

Command and Staff College

Written and Oral

Communications

Guide

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INTRODUCTION: THE WRITTEN AND ORAL COMMUNICATIONS PROGRAM

Field grade officers need to communicate clearly and persuasively on paper and in speech. By the time officers reach the rank of major or lieutenant-commander, they begin to spend increasing time briefing superiors and developing a variety of written products.

The abilities needed to succeed in both forms of communication do not develop spontaneously. Officers learn the effective techniques to communicate by speech and in writing and develop those skills through use. Many students at the Command and Staff College attend the English Refresher Course, but all write a series of papers throughout the year. Likewise, Command and Staff College students give a series of briefings during the year, culminating in a simulated interview during media training.

This publication deals primarily with written communications. Students at the Command and Staff College write at least six papers annually, one each in Theory & Nature, Strategic Level of War, Operational Level of War, Warfighting, Military Operations Other Than War, and Art of Command. Most electives require another paper. Chapter One provides guidance to writing papers of any length: the "Hourglass Model." This chapter also prints an essay by Dr. Brad Meyer of the School of Advanced Warfighting (SAW) on how to write a successful paper. Although his essay is oriented towards SAW's requirements, it applies equally well to the various Command and Staff College writing assignments.

Those pursuing the Masters of Military Studies (MMS) degree write the MMS paper itself, a minimum of thirty pages of text, plus documentation of sources.

Although much of this publication concerns the MMS paper, its advice also applies to the campaign study done in the Operational Level of War, the MOOTW paper, and papers written in electives.

For detailed questions of style, format, and documentation, consult *The Style Guide: Research and Writing at the Joint Military Intelligence College*. Every student should have a copy of this publication. *The Style Guide* follows the general approach of *The Chicago Manual of Style*. That standard publication may be familiar to many in the well known book by Kate Turabian, *A Manual for Writers of Term Papers, Theses, and Dissertations* (many editions).

The Command and Staff College prefers the use of footnotes (reference notes at the bottom of the page) instead of endnotes (reference notes all grouped at the end of the paper), but endnotes are acceptable.

Chapter One also provides guidance for each of the papers written in courses throughout the year. This guidance has been coordinated with the appropriate course directors and the Dean of Academics. These words of guidance are suggestive, not prescriptive. That is, the guidance offered suggests how students may answer the assignments. It does not attempt to prescribe how to write the assignment. Naturally, students should read this guidance at the same time as they read the assignments themselves, which are printed in the syllabuses distributed with each course. Chapter One concludes with advice on writing a review of the literature. In November, students in the master's program are required to turn in a three- to five-page proposal for their paper, which includes an annotated bibliography. This bibliographic essay reviews the literature examined to date. This section explains what is involved in this assignment and reproduces two reviews submitted at the Joint Military Intelligence College.

Chapter Two addresses the subject of the MMS paper. It outlines the basic steps common to any lengthy research project: formulation of the problem to be addressed, preliminary reading of previously published accounts, research in unpublished sources, writing, and preparation of the final manuscript. It also discusses library and archival researches available in the greater Washington, D.C., area.

Chapter Two explains how to prepare a preliminary outline and illustrates its format. The chapter discusses the process of writing the first draft of the MMS paper, revising the initial draft, dealing with mentors, and completing the final draft. It provides a matrix for proofreading and explains the requirement for an executive summary. A format for the executive summary that accompanies all final drafts is attached. This chapter also includes a copy of SF 298, the Report Documentation Page that accompanies all reports sent to the Defense Technical Information Center (DTIC). All Command and Staff College master's papers go to DTIC, which requires that the document contain SF 298. This form is available on the S:// drive for downloading.

Chapter Three discusses options and possibilities after students have completed their MMS or other papers. Command and Staff College students' written projects are competitive for a range of prizes and publishing opportunities. This chapter lists and explains various prizes offered by the Marine Corps Association, the Naval Institute, National Defense University, the CIA, and other organizations. The chapter concludes by presenting a basic approach to paring down MMS papers to publishable length.

Chapter Four, "Briefing at the Command and Staff College," explains how to organize a briefing and how to prepare slides or charts to accompany the presentation. Chapter Four also includes brief guidance on introducing a speaker at the Command and Staff College. Most students will have to escort a speaker at some stage in the year and introduce him or her to the student body in Breckinridge Hall. Students sponsoring international officers will introduce them in Breckinridge Hall, too.

Chapter Five, "The Research Template," contains the documentation for the Research Template recommended for MMS papers. This self-guided template is executed in Word 97.

Appendix A lists journals and magazines of interest to Command and Staff College students. Many of these articles may prove useful in writing assignments, especially the MMS paper. Additionally, students interesting in publishing papers they write at the Command and Staff College find this listing very helpful as it indicates the editorial thrust of journals and suggested length of articles. Many Command and Staff College students write publishable articles, and the College encourages students to revise papers for publication.

Appendix B, "Non-Governmental Sources of Information," lists and introduces many "think-tanks" and advocacy organizations in Washington and elsewhere. Their publications, personnel, and web sites are important sources of information and opinion for writers at the Command and Staff College.

Appendix C provides the electronic addresses of web sites useful to military writers.

Appendix D reprints an article from *Military Review*, "Musket and Quill," which describes the benefits and process of publishing in military journals.

CHAPTER ONE: WRITING ASSIGNMENTS AND HOW TO DO THEM

THE HOURGLASS MODEL

The paragraph is the basic building block of graduate level writing. Every paragraph is a developed body of thought, usually about four to five sentences long. Journalists write in one or two sentence paragraphs for format of newspapers, but writing in graduate school is oriented towards publication in book or journal form.

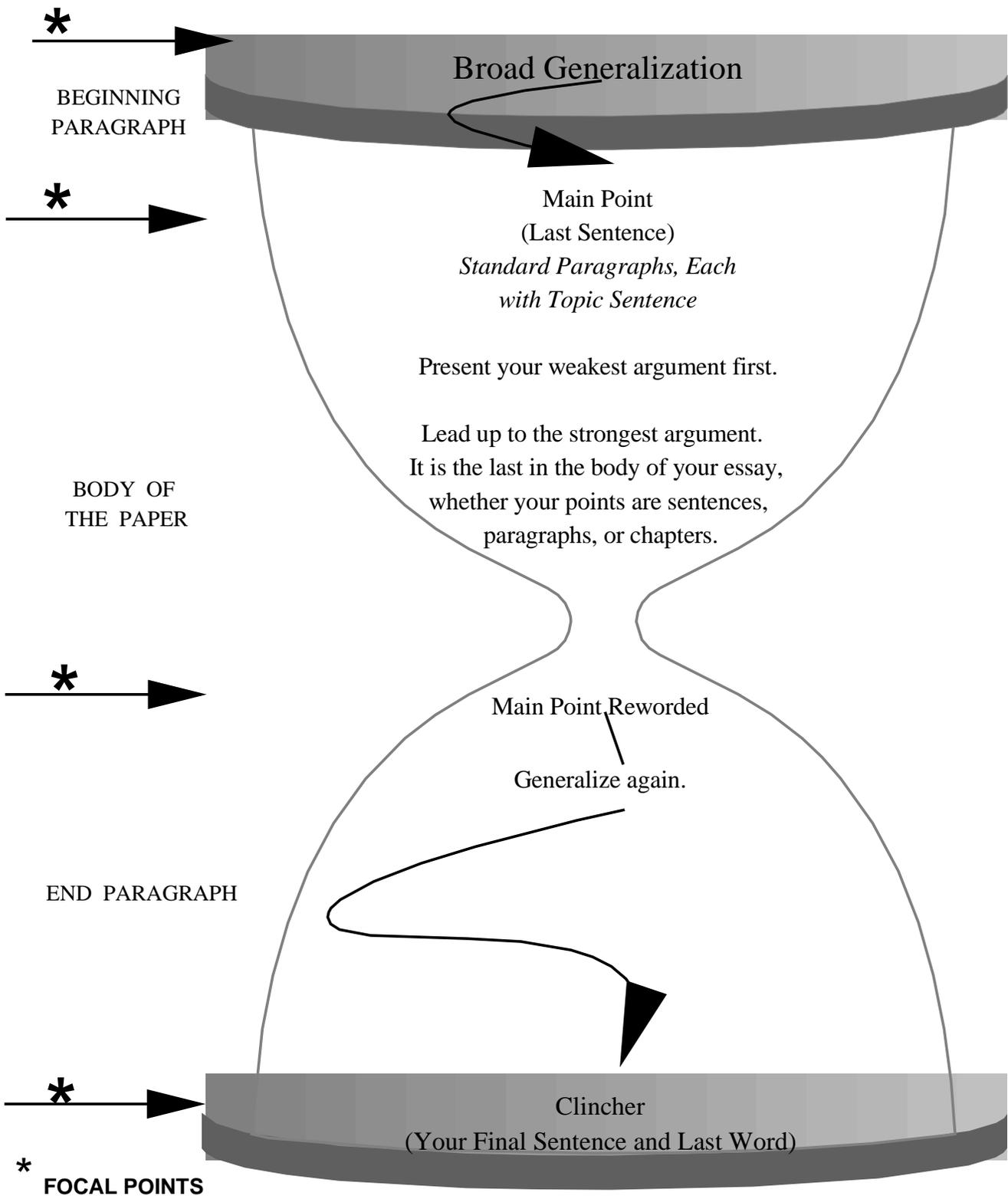
Every paragraph requires a single controlling idea. Usually expressed in a single sentence known to English teachers as the "topic sentence," this sentence, usually but not always, occurs at the head of a paragraph, and allows a skillful reader to skim the text if necessary. The topic sentence serves an even more important function for the writer, compelling the writer to organize all material in a building block format. In this way, every paragraph takes up an idea, discusses it, presents evidence as necessary, and sums up what is important on the subject. Thus organized, every paragraph is a sort of mini-essay.

The hourglass model shown on the next page proposes a model for graduate level writing. Simply stated, this model advocates stating the general subject at the outset of the paper and in this way leading readers to the actual contention or thesis of the paper at the end of the introductory paragraph.

The middle parts of the paper develop ideas at greater depth and present the evidence. The hourglass model advocates putting the weakest arguments first and ending with the strongest, most convincing evidence. In this way, the reader is drawn slowly to the point of view being advocated. Near the end of the essay, the reader encounters a series of steadily more persuasive evidence and discussion and thus readily accepts the conclusion stated at the end of the paper.

The actual conclusion of the paper restates the thesis first mentioned at the outset. Having encountered the evidence and the reasoning behind that conclusion, the reader should be able to accept it at this stage. The conclusion is also the place where the author may choose to enlarge on the conclusion and to allude briefly to the wider implications of what has been said. This is a matter of individual taste and depends on the nature of the writing and the audience.

This model is not a straitjacket, and the approach suggested is just that, a proposed method for graduate writing. Many authors will want to vary the formula significantly, for example, putting the thesis at the beginning of the paper, not the end. But the basic elements of the hourglass model hold:



ADAPTED FROM SHERIDAN BAKER, *The Practical Stylist*

- The paragraph is the basic element of composition
- Each paragraph has a single controlling idea, the "topic sentence."
- The paper as a whole has a point, an argument, and a thesis.
- Every sentence and piece of evidence in the paper supports that thesis.
- The paper presents its supporting arguments in ascending order of importance.
- The paper concludes by restating its thesis and presenting possible implications.

HOW TO WRITE A GOOD PAPER

- by Dr. Brad Meyer, School of Advanced Warfighting

Any paper that is written to convince the reader of something should have a thesis, or main argument. “Thesis” is just a fancy term for “main argument.” The main argument in turn should be the distilled essence of the argument--the main point. The thesis, or main argument is the heart of what the writer has to say. Convince the reader of the truth of the thesis, and you have convinced the reader.

Of course, the paper should also be well-organized and well-structured. But good organization implies an organizing principle. Without an organizing principle, there can be no organization. In a paper written to convince (there are other types of papers--papers written to amuse, for instance), the thesis provides the organizing principle. Everything in the paper is calculated to support the thesis.

As an instructor, I have noticed that there are some papers which are clearly written and can be easily understood on first reading. Such papers are invariably well-structured. Other papers can be read several times and one still wonders what it is that the author is trying to say. Structure of such papers is poor. What’s the difference? The good papers--the understandable papers, the clear papers--have a thesis, which the author has used as the basis of the further organization of the paper. Which kind of paper do you want to hand to your boss when you leave CSC?

But where does the thesis come from? The thesis comes from thinking through the issue, whatever the issue is. One cannot come up with the heart of a problem without understanding the problem. This is the really difficult part of writing, the hidden part, the *thinking* part. Writing is but the expression of thought. If the thinking is confused, so will be the writing.

How does one think one’s way through a problem? Typically, if the problem is at all hard or complex, by turning it over in the mind time and again, going at it from different angles, trying to isolate different aspects of the problem and solve them. The latter process is called analysis: breaking a problem down into its constituent parts. If different aspects of the problem can be solved, maybe they need to be put together in certain ways in order to solve the overall problem--a process of synthesis. Most serious problem-solving is a combination and an interplay of analysis and synthesis. The process may take hours, or days, or weeks, or it may occur at intervals over a long period of time, such as the ten months of the CSC curriculum.

By thinking through a problem--assuming that it can be solved at all, or that one has enough information to solve it--one arrives at a basic proposition, or thesis. If one wishes to convince others of the thesis, it is necessary to step back a bit. Typically the route by which an individual arrives at solutions to complex problems is involved and convoluted. Simply reproducing that path for the reader is not an optimal solution.

Having a thesis in mind, the writer has to ask the follow-on question “What does the reader need to know in order to accept my thesis?” Usually there is one key piece of evidence, or a particular chain of reasoning, that the reader needs to accept. There may be other supporting points. Some ideas need to be introduced later in the paper because they depend on other propositions, which need to be proved first. The writer needs to game out this process for the benefit of the reader. Not “How did I arrive at this conclusion (the thesis)” but what is the easiest, most convincing path for the reader to arrive at the intended conclusion. The writer needs to answer the question “What does the reader need to know in order to accept the thesis, and in what order does the reader need to know it?”

The answer to this question becomes the basic structure of the paper. A classic tool for gaming out and capturing the structure is the outline. But the outline depends on an underlying thinking process.

A good place to put the thesis is right at the beginning of the piece--even the first sentence, as in this essay. If the thesis is the very first sentence, the reader is almost certain to realize what the writer is trying to get at. The writer hasn't had time to confuse the reader yet. Remember that writers always know what they were trying to say. They have an underlying body of thinking, which they are only trying to express in words. Readers, on the other hand, have only the words to go on, and from that they must derive the underlying thinking. That is much harder to do.

Certainly the thesis should almost always come in the first paragraph. There might be rhetorical reasons to put the thesis as far back as the third paragraph, but anyplace beyond that is no good.

The thesis should be expressed in one sentence. Not only is this a useful discipline for the writer, in the English language, everything ultimately has to be expressed in sentences. Each sentence should express one main idea. If an idea cannot be expressed in one sentence, it cannot be expressed. Think about it.

It is important for a paper to have a structure. Not all papers do. It's also important the structure be a good one. This doesn't always happen. But it is also useful to clue your reader into your structure whenever you can: “I have three points to make. One ...” E. B. White likened the reader to a man floundering in a swamp. The writer must seek to get a line to that man as soon as possible. Do everything you can to clue the reader in to your meaning. Always be as clear as possible.

A paragraph can be regarded as a mini-essay. The first sentence, or topic sentence, usually expresses the main idea of the paragraph. The final sentence often sums up the paragraph. One should not be rigid about this sort of thing, because often rhetorical reasons dictate that the first sentence not express the main idea of a paragraph (as it does not in this paragraph), or that the last sentence not sum it up. But in a well-written essay, it should be possible to follow the gist of the argument by just reading the first sentence of every paragraph. This is also a useful method of proof-reading a paper.

A very common method of structuring a paper is to “first give the background.” This is a bad method. Readers who have any choice in the matter will not suffer through the background. Advance an argument instead. Your reader’s attention is a limited and often perishable commodity.

All of your sentences should be clear and easy to understand. They should be free from grammatical errors (the latter usually helps with the former, but is not always sufficient). Spelling should be correct.

Do have a conclusion, if only to sum up. It’s always nice if you can say something at the conclusion that you couldn’t have said at the beginning--sort of proves that there was some point to reading your paper.

WRITING THE ANALYTICAL PAPER

Analysis Defined: Analysis in any writing assignment means distinguishing the component parts of something so as to discover its true nature or inner relationships. This means to think through events, ideas, campaigns, or conflicts to determine the nature, proportion, function, or relationship of their elements.

Character of the Assignment: For the paper dealing with readings from Clausewitz's *On War*, analysis consists of critically reading the text to determine not only its meaning but how Clausewitz arrived at the key points of the passage. **Critical to analysis then is determining the key meaning or meanings involved.** But analysis is not a paraphrase, a rephrasing of the text.

In addition, analysis is not research. Doing this assignment does not require locating commentaries on Clausewitz or doing any additional reading, documenting what others have said, or explaining arguments between commentators. Reading and understanding the assigned text is key to this paper. In this regard, Bernard Brodie's commentary at the back of the Howard/Paret translation of Clausewitz is very helpful, especially after first reading what Clausewitz had to say.

Readers of the analytical essay are familiar with the text. Use of quotations from Clausewitz should be minimal and should be used to support an interpretation.

This assignment and any other assignment involving analysis is as much a test of reading and interpretation as it is of writing. It is necessary to read the assigned text carefully and to interpret it before beginning to analyze the argument Clausewitz develops in the text.

Steps in Analysis: Vital to any analysis is understanding the passages assigned. For this reason, it may be necessary to read the passage several times.

A good way to begin writing an analysis is simply to write a paraphrase, that is, a plain language summary of the passage chosen for analysis. This drill ensures that the writer of the paper understands the passage in its own terms and sets the ground for an analysis. If a writer cannot clearly convey the essential meaning of the passage in language comprehensible to another student, then the writer does not clearly understand the passage.

The next stage is to determine the key elements of the argument that Clausewitz develops. This requires determining the central idea that Clausewitz seems to be trying to convey. Once the writer has determined what this idea is, then it is time to go back in Clausewitz and find the steps that Clausewitz took to reach that conclusion.

An analytical paper will state the key idea. That key idea then structures the paper and the presentation of the ideas it develops. The explanation why this idea is central becomes the thrust of the paper, its argument.

Documentation: Footnote references to Clausewitz should follow *The Style Guide* (issued).

WRITING THE STRATEGIC LEVEL OF WAR COURSE PAPER

Purpose: This assignment asks students to evaluate the national strategy of a country engaged in war or in conflict with another and come to a judgment whether its strategic choices contributed to the country's failure to attain its objectives.

Writing Requirement: The assignment requires no reading or research beyond the texts assigned in the Strategic Level of War.

Approaches: This paper is analytical in character in that it asks students to identify and discuss the key elements of a country's national strategy and to connect that strategy with military operations and desired outcomes. The paper should be neither a narrative nor a paraphrase of others' advocacy.

Students should use quotations sparingly and then only to support specific arguments. Background information needs to be curtailed in the interest of analyzing the issues and concepts raised by the required readings.

Sample Essay Development: Suppose the assignment required students to assess British strategy from 1939 through 1941. A top-down approach might begin by identifying the key British objectives in roughly this priority: national survival, preservation of the Empire, support for nations resisting Hitler, conservation of limited economic and military resources, and maintenance of alliance relations with current or prospective coalition members (France, the USSR, and the US).

Bearing these considerations in mind, a paper would then need to explain some of the key British strategic decisions taken during this period: the declaration of war against Germany in 1939; the refusal to make peace with Germany after the fall of France in 1940, the concentration of resources in the Mediterranean in 1940, the decision to assist Greece in 1941, the alliance with the USSR in 1941, relations with the US up to Pearl Harbor, the reluctance to commit major forces to Southeast Asia in 1941, and then the Europe-first decisions taken with the US in late 1941.

A good writer would look for patterns in these decisions. One way to approach this investigation would be to ask a series of questions. For starters, was there a consistent attitude toward Germany? Similarly, were the British consistent in their approach to defense of the Empire? How did the British endeavor to remain on good terms with the US? How did they try to get maximum value from their own limited military resources while engaging the enemy to the utmost?

Simply narrating the course of the war from 1939 until 1942 would consume nearly all the 12 pages allotted for the paper. Writers should assume considerable reader knowledge. Fellow students and the faculty will have read the same texts and heard the same lectures as you. One good approach is to separate the two really key questions here and deal with them at some length, since the explanation offered for the declaration of

war in 1939 and the decision not to make peace with Hitler in 1940 says a great deal about British national strategy. The lesser questions dealing with means and particular force allocations, it might be argued, followed logically from the premises that informed the two key decisions.

Documentation: Footnotes should follow the format of *The Style Guide*. No bibliography is required.

Length: The essay should be between 10 and 12 pages (typed and double-spaced).. In addition, turn in a two-page point paper (typed, double-spaced) that succinctly captures the essential points raised in the longer essay in the form of answering the question selected.

WRITING A POINT PAPER

Each organization uses different staff action papers to support executive-level review of issues and decision-making. The Point Paper is a common example of a staff action paper used by the various Services and joint commands which represents the essence of high-level staff writing. The format may vary slightly among different organizations. The Command and Staff College uses a Point Paper that approximates the format used by joint staffs to guide executive-level users in discussions outside the immediate staff directorate or organization. An example for use of a Point Paper might be to support the Joint Staff J-5, a general or flag officer, in his or her interagency discussions on a particular topic.

Point Papers should not exceed two pages; something less depending on the nature of the topic is desirable since the paper is more than likely compiled into books along with many other issues for use during trips, command visits, and conferences. Clarity is the key providing the user with salient information and eliminating superfluous detail. Paragraphs are abbreviated to no more than 2-3 sentences written in the active voice.

There is usually no need to cite sources in a Point Paper. Where detailed explanations or background information is necessary, some organizations will allow attachment of tabs or enclosures for amplification of particular points. Otherwise, the stand-alone Point Paper becomes an art in and of itself for analyzing an issue, synthesizing the issue, and tailoring the paper to the appropriate audience's needs.

Requirements at the College entail Point Papers without attachments and follow the below listed format. Think of the analytical papers that your Point Papers are based on as detailed analysis of the topic which is available to the user if called upon for more information.

Subject: Topic or Issue Identification (e.g., *Crisis Situation in Zaire*)

Problem: The issue under consideration or point of unresolved difference in concise specific terms. The problem statement is usually phrased in terms of questions considerably more focused than the subject of the paper and may call for providing recommendations. (e.g., *What military operations should be considered for intervening in the current situation in and around Kinshasha?*)

Background: Usually one or two brief paragraphs suffice to give the immediate background required to set the context for the discussion, conclusions or recommendation provided. Remote historical data is unnecessary. Determine the essential issues, events, or actions to frame the problem and subsequent discussion points.

Discussion: This section is the essence of the Point Paper where action officers develop their core case. Be brief, consider the reader's position, be specific, and focus on the important points. Points are generally presented in a sequence that logically flows from one point to the next and lead the reader to accept the conclusions or recommendations in the final section. Discussion points can be anywhere from one to three sentences; brevity and clarity are key to making your points.

- Point #1 stated in 1-3 brief sentences.
- Point #2 stated in 1-3 brief sentences.
- Point #3 stated in 1-3 brief sentences.
- Point #4 stated in 1-3 brief sentences.
- Etc.

Conclusion (or Recommendation): If the tasker does not call for recommendations, the author should succinctly synthesize the discussion points in a major conclusion in as few sentences as possible. Try to answer the question, "What should all this discussion mean to the reader in the forum for which the paper is being used?" If a specific recommendation is called for, then the conclusion should lead to a statement of specific recommendation.

Prepared by:

Major I. M. Smart, USMC

Office Identification (Conference Group #X for CSC purposes)

WRITING A JOINT CAMPAIGN ANALYSIS

Definition: A campaign study is an analysis of a joint (two departments, not three) campaign using one of the six operational functions: movement and maneuver, fires, protection, intelligence, command and control, and sustainment. A campaign analysis is NOT a narrative account of events. Neither is it a study of tactical level engagements or outstanding military personalities. A successful campaign analysis explains the role of one selected function at a length and in detail sufficient to explain its importance to the outcome of the campaign. A good analysis should also make clear the synergistic relationship between the operational function selected for detailed treatment and other functions so as to gain a more complete understanding of operational art. The campaign analysis should treat both the victorious and losing sides. We define a campaign as a series of related military operations having a distinct beginning and end. A campaign is neither a battlefield encounter nor a protracted series of unrelated engagements in a theater, for example, the Southwest Pacific Campaign in the Second World War. A better candidate for a campaign analysis might be the Okinawa Campaign that ran from April through June 1945. It began months earlier as strategists began to debate various options. Many phases and engagements ensued, and the campaign ended when the US declared the island to be secured.

Selecting the Campaign: The term campaign is often used in popular histories to refer to theater-wide operations, for example, the Burma Campaign in World War Two. A campaign analysis that treated four years' worth of fighting would be too broad for close analysis. A better approach would be to analyze the Japanese invasion of Burma in 1942 or the British First Arakan Campaign of 1942 or the Second Arakan Campaign of 1943 or the Japanese Imphal Campaign of 1944 or the British offensive of 1945 that drove the Japanese out of Burma. Each one of these is a campaign in itself.

In addition, for this assignment, a campaign must be joint, that is, using significant land and sea or land and air elements. Campaigns should be drawn from the twentieth century.

The Operational Level of War course itself studies four campaigns, and students are free to write their papers on any of these campaigns or pick any other suitable campaign. Students in the same conference group may write papers on the same campaign; however, they should not write on the identical *function* when writing on the same campaign. Paper topics should be cleared with the OLOW faculty advisers to avoid any conflicts.

Defining the Starting and Ending Points: The best starting point for a campaign analysis is the plan development phase for the side that took the offensive. The best ending point is the resolution of that offensive. For example, the end of the Gettysburg Campaign was the escape across the Potomac by the Army of Northern Virginia, not the failure of Pickett's charge.

The Role of Narrative: Campaign analyses should avoid the narrative approach,. An analysis does not tell a story. Still, readers need to know the basic chronology. For this reason, an opening section of two to three paragraphs that gives a bare-bones narrative can be very helpful. Alternatively, an appendix consisting of a chronology of key events can fulfill the same function.

Tables are helpful in showing campaign options, forces employed, chains of command, and similar information.

Visual Aids: Photographs are unnecessary and undesirable. Maps are absolutely necessary, but color is not. Maps should show every geographic location (river, city, line of communication, body of water, or province) mentioned in the text.

Sources: This assignment requires consulting multiple sources. The detailed treatment required in this assignment usually means going to official histories. These stout volumes contain lots of detail but are notoriously short of color. Although they need not be read in their entirety, they should be consulted as necessary to analyze the function chosen. In writing on the Sicily Campaign of 1943, a student would have to consult multiple official histories. Someone writing on logistics might get even more from consulting official histories of logistics, shipping, or war production. Allied official histories, such as the British and Australian volumes, are very valuable, too, for Mediterranean, European, and Pacific campaigns. The British series on intelligence is superb, and there is no American equivalent. By contrast, many popular published accounts of battles offer little on functions but much on individual bravery, personalities of commanders, and the like. Commanding officers' biographies and autobiographies can be helpful, as can participants' accounts. However, these sources vary widely in their usefulness.

Length: The text of the paper should be no less than 10 pages typed (double-spaced) and no longer than 13 pages.

Documentation: Footnotes/endnotes and bibliography should follow the format specified by *The Style Guide* (issued).

WRITING THE AMPHIBIOUS PAPER

This assignment asks students to analyze and reflect on a conceptual or doctrinal issue as it pertains to the future of amphibious operations. The paper requires no additional research, but a bibliography can reference doctrinal publications referred to or recommended for further reading.

Key to this assignment is an accurate understanding of the doctrinal and conceptual issues central to the precise question being answered. It is not necessary to criticize or take issue with doctrine, but a good paper may note points of friction, where doctrine may commit services to more than they can actually perform or where service doctrines conflict. The student may also need to address how current doctrine may need to evolve with new concepts such as operational maneuver from the sea or ship to objective maneuver. In this assignment, as in any staff writing, it is imperative to accurately present doctrine before launching any criticisms of doctrine or discussing inter-service doctrinal incompatibilities.

The hourglass format discussed earlier in this publication is an effective way to present this discussion. The guidance for a point paper presented earlier works in this assignment. As with the Strategic Level of War paper, writing a point paper to distill the essence of a longer paper helps writers revise the initial draft of the longer paper. A sequence that delivers good results in this assignment is the following:

- Initial draft of five-page paper
- Initial draft of one or two-page (double-spaced) point paper
- Revised draft of five-page paper
- Revised point paper

The Joint Staff Officer's Guide, page 3-8, provides additional guidance.

WRITING THE MILITARY OPERATIONS OTHER THAN WAR PAPER

This assignment asks students to analyze a case study in MOOTW using the six principles identified in Joint Publication 3-07, "Joint Doctrine for Military Operations Other Than War." These principles are objective, unity of effort, security, restraint, perseverance, and legitimacy. Joint Pub 3-07 discusses them at length in Chapter II.

The case study chosen for analysis may be any insurgency, peace-enforcement, peacekeeping, or other military operations other than war between two armies in the post-World War II era. Although the Korean War was not a declared war, it more closely resembled war than an example of MOOTW. Nevertheless, UN and Korean forces engaged in counter-insurgency operations behind the forward edge of battle. These operations, not the battles fought by main forces, could be a case study. Likewise in Vietnam, the combined action program (CAP) by Marine forces could be a case study in MOOTW. Major battles such as Tet or the Ia Drang could not. Unless the case study is contemporary, any analysis will have a distinct beginning and end.

Sources may include a range of secondary, contemporary, first-person, and official accounts. Research in archives is undesirable. Key to the assignment, however, is recognizing the relevance of the particular principles. Students should not assume that each principle is of equal importance, at least not necessarily.

The paper should be no shorter than eight pages and no longer than ten pages, typed, double-spaced, and footnoted according to guidance in *The Style Guide* (issued).

As in the OLOW paper, students should avoid a narrative approach except at the very beginning where a brief narrative (not to exceed a page) may be required to orient the reader. Key to this assignment is the use of the Joint Pub. 3-07 model, understanding what matters and what does not, and explaining outcomes in terms of how well a particular principle was handled. What must be analyzed are the ways in which the principles were addressed.

As in the OLOW paper, a map is required. Ideally, the map should identify all locations referred to in the text.

A bibliography should be attached and is not counted against the page limitation.

CHAPTER TWO: THE MASTER OF MILITARY STUDIES PAPER

WHAT IT IS AND IS NOT

The MMS paper is *not* simply a report on some topic. Rather, an MMS Paper is a professional communication written for the larger community of military students interested in knowing more about the profession. To be effective, such a paper must have its own point of view. It must take a position on its subject and arrive at a unique conclusion. An MMS paper is *not*:

- A summary of articles or books;
- The ideas of others repeated uncritically;
- A group of quotations, no matter how skillfully woven together;
- Unsubstantiated personal opinion or
- The reproduction of someone else's work without acknowledgment.

The Command and Staff College encourages students to write on areas directly applicable to the Marine Corps or the sister services. Writing the MMS paper is a good chance to reflect and research systematically on a subject needing examination.

Similarly, writing the MMS paper is an occasion to express views on military matters the profession should know more about. For example, a student may want to reflect on how the Corps needs a new helicopter instead of doing the umpteenth upgrade of a fundamentally flawed platform. A few years back, a student wrote on how the helicopters used for evacuations in high-threat environments such as Somalia were never designed for such missions and posed unacceptable risks. Another student might want to write about the value of a project he or she had supervised. Without getting bogged down in programmatic or potentially classifiable technical specifications, a student can explain what is coming on line for the warfighter.

An historically-minded writer may want to write about a forgotten campaign, and explain its relevance. The major peacekeeping mission to the Dominican Republic in 1965 was overshadowed by the Vietnam War, but it succeeded. How did the United States do it? What did the military learn? What was forgotten?

Another approach is for a writer to summarize and comment on technical issues, in effect popularizing difficult material for the benefit of the larger, non-expert service audience. An aviator, for example, may comment on some aspect of the *Gulf War Air Power Study*. Many people have rushed to judgment on the contribution of air power, but the advent of technical studies gives writers a chance to re-evaluate possibly premature conclusions.

Writers can get a good idea of what Marines and others in the military are thinking about by simply reading the articles and letters to the editors appearing in the major military publications. While each magazine has its own style, style is less important than the range of issues editors consider of interest to their readers. By going through the *Marine Corps Gazette* or *The Naval Institute Proceedings*, a writer can get a good idea of what the Fleet Marine Force is reading. Armed with knowledge, personal experience and value, a writer can become a part of ongoing dialogue within the US military.

No subject of professional military interest is off limits if a student can justify with personal interest, locate material pertaining to the subject, and limit it to 30-35 pages. Writers will avoid the following types of papers:

- Subjects that have been done to death: "Who was Chesty Puller?"
- Subjects about which one's conclusions will be irrelevant: "Why did the Marine Corps forsake the Mule?"
- Hackneyed subjects: "What is jointness?"
- Overly general subjects: "What is the revolution in military affairs?" or "Information Warfare."
- Obvious subjects: "Why is basic training for recruits necessary?"

These subjects have been phrased in question form. A question affords an excellent working title. Research is an inquiry. An MMS paper should ask a question, use a sufficient amount of research to answer the question, and present enough documentation to render the answer convincing.

In addition, the question can give an exact idea of how long the paper should be. The 30 pages minimum length does not restrict the upper limit. In fact, the paper should be just long enough to answer the title question and offer evidence for its contentions--no longer.

The question should be properly limited and focused. When a writer has selected an area of interest, the writer invariably narrows the topic to a much smaller area while pursuing preliminary reading and then research. Writers cannot complete an MMS paper on subjects as broad as strategy, aviation, education and training, or leadership. But writers can narrow their subject to planning helicopter-borne assaults, strengthening readiness evaluators, or encouraging standards of excellence.

At this point, writers need not worry about writing a thesis statement. Until a writer has completed some preliminary research, he or she cannot know what the question will be, much less the conclusion. A nagging question or doubt, an idea on how to solve a Marine Corps problem, a desire to learn more about a particular subject--these are areas to investigate.

