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20 General William E. DePuy Writing Competition



Author Submission Information

Author Submission Guide

Learn how to submit an article to *Military Review*.

Consideration of Submitted Articles

Military Review will read and consider all submissions regardless of topic. *Military Review* is specifically looking for cutting-edge articles. As a result, well-researched, well-written, persuasive articles that espouse a view that differs from conventional or doctrinal views often find a home at *Military Review*.

Military Review makes no final commitments to accepting a manuscript until it has been thoroughly reviewed and, if required, revisions made that satisfy *Military Review* concerns or that conform to *Military Review* publication conventions.

Manuscripts having original ideas needing substantive revision to make them clearer or better organized are sometimes tentatively accepted for publication. The author must, however, agree to revise the manuscript with assistance from the *Military Review* staff. Final acceptance remains a *Military Review* prerogative based on the quality of the revised product.

When a manuscript has multiple authors, one point-of-contact needs to be clearly designated with the initial submission. This POC will receive all correspondence

from *Military Review* editors, and will be responsible for conferring with all co-authors about edited versions, revisions, etc., before responding to the editors.

Target Audience. *Military Review's* target audience includes senior noncommissioned officers, warrant officers, company and field grade officers, flag officers, scholars and journalists, Department of Defense and Department of State civilians, Congressional staff, and professionals in partner nations. Therefore, the journal seeks articles that address issues of concern to personnel who serve in either a command or staff capacity in a battalion, brigade, division, corps, task force, or above; who serve on a provincial reconstruction team or similar interagency working group; who participate in policy or doctrine formulation; and who provide a unique perspective on military affairs at the operational level.

For topic ideas check out the **[Possible Article Topics](#)** listed here.



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U.S. Army photo by Spc. Daniel Herrera

A U.S. Soldier takes a knee next to a billboard depicting anti-U.S. Shiite cleric Muqtada Al-Sadr among other clerics in Jamilla, Iraq, June 16, 2008. The Soldier is assigned to Task Force 1st Battalion, 6th Infantry Regiment, 2nd Brigade Combat Team, 1st Armored Division.

Preferred Topics of Discussion. *Military Review* specifically seeks articles of a practical nature about issues associated with regional engagements or division- or corps-

level campaign planning and execution. Nevertheless, this band of interest provides a broad range of possible topics that include: full spectrum operations; joint, interagency,

intergovernmental, and multinational operations; sustainment; leader development; information support operations; mission command; conflict termination; military ethics; counterinsurgency; comprehensive soldier fitness; human terrain system; advancing the institutional base; and enterprise and transformation. This list is not exhaustive. **Find pertinent questions for each of these topics here.**

Original Research or Practical Experience Preferred. *Military Review* prefers two types of articles: those based on original research from primary sources and those stemming from lessons learned via firsthand experience.

Responsibility for Accuracy and Reliability of Research. Authors are responsible for their manuscript's accuracy and source documentation.

Writing Style. *Military Review* seeks articles that use precise, concise, direct language written in active voice. The thesis of the article should be clear, logically developed, and supported by sound reasoning and evidence.

When possible, authors should avoid the use of acronyms. If used, acronyms should be spelled out on first reference. Authors



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should avoid the use of arcane or extremely technical language that would be more appropriate for specialized journals.

Authors should write clearly and simply. Clarity, directness, and economy of expression are the main traits of professional writing, and they should never be sacrificed in a misguided effort to appear scholarly. Especially avoid “Pentagonese” and bureaucratic jargon.

Dullness of style is not synonymous with erudition; readers appreciate writing that is lively and engaging.

Editors’ Prerogative. In the interests of length, security, clarity, and conformity with the stylistic standards of *Military Review*, the editor reserves the right to edit all manuscripts; however, editors will send substantive changes to the author for approval.

Protocol Concerning Simultaneous Submission to Separate Publications. Authors should not submit a manuscript to *Military Review* while it is being considered elsewhere; nor should they submit a manuscript if it has been published elsewhere or if it is available on the Internet.

As a matter of professional convention and courtesy, authors should not submit

a manuscript to a second publication until after *Military Review* has fully reviewed it and decided whether or not to publish it. *Military Review* will generally accept or reject a manuscript within 60 days of its receipt.

Evidence that an article has been submitted elsewhere concurrent with submission to *Military Review*, or that it has already been published or will soon be, are grounds for denying the author future consideration for publication in *Military Review*.

Review Process

Military Review will send an acknowledgment to the author upon receipt of manuscript. Submissions not forwarded to our referees for further consideration are generally returned to the author within three to four weeks. For submissions sent to our referees, the review process can take six to eight weeks from date of receipt.

