



28<sup>th</sup> INTERNATIONAL  
COMMAND AND CONTROL  
RESEARCH & TECHNOLOGY SYMPOSIUM  
28-30 NOVEMBER - LAUREL, MARYLAND, USA

2023

## CALL FOR PAPERS

for up-to-date Symposium Information and Registration go to:  
<http://internationalc2institute.org/28th-icrts-information-central>

The 28<sup>th</sup> ICCRTS will be a hybrid event; however, in-person participation is strongly encouraged.  
The 28<sup>th</sup> ICCRTS will be hosted by



### Theme: Drivers of Future C2

This year's ICCRTS Theme, Drivers of Future C2, is designed to stimulate a set of papers, presentations, and discussions that focus on how the art and practice of Command and Control might evolve in the coming decade. Papers are sought that include new C2 concepts, organizational arrangements, doctrine, and enabling technologies.

We can expect that Future C2 will be shaped by the nature of the endeavors that our organizations will need to undertake, the environment in which they will be undertaken, and the opportunities afforded by emerging technologies. There is a growing consensus (to be treated as a hypothesis) that the Future of C2 will be, at least in part, driven by the need to:

- 1) undertake multi-national, whole of government operations
- 2) conduct simultaneous operations in multiple domains
- 3) integrate cyber and kinetic operations
- 4) allocate some decisions to non-human intelligent collaborators
- 5) employ autonomous systems
- 6) operate in a contested cyberspace environment
- 5) create Public-Private partners to defend civilian infrastructure, and
- 6) increase our utilization of a range of technologies

## History of the ICCRTS

In 1995, the US DoD Command and Control Research Program (CCRP), within the Office of the Secretary of Defense, organized the first International Command and Control Research and Technology Symposium (ICCRTS) at the National Defense University in Washington, DC. This event followed a series of meetings organized during the 1970s by the Office of Naval Research and the Massachusetts Institute of Technology that brought together interested researchers to exchange ideas on command and control (C2), its measurement and assessment, and the impact of new technologies on C2 processes. The 1995 event was also arguably a follow-on to a similar international event held at Eynsham Hall, Oxford UK in 1994, on C2 and Information Systems Research. This event was supported by both the UK Defence Research Agency and the US Joint Directors of Laboratories.

While the initial ICCRTS meeting was modest in size and included only a handful of non-U.S. participants, the event has grown substantially over the years to include participants from many nations. This Symposium series provides an unparalleled opportunity for professional researchers, academics, active duty and reserve officers, and policymakers to interact with one another to discuss future challenges and concepts, understand the current state of the art, and influence future thinking and practice across coalition partners.

ICCRTS has evolved to include (a) leading-edge concepts in C2, (b) new science and technology and their potential impact on C2 and the conduct of Multi-Domain Operations, and (c) feedback and evidence from experiments, exercises, and real-world operations. The Symposium is also an important forum for discussion of coalition and collective C2 issues and for examining the challenges emerging from complex endeavours (*e.g.*, hybrid warfare, counter-terrorism, stabilization operations, disaster relief) that involve a variety of entities including military, civilian, government, international organizations, Private Voluntary Organizations (PVOs) and Non-Governmental Organizations (NGOs).

In 2015, a real test of the value of this activity emerged when Government funds were no longer available to cover the costs of organizing and administering the Symposium. The challenge to the C2 Research Community was to find a way for this event to survive as an independent activity. Ultimately, it would require the combined efforts of the international research community to ensure that its annual Symposium and the body of literature associated with the CCRP would endure without direct Government funding. The fact that this did indeed happen provides evidence of the importance of this resource and opportunity to the community. In 2016, the non-profit International Command and Control Institute (IC2I) assumed responsibility for the organization and running of future ICCRTS and hosting the research community's website and research archives. This website can be found at <http://internationalc2institute.org>

This year's Symposium will be hosted by the Johns Hopkins Applied Physics Laboratory on its campus in Laurel, MD on November 28<sup>th</sup>-30<sup>th</sup>. Venue information will be posted on the website.

