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

Civil Affairs Issue Papers Guidelines

5 April 2020

<u>Purpose</u>.

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

<u>Process</u>.

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, Cambria 12, 1.15 line spacing, with editing enabled. Main body text should not exceed 10 pages. End notes (set to Cambria 10) should not exceed one page – consult the AUSA Style Guide and Example Citations, available on the Association website. 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