Publication Agreement on Acceptance. Under our publication agreement, *Military Review* retains first publication rights for its English, Spanish, Portuguese, and any other editions of *Military Review*, including online editions. Except for time-sensitive articles, the normal time from acceptance to publication is six to eight months.

As an official Army publication, *Military Review* is not copyrighted; however, publication by *Military Review* gives the Combined Arms Center (*Military Review*’s higher headquarters) the right to reproduce and use the article for training and other official purposes.

Military Review

“The Professional Journal of the U.S. Army”

290 Stimson Avenue, Unit 2

Fort Leavenworth, KS 66027-1293

How to Submit a Manuscript

Unsolicited article manuscripts are welcome; book reviews are by assignment only. *Military Review* encourages authors to submit their manuscript as an attachment to an introductory email. The document should be saved in Microsoft Word (version 2007 or earlier) or some compatible file format.

Manuscripts also may be mailed to the address below in hard copy. Hard copy submissions should be double-spaced and printed on one side of the sheet only. Include a compact disc containing the computer file with the printed copy of the manuscript.



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Use buttons below for a quick view of appropriate formatting.

[Click here to view complete Sample Manuscript.](#)

[Click here to learn how to use Microsoft Word Track Changes features.](#) (This is a .docx file)

Intro Superscript Quote Subhead Endnotes Biography

An author should carefully edit his text before submission; include his name, address, daytime phone number, and email address; and tell us what word processing program he used. *Military Review* will not accept any faxed manuscripts.

Manuscripts should conform to the formatting as found in the sample (see link below). Samples can also be viewed in the application at left. Authors should ensure there are no embedded macros in the document. The default settings in Microsoft Word are suitable. During the editing process, an author may be asked to use the "track changes" feature in Microsoft Word. A tutorial about this feature is offered in the application at left. **[A sample manuscript is available here.](#)**

Length of Manuscripts. The preferred length for feature articles is 3,500 to 5,000 words, or 15 to 18 typed, double-spaced pages. Manuscript length for "Insights" articles is 1,400 to 2,000 words, or 7 to 10 typed, double-spaced pages. *Military Review* will adjust article lengths based on available space in a given issue. *Military Review* reserves the right to edit submitted manuscripts to conform to overall space requirements.



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Research Citation Guidelines. *Military Review* prefers manuscripts that are clearly the product of conscientious research, but no bibliography is necessary (nor used if submitted). Authors should document sources of information and ideas using endnotes, not footnotes.

Authors should strive to reduce the number of endnotes to the minimum consistent with honest acknowledgment of indebtedness, consolidating notes where possible. Lengthy explanatory endnotes are discouraged. Endnotes must contain complete citation of publication data; for Internet citations, include the date accessed. *Military Review* generally uses the conventions prescribed in Kate L. Turabian's *A Manual for Writers*, 6th ed. (Chicago: University of Chicago Press, 1973). See sample endnotes on this page.

Authors should not use the automatic endnote feature of Microsoft Word, or any separate automatic endnote program, in the submitted manuscript. (This feature in Microsoft Word displays the endnote information when the cursor floats above the superscript endnote number.) The automatic formatting is not compatible with *Military Review's* editing process or the graphic design software. Instead, authors should

manually format the endnote numbers within the text in superscript, and then list the endnotes at the end of the manuscript. The endnotes should not be in the footer of the document. To assist in the editing process, authors should highlight in yellow the superscripted endnotes within the text. Manuscripts that have the automatic formatting will be returned to the author for correction. **[For a sample manuscript showing the correct format for endnotes, click here.](#)**

Biographical Sketch. Authors must enclose a brief personal biography. Include significant positions or assignments and civilian and military education that establish credibility with the subject. Authors can find examples of biographies in recent editions of *Military Review*, or **[see the biography at the end of this sample manuscript.](#)**

Artwork, Illustrations, and Photographs



Military Review likes to publish artwork or other graphics that enhance an article's quality and content. If you do not have artwork but know where it can be obtained, please advise us.

Original photographs supporting the article are desirable.

Copyright sensitivities and the proliferation of the methods used to disseminate art, illustrations, and photographs without proper attribution require *Military Review* to insist that the origin of any art, illustrations, or photographs be identified. If artwork is copyrighted, the author must obtain copyright approvals and submit them to *Military Review* along with proposed manuscripts. As a general policy, *Military Review* will not use artwork it cannot attribute.

Security Review of Manuscript Submissions



Military Review functions under the public affairs principle of "security review at source." Therefore, it is the responsibility of authors to ensure that manuscripts submitted for consideration receive the proper security review from appropriate authorities. This review should be done prior to the manuscript arriving at *Military Review*. In most cases, such a review should include a vetting by the



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organization's security officer and public affairs officer.

