

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 as both a book and a multi-media, interactive iBook. 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, include endnotes, and follow the Army Press Guide for Writers.

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>

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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 as both a book and a multi-media, interactive iBook. 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 (Iraq, Afghanistan, Panama, Somalia, Haiti, Katrina, and Ebola in Africa just to name a few) 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, will be considered if copyright is not a prohibitive factor.
- Papers submitted to other competitions still pending announced decisions are 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.
- Authors should include, or be prepared to provide, public domain or personal photographs, images and other media to include video interviews to support the iBook version of the publication.

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: usarmy.leavenworth.CAC.mbx.cig@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: usarmy.leavenworth.CAC.mbx.cig@mail.mil.

Thunder Run in Baghdad, 2003

Anthony E. Carlson, Ph.D.

MG Buford “Buff” Blount faced a critical decision. During the previous two weeks, his 3d Infantry Division (ID) (Mechanized) had raced 700 kilometers through southern Iraq, reaching the outskirts of Baghdad in early April 2003. The division had overrun both Baghdad’s airport west of the city (Objective LIONS) and the key intersection of Highways 8 and 1 (Objective SAINTS) directly south of the city, allowing it to create a partial cordon around the capital. Blount and the senior leaders of US Army V Corps, 3d ID’s higher headquarters, now needed to seize the city and collapse Saddam Hussein’s regime, but how?

Blount and V Corps Commander LTG William S. Wallace had no concrete intelligence about the capability and intent of the Iraqi forces protecting Baghdad. To collect intelligence about the conventional and paramilitary units inside the city, they planned an armored reconnaissance in force. At 1600 on 4 April, Blount gave the mission to COL David G. Perkins, commander of 3d ID’s 2d Brigade, for execution the following morning. Staging out of Objective SAINTS, the battalion-sized column of M1A1 Abrams tanks and M2 Bradley Fighting Vehicles would attack north on Highway 8 into the middle of western Baghdad and then turn west, linking up with COL William Grimsley’s 1st Brigade, 3d ID, at the airport. The bold plan, which Wallace judged a “reasonable risk,” was destined to become the first armored foray into a major city since World War II.

Perkins assigned the so-called “thunder run” mission to LTC Eric Schwartz’s Task Force (TF) 1st Battalion, 64th Armor Regiment (1-64 AR). Schwartz’s TF 1-64 AR included 731 Soldiers, 30 M1A1 tanks, 14 Bradley infantry fighting vehicles, 14 engineer vehicles, and other mechanized support vehicles. Perkins’ intent was to attack up Highway 8 to “create as much confusion as I can inside the city because I had found that my Soldiers or my units can react to chaos much better than the enemy can.” Although the sudden new mission caught Schwartz off guard, he praised the straightforward commander’s intent and purpose. “The planning was simple,” he explained. “The thunder run mission was the simplest of all tasks that we were given. There was no maneuver required. It was simply battle orders followed by battle drills.”

At 0600 on 5 April, Schwartz’s armored column rolled north up Highway 8. In the vanguard of the staggered column was CPT Andrew



TF 1-64 AR Attacking up Highway 8 on 5 April 2003.

Photo Courtesy of the Fort Stewart Museum, US Army.

Near the first overpass on Highway 8, an RPG round exploded in the rear of SSG Jason Diaz's tank, immobilizing it. As Diaz's crew struggled to put out a growing fire and get the disabled tank rolling again, trailing Abrams and Bradley Fighting Vehicles formed a defensive perimeter. The tankers mowed down dozens of fighters assembling alongside the highway with coaxial machine gun fire and main gun rounds. Since Perkins' order emphasized momentum, LTC Schwartz made the call after half an hour to abandon Diaz's tank, recover the crew, retrieve sensitive computer systems, and attack north deeper into the city.

The armored column passed the Qaddissiyah Expressway ramp towards downtown Baghdad and turned west in the direction of the airport, entering crowded residential neighborhoods. Hundreds of paramilitary fighters and military personnel assaulted Schwartz's column from all directions, only to fall victim to the Americans' overwhelming firepower. The enemy resorted to placing makeshift concrete barriers across the highway and even launching suicide vehicle attacks but with no success. After two hours and 20 minutes, the column arrived at the airport. COL Perkins

concluded that the reconnaissance in force had completely surprised the regime. “[The Iraqis] thought that they could bloody our nose enough on the outside of the city ... that we just would not push through block by block,” Perkins explained. “They weren’t planning for this very heavy armored thrust busting right through, coming in[to] the city.”