A focused MMS paper asks a question and provides a plausible answer. To formulate a question, writers need to discover an area of basic disagreement within the profession or

the defense community. Writers then explore the grounds for debate by reading into the problem. In this way, writers will become familiar with the questions that have been settled and the questions still disputed. Then, as writers look for answers to their questions, they narrow the scope and determine the best approach to the material. The result will be a focused paper.

Although there are classified journals published within the intelligence community, MMS papers should be written for an unclassified readership. Professional communication is central to this assignment and the best way to convey information is to remain within the world of open sources.

A Master of Military Studies (MMS) paper is a research paper. It goes systematically and thoroughly into available sources and undertakes research well beyond personal experience. A Master's paper exhibits both breadth and depth.

The Master's paper represents a deep inquiry into an area of professional significance, personal interest, or academic importance. The MMS paper also requires students to frame and carry out a sustained, systematic inquiry. Students writing the MMS paper delve into a wide range of sources, including experts in the field, periodicals and newspapers, electronic databases, government reports, and unpublished government documents. The result of this inquiry should be a sound and original analysis that shows a mastery of the subject matter chosen.

Audience and Stance

Readers expect an MMS paper, literally, to demonstrate a mastery of the subject matter. Fellow officers looking for a serious treatment of the problem will turn to it for research showing familiarity with previous discussions and offering an intelligible guide to those discussions. They will expect to find original thought and wide-ranging research. A Master's paper will satisfy that need.

What can a Master's Paper do?

Popularize. An MMS paper can bring new or unpublished research to the attention of the wider Marine or Defense community. A master's paper aiming to familiarize readers with an important behind-the-scenes debate would be grounded in all aspects of the debate. Conceivably, it might have to study not only Marine but Navy or Army documentation on the same issue. It might indeed have to survey how other nations' armed forces have looked at the same questions.

Suggest. An MMS paper can develop insights from personal experiences, but these opinions would have to be grounded in others' research and experiences. For example, if a researcher thinks Reserves performed better than expected in the Gulf War, then he or she would want to study if the Army's reserves did as well and if other Marine units had as good an experience with their reservists.

Sermonize. An MMS paper can advocate reforms within the Corps or another service, but its advocacy must be founded upon a thorough study of what others have said about the same subject, whether in the professional journals or in the unpublished studies conducted at higher headquarters.

Comment. An MMS paper can address a current issue, but it needs to be grounded in a solid understanding of all the nuances of the debate. An MMS cites published articles and also discriminates between the different arguments being advanced in the debate.

Remind. An MMS paper can remind its readers of relevant history. Readers of historical papers expect more than a retelling of events distilled from published sources. An MMS paper on history will employ primary sources, while demonstrating a thorough grounding in published scholarship. A Master's paper on a particular campaign would take note of the major existing interpretations and use them critically to ground the author's argument in the debate. That is, anyone reading an MMS paper would know where the author agreed with previous studies and where the author disagreed--and why.

What does a Master's Paper Need to Have?

Command of the literature. A Master's paper should indicate that its author has consulted or is aware of the significant previous work on the topic. To a considerable extent, an MMS paper draws upon official reports, briefings, speeches, and interviews with key participants. When necessary, it goes outside the official world and consults Congressional hearings, Congressional Research Service studies, think tank reports, reports by advocacy groups, all sources not generally considered by casual writers on a subject of current military interest.

The operative word here is "consult." Because authors of MMS papers are not merely summarizing others' research, they do not need to read every page of every available work. Rather, an MMS paper answers a series of questions triggered by the author's own curiosity and concerns. Because no two authors approach the same events or issues the same way, the approach is always unique. By asking questions no one else has, an MMS candidate can economically exploit a variety of sources, never forgetting that the researcher decides what is relevant.

Originality. One of the worthwhile functions of an issues paper is to popularize more difficult materials inaccessible to or overly technical for non-specialists. Popularization is a valuable service and should not be dismissed, but a Master's paper has to go beyond that function. An MMS paper is not simply a "report," in the way a high school student summarizes others' work. An MMS paper asks fresh questions of the evidence, the answers for which will be original. It all depends on the question being asked and answered. Although a paper may treat a familiar subject, it should still be original and thought-provoking. By contrast, an unsatisfactory Master's paper may only

repeat familiar opinions and come to conclusions with which everyone agrees. A good Master's paper will step "outside the box" and say things others have not said or ask questions of the evidence others have not bothered to ask.

Style. A Master's paper will be written in a formal style, avoiding the contractions and colloquialisms and the short paragraphs typical of journalism.

Paragraphs in a Master's paper should be bodies of thought organized around a "topic sentence," that is, the controlling idea of the paragraph. A paragraph in a Master's paper may be as long as a typed page but will normally occupy between a third to a half of a page.

Chapters are not necessary in a thirty to thirty-five page paper. If the MMS paper gets longer, chapters may be necessary.

Documentation. A Master's paper will show thorough documentation to establish the credibility by illustrating familiarity with previously published treatments of the same or similar subjects; with a wide-ranging use of official documents, whether archival or unpublished; and a scrupulous adherence to conventions for documentation.

MMS papers are primarily based on primary or unpublished sources. Citations to published secondary accounts (books or magazine articles) or opinion pieces are there to set the intellectual context of the paper, not to document its conclusions.

The Command and Staff College accepts either footnotes or endnotes. Footnotes should be consecutively numbered at the bottom of pages. Writers may at their discretion number footnotes consecutively by chapter

Master's Papers have to be more than:

A literature survey. The final paper has to be appreciably more than a summary of existing accounts. Although consulting relevant previous treatments of the issue discussed is important, even essential, a credible Master's paper does more than summarize the work of others. A Master's paper should offer fresh insights into the problem it addresses.

A popularization of someone else's less accessible work. A Master's paper should draw conclusions of its own and clearly distinguish its thoughts from the various sources consulted. An MMS paper maintains a critical distance from sources, presenting their arguments fairly but recognizing and noting their limitations.

A simple narrative. Especially in writing on historical subjects, an MMS paper should do more than merely narrate the course of events. A historical Master's paper should not only take into account prior accounts but also explain events in a new way.

Many students may want to consider publishing their paper. There are scores of defense-oriented magazines and journals, each seeking quality fare. Appendix A, "Military Publications," lists publications of interest to Command and Staff College authors.. Within the Army alone there are forty-three authorized periodicals. Command and Staff College students read many articles from the *Marine Corps Gazette*, *Military Review* and *Parameters*.

The most obvious choices for writers at the Command and Staff College are the *Marine Corps Gazette*, *Naval Institute Proceedings*, *Naval War College Review*, and the *Joint Force Quarterly*.

There are several intelligence-specific journals: the CIA's *Studies in Intelligence*, *Signal*, *Military Intelligence* and the *International Journal of Intelligence and Counter-Intelligence*. Classified journals in this field publish unclassified papers.

A glance through the periodical displays at the Marine Corps Research Center (MCRC) library gives a good idea of the range of journals, quarterlies, and monthlies that publish material similar to military writers. The number of potential outlets for students' writing grows still larger when one considers the dozens of military journals published by the civilian sector-- *Army*, *The Journal of Military History*, *Strategic Review*, and *International Security*.

Popular journals covering military history include *Naval History*, *Vietnam*, and *Military History*.

Scholarly quarterlies span the gamut of defense policy writing. The MCRC subscribes to *Small Wars and Insurgencies*, *The Journal of Strategic Studies*, *Terrorism and Political Violence*, *Intelligence and National Security*, *Low Intensity Conflict and Law Enforcement*, and *Strategic Studies*.

ARCHIVES, LIBRARIES, AND SOURCE MATERIALS

The Marine Corps Research Center

The library at the Marine Corps Research Center (MCRC) has significant printed and electronic information that can directly assist Command and Staff College students. The library has some 150,000 bound volumes, pamphlets, periodicals, microforms, manuals, and government documents. Its reference librarians can often find information that is not easily located or suggest additional reference sources.

NOTEWORTHY

The library has begun to acquire two substantial microform collections that will benefit any officer writing on post-1945 national security policy. The first collection is the Declassified Documents Reference System (DDRS), a microfilm collection (with annual indices) that contains 40,000 (and growing annually) declassified or sanitized documents on national security affairs made available since the mid-1970s. DDRS material includes National Security Council meetings, CIA studies, records of Presidential conferences, State Department analyses, and JCS papers. As documents are declassified by the National Archives, government agencies, and Presidential Libraries, DDRS systematically films, abstracts, and indexes them. Approximately 3,600 documents are added to the collection annually.

Topics covered include every aspect of national security policy, including the Near East, Southeast Asia, intelligence, China, Korea, the former USSR, Latin America, Africa, and European affairs. Particular weapons systems covered include the B-1 and B-70, the Minuteman, Polaris, and cruise missiles, and weapons of mass destruction. The Pentagon Library (discussed below) also holds DDRS.

The second collection comprises declassified documents assembled by the private National Security Archive in Washington, DC. These compilations, which are indexed, include materials relating to US policy toward Iran prior to the fall of the Shah in 1979, the 1962 Cuban Missile Crisis, presidential national security directives, US policy in Afghanistan in the 1970's and 1980's, and intelligence activities overall.

The MCRC Archives have substantial collections of private and official papers going back to the American Civil War and running through Vietnam. In addition, the Archives Branch of the MCRC has documents tracing the evolution of amphibious warfare from the 1890's to the present. The Archives holds the personal papers of a number of major figures in the Marine Corps. Holdings include important materials on World War One, World War Two and the Korean War. Its collection includes materials relating to Marine Corps "small wars," Marine Corps roles and missions, studies and reports from World War Two through the 1970's, and research and development. The Archives are beginning a formal declassification program to expedite access to documents hitherto off limits. Its holdings are particularly strong in material on education at Quantico, including lectures dating from the 1920's. Researchers can consult students' papers dating back to 1924. The archives are open during the week and may be open week nights or weekends by appointment. Telephone is 4-4685.

Libraries in the Greater Washington Area

Several adequate public libraries are nearby. The library at Northern Virginia Community College (NOVA) in Woodbridge is also available; the reader printer at NOVA can print copies of major newspaper articles from microfilm. The Prince William County Library in Manassas has a current index of *Washington Post* articles (MCRC has

only 1989). The public libraries in Fairfax County, Arlington County and Alexandria are very good, too, although none has specialized collections in military affairs and none compares with the research libraries discussed below. The library at George Mason University in Fairfax is disappointing, but students can obtain borrowing privileges there for \$25.

The Department of Defense has a number of good libraries. In particular, there is the old War Department Library that forms the core of the extensive Pentagon Library, the Navy Department Library at the Washington Navy Yard, and the Marine Corps Historical Center Library also at the Navy Yard. Unfortunately, these libraries are only open during working hours during the week. CSC students cannot borrow directly from any of these libraries but can photocopy from extensive periodical holdings, inspect books, and obtain citations for borrowing via inter-library loan through MCRC librarians.

Major universities in the Washington, DC, area have extensive collections well worth consulting. Among these are the libraries at Georgetown University and George Washington University in Washington itself and the University of Maryland at College Park. The Library of Congress is in a class by itself and is open six days a week, including evenings on Mondays, Wednesdays, and Thursdays. There is no charge for using it, but researchers are required to obtain an identification card before going further. There is no access to its stacks and no borrowing. Researchers must wait for an hour or so for materials to be brought up.

The Lauinger Library at Georgetown University, by contrast, is an open-stack library open to the public. It is open daily throughout the year (holidays apart). Command and Staff College students can obtain borrowing privileges for a year by becoming associates of the library (\$100 fee) or for four months by paying \$50. The telephone number is (202) 687-7607 for circulation.

The Gelman Library of the George Washington University is also an open-stack library but requires Government ID for admission by non-students. Located at 2130 H St., NW (within easy walking distance of the Foggy Bottom/GWU Metro stop), the Gelman Library is open from 0700 to 2400 on weekdays (2200 on Fridays) and from 0900 to 2200 on Saturdays and 0900 to 2400 on Sundays. Command and Staff College students who pay \$100 can become "supporters," who can borrow up to ten books and renew by telephone. Their telephone number is (202) 994-6558.

For a small fee (\$50), students can borrow from the library at Mary Washington College in Fredericksburg. For a large fee (\$125), students can borrow from the big research library of the University of Maryland at College Park. The McKeldin Library is open daily throughout the year and is about a mile from the University Park Metro stop on the Green Line.

Archives in the Greater Washington Area

If writing on an historical topic, including very recent events, students will probably consult archival materials. In April 1995, President Clinton signed an executive order that established new declassification guidelines that facilitate access to previously classified documents older than 25 years. Although many classified documents much older remain off limits due to their subject matter (weaponry, espionage, foreign governmental concerns, and other exceptions), the burden for keeping materials out of public hands now rests on the holders of the documents. As a result, the opportunities for research on post-1945 national security affairs are greater now than ever. The following archives in the greater Washington, DC, area contain primary sources of great value to a sustained study of any topic.

The **Marine Corps Historical Center** at Building 58 of the Navy Yard is open during the week and is a gold mine of information on USMC operations, including very recent ones. The staff includes historians who can offer specific information and guidance. Telephone is (202) 433-3837 [DSN 288].

The Navy Yard is also the home of the **Naval Historical Center**. Its **Operational Archives**, open Mondays to Fridays from 0900 to 1630 is the largest and most valuable repository of naval records for the post-World War Two era. Located in Building 57 opposite Leutze Park, the Operational Archives include substantial classified material but also a wealth of unclassified material that ranges well up to the present. The Operational Archives contains much recent material, including files of the immediate office of the CNO (the Double Zero files) and command histories from all the unified commands. The staff is very helpful to official researchers. There is limited photocopying. Official historians at the Center can discuss research and offer guidance for both archival and published sources. Telephone is (202) 433-3224 [DSN 288].

The **Center for Air Force History**, presently in temporary quarters at the Naval Air Station, Anacostia, Building 94, maintains a modest archive of oral histories (some classified) and Air Force documents. It is open weekdays, but students should call for an appointment and have clearances sent ahead. Telephone: (202) 404-2222 [DSN 754].

The Army's **Center of Military History (CMH)** in downtown Washington, DC (the Franklin Court Building at 1099 14th St. NW) contains a small library and archival materials, notably oral histories for the Vietnam and Persian Gulf Wars. In addition, CMH maintains an end-of-tour interview program within the Army Secretariat and Staff. CMH also holds photocopies of General William Westmoreland's papers. It is open weekdays, but researchers should make an appointment by calling the Operations Officer at (202) 504-5403 [DSN 285].

Another major source of Army history is the Army's **Military History Institute (MHI)** at Carlisle Barracks, Pennsylvania. The MHI is half a day's drive from the Washington area. The MHI offers an unparalleled repository of Army records

encompassing warfighting from the Revolutionary War to the Persian Gulf War. The MHI holds more than eight *million* books, periodicals, manuscripts, photographs and audio-visual materials that cover war in American history. Archival sources are especially strong in diaries, letters, personal papers, and oral histories of hundreds of prominent generals and tens of thousands of junior officers and enlisted personnel. Researchers can stay at Washington Hall, a century-old lodging within walking distance of the MHI. For general information and directions, telephone (717) 245-5008 [DSN 242]. The MHI is open from 0800 to 1630 during the week, except for federal holidays.

Military records in the **National Archives** are divided between Archives I, which is in downtown Washington (Metro stop: Archives), and Archives II, which is in College Park, Maryland (Metro stop: Prince George's Plaza and R3 bus). For the most part, military records pre-dating the Second World War are housed in Archives I, and records from the Second World War onwards are at Archives II.

Records are organized and arranged by what the Archives calls "record groups" based on the originating agency and the nature of the records. The extent of collections varies. For example, records of the CJCS comprise RG 218 and are complete through 1970. Central files of the JCS are complete only through 1961. Records of the Office of the Secretary of Defense (RG 330) end in the mid-1950's. Inventories are very complete, and archivists can be very helpful, if students first make an appointment.

The **Archives I** Reference Branch is in Room 11W of the National Archives at 8th and Pennsylvania Ave., NW, Washington, DC, 20408. Their telephone number is (202) 501-5385.

The **Archives II** reference Branch is in Room 2400, Archives II at College Park, 8601 Adelphi Park, College Park, MD 20740-6001. Their telephone number is (301) 713-7250.

The **Center for Naval Analyses (CNA)** in Alexandria maintains a collection of all its publications and is open to official researchers by appointment. Despite its name, CNA has published a lot on the USMC. Call Linda Harper at (703) 829-2121.

Computerized Data. Computer services available at most libraries can help generate bibliographies and refine research problems far more quickly and with less tedium than by using card catalogs, bound indexes, and note cards. What follows is a brief description of resources available to Command and Staff College students.

"War Chest" includes Marine Corps oral histories, various articles and abstracts from the *Marine Corps Gazette* and *Leatherneck*, and USMC doctrinal publications and dictionaries.

"A Line in the Sand" includes publications and source materials concerned with the USMC in Desert Shield/Desert Storm. This extraordinarily rich compilation includes after action reports and seminars, USMC Research Reports (formerly Battlefield Action Team Reports), DTIC reports (see below), visual images of the war, interviews with commanders, articles in periodicals, and DoD reports to Congress.

"Fight Smart" has all USMC Fleet Marine Force Manuals, Fleet Marine Reference Publications (FMFRPs), and operational handbooks.

"Marine Corps Lessons Learned" (MCLLS) described below.

"CIA World Fact Book" contains data on nations' governments, economies, and militaries.

"Civil War" contains valuable short, encyclopedia-like articles on a wide range of topics related to the American Civil War.

"Terrorist" is an encyclopedia of world terrorist organizations.

"Korea" contains short articles on a full range of topics concerned with Korea and the Korean War.

"Joint Electronic Library" (JEL) contains all joint publications and many service and combined doctrinal publications. JEL is available on line, so students may read, print, and download any of its publications in whole or in part. Its electronic address is: <http://www.dtic.mil/doctrine/jel>.

Marine Corps Research Center (MCRC)--The library at the MCRC has significant printed and electronic information that can directly assist Command and Staff College students. The reference librarians can help through computerized searches of the collection and other libraries. Using the OCLC database, reference librarians can conduct online searches nationwide and order books. In addition a very powerful tool available through the Library is "First Search." In addition, librarians can access other databases, including the JEL. Librarians can help students by searching databases in addition to those available through the Internet and DIALOG. Moreover, the library is building a CD-ROM collection. CD-ROMs include Proquest Research II, a bibliographic and partial full text database of more than 180 journals; *Jane's Military Training Systems* and *Jane's Battlefield Surveillance Systems*; the Foreign Broadcast Information Service (FBIS); *Middle East Diary*; *Forecast International Weapons Systems*; and *ABI Inform*, Research edition.

Another valuable service that students can access through the MCRC library is the Defense Technical Information Center (DTIC) database on CD-ROM. As the name suggests, DTIC archives technical publications done at DoD agencies and their contractors. Each item in the database has an abstract describing the contents. DTIC will also prepare bibliographies (usually some cost is involved), and this process takes at least

four weeks. The collection also includes papers done by students at intermediate and top-level schools. Delivery takes about two weeks.

In addition, at MCRC students can access several important databases through the Warfighting Development Integration Division (WDID), notably the Marine Corps Lessons Learned System (MCLLS) from 1990 onwards. Within MCLLS, there are several important databases. One of the fullest is DSBS, which includes hundreds of classified Marine Corps documents from Southwest Asia. American students can review these documents and request declassification. MCLLS also includes Marine Corps University Papers and Marine Corps Studies. Another database, OPEX, includes documents not only from exercises such as Ocean Venture but material from such post-1991 operations as Provide Comfort, Dade County, Task Force Los Angeles, and "Gitmo" (Haitian refugees). Papers written by Battlefield Assessment Teams (BAT Papers) on topics concerning Southwest Asia are available and can be reproduced. In addition, the RAP database catalogues Marine Corps remediation's done in response to lessons learned since 1991. Many of the Southwest Asia and OPEX documents exist in hard copy, along with CNA papers, and students can photocopy these.

CD-ROMS at the WDID include "War Chest," "Civil War," "Terrorist," "Korea," "Fight Smart," "Line in the Sand," and the "Joint Electronics Library."

Using the Web

For students of military affairs, the ability to collect information rapidly and to evaluate its relevance and validity is a crucial skill. By allowing the nearly instantaneous transfer of information, computers are now helping to assure it is timely. The Internet offers access millions of documents and files on a vast range of topics. But to make maximum use of it, researchers must understand its strengths and weaknesses. Analysts trained in library, archive, and word-of-mouth research must learn where to look for salient electronic information.

Although sometimes valuable, the Internet today is not a solution to the analyst's need for relevant, timely information. New resources and methods appear and others fade away on a daily basis. Within a few years, though, presence on the web is likely to stabilize somewhat. Once that happens an analyst's collection of Internet "bookmarks" will be nearly as valuable as a rolodex of personal contacts is now. The astute analyst will prepare for this. By exploring the web today and developing effective methods for finding and using electronic information, he or she will be ready when the Internet finally does make the leap from luxury to necessity.

To help make this exploration easier, the Student drive contains the text of a Strategic Studies Institute publication, "The Strategist and the Web." It is a valuable primer on exploiting the resources of the Worldwide Web for research at professional military schools. Its Appendix A provides the URLs (electronic addresses) for all the sites

mentioned in the essay. Alternatively, look for SSI's "Strategic Hotlist" on the Strategic Outreach Program page at: <http://carlisle-www.army.mil/usassi/ssioutp/>

Internet Sites

The method for accessing the Internet sites listed here will vary according to the web browser used. To open a site with Netscape, the most popular browser, either click on the "Open" button, pull down the "file" menu and select "open location," or hit control-O, and then type in the URL (electronic address) provided.

In MS Outlook, click on the icon and wait for the home page to open. Then block and delete the home page setting and type in the electronic address provided.

ANNOTATED LIST OF WEB SITES OF INTEREST TO COMMAND AND STAFF COLLEGE STUDENTS (see Appendix C for more)

Contemporary Conflicts - <http://www.cfcsc.dnd.ca/links/wars/>

A directory of links to information covering more than 30 areas of conflict in the world. Although the pages suffer from the inevitable growing number of bad links from a page not regularly maintained, there are still enough live links to make this a useful resource for getting background and news on such areas as: Azerbaijan, Burma (Myanmar), Cuba - U.S., Diaoyutai Islands, Kashmir, Middle East, Kurdistan, Sierra Leone, and the Spratly Islands. Part of the Department of National Defence of Canada site that produces the Armed forces of the world.

Military history - <http://www.cfcsc.dnd.ca/links/milhist/index.html>

This well-organized and nearly comprehensive directory links to every aspect of world military history. It is searchable, and categorized by time period and by subject. Part of the War, Peace and Security Guide Web site, produced from the Canadian Forces College.

GovBot - Search government Web sites - <http://eden.cs.umass.edu/Govbot/>
Database of more than 800,000 Web pages from U.S. Government and Military sites around the country. Contains easy to use Boolean search forms. One of the advantages of using GovBot is that it knocks out many irrelevant WWW sites since it only searches sites that have a .gov or .mil domain name.

Index to Military Periodicals -

<http://www.dtic.mil/search97doc/aulimp/main.htm>

The Air University Library Index to Military Periodicals (AULIMP) is a searchable database of citations to "significant articles, news items, and editorials from English language military and aeronautical periodicals."

Full-text articles from ten of the journals indexed are available and the journal Web sites are linked in the citation. Updated quarterly. You can also browse by subject.

AJAX U.S. & International Government Military, Intelligence & Law Enforcement Agency Access - <http://www.sagal.com/ajax/ajax.htm>
Comprehensive set of links to establishments of the United States and international military, police and intelligence community.

Armed forces of the world - <http://www.cfcsc.dnd.ca/links/milorg/index.html>
List, by country, of links to information available on the Internet, by the Department of National Defence of Canada.

Center for Defense Information - <http://www.cdi.org/>
The Center for Defense Information is a private, non-governmental, military research organization which acts as a watchdog over government spending in the defense arena. It espouses the notion that strong social, economic, political and military components, along with a healthy environment, contribute equally to the nation's security. Read news analyses and research reports on this vital subject area.

Documents in Military History - <http://www.hillsdale.edu/dept/History/Documents/War/index.htm>
Primary source writings on a variety of military conflicts, wars, and battles from ancient times through the nineteenth century. Included are dispatches from military leaders, descriptions from eye witnesses, letters, period newspaper or magazine articles, and other sources.

Jane's Information Group - <http://www.janes.com/>
In 1898 Jane's published the first edition of Jane's Fighting Ships. Now they publish two dozen reference works (see your library) and track military and aerospace information world-wide. Their Web site provides a useful selection of free samples and news briefs from their publications. Use the Sitemap to navigate. Highlights include: Defence, which currently provides a special feature on the Gulf crisis - a military-focused alternative to the major media coverage. Regional Assessment - security risk factors by country; Geo News Briefs - see Jane's Intelligence Review, Police News Briefs - international coverage; and Transport News Briefs - airports, airlines, railways, urban, and high-speed marine.

Military History (E-HAWK) - <http://e-hawk.com/>
Ancient to the present.

Military Network - <http://www.military-network.com/>
Links to the home pages of each branch of the U.S. Armed Forces, the major

military academies, and a broad range of military units (such as Navy Seals, Army Rangers, and Green Berets), US government bureaus, and military and civilian support services and organizations, a locator database for finding old military friends, and information on topics such as Agent Orange.

UN Peacekeeping Operations - <http://www.un.org/Depts/dpko/>

Detailed information on current missions, accounts of past missions and the history of UN Peacekeeping, a record of fatalities, a database of international training opportunities, and information about careers in the peace keeping field are among the vast resources on available at this site.

GLOSSARY

Bookmark. All software for accessing the World Wide Web offers the user a means of placing a bookmark at a site to make it easier to find in the future. Since the user may have followed many links to arrive at a site, it is vital to bookmark those that may be of use. A well-organized collection of Internet bookmarks will become an increasingly valuable asset for strategic analysts.

Gateway. A web site that offers links to other web sites rather than providing information or data on a topic.

Gopher. A predecessor of the World Wide Web. A menu-driven system offering text only. Users of the web can access gopher sites and retrieve information.

Home page. Usually the first body of information provided when accessing a web site. Similar to entering the reception area of an office building with a receptionist offering directions to desired locations. Provides basic information about the organization or individual creating the site and usually links to other information at that site or at related sites. Anyone with access to an Internet server can create a home page, so they range from personal pages providing information about the individual to those run by government agencies or major corporations.

Hotlist. A web page that consists almost exclusively of links to other web pages.

Internet (the "net"). A system connecting millions of computers around the world. It is not centrally managed or controlled.

Links. Most web pages include graphics or "hypertext" (often displayed in a different color than the rest of the text and underlined) which, if clicked on, transfer the user to another body of information within the web page or connect them to another web page, sometimes in a different part of the world. By following such links, a user can find a

variety of information sources. Following links is also known as "browsing" or "surfing the 'net'."

News Groups. Discussion groups built around a particular topic. Some are managed, others are not. News Groups take two forms: email groups where subscribers receive comments and postings from other users, or bulletin boards which users access and then read posted messages or post their own.

Search Engine. A computer program resident at a web site that searches for other web sites using parameters provided by the user.

Server. A computer connected to the Internet. Users cannot directly dial-up the Internet using a modem, but must gain access through a server. Many government offices, universities, and large businesses provide access for their employees. For access at home, a user can either subscribe to one of the commercial online services such as America Online, CompuServe, and Prodigy, which provide Internet access in addition to their other features, or to one of the dedicated Internet server companies located in most cities.

URL (uniform resource locator). The electronic "address" of an Internet site. World Wide Web URLs tend to begin "http://www..." The first part of a URL indicates the type of access, the second part the name of the computer where the resource resides, and subsequent parts the actual document. Every character on a URL must be entered correctly to access a site. An American URL with an extension of ".edu" is an educational site, ".mil" is military, ".gov" is government, ".org" is a nonprofit organization, and ".com" is a commercial site. Outside of the United States, the extension usually indicates the country. For instance, ".uk" is the United Kingdom and ".za" is South Africa. Most of the country extensions are fairly easy to figure out. For those that aren't, the *International Security Network* provides a full list.

Web Browser. A software program to access web sites. Netscape is the most popular; Mosaic is also widely used. The commercial online service providers such as America Online, CompuServe, and Prodigy have developed their own web browsers. Most browsers look similar and are easy to use without training or tutorials.

World Wide Web (also "WWW" or "the web"). The fastest growing element of the Internet. Offers graphics, easy connections to related sites ("links"), and, increasingly, video and audio.

WRITING A REVIEW OF THE LITERATURE

Surveying the Literature

The first stage of any research is the literature search.

A literature search involves surveying what others have written on the same topic or on topics close enough to be of interest. Those writing a Master's paper begin by consulting the studies on the topic or similar topics already completed by Command and Staff College students. These papers provide important "leads," both for sources and for ideas being debated. Beyond that preliminary stage, MMS students check studies done at the Center for Naval Analyses (CNA), the Institute for Defense Analysis (IDA), and the Rand Corporation. Other essential studies are those done by the Congressional Research Service (CRS), the Brookings Institute, and a myriad of "think tanks" that study defense and foreign policy issues.

One method researchers use to situate themselves in a given debate is to read widely in recent periodical literature. Depending on the nature of the topic, relevant articles may be those in the *Marine Corps Gazette* or the *Naval Institute Proceedings*. For other topics, the relevant periodical literature may be monthly or weekly magazines like *The Atlantic Monthly*, *The New Republic*, or *Commentary*. Some topics require researchers to consult academic or specialist quarterlies or bi-monthlies, such as *Orbis*, *Foreign Affairs*, *International Security*, or *The Journal of Strategic Studies*.

Especially valuable but easily overlooked sources are unpublished reports done for the relevant unified commands and for Marine Corps Headquarters. Because so many fine reports are researched, written, briefed, and filed without further attention, a lot of good staff work is forgotten. Command and Staff College MMS candidates, unaware of what has been done, try to reinvent the wheel.

Surveying the literature situates the researcher in the topic under investigation. A literature survey by itself, however, does not make an MMS paper.

After selecting a topic, doing some preliminary reading, and preparing as much of a preliminary outline as possible, writers can compile a working bibliography.

Writers develop a working bibliography simply by reading articles and books and checking out references and bibliographies. Footnotes are especially good guides, too. Student papers written in years past often provide helpful bibliographies.

All MMS students must complete and turn in an annotated bibliography of the literature on their topic as part of their formal proposal due in November.

In an annotated bibliography, students comment on (not merely list) the key published literature in the general area being researched.

The annotated bibliography serves to sum up the background reading basic to the initial weeks and months of any MMS paper. Background reading is excellent and necessary, but more important than reading is making sense of it by identifying:

- (1) the foremost published writings on the topic, and

(2) the key areas of debate on the topic.

Additionally, reviewing the literature prevents writers from "re-inventing the wheel," that is, substantially duplicating work previously done elsewhere.

An annotated bibliography identifies previous treatments of a topic. Vital in this assignment is knowing major areas of dispute and agreement on the topic. In evaluating key books or articles, a good annotated bibliography should not only identify the point of view of every writing being treated but note what was covered, what sources were employed, and what information was omitted. Omissions are especially important because gaps in existing treatments point out the most promising avenues for future research.

Equally important in reviewing the literature is identifying interpretations in print that run counter to the writer's initial working hypothesis. A book or article may oppose a writer's own preconceptions, but that fact does not eliminate it from consideration. A good annotated bibliography explains the limitations and contributions of every writing discussed and briefly gives grounds for its judgment. Simply dismissing a piece as "limited" or "biased" does not explain to a reader why that piece should be dismissed. The best writers approach the published literature with an open mind, weigh the merits of all reading, and reflect thoughtfully on the main lines of debate.

There are many approaches to writing an annotated bibliography. The following list of steps derives from the experience of historical research, but its basic principles could be adapted in other fields:

- Read major survey accounts of your topic, starting if necessary with an encyclopedia
- From reading footnotes and consulting the bibliographies in published books, develop a list of potentially relevant writings. Repeat this step at every stage.
- Review previous MMS and Military Issues Papers archived electronically in the MCLLS database. The Defense Technical Information Center (DTIC) has master's papers done at other professional military education schools..
- Search published book reviews, consulting major specialist journals but also dedicated journals that publish nothing but reviews, for example, *Reviews in American History*.
- Scan major journals in the field under review for articles and book reviews. Usually, going back five years suffices.

- Consult bibliographical guides, such as the Air University Index to defense publications, including RAND, IDA, and CNA reports. DTIC searches often turn up research done elsewhere in DoD or for DoD components.
- Talk with reference librarians at the Marine Corps Research Center. Talk with analysts who have worked the issue or historians at the Marine Corps Historical Center, Naval Historical Center, Center of Military History (Army), or Air Force History Office.
- Note references in periodical or newspaper articles to major official or privately produced studies addressing the topic. The "Guide to Non-Governmental Sources" in this publication provides addresses and descriptions of notable "think tanks" writing on public policy.

This initial phase of any research effort of any length requires the researcher to go through a large quantity of previous studies. Potentially, reading can last forever, but the reading phase has to end at some point and research in unpublished sources begin. Locating previous studies and critically analyzing them to determine what has already been done and what needs to be done is essential. An annotated bibliography should focus on:

- (1) What has been written
- (2) What needs to be written
- (3) What can be written, given the limitations of sources, space, and time.

Every annotated bibliography will be different. An example of a very good annotated bibliography appears on pages 312-315 of *The Style Guide* (1994 edition). Two unsatisfactory versions are below:

BRAND X ANNOTATED BIBLIOGRAPHY

Due to the unique nature of this subject, there are few sources of literature available for research. The information that is available primarily addresses the establishment of the PGIP/MSSI program. The DIC's Catalog-Academic Year 1992-93 provides information on the current PGIP/MSSI program. In addition, the DIC's Report for the Commission On Higher Education, 1988, provides background material on the PGIP/MSSI degree program. While the background information will be useful, it does not amplify current Defense Intelligence Community assignment policy for PGIP/MSSI graduates. As such service and agency intelligence assignment regulation and policy letters may provide insight on current assignment philosophy.

