



The Civil Affairs Association
Strengthening the Corps to Secure the Victory
Since 1947

Civil Affairs Issue Papers Guidelines

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Purpose.

The *Civil Affairs Issue Papers* are the Association's primary contribution to the intellectual capitalization, innovation, force development, and integration of the Civil Affairs Corps. They help civil affairs practitioners communicate to relevant institutional and policy leaders the findings and recommendations from their annual thematic discussions, at the fall Symposium and spring Roundtable. These issues are shared with military, interagency, allied, and other partners. The non-official Issue Papers serve as source documents to enrich the formal institutional learning processes for CA force development along the lines of policy, doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF-P). At the same time, they improve CA Corps writing skills as a function of intellectual readiness and build its most important capability in its human capital as well as enhance the Corps body of knowledge.

In addition to helping the Corps become a better learning organization, the *Issue Papers* enable CA professionals from all corners to leverage their rich diversity and experience to find a common narrative on their profession for many audiences. Along with other Association communication platforms, they facilitate those with the greatest stake in their Corps' future – whether active, reserve, special operations and conventional, and Army or Marine – to have a greater say in it.

For copies of past volumes and more information, go to: <https://www.civilaffairsassoc.org/ca-issue-papers-reports>

Process.

After the spring Roundtable, and once the Association chooses the theme on the future of civil affairs for the upcoming year, it publishes a call for papers in late May or early June. The deadline for submission of papers (to papers@civilaffairsassoc.org) is usually the first or second Friday of September. The Committee typically receives about two-dozen drafts; but, only five are selected for publication in the annual volume of the *Civil Affairs Issue Papers*.

Every author should be prepared to present their paper at the Civil Affairs Symposium, usually between mid-October and early November. Paper finalists (usually 10) receive notification for selection or non-selection for publication no later than the end of September.

Shortly after notification, selected authors send the Committee a one-page summary of their paper for posting with the Association announcement and the Symposium handout. At the same time, the Committee sends its comments on both selected and non-selected papers to the authors.

Based on that initial feedback, authors prepare their (10-15 minute) Symposium presentations to compete for cash prizes based on audience vote (currently at \$1,000 for best paper, \$500 for second place, \$250 for third place, and \$100 for fourth and fifth place). Cash prizes are awarded for each paper, not to each author – the Association will send the prize check to the lead author.

About one month after the Symposium (usually early December), authors must provide their final revised papers for content and copy editing, usually done by the end of January. Electronic copies of the *Issue Papers* are usually available by mid-March and print copies at the Civil Affairs Roundtable each spring. Authors unable to attend the Roundtable and wanting a print copy should send their postal address to the Association to receive a copy.

To protect the integrity of the preparation, editing, and publication process, the Committee will not provide advance copies of the papers.

Paper Preparation Guidelines.

The best reference for paper preparation is previously published papers, available on the Association website. The next best reference is the call for papers itself.

Papers may be based on previous work, but must be originally written specifically for publication in the *Issue Papers*. Organization should resemble a military staff issue paper – including a one or two paragraph summary of the paper's main issue(s) and idea, a body of key observations, analysis of facts and assumptions, a summary of findings and recommendations related to at least some DOTMLPF-P, and a conclusion paragraph.

Papers should first and foremost address the topical discussion and a good many of the questions in the call for papers – i.e., “answer the mail.” In addition to policy, doctrine, and force development related documents, they may source recent *Issue Papers* and/or documents cited in them, reports and articles in the Association’s online *Eunomia Journal* as well as articles in other professional military or related journals in which civil affairs may be discussed. The Association’s Research Library is also an excellent one-stop source for paper research.

There may be one or more authors of each paper, but only one paper each year per author. Once submitted, a non-selected paper may not be re-submitted in another year unless substantially revised to meet that subsequent year’s call for papers.

The Committee highly encourages papers prepared jointly by author teams representing a mix of components, services, nations, and civilian and military professionals.

Submit papers in Microsoft Word, Time New Roman 12, 1.15 line spacing, with editing enabled. Main body text should not exceed 10 pages. End notes (set to Calibri body 10) should not exceed one page – consult the AUSA Style Guide and Citations at Appendices A and B, respectively. Same for abbreviations, ranks, and capitalization. Acronyms should be spelled out with first mention.

Electronic version naming should include author last names and keywords from the subject or title, plus the paper date – e.g., Smith-Jones-Taylor Warrior-Diplomats 11 Sep 20.

An additional page of high-resolution graphics, embedded in the paper text at the appropriate place and using captions (Figure 1 - ...) in Times New Roman 9, is permitted. While not for inclusion in the papers, authors may send high-resolution photographs under separate cover for consideration to appear in the published volume of *Issue Papers*.

Papers should include a title (and subtitle, if necessary) long enough to cover the subject but short enough to keep it interesting – the editors reserve the right to modify titles.

For each author, provide a two or three-sentence biography (single-spaced, *italicized*) that best summarizes information about the author relevant to the paper. Again, consult previous examples.

Avoid overuse of jargon or overly technical language – write papers for a fairly knowledgeable but broad audience. Consult the U.S. Naval War College *Pocket Writing & Style Guide* or the U.S. Army War College Effective Writing Website at: <https://ssl.armywarcollege.edu/dde/ews/index.cfm>.

Committee Selection Criteria.