Manuscripts by U.S. military personnel on active duty or civilian employees of the Department of Defense or service departments are subject to the official clearance requirements of **Army Regulation 380-5**. This requirement applies mainly to documents that treat the activities or capabilities of specific military organizations; established tactics, techniques, and procedures; or technical subjects, open discussion of which has significant potential for exposing information that should be regarded as controlled.

As a result of recent Army policy changes, most manuscripts discussing military subjects of a technical nature or a current organization, written by personnel working for the U.S. Government as an employee or contractor, must now arrive at *Military Review* with a memorandum for record verifying security review by the writer's organization of assignment. This memorandum should contain the words "This manuscript has been cleared for open publication and unrestricted distribution" and be signed either physically

or electronically by the reviewing security authorities. It may be sent in hard copy accompanying a manuscript; it may be sent electronically as an Adobe PDF file with appropriate signatures and accompanying electronic versions of the manuscripts; or it may be sent as an endorsement to a manuscript as part of a verifiable email chain that is electronically signed.

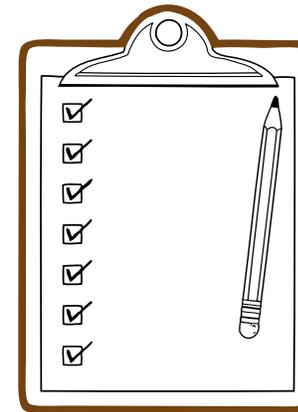
Manuscripts that are characterized as opinion pieces, historical pieces, or pieces that do not discuss or deal with the specific current capabilities or tactics, techniques, or procedures of military units or organizations need not submit such a memorandum for record. Prudence and sensitivity to the need to restrict information will dictate when such a memorandum is required.

On acceptance by *Military Review*, manuscripts requiring memorandums for record may be subject to further review and clearance by the Department of the Army in accordance with current regulatory requirements. A decision concerning additional clearance will be made on a case-by-case basis by the *Military Review* staff.

Documents submitted by non-U.S. Government employees or contractors, or by non-American authors who are

not associated with or in the employ of the U.S. Government, do not require a memorandum for record verifying a security review.

Evaluation Instructions



Evaluation is, in great part, an unavoidably subjective process. However, in an effort to provide a standard of objectivity, *Military Review* provides its referees the questions below to help them evaluate manuscripts systematically.

- Is the article well written? Does it move logically from a clear thesis through a well developed argument using supporting evidence to yield persuasive conclusions?
- Does it use obscure or arcane language or overly complex sentence and paragraph structure that make the article difficult for the average reader to understand?



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- Does the article use excessive acronyms?
- Is the article written in a straightforward manner or does it give the impression that it has been written to impress rather than inform and persuade?
- Is the article cutting-edge, offering well-thought-out and well-researched alternate proposals, alternate viewpoints, or dissenting opinions with regard to issues of contemporary importance?
- Does the article show evidence of significant research using accepted academic standards?
- Is the article the product of original research?
- If the article is not a product of original research, is it an effective synthesis of existing research, and has it yielded significant insight?
- Does the article offer plausible solutions to a problem or issue?
- Is research backed up by careful citations in the endnotes?
- Does the manuscript show significant reliance on questionable or spurious sources in its endnotes?
- Does the author of the article know what she is talking about? If the evaluator is familiar with the issues being discussed in the article, does the article fairly represent the background facts and provide a credible examination of those issues?
- Does the article contribute anything new to the literature of military affairs or security issues? Does it say anything new?
- If the manuscript is a historical article, do the issues associated with the historical events evaluated have any direct relevance to current events or the conditions of the current security environment?



U.S. Army, CPT Christopher Weld

A paratrooper from Easy Company of Task Force Eagle (1-503d, 173d Airborne Brigade) on patrol in Orgun District of Paktika Province, February 2008.

For More Information regarding submission of articles, contact us

By Mail:

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or Electronically:

Phone: (913) 684-9327 or DSN 552-9327

Fax: (913) 684-9328 or DSN 552-9328

Email: **USARMY Ft Leavenworth TRADOC Mailbox Military Review Public Email**



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Book Reviewer Submission Guide

Learn how to submit a Book Review to *Military Review*.

Military Review publishes book reviews by assignment only. If you would like to be considered as a potential reviewer, send a copy of your CV with a letter indicating your specific areas of interest to the editors at the address on **page 11**. *Military Review* publishes reviews of books provided by the publishers. The editors can normally offer no prior assurance as to whether or when a particular review will be published. The reviewer retains the book.

The book review's purpose is to inform readers of the publication of a book of professional interest, to briefly tell what the book is about, and to provide a concise evaluation of the book by a qualified observer. The review should be from 450 to 500 words.

