.

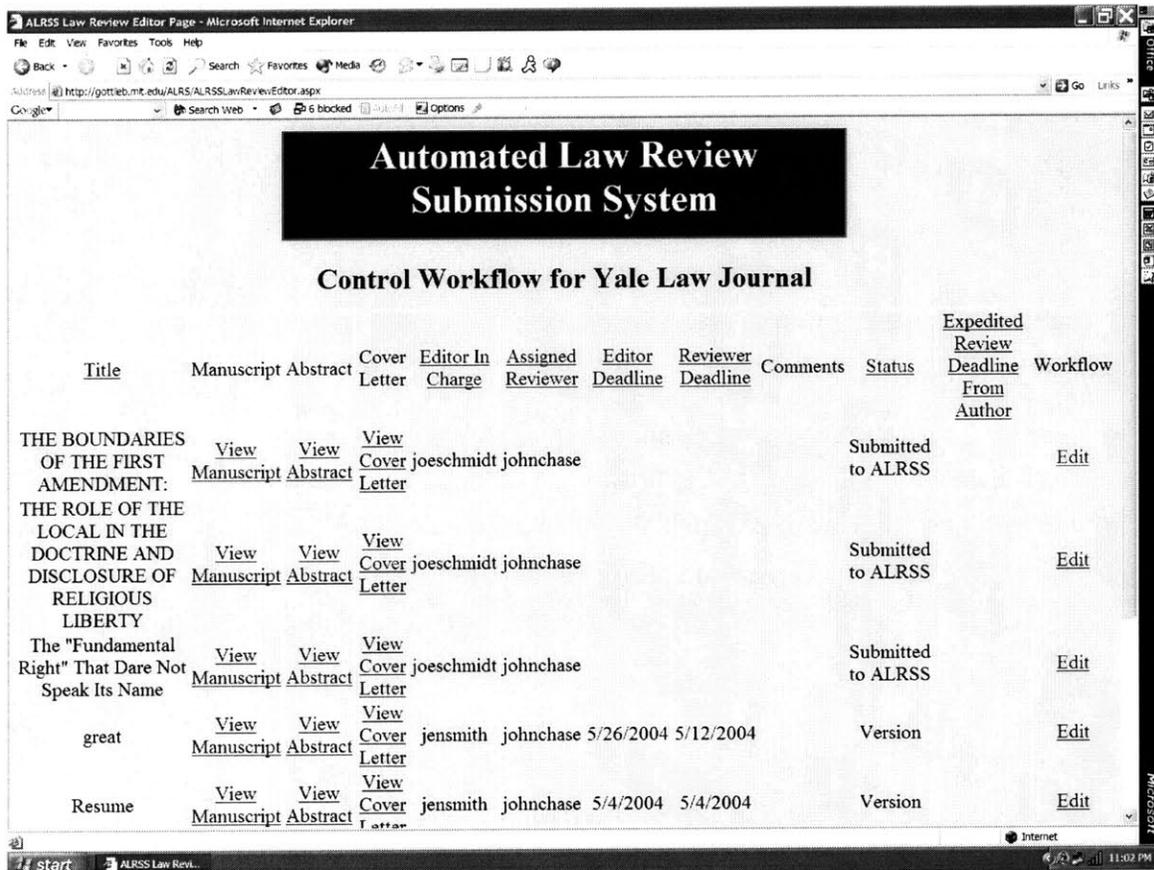


Figure 5-1: Control Workflow for Law Review Page

For example, if the Editor clicks on the Internal Deadline hyperlink at the top of the table, the Editor can view the Internal Deadlines chronologically, with the most impending deadlines being displayed first. If there are a large number of submissions needing decisions within the next few days or weeks, the Editor may decide not to assign

submissions until some submissions have been decided upon, or assign submissions to Reviewers but extend the Internal Deadlines as to avoid overloading the Reviewers and/or Editors. Since an Editor is responsible for making decisions for accepting and denying articles, this sort may also indicate when they will need to be making a lot of decisions in a short period of time so that they can plan reading comments from Reviewers accordingly.

If the Editor sorts by Editor in Charge, the Editor can view whether certain Editors are taking on too much work or not enough. In most Law Reviews, Editors are responsible for reading the comments from the Reviewers and not only making decisions about the submission itself, but also critiquing the comments from the Reviewers with respect to grammar, content and insight. Also, it can be viewed whether Editors are assigning to a select number of Reviewers or distributing the work evenly. Sorting by Assigned Reviewer allows the Editor to view how many submissions each Reviewer is handling at a given time. By making the assignment process transparent to Editors, the Editors can work together to make sure that all Reviewers have submissions to review and that no Reviewer is overloaded with work. The distribution of work to Reviewers can be done without Editors communicating to each other via email, phone or in person, because each Editor's assignment action is recorded by the system. In addition, sorting by Personal Deadline allows the Editor to view, which Reviewers are to be submitting comments, and helps the Editor plan accordingly to review the comments.

By allowing the Editor to view the full text of the submission and the abstract from this page, the Editor can view the text of each. Since the comments from Reviewers are also displayed in the table, the Editor can read the relevant comments and if a decision needs to be made, they can make a decision whether to accept the submission for publication or deny it.

Clicking the Edit button under Workflow for a given submission allows the Editor different options displayed in Figure 5-2. This allows the Editor to assign a submission to a particular Editor, even if the Editor assigned is not the user at the present time, and also assign a Reviewer to the submission. In addition, the Editor can determine the Internal Deadline by which the Law Review must respond to the Author and a Personal Deadline by which time the Reviewer must have their comments posted and their responsibilities finished. At this time, the Editor must also change the status from “Received by Law Review” to “Under Review”.

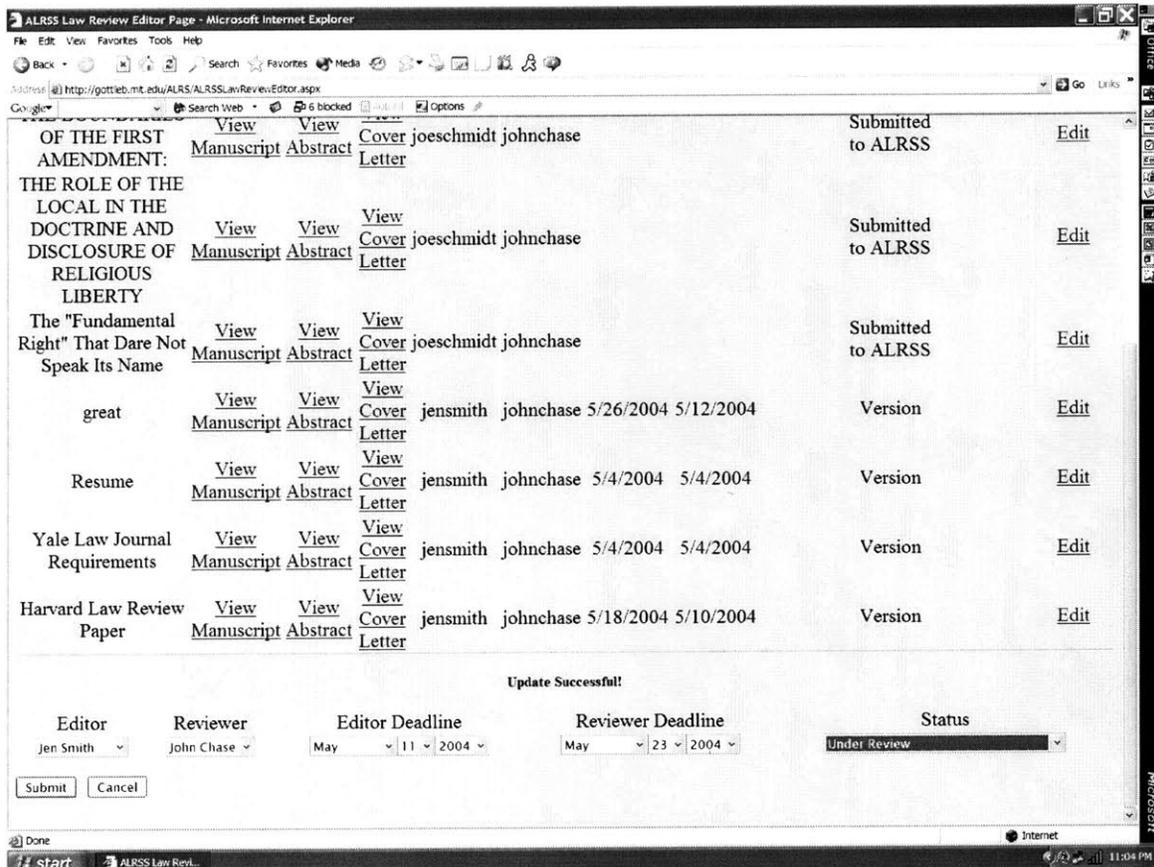


Figure 5-2: Control Workflow by Assignment

Whether the Editor decides to accept or deny the submission, the Editor clicks the edit button corresponding to the title of the submission and another table appears at the bottom of the same page. The Editor then manually changes the Status from “Under Review” to “Accepted with Changes Required” if editing by the Author is necessary or “Accepted with No Changes Required” if the Law Review does not want the Author to edit the submission. If the Author is indeed accepted, the system will generate an email to the Author stating that the submission has been accepted and stating the deadline for accepting the offer. This is the only email generated by the system because it is not the intention of the system to reduce needless communication between the Law Review and Author and to generate communications between the system and the Author or the system and the Law Review. Since acceptance deadlines are impending, it is important that the Author be notified immediately. In addition, the system suggests that the Law Review take the time to contact the Author in person to congratulate them on the acceptance. While an automated system increases efficiencies, it is not the intention to eliminate all human contact.

The web-based workflow is more sophisticated than what most Law Reviews have implemented at the present time. Since the tracking of the submission statuses, Editors, Reviewers, Internal Deadlines and Personal Deadlines are done electronically, members of a Law Review can have a more comprehensive view of all of the work being done within the Law Review at a given time. Real-time data allows the Editors to manage the Reviewers and the submissions more efficiently and in a more sophisticated manner. Editors can also analyze productivity of Reviewers, Editors and the Law Review as a whole in terms of the number of submissions under review at a given time by a given number of members.

In conclusion, the system performs as specified by the System Requirements. The addition of the web-based workflow is a distinguishing feature from present systems as it allows the efficiency to extend to within the Law Review. With diverse adoption of the

system, Authors and Law Reviews will see the benefits of a more efficient submission process.

Chapter 6: Future Research

6.1 Alternative Uses for System

It is possible to use the developed system for other uses due to its flexibility and scalability. Features such as creating new accounts, uploading documents to the server, and viewing uploaded documents allows for the system to serve in many different fields.

6.1.1 Conferences held by Law School

Since the Law Reviews already have established accounts for a particular Law School, it is possible to allow the Law Schools to use the site for Conference submission material. To register for a conference, it is common practice to fill out personal contact information, which is required when creating a new Author account. If the system were to charge for submitting manuscripts to Law Reviews in the future, as does ExpressO, the same billing program could be used to charge conference attendance fees as well. In addition, instead of uploading an article, a user can upload a paper to be discussed at a conference. Also, if the “Microsoft Word Only” restriction is lifted off of uploaded documents, it is possible that Conference Speakers can even upload their presentations to the site. This allows the Law School to view the presentation previous to the speech and provides a back-up copy of the presentation for emergency situations. If registered attendees do not need to upload files for attendance, the required fields can be changed to reflect this.

Expanding further, instead of Law Reviews or Law Schools creating accounts, if the focus of the site was any school or company hosting a conference, the same site changes could be made to reflect a different clientele. For example, MIT holds many conferences throughout the school year, from Marsweek to the annual BioMicro Center Conference.

Conference attendees could register similar to the new Author account and view conference details and information, which could be viewed like submission requirements.

6.1.2 Other Journals Requesting Submissions

Presently, the system is designed for submitting manuscripts to journals. As a result, the same system can be used in different academic areas, such as engineering and science journals. The “Category of Submission” could change to reflect the particular field of journal. In addition, the names of the Law Reviews could likely change to be common journal titles in that particular field. Since the Law Review submission process is unique due to the fact that Authors can submit to more than one Law Review, a restriction may be imposed on the Author to only allow for submission to one journal at a time. In addition, the number of required documents uploaded and other typed entries can be changed to reflect the academic field.

Going beyond the academic area, it is possible to use this system for magazines that require their authors to submit articles electronically. While most magazines most likely already have a similar system, this system would be beneficial to those that do not have such a highly sophisticated system. The majority of magazines have Editors that assign writing to writers. Therefore, the roles of Author and Editor can remain. In addition, it is possible to allow the Editors to assign deadlines and track articles after they have been written. The “Category of Submission” can be changed to reflect the different sections of the magazine, such as Editorials or Technology. The list of Law Reviews can be modified to include just one magazine, or all magazine titles, depending on the users of the system. If the Site Administrator does not delete the submissions, then the magazine has a database complete with all of the submitted articles and the category of article since the system was implemented. This is useful for sorting articles and categories, while keeping non-published articles on the server with the potential to be published at a later

date. The uploaded Abstract and Cover Letter/CV locations can be used to upload relevant data and reference materials.

6.2 Realized Benefits of Implementation

The system increases the efficiency of the submission process of manuscripts to Law Reviews for both the Author and the Law Review. The efficiency is increased on multiple levels from the present method of submission. To better understand how much more efficient the process is, a third party survey could be created to observe submission turnover rates before and after implementation. This could compare the average time it takes for an Author to hear back from the same Law Review using the present and new method. In addition, Editors could view the review time necessary for their Reviewers, and if this is decreased with implementing the system. Tracking the time difference between the time that the Editor assigned the manuscript to the Reviewer, and the time at which the Reviewer views the manuscript can demonstrate how quickly manuscripts are passed over. In addition, the amount of times that a user logs on to the system will demonstrate how reliant the user is on the system and demonstrate whether real-time updates are important or not.

Based on a survey and comments from users, it is possible to determine the real benefits of the system and places for improvement. Also, depending on the clientele, the site can be more customized to improve the client experience. Based on the feedback, more research can be done and more Authors and Law Reviews will likely use the system.

One key to implementing the system is educating the users. Whether through help options or talking to Law Reviews and Authors on an individual basis, it is important that the system is easy to use and adopted by many.

6.3 Generating Profit

Due to the fact that ALRSS is a product of a research project without a budget, the Development Team does not receive any financial returns for the effort put forth during development and implementation. As a result, to generate profit in the future, it is possible that banners be used on the site for advertising or that the system be sold for a profit to a larger organization.

6.3.1 Advertisement Banners

While this does not affect the System Requirements for the Author or the Law Review, there are multiple implications for the Site Administrator. If the payment for advertising is done through the system, then a new type of user will need to be created and financial information for the Site will also need to be formulated. The system must then be able to interface between the payment method from the advertisers and the internal financial information.