The Committee uses the following criteria in its worksheet to select papers:

- Answers the mail? How adequately did the paper answer the mail about the Issue Papers topic in a fairly comprehensive way, hitting at least two or more of the specific requirements in the call for papers?
- Relevance? Does the paper address the stated theme (in the call for papers) in a systemic or transformational way? Does it have strategic relevance – e.g., does it address an issue from *The National Security, Defense* or *Military Strategy*, or a policy or doctrine referenced in the call for papers. Does it explain how CA can help shape national strategic issues or help the larger force or a combatant commander, making the paper interesting beyond the CA community? Or is it too narrowly focused on one specific issue – i.e., is a “one-trick pony?” Does the paper invoke the role of specific institutions, commands, key leaders, or policy offices critical to resolving the issue? Does it explain its strategic implications in the opening and closing paragraphs, even if it focuses on a tactical level issue?
- Clarity? Does the paper clearly state its main thesis and does its line of reasoning track well with the resulting findings and recommendations? How well does it explain complex or difficult issues to those with little understanding of them? Are the paper’s points and details supportive of its conclusion? Does it keep the reader’s interest or does it wander and get long-winded? In short, how well-written is the paper?

- Sources? Does the paper make good use of relevant sources? Do the cited sources show original research, including looking beyond the usual institutional and national sources or the private sector? To ensure credibility, the author should always use a reference to support claims or facts. Otherwise the reader may view a claim as the author's opinion.
- Originality? How innovative and transformational is the paper? Beyond critical thinking (analysis), how well does the paper show creative thinking (synthesis)? If it doesn't "think outside the box," how good of a job does it of explaining the box we find ourselves in?
- Recommendations? Which paper would have the greatest impact if read at the institutional leadership or policy level? How actionable or feasible are the recommendations? Do they read more like mission statements or a wish-list?

In general, the most important discriminator to selecting a paper for publication is whether and how well the submission "answered the mail." Then comes the paper's relevance. While few papers are print-ready, those closest to it have the best chance of publication in the *Issue Papers*. Minor discriminators include how well the authors followed these guidelines.

Over the years, the two areas the Committee has seen room for improvement in nearly every paper are (1) having a concise, comprehensive, and impactful introductory paragraph or two and (2) articulating the findings and recommendations (along some if not all the DOTMLPF-P lines) that are feasible and can walk back to the general thesis of the paper, its strategic context, and the points made in the discussion. Authors should remember the audience includes institutional and policy leaders they want to take action on or at least get behind their recommendations.

Publication Alternatives.

Because many of the papers the Committee receives are worthy of publication and contain ideas and insights that deserve to see the light of day, the Association offers two options to the non-selected authors of papers. One is for authors to re-cast their papers (or parts of them) into articles for publication in the online *Eunomia Journal* on the Association website. Another is to submit articles for consideration to publications like *The Small Wars Journal*, (with which the Association has a strong relationship), or professional military journals such as *Joint Forces Quarterly*, *Prism*, or *Military Review*. Consult the Professional Development Advisory Board page for more information, and do not hesitate to contact the Board for advice.

For the Civil Affairs Corps, pursuing alternative publication also serves to mainstream CA into the larger discussions of the Army and Marines, the Joint Force, and national security issues.

Thank you for contribution and your service to the Civil Affairs Corps!

Bruce B. Bingham
Brigadier General, U.S. Army (Retired)
Civil Affairs Issue Papers Committee Chairman

Appendix A – AUSA Style Guide

Updated January 2020

Introduction

The Institute of Land Warfare (ILW) draws on four primary texts to inform its own house style. Ultimately, however, if there is a discrepancy between sources and the information contained here, ILW authors and editors should follow the guidelines set here. If an issue is not addressed here, and there is a discrepancy between guidelines in these four sources, they should be consulted and adhered to in the following order:

1. *The Chicago Manual of Style*, 17th edition (CMS17);
2. *Writing Style Guide and Preferred Usage for DoD Issuances*, updated 4 March 2019;
3. *DoD Dictionary of Military and Associated Terms*, February 2017; and
4. *GPO Style Manual: An official guide to the form and style of Federal Government publishing*, 2016.

Please note that while consistency in house style is both vital and a mark of respectability and professionalism, language usage develops over time; while rules of grammar tend to be more static, style and diction are more dynamic, allowing for changes in what is or is not acceptable in formal writing. If it seems appropriate to update a particular guideline that is provided here, please notify the senior editor on staff before implementing the change, in order that it can be universally and consistently adopted by the entire ILW staff by inclusion in this manual.

For information on the proper inclusion and formatting of sources in endnotes and footnotes, please refer to our companion guide, *ILW Citation Examples for Endnotes and Footnotes*. Except on the rare occasion that one of our Special Reports calls for it, ILW does not include bibliographies in any of our publications.

9/11

Just *9/11* – no longer using long form (supported by CMS17 9.35 and AP).

20th century, 21st century

Use Arabic numerals (except at the beginning of a sentence, where the number is spelled out) and lowercase *century*.

24/7

Acceptable in all uses.

Acronyms

- When an organization, program, device or process is commonly known by an acronym and is to be used more than once in a publication, on the first use spell out the full name and follow it immediately with the acronym in parentheses. In subsequent uses, just use the acronym.

- If the name is used only once, spell it out and do not define the acronym.
- Pluralizing acronyms: Add “s” or “es” as needed: *Areas of Responsibility (AORs)*.
- Acronyms that do not need to be defined on first use: *DoD, NATO, NCO, RAND, U.S., USA* (as in *U.S. Army*, used only in service designation to distinguish from USMC, USAF or USN).
- If there is any doubt about an acronym’s meaning or usage, consult the second half of the *DoD Dictionary of Military and Associated Terms*.

Active

Lowercase: *active component, active duty personnel, active service*.

Acts of Law Etc.

When first introduced in the text, and if the year is provided as part of the name, italicize both the name of the act and the year, which should precede it. For subsequent usage, indicate the acronym on the first usage and use the year and acronym unitalicized on second and following usages.