Reviews should answer the following questions:

- What type of book is it (biography, anthology, history, monograph, etc.)?
- What does the book say?
- How authoritative is it?
- What are its special attractions, deficits, or other features? If it has flaws, point them out candidly.

- Is the book worthwhile and relevant to the security community? If not, say so.

Reviews should be written with spirit and verve--maybe even occasional wit. Do not bore the reader.

If you decide the book is poorly written or you feel it has no application for *Military Review's* audience, please email the features editor with your rationale.

Remember, an adverse review requires specifics. If you challenge the style, content, authority, or objectivity of a book, back it up with examples and facts. We insist on printing quality reviews, but this does not necessarily mean we print only laudatory ones. We have an obligation to warn readers about books that stir high expectations but promise more than they deliver.

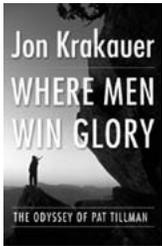
The review should be typed, double-spaced (one side of sheet only), amply margined, and carefully edited. The review may be transmitted as an attachment to an email, or on a compact disc. Identify the operating system and the word processing program used. Do not submit original material by fax. Provide the review within 45-60 days of receiving the book.



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The editors reserve the right to edit and abridge reviews.

In the review heading, include the title, author, number of pages, publisher, date, and price of the book. Also include your name and a brief credential or two establishing your authority to review the book.



Sample Book Review:
WHERE MEN WIN GLORY: The Odyssey of Pat Tillman, Jon Krakauer, Doubleday, 2009, New York, 383 pages, \$27.95.

The Pat Tillman story has been told before—perhaps no better than in the pages of Sports Illustrated. Anyone who saw the Tillman cover photo depicting him with his long hair flowing in the red uniform of the Arizona Cardinals, with a subtitle “An Athlete Dies a Soldier,” will likely never forget the image. Tillman’s story was one of sacrifice, both monetarily when he joined the Army, and then mortally when he lost his life in combat alongside his fellow rangers in Afghanistan.

Jon Krakauer, famous for books and articles on mountaineering and experiences of wilderness solitude, focuses on three

main areas in this book: a detailed narrative of the platoon’s actions leading to Pat Tillman’s death, an exploration of how the Army tried to hide the circumstances of that engagement, and a biography of Tillman’s formative years (how he became the kind of man who would walk away from millions of dollars in order to soldier).

In the introduction, Krakauer suggests that Pat Tillman was a human Rorschach test. Those on the right saw him as an “exemplar of Republican values,” while those on the left viewed him as a sort of caveman who joined the Army for no better reason than to kill Arabs. Krakauer rightly claims that there was much more to Tillman than simple caricatures, but such a claim hardly constitutes a stunning insight. People are innately complex, and any attempt to sum up the whole of a person in a sound bite is pointless.

The author frequently explores Tillman’s fascination with overcoming personal challenges. Though he was undersized for a professional football player, Tillman was still a large man, seemingly too large to compete in either a marathon or a triathlon, yet he completed both. Krakauer’s point is that Tillman always sought a challenge,

particularly those of an individual, physical nature. There are several instances in the book where Tillman assumes great personal risk in diving and climbing. In fact, these happen so frequently that one could conclude that Tillman’s fascination with adrenaline-inducing experiences as well as overcoming personal challenges might have contributed as much to his decision to join the Rangers as his stated sense of duty.

Whether Krakauer is right or wrong in his contentions is debatable, but his claims are often not particularly convincing for two reasons. First, he demonstrates bias by dedicating an entire chapter on the contested 2000 presidential election, claiming it was stolen. He attacks Bush and his administration often enough to make one wonder if the author is motivated more by passion than fairness...

**LTC James Varner, USA, Retired,
Platte City, Missouri**



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War Poetry Submission Guide

Learn how to submit War Poetry to *Military Review*.

Every conflict in which the U.S. has been involved has generated a body of writing that seeks to express the deep human emotional responses to the tension, tragedy, sacrifice, suffering, and exultation that armed conflict elicits. The current conflict will be no exception. Such writing often takes the form of poetry or fiction. To support in a small way a record of such expression, *Military Review* allots space for short poems, and also uses poetry as filler material as space permits. All service members, foreign military members, government employees, contractors, scholars, and journalists are welcome to submit their poetry for consideration.

Poems submitted to *Military Review* should generally not exceed 30 lines. A short biography of the writer and description of his involvement in international conflict should accompany all submissions. It should be noted that *Military Review* will handle poems submitted in the same way it handles book reviews: there are no guarantees of publication or notifications whether the material will be used at all. Therefore, unlike regular manuscripts, *Military Review* does not assert a first right of refusal before the author submits his poetry to other publications for consideration.

Poetry may be submitted via email to the account below, or in hard copy or compact disc to the following address. The document should be saved in Microsoft Word (version 2007 or earlier) or some compatible file format.