A Master's thesis authored by Edward G. Gallrein, a student at the Naval Postgraduate School, addresses to an extent a few parallel topics proposed for in this thesis. Overall, Mr. Gallrein thesis will be beneficial since it provides a

contextual baseline for the PGI/MSSI thesis hypothesis. The June 1992 thesis is entitled, "the Education and Employment of Naval SEAL (1130) Officers as Intelligence Subspecialists. The thesis looks at the value of assigning an intelligence subspecialty to selected Naval Special Warfare sea, air and land (SEAL) officers and sending them to graduate-level intelligence training. Mr. Gallrein notes that the Navy has sent 20 SEAL officers to the Defense Intelligence College and the Naval Postgraduate School to receive their Master's degree. Mr. Gallrein also sent surveys to the 20 SEAL officers and their Commanders to see if the officers' subspecialities are being appropriately used.

Mr. Gallrein sees a value of having SEAL officers with an intelligence subspeciality and makes recommendations concerning the Navy's use of their expertise. Some of the recommendations include coding position billets and establishing a professional development path for the intelligence subspecialty.

BRAND Y ANNOTATED BIBLIOGRAPHY

Because of the recency of this topic, I will have to rely extensively on periodical searches and personal interviews. In my search to date, I have only discovered two books written on the subject. Peter Morici's Trade Talks with Mexico: A time for Realism provides on [sic] excellent overview of the economic difficulties that Mexico has had throughout the 1980s and 90s. This will be a good source for background information the Mexican economy and policies. Barry Bosworth's Assessing the Impact: North American Free Trade, does not specifically discuss NAFTA's impact on drug trafficking, but it does discuss why passage of the NAFTA is critical to Mexico. It also discusses some of the problems with NAFTA that might relate indirectly with drug trafficking.

It is not a surprise to learn that the author of Brand Y did not get a Masters.

WRITING THE FIRST DRAFT

Researching and writing a Master's Paper is a formidable undertaking. The time required will compete with other course requirements, holidays, and time available for family. The most successful authors of MMS papers proceed methodically to read into their subject, to identify sources of information, and familiarize themselves with published literature on the topic.

Most importantly, they begin writing as soon as they have something to say. Although initial writing will need revision, those first words written are among the most important because they "prime the pump."

Authors need not share these early writings with anyone. No doubt the first drafts will be superseded later on, but authors need to put their own thoughts down on paper as soon as they can.

This chapter and the one before provide a structure for writing an MMS paper:

Choose a topic (August and September)

Read into the issue (August through December)

Attend the Research Methods Course (August through November)

Write the research proposal (November)

Prepare a preliminary outline (November or December)

Write a first draft (January)

Write a second draft (February)

Complete the third and final draft (April)

PREPARING AN OUTLINE

Authors of Master's Papers should prepare and submit an outline early in the process.

Format. Ordinarily, a preliminary outline should be one page. The preliminary title of the paper should be centered at the top of the page. The topic, reduced to a sentence, should precede the first heading of the outline.

An outline consists of upper case Roman numerals (I, II, III, etc.), capital letters, Hindu-Arab numerals, lower case letters, and lower case Roman numerals (i, ii, iii, etc.) to show descending order of priority and subordination. Each is indented, as in this example.

Origins of the First Vietnamese War

I. Structural Causes

A. Decay of French Colonialism

1. Impact of the Great Depression

Doing it. In the past, authors could prepare an outline by shuffling their note cards, laying them out on the kitchen table, and arranging them according to the pattern they seemed to fall into. This method may still work for those using 3 x 5 cards.

An outline needs to be properly balanced. Its purpose is to give the reader a quick understanding of the main points of the paper and of the order of their development. The outline functions as a capsule summary of the paper as a whole. To be properly balanced, the outline should have as many headings as the paper has general points. If an outline has too many headings, to the point of distraction, it will start to state specific rather than general points. In other words, the outline will elevate brief discussions to the level of major treatments.

A key concept to bear in mind is that of parallelism. The headings at any one level (Roman numerals, capital letters, Hindu-Arabic numerals, etc.) should be parallel or equal to one another in the level of meaning that convey.

Finally, the outline needs to have meaningful headings. If the headings are vague, neither the reader nor the writer will gain anything from the exercise. A poor outline might go like this:

- I. Introduction
- II. Historical Background
- III. Political Causes
- IV. Military Situation
- V. Conclusion

Its value. Most writers will still find it necessary to revise their argument as their research and writing proceeds. Some information may not turn up. The original approach may prove to be unfounded, as new evidence exposes the weaknesses of what writers thought would be the case. Usually, however, writers broaden or narrow their topic because they either discover new implications or realize they do not have the time or the resources to deal adequately with the subsidiary ideas they have come across. Failure to develop a strong argument early on and to stick with it, however, can lead to a long and rambling paper lacking conceptual clarity. Such a paper indulges in long descriptions of systems or narratives of history without a clear focus on or close relationship to the main point of the paper.

Inevitably, the final paper will differ from the first outline. There is no "contract" with mentors to follow a preliminary outline slavishly, "come Hell or high water." Rather, a preliminary outline is just that.

THE MMS PROCESS

The MMS process typically involves three overlapping stages:

Reading into the literature. At this stage, students read published studies, whether books or articles, dealing with this topic. This stage clues MMS candidates into the issues involved. Footnotes suggest additional sources to consult but also clue students into gaps in existing studies. This stage can go on forever, but reading must give way to research.

Research. The process of reading other people's work gives insights into opportunities for further discussion and investigation. During this phase, an MMS candidate locates and exploits primary or unpublished sources. By examining new evidence or in some cases looking afresh at familiar evidence, an MMS student does the essential work for the paper.

Writing. The most successful MMS students begin to write as soon as they get a handle on their topic. Sometimes, they start writing merely to summarize existing accounts. Others start writing as soon as they get a sense of a working hypothesis to structure their research. Writing is the most time-consuming and frustrating part of the entire process. Because first drafts fall short of one's expectations, writing may discourage either the best researcher. However, the point of the MMS paper is not the process but the end result, so MMS candidates must at a certain point stop reading books, stop taking notes, and start writing.

Working with the Mentor. Writing an MMS paper involves submitting several drafts to a mentor. This mentor will read and respond to each draft. Mentors respect the independence of students, but they may be unsparing in criticizing unclear writing, overstated conclusions, or insufficiently researched papers. Even so, the mentor is there to help the researcher make the best possible product. The most successful MMS papers are those that reach the mentors early in the process. In that way, the paper's preliminary shape and direction can be criticized and even refocused to make it feasible. Given the brevity of MMS papers, students typically need to narrow their discussion from very large topics, for example, "information warfare," to manageable topics, such as "the security of submarine communications."

MMS candidates should normally expect to submit two drafts to their mentors and have several conferences throughout the whole process.

Summary

Master's-level work displays mastery of the subject matter investigated. Master's level work builds upon what others have done, showing mastery of previous discussions. Authors of MMS papers will have probed into the documentary material available and

have enlarged upon earlier treatments. Master's level work involves considerable additional effort, effectively requiring students to devote PSPT, many holidays and most weekends researching your topic and writing.

REVISING DRAFTS AND WORKING WITH MENTORS

Every master's papers goes through several formal drafts. The Master's Paper publication specifies this year's deadlines. Equally important are the drafts that authors prepare and do not submit to their mentors. What follows is some advice on preparing successive drafts, revising them to craft a persuasive and logical paper, and working with faculty mentors.

Putting Pen to Paper. The best writers begin writing as soon as they know enough to express themselves on paper about any subject. Getting into the *habit* of writing is key to success in a sustained project such as a master's paper, but the same advice applies to the longer papers done by every Command and Staff College student. Sometimes the best way to begin is simply to write a non-analytical chronological narrative of the events being described or a simple description of a system to be discussed in detail later. The least effective way of beginning a paper is to write the introduction. Simply put, no author can introduce a paper that has not yet been written.

The Classic Read-Research-Write Paradigm. The basic approach to research taught in graduate schools consists of three sequential steps. Basic to this approach is the important distinction between primary sources and secondary sources. A primary source is a firsthand account of a topic, an eyewitness account, a contemporary dispatch from the battlefield, a memoir by a participant, and so forth. A secondary source is an account of the episode by a journalist or historian writing after the event, basing that account on others' primary sources or even other secondary sources. Secondary sources lack immediate value; their authors were not there, but secondary accounts are more interpretive and take into account the setting and the consequences of the events being described.

In the classic paradigm, researchers first read the secondary literature on their topics. This step entails heavy use of libraries to locate specialized treatments of the topic and related topics, not to mention journal and magazine articles. Having accomplished the reading and gotten situated in the debate on the subject, researchers move to research. They locate the unpublished materials bearing on their topics. For historians, this means consulting published and hopefully unpublished primary accounts bearing on their topics. In writing on a contemporary topic, the analogous distinction is that between journalistic articles or books on the topic and firsthand accounts, say test pilot reports, unpublished evaluations, and the like. Having done the reading, taken into account the leading published treatments of their subject, researchers then sit down, arrange their note cards and photocopies, and begin to write.

Before printing the finished paper, writers need to revise the first draft. Some writers complete multiple revisions; everyone needs to revise the first draft at least once. The most basic revision entails going back through the first draft carefully, altering sentence structure, deleting useless material, and adding explanation as needed.

An outline may also be a helpful method for revising an early draft. The first draft written is probably a lot different from the one first envisaged. Preparing an outline at this stage is an excellent way to check the paper's organization and the cogency of the argument. Most writers will find some things treated in the wrong order and at an inappropriate length.

Most writers are not necessarily aware of their argument until *after* they have written the paper. In re-reading their work, writers become aware that what they have actually demonstrated may be considerably more sophisticated and subtle than what they thought they were going to say when they began their research or even when they started writing. Outlining at this stage can show where the paper needs something extra to make the case convincing. An outline may also suggest where writers can cut extraneous material without sacrificing clarity.

One of the primary things to look for in revising the first draft is places where the paper drags. Often, when writers have done substantial research and learned much, they are reluctant to cut this information. In revising the first draft, writers should cut all information that does not directly develop or support their argument. Writers should rewrite boring or repetitious passages.

Editing Subsequent Drafts

After most writers have a readable second draft they are fairly satisfied with, they often let one or two classmates, whose opinions and judgments they value, read the essay. Often a writer's peers can catch mistakes in logic that the author does not see. Classmates and mentors can help revise the paper and make it better if writers ask for their help.

Some writers ask their spouse, a friend from another service, or a classmate from another MOS to read the essay. If the paper is filled with jargon, technical terms, and gobbledegook, it may be unintelligible to such a non-specialist reader. The best writers compose essays that intelligent and aware readers can digest.

One pitfall in writing with a word processor can plague writers who routinely move text around. By doing this, writers may accidentally duplicate the same text elsewhere in the paper. Having someone else read the paper can be very helpful in detecting this fault.

If necessary, writers should continue to revise and update the paper until fully satisfied with its contents. Writers should do technical proofreading at a time when they are not tired and at least a day after they have finished the final revision, so they can look at it from a different perspective. By proofreading carefully before printing off the last

version, they avoid having to print off additional versions of the "final" draft because some silly error upset the pagination.

Proofreading for Coherence: a checklist

Read the paper completely once more to check the sequence and continuity of ideas. Add transitional words between sentences and paragraphs wherever needed to clarify relationships or ideas.

Check the point of view. The paper should be consistent in person, tense, voice, and tone.

Examine use of repetitive key terms and pronouns for achieving coherence.

Review parallel constructions in sentences and paragraphs. Revise any faulty constructions.

Make sure the essay is free of sentence fragments and run-on sentences.

Proofreading for Technical Accuracy: Some Guidelines for the Military Writer

Check all spelling carefully. Look up words in the dictionary. Have a second reader also check the manuscript for spelling errors.

Writers should always use programmed spelling functions regardless of their perceived spelling proficiency. These checking functions are superb at catching the typographical errors that everyone makes.

Microsoft Word has a grammar-checking function that can catch many errors. In addition, Word can assist with writing style by pointing out over-use of the passive voice, overly complex sentences, and unduly sophisticated language.

Examine all punctuation. Refer to a guide book or check with the mentor.

Check the manuscript carefully for correct capitalization. Generally, military writing is characterized by excessive capitalization. Make sure to check any unfamiliar points in *The Style Guide: Research and Writing at the Joint Military Intelligence College*. In addition, consult the *U.S. Government Printing Office Style Manual*, pp. 23-32. The *Writing Guide* put out by the Marine Corps Historical Center also contains useful guidelines for capitalization (and other technical matters) in Marine Corps writing. Both of these books are available at the MCRC library. *The Elements of Grammar* is based solidly on the rules for capitalization given in the *U.S. Government Printing Office Style Manual* and is an excellent reference.

Use acronyms correctly. Introduce all acronyms upon first usage by including the complete term: Mobile Protected Gun System (MPGS). Here is what the *Writing Guide* put out by the Marine Corps Historical Center adds: "If an acronym is introduced as defined above, it should be used consistently thereafter in lieu of the full term. In instances where several pages or chapters have passed since an acronym appeared and the term will again be used frequently in the text, the acronym should be reintroduced. Acronyms should not be given unless they are going to be used."

Remember that names of ships, aircraft, and spacecraft are italicized. *Types* of aircraft, ships and spacecraft are not.

WRITING THE EXECUTIVE SUMMARY

The executive summary, a relatively recent innovation, reflects the busy executive's need to see "the bottom line" up front. Ideally, the executive summary uses simple, non-technical language to encapsulate the main ideas of the report, proposal, or series of documents being summarized.

Most students have probably had some exposure to the executive summary. For example, a briefing memo for a correspondence package is a type of executive summary. Typically major government reports begin with executive summaries. The purpose of these summaries is to allow a reader to get the gist of a document or series of documents without having to wade through an entire report or folder of papers.

Although the format for executive summaries varies, all summaries emphasize results, conclusions, and recommendations. Essentials include an account of the problem being investigated or the proposal being offered; the thesis or main finding of the report, proposal, or series of documents; and major supporting points in the order of their importance.

The most important consideration in writing an executive summary is the reader. Writers need to ask: who are the readers; why do they want this information; do readers have any biases or prejudices towards the material to; how much technical knowledge do they possess?

Once a writer has formed a complete picture of the reader, he or she should plan the summary. Writers will want to make certain that the summary defines the problem to be dealt with, the proposed solution, and the benefits of adopting the solution. Writers must include a synopsis of the resources needed to implement the solution, including what is available and what must be obtained in terms of both dollars and cents and personnel.

Writers must also make certain that the language is both objective and non-technical. They should also think of visual accessibility and make certain to use headings, indentation, and spacing to best advantage.

Finally, the writer of an executive summary should be wary of two potential problems: inappropriate level of detail and faulty emphasis. The first problem is most common when writers summarize their own work. For example, scientists or engineers often find it hard to reduce fairly complicated and detailed information to a few sentences written in very simple and direct language. The ability to move back and forth between meticulously accurate, detailed work and broad, but accurate, general statements is a very valuable skill. Practice makes the task easier, but even very experienced technical writers find writing the executive summary a challenging task.

The second problem is more prevalent among writers who are synopsisizing the work of others. The advice given in *The Joint and Combined Staff Officer's Manual* is germane here:

- Be objective; avoid bias and prejudice
- Avoid emotion
- Stick to facts
- Stick to subject at hand
- Avoid personalities
- Be honest and accurate.

A last axiom is that the writer who summarizes the work of others should have a thorough understanding of that work.

The executive summary for the final paper will be placed first, on a separate page, following the title page and preceding the outline, the text of the paper, and the bibliography. Here at Command and Staff College, the summary should fit neatly on one page, and--unlike the text of the paper-- should be single-spaced.

The executive summary should articulate the central point and main supporting material of the paper. The objective will be to give a clear understanding of the major conclusions and supporting evidence so that other interested readers can determine if the complete text of the paper will be of value.

FORMAT FOR THE EXECUTIVE SUMMARY OF FINAL DRAFTS

EXECUTIVE SUMMARY

Title: Needed: An Acquisition Warrior

Author: Major I. M. A. Officer, United States Marine Corps

Thesis: Although the Marine Corps has attempted to comply with the Packard Commission by establishing an Acquisition Management Program, the program is deficient.

Discussion: The United States develops and produces the most advanced and sought after weapon systems and equipment in the world. The Department of Defense (DoD) draws on the engineering and manufacturing capabilities of the private sector and the efforts of some outstanding people in acquisition in all the services to accomplish this mission. All too often, though, these people are not given credit for the difficult jobs they perform. In 1984 the Packard Commission attempted to identify and solve problems facing DoD in regard to acquisition. The solutions identified by the Commission and followed up by the Congress in the Goldwater-Nichols Defense Reorganization Act of 1986 resulted in recommendations for improving the defense acquisition system and providing a more effective management of acquisition in DoD. All the services have complied with the Commission. However, although the Marine Corps says it will have a dedicated corps of acquisition personnel, it will also make acquisition a secondary military occupational specialty (MOS). Additionally, Marine Corps acquisition assignments will alternate with operational tours through the rank of lieutenant colonel.

Conclusion(s) or Recommendations: Marine Corps acquisition should be made a primary MOS to ensure that acquisition officers are properly trained, technically current, and adequately experienced to make the highly complex and expensive decisions with which they are faced.

COMPLETING THE DEFENSE TECHNICAL INFORMATION CENTER (DTIC) FORM (SF 298)

Students need to fill in and attach SF 298 to the final draft of their MMS paper. SF 298, "Report Documentation Page," is essential if their work is to be archived with the Defense Technical Information Center (DTIC) and retrievable by DoD personnel or others interested in reading their research.

Some of the blocks do not apply: nos. 2, 3, 5, 8, 9, 10, and 11. Three blocks, however, are critical and must be completed. These are blocks 4, 6, and 12a: Title and Subtitle, Author, and Distribution/Availability. Since all Command and Staff College papers are unclassified and available to the general public, Distribution Statement A, "Cleared for Public Release. Distribution Unlimited," applies.

The abstract (block 13) and the subject terms (block 14) are optional, but it is a courtesy to potential readers to be as helpful as possible. The abstract should be a very condensed version of an executive summary. Authors are the best judge of what to say and at what length. Subject terms vary, but a paper dealing with Harriers might list "U.S. Marine Corps," "Marine Aviation," and "AV-8 Harrier." A paper dealing with an Indian campaign might list "US History," "US Army," and "Indian Wars," anything that allows someone searching DTIC's database to locate the paper among scores of others on the same general area. Reference librarians at the Marine Corps Research Center can help with choice of terms.

At their discretion, students may submit the report going to DTIC in hard copy or electronic form. If the latter, the diskette should be clearly labeled and SF 298 attached. The DTIC copy of MMS papers should go to the Registrar at the same time as the final version is turned in.

DTIC

CHAPTER THREE: AFTER YOU'RE FINISHED

AWARDS AND PUBLICATION OPPORTUNITIES:"THE FEW, THE PROUD, THE PUBLISHED"

Authors of outstanding papers are eligible to receive one of the following awards given at graduation:

THE GENERAL CLIFTON B. CATES AWARDS. Presented in memory of General Clifton B. Cates, U. S. Marine Corps, the nineteenth Commandant of the Marine Corps by the Navy League to the School of Advanced Warfighting (SAW) students whose sustained demonstration of problem-solving capabilities far exceed their military experience and are considered most outstanding as exhibited by written assignments, participation in wargames and in the exchange of ideas. First (engraved watch (valued at \$100) and a framed certificate) and second (\$100 Savings Bond and framed certificate) place awards are presented. Criteria:

- SAW student.

THE COLONEL FRANKLIN BROOKE NIHART AWARD: Presented in honor of Colonel Franklin Brooke Nihart, U. S. Marine Corps, Retired, by his family and the Marine Corps University Foundation to the student who writes the best Master of Military Studies paper. A certificate for \$300 worth of professional books from the Marine Corps Association Bookstore is presented. Criteria:

- Research paper submitted in fulfillment of the master's paper requirement.
- Research paper demonstrating the greatest depth of scholarship, clarity and originality.
- Applicability to the warfighter.

THE COLONEL BEVAN G. CASS AWARDS. Presented in honor of Colonel Bevan G. Cass, U. S. Marine Corps, by the Marine Corps Association to the students whose papers are determined to be the best papers for publication in the *Marine Corps Gazette*. First (\$600 check and plaque) and second (\$400 check and plaque) place awards are presented. Criteria:

- Research paper submitted in fulfillment of the Master's or elective requirements.
- Research paper of publishable quality on a topic concerned with the profession of arms
- Papers will be submitted exclusively to the *Marine Corps Gazette*.

THE LIEUTENANT GENERAL JOHN A. LEJEUNE AWARD. Presented in memory of Lieutenant General John A. Lejeune, U. S. Marine Corps, the thirteenth Commandant of the Marine Corps by the Marine Corps League to the student whose paper is determined to be the best one suitable for publication in a professional journal other than the *Marine Corps Gazette*. A first place award (\$500 and plaque) is presented. Criteria:

- Scholarly paper submitted in fulfillment of a core curricula or elective requirement.
- Paper of publishable quality on any subject suitable for publication in a professional journal.

THE GENERAL ROBERT E. HOGABOOM LEADERSHIP AWARD. Presented in honor of Lieutenant General Robert E. Hogaboom, U. S. Marine Corps, by his family and the Marine Corps Association to the student whose paper is determined to be the best on a leadership topic most representing the principles of leadership epitomized by General Hogaboom. A first place award (\$400 and plaque) is presented. Criteria:

- Research paper submitted in fulfillment of the Master's or elective requirements.
- Research paper or project of publishable quality on a leadership topic.

THE LIEUTENANT GENERAL EDWARD W. SNEDEKER AWARD. Presented in honor of Lieutenant General Edward W. Snedeker, U.S. Marine Corps, Retired, by the Armed Forces Communication and Electronics Association Educational Fund to the student whose paper is determined to be the best on a topic related to command and control, communications, information systems or intelligence and suitable for publication in a professional journal. A first place award (engraved desk clock - value \$50) is presented. Criteria:

- Research paper submitted in fulfillment of the Master's or elective requirements.
- Research paper of publishable quality on a topic related to command and control, communications, information systems or intelligence.

INTELLIGENCE WRITING AWARD. Established by the Central Intelligence Agency's (CIA), Office of Military Affairs in 1996, this award is presented to the student whose paper on intelligence or an intelligence-related topic is judged to be most outstanding. A first place award (Medallion) is presented. Criteria:

- Research paper submitted in fulfillment of the Master's or Intelligence Elective requirement.
- Research paper of publishable quality on an intelligence or intelligence-related topic.

THE BRIGADIER A. W. HAMMETT AWARD. Presented in memory of Brigadier A. W. "Tony" Hammett, AM, Royal Australian Regiment, by the members of his U. S. Marine Corps Command and Staff College Class of 1975-76 to the International Military Student whose paper is considered most outstanding on a subject of value to the individual student's country. First place award (engraved clock - value \$150-\$200) is presented. Criteria:

- Research paper submitted in fulfillment of the Master's requirement.
- Research paper of publishable quality on a topic of value to the student's country.

In addition, the U.S. Naval Institute has annual writing awards:

ARLEIGH BURKE ESSAY CONTEST for an essay discussing a topic relating to "The advancement of professional, literary, and scientific knowledge in the naval and maritime services, and the advancement of the knowledge of sea power." Essays may reach 3,500 words. First prize earns a gold medal, \$3,000, and a life membership in the Naval Institute. First honorable mention earns a silver medal and \$2,000. Second honorable mention wins a bronze medal and \$1,000. The deadline is 1 December for 1999 and following years, so that a paper completed in the spring of 2000 can be submitted the following December.

COLIN L. POWELL JOINT WARFIGHTING ESSAY CONTEST for essays discussing combat readiness in a joint context. Essays (not to exceed 3,000 words) must emphasize service detail while having a joint application in terms of tactics, strategy, weaponry, combat training, force structure, doctrine, operations, organization for combat, or interoperability of hardware, software, and procedures. This award is open to civilians as well as military officers. Awards are \$2,500, \$2,000, and \$1,000 for the three best essays. The winning essays are published in the July issue of the *Proceedings*. The deadline is 1 April 2000.

MARINE CORPS ESSAY CONTEST for essays treating current issues and new directions for the Marine Corps. Anyone may submit an essay not to exceed 3,000 words. The three winning essays will receive prizes of \$1,000, \$750, and \$500. The winning essays are published in the November issue of the *Proceedings*. The deadline is 1 May 2000.

COAST GUARD ESSAY CONTEST for 3,000-word essays dealing with current issues and new directions for the Coast Guard. Anyone may enter. Cash prizes are \$1,000, \$750, and \$500. Winning issues are published in the December issue of the *Proceedings*. The deadline is 1 August 2000.

INTERNATIONAL NAVIES ESSAY CONTEST for 3,000-word essays discussing the strategic, geographic, and cultural influences on individual or regional navies, their commitments and capabilities, and the relationships with other navies.

Authors of all nationalities are invited to compete for awards of \$1,000, \$750, and \$750. The deadline is 1 August 2000.

For complete details on any of these contests, entry rules or updates on specific contests, authors should contact:

Naval Institute Essay and Photo Contests
118 Maryland Avenue
Annapolis, MD 21402-5035
Telephone (410) 268-6110
FAX (410) 269-7940

National Defense University has two essay contests for which authors from the Command and Staff College are eligible to compete:

CHAIRMAN, JOINT CHIEFS OF STAFF ESSAY COMPETITION asks Service college students to write about a significant aspect of national security strategy such as the use of the political, economic, industrial and psychological powers of a nation, together with its armed forces, during peace and war, to secure national objectives. The competition especially encourages essays with a joint emphasis dealing with such topics as command and control, peacekeeping, counter-proliferation, resource allocation, and reconstitution. In addition, the competition seeks historical pieces with a joint emphasis. The competition is open to students enrolled at any armed forces senior or intermediate school and should be completed while enrolled at the school and submitted via the Marine Corps War College to National Defense University during May 2000.

Essays should not exceed 6,000 words (about 25 to 30 typed pages) excluding endnotes. NDU prefers shorter pieces of between 3,000 to 5,000 words.

ESSAY CONTEST ON THE REVOLUTION IN MILITARY AFFAIRS solicits innovative concepts for operational doctrine and organization by which the armed forces can use existing and emerging technologies. This contest asks authors to address one or more of the following questions: (1) The essence of the revolution in military affairs (RMA) is the magnitude of change compared with pre-existing warfighting capabilities. How will emerging technologies--and their integration--result in a *revolution* in warfighting in the coming decades? How will we measure that? (2) The exploitation of new technologies depends upon their integration with operational concepts and organizations. What doctrinal concepts and organizations will we need to realize the potential of the RMA? (3) How might an adversary use emerging technologies in innovative ways to gain leverage against US systems and doctrine?

Entrants may be military personnel or civilians of any nationality. Group essays are permissible. Entries should not exceed 5,000 words and must be submitted in triplicate,

typewritten, and double-spaced. Winners will be awarded prizes of \$2,000, \$1,000, and \$500. A special prize of \$500 will be given to the author of the best essay by either an officer in the rank of major/lieutenant commander. Each winner will receive a selection of scholarly books dealing with various aspects of military affairs and innovation.

For further information and the exact deadlines for 2000, please contact Dr. Frederick Kiley, NDU Press director, at (202) 685-4210 or DSN 325-4210.

UNITED STATES ARMY WAR COLLEGE STRATEGIC LANDPOWER ESSAY CONTEST solicits entries that contribute to "the advancement of professional knowledge of the strategic role of landpower in joint and multinational operations." Essay should not exceed 3,000 words and must contain an exact word count. Entries need to be postmarked prior to 1 June 1999 and mailed to:

Professor Brian D. Moore
USAWC Strategic Landpower Essay Contest
US Army War College
Dept of Military Strategy, Planning and Operations
122 Forbes Avenue
Carlisle, PA 17013-5242

Further detailed directions are available from the Writing Director. The winning essay receives an award of \$1,000 from the US Army War College Foundation. The second place winner receives \$500.

UNITED STATES SPACE COMMAND sponsors an annual essay contest on how space operations can better support warfighters on land, on the sea, or in the air. Officers attending or teaching at professional military schools or academies are encouraged to participate.

Essays should be unclassified, no longer than eight, double-spaced pages (approximately 2,000 words). Essays need to follow this format: on the first page, the title of the paper is to be centered. On the last page, in the lower right corner, the author should put his or her name, grade, branch of service, organization, mailing address and telephone number. A memorandum for the record from the Command and Staff College's security manager should accompany the paper stating that it contains no classified information.

Authors should submit their entries to USSPACECOM to arrive no later than 28 February 2000. Mail the essay to:

United States Space Command

Directorate of Public Affairs
Attention: PAX
250 South Peterson Blvd., Suite 116
Peterson AFB, CO 80914-3190

The winner will receive an engraved plaque, a gift certificate worth \$150 to purchase professional books, and a one year honorary membership in the Armed Forces Communications and Electronics Association, which sponsors the contest.

THE CENTRAL INTELLIGENCE AGENCY awards an annual prize for the most significant contribution submitted to its journal, *Studies in Intelligence*. The prize for best article is \$2,500 and the competition is open to non-CIA employees.

Submissions should be classified at the SECRET level or below. The CIA asks for two double-spaced copies of each draft submitted and a diskette in Microsoft Word. For additional information, please contact:

Editor
Studies in Intelligence
Center for the Study of Intelligence
Central Intelligence Agency
Washington, DC 20505

FOOT STOMPER

Students should submit essays to only one outside competition at a time. All competitions require that submissions should not have been published, submitted for publication elsewhere, or entered for any other competitions.

Acceptance of awards that carry cash payments or other gratuities is compatible with the Ethics in Government Act and with Department of Defense ethics guidance.

REVISING FOR PUBLICATION: "A FEW GOOD WORDS"

What do Editors Look For?

All journal or magazine editors have their own priorities. The best way to discern this is to look through past issues, scanning tables of contents and reading articles that were published. The magazine of greatest interest to Command and Staff College students is the *Marine Corps Gazette* published at the Marine Corps Association building in nearby Quantico.

The editorial board of the *Gazette* has an evaluation sheet that lists desirable and not so desirable qualities of manuscripts. Members of its editorial board, which always includes one member of the Command and Staff College faculty, examine manuscripts with the following criteria in mind:

Does the article contribute to matters that will advance knowledge, interest, and esprit in the Marine Corps?

Is the subject meaningful?

Is the subject interesting?

Is the treatment unique?

Is it timely?

Credibility

Does the author know what he/she is talking about?

Is the research careful?

Are the conclusions of the manuscript derived from fact or just opinion?

Are the opinions based on experience or close personal knowledge?

Presentation

Is the article well organized?

Is the thought pattern logical?

How skillful with words is the author?

Is the article written with short sentences?

Does the author employ “simple words for great ideas?”

Editing Required?

Will extensive revisions be required?

Will only moderate rework be needed?

These are guidelines specified by the *Marine Corps Gazette*, but all journals employ similar criteria in deciding whether to publish. To the novice writer, these questions may sound daunting, but all journals manage to find publishable articles. They prefer articles that are obviously publishable and require no work on the part of editors. But editors are prepared to work with the authors of promising manuscripts.

Remember: the only article that won't be published is the one that's not submitted.

But It's Too Long to be Published!

The writing competitions listed previously all specify word limits for submissions. Usually, judges look for submissions between 3,000 to 6,000 words (ten to twelve pages). The journals and magazines listed in the previous section generally look for submissions of between 1,500 to 7,500 words, roughly between five pages and fifteen pages. The *Marine Corps Gazette* seeks feature articles under 2,500 to 5,000 words. A “professional note” runs from 500 to 2,000 words. Some academic quarterlies will publish longer articles but rarely longer than 30 pages, excluding footnotes.

MMS papers are at least thirty pages and often more. Left unrevised, they are almost never publishable. As a result, much good research and careful writing goes for little. Electives papers tend to be shorter and more publishable if length were the only consideration. But journal editors look for different things than professors. To be published, an academic paper usually requires some retooling besides shortening.

FOOT STOMPER

One approach that works with MMS papers is to craft the paper so that the introduction and the conclusion can be removed from the paper and combined into an article-length independent piece. Judicious selection of evidence from the core of the paper can tip up any loose ends. This approach, if followed from the start, will save command and Staff College writers a great deal of trouble.

But some writers will want to cut their paper down to publishable length.

Areas for Cutting

For most authors, cutting their own writing is like cutting out their own flesh. Often an outsider who has no stake in the text is the best person to advise. But certain areas lend themselves to pruning:

Historical Background. Journal editors and competition judges are not looking for detailed historical background, unless bearing directly on a paper's intellectual center of gravity.

Systems Description. Detailed specifications about existing or future weapons and other systems can often be cut back, if only because most editors and judges are not specialists in the area.

Reviews of the Literature. Unless the essay specifically addresses other writings on the subject, authors can usually curtail discussions of previous treatments or relegate them in very condensed form to the footnotes.

Restructuring for Publication

An MMS paper has a unique organization, one dictated by the needs of academia and the particular pair of mentors chosen. An article appearing in a periodical will have a different structure, reflecting the editorial policy of the publication and the need to engage readers quickly. Mentors read MMS papers because they have to read them; readers of journals read articles because they *want* to. To make an article attractive to an editor, an author must make certain changes while preserving the gist of what has been researched and written.

Writing the Lead. Journalists know the vital importance of the "lead," the leading paragraph of any story they submit to their editor. Everyone knows the saying, "You have only one chance to make a first impression." The same applies to newspaper and magazine articles. An author has only one chance to engage prospective readers before they turn the page. As a result, journalists have developed several conventions for the lead paragraph of any story.

One familiar rule is that the lead needs to answer the "five W's": Who, What, Where, Why, and When. That is, the first paragraph of a news article needs to tell readers *who* did *what*, *where*, *when*, and for what reason. Some journalists insist on adding "how" to the questions that the lead paragraph must answer. This formula derives from newspaper writing, where articles are structured to be readable by someone with only limited time. Hypothetical newspaper readers riding the subway have only limited attention and are more concerned about not missing their stop than reading the full story.

A magazine article has more flexibility. Authors will probably still want to have a classical lead paragraph very near the beginning, but many authors of longer articles

experiment with catchy openings. Command and Staff College readers can profit by their example. Among those openings that work are quotations, examples briefly narrated, counterfactual or hypothetical possibilities, or rhetorical questions. Sometimes a stark, single-sentence paragraph works.