The *2019 National Defense Authorization Act* (NDAA); the 2019 NDAA

The *2018 National Security Strategy* (NSS): the 2018 NSS

After-Action Review

This term is hyphenated and lowercased, unless part of a title: *after-action review*.

Al Qaeda

Preferred spelling/capitalization for ILW is *al Qaeda*.

Ammunition

For caliber, use lowercased *mm* with no spaces. Hyphenate when using *caliber*.

40mm, 5.56mm, .50-caliber.

Antitank

Not hyphenated: *antitank*.

Armed Forces

Lowercase, unless used as part of a formal name.

Army Commands

- On first use, spell out the full name of the command. Subsequently, use the acronym. Always include *US* at the beginning of the acronym, i.e., *USAFRICOM*, not *AFRICOM*. The exception to this is the four Army Commands.
- When speaking of *Army commands* in general, lowercase the term. When referencing one of the 4 main *Army Commands* (AFC, AMC, FORSCOM and TRADOC), capitalize the term.

ARNG

Do not use. Spell out *Army National Guard* or, on second appearance, use *Guard*.

AUSA

AUSA or *Association of the United States Army*, never *Association of the U.S. Army*.

Battlespace

One word, no hyphen: *battlespace*.

Between/Among

Between is used when talking about two people or things. *Among* is used when discussing groups of three or more.

Black Hawk

Two words, no hyphen, capitalized: *Black Hawk*.

Brigade Combat Team

Lowercase unless referring to a specific brigade: *The Army is equipping six brigade combat teams*.

Capitalization

Please note that this list of rules is not all-inclusive. See CMS17 index pages 1032–1033 and Government Publishing Office Style Guide 3.1–3.6 for more details.

- If a direct question is asked in the middle of a sentence, it is usually introduced by a comma and always begins with a capital letter. It does not have to be set off by quotation marks. *Legislators began asking themselves, Can the fund be used for the current emergency?* (CMS17 6.42)
- **Battles.** Capitalize names of battles, e.g., the *Battle of Britain*.
- **Bulleted or numbered list.** ILW departs from Chicago's extensive guidelines on this issue, seen in 6.130 and following. Generally, if items on a bulleted or numbered list are complete sentences, they each begin with a capital letter. If they are not, the first item following the introductory colon is lowercased and each subsequent item will also be lowercased.
- **Colons.** See *Colons*.
- **Directions/regions.** See 8.45–8.46 in CMS17 and 3.22–3.23 in the *Government Publishing Office Style Manual*.
- **Equipment.** For names of helicopters, weapons, tanks, etc., see *Equipment*.
- **Examples.** For a wide variety of words and phrases that should be capitalized, see Chapter 4 of the *Government Publishing Office Style Guide*.
- **Generations.** Lowercase *baby boomers*, *millennials*; capitalize *Generation X*, *Y*, *Z* (CMS17 8.42).

- **Hyphens.** If a hyphenated word is part of a title of something, capitalize both the first part and the second part of the word.
- **Ships and other vessels.** The space shuttle *Discovery*; the *Spirit of St. Louis*; the USS *Enterprise*; the HMS *Pinafore*. Please note that “USS” and “HMS,” though part of the names of these vessels, are not italicized with the rest of the names.
- **Titles.** When referring to a specific person, capitalize the title. When referring to an office in general, lowercase the title: *President George H. W. Bush* was the first of all *American presidents* to openly declare his distaste for broccoli.
- **Wars.** *Cold War*, *World War I*, etc. Lowercase *war* when used generically, even if in reference to a specific war if not in that particular usage part of the formal name: *Despite a common hope that World War I would mean the end of all wars, it was a war that arguably ushered in one of the most violent centuries in human history.*

Career Fields

- Lowercase when used in generic reference to career fields in the Army: *engineer*, *ordnance*, *infantry*, *chaplain*.
- Capitalize when part of a proper noun: *Ordnance School*, *Chaplain’s School*.

Cease-fire

Hyphenate as a noun and as an adjective: *cease-fire*. Write as two words, unhyphenated, when used as a verb: *cease fire*.

Centuries/Decades

Examples of correct forms:

- the 20th century;
- the 8th and 9th centuries;
- the 1800s;
- the 1940s and 1950s; and
- Twentieth century (spell out number only if it begins a sentence).

Citizen Soldier

Not hyphenated, *citizen* is lowercased: *citizen Soldier*.

Close Air Support/Close Air Attack

Not hyphenated, not capitalized: *close air support*, *close air attack*.

Coalition

Lowercase unless part of a proper noun: *coalition forces*.

Colons

- A colon is only used to introduce a list if it follows a complete sentence.
Incorrect: *The menagerie included: cats, pigeons, newts and deer ticks.*
Correct: *The menagerie included cats, pigeons, newts and deer ticks.*
- The first word after a colon is lowercased when the colon is used within one sentence and is capitalized if it is a proper noun, if it introduces two or more sentences, or if it introduces a quotation, a question or speech in a dialogue.
 - *The watch came with three bands: stainless steel, plastic or leather.*
 - *The watch came with two bands: American leather or stainless steel.*
 - *Yolanda faced a conundrum: She could finish the soup. She could pretend she wasn't hungry. Or she could explain that she was vegetarian.*
 - *The author begins by challenging nature itself: "The trees were tall, but I was taller."*
 - *Michael: The incident has already been reported.*
 - *The question occurred to her all at once: What if I can't do this?*

Combatant Command

The correct acronym is *CCMD*, not *COCOM*.

Combined Arms

Hyphenated when used as an adjective; otherwise it is two unhyphenated and lowercased words.