## The 28<sup>th</sup> ICCRTS Theme: Drivers of Future C2

ICCRTS themes, over the years, have served to highlight many C2-related problems and challenges that require our community's attention. Periodically, it seems appropriate that we reflect upon the how and why C2 is likely to evolve so we can better prepare ourselves to meet mission challenges. This year's theme, Drivers of Future C2, provides us with an opportunity to do just that.

Since the inception of the DoD Command and Control Research Program (DoD CCRP) and the launching of ICCRTS, there have been a number of trends that have and will likely continue to shape C2 'requirements', conceptually, operationally, and technically in the years ahead.

One of the first books sponsored by the DoD CCRP was entitled "Coalition Command and Control" (Mauer 1994). This book explored the C2 challenges associated with Peace Operations and the need to tailor 'traditional' C2 arrangements to suit the nature of the participating entities, the mission, and the circumstances. This topic continues to be one of considerable interest. Over the decades, the nature and composition of the 'coalition' required to accomplish mission objectives has changed. While previously, these coalitions involved only close allies that were willing to develop entity spanning formal organizational arrangements and processes, they now include a more disparate set of members, some of whom may require ad hoc arrangements for sharing information and coordination. While ICCRTS papers have addressed the C2 challenges associated with Humanitarian Assistance and Disaster Relief (HA/DR) operations, when compared to Covid-19, these endeavors were limited in duration and in the number of participating entities. Covid-19-like challenges may become more frequent. These challenges will require heterogeneous global enterprises with entity spanning C2-Harmonization arrangements.

The DoD CCRP was born out of a concern among senior leaders that advances in information and communication technologies and their implications for C2 needed to be anticipated and understood for us to seize upon the opportunities that may present. Thus, ICCRTS themes and topics have repeatedly come back to both the challenges posed by technology-enabled adversaries and our ability to adapt our C2 approaches to take advantage of the opportunities afforded by advances in technology. Over the years, our terminology has evolved. What we referred to in the mid-90s as ICT (information and communications technologies) is now increasingly referred to as 'Cyber.'

Cyberspace has emerged as both a warfighting domain and as a contested environment. Both pose a set of C2-related challenges. Cyberspace, as an operational domain, begs the question of whether cyberspace operations require rethinking Cyber C2 approaches; either due to the unique characteristics of the cyberspace domain or because of the implications for multi-domain operations or both. At the very least, cyber and kinetic operations need to be harmonized for missions to succeed. Given our increasing dependence upon 'cyber' capabilities that may not be there when we most need them, we need to better understand how a loss of cyber capability impacts the appropriateness of a C2 approach.

Adversaries are increasingly using cyberattacks not only to degrade military information and communications but also to attack critical civilian infrastructure and economic targets. To defend ourselves more effectively requires expanding our partnerships and adopting new C2-Harmonization concepts and capabilities. Both the appropriate C2 Approach and the level of

harmonization employed will be a function of the informational and operational dependencies that exist between and among mission partners and mission effects. This may require re-thinking how individual entities approach C2 within their own organizations, taking into consideration how the C2 Approach they choose to adopt impacts cross-entity information flows and the development of mission-related synergies.

Information processing capabilities have also been transformed (e.g., AI/ML, data mining). These emerging technologies afford us possibilities we could have only imaged previously. They have implications for how we delegate decision rights, not only between and among organizations operating in multiple domains, but also between human and non-human decision makers.

In summary, the trends and challenges noted above have implications for the nature and characteristics of the:

- enterprise that needs to be assembled
- mission challenges that need to be met, and
- technologies we could potentially bring to bear to shape and enable C2 concepts, approaches, and supporting systems

## **The 28<sup>th</sup> ICCRTS Topic Areas**

The topics of interest for this year's symposium, while based upon previous ICCRTS topic areas, have reorganized to reflect the above discussion of this year's theme. Topical areas have been grouped into those that related to *enterprises, challenges, and technologies*.