In addition, the Site Administrator must determine the limitations of advertising material, for example allowing academic related advertisements but not retail. The Site Administrator must establish the maximum number of advertisers for the site at a given time and if the number of advertisers exceeds this value, do advertisements cycle through the site or is the advertiser refused. This mainly stems from being able to enable and disable users and whether the Site Administrator would like to keep a stagnant list of advertisers or allows enabling and disabling at intervals, possible by generating more code. The size of the advertisement banners must be determined and whether different banner sizes will be accommodated to help determine the maximum number of advertisers.

6.3.2 Selling the System

Another means by which the Development Team can receive a profit is by selling the system to a larger organization. Since the Development Team is limited to 3 people at the present time, allowing the system to be absorbed would provide for marketing of the system to develop a user base. In addition, the larger organization can maintain the system and respond to user needs, as the members of the Development Team are pursuing full-time jobs elsewhere. The reputation of the larger organization may also help increase the trust of the system and broaden the user base by extending to existing customers.

6.4 Application Improvements

6.4.1 Copyright Agreement

At the present time, when the Law Author submits to a Law Review, it is implied that the Law Author has read the Copyright Agreement and has agreed to it, otherwise the Author would not be submitting through the system. However, the system is not designed to validate whether the Author did indeed read each Copyright Agreement for the Law Review to which the Author is submitting. If there is a conflict between the Author and Law Review over the terms of the Agreement, it is questionable whether the Copyright Agreement would hold in a court of law if the system does not verify that the Copyright Agreement has been viewed.

If the system were to implement a validation that indeed the Author did read the Copyright Agreement, the Author might be hesitant to use the system due to the additional time required to view each Copyright Agreement. As a result, it may be in the best interest of the Law Reviews to collaborate and form a general Copyright Agreement used by all or most Law Reviews that the Author views once.

6.4.2 Contact Editor

When a Law Review creates an account, the Editor's information created corresponds to the Contact Editor's information. For the purposes of our system, the Contact Editor's information corresponds to that of the Law Review. A Contact Editor is used for the majority of Law Reviews as the initial person to contact. If there is any question about how ALRSS fulfills the needs of the particular Law Review, the Author may be inclined to view the Submission Requirements and Copyright Agreement and then contact the Contact Editor for more information. As such, in spiral 2, the Contact Editor's Information was incorporated into the system: in the same location that the Author has the opportunity to view the Submission Requirements and Copyright Agreement, the Author can also view the Contact Editor's information. Since it was only anticipated that the Author could view the Submission Requirements and Copyright Agreement, the addition of viewing the Contact Editor's Information improves the features outlined in the System Requirements.

Once the account for the Law Review is established, any Editor can update their Contact Information and request to be the new Contact Editor. At such a time, the new Contact Editor's information will be displayed with the Submission Requirements and Copyright Agreement. Since the Contact Editor can only be changed from the "Update Contact Information" button, the Editor requesting to be the new Contact Editor is the only user allowed to change this information. The old Contact Editor's account remains, and the user is still an Editor, however their name is no longer displayed for Authors to view. Since the update can only occur on one page, the update process for Contact Editor will be fully explained in the User Manual.

6.4.3 Expedited Review

When a Law Review accepts a manuscript, the Law Review should provide a date and time deadline for the acceptance offer. This deadline can be used for authentication purposes of other Law Reviews processing expedited reviews. The SQL query that verifies that the Author does in fact have an offer for publication can also include the accepting Law Review and deadline to be displayed to other Law Reviews. When the manuscript's state is "Request Expedited Review" and the Editor clicks on the "Edit" button to change the status to allow the reviewing process to continue or deny the request, it is possible that the requested information from above be displayed at the bottom of the workflow page.

The reason that there is no email generated requesting an expedited review is that part of the purpose of this project is to reduce unnecessary communications. If a Law Review Editor can click on the "Manuscript Status" button in the workflow page and sort to view all of the "Request Expedited Review" manuscripts at once, it is much less complicated than getting an email for each request. In addition, since the Author accepts the offer for publication via the system, it is likely that the Author will view the responses from the other Law Reviews before accepting or denying publication by a particular Law Review.

In conclusion, there are possible points of improvements for the system, however the system is compliant with the System Requirements that were established. ALRSS has the potential to change the submission process, by making it more automated, encouraging standard submission requirements and copyright agreements, and providing workflow management capabilities to the Law Reviews. As a result, the process can be more efficient and effective. As with any system, ALRSS will need to respond to its users in the future. Additional features can be added to make it more user-friendly and increase utilization of the system by the users.

In addition, the system can be retrofitted to accommodate different usages. Customization can be built on top of the centralized data repository to provide a single point of contact and reduce error by requiring data entry only once. In addition, the workflow management and tracking capabilities can be used to increase efficiency in many processes.

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Appendix A: User Manual

The following pages are taken from the User Manual, which will be a help file in the system. The User Manual displays how the System Requirements are implemented. The table of buttons below is located on the left-hand side of each help file display; however for printing purposes, it is only shown once. The User Manual is ordered corresponding to the titles of buttons descending down the table.

For All Users:
Create a New Account
Create a Law Author Account
Create a Law Review Account
Login
Update Contact Information
Change Your Password
Search Submitted Abstracts
How to Upload Documents
Submission Status Description
For Law Authors:
View Submission Requirements and Copyright Agreement
Upload Submission Documents
Submit Your Uploaded Documents to Law Reviews
View Your Manuscript's Status
Accept Offer or Withdraw Your Manuscript
Request Expedited Review
Submit Edited Version
For Law Reviews:
View Assigned Manuscripts and Deadlines
Search Submitted Manuscripts
Add New Law Review Members
View/Delete Members
View and Update Submission Requirements and Copyright Agreement
Assign Manuscripts/View Workflow
Uploading Reviewers' Comments

Create a New Account

If you are a new user, click the button on the **Home Page** that corresponds to your use for the system:

Do you want to submit a manuscript?

If so, click

Register as a New Law Author

Are you a Law Review Editor that would like to have an account with ALRSS?

If so, click

Register as a New Law Review

Create a New Law Author Account

Do you want to submit a manuscript?

Fill in your Full Name, Street Address, City, State, and Zip Code along with your Phone number, Email address and University Affiliation. If you are not affiliated with a University, please leave the default selection at None. In addition, providing your Fax number is optional.

*Full Name: (e.g. John Smith, Mary Green)	<input type="text"/>
*Street Line 1:	<input type="text"/>
Street Line 2 (Optional):	<input type="text"/>
*City:	<input type="text"/>
*State: (e.g. MA, NJ, CA, etc.)	<input type="text"/>
*Zip Code: (5 digits only)	<input type="text"/>
*Phone Number: (e.g. 6175551234, please no spaces or dashes)	<input type="text"/>
Fax Number: (same format as phone number)	<input type="text"/>
*Email:	<input type="text"/>
*University: (Please select "None" if you are not affiliated with a university)	<input type="text"/>

Once you have filled out your Contact Information, please select a Username and Password. If the Username that you have selected is already in use, you will receive an error and be directed back to the **Home Page**.

*Desired Username:	<input type="text"/>
*Desired Password: (at least 6 characters)	<input type="text"/>
*Repeat Password:	<input type="text"/>

If you forget your Password, your test question will be asked of you. At that time, if you provide the correct answer, your password will be sent to the email provided. If you forget your Username, please contact ALRSS using the Comments page.

*Please Select Your Question:	Mother's Maiden Name <input type="text"/>
*Please Enter The Answer:	<input type="text"/>

Please also note that your account will require 24 hours to set-up. Please do not attempt to login until this period is over, as your account may not be activated. If your account is not activated within 24-hours, please contact ALRSS using the Comments page.

If you have made a mistake you can click and all of the textboxes will be cleared.

If you do not want to Create a New Law Author Account, you can click the button and return to the **Home Page**.

Create a New Law Review Account

You will need to create an Editor and a Reviewer account at this time.

Roles

In our system, an Editor is allowed to assign submissions, accept or deny offers for publication and requests for expedited reviews, and add new members in addition to the capabilities of a Reviewer.

A Reviewer can view the manuscripts and post review comments.

More Editors and Reviewers can be added by any Editor once the Law Review account is established.

Are you an Editor?

Fill in your Full Name, Street Address, City, State, and Zip Code along with your Phone number, Email address. Providing a Fax number is optional.

*Contact Editor Full Name: (e.g. John Smith, Mary Jane)	<input type="text"/>
*Contact Editor Email:	<input type="text"/>
*Contact Editor Street Line 1:	<input type="text"/>
Contact Editor Street Line 2:	<input type="text"/>
* Contact Editor City :	<input type="text"/>
* Contact Editor State :	<input type="text"/>
*Contact Editor Zip:	<input type="text"/>
*Contact Editor Phone:	<input type="text"/>
Contact Editor Fax:	<input type="text"/>
*Desired Username:	<input type="text"/>

You will be initially declaring yourself as the Contact Editor. The Contact Editor's Information will be displayed when an Author wants to contact the Law Review, therefore the information provided for the Contact Editor should correspond to that of the Law Review. The Contact Editor can be changed by any Editor who wants to assume the title by clicking the button below from their **Editor Home Page**. In addition, you can change your contact information from that of the Contact Editor to your personal address by clicking the button below from your **Editor Home Page**.

Update Contact Information

Are you a Reviewer?

*First Reviewer Full Name: (e.g. John Smith, Mary Jane)	<input type="text"/>
*First Reviewer Email:	<input type="text"/>
*First Reviewer Street Line 1:	<input type="text"/>
First Reviewer Street Line 2:	<input type="text"/>
*First Reviewer City:	<input type="text"/>
*First Reviewer State:	<input type="text"/>
*First Reviewer Zip:	<input type="text"/>
*First Reviewer Phone:	<input type="text"/>
First Reviewer Fax:	<input type="text"/>
*Desired Username:	<input type="text"/>
*Desired Password: (at least 6 characters)	<input type="text"/>
*Repeat Password:	<input type="text"/>
*Please Select Your Question:	Mother's Maiden Name ▾
*Please Enter The Answer:	<input type="text"/>

Once you have filled out your Contact Information, please select a Username and Password. If the Username that you have selected is already in use, you will receive an error.

*Desired Username:	<input type="text"/>
*Desired Password: (at least 6 characters)	<input type="text"/>
*Repeat Password:	<input type="text"/>

If you forget your Password, your test question will be asked of you. At that time, if you provide the correct answer, your password will be sent to the email provided. If you forget your Username, please contact ALRSS using the Comments page.

The Reviewer should change the Password and Question when they first log in, since their account is established by an Editor.

*Please Select Your Question:	Mother's Maiden Name <input type="text"/>
*Please Enter The Answer:	<input type="text"/>

The username and/or password combination that you will be assigned will not necessarily be the same as the ones you requested. ALRSS Development will try to give everyone their requested usernames and passwords. Please note that if a Law Review is already registered with the same name, you will be notified using the Editor's email provided.

*Law Review Name:	<input type="text"/>
*Law Review University Affiliation: (Please Choose From the Following)	None <input type="button" value="v"/>
*Upload Submission Requirements and Copyright Agreement in One Document (Microsoft Word only please):	<input type="text"/> <input type="button" value="Browse..."/>

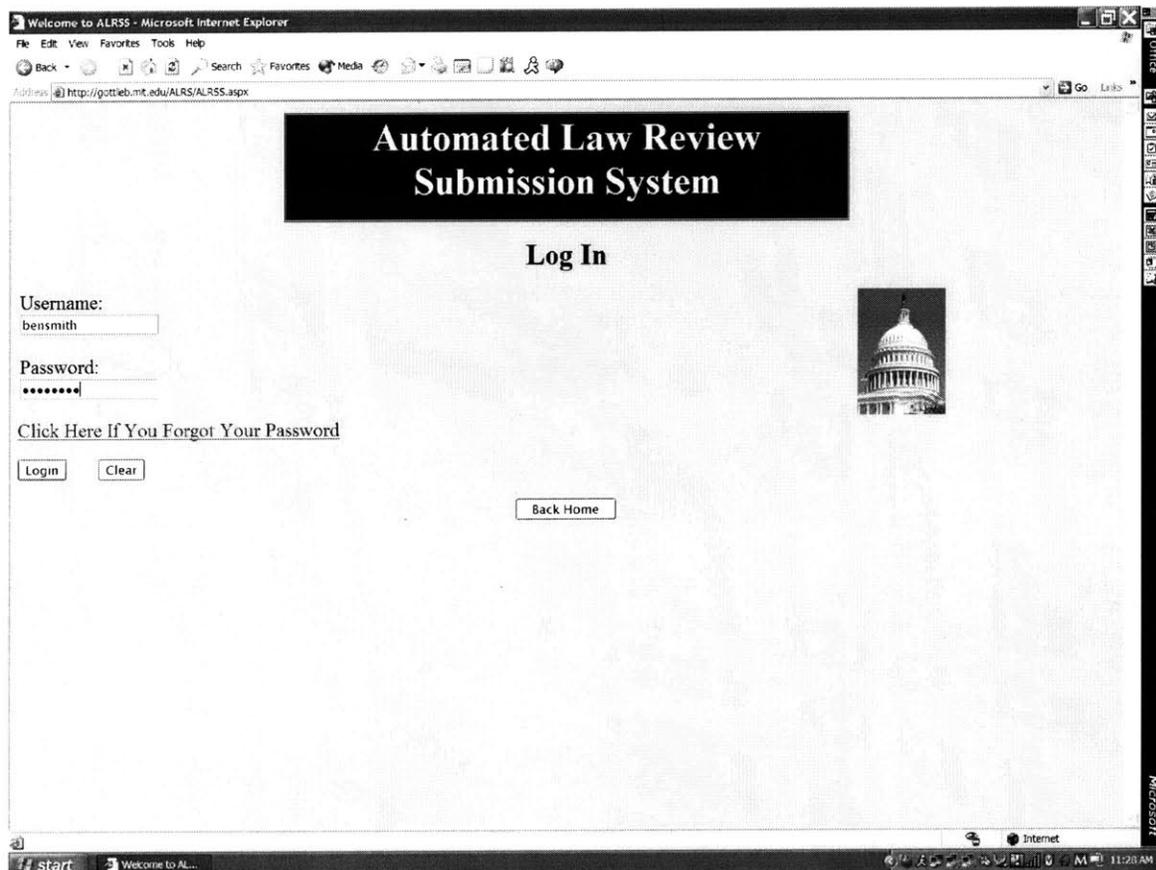
Please also note that your account will require 24 hours to set-up. Please do not attempt to login until this period is over, as your account may not be activated. If your account is not activated within 24-hours, please contact ALRSS using the Comments page.

Login

If you are a registered user, click this button on the **Home Page**.



This will redirect you to the **Login Page**.