Commas

- ILW does not use the Oxford/serial comma except on the rare occasion that its absence confuses the meaning of a sentence.
- Commas precede conjunctions (such as *and*, *but*, *or*, *so*, *yet*) when the conjunctions introduce an independent clause, i.e., a clause that could stand on its own as a complete sentence. Correct: *The cat drank his milk, and the dog chewed his bone.* Incorrect: *The cat drank his milk and the dog chewed his bone.*
- Commas no longer precede *too* or *either* at the end of a sentence. Incorrect: *The toddler wanted a treat, too.* Correct: *The toddler wanted a treat too.*
- Commas no longer follow *etc.* or *et al.* at the end of a list unless required by surrounding syntax. In the occasional circumstance that *etc.* or *et al.* follow only one item, they are also not preceded by a comma. Correct: *The map was incomplete, lacking many of the streets, alleys, etc. seen in earlier versions.* Also correct: *The map was incomplete, lacking many of the alleys etc. seen in earlier versions.*
- **Comma splices.** A comma splice occurs when two independent clauses are joined by a comma rather than a conjunction, semi-colon or em dash. This is poor grammar and should be avoided. Incorrect: *The Soldier completed a particularly demanding PT hour, breakfast was a welcome reward.* Correct: *The Soldier completed a particularly demanding PT hour; breakfast was a welcome reward.*

Commander in Chief

Not hyphenated and not capitalized unless referring to a specific president: *commander in chief*.

Communication vs. Communications

Singular when used as an adjective. Can be singular or plural when used as a noun but be consistent within each publication.

Communication skills are not what they might be.

Tell me our plan to improve communications.

How can we improve communication?

Contractions

Contractions are not appropriate in formal writing. Please spell out any contractions.

Copyright, Rights and Permissions

Please refer to CMS17 for more information on the following topics:

- the six basic licenses, Creative Commons ([4.62](#));
- role of publisher in ensuring author has complied with warranties against defamation or invasion of privacy ([4.73](#));
- table of copyright duration, by date of creation, type of authorship, and term of protection ([table 4.1](#));
- U.S. government works, public domain versus copyright ([4.21](#));
- copyright and graduate student work, including options for limiting access ([4.60](#));
- open-access publishing models, overview ([4.61](#));
- self-publishing agreements, including exclusivity issues ([4.63](#)); and
- interview and photo releases ([4.77](#)).

Counterattack

One word, not hyphenated.

Counterinsurgency

One word, not hyphenated, lowercased: *counterinsurgency*.

Cyberattack

One word, not hyphenated.

Dates

Day month year, no punctuation: *7 April 2019*.

Decisionmaking

Decisionmaking, not *decision-making* or *decision making*. Similarly, *decisionmakers*.

Degrees (Academic)

Do not spell out; use acronyms without periods: *MA, PhD, BA, BS*. Plural: *MA*s etc.

Department of Defense

Can be used in acronym form without prior definition/explanation: *DoD*, not *DOD*.

Department of State

May use *State Department*. Acronym for subsequent uses is *DoS*, not *DOS* or *DS*.

Double Periods

When a sentence ends with *etc.* or with any other abbreviation that has a period at the end of it, such as *Jr.* or *Sr.*, the period at the end of the abbreviation suffices to end the sentence; do not end a sentence with two periods.

Double Spaces after Periods

This is an old custom that is a remnant from the days of typewriters and the necessary uniform spacing allotted to each character used by them. With modern spacing of fonts, it is a custom that is obsolete and superfluous; our eyes no longer need the extra break at the end of a sentence to increase font readability. ILW uses only a single space after periods at the ends of sentences.

Drill Sergeant

Not capitalized: *drill sergeant*.

Each Other/One Another

Each other is two words, not one word. The plural is *each other's*. *Each other* is used when talking about two people, and *one another* is used when talking about three or more people.

Electromagnetic

One word, not hyphenated.

Ellipses

Between sentences: *end. . . New sentence*.

In the middle of a sentence: *middle . . . more of the same sentence*.

Email

Not hyphenated: *email*, not *e-mail*.

End State

Two words: *end state*, not *endstate* or *end-state*.

Endstrength

One word: *endstrength*, not *end strength* or *end-strength*.

Equipment

- Capitalize all letters in the official numerical designation. Aircraft designations use hyphens; most weapons and surface vehicles do not: *CH-47D*, *M992A2*, *LCM8*.
- Capitalize the official name of the equipment. Only capitalize generic terms, such as *helicopter*, *gun* or *vehicle*, when included in the formal name: *AH-64 Apache Helicopter*; *AH-64 Apache*; *the AH-64 helicopter*; *M88A Heavy Equipment Recovery Combat Utility Lift and Evacuation System*; *M88A recovery vehicle*.
- Capitalize nicknames. Quotation marks are not necessary for widely-used nicknames: *Huey*; *Humvee*; *He flew an A-10 Thunderbolt II, better known as the Warthog or Tank Killer, but affectionately called "The Bathtub" by pilots grateful for its armored cockpit.*

Federal

Lowercase unless used as part of a formal name.

The program involved several federal agencies, including the Federal Reserve.

We would like the federal government to balance the budget.

Field-Grade Officer

Hyphenate *field-grade* as it is used as an adjective in this context.

First Person

Avoid using *I* or *we* in formal writing. Revise text accordingly using the following edit as a possible model:

*It is imperative that **we** make Army readiness a priority.*

*It is imperative that **military leaders** prioritize Army readiness.*

Fiscal Year

On first reference, capitalize and spell out, followed by *FY* in parenthesis before the year.

Fiscal Year (FY) 2019

On second reference, use *FY* and the year, separated by a space. Use all four numerals for the year in ordinary text; charts may abbreviate to using two numerals and no space between letters and numbers.