Depending on the article's intellectual center of gravity, any one of these approaches may work. But authors need to engage their readers as quickly as possible, while giving readers the best indication of what lies ahead.

Shorter Sentences. Academic writing tends to encourage long, multi-clause sentences in the Latin manner. Academics abhor strident argument and strive for carefully nuanced discussions. As a result, their writing often lacks color, and readers may have a hard time deciding what the author really thinks. Writers from Command and Staff College should be aware of this tendency and look to recast sentences into shorter, often one-clause sentences with more punch. The recommendations for revision contained in *A Writer's Reference* are very helpful. Journalists employ short sentences, occasionally broken by a longer sentence. Command and Staff College students interested in publication should do the same. "When in Rome....."

Wholesale Cuts. Typically, authors are reluctant to cut back their product. Having written and rewritten a piece, authors find cutting substantial blocks to be like cutting flesh from their own bodies. Yet such cuts are feasible. Key to successful cutting is determining the intellectual center of gravity of the paper. Having set aside a paper for a while, an author who returns to it after a week or two can often find areas that are tangential. These areas took lots of time to research and write, so they may seem essential, but in publishing an article authors are not trying to prove how much research they did. They have already done that. What matters is proving the case made in the paper. Any evidence not bearing on that argument, no matter how intriguing or impressively documented, is a good candidate for deletion.

Dismemberment. Some of the most widely published Command and Staff College students have cut their MMS papers into several articles and published them independently. For authors reluctant to make wholesale cuts, breaking the paper apart and sending different articles to different journals or contests is the best way to go.

Cutting Excessive Detail. Academic writers like to show how much they have read, how many sources they have consulted, how much they know, and how thoroughly they understand what they are writing.

Deleting Documentation Academic writing requires extensive footnoting to demonstrate that the author is familiar with the major previously published treatments of the topic. Footnoting also backs up otherwise questionable arguments with solid evidence.

Depending on the publication or contest, such documentation may be reduced or eliminated altogether. Generally speaking, readers will accept that a journal article is reliable because the editors have found it worthy of publication. The labored accumulation of detail found in academic writing is superfluous in the circumstances. An academic journal, however, necessarily takes a different view of things. This is a point to remember.

IN CONCLUSION

More than an academic paper, a publishable article or successful entry into a contest needs a strong conclusion to wrap things up. Newspaper articles typically lack a conclusion because they are written in the "inverted pyramid" style. That is, to suit the subway straphanger and facilitate editing to fit the "news hole" in the paper, reporters package their information with the key items as close to the front as possible. Information appears in descending order of importance, with the least essential information appearing towards the end, so that editors can cut back their submissions with minimal effort.

By comparison, a magazine article requires a distinct conclusion, just like academic writing. A conclusion for an article in a military journal should do more than restate points previously made or rephrase the introduction in more positive form. A journal article should move from its less essential to its most important points, so that it finishes in the strongest possible way. The hourglass layout presented earlier is a good model for an article.

FOOT STOMPER

A good maxim for academic writers trying to publish is to remember that no one else is as interested in their topic as they are themselves. Any writer who has lived with a topic for six months or longer may have difficulty believing that anything on the topic might bore a reader, but overkill is a fact of life in academic writing. When writing for a journal or magazine, Command and Staff College students should remember their readers are interested enough to be reading their article but not as interested or as knowledgeable as the author.

CHAPTER FOUR: BRIEFING AT THE COMMAND AND STAFF COLLEGE

INTRODUCING A GUEST SPEAKER IN BRECKINRIDGE HALL

Most Command and Staff College students get to introduce a visiting lecturer at least once during the year. This event can be a useful learning experience in speaking to large (200+) audiences in a substantial auditorium. A few suggestions can be helpful:

- (1) Introductions should be brief, to the point, and informative.
- (2) The audience needs minimally to know the names of speakers, their position, and a bit about their credentials. It is a good idea to state the name and rank/title of the speaker in the first sentence and in the last sentence spoken.
- (3) People in the audience are there to hear the speaker, not you. Thus, avoid talking about yourself, telling jokes, or retelling things that happened en route to the auditorium.
- (4) Do not repeat verbatim the printed speaker biography in the syllabus. Students can read this. Instead, distill the key points that bear on the lecture topic, while avoiding irrelevant detail. For example, if the speaker is talking about the Persian Gulf War, by all means emphasize his/her role there, while ignoring Pentagon assignments, PME schools attended, and the like. In the case of professors, say where they teach, where they got their Ph. D., and name the publication(s) that establishes the reason for their giving the lecture. Further detail is undesirable.

Introducing an International Officer

Students who sponsor international officers at the Command and Staff College customarily introduce their country presentations given in Breckinridge Hall. Although country presentations are lighter occasions than formal lectures or briefings, the same basic rules given above apply. Be short, simple, and to the point. Refer to the IO's background, his family (if present), his service background. Say how much you have gotten to appreciate what he brings to the conference group, and then give him the floor. He's the main attraction, and your duties have ended.

GIVING A BRIEFING

Briefings are the principal communications tool used in the military, government, and business. The best military briefings are concise and factual. Their major purpose is to inform--to tell about a mission, an operation, or a concept. Most briefings at the

Command and Staff College advocate or persuade. They support a solution to a problem in a practical application.

Many formal briefings involve sophisticated graphics developed from Freelance Graphics, Power Point, or similar programs. Such graphics can add enormously to the success of a briefing. Instruction on those programs was provided on a voluntary basis at the start of the academic year. Students at the Command and Staff College should learn these programs as soon as possible. This publication concentrates on the "text" and structure of briefings. The Joint Staff Officer's Guide (AFSC Pub 1) gives additional guidance on types of briefings (3-5 -- 3-7).

ORGANIZING A BRIEFING

There are four common patterns for structuring a persuasive or advocacy briefing:

- The **reason or inductive** pattern is where the briefer produces examples to support his or her point of view. Having heard these examples, the audience reaches the correct conclusion through induction.
- The **general-to-specific** pattern is where the briefer generalizes from one experience or basic principle, "the Marines need to be able to fight wars at short notice," to a specific point, "the Marines need more maritime prepositioned ships." The logic is deductive, similar to a geometrical proof. The key is showing the audience the logical relationship between the general principle and the precise recommendation.
- The **problem-solution** pattern identifies several possible solutions to a problem, evaluates each in terms of the criteria involved, and the speaker concludes by recommending the superior solution. Sometimes, to save time, a briefer may simply present the recommended solution.
- The **psychological** pattern has the briefer leading the audience down a path to a conclusion. This pattern of briefing has five linked steps: attention, need, satisfaction, visualization, and action. The briefer begins by focusing the audience's **attention** on the problem and then emphasizes the **need** for a solution. The briefer then shows how others have addressed this problem, **satisfying** them that the problem can be solved. In the next step, the briefer asks the audience to **visualize** the solution, outlining the proposed solution through graphic examples. Finally, the briefer suggests the **actions** required to achieve the solution.

THE MECHANICS OF BRIEFING

Every good briefing has the virtues of accuracy, brevity, and clarity. These qualities are the "ABC's" of any briefing. By nature, a briefing is brief, concise, and direct. Because the approach of a briefing is persuasive, briefers employ logic rather than emotion.

Unlike lectures or speeches, briefs seldom use humor or a long introduction. If you must introduce yourself, say "Good morning, I'm -----, briefing on -----."

The requirement for brevity dictates briefers minimize "nice to have" information or other supporting material.

Briefers usually employ visual aids to save time and to enhance audience retention of information.

The conclusion of a briefing should be short but positive. To give the audience a sense of completion, you may briefly list possible courses of action or perhaps a definite conclusion. If the briefing ends with a conclusion, you may want to restate the basic problem and then present the recommendation. Briefers should not present new information or commentary in the conclusion. After asking for questions and answering them, you may conclude with , "Ladies and Gentlemen, that concludes my briefing," and sit down.

Not all briefings work. The most common causes for disappointing briefings are:

- **Failure to set up the structure of the briefing.** Listeners need to know the importance of what they are hearing. The first thing they hear about the briefing is what will stick best.
- **Inadequate structural signals.** Listeners should understand where every bit of information fits in terms of the overall structure of the briefing.
- **Gaps in Logic.** Briefers are often so involved in what they say that they forget to mention logical connections between different parts of the briefing. Listeners should not be forced to provide structure for a briefing as they listen to it.
- **Excessive detail.** Many briefers have worked so hard at a particular presentation that they leave nothing out. Excessive detail bores listeners and increases the likelihood that they miss your major conclusions and remember only minor points.
- **Poorly designed charts.** Charts that do not convey information clearly or try to pack too much information onto the chart baffle the audience.

EIGHT BASIC PRINCIPLES OF A SUCCESSFUL BRIEFING

A good briefing is more than a speech with view-graphs or slides. Its text blends narrative, analysis, and visuals. A good briefing also requires that a presenter speak informally about the subject, gauge audience reaction, and respond to questions that develop.

Successful briefers employ eight basic principles. They:

◆ Let the viewers' needs determine structure and content.

The most important first step in preparing a briefing is to know and remember what the audience needs to know, not what you happen to know. Keep in mind what you want your audience to do as a result of hearing your briefing. Plainly, this object depends on the exercise. If you want your audience to make a decision, then you organize the briefing differently from a briefing designed to inform or persuade. Purpose should determine the material presented, the emphasis, and the kinds of charts used.

You also need to consider the motivation of the audience. Why are they listening to you? What do they expect you to tell them? What preconceptions do they have? The answers to these questions will also shape the material used and the order presented.

◆ Use a top-down structure for the briefing.

People rely on a hierarchical structure to comprehend and remember material. That is, they learn best when information is presented first in a general, basic form and then proceeds to the more specific details. A top-down structure begins with general information and then proceeds to specifics.

Audiences typically remember the first portions of briefings better than the later parts. Psychologists say that "primacy is more important than recency," meaning that the first thing learned or said is more likely to stick than later items. Because briefings are brief, speakers should emphasize their key general findings up front and then proceed to specifics.

Unfortunately, many briefers save their recommendations for last. They present background information up front, explain procedures, present subsidiary findings, and only in the final charts lay out main recommendations.

Example

A Command and Staff College student has to describe the strategic situation on the Korean Peninsula as part of a practical exercise.

A bottom-up briefing might take the audience through the problem as follows:

- Geography of the Peninsula
- Balance of military power
- Political Situation
- Indications and Warnings
- Forecast: A successful pre-emptive strike by North Korea is improbable

By the time the briefer had concluded, listeners' attention has invariably diminished. Some in the audience have gotten lost in tangential questions. Others may wonder what the point of the discussion was.

Alternatively, a top-down structure would communicate the main points of the analysis first.

- A successful pre-emptive strike by North Korea is improbable
- Indications and Warnings
- Political situation
- Military Balance
- Geography of the Peninsula

In effect, this chart is an information tree. The primary conclusion is emphasized at the point where the attention of the audience is greatest. Details follow to support the conclusion.

This top-down approach has an additional benefit. The briefer can readily cut the presentation down to fit available time. Because points are prioritized from the top down, the briefer can easily cut away the less vital points for the sake of simplicity without disrupting the logic of the presentation.

◆ **Use the introduction to call out the problem and to establish the structure of the briefing**

Because people listen most attentively, learn most effectively, and remember best at the beginning of a briefing, the introduction is absolutely key. Introductions should have the following elements:

- What is the problem being briefed?
- Why is the subject important?
- What will the briefing do?
- Overview of the findings and implications (tailored to the audience)
- Overview of the rest of the briefing

◆ **Maximize the benefits of the outline chart**

The outline chart is the table of contents of the briefing. This chart communicates the structure of the whole presentation in advance. In this way, the outline chart increases the audience's ability to understand and then remember what is about to be presented. When the outline chart or portions that introduce parts of the briefing reappear as separate charts, these chart headings remind the listeners where they are in the briefing. Additionally, an outline chart can also emphasize a major point by repetition.

The outline chart can be as simple as a list of points or questions to be answered. Briefers can use markers, visuals, varied colors, and other devices to draw attention to key portions.

◆ **Make only one point in a chart**

Each chart should make only one point. The chart title should state that point. Everything else on the chart should reinforce that single point.

If you can't state the point of the chart in its title, you probably have multiple points buried in the chart (Figure 1). In that case, you should make a chart for each point. Briefers take less time to brief two or three well-organized charts than to brief one chart that has multiple meanings.

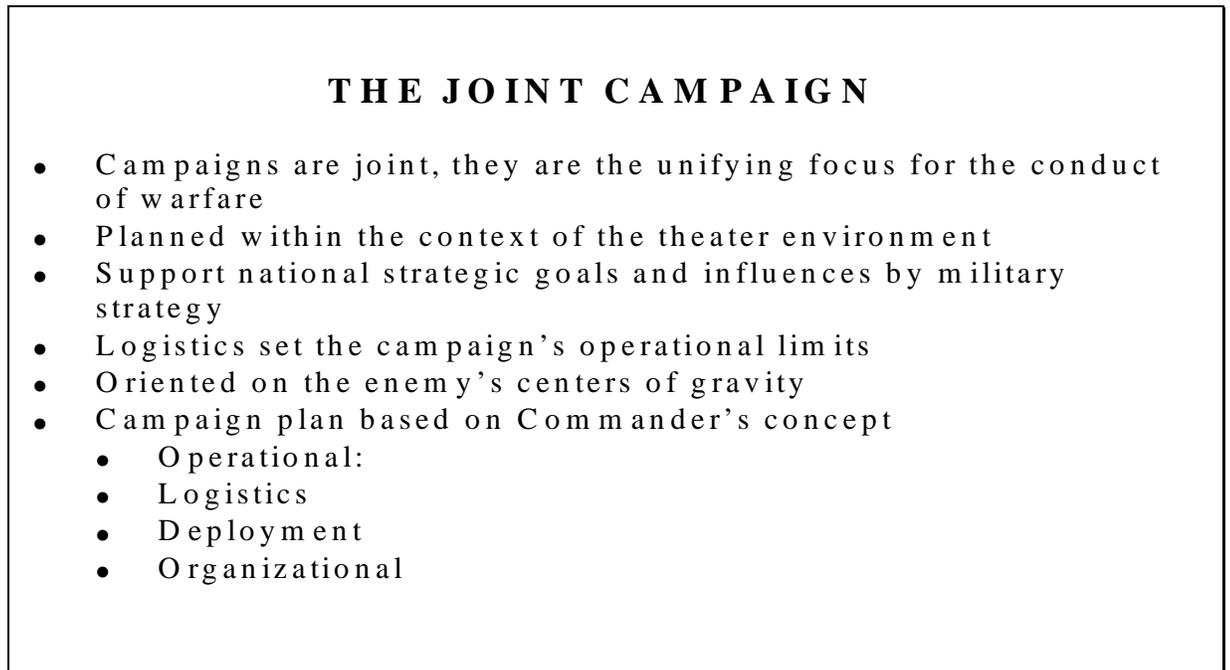


Figure 1 – A DIFFICULT CHART TO BRIEF FROM

Charts with only one point make more sense visually, too. Multi-point charts are cluttered, and cluttered charts are hard for the audience to read, understand, and

remember (Figure 2). The size of a person's useful field of vision shrinks when the mind must process a high density of detail. When you provide listeners with a well-structured, One message chart, you are figuratively making it easier for them to see your message (Figure 3).

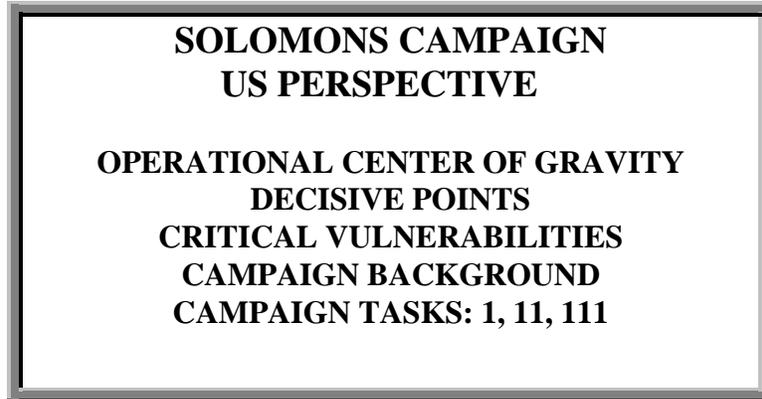


Fig. 2- STILL A CLUTTERED CHART

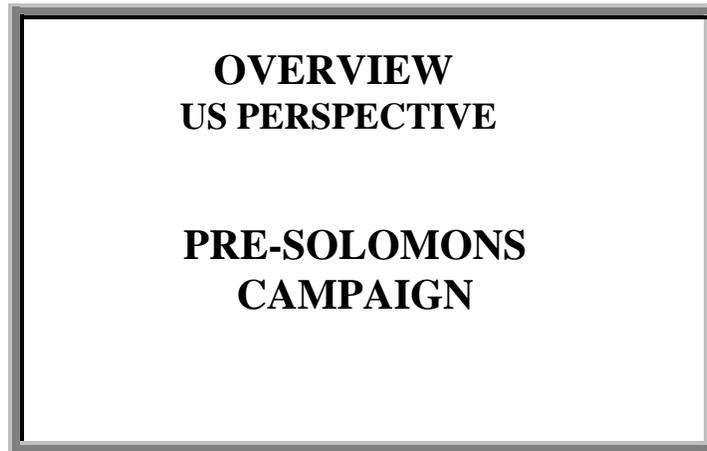


Fig. 3 - A ONE-MESSAGE CHART

- ◆ **Look for opportunities to replace a word chart with a visual aid**

Word charts are the least effective chart. In many cases, you can illustrate the concepts of a lengthy word chart with a diagram or an illustration.

Example

Imagine how many words and figures it would take to show the amount of GNP spent among military, entitlement, interest, and discretionary items if you could not use a pie chart or a set of bar graphs.

◆ **Think of each chart as a chunk of information**

Many briefers think they should write a script for their narrative and then commit it to memory. Writing out the script may be an excellent means to review and refine the points you want to make. But if you read a script, you can't watch listeners and see their response. Neither can you work your charts with a pointer. In addition, a briefing read from a script is boring.

A better alternative is to think of each chart as a chunk of information and the text of each chart as a series of cues that you can enlarge on, depending on audience reaction. Your job as a briever is to present the material, one chunk at a time, so that you listeners can put the chunks together in a coherent whole. To do this, remember the following points as you prepare each chart:

- Bullets or phrases are very helpful, both as cues to you and as structuring devices for the audience.
- Have a "topic sentence" that leads into the chart. This topic sentence should be the main point of the chart, and it should echo the title closely.
- Discuss one to three points that explain the main point. These supporting points may be bulleted.
- Make the last point on the chart a natural transition to the next . By moving out of one chart with a transition to the next, you build a logical structure for the audience to accept your conclusions.

◆ **Prune word charts to make them briefable**

A good word chart reinforces your narrative by showing the audience the key points in some pattern. By seeing words on the screen, the audience will recognize unfamiliar or foreign words, names, and place names. In that way, a good word chart reinforces the flow of words in your briefing and prevents misunderstanding. Moreover, the audience can map out what you are saying even before you say it. If the audience cannot grasp this chunk of meaning from the chart, then the chart does not support your briefing. Listeners' attention will wander.

The narrative should not simply repeat the charts. The audience can read faster than you can say the text on the chart.

Thus, prune word charts so that only the skeleton of meaning, "bullets," remains. Don't reduce the bullets to tags. Keep the content intact, so the audience won't miss the point if its attention wanders. If a word chart is right and you know your stuff, you can construct a narrative that carries listeners along. What you say thus amplifies the points on the chart.

FINAL ADVICE ON BRIEFING

- **If you are dealing with debatable points, present both sides of the argument.** Research suggests that 60 percent of listeners are more receptive to a briefer who presents both sides of an argument. Only 5 percent incline towards the briefer who presents what is obviously a sales pitch.
- **Don't play cat-and-mouse with listeners.** Explain at the beginning where you plan to end. Tell the audience where you (and they) are going and let them follow your arguments. Briefers who hold their conclusion back as a sort of punch-line try the patience of their audience.
- **Move from the familiar to the unfamiliar and from the simple to the complex.**
- **Build towards the conclusion.** The entire briefing should flow logically towards the final conclusion and any recommendations you make. Emphasize key supporting evidence as your briefing concludes to cinch the conclusion. Slow down, speak very distinctly to draw attention to key points.
- **Use the conclusion to restate your arguments and the most compelling evidence.** Repeat and reinforce your key points for maximum impact. The conclusion is the place to discuss specific recommendations.
- **Anticipate likely questions.** Many good briefings go off the rails during the Q&A. While a briefer may know the brief, he or she may not have enough background information in the kit bag. No one can know everything, but having in-depth knowledge of the subject, even if you don't present everything you know, allows you to deal confidently and convincingly with questions. A briefer who can't recover from a question loses credibility. Likewise, a briefer who loses his or her train of thought when interrupted suffers. Briefers can prepare for questions through rehearsal in front of peers and colleagues. They will point out logical faults and tell you what points are most contentious.

SUMMARY

These eight principles of briefing can increase the amount of information your audience understands and retains:

- Think about what your audience needs to know, not what you know on the subject.

- Use a top-down structure. Proceed from general conclusions to give supporting evidence, not the other way round. If your audience wants specifics, they will ask you.
- Use the introduction to set the briefing in context and provide a general structure.
- Take advantage of the outline to keep the audience focused on the structure.
- Make only one point in each chart. It is better to have more charts than too many points on a chart.
- Whenever possible, replace word charts with visuals.
- Think of each chart as a chunk of information.
- Prune word charts to make them briefable

CHAPTER FIVE

THE RESEARCH TEMPLATE (MMS PAPERS ONLY)

Advantages of the Template

The Command and Staff College recommends that students type MMS papers in MS Word and use the research template. This template has been modified for Command and Staff College students and can be downloaded from the CSC student drive, S:\writing\template.doc, stored as an MS Word file, and then used as the basis for the paper in progress.

The template contains built-in margins and formats for the title page, preface, introduction, disclaimer, table of contents, and the like, vastly simplifying layout. The template is self-documenting, meaning that it walks the user through the process of formatting pages, including documentation, bibliography, appendices, tables, and chapters (if necessary). The text of the template is reprinted in the following pages.

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Command and Staff College
Marine Corps University
2076 South Street
Marine Corps Combat Development Command
Quantico, Virginia 22134-5068*

MASTER OF MILITARY STUDIES

TITLE:

**SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MILITARY STUDIES**

AUTHOR:

AY 99-00

Mentor: _____
Approved: _____
Date: _____

Mentor: _____
Approved: _____
Date: _____

DISCLAIMER

THE OPINIONS AND CONCLUSIONS EXPRESSED HEREIN ARE THOSE OF THE INDIVIDUAL STUDENT AUTHOR AND DO NOT NECESSARILY REPRESENT THE VIEWS OF EITHER THE MARINE CORPS COMMAND AND STAFF COLLEGE OR ANY OTHER GOVERNMENTAL AGENCY. REFERENCES TO THIS STUDY SHOULD INCLUDE THE FOREGOING STATEMENT.

QUOTATION FROM, ABSTRACTION FROM, OR REPRODUCTION OF ALL OR ANY PART OF THIS DOCUMENT IS PERMITTED PROVIDED PROPER ACKNOWLEDGEMENT IS MADE.

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Preface

The preface is an informal statement from the author(s) to the reader about the research project and the report. Usually the preface describes the general issue addressed in the report and the reasons for choosing to research the topic. Some general statement about the value of the research or the special applications to which it pertains may also be mentioned. The preface, however, is not an abstract of the report.

The preface is the place to acknowledge the assistance you received. Guidance and assistance from your research advisor and other faculty are usually acknowledged. Substantial help from librarians, sponsoring organizations, or members of outside organizations may also be acknowledged. If acknowledgments are the only material provided in the preface, this section can be labeled “Acknowledgments” rather than “Preface.” Because the preface is an informal statement from the author(s) to the reader, it is usually written in the first person, and the reader may be addressed in the second person. Elsewhere in the report, third-person form should be used.

Chapter 1

Using This Template

To me style is just the outside of content, and content the inside of style, like the outside and the inside of the human body—both go together, they can't be separated.

—Jean-Luc Godard

This template is designed to facilitate the development of a professional-quality research product and allow the researcher to focus on matters of substance rather than format. Hopefully, it will allow the writer to develop a product that meets Command and Staff College standards without having to become an expert in *Microsoft Word 97*.

Creating the Research Document

To initially create a new document using this template, open *Microsoft Word 97* and select *New* from the *File* menu. Choose *research.dot* as the template and click *OK*. The template itself must first be placed in the same directory as the other *Word 97* templates (normally, *C:\Program Files\Microsoft Office\Templates*). Once the initial document is created, it can be modified as needed to build the research paper.

Several ways normally used to create a new document will not work, however. For example, clicking on the new document button on the toolbar will *not* work, since it doesn't provide any options for selecting the research template (it will use the *Normal*

template, instead). And, double clicking on the research template, will open up the *template* for editing and will *not* permit any changes to be saved to a *.doc* file.

The template itself serves two purposes: (1) to provide the format needed to produce the research product and (2) to serve as an example of the layout and format of such a document. The remainder of this document will describe each element of the research paper and explain how they are to be applied using *Microsoft Word 97*.

Front Matter

The front matter for the research paper should include (in the following order) the title page, disclaimer, table of contents, list of illustrations (if the paper includes figures), list of tables (if the paper includes tables), preface (and/or acknowledgments), and abstract. The preface and executive summary in this sample document contain additional information about what should be contained in those sections. The remaining sections of the front matter are explained below.

Title Page

The title page contains basic information about the research paper: the rank and full names of the author (first name, middle initial, and last name) and mentors; and the date the project was completed (month and year).

Style Elements. Each element of the title page uses its own *style*—a predefined description in *Microsoft Word 97* which defines how that element will look. The style describes formatting characteristics of an element, such as font size, line spacing, text position, and tab settings. More details of how to apply style elements are discussed in chapter 2 and complete descriptions of each style element are contained in appendix B.

The easiest way to create the title page is to simply modify the example contained in this template.

Disclaimer

The disclaimer should be included, as is. No modifications should be made.

Table of Contents

The table of contents (and lists of illustrations and tables) is already pre-formatted to meet all Command and Staff College formatting requirements. The title “Contents” is set using the *Table of Contents* style and the “Page” heading is set with the *Page Header* style. To update the table of contents, click on it once with the left mouse button (the entire piece will be highlighted) and then click on it with the right mouse button. On the pop-up menu, select *Update Field*, then choose either *Update Page Numbers Only* (if no entries have been added, deleted, or changed) or *Update Entire Table* (if any changes to the entries are needed). This style will automatically include the disclaimer, list of illustrations, list of tables, preface (acknowledgments), and abstract in the table of contents. It will also include all chapter/appendix titles and level-one and level-two subheadings—as long as they are marked with the appropriate style. How to mark heading styles is discussed in the next chapter.

The user-defined table of contents and lists of illustrations and tables should *never* be manipulated using *Insert/Index and Tables...* on the pull-down menu. Doing so can result in a complete loss of the predefined styles for these items.

Modifications to Table of Contents. Due to limitations in *Microsoft Word 97*, three modifications should be made to the *final* table of contents. The first modification is that

while the list of illustrations and list of tables are titled “Illustrations” and “Tables,” respectively, they should be listed in the table of contents as “LIST OF ILLUSTRATIONS” and “LIST OF TABLES.” These modifications can be made by simply adding “LIST OF” manually on each line *after* generating the final table of contents. The second modification is to add the appendix number (e.g., “APPENDIX A:”) to each appendix title; this modification can be made the same way. Finally, the roman numerals for the page numbers in the front matter will need to be changed from uppercase to lowercase. This modification can be made by selecting the number, then right clicking on each number, and deselecting *All Caps* from the *Font...* dialog box.

List of Illustrations and Tables

The inclusion of the list of illustrations and list of tables is set up to work the same as the table of contents. Each list is updated in exactly the same way as with the table of contents. Figures and tables are automatically included in these lists as long as a caption is created by selecting *Caption* from the *Insert* menu when creating the figure or table. Inserting figures and tables are discussed later in this document in chapter 4.

Preface (Acknowledgments) and Executive Summary

Information on what type of information should be included in the preface (acknowledgments) and executive summary are included in the corresponding sections of this document.

Chapter 2

Selecting Styles

Style is the dress of thoughts; and let them be ever so just, if your style is homely, coarse, and vulgar, they will appear to as much disadvantage, and be as ill received, as your person, though ever so well-proportioned, would if dressed in rags, dirt, and tatters.

—Lord Chesterfield

Each part of the research paper document has a style element associated with it. These style elements combine to describe the overall format of the research paper. Style elements are used to determine the font, font size, vertical and horizontal positioning, and other characteristics of this document. To see which style element is in use for a particular part of the document, click on that item in the document and look in the *Style* box on the *Formatting* toolbar.

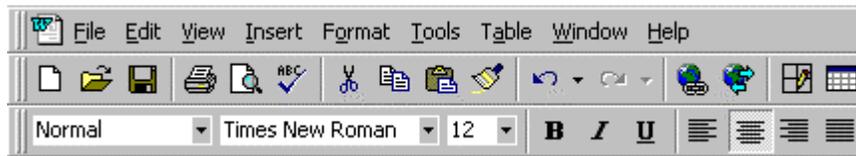


Figure 1. Word 97 Toolbars

In figure 1, the *Style Box* shows the *Normal* style selected.

Default Styles

Depending upon which part of the document is selected, various styles control the assorted elements of a section. For example, the beginning of each section in the front matter has a style for the title (*Disclaimer*, *Table of Contents*, *List of Illustrations*, *List of Tables*, *Preface*, or *Abstract*) that not only defines how the title should look, but how it should be included in the table of contents—these should not be modified.

Breaks Between Sections

The breaks between sections should *all* be section breaks and *not* page breaks. To start a new chapter or appendix, mark the chapter number (e.g., “Chapter 1”) with the *Chapter Number* style and then insert a section break in front of it by selecting *Insert|Break|Section Breaks|Next Page* from the pull-down menu. Using section breaks will not only add page breaks before chapters, appendices, or other sections, but it will also force the proper placement and formatting of the footnotes.

Page Numbering. Although the page-numbering scheme is already set for this document, it is possible for problems to arise when inserting and deleting section breaks. The front matter should be counted consecutively, using lower case roman numerals, starting with title page as page i through the abstract—the title page itself, however, is not numbered. The main body of the document begins with the first page of chapter 1 and is counted consecutively from page 1 through the end of the document (the bibliography).

Default Chapter Styles

Each chapter begins with the *Chapter Number* style. Immediately following that element is the *Chapter Title* style which formats the chapter title and sets an entry for the

chapter title in the table of contents. The first two levels of subheadings, *Subheading 1* and *Subheading 2* are also predefined—once the subheading is typed and the style selected, these elements are formatted and entries are generated for the table of contents. The next level of subheading simply uses the default style for the paragraph (naturally enough, the *Paragraph* style)—the subheading itself should be in title case and boldface and ended with a period (this level of subheading is not included in the table of contents).

Paragraph Styles. The *Paragraph* style is the default style for text within the body of the research paper. This style automatically sets double-spacing, margins, and indentation for the paragraph—there is no need to use tabs at the beginning of the paragraph or extra linefeeds to space between paragraphs. In instances where a figure or table is inserted in the middle of a paragraph, the *Unindented Paragraph* style is used to continue the paragraph.

Block Quotations. Block quotations are marked using the *Block Quotation* style. To demonstrate an example of the *Block Quotation* style, the section on block quotations is quoted from the *Joint Military Intelligence College Style Guide*:

Use a block quotation when the material you are quoting is four lines or more of typescript. The block quotation is indented five spaces (one tab or F4/indent) from the left margin and runs flush with the right margin. **Do not indent on both sides.** If the block quotation begins with a paragraph in the original, indent the first line an additional five spaces. Do not place quotation marks around the material—your reader knows you are quoting because of the indentation and single-spacing. If, however, you have interior quotations, mark them with **double** quotation marks not single. Note that the text of the example that follows is double-spaced, and the block quotation is single-spaced. A colon or other punctuation may be used to introduce the quoted material, unless it is a “run-on” quotation like the example. A run-on quotation continues the flow of the sentence with no noticeable pause.¹

¹ *The Style Guide: Research and Writing at the Joint Military Intelligence College* (Washington, D.C.: JMIC, 1994), 91.

Epigraphs. An epigraph is a pertinent quotation which *may* be used to start off a chapter. Examples of epigraphs can be seen at the beginning of each chapter in this document. The body of the epigraph should be marked as a block quotation in an italic font using the *Epigraph Text* style. The source of the quotation follows below the text and is set flush right.

Lists. Another relevant style within the chapter is the style for enumerated lists. An example is provided below.

There are four parts of the research paper that are single-spaced rather than double-spaced. These are:

- Lists (such as this one)
- Endnotes
- Captions
- Bibliography

To create a numbered list, simply select the *Lists* style at the beginning of a blank line and then type the list items. Each subsequent carriage return will automatically number the next item in the list. A bulleted list may be created using the *Bulleted Lists* style.

Appendices, Glossary, and Bibliography

Creating a new appendix is done the same way as creating a new chapter except that appendices are “numbered” using capital letters. Begin by typing the appendix number (e.g., “Appendix A”) on a line and then selecting the *Chapter Number* style. A carriage return will select the *Chapter Title* style for the following line and the title of the appendix can be entered. Note that as with chapters, a section break should replace the normal page break at the top of the page. All other style elements are the same.

A glossary of technical terms or abbreviations may be included after the appendices as an aid to the reader. Details on the style of the glossary can be found in the example included toward the end of this document.

The final section, for the bibliography, uses the *Bibliography* style for the title and the *Bib Entry* style for each of the entries. The format for bibliographic entries can be found in *The Style Guide*.²

Summary and Cautions

All the styles needed for the research paper should already be defined. In any instance where it is believed a new style is needed, the writer should contact the mentors and the Writing Director. Under no circumstances should the user modify any of the style elements provided herein.

² Ibid., 98-161.

Chapter 3

Citations and Footnotes

Next to the originator of a good sentence is the first quoter of it. Many will read the book before one thinks of quoting a passage. As soon as he has done this, that line will be quoted east and west.

