

THE VISION OF THE JOURNAL OF CHARACTER AND LEADER SCHOLARSHIP

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VISION OF THE JCLS

The JCLS vision is to be the premier venue for advancing the integrative study and development of character and leadership. We aim to become the world's preferred medium for scholarly and practical discourse on the constructs, concepts, and contexts of character and leadership development. Although many sources purport to examine the different aspects of this multi-dimensional puzzle, currently there is no single source wherein both researchers and practitioners can find a coherent and synergistic treatment of the relationship and attendant contextual factors of character and leadership. The JCLS fills this void and promises rigorous advancement in the midst of unprecedented global challenges.

Due to the increasing complexity and massive globalization of the world in which leaders operate, a more sophisticated treatment of the nexus between leadership and character is a 21st Century imperative. Several conditional factors

contribute to this assertion. For instance, the ongoing shifts in the political and economic landscape will leave leaders to contend with an unstable balance of power. The burgeoning technology and information revolution will significantly alter the interface among leaders, followers, and the mission. Cultural demographics will also become increasingly diverse over the next century. In addition, approaches to national security will have to adopt "irregular warfare" strategies in order to appropriately hedge against the asymmetric threats of global terrorism. Succeeding under these conditions will demand a full measure of leadership that engenders trust and confidence, facilitates a sense of meaning and purpose, and generates development for stakeholders. This measure of leadership must be calibrated by character. The character of a leader will provide stakeholders with a stable vector as they chart a course across the unstable terrain of the future. Conversely, when a leader makes an error due

BIOGRAPHICAL INFORMATION

Lt Col Joseph E. Sanders, PhD, is the Senior Scholar in Residence at the U.S. Air Force Academy's Center for Character and Leadership Development and has served as a professor in the Academy's Department of Behavioral Sciences and Leadership. He has been the driving force for the Scholarship Division of the Center for Character and Leadership Development at the U.S. Air Force Academy as well as the planning and creation of the *Journal of Character and Leader Scholarship*.

Lt Col Douglas R. Lindsay, PhD is an associate professor and the Director of Research in the Department of Behavioral Sciences and Leadership and has been instrumental in laying the foundations for the establishment of the Scholarship Division of the Center for Character and Leadership Development at the U.S. Air Force Academy. He has also been a key player in planning the creation of the *Journal of Character and Leader Scholarship*.

to a lapse in character, it will not be an isolated event with local impact on predictable factors.

The presence or absence of character in leadership will now have broader implications, which will contribute more directly to the destiny or fate of our global society. In sum, the leader's decisions and actions will have seismic impact in this new high-stakes environment. It is within this critical context that both researchers and practitioners must unite to define, strengthen, and understand the nexus of character and leadership.

MISSION

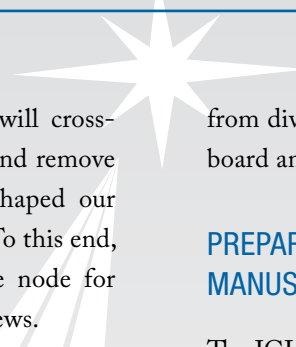
This Journal is a partnership effort between the Center for Character and Leadership Development and the Department of Behavioral Sciences and Leadership at the United States Air Force Academy (USAFA). Specifically, the purpose of the JCLS is to foster and advance the scholarly study and development in the integration of character and leadership. While there are many different outlets that exist to talk about leadership (e.g., *The Leadership Quarterly* and the *Journal of Leadership & Organizational Studies*) and character (e.g., *Journal of Positive Psychology* and the *Journal of Research in Character Education*), there is currently not a venue that exists where the two can be consistently examined together. It is the intent of the JCLS to serve as a catalyst for the fusion of research between these

two critical areas. To this end, we have outlined three interrelated objectives.

The first objective is to establish a generative domain of discourse. This journal is a forum for conversations that foster new ways of thinking about and relating to character and leadership. This discourse will be shaped to create leading-edge inquiry and forward innovative concepts, methods, analyses, and application for a global network.