FY 2019 or *FY19*

FY may be used in a plural context, i.e., to refer to more than one year at a time.

FYs 2018 and 2019

Fort

Always spell out; do not abbreviate to *Ft*. Capitalize when used in the name of a specific post or posts. Lowercase when used generically.

Forward-Deployed

Hyphenate: *forward-deployed*.

Four Star

Not hyphenated, not capitalized: *four star*.

Fractions

Spell out and hyphenate fractions under one. Use Arabic numerals for fractions over one.
one-fourth, 2 ½

Future Force

Lowercase: *future force*, not *Future Force*.

Global War on Terrorism

Preferred usage is now *global war on terror*, or, more preferably, *war on terrorism*. Lowercase.

Globally Responsive, Regionally Engaged

Following standard usage in the defense community, this phrase is not hyphenated.

Great-Power Competition/Competitor

Great power competition or competitor is the preferred term over near-peer competitor.

Guardmembers

Capitalized, and should never appear as *Guardmen* or *Guardsmen*.

Interwar

One word, not hyphenated: *interwar*, not *inter-war*.

Internet

Lowercase: *internet*, not *Internet*

Intratheater

One word, no hyphen: *intratheater*.

Joint

Lowercase unless used in a proper name, as in *Joint Chiefs of Staff*.

Joint Force

Two words, not hyphenated, not capitalized: *joint force*, not *joint-force* or *Joint Force*.

Journal Design

See CMS17, paragraphs 1.77–1.116.

Kilometer

Lowercase the spelled out name and the abbreviation: km, kilometer.

Landpower

One word, not hyphenated, not capitalized: *landpower*, not *land-power*.

Medals

Medals such as the Silver and Bronze Star or the Medal of Honor are *bestowed* or *earned*; they are never *won*.

Megacity

One word, not hyphenated: *megacity*, not *mega-city*.

Middle East

Capitalized: *Middle East*. For more on capitalization of regions/directions, see 8.45–8.46 in CMS17 and 3.22–3.23 in the *Government Publishing Office Style Manual*.

Military Academy

United States Military Academy and *West Point* may be used interchangeably. Follow standard rules for acronyms when using *USMA*.

Military Units

Capitalize, and use numerals with *d* or *th* (not in superscript, but in regular Roman font)

3d Squadron, 7th Cavalry, 1st Infantry

Place unit modifiers in parentheses at the end of the designation and capitalize them.

7th Infantry Division (Light), 41st Separate Infantry Brigade (Enhanced)

Mission Command

Lowercase: *mission command*.

Mujahideen

Lowercase: *mujahideen*.

Multi

As a prefix, this is generally not hyphenated, unless otherwise specified. *Multidimensional, multidiscipline, multifaceted, multifunctional*, not *multi-dimensional* etc.

Multi-Domain Operations

This is the preferred term over *Multi-Domain Battle Concept*. It is capitalized and the first word is hyphenated: *Multi-Domain Operations*.

Nation

Lowercase, even when referring to the United States: *nation*.

Nation-State

Hyphenated and lowercased: *nation-state*.

NATO

Does not need to be defined to use acronym. Capitalize *Alliance* when it refers to or replaces *NATO*.

NCO

Does not need to be defined to use acronym.

Near-Peer Competition

This term is out, great-power competition is in.

Numbers

- When appearing in plain text, one through nine are spelled out; 10 and above are written with Arabic numerals: *two, seven, 10, 139*.
- When part of a title of something, numbers follow the formatting of that title: *2d Infantry Division*. 2 appears as an Arabic numeral rather than being spelled out.
- When any number begins a sentence, spell it out.
- Exceptions:
 - Always use Arabic numerals in military unit designations.
 - Always use Arabic numerals in percentages.
 - Use Roman numerals for world wars and when they comprise an official designation, such as *VII Corps* or *Super Bowl XXXIV*.

Operations

Military operations are capitalized (first letter of each word only) and do not appear in quotation marks or italics. Second reference may use the acronym or just the name, not preceded by *Operation*. When referring to multiple operations, it is permissible to use the plural *Operations* to precede the multiples simultaneously.

Operation Atlantic Resolve (AOR);

AOR, Atlantic Resolve; and

Operations Enduring Freedom and Iraqi Freedom

Percent

Always spell out the word *percent*; never use the symbol. All numbers used as a part of a percentage appear in Arabic numeral form, unless at the beginning of a sentence, which usage should be avoided if possible: *6 percent, 49 percent*.

Point-of-Contact

Hyphenated and lowercased: *point-of-contact*.

Possessive

If two entities own something together, only the second is given the possessive form in writing. For example:

- Incorrect: *Jane's and Michael's beach ball has a hole in it.*
- Correct: *Jane and Michael's beach ball has a hole in it.*

In a plural possessive, the apostrophe follows the end of the word. For example:

- Incorrect: *The kid's beach ball has a hole in it.*
- Correct: *The kids' beach ball has a hole in it.*

For most singular nouns, add an 's to make the possessive. For plural nouns, add an apostrophe after the s or, if the word does not end in s in the plural form, add an 's. For nouns that end in s in the singular, but are used in the plural possessive, add an apostrophe after the end of the word

- *The horse's mouth; the bass's stripes; puppies' paws; children's toys; the Williamses' new house is bigger than the Joneses' new house (CMS17 7.17).*

Post-Traumatic

Hyphenated: *post-traumatic*, not *post traumatic* or *posttraumatic*.

Postwar

One word, not hyphenated: *postwar*.

Precision-Guided Munitions

First part is hyphenated, as above.