By Mail:

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or Electronically:

Phone: (913) 684-9327 or DSN 552-9327

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Email: [USARMY Ft Leavenworth TRADOC Mailbox Military Review Public Email](mailto:USARMY.Ft.Leavenworth.TRADOC.Mailbox.Military.Review.Public.Email)



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Possible Article Topics

Get ideas on what to write about!

Leader Development

- How should the Army train leaders to shift from conventional to unconventional operations and back in counterinsurgency environments?
- What unique soldier challenges do leaders confront in counterinsurgencies and what methods are proven antidotes?
- How does an ever-changing, unconventional environment in which the soldier is required to be trigger-puller and social worker impact small-unit leadership and training?
- Case studies: Training indigenous forces – successes and failures; lessons learned from recent advisors' experiences.
- How do you make advising a "top priority" assignment? Does the "key and developmental" designation help?
- What are the challenges in advising at ministry/national levels? How can they effectively be met?
- How should leaders approach the challenge of balancing technology with the human element?
- How should the cultural and

anthropological lessons learned from the current conflict be applied to leader education today and in the future?

- Why would Special Forces seek to avoid the Army's Intermediate Level Education and substitute in its place Naval Postgraduate School? What is Naval Postgraduate School doing that makes the substitution attractive to the Army Special Forces community?
- How is the Army supporting the development of credible and capable Afghan National Security Forces? How can the Army do it better?
- How should the Army train allied (Iraqi and Afghan) senior division leaders? Should the Army turn that over to a contracted organization like MPRI?
- How can soldiers' and leaders' self-assessments be used to increase awareness of their own leadership strengths and developmental needs?
- What is the potential for Army training and leader development to apply innovative techniques and approaches to help reduce combat stress or ameliorate its consequences?
- How can civilian-acquired skills help



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enhance training and education programs for the individual soldier and leader?

- What models and other methods can be created to quantify the military value (contribution to readiness) of training and leader development?
- How does the art of design compliment existing doctrine on campaign design?
- Can we use the analogous model of how the Army socialized Air Land Battle Doctrine to socialize commanders' appreciation of campaign design?
- Are brigade combat teams campaigning formations in the contemporary operating environment?

Joint, Interagency, Intergovernmental, and Multinational Operations

- How can the military operate with "whole-of-government" efforts at various echelons to build partnership capacity?
- How can we apply lessons of successful and unsuccessful disarmament, demobilization, and reintegration processes to the current and future operating environments?

- How can leaders leverage integration and coordination with international and non-governmental organizations?
- How can the lessons from DoS provincial reconstruction teams and DoD interoperability be applied to future planning and execution?
- What are the roles of interagency organizations in security force assistance operations?
- How can participating nations overcome cultural differences in conducting multinational operations?
- What are the lessons learned about JIIM integration from large-scale training/equipping missions?
- What are the implications of being a U.S. military ally and partner?
- What are the deficiencies of the interagency process in Iraq and Afghanistan? What are the potential solutions to help correct these deficiencies?
- What changes in DOTMLPF (doctrine, organization, training, materiel, leadership, personnel, facilities) need to be made to achieve necessary comprehensive cultural understanding among interagency and

international governmental organizations?

- What are the implications of operations in a world with increasing constraints through international legislation of warfighting tactics?
- How well have interagency advisors supported brigade combat teams on economic development and population self-governance in recent counterinsurgency efforts? Similarly, how well have brigade combat teams integrated interagency advisors?
- How can we gather and apply innovative techniques of other governmental and non-governmental agencies for identifying, capturing, and leveraging lessons learned?
- How do we balance the challenges of information security with the necessity for open sharing of information across services (Army, Navy, Marine Corps, and Air Force), governmental branches (DoD, DoS, USAID, etc.) and institutions (universities, business leaders, etc.) in today's complex environment?
- What can be done on a technical level to improve interoperability among coalition partners?



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- How can the US, on a strategic level, enhance its relations with future potential coalition partners?

Information Support Operations

- What capacities, capabilities, and authorities do commanders require in order to effectively employ words, images, and all available mediums (including the press, the Internet, and social media) in support of operational objectives?
- How should soldiers engage with Web 2.0 media capabilities?
- How do leaders foster military–media relations?
- What have been the impacts of strategic communications in the past?
- How can we learn from attempts to shape change in political cultures after major combat operations (de-Nazification/de-Ba’athification)?
- How has the U.S. Army successfully used embedded reporters to achieve its communications objectives? How does the Army need to improve?
- How can leaders improve leveraging

information to influence and inform diverse audiences during counterinsurgency operations? How are working groups effectively used to leverage key leader and soldier engagements?

