

Call for Papers

InterAgency Journal — Fall 2026

Arthur D. Simons Center for Ethical Leadership and Interagency Cooperation

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FORT LEAVENWORTH, Kan. (July 10, 2026). The Fall 2026 *InterAgency Journal* will examine the interagency and ethical leadership dimensions of the conflict with Iran. From the June 2025 strikes of Operation Midnight Hammer through the February 2026 launch of Operation Epic Fury and the fragile ceasefire negotiations that followed, the Iran conflict has tested the full architecture of U.S. whole-of-government decision-making and logistical preparedness. How did — and how should — the Departments of Defense, State, Treasury, and the Intelligence Community be prepared and coordinate under conditions of rapid escalation? What does the record reveal about the ethical responsibilities of senior leaders when strategic objectives remain shifting? How should the interagency manage the tension between military advantage and the requirements of international law and legitimate authority?

The Simons Center will accept for review all papers with relevance to our readership. For this issue, we specifically invite submissions analyzing the interagency and ethical leadership dimensions of the Iran conflict. Topics of particular interest include, but are not limited to:

- **Whole-of-government decision-making** — How did coordination among Defense, State, Intelligence, and Treasury shape operations, and where did it succeed or fall short?
- **Civilian control and military advice** — What do the Iran operations reveal about civil-military relationships in high-stakes decisions, and what ethical obligations attend military counsel?
- **Alliance management and coalition legitimacy** — How did proceeding in Iran without advance NATO consultation affect coalition cohesion and future interagency alliance governance?
- **Strategic communication and information operations** — What ethical and operational tensions arose between transparency, operational security, and public accountability?
- **Legal and ethical frameworks for the use of force** — How should leaders navigate competing obligations under domestic law, international law, and professional ethics?
- **Logistics and Sustainment** — What implications has this conflict brought to light - not for only for CENTCOM but for INCOPACOM and other global regions - for how the interagency manages

prepositioned stocks, identifies and secures alternative expeditionary landing spots, and safeguards vital, vulnerable distribution networks for ammunition, weapons systems, food and water?

- **Regional partner management** — What does the U.S. experience managing Gulf partners and regional mediators suggest about designing future partner engagement frameworks?

Of special interest are submissions that offer analytical frameworks, practical recommendations, and lessons applicable to military and government professionals at the strategic and operational levels.

Submission Guidelines

The deadline for submissions is **Friday, October 30, 2026**.

- Submit an unclassified, original paper examining any aspect — broad or specific — applicable to ethical leadership or interagency cooperation. Papers should be between 3,500 and 5,000 words in length.
- Previously published papers, papers being considered elsewhere for publication, or papers submitted to other competitions still pending announced decisions are ineligible.
- Manuscripts should be single spaced in Microsoft Word format using Times New Roman, 12-point font. All graphs, charts, and tables should be submitted as separate files in the format they were created.
- Submissions will receive blind peer review in accordance with standard professional academic journal practice. Submissions will be evaluated based on originality, substance of argument, style, and contribution to advancing the understanding and practice of ethical leadership or interagency cooperation.
- To facilitate review, include a cover sheet with full name, institutional affiliation, email, telephone, mailing address, and an author biography not to exceed 100 words. Do not include identifying information on any other page of the manuscript.
- For complete information on formatting and style, see the Simons Center Writer's Submission Guidelines at www.thesimonscenter.org/contribute-content.

The Simons Center is also seeking **book reviews** on published works pertinent to the ethical leadership and interagency community. Book reviews are typically 500 to 1,000 words in length and should include an image of the book cover as a separate file in its original file format.

Articles and book reviews can be submitted on the Simons Center website at www.thesimonscenter.org/contribute-content or emailed to office@thesimonscenter.org.

The Simons Center is a major program of the CGSC Foundation, Inc. For more information, contact the Simons Center at office@thesimonscenter.org or visit www.thesimonscenter.org.