In the textbox below Username, type the Username that you chose when creating your account.

In the textbox below Password, type the Password that you chose when creating your account.

Then click the button.

If your Username and Password are correct, you will be redirected to a **Home Page** corresponding to your role.

Wrong Username/Password?

If you entered a Username or Password incorrectly, you will be directed back to the **Home Page** and an error message will be displayed. You can attempt to Login again with the correct Username and Password.

Forgot Your Password?

If you forgot your password, click on the link [Click Here If You Forgot Your Password](#). This will allow you to answer the hint question you chose when creating your account, as can be seen below.

Please Enter Your Username and Select Your Role
From the Inputs Above

Please Select Your Question:

Mother's Maiden Name ▾

Please Enter The Answer:

Your Password Will Be Sent to the Email Address
Stored in the System

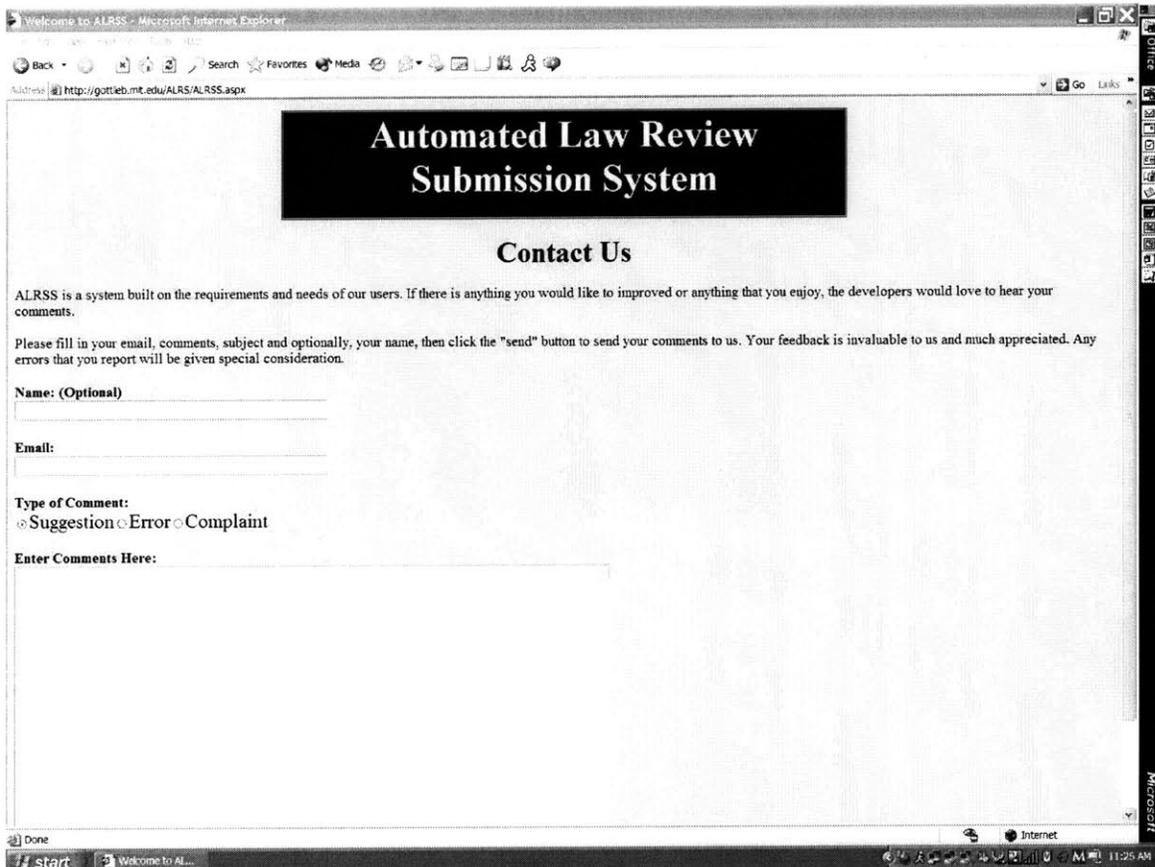
After entering your answer, click the button. If you answer correctly, your password will be emailed to the address that you provided when creating your account. If you answer incorrectly, you will be directed back to the **Home Page**, and an error will be displayed stating that your question/answer pair is not correct.

Forgot Your Username/Hint Question Answer?

If you forgot your Username or Hint Question Answer, please contact us by clicking on this button from the **Home Page**.

Send comments to ALRSS

This will redirect you to the **Contact Us Page**.



Please enter your Name, Email and Select Type of Comment to be Error, as seen below:

Error

Where it states "Enter Comments Here" please type your Full Name, your full Address, Phone Number and University Affiliation (if any) as provided when creating your account. If you do not remember what contact information you

submitted when creating the account, please provide as much information as you remember. This will allow us to find your Username and Password and send it to the Email address provided in the form.

After completing the form, please click the button. We will email you your Password in a timely manner, so that you can login.

If you do not want to Login, you can click the button and return to the **Home Page**.

Not a Registered User?

If you are not a registered User, you cannot Login but you can click the button and return to the **Home Page** to navigate to other options.

If you would like to be a registered User, click the button on the **Home Page** that corresponds to your use for the system:

Do you want to submit a manuscript?

If so, click

Are you a Law Review Editor that would like to have an account with ALRSS?

If so, click

Update Contact Information

If you want to change your contact information, click this button on the your **Home Page**.

Update Contact Information

Once you click this button, your current Contact Information will be provided.

Name:	Monica Gellar
Email:	crumleyp@mit.edu
Street 1:	77 Mass Ave
Street 2:	
City:	Cambridge
State:	MA
Zip:	02142
Phone:	6172256789
Fax:	6172256788

You can make the corrections necessary and click when you have made all of your changes.

If you do not want to make any changes after reviewing your contact information, please click the button and return to your **Home Page**.

Do you want to be the Contact Editor?

If you are a Law Review Editor and would like to assume the title of Contact Editor, click the checkbox under the contact information like below.

Check if you are the Contact Editor

The Contact Editor's Information will be displayed when an Author wants to contact the Law Review, therefore the information provided for the Contact Editor should correspond to that of the Law Review.

Change of Contact Editors

The Contact Editor can be changed by any Editor who wants to assume the title by clicking the button below from their **Editor Home Page**. In addition, you can change your contact information from that of the Contact Editor to your personal address by clicking the button below from your **Editor Home Page**.

Update Contact Information

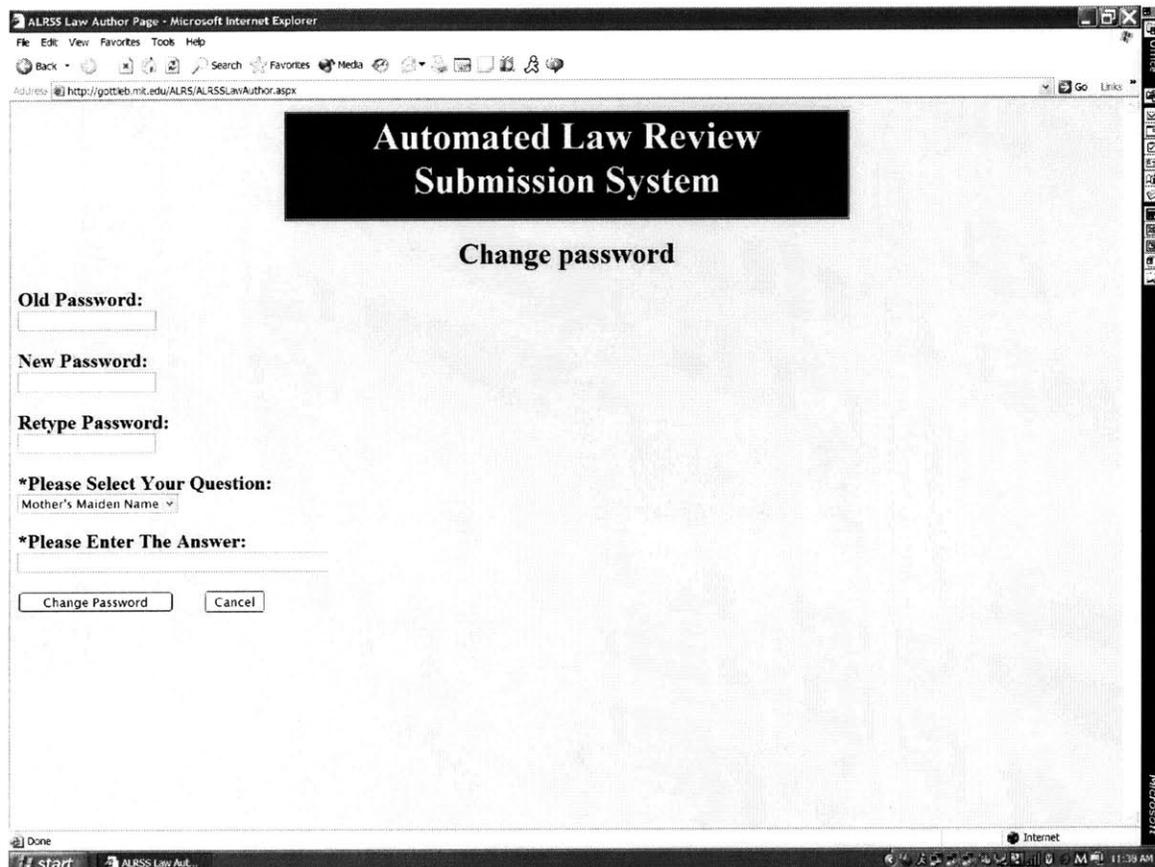
This feature is extremely useful if you are changing over Editor in Chief from year to year. If the new Editor in Chief is already an Editor, he or she can just check the checkbox as displayed above. Otherwise, the new Editor in Chief should create a new member account and declare their role to be an Editor. Once they have created an account, he or she should declare himself or herself the Editor in Chief. The past Editor in Chief will retain their account and the role of Editor; however their contact information will not be displayed.

Change Your Password

If you want to change your password, click this button on your **Home Page**.

Change Password

This will redirect you to the **Change Password Page**.



The screenshot shows a web browser window titled "ALRSS Law Author Page - Microsoft Internet Explorer". The address bar shows "http://gottlieb.mit.edu/ALRSS/LawAuthor.aspx". The main content area features a large black banner with the text "Automated Law Review Submission System" in white. Below the banner, the heading "Change password" is centered. The form includes the following fields and controls:

- Old Password:** A text input field.
- New Password:** A text input field.
- Retype Password:** A text input field.
- *Please Select Your Question:** A dropdown menu with "Mother's Maiden Name" selected.
- *Please Enter The Answer:** A text input field.
- Two buttons at the bottom: "Change Password" and "Cancel".

The browser's status bar at the bottom shows "Done", "Internet", and the system tray with the time "11:39 AM".

Please type in your old password, and then your new password twice. If you would like to change your hint question and answer, you can also do that at this time.

When completed, click **Change Password** .

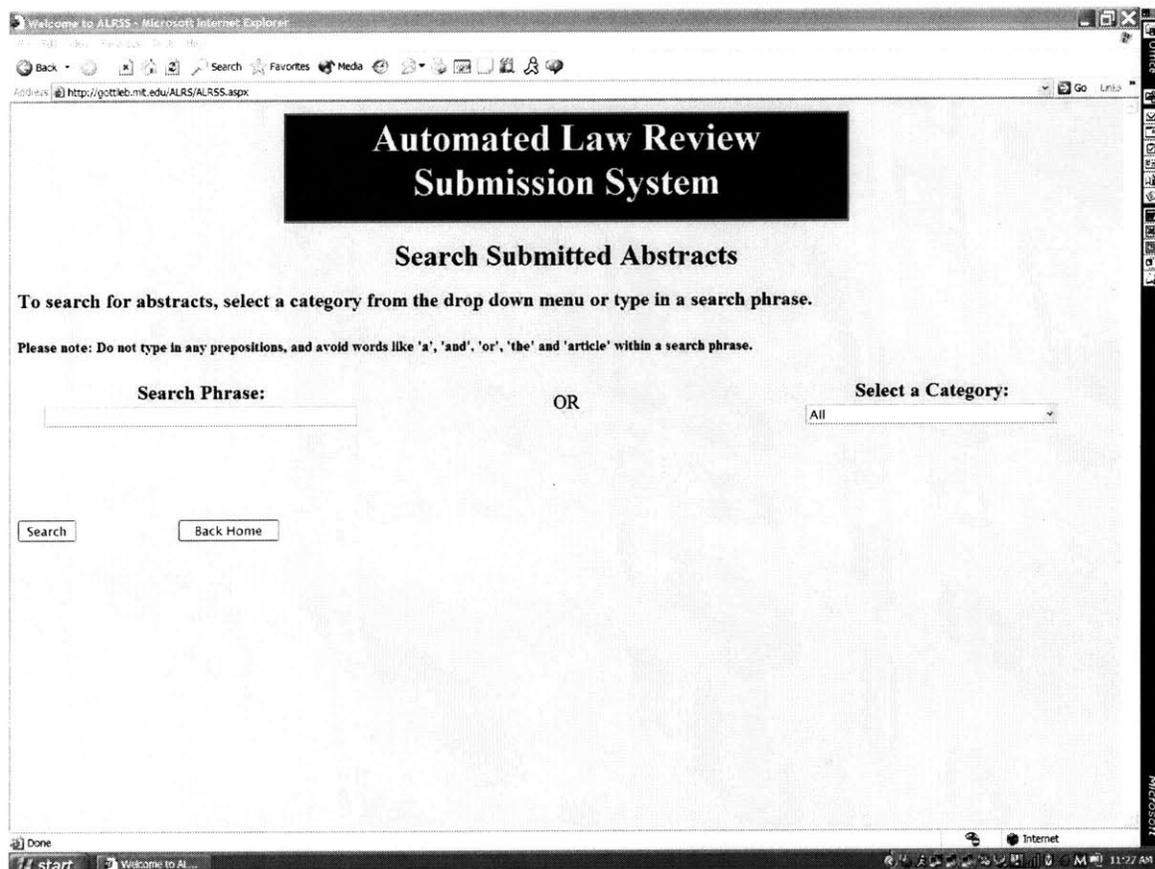
If you decide not to change your password, click **Cancel** .

Search Submitted Abstracts

If you want to search for submitted abstracts click this button on the **Home Page**:

Search submitted abstracts

This link will redirect you to a new page, where you will be able to search all abstracts submitted to the system by either using a search phrase or by using the scroll down menu to search by category.