- How can we counter the enemy’s effective use of media?
- What mix of informational strategies and capabilities are required to achieve enduring effects in an era of persistent conflict?
- What role does knowledge management play in brigade combat teams’ organizational learning? How is that important?
- How can Department of the Army public affairs guidance be refined to avoid stifling initiative (or: why can a company commander employ indirect fires, but need corps approval for a press release)?
- Is it time to re-examine teaching and testing policy with regard to Arabic language training within DoD? Can the Services now manage military language specialists so as to permit assignment to Arabic courses containing both Modern Standard Arabic and a focus on a specific dialect? Should a spoken dialect be taught first, and if so, which one? Do the answers differ for

different career fields within DoD? What are the linguistic, practical, tactical, and strategic considerations?

- What are cyber-warfare tactics as applied to cyber-electronic engagements? How can they be used for and against us?
- How does cyberspace influence operations?
- How are threat assessments in cyberspace conducted?
- Can military cyber operations be conducted legally?
- Should a joint task force be established to conduct a unified approach to operations in cyberspace? Should we establish a cyber national guard or cyber minutemen?
- What cyber technologies can be used to enhance collaboration among whole-of-government organizations and coalition forces?

Counterinsurgency (COIN)

- How will we improve COIN strategy based upon the battles in Iraq (Mosul 2003-2008; Baghdad: The Surge; Anbar Province)?
- How do we determine success in



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counterinsurgencies?

- What is the best COIN assessment methodology? How can it be used to determine the impact of operations?
- In a COIN environment, how do U.S. and Coalition forces, working with host nation security forces, apply the precepts of a “Clear-Hold-Build” strategy, leveraging all elements of U.S. national power and multinational partners?
- What are the implications of COIN for military ethics? What are the ethical challenges faced by combat advisors? How can advisors be better prepared to meet these challenges?
- Has the Advise and Assist Brigade concept (brigades receiving, training, and implementing military transition teams prior to deployment) fared better than the previous system (transition team training at Fort Riley, then linking up with a brigade in theater)?
- How do foreign armed forces approach cultural training?
 - What is the conventional military’s role in filling the capacity gap in security force assistance operations?

- How can lessons learned from past foreign internal defense campaigns be used to improve security force assistance planning in the contemporary environment?
- How much should be invested in detainee reconciliation? Can enemies become citizens?
- How can conventional headquarters (brigade, division, corps) be modified to execute large-scale security force assistance missions (e.g., MNSTC-I, CSTC-A)?
- How should the Reserve Component be factored in to large-scale security force assistance missions?
- What does an officer need to know about negotiations?
- Is the current model of training soldiers and leaders for COIN adequate? How should the Army improve?
- How can units synchronize the use of “hard” power with “soft” power in the phases of COIN?
- How should military reconstruction efforts be applied as an aid to civil affairs?
- What is the impact of operational tempo and relief-in-place tasks on COIN?

- How are counternarcotics missions conducted in COIN?
 - What is the best approach to campaign design in COIN?
 - How can border security in Afghanistan be improved?
 - How should U.S. forces facilitate Afghan elections in a COIN environment?
 - How should U.S. forces approach construction management in COIN?
 - How should reconstruction and CERP programs support the development of lines of operation?
 - How should local national labor and contractors be employed in a COIN environment?
 - How can provincial reconstruction teams take the lead in COIN?
 - How should units approach detention operations in COIN?
 - How can the U.S. Army apply future biometric technologies of improved matching and robust identity analysis?
 - What is the impact of civilian health sector development in COIN?



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Mission Command

- How can leaders maximize effectiveness and minimize turbulence while attaching and detaching units in combat?
- How will the Army bridge the current to future force mission command?
- What are the capabilities and functions required to enable the commander to develop and maintain situational awareness and understanding?
- What are effective knowledge management techniques for mission command?
- How can effective knowledge management improve running staff estimates or sustainment of forces?
- What assets/qualities are needed at tactical, operational, and strategic levels to understand the complexities of contemporary operational environments against future decentralized, asymmetrical threats?
- Do brigade combat teams plan campaign-quality operations against threats in the future operational environment? What are the implications on mission command and the operations process?
- How are the command and control

structures in Afghanistan arranged? How can they be improved?

- From a sustainment perspective, how do the values "efficiency" and "effectiveness" compete for dominance in decision making?

Conflict Termination

- How can an assistance/counterinsurgency force exercising military governance in accord with the Geneva-Hague Conventions establish conditions for a transition to a host nation civilian government?
- How should the Army approach wartime planning for conflict termination?
- What are the considerations for fielding and training a new national army and police force in occupied territories?
- Rule of Law: how can the Army help in the transition from authoritarianism to democracy?
- What are the assessments, metrics, and fiscal considerations in fostering the rule of law in post-conflict societies?
- How have other nations in history created competent, capable law enforcement

agencies committed to respecting and enforcing the rule of law?