The thunder run demonstrated that US armored forces could penetrate Baghdad while suffering minimal casualties. During the movement, TF 1-64 AR sustained one destroyed Abrams tank, one heavily damaged Bradley, one Soldier killed in action (KIA), and four Soldiers wounded in action (WIA). Schwartz’s task force killed at least 1,000 Iraqi and Syrian fighters, destroyed 30 to 40 Russian-manufactured BMP infantry fighting vehicles and other vehicles, destroyed one T-72 main battle tank, and eliminated countless roadside bunkers. The operation provided excellent indicators of enemy tactics, strength, and fighting positions. For instance, the task force discovered that the enemy preferred to mass fires from overpasses. Perkins observed that the bridges provided the enemy cover and concealment and afforded “avenues of approach in the flank.”

LTG Wallace and MG Blount praised the 5 April thunder run. They envisioned it as a prelude to additional armored missions in and out of the city that would disrupt Baghdad’s defenses with the paramount goal of regime collapse. Late on 5 April, Wallace ordered a second such mission for 7 April. Blount again assigned the task to 2d Brigade.

After returning to SAINTS with TF 1-64 AR and receiving Blount’s orders, Perkins proposed a bolder course of action to his division commander. He wanted to take two armor task forces into Baghdad and *turn east* at the same intersection where TF 1-64 AR had looped west towards the airport. The task forces would travel several additional kilometers and occupy the regime’s downtown government complex on the banks of the Tigris River, the location of Saddam Hussein’s ornate palaces, his ruling party’s headquarters, parade grounds, and war monuments. With the rest of V Corps and the 1st Marine Expeditionary Force bearing down on Baghdad from southwest and southeast respectively, Perkins identified the downtown palaces as the regime’s “center of gravity.” He hoped to avoid an endless cycle of armored forays that scored tactical victories but did not hasten strategic success.

Perkins also feared that the US Army was losing the information war. The Iraqi information minister, Mohammed Saeed al-Sahhaf, had taken to the airwaves and falsely announced that Iraqis had slaughtered US Soldiers outside of Baghdad. To make matters worse, the British Broadcasting

Company was broadcasting al-Sahhaf's propaganda to the world. Perkins wanted to send an unmistakable message to Iraqis that the regime's days were numbered. "I didn't want [the false stories] to happen again," he emphasized. "[Al-Sahhaf's disinformation was] falsely emboldening the Iraqis to continue to fight and defend [the city] ... stretching this war out." Perkins concluded that the enemy's relatively unsophisticated and uncoordinated resistance during the first thunder run showed that such a bold operation was possible.

On 6 April, Blount brought Perkins' recommendation before LTG Wallace. The corps commander dismissed it. Even though Wallace sought to render the regime "irrelevant," the plan at Combined Forces Land Component Command (CFLCC) level at this point intended to topple the regime through synchronized attrition rather than a dramatic armored thrust. The CFLCC envisioned creating a cordon of forward operating bases (FOBs) around Baghdad from which US forces could launch pinpoint raids and seize critical objectives so that they did not have to clear the city block by block. From a tactical perspective, Wallace also feared that Perkins might overextend his line of communication (LOC) between Objective SAINTS and the palace grounds, isolating the task forces in a hostile city of five million people without the ability to resupply his units or evacuate casualties. He directed Blount to take a "less aggressive tactic" that involved attacking into the city to the point of the airport interchange but then returning to SAINTS.

The events that unfolded over the next 24 hours serve as a clear illustration of mission command principles in action. As Perkins prepared to execute V Corps' limited objective for the second thunder run, he conceptualized an additional plan to allow 2d Brigade and its assigned units to go downtown and "stay the night" if conditions warranted. Privately, Perkins set four preconditions to meet before he would offer his option to go downtown and stay during the mission. The preconditions were based on "lessons learned" during the first thunder run:

1. The 2d Brigade could successfully fight its way into downtown without becoming fixed.
2. Seizing defensible and symbolic terrain at the downtown palace complex.
3. Opening and maintaining a ground LOC using Highway 8 and the Qaddissiyah Expressway between the Tigris River and Objective SAINTS.
4. Logistical conditions supported remaining overnight.