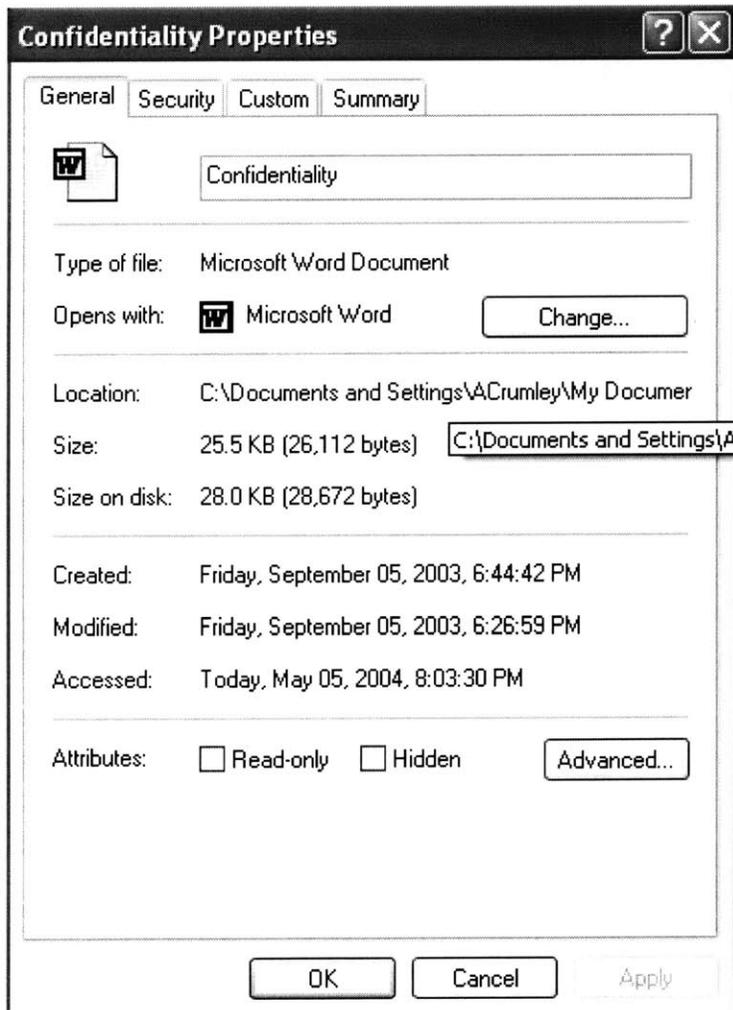
The screenshot shows a web browser window with the title "Welcome to ALRSS - Microsoft Internet Explorer". The address bar shows "http://gottlieb.mit.edu/ALRS/ALRSS.aspx". The main content area features a large black box with the text "Automated Law Review Submission System" in white. Below this, the heading "Search Submitted Abstracts" is centered. A paragraph of instructions reads: "To search for abstracts, select a category from the drop down menu or type in a search phrase." Below this, a note states: "Please note: Do not type in any prepositions, and avoid words like 'a', 'and', 'or', 'the' and 'article' within a search phrase." The search interface includes a "Search Phrase:" label followed by a text input field, the word "OR" in the center, and a "Select a Category:" label followed by a dropdown menu currently set to "All". At the bottom of the form are two buttons: "Search" and "Back Home". The browser's status bar at the bottom shows "Done" and "Internet".

The search will return the abstract and Author information.

How to Upload Documents

Microsoft Word Document Restriction

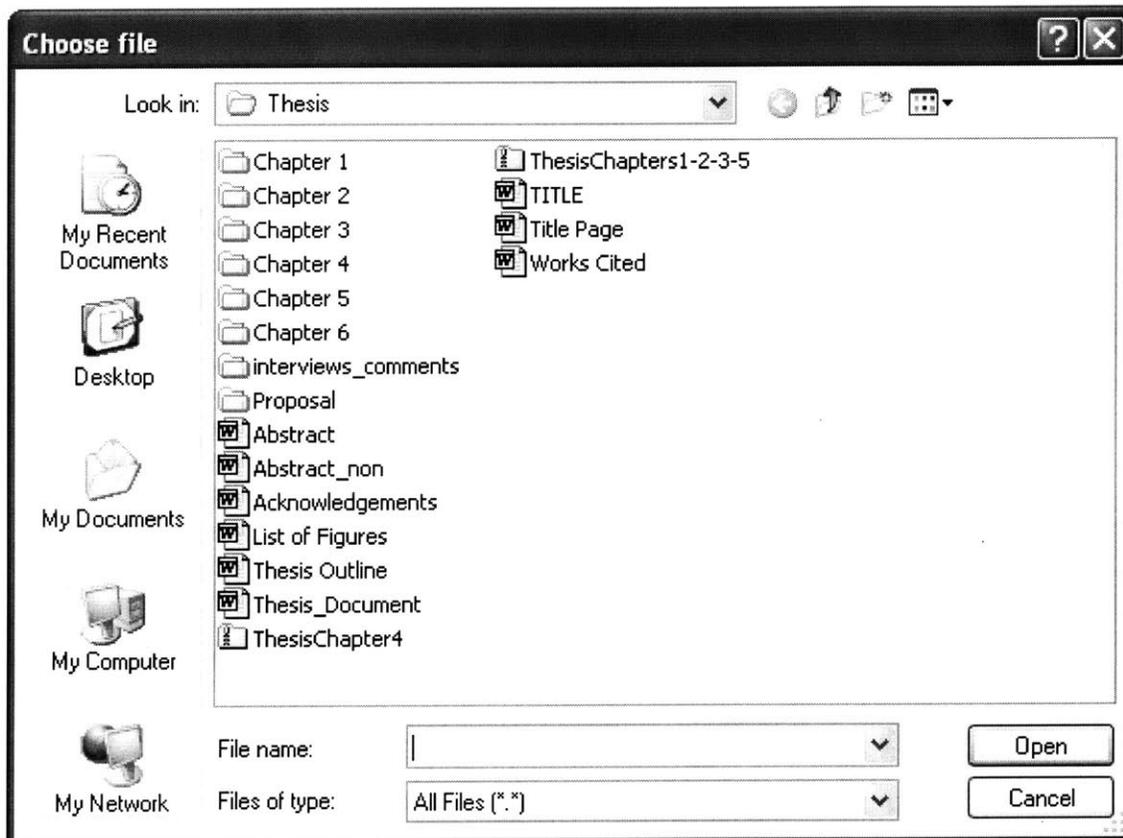
Before submitting any document, please make sure that it is a Microsoft Word file (ending with a .doc extension). To verify this, you can go to **Start => My Computer =>** then navigate to your file name. Right click on your file name and the following window should appear:



If the Type of file is a Microsoft Word Document, then you can continue to upload your files. If not, you will have to convert your file to a Microsoft Word Document before continuing on.

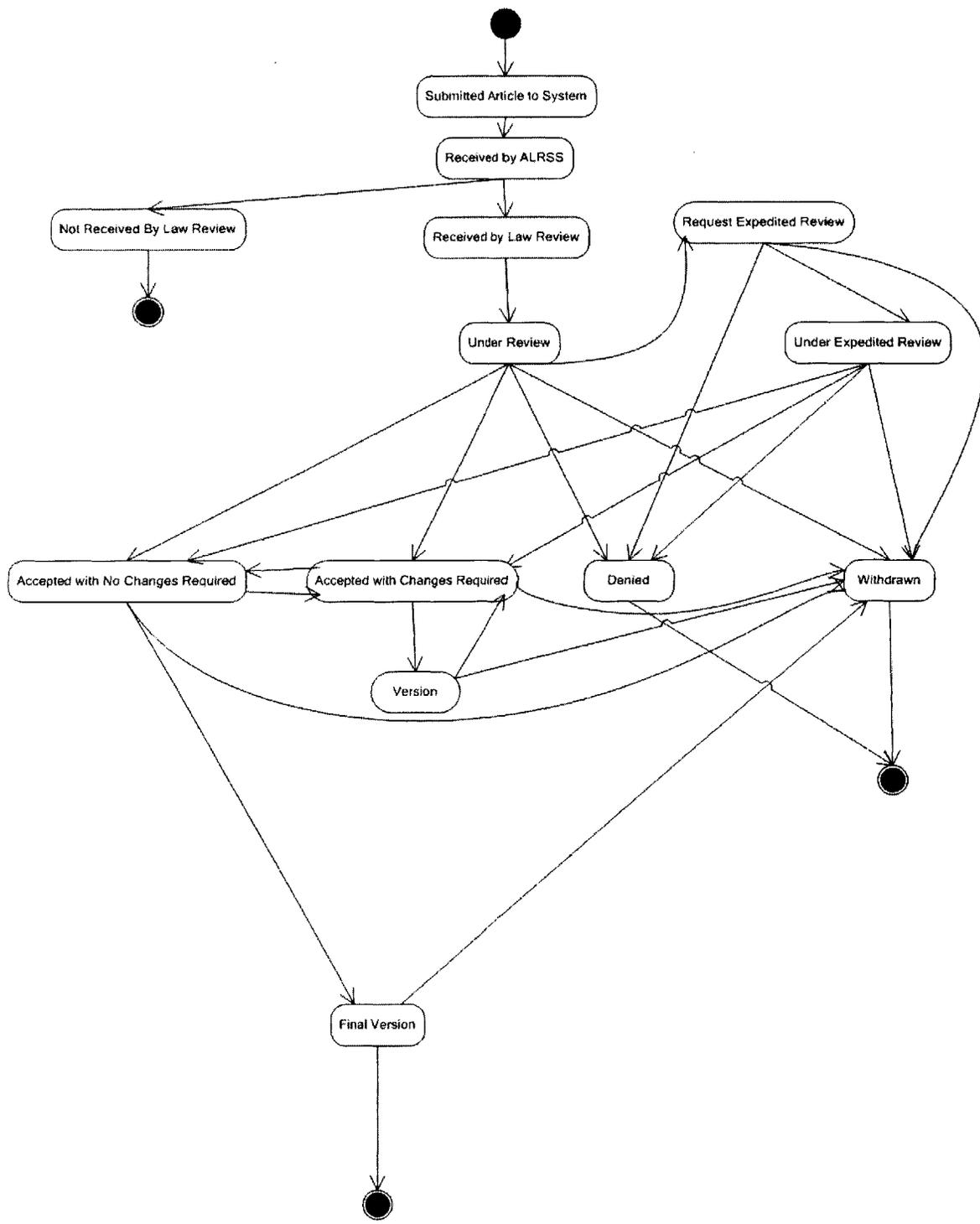
Uploading a Document

To Upload a Document, click the **Browse...** button. This should pop open a window, like the one featured below, allowing you to search on your computer for your Word file. Once you have located your Word file, click on the file name and then click the **Open** button.



Submission Status Description

If you want to know what a particular manuscript status means, regard the diagram below for a logical layout. Below the diagram is a description of each Status.



Submitted Article to System

The manuscript uploaded by the Author is being saved to the database. This will not be a displayed Status because it is completed within seconds of clicking the Submit button.

Received by ALRSS

The manuscript uploaded by the Author is saved to the database. The manuscript has not been viewed by the Law Review yet.

Received by Law Review

The Law Review has seen the manuscript; however has not assigned it yet.

Not Received by Law Review

The manuscript was not viewed by the Law Review.

Under Review

The manuscript has been assigned by an Editor to a Reviewer, but no decision has been made yet.

Request Expedited Review

The Author has requested an Expedited Review.

Under Expedited Review

The Law Review has agreed to process the Expedited Review.

Accepted with No Changes Required

The Law Review has accepted the manuscript for publication and does not want the Author to make editing changes. The Author is prohibited from uploading a new version.

Accepted with Changes Required

The Law Review has accepted the manuscript for publication and wants the Author to make editing changes. The Author is allowed to upload a new version.

Version

Indicates the manuscript is in the process of being uploaded by the Author.

Final Version

The Law Review and the Author have agreed that no more editing is required and the manuscript is being formatted for publication.

Withdrawn

The Author does not want the Law Review to continue reviewing the manuscript

Denied

The Law Review does not want to offer publication to the Author or the Law Review cannot process the Request for Expedited Review by the deadline provided by the Author.

Viewing Information for Law Reviews

If you want to view Submission Requirements and Copyright Agreements for a Law Review, click this button on the **Law Author Home Page**.

[View Law Review Submission Requirements and Copyright Agreements](#)

You can click on the Requirements link that corresponds to a particular Law Review. This link will direct you to the Submission Requirements and Copyright Agreement that ALRSS has on file for the Law Review.

Please note that by submitting to a Law Review through ALRSS, you are agreeing to the Copyright Agreement posted. ALRSS does not check that you have read each Copyright Agreement, therefore it is your obligation to read the Copyright Agreement.

If you would like to negotiate the terms of the Copyright Agreement, please contact the Law Review independent of ALRSS and submit according to their response.

If you are finished looking at the Submission Requirements and Copyright Agreements, you can click the button and return to the **Law Author Home Page**.

How to Upload Documents

If you want to submit a manuscript for submission to one or many Law Reviews, click this button on the **Law Author Home Page**.

Upload Manuscript, Cover Letter/CV, Abstract, Title and Select Category

This will redirect you to the **Submit Manuscript Page**:

ALRSS Law Author Page - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Search Favorites Media Print Mail Stop

Address http://gottlieb.mit.edu/ALRS/ALRSSLawAuthor.aspx

Automated Law Review Submission System

Submit Manuscript

Upload Cover Letter/CV (Microsoft Word Only please):
 Note: If you want to submit both Cover Letter and CV, please submit only one file.

Upload Abstract (Microsoft Word Only please):

Enter the Title of the Manuscript below:

Select the Category of the Manuscript:
Please Select a Category

Upload Manuscript (Microsoft Word Only please):

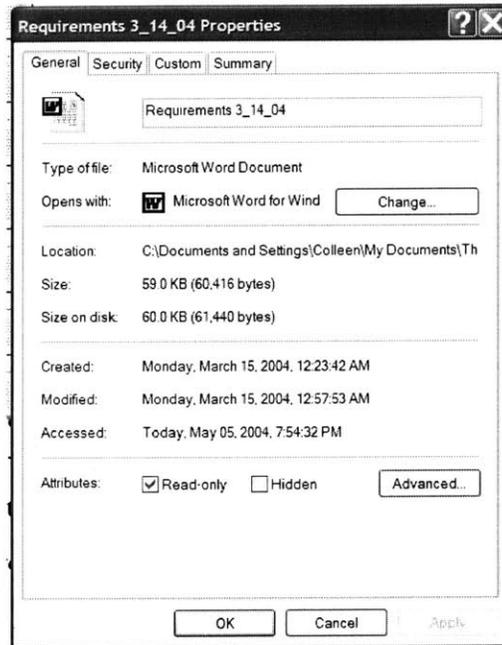
Done Internet

start ALRSS Law Aut...