Precision Strike

Hyphenate when it's used as an adjective, leave it unhyphenated when it appears on its own as a noun.

Prepositions

There is an old "rule" that says you cannot end a sentence or a clause with a preposition; this is incorrect, and it often leads to awkward rephrasing of sentences that is unnecessary and stylistically ugly. The first sentence below ends a sentence with a preposition; the second inelegantly and absurdly refuses to end it with a preposition and so ends up looking ridiculous in the process (CMS17 5.180).

This is the case I told you about.

This is the case about which I told you.

As Winston Churchill so famously put it, “That is the type of errant pedantry *up with which* I shall not put.”

Problematic Words and Phrases

Please refer to CMS17 5.250 for a comprehensive and alphabetical list of commonly misused words and phrases and explanations of their correct applications.

Rank

Spell out a servicemembers’ rank; do not use acronyms except for on subsequent uses of CSA (Army Chief of Staff). The second time servicemembers are mentioned, their last names are sufficient for identification. If there has been significant space (use your judgment) in the text between introducing a servicemember and referring to them again, spell out their rank again. When referring to rank generically, lowercase.

*Army Chief of Staff (CSA) General Jane Smith greets Private First Class John Doe on a trip to visit forward-deployed troops. While CSA Smith will have occasion to meet many **privates** in her tenure, it is unlikely that **Doe** will meet so many CSAs.*

Ratios

Use *to* instead of a colon, always use Arabic numerals rather than spelling out the numbers and hyphenate if used as an adjective.

The ratio of students to teachers is 4 to 1.

The school uses a 4-to-1 student-to-teacher ratio.

Retired

For retired Army servicemembers, indicate their branch served and their retired status following their rank and name: *Colonel George Coan, USA, Ret.*; substitute *USN, USAF* and *USMC* as needed.

Reserve Component

Like *active component*, this is lowercased: *reserve component*.

Pro-Russian Separatists

The first two elements should be capitalized and hyphenated while the last is lowercased and unhyphenated: *Pro-Russian separatists*.

Sergeant First Class

Spell out *first* and capitalize rank when referring to a specific *Sergeant First Class*, lowercase when used generically. Do not use *Sergeant 1st Class*.

Servicemembers

Lowercase and do not hyphenate: *servicemembers*.

Soldier

Always capitalize when referring to an American *Soldier* or *Soldiers*; lowercase when referring to *soldiers* generically.

Special Forces

Capitalize: *Special Forces*.

Split Infinitives

An infinitive is the basic form of a verb: to speak, to write, to fight, to train, to fly, etc. “Although from about 1850 to 1925 many grammarians stated otherwise, it is now widely acknowledged that adverbs sometimes justifiably separate the *to* from the principal verb” (CMS17 5.108). In other words, if a sentence can flow well maintaining the integrity of an infinitive verb form, then by all means keep it intact. But if the flow of language is improved by splitting an infinitive, that is perfectly fine. Example:

- I need you all **to really pull** your weight.

Really is splitting the infinitive *to pull*, and it should, as putting *really* anywhere else in that sentence would confuse the meaning and/or make the sentence awkward.

State Department

See *Department of State*.

Suffixes

Always use the abbreviated form rather than spelling them out. Suffixes are preceded by a comma. *Mr. John Smith, Jr.* or *Dr. Dexter Drumlin, Sr.*

The

When it comes before or as part of a title of something that is capitalized or italicized in ordinary text (not in notes), it remains lower case and in Roman font. This ensures consistency of style, as some journals, publications, etc. might not include a “the” as part of their formal title (CMS17 8.170).

Incorrect

The Marshall Plan

The New York Times

The Wall Street Journal

Correct

the Marshall Plan

the *New York Times*

the *Wall Street Journal*

They/Their

Use of this previously plural pronoun has now become common in informal usage as a gender-neutral singular pronoun, easier to use than *his or hers*, *he or she* or *(wo)man*. If it is possible to write around this, to rephrase a sentence so that it is not necessary to use *they/their* as a singular

pronoun, please do so; although it is gaining ground, it is not yet fully acceptable in formal writing (CMS17 5.48, 5.256). Examples:

- When **a Soldier** is assigned a PCS, it can mean a lot of upheaval for **his or her family**.
- When **a Soldier** is assigned a PCS, it can mean a lot of upheaval for **their family**.
- When **Soldiers are** given PCS orders, **their families** expect a lot of upheaval.

In the first example, the gender-inclusive option is grammatically and politically correct, but it is stylistically awkward and tedious.

In the second example, the grammar is technically incorrect, as the subject *Soldier* is singular and the pronoun *their* is plural, but it is stylistically easier to read and side-steps the issue of gender politics. This is becoming acceptable in common and informal usage, but it is still best avoided if possible in formal writing.

In the third example, the subject of the sentence has been rewritten to place it in the plural *Soldiers* instead of in the singular *Soldier*, meaning that the plural pronoun *their* is both technically grammatically correct and inclusive of both genders.

Total Army

When mentioning the elements of the Total Army (and *Total Army* should be capitalized), refer to them as follows: *Total Army—the Regular Army, Army National Guard and Army Reserve—*

Toward/Towards

Toward is common American usage, *towards* is common British usage. ILW uses *toward*. The same applies to *backward*, *forward*, *upward*, *onward*, etc.

Ukraine

This is not preceded by *the*: *Ukraine*, not *the Ukraine*. This distinction carries great political weight, as Pro-Russian separatists who seek to establish Ukraine as a region of Russia refer to it as *the Ukraine* rather than simply *Ukraine*. However, as *the Donetsk*, *the Donbas* (not *the Donbass*) and *the Luhansk* are all regions of a country rather than countries in and of themselves, they are preceded by *the*.