—Ralph Waldo Emerson

Whenever a citation is needed in the text of the document, select *Insert|Footnote* from the menu and click on *Footnote* and *AutoNumber* for the options. This action will result in a footnote number being placed at the point of insertion and allow the text of the footnote to be typed on the footnote page (in *Page Layout* view; in a separate window in *Normal* view). The user can move back and forth between these two locations by double clicking on the footnote number. Examples of proper formats for footnotes can be found in *The Style Guide*.³

Footnote numbers should be put at the end of a sentence, or at least at the end of a clause. “Use of more than one note reference at a single text location (such as ^{5, 6}) should be rigorously avoided. Instead, the notes referred to should be combined into a single note.”⁴

³ *Ibid.*, 98-161.

⁴ *The Chicago Manual of Style*, 14th ed. (Chicago: The University of Chicago Press, 1993), 495.

Chapter 4

Working With Figures and Tables

Data is what distinguishes the dilettante from the artist.

—George V. Higgins

Perhaps one of the least straightforward aspects to creating research documents using *Microsoft Word 97* involves determining how to insert figures or tables. This chapter presents the basics necessary to make this process much simpler.

Inserting Figures

The basic process for inserting figures is reasonably straightforward. First, the figure must exist in a format which *Word 97* can recognize—typically a *Microsoft Windows* bitmap (.*bmp* file) or a *Microsoft Windows* metafile (.*wmf* file). Position the cursor on a blank line formatted with the *Picture* style and select *Insert|Picture* from the pull-down menu. When inserting a picture from a file, make sure “Float over text” is not checked. Once the file is selected, it is placed on the page at the point of insertion.

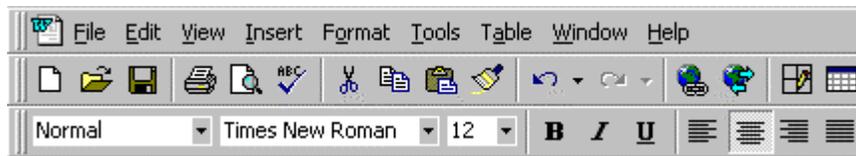


Figure 2. Example Figure Using *Word 97* Toolbar

Because of a bug in *Word 97*, the *AutoCaption* feature must be activated prior to inserting any images. To do this, select *Insert/Caption* and click on the *AutoCaption* button. Next, check the boxes labeled “Microsoft Word Picture” and “Microsoft Word Table” and then click *OK*. Here is an example:

Inserting Tables

Working with tables, unfortunately, can be fairly complicated. To insert a table in the document, start on a blank line formatted using the *Normal* style, then select *Table/Insert Table...* from the pull-down menu. Choose an appropriate number of rows and columns and click *OK*. Here is an example:

Table 1. Sample Table

Party	1900		1906		1910	
	% of Vote	Seats Won	% of Vote	Seats Won	% of Vote	Seats Won
	Provincial Assembly					
Conservative	35.6	47	26.0	37	30.9	52
Socialist	12.4	18	27.1	44	24.8	39
Christian Democrat	49.2	85	41.2	68	39.2	59
Other	2.8	0	5.7	1	5.1	0
Total	100.0	150	100.0	150	100.0	150

Source: College of Aerospace Doctrine, Research, and Education, *AU Press Style Guide for Writers & Editors* (Maxwell AFB, Ala.: Command and Staff College Press, December 1994), 85.

This table was created using seven columns and nine rows. Columns were merged for the years labels (i.e., 1900, 1906, 1910) by selecting the cells to merge and selecting *Table/Merge Cells*. Alignment within the table is accomplished by selecting the desired cells and clicking the *Align Left*, *Center*, *Align Right*, or *Justify* buttons on the *Formatting* toolbar. A caption is automatically added above the table by enabling the *AutoCaption* feature discussed in the previous section. Simply type the caption following the label,

using title case. If citing data from another source, be sure to indicate so using a “Source” statement below the table (as shown above) rather than footnoting the caption. Use the *Normal* style for this item.

Selecting *Borders and Shading...* from the *Format* menu controls placement of lines within the table. This menu allows the user to control the placement, thickness, and color of the grid lines within the table. Unfortunately, the scope of this document does not permit further detail into the intricacies of table formatting. For further information on working with tables, consult your local *Word 97* expert.

Chapter 5

Conclusions

Life is the art of drawing sufficient conclusions from insufficient premises.

—Samuel Butler
Notebooks

This document, and its associated *Microsoft Word 97* template, is designed to take most of the effort out of the process of formatting a research paper, with the goal of producing a uniform professional standard for Command and Staff College papers. While it covers the majority of formatting issues which might arise, it is not all inclusive. It relies heavily on the Joint Military Intelligence College's *Style Guide* and *The Chicago Manual of Style* to define stylistic issues—it is up to the user to be familiar with these sources.

Obviously, not all formatting issues will be resolved with this document. It is hoped, however, that this version will provide a good starting point. As comments and suggestions for improvement are received, they will be incorporated, with the goal of making the writing process even easier. Ideas on how to improve this document should be sent to Dr. Mark Jacobsen, Writing Director.

Appendix A

Sample Appendix

This section is provided to illustrate how to include an appendix in the document and show how the title is included in the table of contents. As noted in *The Chicago Manual of Style*:

Some kinds of material properly relegated to an appendix are explanations and elaborations that are not essential parts of the text but are helpful to a reader seeking further clarification; texts of documents, laws, and so forth, illustrating the text; and long lists, survey questionnaires, or sometimes even charts or tables. *The appendix should not be a repository for raw data that the author was unable to work into the text.* [Emphasis added]⁵

As noted by the preceding reference, footnotes for an appendix go at the end of that appendix.

⁵ *The Chicago Manual*, 36.

Appendix B

Research Template Style Descriptions

To aid in the use of the style elements contained in this document, the following descriptions are provided as a reference:

Acknowledgments	Format for the header on the acknowledgments page. This style will automatically add an entry to the table of contents.
Bib Entry	Format for each entry in the bibliography. This style defines the hanging indent used for bibliography entries.
Bibliography	Format for the header on the bibliography page. This style will automatically add an entry to the table of contents.
Block Quotation	Format for a block quotation. This style indents the quotation from both margins and switches to single-spaced text.
Bulleted Lists	Format for non-enumerated lists. This style applies the proper margins and switches to single-spaced text. Use <i>Lists</i> for enumerated lists.
Caption	Format for captions (legends) for figures and tables. This style is used when selecting <i>Insert/Caption...</i> from the pull-down menu. This style will automatically add an entry to the list of illustrations or list of tables, as appropriate.
Chapter Number	Format for the chapter (e.g., Chapter 1) or appendix (e.g., Appendix A) number for each section. Applying this style to any text will automatically produce a page break, however, the page break <i>must</i> be replaced with a section break (use <i>Insert/Break...</i> on the pull-down menu) to

	ensure proper placement of footnotes at the end of each chapter or appendix.
Chapter Title	Format for the chapter or appendix title. This style will automatically add an entry to the table of contents. The chapter title should be in title case in the main body—it will be automatically converted to uppercase in the table of contents.
Definition	Format for a definition entry in the glossary.
Disclaimer	Format for the header on the disclaimer page. This page should <i>not</i> be modified in any way.
Footnote Text	Format of the footnote text. This style is automatically selected when using <i>Insert/Footnote...</i> from the pull-down menu.
Epigraph Source	Format for the source (individual and written reference) of an epigraph. This style positions the source flush right (aligned with the right side of the epigraph text) but italics will need to be added separately for a text reference. A blank line (using this style) is needed to separate the epigraph source from the following paragraph. For examples of epigraphs, see the beginning of chapters 1 through 5.
Epigraph Text	Format for the text of an epigraph. This style puts the quotation in italics in the <i>Block Quotation</i> style. For examples of epigraphs, see the beginning of chapters 1 through 5.
Equation	Format for an equation. Adding a tab before the equation centers the equation and the equation number is placed flush right by adding a tab after the equation.
Executive Summary	Format for the header on the abstract page. This style will automatically add an entry to the table of contents.
Footnote Reference	Format for the footnote mark (a superscripted number), both in the body and the footnotes. Because the marks in each portion of the document must be the same, it is not possible (using <i>Microsoft Word 97</i>) to conform to the requirements specified in the <i>Style Guide</i> .

Glossary	Format for the header on the glossary page. This style will automatically add an entry to the table of contents.
Glossary Text	Format for text (typical list of abbreviations) in the glossary.
List of Illustrations	Format for the header on the list of illustrations page. This style will automatically add an entry to the table of contents.
List of Tables	Format for the header on the list of tables page. This style will automatically add an entry to the table of contents.
Lists	Format for enumerated lists. This style applies the proper margins and switches to single-spaced text. Use <i>Bulleted Lists</i> for non-enumerated lists.
Normal	This style defines the basic font (Times New Roman) and font size (12 pt) for this template. It should be used for text in tables and the source statement following a picture or table.
Notes	Format for the footnotes separator and footnotes continuation headers.
Page Header	Format for the header on the table of contents, list of illustrations, and list of tables to place the word “Page” at the top of the column of page numbers.
Page Number	Format for the page number at the bottom of each page. This style is automatically generated for each page. Control of numbering within the document is done using the <i>Insert/Page Numbers...</i> option on the pull-down menu.
Paragraph	Format of all paragraphs in the document. This style indents the first line (no tab is necessary) and double-spaces the text. For instances requiring unindented text, see the <i>Unindented Paragraph</i> style.
Picture	Format for pictures. This style will automatically center the picture and keep it with the accompanying caption.
Preface	Format for the header on the preface page. This style will automatically add an entry to the table of contents.

Subheading 1	Format for the first-level subheading. This style will automatically add an entry to the table of contents. The subheading should be entered using title case.
Subheading 2	Format for the second-level subheading. This style will automatically add an entry to the table of contents. The subheading should be entered using title case. Note that there is no style for third-level subheadings and these headings do not appear in the table of contents. See chapter 2 for details on the format of subheadings.
Table of Contents	Format for the header on the table of contents page.
Title Line 1	Format for the first line of the project title. If the title is too long to fit on a single line, use the Title Line 2 style for the second line. The title should be no more than three lines long. The project title is automatically converted to uppercase.
Title Line 2	Format for the second line of a title. The project title is automatically converted to uppercase. If there is no second line, a blank line with this format should be retained.
Title Line 3	Format for the third line of a title. The title should be no more than three lines long. The project title is automatically converted to uppercase. If there is no third line, a blank line with this format should be retained.
Title Page Mentor	Format for the mentor(s) of the project.
Title Page Base	Format for the location of the base where the school is located (e.g., Marine Corps Combat Development Command, Quantico, Virginia’.)
Title Page By	Format for the portion of the title page which reads “by.” This item is not normally modified by the writer.

Title Page Center 1	Format for part of the central text of the title page (Master of Military Studies). This item is not normally modified by the writer.
Title Page Center 2	Format for part of the central text of the title page (“Submitted in Partial Fulfillment of the Requirements for the degree of Master of Military Studies”). This item is not normally modified by the writer.
Title Page Date	Format of the date at the bottom of the title page. This style centers the date on the page.
Title Page Mentor	Format for the mentor(s) of the project.
Title Page School	Format for the school name on the title page.
Title Page University	Format for the university name on the title page.
TOC1	Format for level-one headings in the table of contents. This style is automatically set in the definition of the style for the table of contents and is not used by the writer.
TOC2	Format for level-two headings in the table of contents. This style is automatically set in the definition of the style for the table of contents and is not used by the writer.
TOC3	Format for level-three headings in the table of contents. This style is automatically set in the definition of the style for the table of contents and is not used by the writer.
TOC4	Format for level-four headings in the table of contents. This style is automatically set in the definition of the style for the table of contents and is not used by the writer.
Unindented Paragraph	Format for unindented paragraphs. This style is identical to the <i>Paragraph</i> style except that it does not indent the first line. This style would be used after an item (such as a list or an equation) is inserted in the middle of a paragraph to format the subsequent text.

Glossary

Include a glossary if you use a number of unfamiliar or technical terms in your text. Arrange the words, abbreviations, or acronyms and their definitions in alphabetical order, and place the glossary before the bibliography. For a list of abbreviations, use the following format (the *Glossary Text* style) with single-spaced entries and a blank line to separate letters:

CCE	College of Continuing Education
CSC	Command and Staff College
DOD	Department of Defense
MCCDC	Marine Corps Combat Development Command
MCU	Marine Corps University
SAW	School of Advanced Warfighting
USMC	United States Marine Corps

For definitions, use the *Definition* style, as shown below:

- computer.** An electronic machine that performs high-speed mathematical or logical calculations or that assembles, stores, correlates, or otherwise processes and prints information derived from coded data in accordance with a predetermined program.
- laser.** Any of several devices that convert incident electromagnetic radiation of mixed frequencies to one or more discrete frequencies of highly amplified and coherent visible radiation.
- microwave.** Any electromagnetic radiation having a wavelength in the approximate range from one millimeter to one meter, the region between infrared and shortwave radio wavelengths.
- radar.** A method of detecting distant objects and determining their position, velocity, or other characteristics by analysis of very high frequency radio waves reflected from their surfaces.

Bibliography

The Chicago Manual of Style, 14th ed. Chicago: The University of Chicago Press, 1993.

Joint Military Intelligence College. *The Style Guide: Research and Writing at the Joint Military Intelligence College*, 1st ed. Washington, D.C: Joint Military Intelligence College, 1994.

APPENDIX A: MILITARY PUBLICATIONS

The Air Force Comptroller

Focus: To provide timely information to Air Force Financial Management and Comptroller personnel relating to mission accomplishment; to assist them in solving problems and improving efficiency of operation; to communicate new developments and techniques and to stimulate professional thought and development

Address: The Air Force Comptroller, SAF/FM (Editor), 1130 Air Force Pentagon, Washington, DC 20330-1139 Telephone: DSN 227-5888

Guidelines for Contributors: Contributions are welcome.

Representative Articles: "Results of the Officer Requirements Study," "Strategic Thinking," and "Challenges We Face--And the Comptroller's Role." Miscellaneous: Published quarterly.

Air Force Journal of Logistics

Focus: "The Air Force Journal of Logistics provides an open forum for the presentation of issues, ideas, research, and information of concern to logisticians who plan, acquire, maintain, supply, transport, and provide supporting engineering and services for military aerospace forces."

Address: AFLMA/LGJ, 501 Ward Street, Building 205, Maxwell AFB, Gunter Annex, AL 36114-3236 Telephone: DSN 596-4087; Comm (334) 416-4087

Guidelines for Contributors: Manuscripts should be typed, double-spaced, and be between 1,500-3,500 words. Figures, graphics, and tables should be numbered consecutively within the text. Articles may be submitted electronically via the Internet, or on diskette (ASCII file). Please call for specific instructions.

Representative Articles: "Improving Spacelift Reliability Through Robust Design," "Evolution of Space System Support," and "Activity Based Costing: Applications in Military and Business Logistics."

The Air Force Law Review

Focus: The Air Force Law Review is distributed to Air Force judge advocates, and reaches law schools, bar associations, international organizations, other military Services.

Address: Editor, The Air Force Law Review, Air Force Judge Advocate General School (CPD/JAL), Maxwell Air Force Base, AL 35112-6429

Guidelines for Contributors: Readers are invited to submit manuscripts on any area of law or legal practice that may be of interest to judge advocates and military lawyers. All manuscripts are reviewed by the Editorial Board. Policy and security clearance reviews are conducted if required. Each issue of the review contains an extensive "Information for Contributors" section.

Representative Articles: "The Liability of the Government Under the Federal Tort Claims Act for the Breach of a Nondelegable Duty Arising from the Performance of a Government Procurement Contract" and "A Constitutional and Statutory Review of the Air Force Civilian Drug Testing Program."

The Air Land Sea Bulletin

Focus: Published as a vehicle to "spread the word" on recent developments in Service interoperability

Address: ALSA Center, Attn: Air Land Sea Bulletin, 114 Andrews St., Suite 101, Langley AFB, VA 23665-2785 Telephone: DSN 574-5934; Comm (804) 764-5936 Fax: 574-5935

Guidelines for Contributors: Format is unimportant; the editors at ALSA will help you. Please send the article on disk, if possible. If the article contains graphics, please send a hard copy as well as the disk. Questions will be answered by the editorial assistant at DSN 574-5929; Comm (804) 764-5929.

Representative Articles: "Fire Support Trends at the JRTC," "Requesting Reconnaissance in the Joint Environment," and "JEWIC Promulgates JCEWS Manual." Miscellaneous: ALSA is a four-service center sponsored by the Army Training and Doctrine Command, the Air Force Air Combat Command, the Naval Doctrine Command, and the Marine Corps Combat Development Center.

Air Power History

Focus: To preserve, perpetuate, and publish articles on the history and traditions of American aviation. This magazine was formerly entitled Aerospace Historian.

Address: Jacob Neufeld, Editor, c/o Air Power History, Center for Air Force History (CAFH/HO), 170 Luke Ave., Suite 400, Washington, DC 20332-5113.

Guidelines for Contributors: Complete guidelines can be found at the back of each issue. Articles should be submitted in triplicate, double-spaced, and prepared according to the Chicago Manual of Style. Submissions are evaluated anonymously; therefore, the author's name should appear only on the title page. Most articles are from 4,500 to 5,500 words. Authors may submit on 3 1/2" floppy disks, using WordPerfect, if possible.

Representative Articles: "Sully's Saga: Braving the Jungles of Papua-New Guinea, 1943," "Before B-2," and "The Key to Victory: Fighter Command and the Tactical Air Reserves During the Battle of Britain"

Airpower Journal

Focus: As the professional journal of the United States Air Force, Airpower Journal is designed to serve as an open forum for the presentation and stimulation of innovative thinking on military doctrine, strategy, tactics, force structure, readiness, and other matters of national defense." Beginning with the Spring 1995 issue, coverage broadened to include articles dealing with strategy and policy issues.

Address: Editor, Airpower Journal, 401 Chennault Circle, Maxwell AFB AL 36112-6428
Telephone: (205) 953-5322; DSN 493-5322

Guidelines for Contributors: Unsolicited manuscripts are welcomed. Submit double-spaced, typed manuscripts in duplicate. All submissions are edited in accordance with the standards set forth in the "Air University Press Style Guide."

Representative Articles: "Desert Storm: The First Information War?," "Military Ethics," "Heavy Bombers Holding the Line," and "Information Warfare: Principles of Third-Wave War."

All Hands

Focus: A general magazine published by the Naval Media Center

Address: Naval Media Center, Publishing Division, ATTN.: Editor, Naval Station Anacostia, Bldg 168, 2701 S. Capitol St. S.W., Washington, DC 20374-5080
Telephone: (202) 433-4171; DSN 288-4171 Fax: (202) 433-4747; DSN 288-4747

Guidelines for Contributors: Submissions and correspondence are welcomed.

Representative Articles: "Theater Ballistic Missile Defense on the Horizon"

American Intelligence Journal

Focus: "The journal publishes leadership views on policy, planning, systems and organizational issues." This journal is subtitled "The Magazine for Intelligence Professionals." It is distributed to government officials, members of Congress and their staffs, and universities and their libraries.

Address: Editor, AIJ, Box 6712, Falls Church, VA 22040. Telephone: (703) 823-5208, FAX (703) 823-1340.

Guidelines for Contributors: Contributors include intelligence community leaders and professionals. For more information, write to the above address.

Representative Articles: "SIGINT: An Important Part of Air Force Intelligence," "Cryptology from the Sea," and "Marine Corps Signals Intelligence: The Warfighter's Force Multiplier."

Amphibious Warfare Review

Focus: Amphibious Warfare

Address: Amphibious Warfare Publishing Corporation, 25 South Quaker Lane, Suite 20, Alexandria, VA 22314. Telephone (703) 823-5208, FAX (703) 823-1340.

Guidelines for Contributors: Manuscripts pertaining to amphibious warfare are invited. The publisher assumes no responsibility for the safe return of unsolicited material. Manuscripts may be edited for accuracy and to conform to the style, format, and space limitation of the journal.

Representative Articles: "Tanks for the Marine Corps," "Operational Maneuver '...From the Sea'," and "Light Enough to Get There--Heavy Enough to Win."

Armed Forces & Society

Focus: An interdisciplinary journal. Publishes articles on military institutions, civil-military relations, arms control, peacemaking, and conflict management. International in scope

Address: Professor Jay Stanley, Editorial Office, Armed Forces & Society, Department of Sociology, Towson State University, Towson, MD 21204-7097.

Guidelines for Contributors: Detailed information given on the "Instructions to Contributors" page, within journal. Articles should be no longer than 25 double-spaced typewritten pages, including double-spaced endnotes. Articles should be accompanied by an abstract of 100-150 words, and a brief statement summarizing the author's present affiliation, publishing career, and research interests. Follow The Chicago Manual of Style (13th edition) for endnote style. Submitted articles should not have been previously published, nor under review for another publication.

Representative Articles: "Civil-Military Relations and Argentine Democracy," "Toward a Normative Code for the Military," and "Military Academies as Instruments of Value Change."

Armed Forces Journal International

Focus: A general military periodical dealing with military forces, industry and technology, the political-military relationship

Address: 2000 L Street, NW, Suite 520, Washington, DC 20036 Telephone: (202) 296-0450 Fax: (202) 296-5727/4872

Guidelines for Contributors: Submit articles to Editor, Armed Forces Journal International, 2000 L Street, NW, Suite 520, Washington, DC 20036. Preferred length: 850-2200 words. Style: unimportant; AFJI will edit to conform to style of journal. Prefer submission of 1 double-spaced, typed, or printed copy of article. Do not send computer disk. Include short author biography. The editors prefer articles that shed fresh insight on issues affecting United States and allied military forces. In addition, they request as much specificity as possible, that is, real world specific examples to back up assertions. No footnotes. Broad-brush academic articles are not of interest.

Representative Articles: "The 21st Century Land Warrior," "Refining Joint Force Packages," "The Enforcement Specialists," and "The Light at the End of the JPATS Tunnel"

Armor

Focus: The professional development bulletin of the Armor Branch

Address: U.S. Army Armor Center, 4401 Vine Grove Road, Fort Knox, KY 40121

Guidelines for Contributors: Armor prints only those materials for which the U.S. Army Armor Center has proponentcy. Included are "all armored, direct-fire ground combat systems that do not serve primarily as infantry carriers; all weapons used exclusively in these systems or by CMF 19-series enlisted soldiers; and information concerning the

training, logistics, history, and leadership of armor and armored cavalry units at the brigade/regiment level and below, to include Threat units at those levels."

Representative Articles: "Peacekeeping with Light Cavalry," "Armor History and Operations in 1944 (6th AD)," and "Full Circle: The Armored Cavalry Platoon"

Arms Control Today

Focus: Published by the Arms Control Association, a "national membership organization dedicated to promoting public understanding and support for effective arms control policies." Focus is on arms control proposals, negotiations and agreements, as well as general national security issues.

Address: Arms Control Association, 1726 M Street, NW, Suite 201, Washington, DC 20036. Telephone: (202) 463-8270 Fax: (202) 463-8273

Guidelines for Contributors: Unsolicited double-spaced typed manuscripts will be considered by the editors and returned if accompanied by sufficient return postage.

Representative Articles: "Sources of Instability and Conflict in Northeast Asia," "Is Japan a Military Threat to Asia?," and "Conventional Arms Control Initiatives: Russia as a Special Case"

Army

Focus: A professional journal devoted to the advancement of the military arts and sciences and representing the interests of the U.S. Army. Published by the Association of the United States Army

Address: Association of the United States Army, 2425 Wilson Blvd., Arlington, VA 22201-3385 Fax: (703) 525-9039

Guidelines for Contributors: None stated. Notice of essay contest, sponsored by AUSA, gives these rules: essays must be original, and must not exceed 2,500 words. All essays must be typewritten, double-spaced, on 8-1/2" X 11" paper. Army reserves the right to edit all essays it publishes for style, accuracy, or because of space limitations.

Representative Articles: "A Riot in Wanwaylen: Lessons Learned," "The Campaign Plan," and "The 'Hellfires' of Bastogne"

Army Aviation

Focus: Official journal of the Army Aviation Association of America. Issues include feature articles, convention information, AAAA news and calendar, and a special focus section on subjects such as simulation or the Longbow Apache.

Address: Army Aviation Publications, Inc., 49 Richmondville Avenue, Westport, CT 06880-2000 Telephone: (203) 226-8184

Guidelines for Contributors: None stated

Representative Articles: "Benchmarking in DOD," "Customer Service: Case Study in Leader Involvement," and "Let's Reinvent for the Right Reasons".

The Army Lawyer

Focus: Published monthly by The Judge Advocate General's School for the official use of Army lawyers in the performance of their legal responsibilities

Address: Editor, The Army Lawyer, The Judge Advocate General's School, U.S. Army, Charlottesville, VA 22903-1781

Guidelines for Contributors: Articles on topics of interest to military lawyers are welcomed. Articles should be typed double-spaced and submitted to the above address. Footnotes, if included, should be typed double-spaced on a separate sheet. Articles also should be submitted on floppy disks, and should be in either Enable, WordPerfect, Multimate, DCA RFT, or ASCII format. Articles should follow A Uniform System of Citation (15th ed. 1991) and Military Citation (TJAGSA, July 1992).

Representative Article: "Keystones of the Military Justice System: A Primer for Chiefs of Justice"

Army Logistician

Focus: The professional bulletin of United States Army Logistics. The mission of Army Logistician "is to publish timely, authoritative information on Army and Defense logistics plans, programs, policies, operations, procedures, and doctrine for the benefit of all logistics personnel. Its purpose is to provide a forum for original, creative, innovative thought on logistics support."

Address: Editor, Army Logistician, ALMC, 12301 A Avenue, Ft. Lee, VA 23801-6044 Telephone: (804) 734-6400; DSN 687-6400 Fax: (804) 734-6401; DSN 687-6401 Electronic Mail: tSPEIGHT@almc-lee.army.mil

Guidelines for Contributors: Manuscripts should be accompanied by a 3.5- or 5.25-inch disk in ASCII or IBM-compatible word processing system

Representative Articles: "Civilians on the Battlefield," "Health-Care Logistics at the Edge of Nowhere," and "Logistics: A Hungarian Army Challenge"

Army RD&A Bulletin

Focus: The purpose of this bulletin is to instruct members of the RD&A community about RD&A processes, procedures, techniques, and management philosophy and to disseminate other information pertinent to the professional development of this community.

Address: Department of the Army, Army RD&A Bulletin, 9900 Belvoir Rd., Suite 101, Ft. Belvoir, VA 22060-5567 Telephone: (703) 805-4215; DSN 655-4215 Fax: (703) 805-4218.

Guidelines for Contributors: None stated

Representative Articles: "Winning the Information War," "Smart Mines and Remote Control Technology," and "The X-Ray Fixer Recycling System"

Army Reserve

Focus: To disseminate complete and current information of interest to the Reserve Components to all Reserves and the Public

Address: Army Reserve Magazine, 1815 North Ft. Myer Drive, Suite 203, Arlington, VA 22209-1805 Telephone: (703) 696-6212; DSN 236-6212 Fax: (703) 696-5300

Guidelines for Contributors: Articles, story ideas, photographs, and other material of interest to members of the United States Army Reserve are invited. Manuscripts should be sent to the above address. Unsolicited manuscripts and photographs will not be returned.

Representative Articles: "Focus on Mobilization," "Mission to Guatemala," "Reforger Goes Digital," and "Return from Somalia".

Asia-Pacific Defense Forum

Focus: "A professional military journal published quarterly by the Commander in Chief of the United States Pacific Command to provide an international forum for military personnel of the Asian and Pacific areas"

Address: Editor, USCINCPAC Staff, Box 13, Camp H. M. Smith, HI 96861, USA

Guidelines for Contributors: None stated

Representative Articles: "Overcoming Mines of Cambodia," "Security for a New Pacific Community," and "Tri-National Training in Tonga"

Chips

Focus: A quarterly publication of the Commanding Officer, Naval Computer and Telecommunications Command.

Address: Commanding Officer, Naval Computer and Telecommunications Area Master Station LANT, 9456 Fourth Ave., Suite 200, Norfolk, VA 23511-2199

Telephone: (804) 444-7976; DSN 564-7976 Fax: (804) 445-2282; DSN 565-2282

DDN: CHIPS_EDITOR@NCTAMSLANT.NAVY.MIL

Guidelines for Contributors: Articles and other contributions are welcome. Editor reserves the right to make editorial changes. All articles printed in Chips become the sole property of the publisher.

Representative Articles: "Stealth, Polymorphism & Other Strange Words," "PORTSCOM Reserve Experience Provides Active Dividends," and "Don't Throw This BASS Back Without Taking a Look"

The Combat Edge

Focus: Subtitled the Air Combat Command Safety Magazine, this publication focuses on air and ground safety.

Address: Editor, The Combat Edge, HQ ACC/SEP, 130 Andrews St., Suite 301, Langley AFB, VA 23665-2786 Telephone: (804) 764-3658; DSN 574-3658

Guidelines for Contributors: Articles, comments, and criticisms are welcome. The editors reserve the right to edit all manuscripts for readability and good taste.

Representative Articles: "The Hercules in Transition" and "Culture Shock"

Command Focus: A Christian magazine for military personnel. Subtitled "Christian Perspectives on Life in the U.S. Armed Forces"

Address: Officers' Christian Fellowship of the United States of America, P.O. Box 1177, Englewood, CO 80150-1177 Telephone: (303) 761-1984

Guidelines for Contributors: Manuscripts of any subject pertinent to Christianity and military life are welcome. Representative Articles: "Challenges to Integrity," "Living in a World that Is Disintegrating," "The Christian and Warfare," and "On War and Justice. " Note: Each of these articles was written by an active-duty or retired military officer.

Commandant's Bulletin

Focus: This bulletin is published by the U.S. Coast Guard public affairs staff for members of the U.S. Coast Guard.

Address: U.S. Coast Guard, Public Affairs (G-CP-1B), 2100 2nd Street, S.W., Washington, DC 20593-0001 Telephone: (202) 267-0926 Electronic Mail: COMDTBULL/G-CPOST.

Guidelines for Contributors: Stories and photographs are welcome. Photos require cutlines that explain the story and identify everyone shown. Include the photographer's name. Articles are accepted on diskette; however, call ahead for format and software compatibility. Printed text should be typed double-spaced on plain paper without letterhead. Questions about submissions should be directed to the editor at the phone number given above.

Representative Articles: "Coast Guard versus the Nazis" and "In the Coast Guard and On-line with Internet"

A Common Perspective

Focus: Keeping the joint community better informed on joint doctrinal information and initiatives

Address: Editor, A Common Perspective, Ingalls Road, Building 100, Fort Monroe, VA 23651-5000 Telephone: (804) 726-6406; DSN 680-6406 Fax: (804) 726-6552

Guidelines for Contributors: All articles and commentaries should be 1,500 words or less. Articles should be submitted double-spaced, in WordPerfect or Microsoft Word format, on a 3.5- or 5.25-inch disk or via the JEL (Joint Electronic Library). Articles are solicited from the joint doctrine community covering joint operations/issues of a

historical nature, as each issue includes a historical theme in addition to current joint doctrine topics.

Representative Articles: "Agile Provider 94," "The Doctrinal Challenge of Space Combat Support," "JWFC Peace Operations Initiative," and "Joint Forcible Entry: Operation Neptune"

Comparative Strategy

Focus: Cosponsored by the National Institute for Public Policy and the Center for Security Studies, University of Hull, UK, this journal is "devoted to the elucidation of the principles and practice of grand strategy in the contemporary world. It is dedicated to a revitalization of contemporary strategic thought."

Address: Editor-in-Chief, Dr. Keith B. Payne, National Institute for Public Policy, 3031 Javier Road, Suite 300, Fairfax, VA 22031 Telephone: (202) 289-2174 Fax: (202) 289-3665

Guidelines for Contributors: Contributions should be clear and concise. Manuscripts will be accepted with the understanding that their content is unpublished and not being submitted for publication elsewhere. All parts of the manuscript, including the title page, abstracts, tables, and legends, should be typewritten, double-spaced on one side of white paper. Allow margins of at least one inch on all sides of the typed pages. Titles should be brief and clear. Each paper should be summarized in an abstract of not more than 150 words. All references should be numbered consecutively at the end of every paper. For more detailed instructions, see the "Instructions to Authors" section in each issue.

Representative Articles: "Villains, Victims, and Sheriffs: Strategic Studies and Security for an Interwar Period," "An Assessment of the Iranian Military Rearmament Program," and "What's So Special about Humanitarian Operations?"

Defense Analysis

Focus: An independent, interdisciplinary and international journal; concerned mainly with the field of defense theory and analysis. Scholarly in both content and style, the journal is also designed to be a "forum for exchange of data, ideas and methodological approaches among the professional military, their supporting bureaucracies and academic and independent researchers involved in the analysis of defense policy."

Address: Editor-in-Chief, Defense Analysis, Center for Defence and International Security Studies, Cartmel College, University of Lancaster, Bailrigg, Lancaster LA1 4YL, UK. Telephone: 0524-65201, ext. 4255. Telex: 65111 LanculG. In the United States: (717) 291-3961 Fax: (717) 291-4356

Guidelines for Contributors: North American authors should submit contributions directly to the North American Editor, Defense Analysis, Department of Government, Franklin and Marshall College, PO Box 3003, Lancaster, PA 17604. Submitted articles should be no longer than 7,000 words. Four copies of each manuscript should be submitted together with an abstract of not more than 150 words. Manuscripts should be typed, double-spaced and on one side of good quality standard paper. Final copies of accepted material will be required to conform to the journal's house style. For additional information, see the Editorial Objectives and Instructions to Authors page in each issue of the journal.

Representative Articles: "War Plan RAINBOW 5," "The Inevitable Slide into Coercive Peacemaking: The US Role in the New World Order, " and "A Primer on Bulgarian Security and Defense Issues".

Defense Intelligence Journal

Focus: The purpose of the journal is to "provide Joint Military Intelligence College (JMIC) students and other intelligence personnel with informed views and authoritative information from senior national, defense and intelligence leaders on policies and issues of current importance to defense intelligence; to make available to all intelligence personnel the academic research and other educational materials produced by the JMIC faculty and associates; to offer the students of the JMIC and other intelligence personnel the opportunity to publish their writings."