11:21 AM

Microsoft Word Document Restriction

Before submitting any document, please make sure that it is a Microsoft Word file (ending with a .doc extension). To verify this, you can go to **Start => My Computer =>** then navigate to your file name. Right click on your file name and the following window should appear:

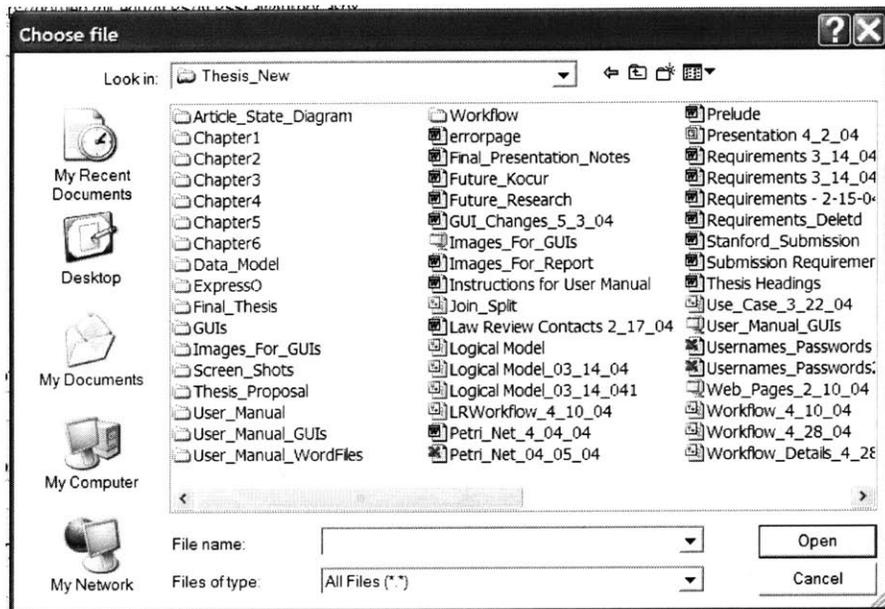


If the Type of file is a Microsoft Word Document, then you can continue to upload your files. If not, you will have to convert your file to a Microsoft Word Document before continuing on.

Upload Cover Letter/CV

ALRSS requests that if you are submitting a Cover Letter and a Curriculum Vitae (CV), that you place them both in a single Microsoft Word Document. Since most people don't use both a Cover Letter and a CV, we provided one upload location. If you would like to submit both, please Copy one file and Paste it at the end of the other file.

To Upload a Cover Letter/CV, click the **Browse...** button. This should pop open a window, like the one featured below, allowing you to search on your computer for your Cover Letter/CV file. Once you have located your file, click on the file name and then click the **Open** button.



Upload Abstract

To Upload an Abstract, click the button. This should pop open a window allowing you to search your computer for your Abstract file. Once you have located your file, click on the file name and then click the

button.

Enter the Title of the Manuscript

Please type your Title in box provided on the page, like "ALRSS Manuscript Title" is entered below. This Title will be displayed to all of the Law Reviews that you submit your manuscript to, as a reference to your manuscript. Your title must be unique: if you receive an error, it is because another Author has already submitted a manuscript with the same title. If this is the case, please alter your title so that it can be referenced properly in the system.

Enter the Title of the Manuscript below:

ALRSS Manuscript Title

Select a Manuscript Category

You must Select a Category that coincides with your manuscript. If you do not feel that your manuscript fits strongly with a particular Category, select a

Category that is loosely related to your topic. If you feel that your manuscript fits too many Categories, select the Category that your manuscript speaks to the strongest. The reason that you must select a Category is that your selection is used to display manuscripts to Law Reviews. As a result, Law Reviews can contact you if they feel that your manuscript fits with their publication despite the fact that you chose not to submit it to them. In the future, you will have the option whether or not to allow Law Reviews to search your abstract and manuscript; however at the present time, Law Reviews can full-text search both your abstract and your manuscript.

Upload Manuscript

To Upload a Manuscript, click the button. This should pop open a window allowing you to search your computer for your Manuscript file. Once you have located your file, click on the file name and then click the button.

Submit Your Uploaded Documents

Once you have uploaded all of the required documents, please click the button to save the documents in the system database. These documents will be kept on file for you. If you would like to submit these documents to Law Reviews now, you can click this button on the **Law Author Home Page**.

Submit Uploaded Documents to Selected Law Reviews

Otherwise, you can login at anytime and click the same button above and submit to as many Law Reviews as you like, as often as you like.

If you decide you do not want to submit the documents at this time, just click the button and you will be redirected back to the **Law Author Home Page**.

Submit Uploaded Documents to Law Reviews

If you want to submit already uploaded documents to one or many Law Reviews, click this button on the **Law Author Home Page**.

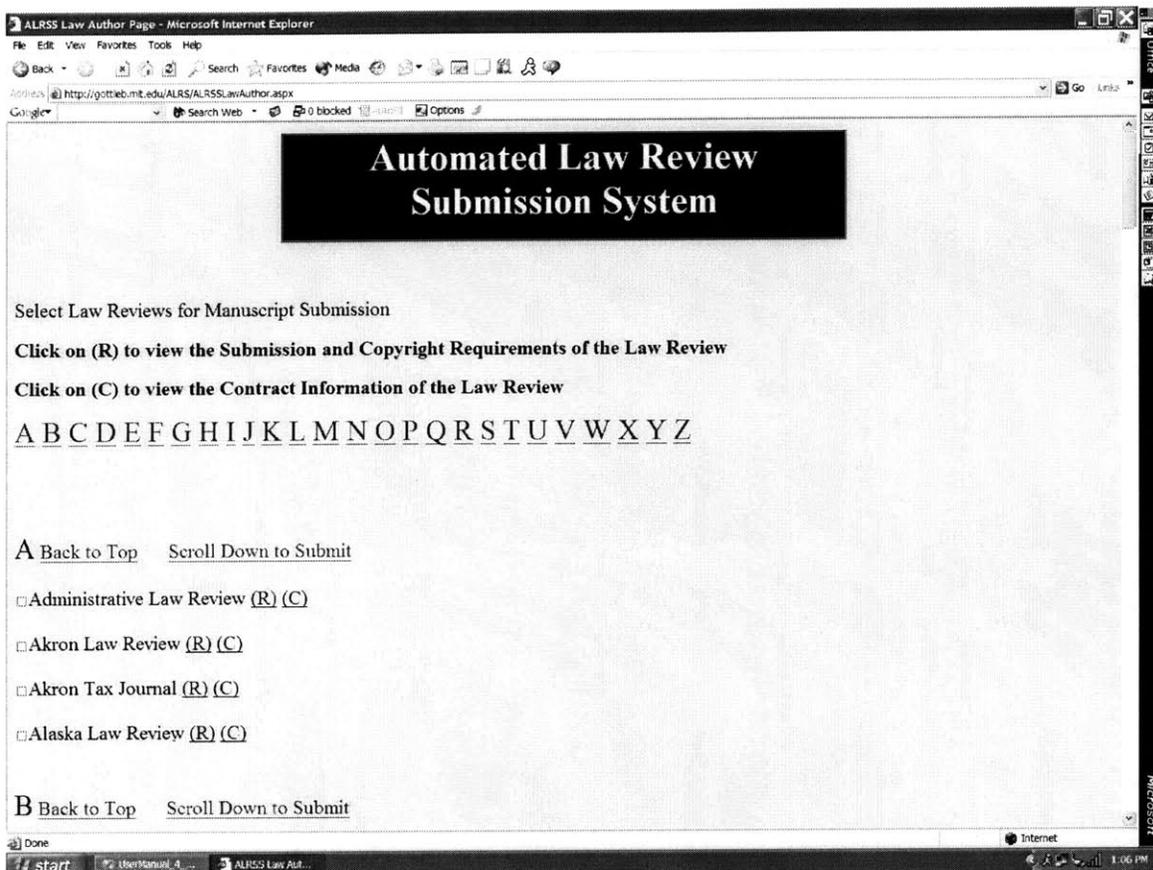
Submit Uploaded Documents to Selected Law Reviews

This will redirect you to the **View Manuscripts Page**:

Title	Submit to Law Reviews	Cover Letter	Abstract	Submission
Resume	Submit	Get Cover Letter	Get Abstract	Get Submission
CoverLetter	Submit	Get Cover Letter	Get Abstract	Get Submission
Yale Law Journal Requirements	Submit	Get Cover Letter	Get Abstract	Get Submission
Harvard Law Review Paper	Submit	Get Cover Letter	Get Abstract	Get Submission
Observation of Education Experience	Submit	Get Cover Letter	Get Abstract	Get Submission
Observation of Education Experience	Submit	Get Cover Letter	Get Abstract	Get Submission

Submit to Law Reviews

The above page displays all of the documents that ALRSS has on file for you. To submit a particular manuscript to one or many Law Reviews, click on the [Submit](#) link that corresponds to the Title of the manuscript that you would like to submit. This will redirect you to the following page:



Click to Submit

Click on the checkboxes of the Law Reviews that you would like to submit your manuscript to. If you have already submitted to a particular Law Review, you will not be able to click on the checkbox and the name of the Law Review will be in gray text.

Law Review Information

While submitting, if you would like to view the Submission Requirements and Copyright Agreement for a particular Law Review, click on the (R) adjacent to the name of the Law Review. In addition, if you would like the Contact Editor's information, click on the (C) adjacent to the name of the Law Review.

Submit

Once you have selected all of the Law Reviews that you would like to submit to, click the button located at the bottom of the page. You can also get to the bottom of the page by clicking on the [Scroll Down to Submit](#) link.

Forgot a Law Review?

You can always login and add more Law Reviews to submit your manuscript to by clicking on this button from your **Law Author Home Page**.

Submit Uploaded Documents to Selected Law Reviews

Finding/Missing Law Reviews?

The Law Reviews who have an account with ALRSS are listed alphabetically. If you click on the [Back to Top](#) link, you can navigate through the list of Law Reviews using the alphabet index. If you do not see a Law Review listed, it is because they have not created an account with ALRSS. Please contact the Law Review requesting they create an account, or submit to them separately.

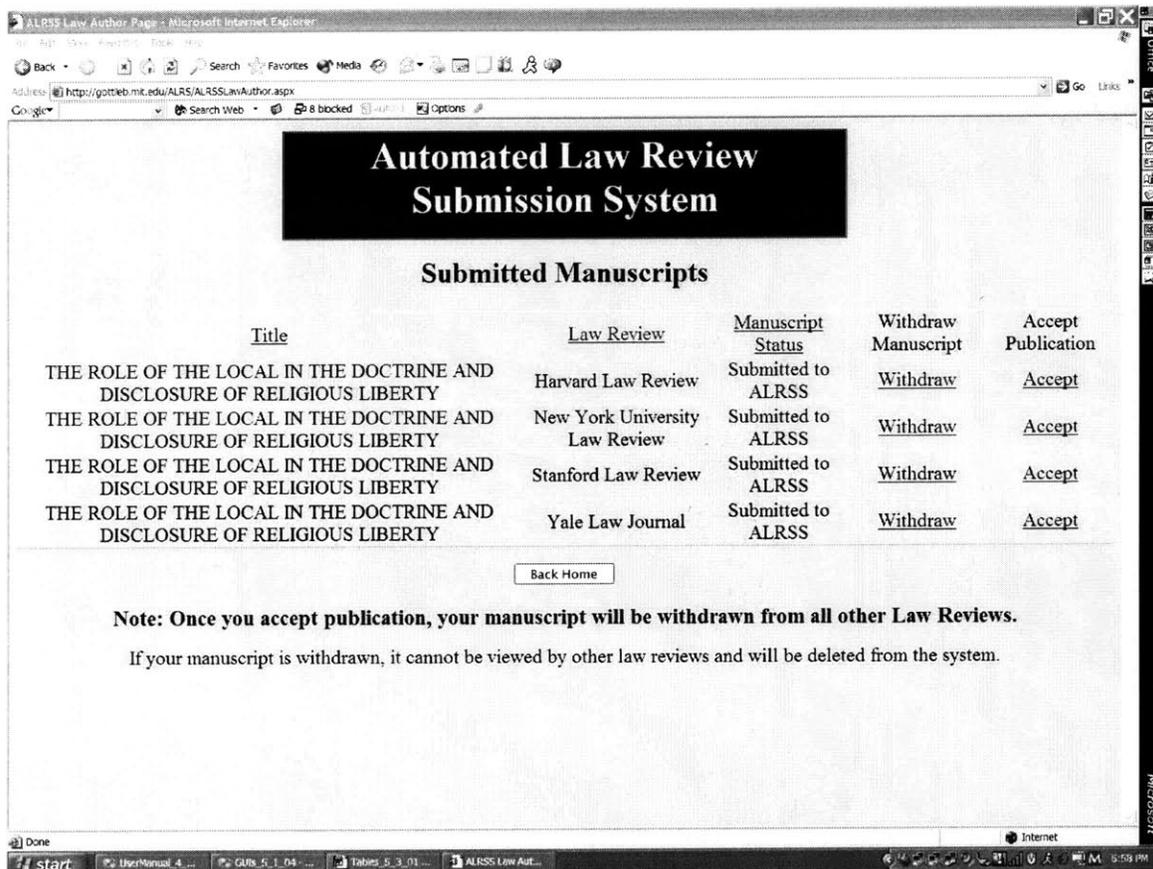
If you are finished viewing this page, you can click the button and return to the **Law Author Home Page**.

Viewing Manuscript Status

If you want to view the status of any manuscript that you have submitted to ALRSS, login at any time and click this button on the **Law Author Home Page**.

Check Status of Submitted Manuscripts

This will redirect you to the **Submitted Manuscript Page**:



The screenshot shows a web browser window titled "ALRSS Law Author Page - Microsoft Internet Explorer". The address bar shows "http://gottlieb.mit.edu/ALRS/ALRSSLawAuthor.aspx". The main content area features a black banner with the text "Automated Law Review Submission System". Below the banner, the heading "Submitted Manuscripts" is centered. A table lists four manuscripts, each with columns for Title, Law Review, Manuscript Status, Withdraw Manuscript, and Accept Publication. A "Back Home" button is located below the table. A note states: "Note: Once you accept publication, your manuscript will be withdrawn from all other Law Reviews. If your manuscript is withdrawn, it cannot be viewed by other law reviews and will be deleted from the system." The browser's taskbar at the bottom shows several open tabs and the system clock at 10:59 PM.

<u>Title</u>	<u>Law Review</u>	<u>Manuscript Status</u>	<u>Withdraw Manuscript</u>	<u>Accept Publication</u>
THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY	Harvard Law Review	Submitted to ALRSS	Withdraw	Accept
THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY	New York University Law Review	Submitted to ALRSS	Withdraw	Accept
THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY	Stanford Law Review	Submitted to ALRSS	Withdraw	Accept
THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY	Yale Law Journal	Submitted to ALRSS	Withdraw	Accept

[Back Home](#)

Note: Once you accept publication, your manuscript will be withdrawn from all other Law Reviews.
If your manuscript is withdrawn, it cannot be viewed by other law reviews and will be deleted from the system.