USA

Use only as an abbreviation for *U.S. Army* when referring to a servicemember's branch designation. Do not use for *U.S. Army* in narrative text and do not use an abbreviation for the *United States of America*.

U.S./United States

This abbreviation can be used as an adjective, but not as a noun.

Incorrect: *The U.S. is a nation that emphasizes a strong military.*

Correct: *U.S. forces must always hold pride of place in the nation's consciousness.*

Veteran

Lowercase except as part of a formal name: *veteran*.

Her father was a Korean War veteran; she was a veteran of Operation Desert Storm.

He belonged to the Veterans of Foreign Wars.

The staff at Veterans Affairs are implementing new guidelines.

Washington, DC

There are no periods in *DC* (CMS17 10.4, rule 3; 10.27).

Warrior

Capitalize when in reference to American servicemembers: *Warrior*.

Warfighter

Lowercase unless part of a proper name: *warfighter*.

Wargame

One word, not hyphenated, lowercased: *wargame*.

Wartime

One word, not hyphenated, lowercased: *wartime*.

Weapon System

This is singular, not plural: *weapon system*, not *weapons system*.

White Paper

This is an informal title and as such is not capitalized in narrative text or in endnotes or footnotes: *white paper*.

Appendix B – Citation Examples for Endnotes and Footnotes

Compiled April 2019

Parenthetical references in the following guide are from the 17th edition of *The Chicago Manual of Style*.

General Rules

The superscript in the body of the paper always follows any punctuation, except for the em dash, which it precedes (14.26).

URLs and access dates for online sources are not required. If they are included, the url should be at the end of the citation and the access date should immediately precede it; they should be separated by a comma. If the URL is long, especially more than a line, look for a shorter form.

It is only necessary to include the State where something was published if the city or town of publication is relatively small. For example, Chicago, New York and Baltimore can stand alone, but Cambridge should appear as Cambridge, MA, Durham as Durham, NC and Lexington as Lexington, KY or Lexington, MA. One exception to this is Washington, DC, which always appears together (for further explanation and examples, see 14.130.)

Page numbers should not be preceded by “p.” or “pp.”; page ranges should be indicated with an en dash, not a hyphen or an em dash.

Use of *ibid* is discouraged in favor of a shortened form of immediately preceding citation. When the title of a work is long and ungainly enough that it cannot be reasonably shortened, *ibid* is still used: it is capitalized at the beginning of a note, it is not italicized, and it is followed by a period: *Ibid.* (For further explanation and examples, see 14.30 and 14.34.)

The section heading for endnotes should simply read “Notes” not “Endnotes” (1.62).

Act of Law

Committee on Armed Services, *National Defense Authorization Act for Fiscal Year 2019*, House of Representatives, report to the 2nd Session, 115th Congress, 15 May 2018, 202, <https://www.congress.gov/115/crpt/hrpt676/CRPT-115hrpt676.pdf>.

Subsequent use: 2019 NDAA, 204–207.

Army Doctrine Publication

Department of the Army, Army Doctrine Publication (ADP) 3-0, *Unified Land Operations* (Washington, DC: U.S. Government Printing Office, 10 October 2011), 9.

Subsequent use: ADP 3-0, 16.

Blog (14.208)

Blogs are cited like online newspaper articles. You may or may not choose to include the word *blog* in parentheses after its title. If the blog is part of a larger publication, include the name of the larger publication after the name of the blog.

Ellen RM Toner, “Violence and Tragedy in Literature,” *Deep Down Things* (blog), *Dappled Things*, 18 November 2013, <https://dappledthings.org/2647/violence-and-tragedy-in-literature/>.

Book (14.23)

John Nelson Rickard, *Advance and Destroy: Patton as Commander in the Bulge* (Lexington, KY: The University Press of Kentucky, 2018), 102–107.

Book with Multiple Editions (14.113 & ff)

Amy Einsohn, *The Copyeditor’s Handbook*, 3rd ed. (Berkeley: University of California Press, 2011), 87.

Jacques Barzun, *Simple and Direct: A Rhetoric for Writers*, rev. ed. (1985; repr., Chicago: University of Chicago Press, 1994), 152.

Chapter in an Edited and/or Translated Book

Glenn Gould, “Streisand as Schwarzkopf,” in *The Glenn Gould Reader*, ed. Tim Page (New York: Vintage Books, 1984), 310.

Carl von Clausewitz, *On War*, trans. and eds. Michael Howard and Peter Paret (Princeton, NJ: Princeton University Press, 1984).

Theodor W. Adorno and Walter Benjamin, *The Complete Correspondence 1928-1940*, trans. Nicholas Walker, ed. Henri Lonitz (Cambridge, MA: Harvard University Press, 1999).

If a book has more than one editor, use the abbreviation *eds.* instead of *ed.*

Email Correspondence or Personal Communication

Major John Dickson and Jillyn Alban, “On Northern Strike Exercise 2017,” email message to author, 27 September 2017.

Jane E. Doe, email message to author, 23 April 2017.

Jane E. Doe, phone call with author, 23 April 2017.

Field Manual

Department of the Army, Field Manual (FM) 5-0, *The Operations Process* (Washington, DC: U.S. Government Printing Office, March 2010), 3–5.

Subsequent use: FM 5-0, 23.

Interview

Based on the type of interview and the information available, the formatting for each note may be slightly different. When possible, these notes might include, in this order: the name of the person interviewed (sometimes withheld to protect sources); their position (if relevant); who was speaking with them; the date; and where to access a recording of that interview.

General Carter Ham (CEO, Association of the United States Army), interview with author, 2 February 2019.