On the afternoon of 6 April, Perkins briefed his intent. Speaking in a dusty tent without notes, slides, or handouts, Perkins explained to his subordinate commanders that the entire brigade would conduct a second thunder run at dawn the next morning. He instructed them to prepare to spend the night downtown. “We have set the conditions to create the collapse of the Iraqi regime. Now we’re transitioning from a tactical battle [*sic*] to a psychological and informational battle,” he said. Maintaining momentum during the movement was paramount. “Attack as fast as you can, and push right through to the center of the city,” Perkins added. “If a vehicle becomes disabled due to enemy fire, you immediately take the crew off, put them on another vehicle, and you just leave it.”

The scheme of maneuver had LTC Schwartz’s TF 1-64 AR assuming the vanguard. If conditions warranted turning northeast towards downtown, TF 1-64 AR would seize downtown Objective DIANE, which included the Tomb of the Unknowns, a park, and a zoo. LTC Philip Draper deCamp’s TF 4th Battalion, 64th Armor Regiment (TF 4-64 AR), would follow TF 1-64 AR and seize two of Saddam Hussein’s palaces on the Tigris River (Objectives WOODY EAST and WOODY WEST). The third battalion, LTC Stephen Twitty’s TF 3d Battalion, 15th Infantry Regiment (TF 3-15 IN), would keep the LOC open between Objective SAINTS and downtown. To do so, TF 3-15 IN had to control three vital overpass intersections on Highway 8, designated as CURLY, LARRY, and MOE. MOE was the key interchange where Perkins’ Soldiers either had to move east in the direction of downtown or make a U-turn, returning to SAINTS. For Perkins, controlling the three overpass intersections was decisive to securing MG Blount’s approval of his option to go downtown.

The second thunder run got off to a rocky start. In the wake of the 5 April attack up Highway 8, the Iraqis had laid a minefield on the highway north of SAINTS, extending for 500 meters. At 0538 on 7 April, CPT David Hibner’s company of 2d Brigade engineers hastily cleared 444 mines. By 0600, TF 1-64 AR, TF 4-64 AR, and TF 3-15 IN departed in that order in a long column. Only eleven minutes into the movement, enemy small arms fire, RPGs, and mortar rounds erupted from both sides of the highway. In accordance with COL Perkins’ intent, the two leading task forces continued to advance and hand over targets to trailing units, which also recovered the crews of disabled armored vehicles.

Perkins faced his first critical decision an hour into the operation. As the armored column clanked towards MOE, he radioed BG Lloyd J. Austin III, Assistant Division Commander (Maneuver), explaining that the level of resistance faced by 2d Brigade was less intense than during the

previous thunder run. He stated his preconditions for going downtown, insisting that he could meet all of them. Without giving a definitive answer, Austin stated that he would inform Blount. He told Perkins to continue the advance and see how the fight developed. Shortly after 0700, the armored column turned east off Highway 8 and, within an hour, seized DIANE, WOODY EAST, and WOODY WEST. The brigade commander calculated that he had enough fuel to delay a final decision about formally requesting an overnight stay until 1000. In his mind, the shock value of keeping US armor task forces downtown outweighed the significant risks associated with being isolated in a hostile urban environment.

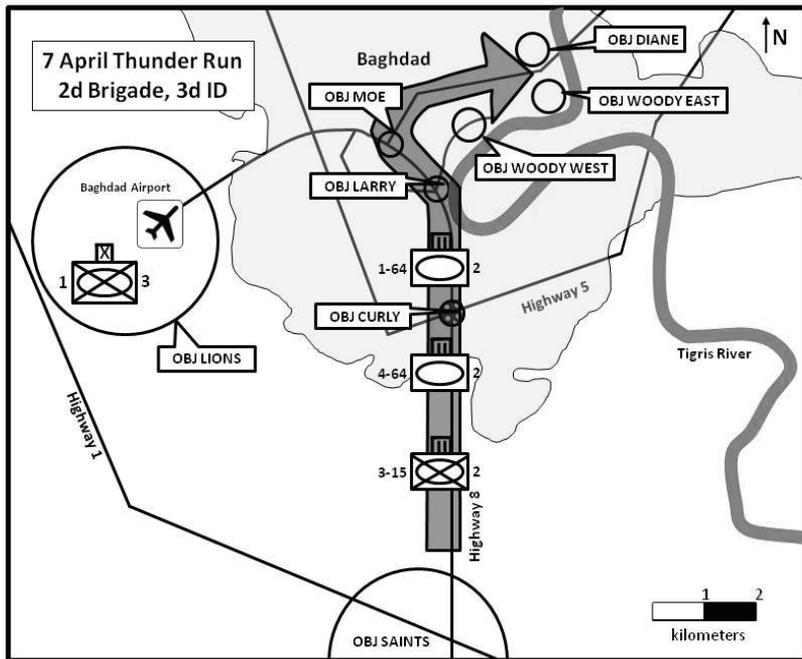


Figure 2. 7 April Thunder Run, 2d Brigade.