Address: Defense Intelligence Journal, 6723 Whittier Avenue, #303A, McLean, VA 22101 Telephone: (703) 790-1428

Guidelines for Contributors: Each issue of the journal focuses on a topic of current national security, defense, or intelligence. Articles are normally requested by the editor to support each issue; however, contributions from JMIC alumni, military intelligence personnel serving in joint commands and all other intelligence personnel are encouraged, as are contributions from defense analysts and academic specialists. Articles should be 3,000-5,000 words in length, double-spaced with one-inch margins, and should adhere to the format and style illustrated by articles already published in the journal. Articles should be submitted on a 3.5- or 5.25- inch computer disk, in WordPerfect, and in hard copy. Tables and illustrations should be submitted as separate documents. For more information, refer to the Guidance for Contributors section located within each issue of the journal.

Representative Articles: "Why Intelligence Estimates Won't Mislead Us Anymore," "Forecasting: It's Not Possible," and "Insurgency and Counterinsurgency in Eastern Europe".

Diplomacy & Statecraft

Focus: Articles in this journal focus on diplomatic history and international relations. Members of the editorial board include distinguished scholars from the United Kingdom, the United States, and Canada.

Address: Manuscripts and editorial correspondence to David Armstrong or Erik Goldstein at Graduate School of International Studies, University of Birmingham, Edgbaston, Birmingham B15 2TT, United Kingdom. Telephone: (081) 599-8866 (Frank Cass and Co., Ltd., Publisher) Fax: (081) 599-0984 (Frank Cass and Co., Ltd., Publisher)

Guidelines for Contributors: Articles should be original contributions, not under consideration for another publication at the same time. Typescript should be submitted in duplicate, typewritten on one side only, double-spaced throughout, with ample margins. Pages should be numbered consecutively. There is no standard length for articles, but 7,000 to 10,000 words is customary. For additional information, see the Notes to Contributors section at the end of each issue.

Representative Articles: "The 1925 Soviet-Japanese Secret Agreement on Bessarabia" and "After Stalin: The Ambassadors and America's Soviet Policy, 1953-62"

Diplomatic History

Focus: Subtitled "The Journal of The Society for Historians of American Foreign Relations." Includes review essays and a historiography section

Address: Michael J. Hogan, Editor, Diplomatic History, Department of History, The Ohio State University, 106 Dulles Hall, 230 West 17th Avenue, Columbus, OH 43210-1367

Guidelines for Contributors: Manuscripts should be submitted in triplicate, double-spaced, and prepared according to The Chicago Manual of Style, 14th ed. (Chicago, 1993). One copy of the manuscript will be retained temporarily in the records of the editor. For the return of additional copies, contributors should include a self-addressed stamped envelope.

Representative Articles: "U.S., Algeria, and the Fourth French Republic," "When Money Counts and Doesn't," and "America and the Middle East Since 1945"

The DISAM Journal of International Security Assistance Management

Focus: The Defense Institute of Security Assistance Management (DISAM) Journal "serves as a channel for the exchange of ideas within the security assistance community." It is not an official publication of the Department of Defense; it is a refereed journal.

Address: DISAM/DR, 2335 Seventh Street, Wright-Patterson Air Force Base, OH 45433-7803 Telephone: (513) 255-2994/3669; DSN 785-2994/3669 Fax: (513) 255-4319; DSN 785-4319

Guidelines for Contributors: Readers are encouraged to submit articles and items of interest to the security assistance community. DISAM reserves the right to make minor editorial changes to submitted articles. "Manuscripts are subject to expert and peer review to assure technical accuracy, appropriate official policies, and proper regard for security."

Representative Articles: From a recent issue featuring activities in Egypt, articles include "Civil War: Americans in Egypt," "The M1A1 Abrams Tank in Egypt," and "Forging a Modern Egyptian Military."

Engineer

Focus: This bulletin presents professional information designed to keep Army engineers informed of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

Address: U.S. Army Engineer School, ATTN: ATSE-T-PD-EB, Fort Leonard Wood, MO 65473-6650 Telephone: (314) 563-4104; DSN 676-4104

Guidelines for Contributors: Manuscripts are welcome.

Representative Articles: "Enhancing Survivability Operations," "Navy Seabees and the Civil Engineer Corps: Providing Skills to the Joint Environment," and "Light Engineers in Urban Cordon and Search Operations"

European Security

Focus: A scholarly publication with a focus on security issues in Central, Eastern, and Western Europe.

Address: Dr. Jacob Kipp, Editor, European Security, 3208 West 24th Terrace, Lawrence, Kansas, 66047 Fax: (913) 841-2856

Guidelines for Contributors: Standard length of articles is 10,000 words or less; longer essays will be considered in special cases. Manuscripts should be submitted in duplicate, typewritten on one side only, and double-spaced throughout, with ample margins. Pages should be numbered consecutively. Authors may send in disks in WordPerfect or ASCII. Authors are asked to submit a brief biographical sketch, including institutional affiliation and recent publications. Additional information about style and notes can be found in the "Notes to Contributors" section at the end of each issue of the journal.

Representative Articles: "Trapped in Transition: Defence Industry Restructuring in Central Europe," "Germany's Central European Conundrum," and "'Old' UN Peacekeeping Principles and 'New' Conflicts: Some Ideas to Reduce the Troubles of Post-Cold War Missions."

Field Artillery

Focus: "A bimonthly professional bulletin for Redlegs." "The purpose is to disseminate professional knowledge and furnish information as to the Field Artillery's progress, development, and best use in campaign; to cultivate, with the other arms, a common understanding of the power and limitations of each; to foster a feeling of interdependence among the different arms ..."

Address: Editor, Field Artillery, P.O. Box 33311, Fort Sill, OK 73503-0311 Telephone: (405) 442-5121/6806; DSN 639-5121/6806 Fax: (405) 442-5127

Guidelines for Contributors: Submissions are subject to editing by the Field Artillery staff; footnotes and bibliographies may be deleted due to space limitations.

Representative Articles: "Field Artillery Vision 2020" and "Mobile Strike Force 94: Experimenting with the Army of the 21st Century"

The Fletcher Forum of World Affairs

Focus: The journal examines legal, political, economic, and diplomatic aspects of international relations.

Address: Editor-in-Chief, The Fletcher Forum of World Affairs, The Fletcher School of Law and Diplomacy, Medford, MA 02155 Telephone: (617) 623-3610 Fax: (617) 623-3610

Guidelines for Contributors: Original articles, essays, and book reviews on topics of current international affairs are welcome. Authors must submit two typewritten, double-spaced copies of their manuscripts, not to exceed 8,000 words. Additional requirements are available on request from the editor. The Fletcher Forum editorial staff selects articles through a blind jury review process.

Representative Articles: "War Crimes: The Case of Iraq," "Kennan at 90: Still in Search of Mr. X," and "Is a Permanent Nuremberg on the Horizon?"

Historian

Focus: The Historian is a publication of Phi Alpha Theta, International Honor Society in History. Its focus is not only European and North American history, but also African, Asian, Australian, and South American history. Articles are scholarly and refereed. Extensive book review section

Address: Professor Roger Adelson, Editor, The Historian, Department of History, Arizona State University, Tempe, AZ 85287-2501

Guidelines for Contributors: Manuscripts should be less than 6,000 words, not including endnotes. Endnotes should be double-spaced and conform to the latest edition of The Chicago Manual of Style. Send two copies of the completed manuscript, double-spaced with one-inch margins, to the address above. Evaluation of manuscripts takes from two to four months.

Representative Articles: "Education in Ruanda-Urundi," "The Philippines in the U.S. Press," and "U.S. Women on the Home Front."

Infantry

Focus: A professional bulletin with information for the Infantryman

Address: Editor, Infantry, P.O. Box 52005, Fort Benning, GA 31995-2005
Telephone: (706) 545-6951; DSN 835-6951

Guidelines for Contributors: Manuscript must be double spaced. Articles may vary in length from one to ten pages or more. Representative Articles: "Battle of Beaver Dam Creek: FM 100-5 Lessons Learned," "Lasers on the Modern Battlefield," and "Cordon and Search: Lessons Learned in Somalia."

Inscom Journal

Focus: The unofficial information publication of the United States Army Intelligence and Security Command.

Address: HQ USAINSCOM, ATTN: IAPA, INSCOM Journal, 8825 Beulah Street, Fort Belvoir, VA 22060-5246.
Telephone: (703) 806-6325/5345; DSN 656-5345.

Guidelines for Contributors: Manuscripts are welcome.

Representative Articles: "War against Japan: An Overview" and "PT for Old Soldiers."

Intelligence and National Security

Focus: This scholarly journal features contributions from researchers and practitioners in the fields of history, intelligence, international relations, defense, and national security, and includes review articles as well as in-depth book reviews.

Address: The Administrative Editor, Intelligence and National Security, Frank Cass & Co. Ltd., Newbury House, 890-900 Eastern Avenue, Newbury Park, Ilford, Essex IG2 7HH, England

Guidelines for Contributors: Articles should be original contributions not under consideration for any other publication at the same time. Manuscripts should be submitted in duplicate, typewritten on one side only, and double-spaced with ample margins. If the article is typed on a word-processor, the disk should accompany the typescripts. Each file should be less than 20k in length, and should if possible be converted into ASCII. There is no standard length for articles, but the maximum is 10,000 words. For additional guidelines, see the Notes to Contributors section at the back of each issue of the journal.

Representative Articles: "Intelligence and Crisis Management: The Importance of the PreCrisis," "A Deafening Silence: US Government Policy and the SIGINT Facility at Lourdes," and "Economic Espionage: Issues Arising from Increased Government Involvement with the Private Sector."

International Defense Review

Focus: General and technical articles on equipment, defense programs and markets, defense organization worldwide, and strategy and security issues.

Address: International Defense Review, Jane's Information Group, Sentinel House, 163 Brighton Road, Coulsdon, Surrey, CR5 2NH, UK
Telephone: +44 (181) 763-1030 Fax: +44 (181) 763 0644. Electronic Mail: idr@janes.co.uk

Guidelines for Contributors: The publishers recommend that authors send them a sample article on something of interest to the author. If Jane's likes the style and the quality, they will approach the author directly. Jane's prefers to develop an ongoing relationship with its authors, and will commission them directly to write articles on specific subjects.

Representative Articles: "Sensors for Small Arms," "Special Solutions for Special Forces," and "U.S. Army's Industrial Base on Road to Nowhere"

International Journal of Intelligence and CounterIntelligence

Focus: A forum for articles on intelligence gathering, intelligence agencies, business and industrial intelligence, espionage, and the history of intelligence services. The editorial board includes former members of various intelligence agencies, as well as faculty at the Defense Intelligence College and the Naval Postgraduate School.

Address: F. Reese Brown, Editor-in-Chief, Editorial Department, I.J.I.C., P.O. Box 411, New York, NY 10021

Guidelines for Contributors: Submit two copies of the manuscript. Text should be typed on one side only of an 8 1/2" by 11" sheet, double-spaced, with wide margins. All pages should be numbered consecutively; each copy should be accompanied with a separate list of all diagrams, photographs, illustrations, footnotes, references, etc. The first page of the manuscript should contain the title, names of the authors, and the institutional affiliation, if any. Additional information can be found in the Guidelines for Authors page on the inside back cover of each Issue.

Representative Articles: "Understanding Intelligence Across Cultures," "The Intelligence Services in Lebanon During the War of 1975-1990," and "A Creature of Compromise: The Establishment of the DIA."

Jane's Intelligence Review

Focus: The journal features a regional approach to intelligence, with reports on weapons and equipment as well as general topics.

Address: Jane's Information Group, Sentinel House, 163 Brighton Road, Coulsdon, Surrey, CR5 2NH, UK Telephone: +44 (181) 763-0413 Fax: +44 (181) 763-1572
Electronic Mail: agsinfo@janes.com

Guidelines for Contributors: Please see "Guidelines for Contributors" section for International Defense Review, above. Representative Articles: "Decline and Fall--Terrorism in Russia," "The Troubled State of Bahrain," and "Burma's Chemical Weapons Status."

Joint Force Quarterly

Focus: "Joint Force Quarterly is published for the Chairman of the Joint Chiefs of Staff by the Institute for National Strategic Studies, National Defense University, to promote understanding of the integrated employment of land, sea, air, space, and special operations forces. The journal focuses on joint doctrine, coalition warfare, contingency planning, combat operations conducted by the unified commands, and joint force development."

Address: Editor, Joint Force Quarterly, ATTN: NDU-NSS-JFQ, Washington, DC 20319-6000 Telephone: (202) 475-1013; DSN 335-1013 Fax: (202) 475-1012; DSN 335-1012 Electronic Mail: JFQI@ndu.edu

Guidelines for Contributors: Articles and other contributions on joint warfighting, inter-Service issues that support jointness, and topics of common interest to the Armed Forces are invited. There is no standard length for articles, but contributions of 3,000-5,000 words are appropriate. Other submissions, including letters to the editor, items of commentary, and brief essays are also invited. Submit three copies of the manuscript along with a 150-word summary. Place personal or biographical data on a separate sheet of paper and do not identify the author (or authors) in the body of the text. Use endnotes rather than footnotes. Both the manuscript and the endnotes should be double-spaced with one-inch margins. If possible submit the manuscript on a disk together with the typescript version. WordPerfect is preferred. For additional information, refer to the Note to Readers and Contributors section within each issue of the journal.

Representative Articles: "Joint Operations in the Civil War," "Standing Down a Joint Task Force," and "Argentine Jointness and the Malvinas"

The Journal of Conflict Studies

Focus: This journal is dedicated to the publication of scholarly research in the field of low intensity conflict studies.

Address: Centre for Conflict Studies, University of New Brunswick, Fredericton, New Brunswick, Canada E3B 5A3 Telephone: (506) 453-4587

Guidelines for Contributors: The Editorial Board welcomes unsolicited submission of articles and book reviews on topics within the field of low-intensity conflict studies. See the Guidelines for Authors printed on the last page of each issue.

Representative Articles: "US Peacetime Engagement: Problems and Prospects of a Paradigm Change in Strategic Perspective" and "How Did the Intifada Affect the IDF?"

Journal of Democracy

Focus: A quarterly publication of the National Endowment for Democracy's International Forum for Democratic Studies and the Johns Hopkins University Press. The journal "provides a forum for a wide range of extraordinary people who have been at the forefront of democratic struggle, practice, and thought." It also publishes many of the world's leading scholars in the field of democratic studies.

Address: Editors, Journal of Democracy, Johns Hopkins University Press, 2715 N. Charles Street, Baltimore, MD 21218-4319 Telephone: (410) 516-6987 Fax: (410) 516-6968

Guidelines for Contributors: Manuscripts must be typed double-spaced, on one side of the paper only, and include a separate one-page abstract of no more than 150 words. Manuscripts should not exceed approximately 6,000 words. All references must be in the form of numbered endnotes and should be strictly limited in number. The Journal will not consider manuscripts submitted simultaneously to other journals.

Representative Articles: "Bowling Alone: America's Declining Social Capital," "Toleration and the New Arab Politics," and "The Primacy of Culture"

Journal of Interamerican Studies and World Affairs

Focus: This journal "publishes articles that deal primarily with contemporary US-Latin American relations, US foreign policy regarding Latin America, Latin American nations' relations with each other and the rest of the world, and Latin American internal affairs when such have clear implications for US foreign policy. The editors also welcome from scholars and public figures worldwide articles about political, economic, cultural, and social aspects of Latin American interrelationships."

Address: Journal of Interamerican Studies and World Affairs, University of Miami, P.O. Box 284205, Coral Gables, FL 33124-3027

Guidelines for Contributors: Send manuscripts in duplicate to the above address, typewritten and double-spaced. Place footnotes, references, tables, and charts on separate

pages following current Journal style. Other guidance can be found within the journal in the Attention Authors box.

Representative Articles: "The Inter-American Security Agenda" and "Beyond Sovereignty: International Efforts to Support Latin American Democracy"

Journal of International Affairs

Focus: First established in 1947, it is now the second oldest serial publication in the field of international relations. Recent journal themes have includes the media, refugees, nationalism, and the environment. Contributors include such well known persons as Paul Volcker and Boutros Boutros-Ghali. A recent issue includes an article by Patrick Clawson, senior fellow at the Institute for National Strategic Studies.

Address: Box 4, International Affairs Building, 420 West 118th Street, Columbia University, New York, NY 10027
Telephone: (212) 854-4775 Fax: (212) 864-4847

Guidelines for Contributors: The Journal will consider all manuscripts received, although the Editorial Board assumes no responsibility for their publication or return.

Representative Articles: "Mideast Economies After the Israel-PLO Handshake" and "The Role of U.S. Intelligence in Promoting Economic Interests"

The Journal of Military History

Focus: Published for the Society for Military History by the George C. Marshall Foundation and The Virginia Military Institute, the JMH is a scholarly journal. It includes an extensive book review section in addition to lengthy articles on all aspects of military history

Address: Editor, The Journal of Military History, George C. Marshall Library, Virginia Military Institute, Lexington, VA 24450

Guidelines for Contributors: Send three copies of manuscript to the above address. Text, indented quotations, and footnotes should all be double-spaced with wide margins. Footnotes must be numbered consecutively from the beginning and appear in a separate section at the end of the article. Limit manuscripts to 30 pages or less. Style must conform to The Chicago Manual of Style (14th ed.) Authors are encouraged to supply relevant artwork with the essay. For additional information, see the Manuscript Submission Guidelines located on the verso of the title page of each issue.

Representative Articles: "Shutting the Gates of Mercy: The American Origins of Total War, 1860-1880," "Questionable Objective: The Brittany Ports, 1944," and "Shattered Images: Officers of Royal Marines, 1867-1913."

Journal of Peace Research

Focus: The Journal of Peace Research "strives for a global focus on conflict and peacemaking. The JPR encourages a wide conception of peace, but focuses on the causes of violence and conflict resolution. Articles directed towards ways and means of promoting peace are favored."

Address: The Editor, Journal of Peace Research, Fuglehauggata 11, N-0260, Oslo, Norway

Fax: 47-22558422

Electronic Mail: jpr@prio.no

Guidelines for Contributors: Submit four copies of manuscripts to the above address.

Representative Articles: "Deterrence Stability with Smaller Forces: Prospects and Problems" and "Submarine Proliferation and Regional Conflict"

Journal of Political and Military Sociology

Focus: An independent international and interdisciplinary publication, loosely affiliated with the Political Sociology section of the American Sociological Association

Address: George A. Kourvetaris, Department of Sociology, Northern Illinois University, DeKalb, IL 60115

Guidelines for Contributors: The journal charges a \$10.00 processing fee before sending out manuscripts for review. No other guidelines are stated.

Representative Articles: "Four Generations and Senate Defense Voting," "Defense Against Aerial Attack in El Salvador," and "Military Coups as Rent-Seeking Behavior."

The Journal of Social, Political and Economic Studies

Focus: An international, scholarly journal, published by the Council for Social and Economic Studies, and featuring four to five lengthy articles per quarterly issue

Address: The Editor, P.O. Box 34070, N.W. Washington, DC 20034

Telephone: (202) 371-2700 Fax: (202) 371-1523

Guidelines for Contributors: "Members of the academic community and other qualified individuals are invited to consult the General Editor at the above address concerning articles which they may wish to submit for possible publication."

Representative Articles: "The Irish Republican Army: A Closer Look" and "US Environmental Egos: New Strategies for New Environmental Problems."

Journal of South Asian and Middle Eastern Studies

Focus: The major objective of this journal is to provide a forum for scholars engaged in study of the modern Islamic and non-Islamic societies in South Asia, the Middle East, and North Africa. Special issues might focus on such topics as regional cooperation, religious and intellectual developments, engineering advances, and public works.

Address: Editor, Journal of South Asian and Middle Eastern Studies, Pakistan American Foundation, 421 St. Augustine Center, Villanova University, Villanova, PA 19085

Guidelines for Contributors: Articles should be between 2,000 and 6,000 words, and be submitted in triplicate, double spaced. Articles written in languages other than English will not be accepted.

Representative Articles: "Russia's Policy Toward Israel" and "Islam, Muslim Identity and Nationalism in Bangladesh"

The Journal of Strategic Studies

Focus: Currently edited by Amos Perlmutter at The American University and John Gooch at the University of Leeds, this journal is an international forum for articles on strategic studies.

Address: Amos Perlmutter, School of Government, The American University, Washington, DC 20016 or John Gooch, School of History, University of Leeds, Leeds, LS2 9JT, England

Guidelines for Contributors: Articles should be original contributions, not under consideration for any other publication at the same time. Articles should be submitted in duplicate, typewritten on one side only and double-spaced throughout, with ample margins. If the article is typed on a word-processor, the disk should accompany the typescripts. Files should be about 15,000 characters in length and should if possible be converted into ASCII. There is no standard length, but 7,000 to 10,000 words is preferable. For additional information, refer to the Notes to Contributors section at the end of each issue of the journal.

Representative Articles: "US Economic Competitiveness and the Future of the Military-Industrial Base" and "Lessons of the Persian Gulf War: The View from Moscow."

Leatherneck: Magazine of the Marines

Focus: A monthly publication of the Marine Corps Association

Address: Marine Corps Association, Bldg. #715, MCB, Quantico, VA 22134

Telephone: (703) 640-6161

Guidelines for Contributors: Manuscripts, poetry, art, and photographs are welcome. They should be accompanied by self-addressed envelopes and return postage. Articles vary in length, and are sometimes divided and published in successive issues of the magazine.

Representative Articles: "World War II: 50 Years Ago: Marine Air in The Philippines" and "Nearing New Century with a Lighter, High-tech Corps."

Logistics Spectrum

Focus: Published by The Society of Logistics Engineers, this journal "is intended to promote professional development and advances in logistics through examination and discussion of the latest technology, techniques, and professional issues in the field. "

Address: SOLE International Headquarters, 8100 Professional Place, Suite 211, Hyattsville, MD 20785

Guidelines for Contributors: Articles that discuss any aspect of logistics technology, management, engineering, education, product support, or physical distribution are welcome. Articles selected for the refereed section have been examined by a panel for sound research methods.

Representative Articles: "Logistics Engineering, Education, and Training: The Exeter Experience," "The Logistic Response to Rwanda," and "Logistics Education Initiatives in Virginia."

Low Intensity Conflict & Law Enforcement

Focus: All aspects of low-intensity conflict, whether past or present, are studied in this journal, as well as such topics as peacekeeping, drug law enforcement, and urban unrest.

Address: Graham H. Turbiville, P.O. Box 918, Tonganoxie, KS 66086

Guidelines for Contributors: Articles should be original contributions and should not be under consideration for any other publication at the same time. Each typescript should be submitted in duplicate, typewritten on one side only and double-spaced throughout with

ample margins. If the article is typed on a word-processor, the disk should accompany the typescripts. If possible, the files should be converted into ASCII. There is no standard length for articles, but 7,000-10,000 words is a useful target. Notes should be numbered consecutively through the article with a raised numeral corresponding to the list of notes placed at the end. Other information is given in the Notes to Contributors section found toward the back of each journal issue.

Representative Articles: "Disengage, Disarm, Demobilize: The Success of ONUSAL in Implementing the 1992 El Salvador Peace Accords," "From Camouflage Helmets to Blue Berets: The Transition from Peace Enforcement to Peacekeeping," and "Russian Internal Troops and Security Challenges in the 1990s."

Marine Corps Gazette

Focus: The purpose of the Gazette is to provide a forum for open discussion and a free exchange of ideas relating to the U.S. Marine Corps and military capabilities.

Address: Marine Corps Gazette, Box 1775, Quantico, VA 22134
Telephone: 1-800-336-0291 Electronic Mail: gazette@access.digex.com

Guidelines for Contributors: Articles are normally from 2,500 to 5,000 words long. All manuscripts must be double-spaced. An "Ideas and Issues" section contains shorter articles, approximately 500 to 2,000 words. "Ideas must be backed up by hard facts. Evidence must be presented to support logical conclusions. Footnotes are not necessary, but a list of any source materials used is helpful." Submit one copy of manuscript and disk, if possible, with word processing format clearly indicated, to the above address.

Representative Articles: "Humanity on Humanitarian Operations: How Much Violence Is Enough?," "Humanitarian Assistance," and "Intelligence in Somalia"

Mediterranean Quarterly

Focus: Subtitled A Journal of Global Issues, this journal "publishes analysis and commentary on important questions for the people and institutions of our time." Despite the title, the journal is a forum for articles discussing issues in all parts of the globe.

Address: Mediterranean Affairs, Inc., Suite 984 National Press Building, 14th and F Streets NW, Washington, DC 20045
Telephone: (202) 662-7656

Guidelines for Contributors: Unsolicited manuscripts are welcome but should be accompanied by a stamped, self-addressed envelope. Manuscripts should be prepared

following the guidelines of The Chicago Manual of Style and the examples of recent issues of MQ.

Representative Articles: "Crimea and Ukraine's Future" and "The Nagorno-Karabakh Conflict: Dimensions, Lessons, and Prospects."

MHQ: The Quarterly Journal of Military History

Focus: With contributing editors including Stephen Ambrose, Caleb Carr, David Chandler, John Keegan, Jay Luvaas, Williamson Murray and Ronald Spector, this hardbound quarterly journal is filled with 10-to-20-page articles related to most aspects of military history. Full-color illustrations enhance the whole.

Address: American Historical Publications, Inc., 29 West 38th Street, New York, NY 10018

Guidelines for Contributors: MHQ considers but assumes no responsibility for unsolicited materials; all such materials must be accompanied by return postage. All articles are rigorously fact-checked.

Representative Articles: "The Birth of Blitzkrieg," "The Ordeal of General Stone," "The Prophets of Air War," and "Toward a Theory of Intelligence."

Middle East Journal

Focus: The Middle East Journal is sponsored by the Middle East Institute, an organization whose aim is to foster American understanding of the Middle East, and through the Journal to present sound, informative, and unbiased information on the region.

Address: Middle East Journal, 1761 N Street NW, Washington, DC 20036-2882

Guidelines for Contributors: MEJ encourages the submission of manuscripts on post-World War II Middle East, related events and issues. Submissions should be based on original research and analysis and are subject to a peer-review process. Manuscripts should be approximately 25 double-spaced typewritten pages. Use the Chicago Manual of Style for reference note style. Arabic, Hebrew, Persian, and Turkish transliterations should conform to the style used at the Library of Congress. For additional guidance, see the Information for Authors and Publishers section in the front of each journal issue.

Representative Articles: "The United States, Europe, and the Middle East: An Uneasy Triangle," "Islam and Europe: An Enigma or a Myth?," and "Torn between the Atlantic and the Mediterranean: Europe and the Middle East in the Post-Cold War Era."

Middle East Policy

Focus: Published by the Middle East Policy Council, this journal offers readers and authors a forum for viewpoints on recent developments that affect U.S.-Middle East policy.

Address: 1730 M Street, NW, Suite 512, Washington, DC 20036
Telephone: (202) 296-6767 Fax: (202) 296-5791

Guidelines for Contributors: None stated

Representative Articles: "Islam, Democracy and Human Rights," "Iran: The Big Debate," and "Historical Ignorance, Popular Perception of Palestine, 1917"

Middle East Quarterly

Focus: A publication of the Middle East Forum, which "works to define and promote American interests in the Middle East."

Address: Editors, Middle East Quarterly, 1920 Chestnut Street, Suite 600, Philadelphia, PA 19103
Telephone: (215) 569-9225

Guidelines for Contributors: Authors are encouraged to request a stylesheet and manuscript specifications from the Editors before beginning to write.

Representative Articles: "Can Gulf Monarchies Survive the Oil Bust?," "The New Battle for Jerusalem," and "Understanding Asad."

Middle East Report

Focus: The journal focuses on the political economy of the contemporary Middle East and popular struggles there. Frequent "theme" issues, such as revolution in Iran, or Algeria and Islam

Address: MERIP, Suite 119, 1500 Massachusetts Ave., NW, Washington, DC 20005

Guidelines for Contributors: General theoretical contributions relevant to the contemporary Middle East and connecting developments elsewhere in the world with the Middle East are also welcome. All manuscripts must be typed. Send both a diskette and a hard copy. Style sheet is available on request.

Representative Articles: "Squatters and the State: Back Street Politics in the Islamic Republic" and "Algeria's Crisis Intensifies: The Search for a 'Civic Pact'"

Military History

Focus: A general magazine for those who enjoy reading about military history and who are military historians.

Address: Cowles History Group, 741 Miller Dr. SE, Suite D-2, Leesburg, VA 22075.
Telephone: (703) 771-9400 Fax: (703) 779-8330

Guidelines for Contributors: None stated

Representative Articles: "Wargaming's Widening World," "Bastogne Belatedly Besieged," and "Dawning of Imperialist Japan."

Military Intelligence

Focus: Military Intelligence is a bulletin designed to disseminate material that will enhance the professional development of military intelligence specialists. Articles are by active-duty officers and military intelligence scholars and analysts.

Address: Commander, U.S. Army Intelligence Center and Fort Huachuca, ATTN: ATZS-TDLB, Fort Huachuca, AZ 85613-6000 Telephone: (602) 538-1004; DSN: 879-1004 Fax: (602) 533-6308; DSN 821-6308

Guidelines for Contributors: A bulletin "tips sheet" is available from the editor. Manuscripts of 1,600 to 3,200 words are standard, but varying lengths are considered. If possible, include a disk in addition to hard copy. The bulletin uses WordPerfect 5.1 and 5.2, but can convert most software, except MacIntosh. Include a complete address and daytime phone number.

Representative Articles: "Russia Unfurls Its New/Old Military Doctrine," "The Role of the G2 Planner," and "The Intelligence and Electronic Warfare Support Element."

Military Law Review

Focus: The Review offers a forum for those interested in military law to share the products of both their experience and their research. It is designed to be used by military

attorneys in connection with their official duties. Frank discussion of relevant legislative, administrative, and judicial developments is encouraged.

Address: Editor, Military Law Review, The Judge Advocate General's School, U.S. Army, Charlottesville, VA 22903-1781

Guidelines for Contributors: Writings offered for publication should be of direct concern and import to focus described above. Preference will be given to those writings having lasting value as reference material for the military lawyer. Articles, comments, recent development notes, and book reviews should be submitted typed in duplicate, double-spaced, to the above address. Authors should submit a 5-1/4" or 3-1/2" computer diskette containing their articles in IBM compatible format. Footnotes should be coded as footnotes, typed double-spaced, and numbered consecutively from the beginning to the end, not chapter by chapter. Citations should conform to The Bluebook, A Uniform System of Citation (15th ed. 1991). There is no maximum or minimum length requirement. The Review's Editorial Board will carefully review all submissions. Additional information for authors can be found on the back of the table of contents within each issue.

Representative Articles: "Rules of Engagement for Land Forces: A Matter of Training, Not Lawyering" and "Defying Precedent: The Army Writing Style."

Military Medicine

Focus: As the official journal of the Association of Military Surgeons of the United States, this journal's objective is to "advance the knowledge of Federal Medicine by providing a forum for responsible discussion of common ideas and problems relevant to federal health care." Its mission includes health care education, the facilitation of communication, and the dissemination of scientific information to its readers.

Address: Association of Military Surgeons of the U.S., 9320 Old Georgetown Rd., Bethesda, MD 20814
Telephone: (301) 897-8800

Guidelines for Contributors: All submissions are subject to peer review. Authors may submit Articles, Case Reports or Editorials. Articles are limited to 4,000 words, Case Reports to 3,000 words, Editorials to 1,500 words. Complete "Guidelines for Contributors" may be found in the October 1994 issue of the journal.

Representative Articles: "U.S. Military Working Dogs with Vietnam Service" and "Research for Graduate Medical Education."

Military Police

Focus: The objectives of this bulletin are to inform and motivate, increase knowledge, improve performance, and provide a forum for the exchange of ideas. The bulletin contains information about military police functions in combat, combat support, combat service support, battlefield circulation control, area security, EPW, law and order, and rear operations.

Address: Editor, Military Police, U.S. Army Military Police School, Fort McClellan, AL 36205-5030

Telephone: (205) 848-4326; DSN 865-4326

Guidelines for Contributors: None stated

Representative Articles: "Operations Other Than War, A Historical Perspective," "Deployment Preparation for a Forward Deployed Unit," and "Training Military Police for the 21st Century"

Military Psychology

Focus: Includes research articles, notes, reviews, and communications that facilitate the scientific development of military psychology by encouraging communication between researchers and practitioners. Published by the American Psychological Association's Military Psychology division.

Address: Martin F. Wiskoff, Editor, Military Psychology, BDM International, Inc., 2600 Garden Road, Suite 230, Monterey, CA 93940

Guidelines for Contributors: Manuscripts should be double-spaced, legible, and prepared according to the Publication Manual of the American Psychological Association, 3rd edition. Research manuscripts should be no more than 25 pages. Manuscripts will be evaluated on the basis of style and content. Authors are responsible for "clarity, conciseness, and felicity of expression." For additional information, see the "Guidelines for Contributors" page, located at the inside back cover of each issue.

Representative Articles: "The Relation Between Trust in the Supervisor and Subordinate Organizational Citizenship Behavior" and "Decision Matrices and Time in Tactical Course of Action Analysis"

Military Review

Focus: The Review's mission is to "provide a forum for the open exchange of ideas on military affairs, to focus on concepts, doctrine and warfighting at the tactical and operational levels of war; and to support the education, training, doctrine development

and integration missions of the Combined Arms Center and Command and General Staff College [of the US Army Command and General Staff College]."

Address: Military Review, U.S. Army Command & General Staff College, Fort Leavenworth, KS 66027-6910

Guidelines for Contributors: None stated

Representative Articles: "Neocortical Warfare? The Acme of Skill," "Space and Power Projection," and "Force XXI Operations."

Minerva

Focus: Subtitled "Quarterly Report on Women and the Military," this journal features articles on the contributions of women to the Armed Services.

Address: Dr. Linda Grant De Pauw, President, The MINERVA Center, 20 Granada Road, Pasadena, MD 21122-2708
Telephone: (410) 437-5379

Guidelines for Contributors: "To submit material for publication, please query first and enclose a stamped self-addressed envelope. Contributions of all kinds are welcome including art, photographs and poetry. Submissions on IBM-compatible disks are helpful to the editor when convenient for the writer."

Representative Articles: "Women at War: The Ethics of Women in Combat" and "Reconstruction Aides in World War I: A Brand New Profession."