The evolution of cyber-enabled C2 will also, in part, be driven by our understanding of these trends and their C2 implications. Our ability to test theory and assess new concepts and capabilities requires a suitable analytic ecosystem. ICCRTS has, over the years, contributed to developing and maturing this ecosystem. To ensure that this ecosystem is up to the task at hand, we have included the analytic ecosystem as a topical group in this year's ICCRTS.

There are many topics of interest that would fall into one or more of these groupings. The topics selected for the 28<sup>th</sup> ICCRTS were those that need to be addressed with some urgency. As is traditional, we have included a 'catch-all' topic for submissions that authors do not believe fits in one of the topics discussed below.

### **Enterprise**

#### **Topic 1: Collective C2-Harmonization**

While C2 has traditionally had a military connotation (probably because C2 takes its most explicit and least ambiguous form within military organizations, particularly in warfare contexts) there is a compelling need to develop entity spanning "C2 solutions" to augment or complement the C2, management, and governance solutions that have been developed by individual entities. Modern operations increasingly require a collective effort to bring entity capabilities effectively to bear to meet complex challenges. These operations have been referred to as:

(a) all or multi-domain operations feature activities in the physical domains of warfare (e.g., air, land, sea, and space) as well as activities in non-kinetic domains (information, cyberspace, health, economic, and social)

(b) multi-national, civil-military, Whole of Government (WoG), Partners Across Government [PAGs]

These trans-organizational challenges require that individual entities find ways for their internal C2, management, and governance processes to support needed cross-entity interactions and harmonization mechanisms. As a result, it is reasonable to assume that organizational changes will be required to adapt the allocations of decision rights, develop trans-entity shared awareness, and synchronize actions. Organizational barriers will need to be overcome. Organizations will need to learn new ways of thinking and new behaviors.

Authors are invited to submit papers that explore and discuss requirements, concepts and solutions that enable more effective conduct of various missions involving a heterogeneous set of partners through the planning, coordination, and delivery of both kinetic and non-kinetic effects within and across multiple domains.

Exemplar topics include:

- C2-Harmonization arrangements and their appropriateness for different collectives and operations
- Increasing organizational capacity for harmonization
- Facilitating organizational change and learning
- effective exchange of information among (human and non-human) partners
- organizational and process interoperability
- Integration, coordination, and collaboration in a multi-domain context
- Development and sustainment of trust
- Automation and collaboration support technologies for complex endeavours
- Management and governance of C2 as a holistic capability
- Lessons learned regarding assumed good practice for working across domains and organizations

## **Topic 2: Cyberspace**

This topic was selected for several reasons. First, without cyber capabilities, a large region of the C2 Approach Space would not be feasible. Since Cyberspace is a contested environment, we cannot assume that these capabilities will be there when we need them. Second, more needs to be understood to be able to adopt the most appropriate C2 Approach for Cyberspace Operations; and how C2 approach appropriateness is impacted by a loss of cyber capability. Third, virtually every major military undertaking will involve operations in both the Cyber Domain and one or more of the traditional military domains. Thus, Cyber and Kinetic C2 Approaches need to be integrated to some degree.

Cyberspace Operations (CSO) of many kinds are conducted throughout the competition continuum.

The objectives, constraints, ways, and means of CSO differ not only from more traditional kinetic operations but also from CSO to CSO.

Exemplar topics include:

- Differences between and among CSO that impact the appropriateness of a Cyber C2 Approach
- Need to harmonize Cyber and Kinetic C2

Contested Cyberspace Environments (CCE) are now the norm. They have the potential to render the preferred approach to C2, management, governance, and harmonization less effective, even inappropriate for the mission at hand. Authors are invited to submit papers that explore and discuss the challenges related to operating in these environments and their implications for how individual entities and organizations manage themselves and their interactions with each other.