The movement off Highway 8 caused a stir at V Corps headquarters. When LTG Wallace went to bed on 6 April, he thought that 2d Brigade would advance to MOE and then make a U-turn, heading back to SAINTS. As the armored task forces advanced towards the downtown objectives, Wallace observed the operation on the screen of his Blue Force Tracker. Stunned, the corps commander asked Blount about the unexpected deviation from his intent during their regular morning brief. Blount explained Perkins' estimation that the diminished resistance justified turning downtown and positioning tanks at Hussein's palace complex in a dramatic show of the

regime's irrelevance. Tension filled the room as Wallace contemplated the situation. Finally, Wallace broke the long silence by signaling his eager approval. According to COL Russell Thaden, the V Corps Deputy G2 (intelligence officer) who was present at the time of the conversation, Wallace replied, "Go ahead, I trust your judgment. If you think you can get to the palace and hold it, [its] your call and I'll clear it [with CLFCC.]" Refusing to focus on the divergence from his original guidance, Wallace instead recognized that one of his subordinate commanders had created an opportunity for success through disciplined initiative and prudent risk taking. He believed that the overall result of the mission was more important than the methods used to achieve it. Both the corps and division commanders therefore deferred to the judgment of the commander on the ground.



Attacking towards Downtown Baghdad on 7 April 2003.

Photo Courtesy of Fort Stewart Museum, US Army.

Meanwhile, the 2d Brigade faced a rapidly deteriorating situation. As TF 3-15 IN slugged it out at CURLY, LARRY, and MOE with bands of determined enemy fighters, a rocket attack disrupted the brigade tactical operations center (TOC) at Objective SAINTS, killing three Soldiers and temporarily cutting off communications. In the midst of the mayhem, LTC Eric Wesley, the 2d Brigade executive officer (XO), calmly orchestrated

efforts to triage wounded Soldiers and evacuate disabled vehicles. Within 45 minutes, Wesley had reestablished communication and set up a makeshift TOC, minimizing the disruption of command and control. Perkins praised Wesley and all Soldiers at the TOC for remaining focused on the mission in the midst of disarray. He later expounded on the Soldiers' shared understanding of his intent, "Everyone understood how important it was to stay in the city and not have to fight the fight again."

Events continued to spiral out of control on Highway 8. As Perkins reached his self-imposed 1000 deadline for seeking permission to spend the night, TF 3-15 IN was still fighting to maintain control of the three interchanges at CURLY, LARRY, AND MOE. Even worse, Iraqi fighters ambushed the first convoy of heavy expanded mobility tactical trucks (HEMTTs) hauling much-needed supplies and fuel up Highway 8. Five HEMTTs were destroyed, two Soldiers killed, and Highway 8 remained disputed. Fierce fighting around Objective MOE also left a mechanized infantry company critically short of ammunition.



MG Blount, LTG Wallace, and COL Perkins in Baghdad, April 2003.

Photo Courtesy of Fort Stewart Museum, US Army.

Despite the dire circumstances, COL Perkins refused to rush his decision. "If you had a decision matrix," he stated, "it probably d[id] not pay to spend the night." Nevertheless, he delayed because he did not want to surrender symbolic ground or face the possibility of ordering additional

armored attacks in the coming days. Withdrawing from the city would also embolden the regime and provide additional propaganda for the information minister. Based on extensive pre-war training in Kuwait, Perkins trusted LTC Twitty's task force to win the battles at the overpass intersections if given sufficient time, bought by delaying a decision past 1000. To mitigate resupply problems, he instituted an "energy conservation plan," ordering TF 1-64 AR and TF 4-64 AR tank commanders to turn off their engines. He then positioned the task forces' Bradleys at key downtown bridges and intersections to strengthen the defensive posture. Perkins believed that such measures would buy him several additional hours before supply concerns might force him to withdraw.