Mobility News Bulletin

Focus: The Bulletin is a publication of the Mobility Concepts Agency, a multi-Service Organization sponsored by the Army Training and Doctrine Command (TRADOC), the Air Mobility Command (AMC), the Naval Doctrine Command (NDC), and the Marine Corps Combat Development Command (MCCDC). It is intended to act both as a means for the dissemination of current mobility information and as a forum for the discussion of new concepts and ideas about mobility.

Address: Mobility Concepts Agency, ATTN: ATDO-MCA, Ft. Monroe, VA 23651-5000 Telephone: DSN 680-3843

Guidelines for Contributors: The editors are particularly interested in articles on the following topics: total asset visibility, future theater airlift, mobile off-shore basing, early

entry mobility considerations, strategic lift. Articles are accepted in any format, but the editor requests that disk and paper copy be sent together.

Representative Articles: "Joint Task Force Logistics--A Better Way," "Army Pre-Positioning Afloat," "Crisis Action Deployment," and "Modernizing Theater Airlift"

National Guard

Focus: This magazine, sponsored by the National Guard Association of the United States, features articles on the contributions and concerns of National Guard units and members nationwide.

Address: National Guard Association of the United States, One Massachusetts Avenue, N.W., Washington, DC 20001 Telephone: (202) 789-0031

Guidelines for Contributors: Original articles bearing on national defense, with emphasis on application to or implications for the National Guard are welcome.

Representative Articles: "Understanding Future Threats," "Combat Readiness Is Serious Business," and "The Guard Revamps Army Excess."

Naval Aviation News

Focus: The "Flagship Publication of Naval Aviation"

Address: Managing Editor, Naval Aviation News, Bldg. 157-1 Washington Navy Yard, 901 M Street, SE, Washington, DC 20374-5059 Telephone: (202) 433-4407/8/9; DSN 288-4407/8/9 Fax: (202) 433-2343

Guidelines for Contributors: Naval Aviation News considers for publication unsolicited manuscripts, photo essays, artwork, and general news about aircraft, organizations, history, and human endeavors. All military contributors should forward articles about their commands only after internal security review, and with the permission of the commanding officer. Articles accepted for publication may be submitted on a diskette in Word Perfect 5.1. For additional guidelines, contact the editor at the above numbers.

Representative Articles: "Naval Aviation in WWII--Back to the Philippines" and "Formation Bombing with PBY's"

Naval History

Focus: Naval History features both scholarly articles and first-person accounts relating to all aspects of our naval heritage.

Address: Naval History Magazine, U.S. Naval Institute, 2062 Generals Highway, Annapolis, MD 21401-6780

Guidelines for Contributors: None stated
Representative Articles: "Taking A-Bombs to Sea," "No Ferry Service Worked So Fast," and "Fighting Pirates on the Zhu Jiang"

Naval Law Review

Focus: Contains articles on legislative, administrative, and judicial developments in military and related fields of law

Address: Managing Editor, Naval Law Review, Naval Justice School, 360 Elliot Street, Newport, RI 02841-1523 Telephone: (401) 841-2437; DSN 948-4437

Guidelines for Contributors: Manuscripts must be typed and accompanied by a disk in WordPerfect format. Authors should include an abstract of the proposed article, a short biography, and a statement as to whether the manuscript has been submitted elsewhere for publication. Articles should follow the current edition of A Uniform System of Citation, as well as the United States Government Printing Office Style Manual. For additional information, please see the "Information for Authors" page at the inside back cover of the journal.

Representative Articles: "History and Scope of the Press' Right of Access to Foreign Battlefields" and "Operation Desert Storm: Stark Contrasts in Compliance with the Rule of Law."

Naval Research Reviews

Focus: Features articles about research conducted by the laboratories and contractors of the Office of Naval Research, and describes important naval experimental activities

Address: Code OPARI, Office of Naval Research, Arlington, VA 22217-5000

Guidelines for Contributors: Manuscripts are welcome. No other guidance
Representative Article: "Crystal and Molecular Structure of P, P'-Dimethoxybenzophenone by the Direct Probability Method"

Naval War College Review

Focus: The Review, established in 1948, serves as a forum for discussion of public policy matters of interest to the maritime services.

Address: Naval War College Review, Code 32S, Naval War College, 686 Cushing Road, Newport, RI 02841-1207 Telephone: (401) 841-2236; DSN 948-2236 Fax: (401) 841-3579 Electronic Mail: NWC_Press@NPT.NUWC.NAVY.MIL

Guidelines for Contributors: Articles are selected primarily on the basis of their intellectual and literary merits, timeliness, and usefulness and interest to a wide readership. Manuscripts must be submitted in typewritten form, double-spaced or triple-spaced; MS-DOS diskettes welcomed.

Representative Articles: "How Navies Fight, and Why," "Key Geostrategic Trends: A Cloudy Crystal Ball," and "Gettysburg and Midway: Historical Parallels in Operational Command."

Navy Chaplain

Focus: As the professional journal of the U.S. Navy Chaplain Corps, Navy Chaplain is published to "inform the Chaplain Corps of Navy policies related to ministry, to promote the delivery of religious ministry and the free exercise of religion, to strengthen the spiritual well being of all personnel, to equip chaplains with regular reviews of selected resources, and to educate the Corps on contemporary themes of importance to ministry."

Address: Chaplain Resource Board, 9591 Maryland Avenue, Norfolk, VA 23511-2993 Telephone: (804)444-7665; DSN 564-7665 Fax: (804) 445-1006.

Guidelines for Contributors: None stated

Representative Articles: "Family Values on the Deckplates," Strengthening Character in the Naval Service," and "Joint-ness"

Navy Civil Engineer

Focus: Intended to inform the regular and reserve personnel of the Civil Engineer Corps, United States Navy, and key civilian employees of NAVFAC, subordinate commands, and other mission-oriented activities

Address: Naval Facilities Engineering Command, 200 Stovall Street, Alexandria, VA 22332-2300 Telephone: (703) 325-0310; DSN 221-0310

Guidelines for Contributors: None stated Representative Articles: "The Challenges and Rewards of Joint Duty for the CEC Officer," "Planning for Bosnia: A New Role for Military Engineers?," and "The CEC and Joint Duty"

Navy Medicine

Focus: Intended for Medical Department personnel, Navy Medicine contains professional information related to medicine, dentistry, and the allied health sciences.

Address: Editor, Navy Medicine, Department of the Navy, Bureau of Medicine and Surgery (BUMED 09H), Washington, DC 20372-5300 Telephone: (202) 653-1237; DSN 294-1237

Guidelines for Contributors: Contributions are welcome and will be published as space permits, subject to editing and possible abridgement.

Representative Articles: "Primary Care 1995: How Will We Do It," "Corpsman at Iwo," and "Casualty Care in 'Over-the-Horizon' Amphibious Operations Requires Contingency Options!"

The Navy Supply Corps Newsletter

Focus: This newsletter is published for dissemination to Navy Supply Corps Officers, supply E-9s and E-8s, and NAV-SUP GS-13s and above, and features both articles and news about Supply Corps activities, centers, challenges, and history.

Address: Editor, Navy Supply Corps Newsletter, Naval Supply systems Command, 1931 Jefferson Davis Highway, Arlington, VA 22241-5360 Telephone: (703) 607-1301/2; DSN 327-1301/2.

Guidelines for Contributors: None stated Representative Articles: "NAVSUP Tackles Source Reduction of Plastics," "Logistics Support for Special Operations Forces," and "Naval Doctrine Command"

The Officer

Focus: Features articles of interest to reserve officers. Published by the Reserve Officers Association of the United States. Features the ROA National Security Report within each issue

Address: 1 Constitution Avenue, N.E., Washington, DC 20002-5655 Telephone: (202) 479-2200

Guidelines for Contributors: Articles should be submitted 45 days preceding the month of publication. Manuscripts are preferred on MAC or IBM disks.

Representative Articles: "Guard and Reserve in the 21st Century," "Navigating the Tsunami," and "Compensating Leverage New Force Strategy"

Orbis

Focus: Features articles bearing on contemporary international issues important to the United States

Address: Foreign Policy Research Institute, 3615 Chestnut Street, Philadelphia, PA 19104-2671

Guidelines for Contributors: Articles should be no more than 7,000 words, with reference notes included. Preference is given to articles including evaluations of different policy options. Authors are encouraged to request manuscript specifications and a style sheet from the editor before beginning to write.

Representative Articles: "How to Rebuild America's Stature in Asia," "The Imperative U.S.- Japanese Bond," and "Risks and Promises in the Two Koreas"

Ordnance

Focus: This bulletin is "designed to keep individuals within the Ordnance Corps knowledgeable of current and emerging developments within their areas of expertise."

Address: Editor, Ordnance Bulletin, USAOC&S, Attn: ATSL-O-B, Aberdeen Proving Ground, MD 21005-5201 Telephone: (410) 278-3255/5300; DSN 298-3255/5300.

Guidelines for Contributors: Local PAO clearance of manuscripts should be obtained before submission. Articles are accepted on 5-1/4" disks in Microsoft Word, WordPerfect, WordStar, Multimate, and ASCII. Hard copy is also requested.

Representative Articles: "CEGE[Combat Equipment Group Europe]: The Leader in Force Projection," "The Ordnance Corps in Somalia," and "ROTC in the Trenches"

Parameters

Focus: Parameters is "The U.S. Army's Senior Professional Journal," and as such offers a forum for "the expression of mature professional thought on the art and science of land

warfare, joint and combined matters, national and international security affairs, military strategy, military leadership and management, military history, and military ethics."

Address: U.S. Army War College, Carlisle Barracks, Carlisle, PA 17013-5050
Telephone: (717) 245-4943; DSN 242-4943 Electronic Mail: AWCA-Parameters@carlisle-emh2.army.mil

Guidelines for Contributors: Unsolicited manuscripts welcome. Suggested length is 4,500 words. All manuscripts should be typed, double-spaced, with ample margins. Place all documentation in endnotes; no bibliography is necessary. Include computer disk along with hard copy. For additional information, please refer to the Author's Guide, available in the library as well as on request from the journal. Faxed manuscripts are not accepted.

Representative Articles: "Ethnic Conflict: The Perils of Military Intervention," "Engagement through Deployment: Shaping America's Future Military," and "Dealing Realistically with Fratricide"

Peacekeeping & International Relations

Focus: An independent bimonthly journal that publishes both facts and opinions on all aspects of peacekeeping. It is written by experts in the theory and practice of peacekeeping, designed to be read by peacekeeping troops, United Nations officials, diplomats, politicians, and academics.

Address: Peacekeeping & International Relations, 76 St. Clair Ave. W., Suite 502, Toronto, Ontario M4V 1N2 Telephone: (416) 964-6632 Fax: (416) 964-5833

Guidelines for Contributors: The journal invites submissions covering peacekeeping and related issues of contemporary international affairs. They especially encourage authors, both military and civilian, who are currently engaged in peacekeeping operations around the world. Articles and essays should be from 750 to 1,250 words long. Book reviews and conference reports should be from 200 to 250 words long. The journal requests that submissions be sent on disk, in WordPerfect if possible.

Representative Articles: "Rwanda, 1994: International Incompetence Produces Genocide"

Phalanx

Focus: A bulletin for operations research professionals

Address: Military Operations Research Society, 101 S. Whiting Street, #202, Alexandria, VA 29304 Telephone: (703) 751-7290 Fax: (703) 751-8171 Electronic Mail: richmann@acm.org

Guidelines for Contributors: None stated

Representative Articles: "An Operational Analysis of Operational Maneuvers From the Sea"

Political Science Quarterly

Focus: A nonpartisan journal devoted to the study of government, politics, and international affairs, PSQ is published by the Academy of Political Science.

Address: Academy of Political Science, 475 Riverside Drive, Suite 1274, New York, NY 10115-1274 Telephone: (212) 870-2500 Fax: (212) 870-2202

Guidelines for Contributors: PSQ is a refereed journal. Contributors are requested to submit manuscripts in triplicate, all copy double-spaced including the main text, quotations, and footnotes. Tables, graphs, and numbered footnotes should be placed on separate pages at the end of the manuscript. Abstracts of 100 to 200 words that summarize the article's main theme or conclusions are required. Manuscripts over 35 pages will not be refereed.

Representative Articles: "Third Try at World Order?," "Congressional Checks on Military Initiatives," and "NATO's functions after the Cold War"

Presidential Studies Quarterly

Focus: A publication of the Center for the Study of the Presidency. Each issue focuses on a theme, such as "The Bully Pulpit and the Reagan Presidency."

Address: Editor, Presidential Studies Quarterly, 208 East 75th Street, New York, NY 10021

Guidelines for Contributors: The Quarterly is a refereed journal. The author's name should appear only on the title page. Article manuscripts should be submitted in quadruplicate and on disk. Include both a brief biography and an abstract no longer than 200 words. The main text should be double-spaced, and should not exceed 6,000 words. Citations should be numbered consecutively throughout, and should appear in a separate section at the end of the text. Manuscripts will not be returned. For additional guidelines, refer to the inside front cover of any issue of the journal.

Representative Articles: "Presidential Image-Makers on the Limits of Spin Controls"

Program Manager

Focus: Program Manager is the journal of the Defense Systems Management College. It acts as a vehicle for the transmission of information on policies, trends, events, and current thinking affecting program management and defense systems acquisition.

Address: Defense Systems Management College, ATTN: DSMC Press, 9820 Belvoir Road, Suite G38, Ft. Belvoir, VA 22060-5565 Telephone: (703) 805-2892/3056; DSN 655-2892/3056

Guidelines for Contributors: Manuscripts are welcome. No other guidelines stated.

Representative Articles: "Liberators, Mustangs and Enola Gay," "The Joint Advanced Strike Technology (JAST) Program," and "Better Management with Fewer People."

The Reporter

Focus: Articles on any area of the law, legal practice, or procedure that are of interest to members of The Judge Advocate General's Department. A quarterly publication of the Judge Advocate General School for The Office of The Judge Advocate General, United States Air Force.

Address: Judge Advocate General School, CPD/JAR, 150 Chennault Circle, Maxwell AFB, AL 36112-6418 Telephone: DSN 493-2802

Guidelines for Contributors: Contributions are welcome. No other guidelines stated.

Representative Articles: "Intellectual Property Protection" and "Court-Martial Panel Selection: It Shouldn't Be So Hard"

Resource Management

Focus: An official professional bulletin, published and sponsored by the Assistant Secretary of the Army for Financial Management and Comptroller, RM offers a forum for ideas on the art and science of resource management.

Address: Editor, Resource Management, Mail Stop 25, ATTN: DFAS-IN/U, 8899 E. 56th St., Indianapolis, IN 46249-0150 Telephone: (317) 542-2911/1138; DSN 699-2911/1138

Guidelines for Contributors: None stated.

Representative Articles: "Budget--Vision--Force XXI" and "Total Quality Management and the Army."

The RUSI Journal

Focus: The RUSI Journal is a publication of The Royal United Services Institute for Defence Studies, a professional association dedicated to the study, analysis, and debate of both defense and international security issues.

Address: Royal United Services Institute for Defence Studies, Whitehall, London SW1A 2ET Telephone: 071-930-5854 Fax: 071-321-0943

Guidelines for Contributors: Authors are given the fullest freedom to express their opinions.

Representative Articles: "Air Defence in Support of Intervention Operations," "Coalition Warfare and Multi-National Operations in the Crimean War," and "Peacekeeping Operations in Cambodia"

SAIS Review

Focus: A publication of the Paul H. Nitze School of Advanced International Studies at the Johns Hopkins University. Subtitled "A Journal of International Affairs," the Review strives to publish articles both prescient and profound.

Address: The Editor, SAIS Review, 1619 Massachusetts Avenue, N.W., Washington, DC 20036

Guidelines for Contributors: The editor welcomes articles, book reviews, and correspondence from policy makers, scholars, and other interested persons. Author guidelines are available upon request.

Representative Articles: "Approaching the Rubicon: Jordan and the Peace Process," "Peace Operations: A Department of Defense Perspective," and "Russia and America at Mid-Transition"

Sea Power

Focus: As the official publication of the Navy League of the United States, Sea Power contains feature articles on a wide range of Navy and Marine Corps issues, both contemporary and historical. Articles on national defense, foreign policy, maritime, geopolitical, and oceanographic affairs are frequently published.

Address: Navy League of the United States, 2300 Wilson Blvd., Arlington, VA 22201-3308 Telephone: (703) 528-1775 Fax: (703) 528-2068

Guidelines for Contributors: Articles that are primarily historical or theoretical are not of interest, nor are first-hand experiences, humorous stories, or fiction. Use the third person throughout. Do not editorialize. Use facts, figures, statistics, authoritative quotes, and other supporting data to document the article. References should be incorporated into the body of the article. Do not refer to accompanying charts, tables, or photographs, as these materials might not be included in the final version. Authors are asked to include short biographical statements about themselves and to submit an outline of the story idea to the journal before submitting the manuscript. All articles must be accompanied by a disk in WP 5.1 or 6.0 format. Additional editorial guidelines are available from Sea Power and are on file in the library.

Representative Articles: "Bloody Peleliu," "Coalition at Sea," and "New Maritime Craft Take SEALS to New Level"

Security Dialogue

Focus: "A channel of communication between researchers and the users of research ... seeking to provoke reflection through interregional dialogue on issues of global security."

Address: The Editor, Security Dialogue, Fuglehauggata 11, N-0260 Oslo 2, Norway Telephone: 47-22-55-71-50 Fax: 47-22-55-84-22 Electronic Mail: securitydialogue@prio.no

Guidelines for Contributors: Two copies of the manuscript should be sent to the above address. Most articles are read by outside referees. The journal offers a small honorarium for articles accepted for publication. Articles should be approximately 4,000 to 5,000 words long. The text should be double-spaced, and printed on one side of standard-sized paper. The manuscript should contain a title page with author's name and affiliation, summary, main text, tables and figures on separate pages, notes and references, and a short biographical statement. For additional guidelines, please see Notes to Contributors at the inside back page of the journal.

Representative Articles: "North Korea after Kim Il-Song," "Entry into Force of the Chemical Weapons Convention," and "What Future for Nuclear Weapons?"

Security Studies

Focus: Conventional deterrence, the dynamics of new states and failing ones, the strategy of containment, premeditated war and inadvertent war, nuclear weapons and conventional, all of these topics and more are studied and debated by experts in the fields of international relations and security studies.

Address: Benjamin Frankel, Security Studies, 1727 Massachusetts Avenue, N.W., Suite 815, Washington, DC 20036 Telephone: (202) 234-2058 Fax: (202) 265-0799
ElectronicMail: joshe@unix1.circ.gwu.edu

Guidelines for Contributors: Manuscripts should be typed, double-spaced, printed on one side only, with notes double-spaced at the end. They should be accompanied by a DOS-compatible computer disk, noting the word-processor used, a brief abstract, and the manuscript's word or character count. There is no maximum length for articles, but 5,000 to 15,000 words is appropriate. Authors should send four copies of the manuscript, along with a self-addressed, postage-paid envelope, to the editor at the above address. For additional information, please see the Notice to Contributors page towards the back of each journal issue.

Representative Articles: "Gulf Crisis and War: Regional Rules of the Gameband Policy and Theoretical Implications," "Polarity, Nuclear Weapons, and Major War," and "Chinese Military Modernization: Perceptions, Progress, and Prospects"

Sentry

Focus: As the magazine of the Naval Criminal Investigative Service, Sentry focuses on law enforcement and security.

Address: Naval Criminal Investigative Service, Building 111, Washington Navy Yard, 901 M Street SE, Washington, DC 20388-5380 Telephone: (202) 433-9096; DSN 288-9096

Guidelines for Contributors: Contributions are welcome. Printed text should be double-spaced on plain paper without letterhead. If possible, include a floppy disk with submissions. Label the disk with software/format information.

Representative Articles: "Marines Join Forces with United Nations Protection Force," "Family Violence," and "Arms, Ammunition & Explosives"

Signal

Focus: A publication of the Armed Forces Communications and Electronics Association, this monthly journal specializes in articles on communications, information systems, C3I, communication networks, and related topics.

Address: 4400 Fair Lakes Court, Fairfax, VA 22033-3899 Telephone: (703) 631-6100

Guidelines for Contributors: None stated
Representative Articles: "Military Information Systems Drive Army Command, Control," "Critical Security Dominates Information Warfare Moves," and "Joint Ground Station Offers Real-Time Tactical Ballistic Missile Warnings"

Simulation & Gaming

Focus: This journal focuses on issues of simulation, gaming, modeling, role-play, experiential learning, on the application of simulation and gaming in education, training, and research, and on interdisciplinary issues related to simulation and gaming.

Address: Editor, Simulation & Gaming, Dept. Technologie & Sciences de l'Homme, BP 649, 60209 Compiègne Cedex, France

Guidelines for Contributors: Contributors are advised to request a copy of the Guide to Authors from the editor before sending manuscripts.

Representative Articles: "The Soviet Global Model: SIM/GDP," "The Model United Nations Revisited," and "Simulation in Just-in-Time Implementation"

Small Wars & Insurgencies

Focus: Low-intensity conflict, conflict studies, and worldwide regional insurgencies are the focus of this journal.

Address: Thomas-Durell Young, Strategic Studies Institute, U.S. Army War College, Carlisle Barracks, PA 17013-5050 Fax: (717) 245-3280

Guidelines for Contributors: Please see the Notes to Contributors page, towards the back of each issue of the journal. In general, manuscripts should be submitted in duplicate, typewritten on one side only, double-spaced throughout, with ample margins. Pages should all be consecutively numbered. If typed on a Macintosh or IBM-compatible word-processor, the disk should accompany the typescripts. There is no standard length for articles, but 7,000-10,000 words is suggested as suitable.

Representative Articles: "The Transformation of 'Low Intensity' Conflict," "The Shaba Crises: Stumbling to Victory," and "Insurgency by the Numbers"

Soldier of Fortune

Focus: An eclectic mixture of reports from world "trouble" spots, personal reminiscences, and opinion pieces.

Address: Articles Editor, Soldier of Fortune, P.O. Box 693, Boulder, CO 80306

Guidelines for Contributors: "Manuscripts, photographs or drawings are submitted at the contributor's own risk." All manuscripts should be typed double-spaced. Photographs should be credited and accurately identified.

Representative Articles: "Inside Hanoi's Secret Archives," "SOF on the Ground in Chechnya," and "FM 90-10-1 National Police Force Training Manual?"

Soldiers

Focus: An official magazine of the United States Army, designed to inform the "Total Army with information on people, policies, operations, technical developments, trends and ideas of and about the Department of the Army."

Address: Editor, Soldiers, 9325 Gunston Road, Suite S108, Fort Belvoir, VA 22060-5581 Telephone: (703) 806-4486, DSN 656-4486

Guidelines for Contributors: Manuscripts are invited. No other guidelines stated
Representative Articles: "Modernizing the Saudi Guard" and "Securing the Eyes of Night"

Special Warfare

Focus: The bulletin's mission is to "promote the professional development of special-operations forces by providing a forum for the examination of ... established doctrine and new ideas." It is an official publication of the United States Army John F. Kennedy Special Warfare Center and School, Fort Bragg, North Carolina.

Address: Editor, Special Warfare, USAJFKSWCS, Fort Bragg, NC 28307-5000 Telephone: (910) 432-5703; DSN 239-5703

Guidelines for Contributors: Articles, photos, artwork, and letters are welcome. No other guidelines stated

Representative Articles: "PSYOP in Somalia: The Voice of Hope," "Unconventional Operations Forces of Special Operations," "Ethnic, Nationalist and Separatist Conflicts: Finding the Right Solutions"

Strategic Review

Focus: The journal, which is published in association with The Center for International Relations, Boston University, publishes papers concerned with national security. It is a forum for discussion of current, significant problems in the field of political-military relations.

Address: United States Strategic Institute, Publishing Office, P.O. Box 15618, Kenmore Station, Boston, MA 02215 Telephone: (617) 353-8700

Guidelines for Contributors: Papers in the areas of defense policy, grand strategy, and military strategy are invited. Papers should be between 3,000 and 5,000 words. Papers from writers on active service in the U.S. Government, including the Armed Services, are specifically invited.

Representative Articles: "Let's Put 'War' Back into Warfighting," "Deterring Conflict Short of War," "Military Persuasion and the American Way of War," and "Israel's Continuing National Security Challenges"

Studies in Conflict and Terrorism

Focus: "To cast light on all conflicts, their motivations, and their forms as they are now being waged in varying degrees of intensity in different parts of the world"

Address: Editor-in-Chief, George K. Tanham, The RAND Corporation, 2100 M Street, N.W., Washington, DC 20037

Guidelines for Contributors: Submit a typed original and two copies of the paper, in English, on one side of good quality opaque paper. The text must be double-spaced. Margins should be at least an inch on all sides. Summarize the paper in an abstract of 150 words or less. Authors are directed to use The Chicago Manual of Style, 14th edition, or, for legal articles, A Uniform System of Citation. For additional information, see the "Information for Authors" page, inside back cover of each issue of the journal.

Representative Articles: "Is the Shining Path the 'New Khmer Rouge'?", and "The Medellin Cartel: Why We Can't Win the Drug War"

Survival

Focus: A scholarly journal published by the International Institute for Strategic Studies. Articles focus on strategic and international studies.

Address: Editor, Survival, International Institute for Strategic Studies, 23 Tavistock Street, London WC2E 7NQ. Telephone: 4471 872 0770; 4471 379 7676 Fax: 4471 836 3108

Guidelines for Contributors: Manuscripts should be double-spaced. Footnotes should be numbered consecutively and placed at the end of the manuscript. Authors will be notified within three months of the date of receipt of manuscripts.

Representative Articles: "The Post-Peace Crisis in the Middle East," "The Future of US Nuclear Policy," and "Theatre Missile Defence and the Anti-Ballistic Missile Treaty"

Third World Quarterly

Focus: A scholarly journal featuring articles on contemporary issues and events relevant to emerging areas and the Third World

Address: Shahid Qadir, Editor, Third World Quarterly, Centre for Developing Areas Research, Royal Holloway and Bedford New College, Dept. of Geography, University of London, Egham, Surrey TW20 OEX, UK Telephone: +44(0)784-443579 Fax:+44(0)784-472836 Electronic Mail: UHFA008@VAXA.RHBNC.AC.UK

Guidelines for Contributors: Authors are asked to submit three copies of their article, double spaced throughout, and typed in English on single sides of opaque paper, with generous margins on both sides. Notes should be kept to a minimum. Separate bibliographies are not published; bibliographical references should always be given as notes. Articles should be accompanied by an abstract of 150 words or less. See "Information for Authors" found on the last page of each issue of the journal for additional guidelines.

Representative Articles: "Democracy Amid Economic Orthodoxy: Trends in Developing Countries," "Japan, Russia and the Northern Territories: Continuities, Changes, Obstacles, Opportunities," and "Cambodia in the Zero Years: Rudimentary Totalitarianism"

Translog

Focus: An official bulletin of Headquarters, Military Traffic Management Command (MTMC). Features articles on transportation and transportation management systems and operations.

Address: Editor, TRANSLOG, Room 401, 5611 Columbia Pike, Falls Church, VA 22041-5050. Telephone: (703) 756-1242; DSN 289-1242

Guidelines for Contributors: Contributions are welcome. No other guidelines stated

Representative Articles: "CONUS Freight Management System," "Integrated Booking System", and "Worldwide Port System"

Transportation Corps Professional Bulletin

Focus: The Bulletin focuses on providing timely professional information to all U.S. Army Transportation Corps personnel worldwide.

Address: Director, Office of the Chief of Transportation, ATTN: ATZF-OCT-E, Fort Eustis, VA 23604-5407 Telephone: (804) 878-6761/6304; DSN 927-6761/6304

Guidelines for Contributors: Articles are invited. Please call the phone number listed above to discuss submissions.

Representative Articles: "As Military Cuts Grow, So Does Dependence on Future Airlift," "Somalia: Lessons Learned," and "The 'Bloodiest Day'--The Battle of Antietam."

United States Army Aviation Digest

Focus: Features a wide range of articles on Army aviation issues, including logistics, simulation, safety, support, and history

Address: Editor, U.S. Army Aviation Digest, ATTN:ATZQ-PAO-AD, Fort Rucker, AL 36362-5042 Telephone: (205) 255-3619; DSN 558-3619

Guidelines for Contributors: Articles, photos, and items of interest on all aspects of Army aviation are invited. Manuscripts are returned only on request.

Representative Articles: "They Also Flew: Pioneer Black Army Aviators," "Making It Happen: Operations with Nonmodernized Aircraft," and "Simulation---A Cornerstone for Battle Labs"

United States Naval Institute Proceedings

Focus: A forum for the Sea Services Address: U.S. Naval Institute, 118 Maryland Avenue, Annapolis, MD 21402-5035 Fax: (410) 269-7940

Guidelines for Contributors: Manuscripts must have fewer than 3,500 words. Articles are screened by editors and publisher, and then evaluated by members of the Editorial Board. The Naval Institute also conducts six annual essay contests. Submissions should be sent to the Editor-in-Chief, at the above address. Submit manuscripts on disk if possible, along with a printed copy. Include home and office phone numbers and Social Security number with all submissions. For additional information, please ask for the Proceedings's writer's guide in the library.

Representative Articles: "Bosnia, Tanks, and '... From the Sea'," "Reopen the Kimmel Case," and "Nobody Asked Me, But ...," "Reengineering the Coast Guard"

USAF Weapons Review

Focus: A publication of the Commandant, USAF Weapons School, 57th Wing

Address: USAF Weapons Review, 4269 Tyndall Avenue, Suite 104, Nellis AFB, NV 89191 6074 Telephone: DSN 682-8629/2115

Guidelines for Contributors: Articles are requested. Authors are asked to include their DSN number along with submissions.

Representative Articles: "Effective Employment of the CBU-52/58/71 by B-52 Aircraft," "How Airmanship Won Air Superiority in Korea: An Unforgotten Lesson from America's Forgotten War," and "Joint Laser Interoperability"

Vietnam

Focus: The magazine features personal accounts and researched articles on all aspects of the Vietnamese conflict and U.S. political and military involvement in Vietnam.

Address: Editor, Vietnam, 741 Miller Dr SE, Suite D-2, Leesburg, VA 22075 Telephone: (703) 771-9400

Guidelines for Contributors: Authors are asked to send a stamped, self-addressed envelope for author's guidelines.

Representative Articles: "Secret Evacuation of the VNN Fleet," "The Final 45 Days in Vietnam," and "The Bitter End"

Washington Quarterly

Focus: A scholarly publication of the Center for Strategic and International Studies. The Center's mission is "to advance the understanding of emerging world issues in the areas of international economics, politics, security, and business. It does so by providing a strategic perspective to decision makers that is integrative in nature, international in scope, anticipatory in its timing, and bipartisan in its approach."

Address: Editor, The Washington Quarterly, CSIS, 1800 K Street, NW, Suite 400, Washington, DC 20006 Telephone: (202) 775-3254 Fax: (202) 463-7218

Guidelines for Contributors: Address manuscripts to the above address. Scripts must be neatly typed and double-spaced.

Representative Articles: "An End, Maybe, to Sleepwalking in Ukraine," "The Evolving Security Discourse in the Asia-Pacific," and "Not by Diplomacy or Defense Alone: The Role of Regional Security Strategies in U.S. Proliferation Policy"

Wings of Gold

Focus: "The Voice of Naval Aviation Today and Tomorrow." Published by the Association of Naval Aviation, Wings of Gold features articles on the vital roles of Navy, Marine Corps, and Coast Guard aviation.

Address: Editor, Wings of Gold, 5205 Leesburg Pike, Suite 200, Falls Church, VA 22041 Telephone: (703) 998-7733 Fax: (703) 671-6052

Guidelines for Contributors: Contributions are welcome. No other guidelines stated

Representative Articles: "JROC--The Owens View," "The New Hornet," "JTAAMO," and "Yorktown Remembers"

World Affairs

Focus: The journal "presents articles which illuminate the issues involved in international relations, law, and organization, foreign policy, comparative politics, theory, and diplomatic history."

Address: American Peace Society, 1319 Eighteenth St., N.W., Washington, DC 20036-1802

Guidelines for Contributors: Manuscripts are welcome. They should be typed double-spaced. Footnotes should be numbered consecutively and placed at the end of the text. Two copies of each manuscript should be submitted to the above address.

Representative Articles: "Estonia in Transition," "The Olympic Movement and the End of the Cold War," and "Understanding the Japanese Way: A New Look at the Dango Shakai"

World Policy Journal

Focus: A publication of the World Policy Institute of the New School for Social Research, the focus is on world and international politics.

Address: World Policy Institute, New School for Social Research, 65 Fifth Avenue, Suite 413, New York, NY 10003 Telephone: (212) 229-5808 Fax: (212) 229-5579 Electronic Mail: pera@newschool.edu

Guidelines for Contributors: Unsolicited manuscripts are welcomed but must be accompanied by a self-addressed stamped envelope.

Representative Articles: "The American Foreign Policy Tradition," "The Vision Thing-Sustaining the Unsustainable," and "The Question of Genocide: The Clinton Administration and Rwanda"

World Politics

Focus: This journal, sponsored by Princeton University's Center of International Studies, features articles relevant to problems in international relations and comparative politics.

Address: World Politics, Bendheim Hall, Princeton University, Princeton, NJ 08544

Guidelines for Contributors: Articles should be no longer than 10,000 words, including footnotes. Manuscripts and footnotes should be double-spaced throughout and submitted in triplicate, together with an abstract. All footnotes are to be placed at the end of the manuscript. Authors will be notified of the editors' decision within four months.

Representative Articles: "Social Rights Advocacy and State Building," "Processes of Dyadic Choice for War and Peace," and "State Power, Institutional Change, and the Politics of Privatization in Russia"

World War II

Focus: Contains articles about the people, places, battles, and politics of the Second World War

Address: World War II, 741 Miller Drive, SE, Suite C-1, Leesburg, VA 22075
Telephone: (703) 771-9400 Fax: (703) 779-8330

Guidelines for Contributors: None stated. No bibliographical references or footnotes, although authors frequently suggest "further readings"

Representative Articles: "Siege and Surrender of Konigsberg," "Remagen: The Allies' Bridge to Victory," and "Carrier Franklin's Valiant Fight for Life"

APPENDIX B: NON-GOVERNMENTAL SOURCES OF INFORMATION

Washington, DC, is home to numerous research institutions, some privately funded, some federally funded. They produce reams of information annually, much of it intended to influence legislation or public opinion. Some of this research is of very high quality; much of it is advocacy research conducted to support a position. Some research organizations based in Washington, such as the Brookings Institution, the Carnegie Endowment for International Peace, the American Enterprise Institute for Public Policy have international reputations for the high quality of their publications.