Interview with an NCO, 31 July 2017.

Russell Crowe, interview by Charlie Rose, *Charlie Rose*, 23 April 2015, <http://www.charlierose.com/watch60551640>.

Joint Publication

Joint Chiefs of Staff, Joint Publication (JP) 1-02, *Department of Defense Dictionary of Military and Associated Terms* (Washington, DC: U.S. Government Printing Office, 2011), 263.

Subsequent use: JP 1-02, 129.

Magazine/Journal Article with volume/issue number

Author Name, "Article Title," *Journal Name* volume #, no. issue # (Year): page, access date, URL.

Miriam Schoenfield, "Moral Vagueness Is Ontic Vagueness," *Ethics* 126, no. 2 (2016): 260–61, accessed 8 November 2018, <https://doi.org/10.1086/683541>.

Rick Maze, "Carpe Diem for the Army," *ARMY* 68, no. 1 (January 2018): 28.

Magazine/Journal Article without volume/issue number

Valery Gerasimov, "The Value of Science Is in the Foresight: New Challenges Demand Rethinking the Forms and Methods of Carrying Out Combat Operations," *Military Review* (January/February 2016): 24–29.

Amos C. Fox, "Battle of Debal'tseve: The Conventional Line of Effort in Russia's Hybrid War in Ukraine," *ARMOUR: Mounted Maneuver Journal* (Winter 2017): 50–51.

Newspaper Article

Mike Royko, "Next time, Dan, Take Aim at Arnold," *Chicago Tribune*, 23 September 1992, <https://www.chicagotribune.com/news/ct-xpm-1992-09-23-9203260686-story.html>.

Podcast

Daniel A. Dailey and Ken Preston, "Soldier Today: Army COOL—Credentialing Opportunities On-Line," *AUSA's Army Matters*, produced by Nzinga Curry, podcast, 1 April 2019,

<https://itunes.apple.com/us/podcast/ausas-army-matters-podcast/id1450415116?mt=2&i=1000433887682>.

Public Document (legal, DoD, USG, etc.)

While *Chicago* refers to *The Bluebook: A Uniform System of Citation* for such documents, some examples of ILW house style are provided below.

Honorable Patrick J. Murphy and General Mark A. Milley, *2016 Army Posture Statement*, submitted to the Committees and Subcommittees of the United States Senate and House of Representatives, 2nd Session, 114th Congress, March–April 2016, https://www.army.mil/e2/downloads/rv7/aps/aps_2016.pdf.

Mark T. Esper, Statement before the Committee on Armed Services, United States Senate, 7 December 2017, 2, <https://www.army.mil/e2/c/downloads/500971.pdf>.

The White House, *National Security Strategy of the United States of America*, December 2017, <https://www.whitehouse.gov/wp-content/uploads/2017/12/NSS-Final-12-18-2017-0905.pdf>.

Department of Defense, *Memorandum for all DoD Personnel: Guidance from Secretary Jim Mattis*, 5 October 2017, [defense.gov/Portals/1/Documents/pubs/guidance-from-secretary-jim-mattis.pdf](https://www.defense.gov/Portals/1/Documents/pubs/guidance-from-secretary-jim-mattis.pdf).

Department of Defense, *National Military Strategy of the United States of America*, June 2015, [jcs.mil/Portals/36/Documents/Publications/2015_National_Military_Strategy.pdf](https://www.jcs.mil/Portals/36/Documents/Publications/2015_National_Military_Strategy.pdf).

U.S. Code Title 10, Chapter 307, Section 3062, 3 January 2012, <http://uscode.house.gov/downloads/pls/10c307.txt>.

RAND Publication

Richard W. Kedzior, *Evolution and Endurance: The U.S. Army Division in the Twentieth Century* (Santa Monica, CA: RAND, 2000), 23.

Social Media

Due to the variety of social media outlets, the following general format should be followed as closely as a particular instance allows. Each citation should include 5 elements:

1. The author's real name, if known, followed by a screen name, if known, in parentheses. If a screen name is all that is available, use it in place of real name.
2. Rather than providing a title, provide the text of a post, up to the first 160 characters, including spaces. Skip this if the text was provided in the main body of the paper.
3. The social media outlet (Facebook, Twitter) and form of media (photo, video, tweet, etc.)
4. Date.
5. URL.

Pete Souza (@petesouza), "President Obama bids farewell to President Xi of China at the conclusion of the Nuclear Security Summit," Instagram photo, 1 April 2016, <https://www.instagram.com/p/BDrmfXTtNct/>.

Speech, Lecture, Live Performance

Eric J. Wesley, “The OE & AFC-MM,” speech at the Maneuver Warfare Conference, Fort Benning, GA, 12 September 2017.

Video

Alex Thomson, “Inside the Blasted Ruins of Ukraine’s Donetsk Airport,” *Channel 4 News*, 16 February 2015, video, 5:20, <https://youtu.be/uZBhXdL7klo>.

Website (14.207)

If the title of a website appears in print as well as online, it should be italicized, both in endnotes and elsewhere. Wikipedia and BuzzFeed should not be italicized, as they are online only; the *New Yorker* and the *Washington Post* should be italicized as they appear in hard copy and online. Individual webpages that are a part of a larger website should appear in quotation marks.

“Privacy Policy,” Privacy & Terms, Google, last modified 24 March 2016, <http://www.google.com/policies/privacy/>.

White Paper

Author Name (if available), “Name of Paper,” white paper, Name of Organization Publishing Paper, Date Published, URL.

“America’s Military—A Profession of Arms,” white paper, Joint Chiefs of Staff, 2012, <https://www.jcs.mil/Doctrine/Joint-Concepts/White-Papers/>.