MG Blount again trusted the judgment of his commander on the ground. At 1016, he reinforced TF 3-15 IN by moving the 1st Brigade's TF 2d Battalion, 7th Infantry Regiment (TF 2-7 IN), to occupy and defend Objective CURLY, allowing TF 3-15 IN to focus on clearing LARRY and MOE. By late afternoon, the infantry task forces had defeated the Iraqi fighters along Highway 8 and cleared the LOC for the HEMTTs to move north to supply Perkins' brigade.

Just hours before sundown, the fuel and ammunition resupply reached downtown after a harrowing movement up Highway 8. COL Perkins' deliberate decision-making and confidence in his subordinate commanders validated LTG Wallace's and MG Blount's trust in him. By early evening, Wallace approved the decision to spend the night.

There is always a tension between executing mission orders and exercising disciplined initiative but Wallace clearly understood the benefits of empowering subordinate commanders to make decisions in a fluid, complex, and highly unpredictable tactical environment. "COL Perkins, to his credit ... was taking advantage of the situation that was presented to him on the battlefield," Wallace explained, "which is what we teach our young leaders to do." Ultimately, the second thunder run produced tactical, strategic, and information victories as television networks soon broadcasted images of US tanks occupying Saddam Hussein's former seat of power. In retrospect, Perkins attributed the 2d Brigade's success to the flexibility displayed by Wallace and Blount and their willingness to empower him with freedom of action:

These thunder runs were successful because the corps and division-level commanders established clear intent in their orders and trusted their subordinates' judgment and abilities to exercise

disciplined initiative in response to a fluid, complex problem, underwriting the risks that they took.

The Iraqi information minister could no longer deny that US Soldiers occupied Saddam Hussein's seat of administrative power. The regime teetered on the brink of an inevitable collapse. Within weeks, the Baathist government no longer ruled Iraq.

For Further Reading

CPT Jason Conroy. *Heavy Metal: A Tank Company's Battle to Baghdad*. Dulles, VA: Potomac Books, 2005.

COL (retired) Gregory Fontenot, LTC E. J. Degen, and LTC David Tohn. *On Point: The United States Army in Operation Iraqi Freedom Through 01 May 2003*. Washington: Office of the Chief of Staff, US Army, 2004.

Jim Lacey. *Takedown: The 3rd Infantry Division's Twenty-One Day Assault on Baghdad*. Annapolis: Naval Institute Press, 2007.

LTG David G. Perkins. "Mission Command: Reflections from the Combined Arms Center Commander." *Army* 62 (June 2012): 30-34.

COL (retired) John B. Tisserand III. *US V Corps and 3rd Infantry Division (Mechanized) during Operation Iraqi Freedom Combat Operations (March to April 2003)*. Vol. 3 of *Network Centric Warfare Case Study*. Carlisle Barracks, PA: Center for Strategic Leadership, 2006.

David Zucchini. *Thunder Run: The Armored Strike to Capture Baghdad*. New York: Grove Press, 2004.



1. Use the following text formatting in submitting documents:

- Use Microsoft Word software.
- Set all parts of the manuscript in double-spaced 11-point Times New Roman.
- Set all margins (top, bottom, left, and right) to 1 inch.
- Use left justification, not full justification.
- Use .25-inch paragraph indent.
- Use “normal” style throughout the text.
- Number the pages of the manuscript consecutively starting with the title page.
- Make different subhead levels easy to distinguish from one another (e.g., first level centered, second level flush left). Use title-style capitalization, not full caps, for subheadings.
- Set off direct quotations of more than five lines from text by indenting .5 inch from left and right margins. Run shorter quotations into the text with quotation marks.
- Create a separate file for each part of your manuscript (e.g., contents, preface, chap 1, chap 2, etc., app A, app B, etc., glossary, bibliography, etc.) Include the chapter number in the file name (e.g., 00contents, 01chap1, 02chap2) so they fall in order.

DO NOT:

- Use hyperlinks of any kind anywhere in the document. Right click and remove them prior to submission.
- Use the automatic hyphenation feature.
- Use the automatic bulleting/numbering feature.
- Use special fonts or combinations of fonts and type sizes, special color-coding or spacing, templates, embedded styles for the table of contents or index, or similar desktop-publishing features.
- Use numbered subheadings.
- Embed illustrations in the text. Instead, include them as separate electronic files (see “Illustrations,” below).
- Use headers to insert chapter names, numbers, or dates.
- Use roman numerals for introductory matter page numbers.
- Add extra lines between paragraphs.

b. Illustrations.

