**Primary Title: Add Subtitle if You Need One**by Author(s) Name(s)

Introductions are normally a few sentences that highlight what your article is mainly about. State the thesis or principal argument. You can add a photo embedded in the document but we ask for the highest resolution and a citation. You can send the photo as a separate attachment to give us the highest resolution possible.



Photo Above, is from 3rd MEF at Exercise Hope (Courtesy of SPC Somebody, USA)

You can use [hyperlinks](https://en.wikipedia.org/wiki/Hyperlink) for references or insert end notes with numbers using the Chicago Manual of Style 17th edition.[[1]](#endnote-2) In this article I will discuss points A, B, and C. At the end, I will conclude with several policy recommendations.

**Subheading in Bold**

“Subjugating the enemy without fighting is the true pinnacle of excellence.”
 — Sun Tzu

Feel free to use quotes. We can highlight them in a ‘call out’ in the article post. It will be a larger font and boldface. Some units may require a public affairs (PAO) or an S2 intelligence officer review. Please get this approval prior to sending to us for publication if required. We welcome a broad range of topics and are not limited to civil affairs stuff. Tactical to strategic level insights and understanding people, their culture, and their motivation are most welcome.” [[2]](#endnote-3)

Your article might be ready for publication in the Eunomia Journal but other publications as well. It is important to properly cite your work like the following paragraphs. If there is potential, we may attempt to publish your article with other outlets like [War on the Rocks](https://warontherocks.com/), [Small Wars Journal](https://smallwarsjournal.com/), [Military Review](https://www.armyupress.army.mil/Military-Review/), [Joint Force Quarterly](https://ndupress.ndu.edu/JFQ/), or many others.

**Subheading Two**

A review by Sydney Tarrow of civil war scholarship finds “that it is not quantities but interactions that are the key to the dynamics of violence.” [[3]](#endnote-4) These complex interactions of people that take the form of structures, patterns, and properties for self-organization serve as the catalyst for what Jeffrey Goldstein calls “social emergence.” [[4]](#endnote-5) Alison Gilcrest’s study of “well-connected” communities finds that strong communities emerge “as a result of the interactions within a complex web of overlapping networks.”[[5]](#endnote-6) These communities, as social systems, “thrive at the edge of chaos in which people’s sense of community, their social identity, emerges from the unpredictable dynamics of mutual influence and interaction.” [[6]](#endnote-7) These theories provide a rich intellectual foundation for mapping networks in order to prioritize engagements and achieve desired effects.

Careful examinations of complex social systems illuminate opportunities to intervene and situations to avoid. Mapping human networks and engaging with key influencers is especially important in hybrid warfare and gray zones. In these environments, much like COIN, the enemy hides among the population. The high value target in these environments is the capability of the enemy to manipulate the population and leverage them for everything from logistics to intelligence and recruitment. Therefore, building a human engagement network capability allows you to attack the adversary’s source of strength and deny them the civil terrain they need to complete their mission.

**Recommendations (not a required section)**

The Army needs effective engagement to become a force-wide competency. Civil affairs’ experience, specialization, and access to the civil domain accelerate learning opportunities. The planned reduction of CA forces and continued fiscal austerity not only make this effort timely but compulsory as well. Networks form the key of embracing this concept of effective engagement. From a DOTMLPF-T perspective, realizing human network engagement requires investments of time and thought in new doctrine and training. With respect to doctrine, we need to create a community of interest to look at what ideas from network science can be leveraged for doctrinal integration.

Many regard social science as the science of the twenty-first century. Social phenomena are among the most difficult scientific problems to solve and Albert-László Barabási finds “the dynamics of many social, technological, and economic phenomena are driven by individual human actions, turning the quantitative understanding of human behavior into a central question for modern science.” [[7]](#endnote-8) Leading scholars in network science have recently developed ways to describe interactions in quantitative terms. [[8]](#endnote-9) The Network Science Center at West Point is currently experimenting with these concepts.[[9]](#endnote-10) A team of sophisticated mathematicians and scientists created network models, assessment techniques, and an algorithm to prioritize strategic actions in ungoverned spaces.[[10]](#endnote-11)

**Conclusion**

 Use a few sentences to review what you discussed and close out perhaps close-out by re-iterating your recommendations. Conclude with what might comes next or make suggestions on how this idea can be taken further for policy implications or further research.

*About the Author(s)*

Please provide a short bio of yourself and other authors. You can hyperlink to your personal web site or [LinkedIn](http://www.linkedin.com) page.

*Standard Disclaimer*. The opinions, conclusions and recommendations expressed or implied above are those of the authors and do not reflect the views of any organization or any entity of the U.S. government.

END NOTES

1. Chicago Manual of Style 17th Edition <https://owl.purdue.edu/owl/research_and_citation/chicago_manual_17th_edition/cmos_formatting_and_style_guide/cmos_nb_sample_paper.html> [↑](#endnote-ref-2)
2. Lawrence Freedman, *Strategy: A History* (NY: Oxford University Press, 2013): 231 [↑](#endnote-ref-3)
3. Sidney Tarrow, “Inside insurgencies: Politics and violence in an age of civil war,” *Perspectives* on Politics 5, no. 5 (September 2007): 587-600. [↑](#endnote-ref-4)
4. Jeffrey Goldstein, “Emergence as a Construct: History and Issues,” *Emergence* 1, no 1. Available at <http://www.complexityandsociety.com/files/4413/1692>/0252/
Emergence\_ as\_a\_Construct--History\_and\_Issues.pdf (accessed September 2, 2015). [↑](#endnote-ref-5)
5. Alison Gilcrest, *The Well-Connected Community: A Network Approach to Community Development* (Bristol: The Policy Press, 2004): 19. [↑](#endnote-ref-6)
6. Serge Loode, “Peacebuilding in complex social systems,” *Journal of Peace, Conflict and Development*, no. 18 (December 2011): 71. [↑](#endnote-ref-7)
7. Albert-László Barabási, “The Origin of Busts and Heavy Tails in Human Dynamics,” *Nature* 435 (May 12, 2005): 207. [↑](#endnote-ref-8)
8. See Bieke Schreurs, Chris Teplovs, Rebecca Ferguson,Maarten de Laat and Simon Buckingham Shum, “Visualizing Social Learning Ties by Type and Topic: Rationale and Concept Demonstrator,” In: Third Conference on Learning Analytics and Knowledge (LAK 2013), 8-12 April 2013, Leuven, Belgium (forthcoming). [↑](#endnote-ref-9)
9. See Jeffrey Julum and Daniel Evans, “The Specter of Ungoverned Spaces & How Advances in Network Analysis Can Assist Policymakers,” Small Wars Journal, August 30, 2015, <http://smallwarsjournal.com/jrnl/art/the-specter-of-ungoverned-spaces-how-advances-in-network-analysis-can-assist-policymakers> [↑](#endnote-ref-10)
10. *Ibid* [↑](#endnote-ref-11)