

CALL FOR PAPERS



Empowering to Win in a Complex World: Mission Command in the 21st Century

The Commanding General, Combined Arms Center invites you to submit a paper on the topic of Mission Command for an edited volume published by the Army Press. The working title is: *Empowering to Win in a Complex World: Mission Command in the 21st Century*. In partnership with the online publication, *The Bridge*, some of the best submissions will also be published online.

Papers should be contemporary examples that exemplify the exercise of mission command, as seen through one or more of its six doctrinal principles. While focused on U.S. Army topics, the book will include topics from other military services, other nations' military services, business, and sports.

Papers should be 7 to 10 pages of main body text and include endnotes, be double spaced with normal margins, and use Times New Roman 12 font.

Submissions are due no later than 31 October 2015.

Additional project and submission information is available at the following link:

<http://usacac.army.mil/pubs/Force-2025-and-Beyond-Human-Dimension>

Announcing the 2015 Mission Command Edited Volume

Call for Papers

After ten years of persistent conflict in two wars, the Army placed special emphasis on the exercise of mission command: empowering subordinates to exercise disciplined initiative within the commander's intent and win.

To reinforce this change in philosophy, the Commanding General, Combined Arms Center invites you to submit papers on the topic of mission command for an edited volume to be published by the Army Press. The working title is: *Empowering to Win in a Complex World: Mission Command in the 21st Century*. In partnership with the online publication, *The Bridge*, some of the best submissions will also be published online.

Papers should be contemporary examples that exemplify the exercise of mission command, as seen through one or more of its six doctrinal principles. While focused on U.S. Army topics, the book will include topics from other military services, other nations' military services, business, and sports. For example, a military paper topic could be how a U.S. Army company commander working with the local Iraqi taxi driver union to foil insurgent car bomb efforts or a sports paper topic could be how Duke University men's basketball Coach Michael Krzyzewski built championship-caliber teams from 1980 to today, including five NCAA national champions.

The principles of mission command assist commanders and staff in blending the art and science of control. The six principles are:

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

How do I enter?

- Submit an unclassified, original research paper examining any aspect—broad or specific—of this theme. Papers should be 7 to 10 pages in length, not counting endnotes.
- Previously published papers, or papers pending consideration elsewhere for publication, are ineligible.
- Papers submitted to other competitions still pending announced decisions are also ineligible. As an exception to this rule, U.S. Army Command and General Staff College students submitting papers to the General Douglas MacArthur Military Leadership Writing Competition may submit the same paper.
- Authors are encouraged to conduct research to support their papers to include consulting current doctrine, proponent organizations, and subject matter experts.

What do selected writers receive?

Selected authors will receive a Certificate of recognition from the Commanding General, Combined Arms Center; a three-star note to their chain-of-command, and publication of their paper in the edited volume. *The Bridge* will also publish selected papers online.

How do you submit a paper?

- Complete an enrollment form (see enclosure 1) and submit it together with the proposed manuscript via e-mail by 31 October 2015. Email: [to be published; interim: jonathan.p.klug.mil@mail.mil].

How will the papers be evaluated and judged?

- The editors will recommend papers to the CAC Commander for inclusion into the edited volume.
- General criteria to be used for evaluating papers are attached (see enclosure 2).

If you have questions contact:

- Volume editor, at (913) 684-2037 or DSN 552-2037; or via email: [to be published; interim: jonathan.p.klug.mil@mail.mil].

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ENCLOSURE 1 (Enrollment Form)

MEMORANDUM FOR Volume Editor

SUBJECT: Mission Command Edited Volume.

1. Attached is my research paper submission for the Mission Command edited volume.

2. The title of my paper is _____.

3. I affirm that the research paper is my original work. I further affirm that no part of it has been plagiarized from other sources; that all references to other work have been properly and fully attributed; that it has not been previously published; that it is not now being considered elsewhere for publication; and that it is not currently pending consideration as an entry in any other competition (with the authorized exception of the Command and General Staff College's General Douglas MacArthur Leadership Competition, as provided for under competition rules.)

4. I understand that if my paper is selected, the Combined Arms Center may reproduce it for instructional purposes, it could be published in the Mission Command edited volume, and/or it may be published by the online publication *The Bridge*. The Combined Arms Center and *The Bridge* will have first right of publication without copyright restrictions.

Print your name and contact information legibly.

Signature _____

Printed name _____

Title/Organization _____

Postal Address

Street _____

City/State/Zip _____

Email Address _____

Telephone Number _____

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ENCLOSURE 2 (Criteria for Judging)

Evaluation is unavoidably a subjective process; however, our editors will use the questions below to help evaluate papers more objectively.

- Is the paper interesting?
- Is the paper easy to read for a general audience?
- Does the paper avoid excessive acronyms or jargon?
- Does the paper contribute anything new to the topic?
- Does the paper offer well-thought-out and well-researched opinions about mission command?
- Does the paper use one or more of the mission command principles as guides?
- Does the paper offer plausible solutions to or recommendations about problems or issues?
- Does the paper fairly represent the background facts and provide a credible examination of the issues?
- Does the paper show evidence of research using accepted academic standards?
- Is the author's research backed up with endnotes?
- Is the paper organized? Does it move logically from a clear thesis through a well- developed argument using supporting evidence to yield persuasive conclusions?