- What changes can be implemented in training the military transition team (MiTT)?
- How should the Army plan for withdrawal?
- How should the Army proceed with organization change during or after a conflict?
- How has conflict been successfully and unsuccessfully terminated using a transition from combat to dialogue?
- How has the advisory effort in Iraq and Afghanistan evolved? How can we do better?
- How has history provided knowledge of military withdrawal from ongoing conflict? (Examples: British withdrawal from the former Ottoman Empire (in Turkey) in 1922-1923; The Soviet withdrawal from Afghanistan in 1988-1989; The Israeli withdrawal from Lebanon in 2000.)
- How should the Army reconstitute after Operation Iraqi Freedom?
- How does a military force successfully transition responsibility for COIN, stability, and foreign internal defense back to the host nation?



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- How might COIN and conflict termination be understood from the perspective of the enemy?
- What institutional or cultural weaknesses of military forces stand in the way of establishing effective post-conflict governance?
- How can early engagement by the whole of government be a means to establish conflict resolution measures that preempt open hostilities?
- What is the optimum advisory team structure for Iraqi or Afghan security forces?
- How can the lessons of the impending Columbian victory over the FARC be applied to overcoming insurgencies?

Full Spectrum Operations

- How can leaders at the operational level effectively integrate conventional and Special Operations Forces?
- How should the Army approach transitioning conventional forces back to major combat operations from COIN? Should the Army make this transition?
- How can the Army maintain a strategic

capability for major combat operations while executing COIN?

- What are the roles of the operating force and the generating force in maintaining full spectrum capabilities?
- How should the National Guard participate in border security?
- How can we apply the lessons of previous military operations in Africa to the current operating environment and beyond?
- What are the implications of the continued proliferation of unmanned vehicle technology?
- What is the impact on readiness of artillery units conducting missions as maneuver combat forces and nonlethal effects coordinators?
- How has the current operating environment impacted U.S. forces' ability to conduct opposed forcible entry amphibious, airborne, or air assault operations?
- How can we determine current and future roles of Army aerial reconnaissance, manned and unmanned?
- What are the pros and cons of ground vs. aerial precision fires?

• What is the impact of unit reorganizations in wartime? How can it be mitigated?

- Has technology and the numerical reduction of forces made the armed forces too small to meet the needs of an era of persistent conflict?

Sustainment

- How can we employ principles of scientific management for sustainment operations?
- What do complexity science and chaos theory tell us about sustainment operations?
- What skill sets do our operational logisticians lose because of current operations: logistics in a counterinsurgency vs. major combat operations?
- Do all sustainment processes remain the same while operating across the full spectrum of military operations? If not, what changes?
- How can units maintain equipment flow and secure against pilferage in Afghanistan?
- Is "lead service/nation" approach to theater sustainment a better idea than trying to unify logistics entities under one



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command? If so, how?

- Is it appropriate to use component 9 (LOGCAP) as an Army force capability during Total Army Analysis? If so, why?
- How should the Army handle contractor management on the battlefield? Should the Army increase contracted air support in Operation Enduring Freedom?
- How do principles of sustainment apply to an era of persistent conflict? How do they change given an assumption of persistent conflict?
- How are Joint Logistical Systems integrated in counterinsurgency operations?
- How can the Army operationalize in-transit visibility?
- What is the role of Army Health Service Support (HSS) and Force Health Protection (FHP) units in “clear, build, and transition” operations within the Iraq or Afghanistan theaters?
- How can combat stress control teams be a combat multiplier for a maneuver commander to keep his soldiers in the fight?
- Is it time to go to an individual replacement system in Afghanistan? If yes, what are the second and third order effects?

- How can U.S. forces effectively recruit to sustain troop levels?
- Does the Unit Manning System work for Stryker brigade combat teams in the Army Force Generation (ARFORGEN) cycle? Why or why not?
- What are the advantages and disadvantages of a functional component commander for logistics?
- Should DOD establish a Unified Logistics Command?

Human Terrain System

- What are the best practices for integrating human terrain teams into brigade and division operations?
- What connections should there be between the Army’s human terrain system and its military intelligence functions?
- How can we understand and define the “human terrain” mission of the military advisory team?
- Is there a specific Islamic warfighting doctrine?
- What should the U.S. Army understand about nationalism vs. tribalism? How should

that impact its approach to operations in Afghanistan?

- Are there ethical concerns with employing anthropological expertise to influence local populations for political gain?