Other "think tanks," such as the RAND Corporation, the Institute for Defense Analyses, and the Center for Naval Analyses, work for the Department of Defense. Some of their work is classified, but all their unclassified work is available to DoD personnel.

Each of the services assigns military officers to these organizations. They also send field grade officers to the Brookings Institute, the AEI, and others in lieu of going to a War College. These officers are often useful points of contact. The MCRC subscribes to many of these publications series. Students at the Command and Staff College should try to review this literature as they write their military issues and master's papers. Most of the libraries of these organizations are closed except by special exception. They are strongest in maintaining collections of the organization's own publications, which may be of the greatest value to students attending the Command and Staff College.

What follows is a list of those think tanks most likely to be useful to CSC students.

American Defense Institute (ADI)

1055 North Fairfax St., Suite 200

Alexandria, VA 22314

(703) 519-7000

FAX: (703) 519-8627

The American Defense Institute (ADI) is primarily interested in the development of future American leaders. It holds a series of National Security Leadership Seminars on Capitol Hill for the benefit of congressional staffers and interns. For CSC students, the ADI maintains a collection of files going back about eight or nine years focused on geopolitical questions and weapons systems. It has back issues of the *Early Bird*, *Defense News* and *Defense Weekly*. Especially valuable to CSC students is its collection of Congressional and government reports on issues such as base closings and women in combat.

American Enterprise Institute for Public Policy Research (AEI)

1150 17th St., NW
Washington, DC 20036
(202) 862-5800
FAX (202) 862-7178

One of the most prestigious of the area's think tanks, AEI sponsors in-depth research on foreign and defense policy, notably threats to international security in Asia, the Middle East, Eastern Europe, and the former Soviet Union. Institute scholars conduct research on Russian foreign policy, US-Asian relations, China, Germany, Japan, Korea, arms control, US defense policy, the use of the military in humanitarian missions abroad, and the role of international organizations in the post-cold war world.

AEI publishes *The American Enterprise*, a high quality bi-monthly magazine, in addition to numerous book-length studies. Its library, which has 5,000 volumes and 200 periodicals, is generally closed to outsiders, but exceptions are sometimes made. Contact the librarian, Yvonne Caldwell, at (202) 862-7181. It's open from 0830 to 1630, Monday-Friday. World Wide Website is <http://www.aei.org/>

Aspen Institute

1333 New Hampshire, NW
Washington, DC 22036
(202) 736-5800
FAX (202) 986-1913

Although its headquarters is in Aspen, Colorado, the Aspen Institute maintains a Washington office that sponsors conferences on a variety of international security-related topics. In particular, the Aspen Strategy Group focuses on the challenges of the post-Cold War world, notably proliferation of WMD, arms control, and US foreign relations.

Among its publications of interest to officers attending the CSC are: *After the Storm: Lessons from the Gulf War*, *Anti-Satellite Weapons and US Military Space Policy*, *The Command and Control of Nuclear Weapons*, and *Facing the Future: American Strategy in the 1990s*, which are available from the University Press of America.

In addition, the Aspen Institute publishes the results of its conferences and seminars. Two 1995 conferences, whose papers were published, were: *The UN, Peacekeeping, and Lessons for American Policy* and *U.S. Relations with Russia, Ukraine, and Eastern Europe*. The Aspen Institute is on the World Wide Web at: <http://www.aspeninst.org/>

Atlantic Council of the United States

910 17th Street, NW 10th floor
Washington, DC 20006
(202) 463-7226
FAX (202) 463-7240/1

The Atlantic Council is a bipartisan public policy center oriented towards foreign policy and national strategy issues involving the US and Europe. It publishes bulletins, occasional papers, and special studies on various issues, including the former Soviet Union and nuclear weapons.

British American Security Information Council (BASIC)

1900 L Street, NW, Suite 401
Washington, DC 20036
(202) 785-1266
FAX (202) 387-6298

BASIC is an independent research organization oriented, as the name suggests, to Anglo-American relations and increasing communication between the US and Great Britain on defense issues. It promotes public awareness in four specific areas: nuclear weapons, international arms trade, European security, and the democratic accountability for defense and foreign policy. Its research has focused on US-UK nuclear cooperation, nonproliferation, NATO nuclear policy, French nuclear policy, regional arms races, the war in Yugoslavia, and security in the Mediterranean.

BASIC maintains a small library, strongest in collecting resources from international contacts, such as official reports and the like. Researchers wishing to use its resources should make an appointment.

Besides publishing research reports and short analytical papers; in addition, BASIC puts out a newsletter, *BASIC Reports*, every six to eight weeks. Its web site is <http://www.basicint.org>.

Brookings Institution

1775 Massachusetts Ave., NW
Washington, DC 20036-2188
(202) 797-6000
FAX (202) 797-6004

Brookings is one of the oldest and most highly regarded of Washington area research institutions. Like the AEI, it is often home to government officials between administrations or after retirement.

Its Foreign Policy Studies program includes sub-projects in international security studies, regional studies, and international political economy. Some particular issues of interest include the development of democracy in the Arab world, post-Cold War American-Russian relations, the war in Yugoslavia, the reform of the Russian defense industry. Brookings's Center for Public Policy Education has numerous programs, forums and conferences throughout the year.

Its library contains 80,000 volumes and receives 700 periodicals, but it is closed to outside researchers. Its Social Science Computation Center ([202] 797-6180) has some 30 databases and is available to outside researchers affiliated with government organizations.

It publishes a quarterly, *The Brookings Review*, in addition to book-length studies. You may obtain a catalogue of its publications by calling (202) 797-6258 or via electronic mail at "BIBOOKS@brook.edu". World Wide Website is <http://www.brook.edu/>

Carnegie Endowment for International Peace

2400 N Street, NW, Suite 700
Washington, DC 20037
(202) 862-7900
FAX (202) 862-2610
email: "ceip@igc.apc.org"

The Carnegie Endowment supports research in international and national security, nuclear nonproliferation, Middle East arms control, nuclear weaponry, international immigration, US relations with Mexico and Japan, the security of Korea, and Indo-American relations. It also sponsors a series of invitation-only briefings, Face-to-Face Seminars. It maintains a substantial office in Moscow.

Its library is not open to the public. Neither does it maintain a collection of Carnegie Endowment publications. However, interested individuals may obtain reports directly from the departments concerned. World Wide Website is: <http://www.ceip.org/>

It publishes *Foreign Policy* magazine, in addition to book-length studies published by the Brookings Press. Some of its recent books are: *UN Peacekeeping: Japanese & American Perspective*; *Tracking Nuclear Proliferation*; *Intervention: The Use of American Military Forces in the Post-Cold War World*; and *Iran's National Security Policy: Capabilities, Intentions, and Impact*.

Cato Institute

1000 Massachusetts Ave., NW
Washington, DC 20001
(202) 842-0200
FAX (202) 841-3490

The Cato Institute, founded in 1977, is an advocacy organization of a libertarian bent. It opposes activist foreign policy initiatives, especially those likely to lead to conflict.

It maintains a library that is open to outside researchers by appointment. Please contact Gregory Taylor. Its hours are 0900-1700, Monday-Friday. Its web site is: <http://www.cato.org>.

Cato publishes a bimonthly memo on its activities, *Cato Policy Report*, in addition to *Cato Journal*. Its most useful series for CSC students is its Policy Analysis and Policy Briefing series.

Center for Defense Information (CDI)

1500 Massachusetts Ave., NW, Suite 24
Washington, DC 20005
(202) 862-0700
FAX (202) 862-0708
email: "cdi@igc.apc.org"

The CDI, founded in 1972 by retired military officers, is another advocacy organization that casts a skeptical and often very critical eye on US defense spending and policies, particularly weapons systems. It currently actively opposes expansion of NATO into eastern Europe.

Its film collection contains more than 2,000 videos covering the US military from 1910 to the present, and more than 200 videos of its "America's Defense Monitor" programs broadcast from 1986 to the present on Public Television. CDI's Stock Footage Library covers weapons systems, Operations Desert Storm/Shield and Just Cause, and the major American wars since World War I. Much of this film footage came from either DoD or the National Archives' Motion Picture, Sound and Video Branch. It is open by appointment at the same hours as the library.

The 2,500-volume CDI library contains DoD documents, post-1960 Congressional committee hearing records, periodicals, and vertical file materials arranged topically, for example defense-related newspaper clippings dating back to the 1970s. The library is open to outside researchers from 0900 to 1700, Monday to Friday.

CDI publishes a monthly newsletter, *The Defense Monitor* and an annual *Military Almanac*. Its spokesmen, often retired military officers, frequently testify before Congress or are interviewed to give a non-DoD, military perspective on military issues in the public eye. World Wide Website is: <http://www.cdi.org/>

Center for Naval Analyses (CNA)

4401 Ford Ave.
Alexandria, VA 22302-0268
(703) 824-2000
FAX (703) 824-2949

CNA is an independent, federally-funded research and development that works primarily for the Department of the Navy. Its chief research areas are air warfare, ASW, fleet air defense, naval communications, submarine warfare, and tactical development and evaluation. CNA does significant work for the Marines, too. It hosts annual conferences as well as a National Security Seminar series.

Its library includes 15,000 titles, 450 subscriptions, and over 200,000 technical reports. It is open to CSC students by appointment with a written need-to-know and active security clearance.

CNA publishes extensively in the open literature, including Research Contributions (methodological or descriptive publications), Research Memoranda (interim findings of major research projects), CNA Professional Papers (written independently by CNA authors), CNA Reports (CNA's views on major issues), and miscellaneous publications, such as seminar or symposia papers, briefing materials, etc. Indices of CNA publications are available from the Supervisor, Document Distribution (703) 824-2107. World Wide Website is: <http://www.cna.org>

Center for Security Policy
1250 24th Street, NW, Suite 350
Washington, DC 20037
(202) 466-0515
FAX (202) 466-0518
email: "info@security-policy.org"

The Center for Security Policy is a non-partisan advocacy organization focused on current foreign and defense policy issues. It supports strong national defense and an activist foreign policy, serving as a network on important international issues. It has taken a leading part in promoting the Strategic Defense Initiative, the B-2 bomber, and the maintenance of a strong nuclear deterrent. It has been a vigorous participant in the debate over American policy in the former Yugoslavia.

It frequently publishes decision briefs on current issues. Less often, it publishes white papers of greater length.

The Center for Security Policy has a World Wide Web site: <http://www.security-policy.org>

Center for Strategic and Budgetary Assessment

(formerly the Defense Budget Project)

1730 Rhode Island Ave., NE, Suite 912
Washington, DC 20036
(202) 331-7990
FAX (202) 331-8019

The Defense Budget Project is an independent organization dedicated to making recommendations on US security policy in the wake of the end of the Cold War and in the face of fiscal constraints.

The Project issues an annual analysis of the President's Defense Budget and also does specialized research on topical defense issues. Its staff, which does briefings to interested organizations, focuses its research on military policy and strategy, funding projections for weapons programs, costing of the US military force structure, globalization of the defense industry, and the impact of defense budgets on civil-military relations.

The Project has published more than 500 separate studies, reports, and briefing papers. Major studies include *The Bottom-Up Review: An Assessment* (1994) and *Globalization of Arms Production* (1993). Its web site is: <http://www.csbahome.com/>.

Center for Strategic and International Studies (CSIS)

1800 K Street, NW, Suite 400
Washington, DC 20006
(202) 887-0200
FAX (202) 775-3199
email "info@csis.org"

CSIS conducts policy-oriented research on international affairs and defense issues. Some of its programs include Political-Military Affairs, Science and Technology, Middle East Studies, Asian Studies, and Russian and Eurasian Studies.

Its library, open from 0900 to 1700, Monday-Friday, is open to outsiders by appointment only and primarily where material cannot be located elsewhere. Its holdings, focused on international security issues and area studies, contains 4,500 volumes and 200 periodicals. It contains a comprehensive collection of CSIS publications. The librarian is Kari Anderson.

CSIS publishes *Washington Quarterly*, as well as several series of papers, such as its *Washington Paper Series*, which has been published jointly with Praeger Publishers for more than 20 years. Subjects of recent papers include cruise missile proliferation and biological weapons. CSIS also publishes a *Significant Issues Series*, *CSIS Panel Reports* and *CSIS Reports*. Representative reports include *Avoiding Strategic Hollowness: Recommendations for the US Munitions Industrial Base*; *China's Conventional Military Capabilities*; *Global Organized Crime: The New Empire of Evil*; *The Military-Technical Revolution*; *North Korea: Putting the Pieces Together*, and *Road Map for Milspec*

Reform: Integrating Commercial and Military Manufacturing. CSIS's Panel Reports cover meetings on current issues, for example, US strategic forces and conventional combat priorities. The Center publishes several newsletters: *News@CSIS*, *CSIS Africa Notes*, and *Post-Soviet Prospects*. Other series deal with the Americas, post-Soviet issues, Africa, and the Pacific. CSIS book-length studies include *Chemical Disarmament and US Security* (1992) and *Desert Storm: The Gulf War and What We Learned* (1993).

CSIS's World Wide Web site is: <http://www.csis.org/>

Henry L. Stimson Center

21 Dupont Circle, NW, Fifth Floor
Washington, DC 20036
(202) 223-5956
FAX (202) 785-9034
email "info@stimson.org"

The Stimson Center conducts public policy research on regional security, including peacekeeping, preventive diplomacy and confidence-building measures; US foreign and defense policies; chemical weapons; the Korean peninsula; South Asia; weapons proliferation; strategic and naval arms control; and related issues.

The Center sponsors numerous conferences, whose reports are available as publications. Its library comprises about 3,000 volumes focused on arms control, peacekeeping, force structure, proliferation, and Stimson Center publications. Access by outsiders is limited. You should contact Erica Warner.

The Stimson Center publishes a series of occasional papers, for example, *Confidence Building in South Asia*, *Combating Chemical Weapons*, and *Key West Revisited: Roles and Missions of the US Armed Forces in the 21st Century*. St. Martin's Press has published several book-length Stimson studies dealing with arms control.

The Stimson Center has a page on the World Wide Web:
<http://www.stimson.org/pub/stimson/index.html>

The Heritage Foundation

214 Massachusetts Ave., NE
Washington, DC 20002
(202) 546-4400
FAX (202) 546-8328

The Heritage Foundation is a conservative advocacy organization that does significant work in international security affairs. A current focus to its foreign and defense studies is the post-communist transition in Russia and Eastern Europe. Other areas include strategic missile defenses and conventional force structure. Its staff includes regional as well as defense specialists.

The Foundation maintains a library of some 1,000 volumes and 150 periodicals, mostly devoted to foreign affairs. Outside researchers need to make special arrangements to consult its holdings.

The Heritage Foundation publishes a quarterly journal, *Policy Review*, but also books, including *A Safe and Prosperous America: A US Foreign and Defense Policy Blueprint*. Its foreign policy and defense studies have included such papers as *Expanding the UN Security Council: A Recipe for More Somalias, More Gridlock, and Less Democracy* (1993); *A Plan for Preserving America's Military Strength* (1992), *The New World Disorder* (1992), and many others. World Wide Website is: <http://www.heritage.org/>.

Historical Evaluation and Research Organization (HERO)

11614 Belmont Drive
Oakton, Virginia 22124
(703) 648-2520

HERO supports the military analytical and operations research community through using historical evidence to develop combat models and defense operations strategies. At present, HERO is researching US military purposes and strategies.

HERO's extensive library, particularly strong in military law, is open by appointment. It provides a catalog of more than 200 of its publications. Officers interested in obtaining a catalog or a specific HERO report should telephone.

Hudson Institute

1015 18th Street, NW, Suite 200
Washington, DC 20036
(202) 223-7770
FAX (202) 223-8537

The Hudson Institute is a public policy research organization based in Indianapolis but with a Washington office. Its focus is national security and foreign affairs, with particular emphasis on the former Soviet Union and Eastern Europe. Other research includes the post-Cold War security environment in East Asia, including the Korean peninsula.

Its library is located in Indianapolis, but researchers can contact the Indianapolis office at (317) 545-1000, and the Institute will send materials to the Washington office. World Wide Website is: <http://www.hudson.org/hudson>

Institute for Defense Analysis (IDA)

1801 North Beauregard Street

Alexandria, Virginia 22311-1772
(703) 845-2000

The Institute for Defense Analysis is a non-profit public research institute that primarily works for the Office of the Secretary of Defense on a wide range of security issues. About three-quarters of its work involves assessments of advanced technologies. IDA's organization includes: Technology Assessment, Systems Evaluation, Force and Strategy Assessments, and Resource and Support Analyses. Each has numerous projects underway. Technology Assessment's primary projects include work on strategic and theater missile defenses, technologies for improved conventional defense, materials, the software environment, and export control, to take only one example.

IDA sponsors a series of colloquia. Because most of its research is classified, its library is closed to outside researchers. Its web site is: <http://www.ida.org/>.

Institute for Foreign Policy Analysis

Washington Office
1725 DeSales Street, NW, Suite 402
Washington, DC 20036
(202) 463-7942
FAX (202) 785-2785

Main Office
675 Massachusetts Ave.
Cambridge, MA 02139
(617) 492-2116
(617) 492-8242

The Institute for Foreign Policy Analysis is a nonpartisan research organization based in Cambridge, Massachusetts and linked with the Fletcher School of Law and Diplomacy at Tufts University in Medford, Massachusetts. It conducts research on foreign policy and national security issues ranging from proliferation of WMD to ethnic conflict.

Its library is closed to outside researchers. Its web site is: <http://www/ifpa.org/>.

Its national security papers include, for example, *Aircraft Carriers and the Role of Naval Power in the 21st Century*, *Long-Range bombers and the Role of Airpower in the New Century*, *Seeing the Elephant: Leading America's Army into the Twenty-First Century*, *Leadership in a Transnational World: The Challenge of Keeping the Peace*. The Center sponsors conferences, whose subjects in 1995 included nonlethal weapons, airlift-mobility, Army force structure and missions, undersea warfare, weapons of mass destruction, and theater missile defense. and preventing instability in post-Cold War Europe. The Center publishes reports on these conferences.

National Strategy Information Center (NSIC)

1730 Rhode Island Ave., NW, Suite 500
Washington, DC 20036
(202) 429-0129
FAX (202) 659-5429
email: "nsic@ix.netcom.com"

NSIC is a nonpartisan public policy center that conducts research on intelligence, national security, international organized crime, terrorism, and ethnic/religious strife.

Its library consists of its own publications, which is open to outside researchers.

One of its divisions, the Consortium for the Study of Intelligence, has produced a number of studies of interest to those involved in intelligence: *Intelligence Requirements for the 1990s*, *Resource Reports on Intelligence for Teaching Faculty* (1992), *Comparing Foreign Intelligence: The US, the USSR, the UK, and the Third World* (1988), and *Intelligence Requirements for the 1980s* (7 vols., 1988).

Progressive Policy Institute (PPI)

518 C Street, NE
Washington, DC 20002
(202) 547-0001
FAX (202) 544-5014

PPI is the research arm of the "New Democrat" Democratic Leadership Council, once headed by President Clinton. Although much of its work is oriented towards domestic issues, the PPI has published studies on the post-Cold War US military and foreign policy.

PPI publishes backgrounders, policy reports, and longer studies, for example: "War Powers in a New Security Era: Restoring the Constitutional Balance" (1990) or "An American Foreign Policy for Democracy" (1991). World Wide Website is: <http://www.dlcppi.org>

Project on Government Oversight

2025 I (Eye) Street, NW Suite 1117
Washington, DC 20006-1903
(202) 466-5539
FAX (202) 466-5596

The Project on Government Oversight is an advocacy group that investigates systematic waste in government spending at the local, state, and national level. Originally known as the Project on Military Procurement, it exposed the \$7,600 coffee maker and the \$1,000 pair of pliers. The Project has done influential studies on the Bradley Fighting Vehicle, the Sergeant York DIVAD Air Defense Gun (it claims credit for cancellation of the DIVAD), and the M1 Tank. In addition, it has published studies on both the "black" budget and the defense budget overall.

Recent publications include *High Tech Weapons in Desert Storm: Hype or Reality?* (1991) and *Informed Sources* (1992). Its web site is: <http://www.pogo.org/>.

Rand Corporation (RAND)

2100 M Street, NW
Washington, DC 20037-1270
(202) 296-5000
FAX (202) 296-7960

1700 Main Street
Santa Monica, CA 90407-2138
(310) 393-0411
email "info@rand.org"

The RAND Corporation is the best known of the DoD-funded think tanks. Originating after World War II as the Air Force's Project Rand (Research and Development), RAND maintains a strong connection with the USAF. It now does significant work for the Army. A third of its work deals with public policy issues unrelated to DoD.

A private, non-profit research corporation, RAND is headquartered in Southern California but maintains a Washington office. Three divisions dominate its national security research: Project AIR FORCE, the National Defense Research Institute, sponsored by the Secretary of Defense; and the Arroyo Center, funded by the Department of the Army.

Its Washington office library is closed to non-RAND researchers. The Pentagon Library has a full run of unclassified RAND studies, and the MCRC Library subscribes to them, too.

RAND publishes more than 250 books, reports, and professional papers in any given year. Bibliographies of RAND publications are available on many topics, ranging from Africa; arms control; China; Latin America; military manpower, strategy, and tactics; NATO; nuclear research; operations research; SDI; terrorism; and US foreign relations.

Its home page on the World Wide Website is: <http://www.rand.org>

US-CREST

(Center for Research and Education on Strategy and Technology)

1117 North 19th St., Suite 1200
Arlington, VA 22209
(703) 243-6908
FAX (703) 243-7175

US-CREST is the French counterpart to BASIC, discussed above. It seeks to promote public knowledge of the relationships between defense, international relations, and science and technology, particularly with reference to transatlantic relations. It maintains close ties with the Paris-based *Centre d'Etude des Relations entre Technologies et*

Strategies, which is part of the *Ecole Polytechnique*. Its specific interests are high-technology defense, cooperation in space, proliferation of WMD, and European military interventions in Africa.

US-CREST maintains a small library consisting mainly of current periodicals, UN publications, and reports by public policy institutes in Washington, DC, in addition to US-CREST's own publications. All deal with defense and international relations. The library is open to outsiders by appointment, 0900-1700, Monday to Friday. Its web site is accessed through the Alexis de Tocqueville Institute, as follows: <http://www.ttc.org/>.

The center publishes a newsletter and a European Viewpoint Series of occasional papers. Recent reports include: *Partners in Space: International Cooperation in Space* (1989), *The Changing Franco-American Security Relationship* (1993), and *Disconsolate Empires: French, British and Belgian Military Involvement in Post-Colonial, Sub-Saharan Africa* (1994).

Woodrow Wilson International Center For Scholars (WWICS)

One Woodrow Wilson Plaza, NW
Washington, DC 20560
(202) 357-2429
FAX (202) 357-4439

Created in 1968, the Wilson Center sponsors scholarly research in international relations and military affairs. It is located in the southeast corner (ground floor) of the Ronald Reagan Building near the Federal Triangle Metro stop (Orange and Blue lines).

Its Division of International Studies has a major, multi-year project in nuclear non-proliferation that has sponsored conferences and created a Working Group on Nuclear Nonproliferation at the Center.

This division has also studied post-Cold War foreign and defense policy, as well as regional security issues affecting the Middle East and South Africa. Another core activity of the Center has been the multi-year Cold War International History Project. Besides organizing meetings, it has published articles and documents on archives, the Korean War, the Vietnam War, and related topics. Its working papers are important sources on Communist foreign policy during the Cold War, as they use sources not readily available to English-speakers.

The Wilson Center has a library of about 16,000 volumes and maintains a collection of some 10,000 volumes for the Kennan Institute covering Russia and other Eurasian countries. It subscribes to and maintains back files of about 240 scholarly journals. The reference librarian is Linda Warden (202) 357-3157. World Wide Website is: <http://wwies.si.edu>

APPENDIX C: WEB SITES OF INTEREST TO COMMAND AND STAFF COLLEGE STUDENTS

2025 <http://www.au.af.mil/2025/2025home.html>

Advanced Research Projects Agency <http://www.arpa.mil/>

African National Congress <http://www.anc.org.za/>

Air Chronicles <http://www.cdsar.af.mil/>

AirForceLink <http://www.dtic.dla.mil/airforcelink/>

Airpower Journal <http://www.cdsar.af.mil/apje.html>

Air University <http://www.au.af.mil/>

Alta Vista <http://altavista.digital.com/>

American Universities <http://www.clas.ufl.edu/CLAS/american-universities.html>

Armed Forces Staff College http://www.ndu.edu/ndu/afsc/afsc_top.html

Army Knowledge Network <http://leav-www.army.mil:80/akn/>

ArmyLink <http://www.army.mil/>

Army Research Laboratory <http://infor.arl.mil/>

Articles <http://204.7.227.67/force21/articles/art-toc.html>

Associated Press http://www1.trib.com/NEWS/f_listintro.html

Association of the United States Army <http://www.ausa.org/>

Atlantic Monthly <http://www2.theAtlantic.com/atlantic/>

Australian Defence <http://www.adfa.oz.au/DOD/dodhmpgn.html>

Auswärtiges Amt <http://www.auswaertiges-amt.government.de/>

Automated Historical Archives System <http://leav-www.army.mil/akn/ahas.htm>

Battle Labs (TRADOC) <http://157.185.5.3/DefaultBL.html>

Bombs & Bullets <http://www.aber.ac.uk/~ctj94/index.html>

Bosnia Link <http://www.dtic.dla.mil/bosnia/>

Brookings Institution <http://www.brook.edu/>

Cable News Network <http://www.cnn.com/>

Campaign Plan <http://204.7.227.67/f21camp.html>

CapWeb <http://policy.net/capweb/congress.html>

Carter Center <http://www.emory.edu/>

Center for Army Lessons Learned <http://call.army.mil:1100/call.html>

Center For Defense Information <http://www.cdi.org/>

Center for Nonproliferation Studies <http://cns.miis.edu/>

Center for Strategic and International Studies <http://www.csis.org/>

Center for Strategic Leadership <http://carlisle-www.army.mil/usacs/>

Central Intelligence Agency <http://www.odci.gov/>

Centre for Strategic Studies <http://www.vuw.ac.nz/css/>

College and University Home Pages
<http://www.mit.edu:8001/people/cdemello/univ.html>

Commander's Conference <http://204.7.227.67/force21/confrence/conf-toc.html>

Conflict Studies Research Centre
<gopher://marvin.stc.nato.int:70/00/secdef/csdc/csdcmain.txt>

Congressional Email Directory <http://www.webslingerz.com:80/jhoffman/congress-email.html>

Defense Intelligence Agency <http://www.dia.mil/>

Defense Link <http://www.dtic.dla.mil:80/defenselink/>

Defense Technical Information Web <http://www.dtic.dla.mil/dtiw/>

Democracy Net <http://www.ned.org/>

Department of National Defence <http://www.dnd.ca/dnd.htm>

Department of State <http://dosfan.lib.uic.edu:80/dosfan.html>

EiNet Galaxy <http://www.einet.net/>

Electronic Headquarters for the Acquisition of War Knowledge (EHAWK)
<http://www.olcommerce.com/cadre/index.html>

Europa <http://www.cec.lu/>

Excite <http://www.excite.com/>

Fletcher Forum <http://www.tufts.edu/fletcher/forum.html>

FM525-5 <http://204.7.227.67/force21/tradoc525/525-5toc.html>

Force XXI <http://204.7.227.67/f21home.html>

Foreign Affairs http://www.eneews.com:80/magazines/foreign_affairs/

Foreign Military Studies Office <http://leav-www.army.mil/fmso/fmso.htm>

Foreign Policy http://www.eneews.com:80/magazines/foreign_policy/

France Defence <http://www.ensmp.fr/~scherer/adminet/min/def/>

German Information Center <http://langlab.uta.edu/langpages/GIC.html>

GPO (Government Printing Office) Access
http://www.access.gpo.gov/su_docs/aces/aaces001.html

Hoover Institution <http://hoover.stanford.edu/>

House National Security Committee <http://policy.net/capweb/House/HComm/hns.html>

IANWeb <http://www.pitt.edu/~ian/>

Industrial College of the Armed Forces <http://www.ndu.edu/ndu/ica/icaftp.html>

InfoSeek Net Search <http://www2.infoseek.com/>

Inktomi <http://inktomi.berkeley.edu/>

Institute for National Strategic Studies <http://www.ndu.edu/ndu/inss/insshp.html>

Institute for the Advanced Study of Information Warfare
<http://www.psycom.net/iwar.1.html>

IntelWeb <http://www.awpi.com/IntelWeb/>

International Institute for Strategic Studies <http://www.fsk.ethz.ch/d-reok/fsk/iiss/iisshome.html>

International Organizations
<gopher://gopher.eneews.com/11/magazines/alphabetic/all/iorg>

International Security
gopher://gopher.eneews.com/11/magazines/alphabetic/all/int_security

International Security Network http://www.fsk.ethz.ch/d-reok/fsk/defs_hom.html

Internet Resources Newsletter <http://www.hw.ac.uk/libWWW/irn/irn.html>

Internet Sleuth <http://www.intbc.com/sleuth/>

Jaffe Center for Strategic Studies <http://www.tau.ac.il/jcss/>

Jane's Information Store <http://www.janes.com/janes.html>

Joint Chiefs of Staff <http://www.dtic.dla.mil:80/defenseink/jcs/>

Joint Services Conference on Professional Ethic <http://www.duke.edu/jscope/>

Journal of Democracy
<gopher://gopher.eneews.com/11/magazines/alphabetic/all/democracy>

Library of Congress <http://www.loc.gov/>

Lycos <http://www.lycos.com/>

Magellan <http://mckinley.netcom.com/>

Marshall Center <http://www.marshall.adsn.int/marshall.html>

Military Spending Working Group <http://www.clark.net/pub/gen/mswg/>

MILNET <http://www.onestep.com/milnet/>

Ministry of Defence <http://www.mod.uk/>

Ministry of Foreign Affairs <http://www.nttl.co.jp/infomofa/>

Multilateral Treaties <gopher://gopher.law.cornell.edu/11/foreign/fletcher>

National Defense University <http://www.ndu.edu/>

National Public Radio <http://www.npr.org/>

National Security Agency <http://www.fas.org/pub/gen/fas/irp/nsa/>

National Technical Information Service <http://www.fedworld.gov/ntis/ntishome.html>

National Review
gopher://gopher.eneews.com/11/magazines/alphabetic/all/national_review

National War College <http://www.ndu.edu/ndu/nwc/nwchp.html>

NATO <http://www.nato.int/>

NavyOnLine <http://www.ncts.navy.mil/>

Naval Postgraduate School <http://www.nps.navy.mil/>

Net Happenings <http://www.mid.net:80/NET/>

Net Scout Services <http://rs.internic.net/scout/>

Net Surfer Digest <http://www.netsurf.com/nsd/>

New Republic <http://www.dc.eneews.com/magazines/tnr/>

New York Times <http://www.nytimes.com/>

News Briefings from the ANC <http://pantheon.cis.yale.edu/~jadwat/anc/>

OMRI (Open Media Research Institute) Daily Digest
<http://www.omri.cz/Publications/Digests/DigestIndex.html>

Open Text <http://www.opentext.com/omw/f-omw.html>

Organization of American States <http://www.oas.org/>

Organization for Economic Cooperation and Development <http://cs1-hq.oecd.org/>

Peace and Security <http://www.cfcsc.dnd.ca/welcome.html>

Peacekeeping Institute <http://carlisle-www.army.mil/usacsl/pki/>

Political Science Quarterly http://www.eneews.com:80/magazines/polisci_quarterly/

Program on Peacekeeping Policy <http://ralph.gmu.edu/cfpa/peace/peace.html>

RAND Corporation <http://www.rand.org/>

SACIS <http://www.cam.org/~sac/SACIS.html>

Scout Report <http://rs.internic.net/scout/report/>

Senate Armed Services Committee
<http://policy.net/capweb/Senate/SenateCom/ARMED.html>

Stanford Center <http://www-leland.stanford.edu/group/CISAC/>

Starting Point <http://www.stpt.com/>

Stimson Center <http://www.stimson.org/pub/stimson/index.htm>

Stockholm International Peace Research Institute (SIPRI) <http://www.sipri.se/>

Strategic Studies Institute <http://carlisle-www.army.mil/usassi/>

TRADOC <http://www-tradoc.army.mil/>

UK CALS News <http://www.mod.uk/pe/cals/home.html>

Unified Commands <http://www.dtic.dla.mil:80/defenseink/unified.html>

United Nations [gopher://nywork1.undp.org:70/1](mailto://nywork1.undp.org:70/1)

United Nations Scholars' Workstation <http://www.library.yale.edu/un/unhome.html>

United States Institute of Peace <http://witloof.sjsu.edu/peace/usip.html>

United States Military Academy (West Point) <http://www.usma.edu/>

U.S. Army Command and General Staff College <http://leav-www.army.mil/>

U.S. Army War College and Carlisle Barracks <http://carlisle-www.army.mil/>

U.S. Congress (Thomas) <http://thomas.loc.gov/>

U.S. Marine Corps <http://www.hqmc.usmc.mil/>

USA Today <http://www.usatoday.com/>

Voice of America <http://www.niss.ac.uk/news/voiceofam.html>

Washington Quarterly <http://www-mitpress.mit.edu/jrnls-catalog/washington.html>

Web Crawler <http://webcrawler.com/>

White House <http://www.whitehouse.gov/>

World Bank <http://www.worldbank.org/html/Welcome.html>

World News Connection <http://wnc.fedworld.gov/>

World News Index <http://toad.stack.urc.tue.nl/~haroldkl/index.html>

World Politics http://www.dc.eneews.com/magazines/world_politics/

Yahoo <http://www.yahoo.com/>

Zentralstelle für Gesamtverteidigung <http://sipo2.ethz.ch/zgv/index.html>