Next, we will establish a dynamic partnership of scholars and practitioners. This partnership will transcend traditional disciplinary and professional boundaries by embracing diverse fields of study, theoretical contexts, paradigms, and communities of practice. In particular, the military and civilian communities have enjoyed a rich history of collaboration and information sharing; the JCLS will pull from both communities and serve as an additional thread in this cohesive tapestry. The breadth of experiences and perspectives from those in different branches of the military, civilian, academic, and corporate communities should provide a rich integration of character and leadership from theoretical development to practical application.

Finally, this Journal will facilitate the convergence of diverging worldviews. Worldviews are often the manifestation of unexamined assumptions that can lead to a limited and constraining



interpretation of events. The JCLS will cross-examine the respective assumptions and remove the limiting constraints that have shaped our current understanding of the world. To this end, the JCLS will serve as a connective node for networks with seemingly opposing views.

The JCLS will employ two strategies to achieve the above objectives. The first strategy is to increase international engagement. While the JCLS will initially be focused on USAFA and Air Force (AF) issues regarding character and leadership, the JCLS will quickly become an international outlet for those interested in the rigorous examination of character and leadership. Therefore, the primary audience for the first issue of the JCLS will be USAFA and the AF. This will expand in the second and subsequent issues to include all military branches and the civilian academic community. Ultimately, this will increase to include the international community.

This expansion will be aided by the second strategy of establishing a robust journal publication process that expands our capacity to efficiently disseminate leading-edge research and development around the world. This will involve innovatively leveraging current and future information and technology media for submission and distribution efforts. It will also entail the enrollment of subject matter experts

from diverse disciplines to serve on the editorial board and to be part of our reviewers database.

PREPARATION AND SUBMISSION OF MANUSCRIPTS

The JCLS will publish manuscripts that advance the integration of character and leadership. The manuscripts should align with the following categories: Pedagogical Methods and Techniques, Individual Development, Organizational Development, Theory Development, Empirical Research, and Commentaries.

Manuscripts will primarily be in the form of Feature Articles or Article Briefs. Feature Articles will be approximately 6000 words and focus on theory development or empirical studies.

Article Briefs will be approximately 2000 words and will present brief empirical reports, conceptual frameworks, and case studies that do not lend themselves to the length of the Feature Articles.

All articles should include an abstract (100 words maximum) and a separate title page that consists of the name(s) and affiliation(s) of authors and contact information (institutional affiliation, phone, and e-mail). All articles must conform to the style of the most recent edition of the *Publication Manual for American Psychological Association (APA)* currently in its Sixth edition.



Once a manuscript is received, it will be given a preliminary editorial review and then be assigned to an action editor. The action editor will serve as the point of contact for all correspondence regarding the manuscript. The JCLS staff will return feedback to the author within 2 months of initial submission.

In addition, the JCLS will selectively invite global perspectives from leading scholars and subject matter experts from the field. These perspectives will be used to stimulate thought and to provide a context for conversation with respect to the topics in the current issue of the JCLS. These perspectives will also provide reflective commentaries on topics discussed in previous issues. All manuscripts should be submitted electronically to JCLS@usafa.edu.

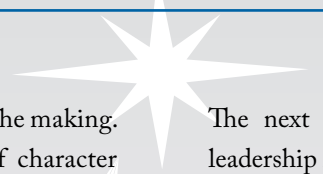
ACCESSING THE JOURNAL

The JCLS will be disseminated electronically and via bound hard copy twice a year (December and May). Initially, hard-copies will automatically be sent to individuals and organizations on the CCLD's distribution list and additional copies will be made available upon request. Eventually, full subscriptions will be made available to interested scholars and practitioners.

CURRENT ISSUE

The United States Air Force Academy is fundamentally driven by its mission and vision. The mission of USAFA is to educate, train, and inspire men and women to become officers of character, motivated to lead the United States Air Force in service to our nation. The vision of USAFA is to be the Air Force's premier institution for developing leaders of character. In these core statements, we find character and leadership to be inextricably linked. Inherent in these two statements is the notion of developing intelligent, competent leaders whose actions are informed and guided by the content of their character.