Sorting Options

The above page displays the manuscript Title, the Law Review that the manuscript was submitted to, and the associated Manuscript Status at the Law

Review. You can sort each of these categories alphabetically by clicking Title, Law Review or Manuscript Status.

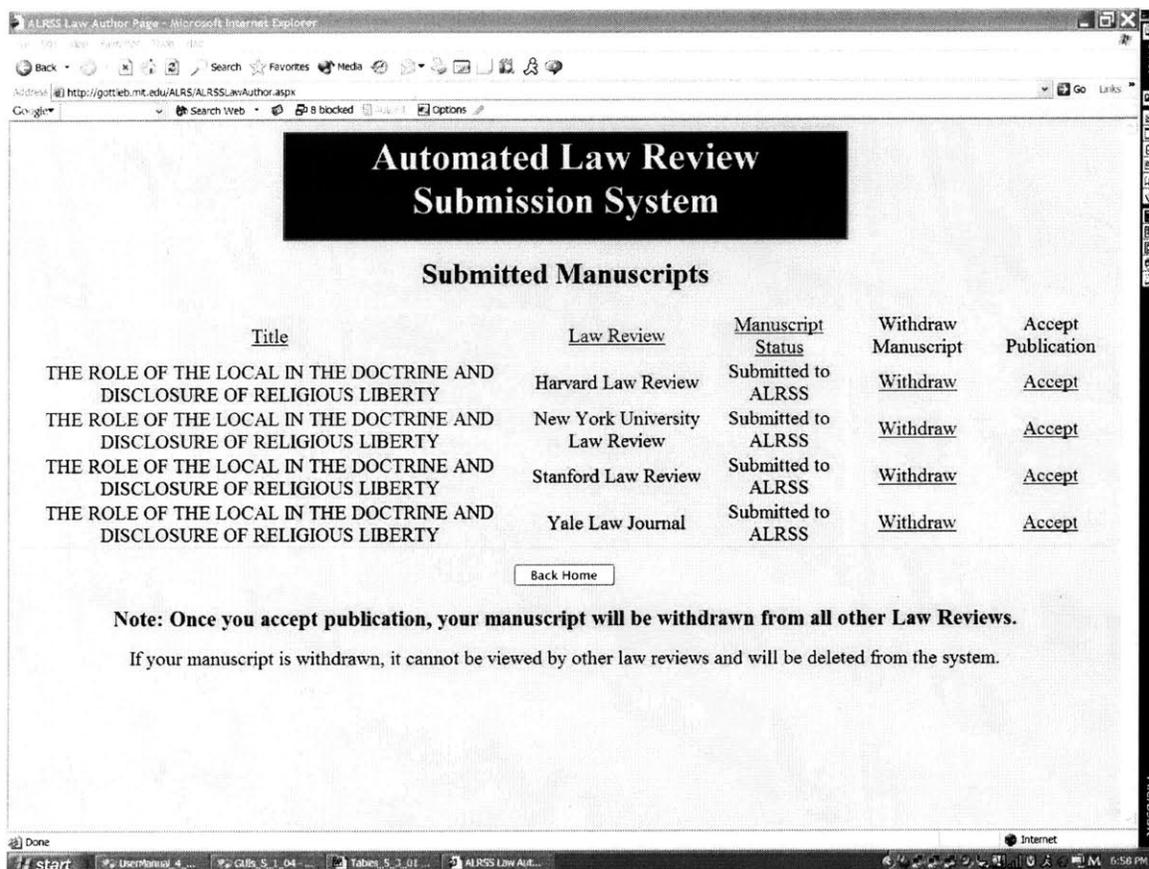
If you are finished looking at manuscript's Status you can click the button and return to the **Law Author Home Page**.

Accepting and/or Withdrawing Manuscripts

If you want to Accept and/or Withdraw a manuscript from one or many Law Reviews, click this button on the **Law Author Home Page**.

Check Status of Submitted Manuscripts

This will redirect you to the **Submitted Manuscripts Page**:



The screenshot shows a web browser window displaying the "Automated Law Review Submission System" interface. The page title is "Submitted Manuscripts". It features a table with five columns: Title, Law Review, Manuscript Status, Withdraw Manuscript, and Accept Publication. The table lists four manuscripts, all with the title "THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY". The Law Reviews are Harvard Law Review, New York University Law Review, Stanford Law Review, and Yale Law Journal. The Manuscript Status for all is "Submitted to ALRSS". The Withdraw Manuscript column contains a "Withdraw" link, and the Accept Publication column contains an "Accept" link. Below the table is a "Back Home" button and a note: "Note: Once you accept publication, your manuscript will be withdrawn from all other Law Reviews. If your manuscript is withdrawn, it cannot be viewed by other law reviews and will be deleted from the system." The browser's address bar shows "http://gottlieb.mit.edu/ALRS/ALRSSLawAuthor.aspx".

<u>Title</u>	<u>Law Review</u>	<u>Manuscript Status</u>	<u>Withdraw Manuscript</u>	<u>Accept Publication</u>
THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY	Harvard Law Review	Submitted to ALRSS	Withdraw	Accept
THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY	New York University Law Review	Submitted to ALRSS	Withdraw	Accept
THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY	Stanford Law Review	Submitted to ALRSS	Withdraw	Accept
THE ROLE OF THE LOCAL IN THE DOCTRINE AND DISCLOSURE OF RELIGIOUS LIBERTY	Yale Law Journal	Submitted to ALRSS	Withdraw	Accept

[Back Home](#)

Note: Once you accept publication, your manuscript will be withdrawn from all other Law Reviews.
If your manuscript is withdrawn, it cannot be viewed by other law reviews and will be deleted from the system.

Accepting Manuscripts

If your manuscript has been Accepted for publication by a Law Review, the Status will either be "Accepted with Changes Required" or "Accepted with No Changes Required." If this is the case, you may Accept the offer for publication by clicking on the [Accept](#) link. If you choose to Accept the offer for publication, your manuscript will be automatically withdrawn from all of

the other Law Reviews that the manuscript was submitted to. Therefore, please be assured of your decision before you click the Accept link.

Withdrawing Manuscripts

If at any time, you would like to withdraw your manuscript from review by a Law Review, select the Title of the manuscript and the Law Review you would like to withdraw from, and click the associated Withdraw link. Your manuscript will display the status of "Withdrawn" to the Law Review, and the Law Review will cease reviewing your manuscript.

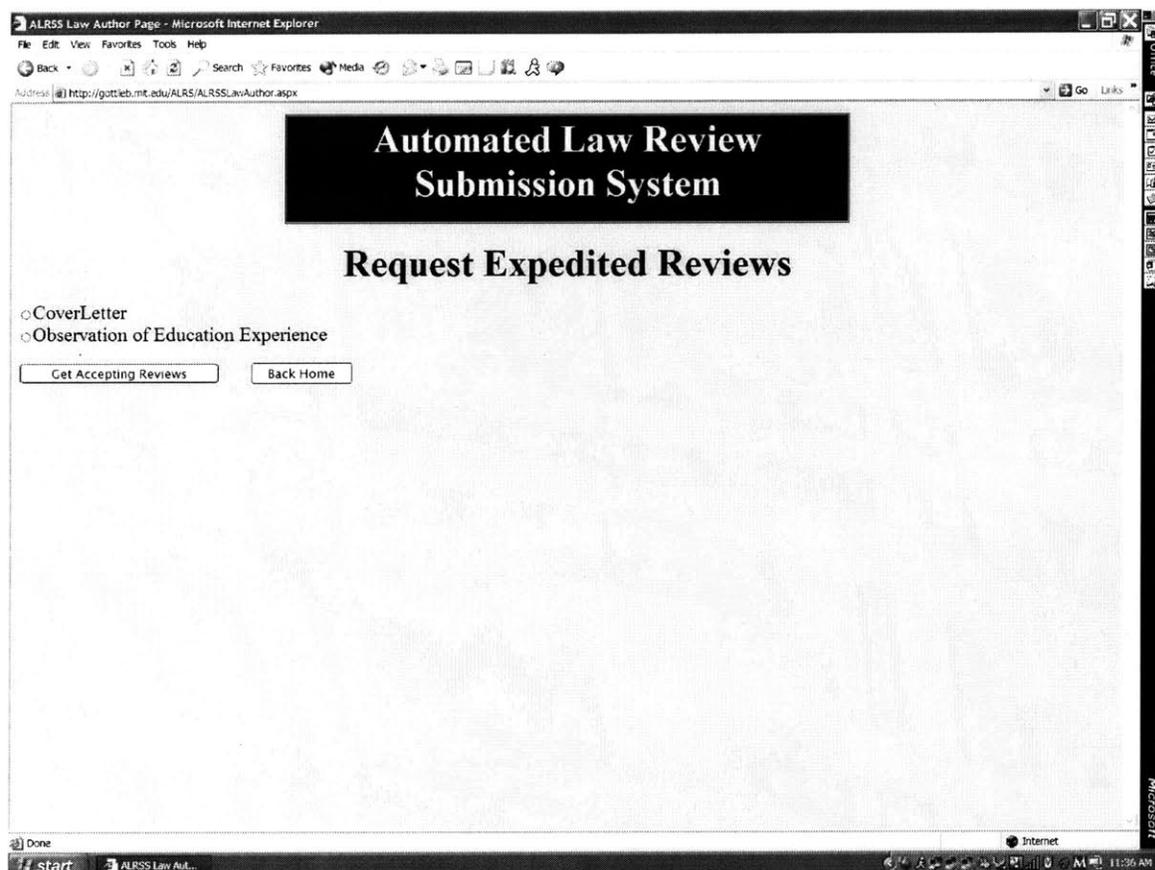
If you are finished Accepting and/or Withdrawing your manuscript, you can click the button and return to the **Law Author Home Page**.

Request Expedited Review

If you want to request an expedited review from a Law School where you have already submitted a manuscript, click this button on the **Law Author Home Page**.

Request Expedited Reviews

This will redirect you to the **Request Expedited Review Page**:



Has Your Manuscript Been Accepted?

If your manuscript has been accepted by a Law Review, one or many manuscript titles will appear on the page, and you will be allowed to request an expedited review.

If you have not been accepted by any Law Reviews, a message will indicate such at the top of the page, and therefore you are not allowed to request an expedited review. Expedited review requests are only processed by a particular Law Review once the manuscript has been accepted at another Law Review. As a result, by checking this first, ALRSS prevents you from prematurely requesting an expedited review. You can view the individual Status of each manuscript at each Law Review click by clicking on this button on the **Law Author Home Page**.

Check Status of Submitted Manuscripts

Selecting a Manuscript

You can choose which manuscript you are requesting an expedited review for, and click on the button adjacent to the title. Please note that you can only select one title for each request. Then, you must click on

to determine which reviews are still reviewing your manuscript and will potentially process your request.

Choose a Date

Select a date by which you would like a response back from the Law Review stating whether your manuscript has been accepted or denied. The date you input implies that by midnight of that day, you will receive a response from the Law Review. Please choose a date that allows you time to make a personal decision and get back to your other acceptance offer(s) by the provided deadline. Please note that this date will only be displayed to the Law Reviews that you are requesting an expedited review from.

Select Law Reviews

Once you have chosen a date, click on the checkboxes adjacent to the Law Review(s) that you would like to request an expedited review from. The Law Reviews listed are only those that are still reviewing your manuscript, meaning the manuscript Status is "Under Review," "Received by Law Review" or "Submitted to ALRSS." Once you have selected all of the Law Reviews that you would like to request an expedited review from, click

Status Change

By submitting your request, the Status of the manuscript is changed to "Request Expedited Review" and displayed as such to the Law Reviews. If the Law Review processes your request, they can either change your manuscript status to "Under Expedited Review" or "Denied". You can track the Status of your manuscripts by clicking on this button on your **Law Author Home Page**.

[Check Status of Submitted Manuscripts](#)

Law Review Missed Request Deadline?

If a Law Review does not respond to you by the deadline you provided, you have two options: you can call the Law Review and inquire about your request, or you can assume that the Law Review has denied your request. It is common for Law Reviews to miss deadlines and assumes that you will accept this as a denial of your manuscript, because often times Law Reviews are so overwhelmed with work that they do not even have time to process requests.

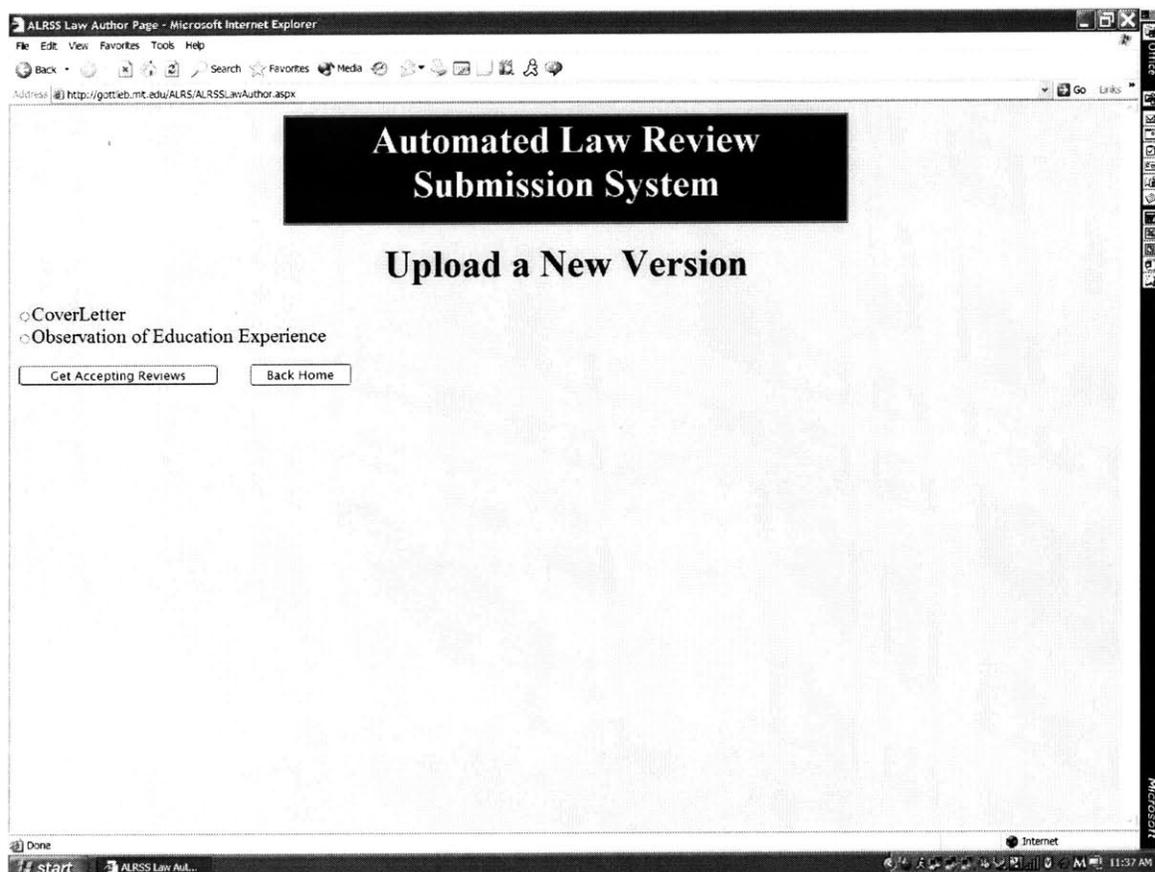
If at any time you decide you do not want to request an expedited review, you can click the [Back Home](#) button and return to the **Law Author Home Page**.