Exemplar topics include the impact of contested cyber environments on:

- The appropriateness of selected C2-harmonization approaches
- Managing Cyber Risk to Mission (also see Topic 3)
- Development of shared awareness necessary to manage adverse impact on cyber-enabled operations

## Challenges

### Topic 3: Uncertainty, constraints, and risk in Complex Military Operations

This topic was chosen because, while the ‘fog and friction’ of war that contributes to uncertainty and imposes constraints is nothing new, arguably the nature and extent of the fog and friction have changed. There are also new opportunities for innovative solutions that can help us to penetrate the fog and to reduce the friction in our operations. “Fog” is also associated with ambiguity, a form of uncertainty that adversely impacts the quality of awareness. This is exacerbated by deception and disinformation campaigns that have become more sophisticated and difficult to counter. Advances in sensor technologies have resulted in huge amounts of data being collected; data that we are currently unable to adequately process in its entirety. This too contributes to fog. The extent of the fog and friction constrains the selection of an appropriate C2 approach (delegation of decision rights, interactions, and dissemination of information). Other constraints are present in the form of Degraded or Denied Environments [C2D2E] such as a contested cyberspace, and remote, harsh, and inaccessible environments such as the Arctic or Space.

New sources of risk have emerged, including the targeting of civilian infrastructure and economic institutions using cyber capabilities. Multinational and multi-domain operations involve additional dependencies and require more interconnectedness. They also involve a more diverse effects space with inter-dependencies between and among these effects. High interconnectedness, combined with the diversity of systems and actors, will lead to increased ambiguity and unpredictable outcomes. These make risks more challenging to manage.

Authors are invited to submit papers that explore and discuss requirements, concepts and solutions that enable coping with the constraints, complexity, and ambiguity during C2 operations, as mentioned above.

Exemplar topics include:

- Characterization of the nature of modern multi-faceted conflicts and crises, prediction of their evolution, and assessment of their impact on C2
- Solutions that may, among other things, involve preparedness, the insurance of business continuity, adaptation, agility, resilience, self-healing; command on the move and remote/mobile command posts; and remote leadership and remote operations
- Identification and characterization of the impact of constraints, complexity, and ambiguity on organizations' ability to conduct activities and operations
- Development and assessment of effective strategies, techniques, and solutions to mitigate the effect of constraints, complexity and ambiguity on activities and operations
- Lessons learned regarding know or potential good practices for working under constraints, complexity, and ambiguity

## Technologies

These two topics were chosen because sophisticated information processing and forms of non-human 'intelligence' are increasingly being embedded into systems in ways in which they effectively shape the information than humans have access to and, at times, even make 'decisions.' These capabilities offer potential solutions to meeting the challenges associated with increased complexity, fog, and friction.

### Topic 4: Non-Human 'Intelligent' Collaboration and Autonomous Systems

C2 is a prime example of a socio-technical system, *i.e.*, a system with technological and human (both individual and organizational) components using complex and sometimes unpredictable interaction patterns. There is a need for effective C2 solutions/systems that combine the strengths of each class of components to create a synergistic whole. This requirement gives rise to many significant challenges that have arguably not been fully addressed yet. The capabilities, capacity, and sophistication of the technological components have continued to develop apace, most latterly with the re-emergence of Artificial Intelligence and the recent breakthroughs in *machine learning*. Thanks to this progress, automation-powered technological components have become increasingly intelligent, dictating a paradigm shift and a change in their roles within socio-technical systems: from mere support tools to team members or even commanders. This change is expected to have significant psychological, social and organizational impacts. The progress made on the technological side has also paradoxically brought additional challenges to the already complex task of developing

C2 systems involving interacting human and non-human components. One of the most significant of these challenges concerns the allocation and management of decision rights within and among mixed teams and resulting accountability. Authors are invited to submit papers that explore and discuss requirements, concepts, and solutions that enable the exploitation of socio-technical systems to support C2 and operations conduct.