(1) Illustrations, tables, maps, photos and all other images will be considered “figures.” Number them consecutively throughout the manuscript.

(2) Submit images as individual files only, do not import images into the manuscript. Instead, suggest placement for figures, tables, maps, and other illustrations, using call-outs in the text.

(3) Prepare and format all maps, tables, and graphs to fit directly on to a book page. Graphics requiring reduction often renders the author’s work unreadable. Graphics requiring a vertical offset/broadside will not be accepted.

(4) Include, at the end of the manuscript, a printout of each table, figure, or illustration. Include a caption for each table, figure, and illustration. Make certain the printout shows the accurate layout of the tables, such as proper alignment of columns.

(5) Provide all images (color and grayscale) at a resolution between 266 and 300 pixels per inch, based on an input-to-output (I/O) size ratio of one-to-one. For example, a 3-by-5-inch original photograph to be printed at 3-by-5 inches (I/O ratio of one-to-one) should be scanned at 266 to 300 pixels per inch. The same size photo to be printed at 6-by-10 inches (I/O ratio of one-to-two) should be scanned at 532 to 600 pixels per inch. All other enlargements and reductions are similarly proportional. Please note that images scanned at lower resolutions and then forced or pushed to a higher resolution to meet printing standards become blurry. This happens, for example, if you change an image at 150 pixels per inch to 300 pixels per inch in your image-editing program. Instead, you should rescan the image at the target resolution of 300 pixels per inch. Although you can reduce digital images to a desired resolution, you should never try to increase them to a higher resolution to meet printing standards.

(5) Save images as uncompressed TIFF (tagged image file format), native PhotoShop file format (.psd), or EPS (encapsulated postscript) files. Note that .gif and .jpg files are not normally acceptable for printing due to their low resolution.

(6) Scan all line art as bitmap images with a resolution of between 1,200 and 2,540 pixels per inch, based on an I/O ratio of one-to-one. Enlargements and reductions are similarly proportional. Save the images as uncompressed TIFF, native PhotoShop file format, or EPS files.

(7) Although Army Press reserves the right to make final artistic decisions about the cover of your book, authors may submit ideas about artwork.

c. Endnotes and Bibliography. Place notes at the end of each chapter-not at the bottom of the page or at the end of the book. Begin note numbering with “1” for each chapter. Set note numbers in the text as superscript. In the notes section, set note numbers on the line (not superscript) indented, .25 inch. Place the complete bibliography at the end of the manuscript. For examples of notes and bibliography entries, see Kate L. Turabian, Sixth Edition, A Manual for Writers of Term Papers, Theses, and Dissertations. All endnotes and bibliographies for Army Press publications will be formatted according to this manual.

d. Reference Material. Army Press editors use the following references.

1) The Chicago Manual of Style, 16th Edition is the current primary writing guide for Army Press.

2) US Government Printing Office (GPO) Style Manual is the overall guide for editing Army Press products. It has specific sections on formatting (paragraph 2.3.), capitalization rules (chapter 3) and examples (chapter 4), compounding rules (chapter 6) and examples (chapter 7), and numbers (chapter 12). Website: <http://www.gpoaccess.gov/stylemanual/browse.html>.

(3) Webster’s New World College Dictionary (most recent edition). When there is more than one “acceptable” spelling for a word, always use the preferred spelling. Website: <http://www.m-w.com/netdict.htm>.

(4) Webster’s Biographical Dictionary and Webster’s Geographical Dictionary to confirm and complete names and places.

(5) The Gregg Reference Manual to reconcile questions on grammar, punctuation, and English use.

(6) Manual for Writers of Term Papers, Theses, and Dissertations, Sixth Edition, Kate L. Turabian, to format endnotes and bibliographies.

(7) Acronyms. Websites: <http://www2.arims.army.mil/abbreviation/MainMenu.asp> or <http://www.acronymfinder.com/>.

(8) DOD Dictionary of Military Terms: <http://www.dtic.mil/doctrine/jel/doddict/>

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f. Biographical Sketch and Date of Birth. Provide a short biographical sketch when you submit your manuscript to the Army Press to be included in the printed publication. Additionally, provide your birth year—the Library of Congress requires it as part of the cataloging-in-publication data.

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.

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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?