Submitting an Edited Version to a Law Review

If your manuscript status is "Accepted with Changes Required," you can upload an edited version of your manuscript if you click this button on the **Law Author Home Page**.

Submit Edited Version of Accepted Manuscript

This will redirect you to the **Upload New Version Page**:



Has Your Manuscript Been Accepted?

If your manuscript has been accepted by a Law Review, one or many manuscript titles will appear on the page, and you will be able to upload an edited version of your manuscript.

If you have not been accepted by any Law Reviews, a message will indicate such at the top of the page, and therefore you are not allowed to upload an edited version. Uploads of edited versions are only allowed if the manuscript status is "Accepted with Changes Required." This Status indicates that a Law Review would like you to fix your text or is allowing you to fix your text at your request. Regardless of the situation, uploads of edited versions are only allowed if the Status is "Accepted with Changes Required." You can view the individual Status of each manuscript at each Law Review by clicking on this button on the **Law Author Home Page**.

Check Status of Submitted Manuscripts

Selecting a Manuscript

You can choose which manuscript you are uploading an edited version of, and click on the button adjacent to the title. Please note that you can only select one title for each upload. Then you must click on

to determine to which reviews you can upload an edited version.

Uploading an Edited Version

If the Status of your manuscript is "Accepted with Changes Required" at a Law Review, the name of the Law Review will be displayed and you will be asked to upload a Manuscript, Cover Letter and Abstract. One, two or three of these documents may be edited and uploaded. Once you have chosen the files to be uploaded, click the button. For more information on how to upload documents, click on [How to Upload Documents](#).

Status Change

After you have uploaded your edited version, the Law Review will change the Status back to "Accepted with No Changes Required" while they are reviewing the new version. Changing the Status insures that you do not upload a newer version while they are still reviewing your other version. If the Law Review would like you to make further edits, they will change the Status back to "Accepted with Changes Required" and you can repeat the process all over again.

If however, after reviewing your new version, you and the Law Review determine that editing is complete, the Law Review will change the Status of your manuscript to "Final Version" and start working on formatting the manuscript for publication.

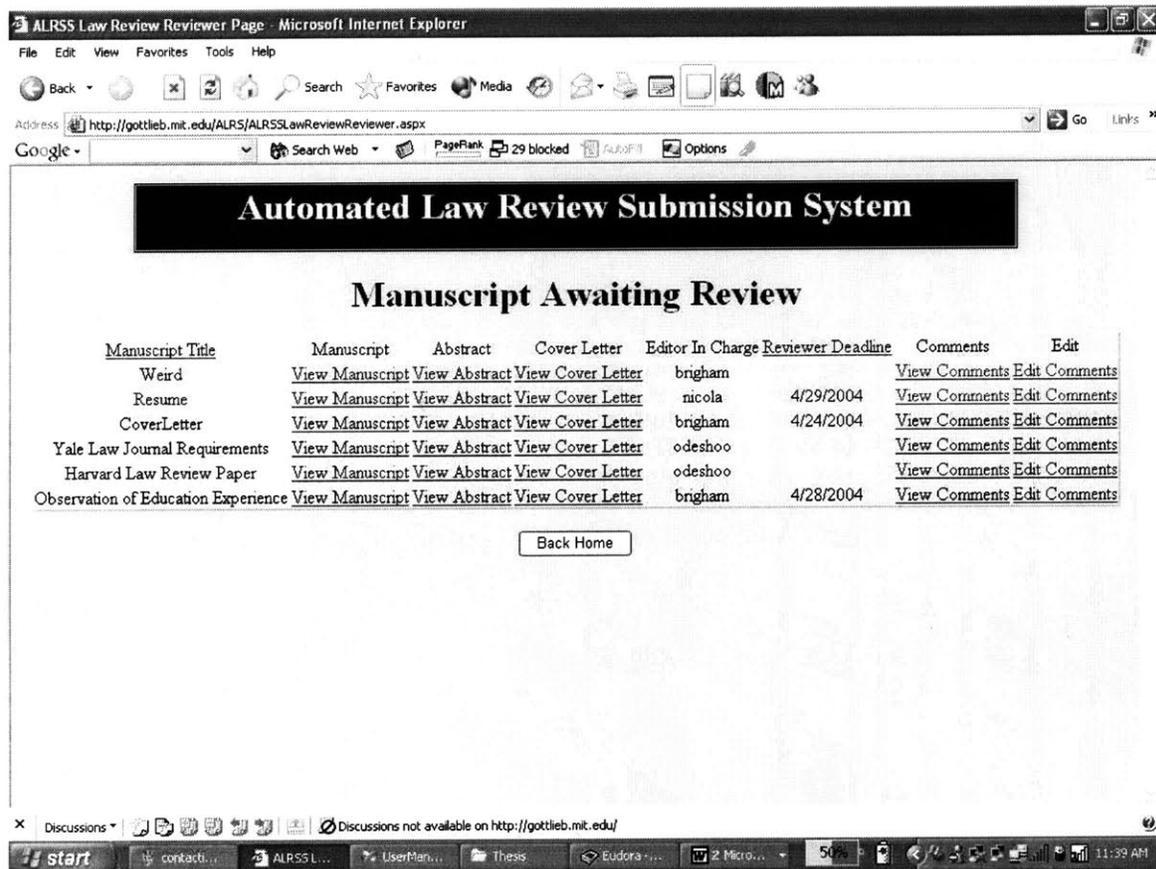
If at any time you decide you do not want to upload an edited version, you can click the button and return to the **Law Author Home Page**.

View Assigned Manuscripts and Deadlines

As a Reviewer, if you want to view your assigned manuscripts and deadlines you may click on:

[View Assigned Manuscripts and Deadlines](#)

This link will take you to a new page, where you will be able to view your assigned manuscripts and the deadlines.



The screenshot shows a web browser window titled "ALRSS Law Review Reviewer Page - Microsoft Internet Explorer". The address bar shows "http://gottlieb.mit.edu/ALRSSLawReviewReviewer.aspx". The page content includes a header "Automated Law Review Submission System" and a sub-header "Manuscript Awaiting Review". Below this is a table with columns for Manuscript Title, Manuscript, Abstract, Cover Letter, Editor In Charge, Reviewer Deadline, Comments, and Edit. The table lists several manuscripts, including "Weird", "Resume", "CoverLetter", "Yale Law Journal Requirements", "Harvard Law Review Paper", and "Observation of Education Experience". Each row has links for "View Manuscript", "View Abstract", "View Cover Letter", "View Comments", and "Edit Comments". A "Back Home" button is located below the table.

<u>Manuscript Title</u>	<u>Manuscript</u>	<u>Abstract</u>	<u>Cover Letter</u>	<u>Editor In Charge</u>	<u>Reviewer Deadline</u>	<u>Comments</u>	<u>Edit</u>
Weird	View Manuscript	View Abstract	View Cover Letter	brigham		View Comments	Edit Comments
Resume	View Manuscript	View Abstract	View Cover Letter	nicola	4/29/2004	View Comments	Edit Comments
CoverLetter	View Manuscript	View Abstract	View Cover Letter	brigham	4/24/2004	View Comments	Edit Comments
Yale Law Journal Requirements	View Manuscript	View Abstract	View Cover Letter	odeshoo		View Comments	Edit Comments
Harvard Law Review Paper	View Manuscript	View Abstract	View Cover Letter	odeshoo		View Comments	Edit Comments
Observation of Education Experience	View Manuscript	View Abstract	View Cover Letter	brigham	4/28/2004	View Comments	Edit Comments

[Back Home](#)

By clicking on Manuscript Title, you will be able to sort the titles alphabetically.

If you click on Reviewer Deadline, your assigned manuscripts will be sorted by date.

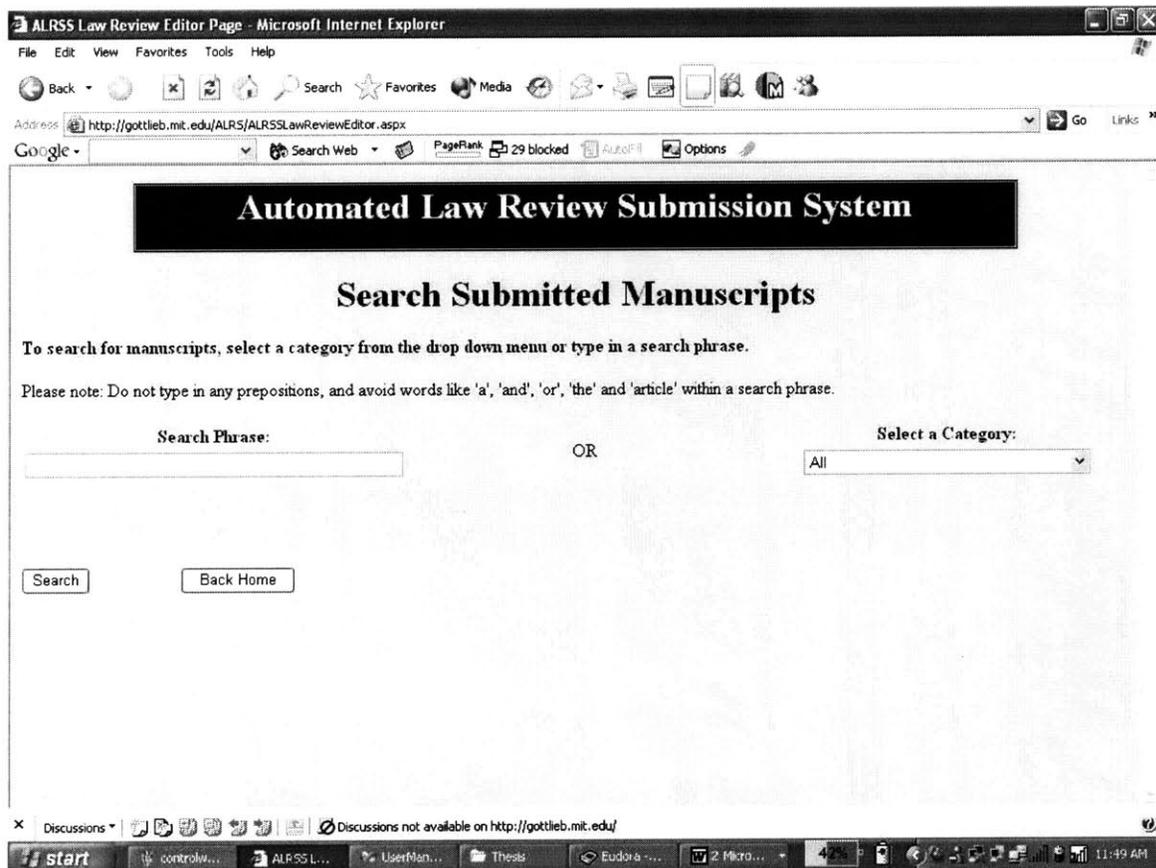
Search Submitted Manuscripts

If you want to search for submitted manuscripts click this button on the **Editor Home Page**:

Manuscript Search

This link will redirect you to a new page, where you will be able to search all manuscripts submitted to the system by either using a search phrase or by using the scroll down menu to search by category.

The search will return the abstract, manuscript and Author information.



The screenshot shows a Microsoft Internet Explorer browser window displaying the 'Automated Law Review Submission System' search page. The browser's address bar shows the URL 'http://gottlieb.mit.edu/ALRS/ALRSSLawReviewEditor.aspx'. The page features a search interface with a 'Search Phrase' input field, an 'OR' operator, and a 'Select a Category' dropdown menu currently set to 'All'. Below the search fields are 'Search' and 'Back Home' buttons. The system title 'Automated Law Review Submission System' and the page title 'Search Submitted Manuscripts' are prominently displayed at the top of the content area. A note instructs users to avoid certain words in their search phrases. The Windows taskbar at the bottom shows the 'start' button and several open applications, including 'controlw...', 'ALRSS L...', 'UserMan...', 'Thesis', and 'Eudora...'. The system clock indicates the time is 11:49 AM.

Add Law Review Members

If you want to add members to your Law Review click this button on the **Editor Home Page**:

Add Members

This link will redirect you to a new page, where you will be able to add new members to your Law Review account. The required information has an asterisk in front of the field.

You will have to specify the new member role (Editor or Reviewer) within the Law Review. You can only have one role within the Law Review, both roles cannot be fulfilled by one person.

An Editor is allowed to assign submissions, accept or deny offers for publication and requests for expedited reviews, and add new members in addition to the capabilities of a Reviewer.

A Reviewer can view the manuscripts and post review comments.

Note: Modification of Reviewer Accounts Must Be Done By the Reviewer.

New Member Role

Editor Reviewer

*Name:

*Email:

*Street Line 1:

Street Line 2:

***City**

***State (2 Characters Only)**

***Zip (5 Digits Only)**

***Phone (10 Digits Only)**

Fax:

***Desired Username:**

***Desired Password:**

***Retype Password:**

***Please Select Your Question:**

Mother's Maiden Name

***Please Enter The Answer:**

What if the new user wants to change the password and hint question/answer assigned by the Editor?

New user can change the password and hint question/answer by clicking on this button in his/her corresponding home page.

Change Password

What if the user wishes to change the contact information?

New user can change or update this information by clicking on the button illustrated below in his/her respective home page.

Update Contact Information

Please note that a member's contact information should contain his/her home address. This is so that the Law Review has the user's contact information database within the system.