Exemplar topics include:

- Cognitive and socio-technical challenges
- Human-Artificial Intelligence/autonomy teams
- Human-System and Human-Information Interaction: How humans interact with automation-powered systems and their information to improve C2. Interaction encompasses mechanisms for querying / searching, visualization, comprehension, sharing, and exploitation of information across multiple modalities (visual, auditory, somatosensory) in real, virtual, and augmented/mixed reality environments
- Cognitively Augmented soldiers
- Legal issues and constraints (e.g., military legislation, international legislation) and social perspectives in socio-technical systems (including AI-powered systems and solutions)
- Ethics, responsibility, explainability, and trust considerations in human-AI/autonomy teams
- Intelligent virtual assistants – Intelligent tutoring systems – Chatbots
- Machine and adversarial learning
- Pattern recognition, classification, reasoning, and decision making (under uncertainty)

### **Topic 5: Emerging Concepts and Theories**

Several concepts and technologies have come to maturity or have witnessed significant developments in recent years. In addition to ‘intelligent agents and systems’ covered in the previous topics, there have been breakthroughs in other areas, such as *data science* and *computer systems*. These have enabled a substantial increase in the capabilities, capacity, and sophistication of the technological components and have, or have the potential to provide, unprecedented access to new regions of the C2 approach space. Authors are invited to submit papers that explore and discuss the full range of emerging concepts and technologies and discuss their actual and potential applications to C2 and the implications (on doctrine, tactics, techniques, training, etc.) of these applications.

Exemplar topics include:

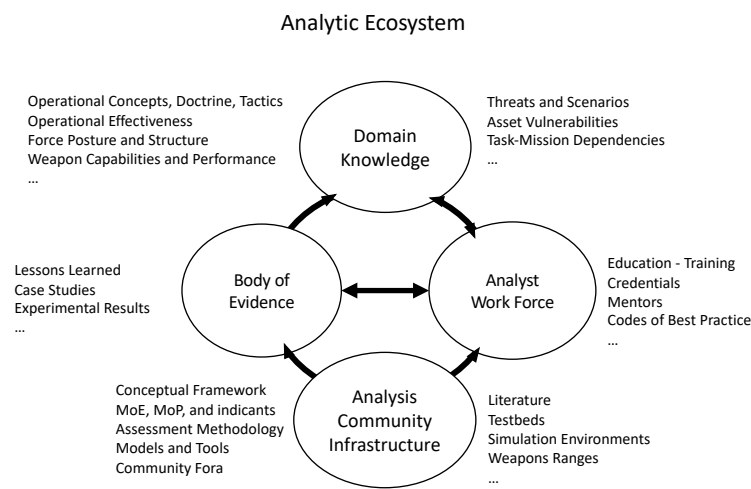
- Implications of highly connected environments
- Automated forces, robotic/unmanned systems
- Mixed-initiative approaches for situation analysis and decision making
- Biomimicry – Swarm intelligence – Neuronal networks – Evolutionary computation
- Natural language processing
- Data science – Big data – Data mining – Knowledge discovery
- Data and information fusion
- System architecture



- Quantum computing
- Modelling and simulation – Embedded simulation – Digital twins
- Virtual reality – Augmented reality – Mixed reality
- Game theory
- Digital transformation Internet of Things (IoT) – Internet of Everything (IoE)
- Intermittent / non-persistent connectivity
- Communication technology – 5G connectivity
- Combat cloud – Cloud computing – Serverless computing
- Cyber-security challenges
- Blockchain

## Topic 6: C2 and Cyber Analytic Ecosystem

Our ability, as a community, to advance the state of the art and practice of C2 depends upon the maturity of our ‘analytic ecosystem’ depicted below.



Previous topics focus on contributions to Domain Knowledge and the Body of Evidence. This topic focuses on papers that address efforts designed to mature our ecosystem. In particular, efforts to improve and expand our Analytic Infrastructure and work Force. This includes, but is not limited to:

- metrics, measurement, and indicants
- effective and practical means of collecting empirical data from real world operations, lessons ‘learned’, systems instrumentations, and simulations
- design and conduct of experiments and wargames
- venue capabilities for experiments and wargames
- approaches and tools to analyze, and evaluate current and proposed future C2 and/or Cyber capability
- education and training for analysts
- educational materials for consumers of analysis

- scenario and scenario-free analysis
- visualization of results
  
- problem characterization and formulation
- requirement definition and specification
- concepts of employments (CONEMP) and concepts of Operations (CONOPS)
- prototypes and proofs of concepts
- incorporating human dimension considerations

**Topic 7: Other C2-related research and analysis**

The 28<sup>th</sup> ICCRTS also welcomes contributions that do not fit neatly in any of the above topics.