Comprehensive Soldier Fitness

- How have Army-wide efforts improved soldiers’ and families’ physical and psychological preparation for sustained operations?
- Should the U.S. Army invest in a “center for enhanced performance” at each post? If so, should these centers be available for family members?
- What lessons can the U.S. Army learn from other organizations’ attempts to address the physical, spiritual, and emotional health of its members?
- How well have the principles of strategic communication been applied in the Army’s campaign for the physical and psychological wellbeing of soldiers?
- To what extent are sports psychology principles applicable to soldiers performing combat missions?



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Advancing the Institutional Base

- What are the best approaches to training and educating soldiers and leaders to create, lead, and participate in Army institutions and units that are true learning organizations? How is this important for future operating environments?
- How should the Army balance the need for the it's best leaders in both the operating force and the generating force?
- What changes in DOTMLPF (doctrine, organization, training, materiel, leadership, personnel, facilities) need to be made for the Army's generating force to be relevant in an era of persistent conflict?
- How well does the Army's voluntary education programs meet soldiers' needs?
- What lessons can the Army learn from other organizations about instilling a commitment to established professional virtues?
- How can virtual worlds, massive multiplayer online games, and other gaming technologies impact future soldier and leader training and education?
- What is the role of military education in a time of war? How must this change to

meet the demands of the current conflict and beyond?

- How will the Internet, mobile devices, and the corresponding information explosion impact Army education?
- What are the key differences and similarities between the way tomorrow's soldiers will learn and the ways their predecessors learned?

Enterprise and Transformation

- What productivity solutions in the business world can be properly applied to the Army's challenges?
- Does increased operational tempo demand a slower pace of transformational initiatives?
- What are the Army's business transformation initiatives, and how will they affect units and individuals over the next decade?



Author Submission Information

General William E. DePuy Writing Competition

Learn how to submit an article for
the writing contest

The Combined Arms Center, Fort Leavenworth, Kansas, annually announces the General William E. DePuy Writing Contest. The subject of each year's competition stems from Training and Doctrine Command's focus on core tasks and missions. Anyone conducting serious research on this subject is invited to submit papers for consideration. The contest usually closes in the month of June.

How do I enter?

- Submit an unclassified, original research paper examining any aspect—broad or specific—of the announced theme. Papers should be between 3,000 and 5,000 words 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 to the DePuy Competition. Thus, it is possible for a single paper to be recognized by both competitions.)

What do winning writers receive?

First Place: Award of \$1,000 / Certificate of recognition signed by the commanding general / Publication as a featured essay in *Military Review*.

Second Place: Award of \$750 / Certificate of recognition signed by the commanding general / Special consideration for publication in *Military Review*.

Third Place: Award of \$500 / Certificate of recognition signed by the commanding general / Special consideration for publication in *Military Review*.

Fourth Place: Award of \$250 / Certificate of

For more information on this
year's contest see the current
writing contest information by
clicking here.



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recognition signed by the commanding general / Special consideration for publication in *Military Review*.

Honorable Mention: Award of \$100 / Certificate of recognition signed by the commanding general / Possible publication in *Military Review*.

How do you submit a paper?

Complete an enrollment form and submit it together with the proposed manuscript via email or in hard copy on a compact disc to *Military Review* by the deadline. **Enrollment forms and topic information can be found by clicking here.**

How will the papers be evaluated and judged?

- *Military Review* will recommend to the Combined Arms Center commander a panel of distinguished judges to evaluate the entries.
- General criteria to be used for evaluating papers are similar to those found on **page 7**.

If you have questions contact us

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Electronically:

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E-mail: **USARMY Ft Leavenworth TRADOC Mailbox Military Review Public Email**



U.S. Army soldiers explore the ruins of Al Hatra in Northern Iraq during their current deployment to Mosul, 20 September 2010. The soldiers are assigned to 3rd Infantry Division's Troop C, 3rd Squadron, 7th Cavalry Regiment, 2nd Advise and Assist Brigade. U.S. Army photo taken by SPC Gregory Gieske

ANNOUNCING the 2011 General William E. DePuy Combined Arms Center Writing Competition

“Communicating the Profession of Arms to our civilian leaders and the media”

As the first commander of the U.S. Army Training and Doctrine Command (TRADOC), General DePuy established the organization that oversees all aspects of training professional soldiers of all ranks. The second decade of the twenty-first century brings America's Army into its tenth year of persistent conflict. As an institution, the Army must inform our political leaders and the national media as to what it truly means to be a member of the profession of arms.

★ Contest closes 30 June 2011 ★

1st Place \$1,000 and publication in *Military Review*

2nd Place \$750 and consideration for publication in *Military Review*

3rd Place \$500 and consideration for publication in *Military Review*

4th Place \$250 and consideration for publication in *Military Review*

Honorable Mentions \$100 and consideration for publication in *Military Review*

For information on how to submit an entry, go to <http://militaryreview.army.mil>