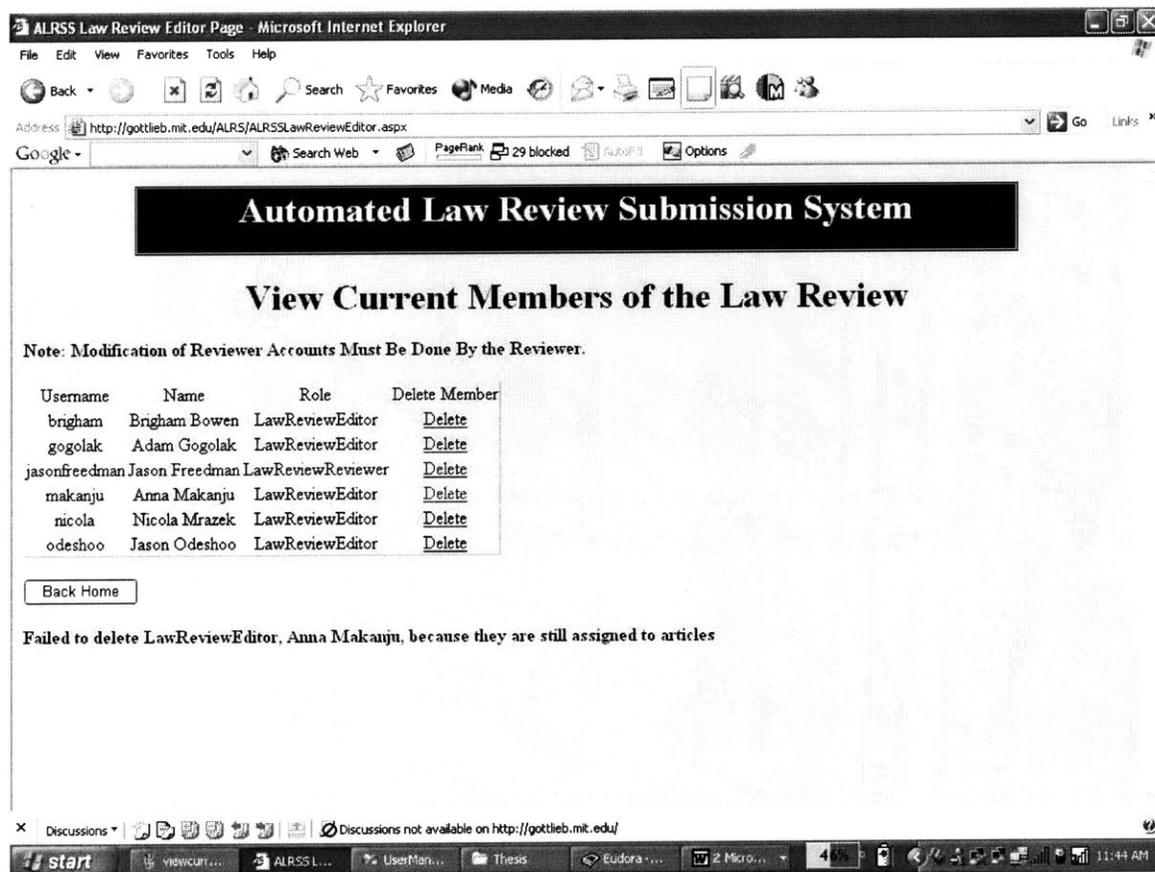
Please also note that your account will require 24 hours to set-up. Please do not attempt to login until this period is over, as your account may not be activated. If your account is not activated within 24-hours, please contact ALRSS using the Comments page.

View/Delete Law Review Members

If you want to view or delete your Law Review's member click the button on the **Editor Welcome Page**:

View/Delete Members

This link will redirect you to the View Current Members of the Law Review page, where you will see a list of all of your Law Review members as shown below.



The screenshot shows a web browser window titled "ALRSS Law Review Editor Page - Microsoft Internet Explorer". The address bar shows the URL "http://gottlieb.mit.edu/ALRS/ALRSSLawReviewEditor.aspx". The main content area features a black header with the text "Automated Law Review Submission System" and a sub-header "View Current Members of the Law Review". Below this is a note: "Note: Modification of Reviewer Accounts Must Be Done By the Reviewer." A table lists the current members with columns for Username, Name, Role, and Delete Member. The table contains six rows of member information. Below the table is a "Back Home" button. At the bottom of the page, there is a message: "Failed to delete LawReviewEditor, Anna Makanju, because they are still assigned to articles". The browser's taskbar at the bottom shows several open applications and the system clock at 11:44 AM.

Username	Name	Role	Delete Member
brigham	Brigham Bowen	LawReviewEditor	Delete
gogolak	Adam Gogolak	LawReviewEditor	Delete
jasonfreedman	Jason Freedman	LawReviewReviewer	Delete
makanju	Anna Makanju	LawReviewEditor	Delete
nicola	Nicola Mrazek	LawReviewEditor	Delete
odeshoo	Jason Odeshoo	LawReviewEditor	Delete

In order to delete a member from the list, you must click on Delete.

Please note however, that a member's contact information can only be changed by each individual member by clicking on the button illustrated below in his/her respective home page.

Update Contact Information

Update Law Review Submission Requirements and Copyright Agreement

If you want to view or update your Law Review's Submission Requirements or the Author-Review Copyright Agreement, click this button on the **Editor Home Page**:

[Update Submission Requirements/Copyright Agreement](#)

This link will redirect you to the Submission Requirements and Copyright Agreement page for your respective Law Review.

Do you want to view the current Submission Requirements and Copyright Agreement? If so, click on

[View Current Submission Requirements and Copyright Agreement.](#)

Do you want to update the Submission Requirements and Copyright Agreement? If so, click on and you may browse and upload these as one document.

If you would like more information on how to upload documents, click on [How To Upload Documents.](#)

Assign Manuscripts and View Workflow

If you are an Editor, you may view submitted manuscripts by clicking on from your **Law Editor Home Page**:

Assign Manuscripts/View Workflow

This link will redirect you to the **Control Workflow** page for your respective Law Review.

The screenshot shows a web browser window titled "ALRSS Law Review Editor Page - Microsoft Internet Explorer". The address bar shows the URL "http://gottlieb.mit.edu/ALRS/ALRSSLawReviewEditor.aspx". The page content includes a header "Automated Law Review Submission System" and a sub-header "Control Workflow for Stanford Law Review". Below the header is a table with columns: Title, Manuscript, Abstract, Cover Letter, Editor In Charge, Assigned Reviewer, Editor Deadline, Reviewer Deadline, Comments, Status, Expedited Review Deadline From Author, and Workflow. The table lists several manuscripts with their respective details.

Title	Manuscript	Abstract	Cover Letter	Editor In Charge	Assigned Reviewer	Editor Deadline	Reviewer Deadline	Comments	Status	Expedited Review Deadline From Author	Workflow
CoverLetter	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/24/2004	4/24/2004		Accepted with No Changes Required		Edit
Harvard Law Review Paper	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Submitted to ALRSS		Edit
Observation of Education Experience	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/28/2004	4/28/2004		Accepted with No Changes Required		Edit
Resume	View Manuscript	View Abstract	View Cover Letter	nicola	jasonfreedman	4/30/2004	4/29/2004		Submitted to ALRSS		Edit
Weird	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman				Submitted to ALRSS		Edit
Yale Law Journal Requirements	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Submitted to ALRSS		Edit

Do you want to organize submissions in a certain way?

You may organize submissions by Title, Editor In Charge, Assigned Reviewer, Editor Deadline, Reviewer Deadline, Status, or Expedited Review Deadline From Author.

Do you want to view the documents?

You may view the submitted documents by clicking on [View Manuscript](#), [View Abstract](#), and [View Cover Letter](#).

Do you want to edit the workflow information and a manuscript's deadlines?

You may edit a particular submission's information by clicking [Edit](#). When you click on [Edit](#), the workflow information appears at the bottom of the page as shown below.

Title	Manuscript	Abstract	Cover Letter	Editor In Charge	Assigned Reviewer	Editor Deadline	Reviewer Deadline	Comments	Status	Expedited Review Deadline From Author	Workflow
Weird	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman				Submitted to ALRSS		Edit
CoverLetter	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/24/2004	4/24/2004		Accepted with No Changes Required		Edit
Observation of Education Experience	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/28/2004	4/28/2004		Accepted with No Changes Required		Edit
Resume	View Manuscript	View Abstract	View Cover Letter	nicola	jasonfreedman	4/30/2004	4/29/2004		Submitted to ALRSS		Edit
Yale Law Journal Requirements	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Submitted to ALRSS		Edit
Harvard Law Review Paper	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Submitted to ALRSS		Edit

Editor	Reviewer	Editor Deadline	Reviewer Deadline	Status
Brigham Bowen	Jason Freedman	May 4 2004	May 4 2004	Accepted with Changes Required

The submission state may be updated by choosing from the options in the drop down menu shown below.

Title	Manuscript	Abstract	Cover Letter	Editor In Charge	Assigned Reviewer	Editor Deadline	Reviewer Deadline	Comments	Status	Expedited Review Deadline From Author	Workflow
Weird	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman				Submitted to ALRSS		Edit
CoverLetter	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/24/2004	4/24/2004		Accepted with No Changes Required		Edit
Observation of Education Experience	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/28/2004	4/28/2004		Accepted with No Changes Required		Edit
Resume	View Manuscript	View Abstract	View Cover Letter	nicola	jasonfreedman	4/30/2004	4/29/2004		Submitted to		Edit
Yale Law Journal Requirements	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Accepted with Changes Required		
Harvard Law Review Paper	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Accepted with No Changes Required		

Editor: Brigham Bowen | Reviewer: Jason Freedman | Editor Deadline: May 4, 2004 | Reviewer Deadline: May 4, 2004
 [Submit] [Cancel]

In addition, you can assign an Editor-in-Charge and a Reviewer for the manuscript. If an Editor or Reviewer does not appear in the drop down menu, you will have to click on this button from your **Editor Home Page** and add their contact information.

Add Members

As a guideline, the Editor Deadline is used to indicate when you want to have a decision back to the Author. The Reviewer Deadline is used to tell the Reviewer when to have their comments uploaded by, so that you can make a decision on publication acceptance or denial.

Accepting Manuscript for Publication?

If you would like to accept the manuscript for publication, change the Status to "Accepted with No Changes Required" if you feel that the manuscript does not need editing. Otherwise, change the Status to "Accepted with Changes

Required" to allow the Author to upload an edited version addressing your comments and suggestions. Both the mentioned States indicate acceptance for publication to the Author.

Viewing Edited Versions?

Once the Author has uploaded an edited version, the new version will appear. You can click on [View Manuscript](#) to view the new version or assign the manuscript according to the above method. Please change the Status back to "Accepted with No Changes Required" to prohibit the Author from uploading another version while you are reviewing the new version.

After reviewing the new version, if you feel that the manuscript needs further editing, you can change the Status back to "Accepted with Changes Required" to allow the Author to upload another edited version.

Editing Complete?

If you and the Author have agreed that the editing is finalized, change the Status to "Final Version" to indicate that the manuscript is being formatted for publication.

Author Requested an Expedited Review?

If an Author requests an expedited review, the Status will be "Request Expedited Review" and a deadline will be displayed by which the Author requests a response.

If you can process the request, please change the Status to "Under Expedited Review" and change the Editor and Reviewer Deadlines accordingly. If you cannot process the request, please change the Status to "Denied." This will indicate that you were not able to process the request by the given deadline.

Assign Manuscripts and View Workflow

If you are an Editor, you may view submitted manuscripts by clicking on from your **Law Editor Home Page**:

[Assign Manuscripts/View Workflow](#)

This link will redirect you to the **Control Workflow** page for your respective Law Review.

The screenshot shows a web browser window titled "ALRSS Law Review Editor Page - Microsoft Internet Explorer". The address bar shows the URL "http://gottlieb.mit.edu/ALRS/ALRSSLawReviewEditor.aspx". The page content includes a header "Automated Law Review Submission System" and a sub-header "Control Workflow for Stanford Law Review". Below this is a table with columns for Title, Manuscript, Abstract, Cover Letter, Editor In Charge, Assigned Reviewer, Editor Deadline, Reviewer Deadline, Comments, Status, Expedited Review Deadline From Author, and Workflow. The table lists several submissions, including CoverLetter, Harvard Law Review Paper, Observation of Education Experience, Resume, Weird, and Yale Law Journal Requirements.

Title	Manuscript	Abstract	Cover Letter	Editor In Charge	Assigned Reviewer	Editor Deadline	Reviewer Deadline	Comments	Status	Expedited Review Deadline From Author	Workflow
CoverLetter	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/24/2004	4/24/2004		Accepted with No Changes Required		Edit
Harvard Law Review Paper	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Submitted to ALRSS		Edit
Observation of Education Experience	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/28/2004	4/28/2004		Accepted with No Changes Required		Edit
Resume	View Manuscript	View Abstract	View Cover Letter	nicola	jasonfreedman	4/30/2004	4/29/2004		Submitted to ALRSS		Edit
Weird	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman				Submitted to ALRSS		Edit
Yale Law Journal Requirements	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Submitted to ALRSS		Edit

Do you want to organize submissions in a certain way?

You may organize submissions by Title, Editor In Charge, Assigned Reviewer, Editor Deadline, Reviewer Deadline, Status, or Expedited Review Deadline From Author.

Do you want to view the documents?

You may view the submitted documents by clicking on [View Manuscript](#), [View Abstract](#), and [View Cover Letter](#).

Do you want to edit the workflow information and a manuscript's deadlines?

You may edit a particular submission's information by clicking [Edit](#). When you click on [Edit](#), the workflow information appears at the bottom of the page as shown below.

Title	Manuscript	Abstract	Cover Letter	Editor In Charge	Assigned Reviewer	Editor Deadline	Reviewer Deadline	Comments	Status	Expedited Review Deadline From Author	Workflow
Weird	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman				Submitted to ALRSS		Edit
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Observation of Education Experience	View Manuscript	View Abstract	View Cover Letter	brigham	jasonfreedman	4/28/2004	4/28/2004		Accepted with No Changes Required		Edit
Resume	View Manuscript	View Abstract	View Cover Letter	nicola	jasonfreedman	4/30/2004	4/29/2004		Submitted to ALRSS		Edit
Yale Law Journal Requirements	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Submitted to ALRSS		Edit
Harvard Law Review Paper	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Submitted to ALRSS		Edit

Editor	Reviewer	Editor Deadline	Reviewer Deadline	Status
Brigham Bowen	Jason Freedman	May 4 2004	May 4 2004	Accepted with Changes Required
<input type="button" value="Submit"/>	<input type="button" value="Cancel"/>			

The submission state may be updated by choosing from the options in the drop down menu shown below.

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Resume	View Manuscript	View Abstract	View Cover Letter	nicola	jasonfreedman	4/30/2004	4/29/2004		Submitted to		Edit
Yale Law Journal Requirements	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Accepted with Changes Required		Edit
Harvard Law Review Paper	View Manuscript	View Abstract	View Cover Letter	odeshoo	jasonfreedman				Accepted with No Changes Required		Edit

Editor: Brigham Bowen | Reviewer: Jason Freedman | Editor Deadline: May 4, 2004 | Reviewer Deadline: May 4, 2004

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