## The 28<sup>th</sup> ICCRTS Paper Submissions

ICCRTS seeks to encourage and publish professional, journal-quality papers that report on research and analysis activities related to C2. The core of the 28<sup>th</sup> ICCRTS remains a set of topic-oriented track sessions that explore the Symposium's theme from several different topical perspectives identified above. It is recognized that these topics are not mutually exclusive, and hence papers may simultaneously address more than one topic. Papers will be assigned by the Symposium and Track Chairs to sessions. However, the authors' assistance in identifying the most relevant topic is welcome. In addition to the specific topics detailed, submissions contributing to a critical examination of all C2-related subjects are always welcome.

The ICCRTS is an open, unclassified, international meeting with many nations present. Authors are responsible for ensuring that papers are unclassified and are approved for public release. Papers and presentations should not present sensitive material or proprietary information. Papers and presentation material presented at the conference will be posted to the IC2I website, accessible to all IC2I members (All ICCRTS attendees are provided with a one-year membership in IC2I.)

### Research and Concept Papers

C2 Concepts, Technologies, and Practices are co-evolving at an increasingly rapid pace. Given that it may take over a year to collect empirical data and/or the build, test, and run simulation models and analyze the results so they can be submitted, ICCRTS accepts two types of submissions – Research and Concept papers. Research Papers will continue to form the core of ICCRTS. Concept Papers, however, are also appropriate for ICCRTS as they offer an opportunity to present ideas in a less mature form so that they can benefit from inputs from peers and perhaps inspire others in the hopes of maturing them more quickly to match the pace of C2 developments. Therefore, the 28<sup>th</sup> ICCRTS will continue the practice of encouraging both forms of submission. Research and Concept Papers will each be judged by an appropriate set of criteria.

- **Research Paper:** For example, reporting on a project that has matured to the point where findings are supported with appropriate evidence. These papers are expected to, as appropriate, contain references to foundations work, provide details about the research methodology, analysis approach, data collection and analysis, findings, and conclusions, and present recommendations or the next steps in pursuing this research or analysis.
- **Concept paper:** Discussion of a new idea, insight, or conjecture, which is either a potential topic for future research or is an effort that is in-process but has yet to have sufficient data to analyze or supporting evidence.

### Submission, Review and Acceptance Process

Thank you for your interest in contributing to the 28<sup>th</sup> ICCRTS. Please note: All submissions, be they Research, or Concept Papers will be reviewed with feedback being provided on an ongoing basis. Early submissions are strongly encouraged. ICCRTS accepts submissions via upload forms. The links to these forms are be posted on the 28<sup>th</sup> ICCRTS “Information Central” section of the website. The corresponding author should copy and paste the link for the appropriate form into their browser.

If accepted and presented at the 28<sup>th</sup> ICCRTS, all papers will be posted on the C2 and Cyber Research portal of the International C2 Institute ([www.internationalc2institute.org](http://www.internationalc2institute.org)). This the same website which houses CCRP books and ICCRTS archives.

## Key Dates

Key dates are the same for both Technical and Concept Papers. Please try to avoid waiting until the last possible day to submit. ***Early submissions are encouraged and will receive early feedback.***

- \* **1 April 2023** - Last date to submit paper abstracts
  - 15 April 2023 Feedback provided on abstracts
- \* **1 June 2023.** - Last date to submit full papers
  - 1 August 2023 Feedback and decision provided on submissions
- \* **1 October 2023** - Last date for final submissions
- \* **1 November 2023** - Last date to submit presentations

## Copyright

The papers presented at ICCRTS **remain the intellectual property of their authors.** While they may be cited, they may not be reproduced without the authors' permission. IC2I does not hold any rights over these materials and cannot negotiate on the authors' behalf.