However, while we intuitively know these two constructs are profoundly related, when it comes to scholarship, character and leadership are overwhelmingly treated in isolation. The result is that there are many people claiming expertise in leadership and others in character, but very few who are well-versed in both. If USAFA is to be truly effective at developing officers of character who are motivated to lead, it must bridge the gap between the study of character and the study of leadership. This critical juncture between character and leadership and the nexus between theory and application is what the *Journal of Character and Leader Scholarship* (JCLS) aims to address.



The genesis of the JCLS is decades in the making. USAFA has been in the business of character and leadership development since its inception in 1954. Integration has been an elusive concept for decades promising fruits if one could ever reach it. Take a look at the organizational structure for instance. Each mission element at USAFA (academics, military, and physical education) along with other programs such as flying and parachuting know they play a critical role in developing leaders of character. However, year after year, as mission elements work independently to serve USAFA's purpose, all are challenged by the persisting question: How can USAFA as an institution align itself in such a way that all of its programs and processes follow a deliberate progression such that the benefits of the numerous programs that cadets experience are maximized? In other words, how can it create the synergy that is lying dormant beneath the surface? How can one tap into that integrative power?

The initial issue of the JCLS is specifically designed to provide a set of perspectives that will aid in the progression and applicability of the Journal. The first article by Lt Col Joseph Sanders, PhD and Lt Col Doug Lindsay, PhD proposes a bold framework to progressively synthesize leading-edge thought and application of character and leadership development.

The next two articles are by world-renowned leadership researchers who offer their ideas on the relationship between character and leadership. The first of these articles is by Dr. David Day who is currently the Woodside Professor of Leadership and Management at the University of Western Australia Business School. He has published or contributed to over 60 publications on the topics of leadership and leadership development in such premier journals as *The Leadership Quarterly*, *Personnel Psychology*, *Journal of Applied Psychology* (for which he serves as an Associate Editor), *Academy of Management Journal*, and the *Journal of Applied Social Psychology*. His article focuses on the different perspectives that factor into the development of a leader of character. Specifically, he examines the role of the follower in the character and leadership development process. Additionally, he discusses topics such as behavioral integrity and leader-member exchange and their impact on individual leader development.

The next article is by Dr. Michael Mumford and Jamie D. Barrett. Mumford is a professor of Industrial/Organizational Psychology at the University of Oklahoma. He has an extensive publishing record with over 100 articles on the topics of leadership, integrity, and creativity. He is currently the editor for the journal *Leadership Quarterly*. This article examines the relationship between leadership, ethics, and cognition as they relate to decision-making. Specifically, they talk

about leader decision-making, ethical decision-making, and how to improve leader ethical decision-making.

The next set of articles focuses on senior leader perspectives from around USAFA. The first of these is by Colonel John Norton (Director, Center for Character and Leadership Development) and Colonel Gary Packard, PhD (Permanent Professor and Head, Department of Behavioral Sciences and Leadership). In this article, Norton and Packard discuss several of the integration and collaborative efforts that are going on with respect to their organizations.

The next article is a result of interviews with several of the mission element leaders at USAFA. For this article, Brigadier General Dana Born (Dean of the Faculty), Brigadier General Samuel Cox (Commandant of Cadets), and Dr. Hans Mueh (Director of Athletics) discuss how their respective mission elements relate to the development of leaders of character as well as share some of their personal experiences.

The final section includes two perspectives from unique vantage points: one from a professor emeritus and another from a current cadet at USAFA. The first commentary is by Dr. Malham Wakin (Brigadier General, USAF, retired). In his article, Dr. Wakin discusses the question of “Does good leadership require good character?” The second commentary is by Cadet First Class Greg Cappuzzo who is the Wing Character Officer at the U.S. Air Force Academy. Cadet Cappuzzo talks about the institutional possibilities and opportunities for character and leadership development.

While this inaugural issue has a specific focus on USAFA, the constructs of character and leadership are certainly not unique to USAFA or the military in general. It is hoped that this first issue will provide the necessary framework and infrastructure to bring the vision of the JCLS to fruition. At this point, we would like to welcome all scholars and practitioners who study character and or leadership to join us in the endeavor of understanding these connections through participation in the JCLS.