## Abstract Acceptance Criteria (all papers)

The following criteria will be used by track chairs, peer reviewers, and symposium staff in their review process:

- The abstract's content is sufficiently aligned with the general theme and/or one of the topics of the Symposium.
- The abstract is specific enough to understand the nature of the concept or research effort.
- For Research Papers, the research approach described in the abstract, if implemented, would result in credible findings.
- For Concept Papers, the idea or preliminary work described would 1) stimulate productive discussion, 2) foster collaboration, 3) advance the concept, and/or 4) improve the quality of the ultimate product(s).

## Paper Acceptance Criteria

Additional information about the paper review process and criteria can be found at 28<sup>th</sup> ICCRTS Information Central

## Submission Process Steps

All paper submissions require the submission of an abstract.

- **Step 1:** Identify the main topic of your paper. If it does not fit neatly into one of the topics of the Call for Papers, pick the topic that you feel is the best fit.
- **Step 2:** Provide information about all authors (affiliations and complete addresses) and identify the corresponding author we will use as the contact point for all correspondence.
- **Step 3:** The title and abstract of your paper should be entered as plain text, and three keywords for the abstract must be provided. Abstracts for Research papers should not exceed 500 words while abstracts for Concept Papers should not exceed 300 words.
- **Step 4:** If you want to submit the full paper early, you can use the link provided for paper submissions at any time.
- **Step 5:** If, after a review of your abstract (see acceptance general abstract acceptance criteria above), it is determined that your submission is appropriate for ICCRTS, you will be invited to submit a draft of the full paper for review. Invitations may also include suggestions designed to improve your paper and increase the probability of it being accepted.
- **Step 6:** Submit a draft paper for review. Please provide a cover sheet with your paper. This sheet should contain the name of the Symposium, the topic of your paper, the title of your submission and author(s) information (affiliations and complete addresses). Please refrain from using ALL CAPS. If your paper has multiple authors, please list the affiliation for each author separately with their name. Open the paper with an abstract paragraph. Abstracts embedded with the paper should not exceed 250 words. Only PDF format will be accepted.
- The length of submissions is expected to be in the range of 10 to 15 pages for research papers and 6 to 10 pages for concept papers, based on the provided template (available at 28<sup>th</sup> ICCRTS Information Central on the IC2I Website) . When reporting any set of statistical results, make sure that any data used are fully reported (central tendency, distribution, number of cases in the analysis, confidence intervals, etc.). These may be presented in the body of the paper or an appendix. When reporting experimental results, you must provide sufficient information to permit the experiment to be repeated, as per the accepted scientific method, including an overview of the experimental design (within-subject, between-subject, Latin square, etc.), the statistical processing methods used (ANOVA, Regression Analysis, etc.), the measure of statistical validity for any conclusions you draw, and the implications of your conclusions. Any statement on statistical validity must be contained in the body of the paper. References can be acknowledged as footnotes throughout the text or as a list at the end of your document.
- **Step 7:** You will receive peer review feedback on your paper (see Technical Paper Acceptance Criteria above). At this time, your paper will be:
  - Accepted with or without suggestions for improvement: **Go to Step 10;**
  - Conditionally Accepted provided you revised following reviewer feedback: **Go to**

**Step 8;**

- Accepted as a Concept Paper: **Go to Step 10;** or
  - Rejected.
- **Step 8:** For Conditionally Accepted Papers, submit a revised paper that incorporates reviewers' feedback.
  - **Step 9:** You will receive peer review feedback on your revised paper, and whether or not the paper is accepted.
  - **Step 10:** Provide your ***presentation slides*** using the presentation link provide above  
  
AND provide a copy of your presentation slides to the appropriate Track Chair.

## **Inquiries**

Please continue to monitor the conference website at [www.internationalc2institute.org](http://www.internationalc2institute.org) for updates and the latest information. If you have any questions, please contact us at:

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