

# THE IRREGULAR WARFARE CENTER

# Spotlight

Vol 1 • 8

Amplify | Illuminate | Address

November 2023

## IWC Reflects Upon Inaugural Year While Preparing For Future

A little over one year ago, the Secretary of Defense authorized the establishment of the Irregular Warfare Center. His guidance was clear, the mission of the center is critical, and it must be operational as quickly as possible. We took that mission and reached initial operating capacity within 60 days and have only picked up momentum since.

In the 2023 National Defense Authorization Act (NDAA) the IWC was given five broad authorities, and the team has done impressive work in each of them.

While it would be impossible to recount in detail the Center's many successes in the past year a high-level review gives a sense of the breadth, and depth of the work accomplished.



- ◇ Coordinating and aligning IW standards and objectives through collaboration with the OASD SO/LIC, Defense Intelligence Agency, Army University System, the Combined Arms Center at Ft. Leavenworth, and the J7 to promote a unified and coherent IW education effort across the Joint Force.
- ◇ Facilitating IW-focused research by developing two forthcoming edited volumes on irregular warfare, promoting IW-focused research in civilian universities through research colloquia, and presenting IW research at leading national and international academic conferences.
- ◇ Engaging with and coordinating IW efforts at home through partnerships with the FBI, Department of State, USAID, and the Department of Health and Human Services, and abroad through workshops, courses, and tabletop exercises across Europe, the Middle East, North Africa, and the Indo-Pacific.
- ◇ Developing IW curriculum and supported training by developing innovative courses—the Transformational Irregular Warfare Leaders Thought Course (TILT-C), National Resistance Application Course (NRAC), and Comprehensive Defense Application Course (CDAC)—and supporting efforts by the Daniel K. Inouye Asia Pacific Center for Security Studies and the George C. Marshall for European Security Studies.
- ◇ Serving as a coordinating body for irregular warfare resources by disseminating IW-knowledge through its Translation Program, which has made key Russian IW materials accessible to partners in the interagency and allies, organizing and supporting working groups examining medical and logistical challenges in the IW context, and initiating a research grant program to fund IW-focused research across civilian and PME institutions.

Today, the Center is at full operating capacity and, these successes highlight a strong record of accomplishment for the IWC meeting its mandate to amplify partner agencies, departments, and nations to build a collaborative IW network; to strategically current and future irregular threats, crises, and obstacles; and to address current and future irregular threats to the US, allies, and partners by providing optionality.

From these efforts, we have already seen a number of communities of interest begin to coalesce around the IWC as a central hub of IW-related research, education, and training. In the coming year, the IWC will continue to develop each of these lines of effort, extending to even more academic institutions, delivering innovative courses TILT-C and NRAC courses to more audiences in the American interagency as well as partners across Europe and the Indo-Pacific.



ic, and expanding on the successful Ridge Runner model to develop sister “Ridge Healer” and “Reef Runner” programs to work on contested medical and logistical dimensions of irregular warfare. These, among many other ongoing projects, will enable the IWC to fulfill its mandate to serve as the central mechanism for developing the irregular warfare knowledge of the Department of Defense and advancing the understanding of irregular warfare concepts and doctrine, in collaboration with key partners and allies.

While the breadth of the activities the IWC has pursued reflects the authorities and directives present in NDAA 2023 (Public Law 117- 263), its ability to achieve so much so quickly is due to its commitment to the “big tent” approach the IWC has pursued since last year. With the world no less full of irregular threats today than it was when we began last year, the need for an IWC, functioning as the central pole of a big tent of civilian universities, interagency partners, nonprofits, and partner nations, has never been clearer. If the past year is any indication, the IW Center’s next year—and decade—will be no less successful than its first. If you share in the IWC’s vision to collaborate to meet the 21st centuries irregular threats, the Center looks forward to working with you. For more information on the IWC and its efforts, and to join the IW community of interest, please visit our website or follow us on LinkedIn: Irregular Warfare Center (IWC), X: @IrregularWarCtr and Facebook: Irregular Warfare Center - IWC.



### Irregular Warfare Forum

Preparing for Strategic Competition through Policy, Doctrine, Training, and Education

The Irregular Warfare Forum is coming to the National Capital Region December 5-7, 2023.

#### KEYNOTE SPEAKERS

**Hon. Christopher P. Maier**  
Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict

**General Charles A. Flynn**  
Commanding General  
U.S. Army Pacific



RSVP by November 20, 2023.

Sponsored by the Irregular Warfare Center, the Irregular Warfare Forum is a collaboration between National Defense University's College of International Security Affairs and the U.S. Army John F. Kennedy Special Warfare Center and School, U.S. Army Special Operations Center of Excellence.



## Director's Corner

Dr. Dennis Walters  
IWC Director



Greetings from the IWC team,

Our drive, focus and resolve are as strong as ever as we carry high-speed momentum throughout the Center moving into year two. In the past 30 days, we've had the opportunity to engage in a variety of irregular warfare activities and collaborations throughout the month of October.

I personally had the pleasure to take part in the recent National Defense Transportation Association (NDTA) and U.S. Transportation Command (USTRANSCOM) 2023 Fall Meeting as the moderator of the “Deployment to & Sustainment in Austere Locations - Advance Preparation and Execution Dynamics” panel. I found the discussion and the related problem sets quite challenging. In fact, the level of questions from the audience was pointed, and highlights our need to stay engaged in this space. Other panelists included the U.S. Africa Command (AFRICOM) area of responsibility Rear Adm. George Bresnihan, Director of Logistics, U.S. Africa Command, BG Steven Allen, USA, 44th Chief of Ordnance, Col. Paul Nelson, Australian Liaison Officer to the Joint Staff J4 & USTRANSCOM and Ms. Anne Bradley, CEO, Agility Defense & Government Service.

This year's theme, “Advancing U.S. Power Projection with Allies & Partners,” considers the global strategic competition occurring in a highly contested environment and the need to provide leadership in close coordination with allies and partners to provide the logistics and transportation capability and capacity to globally support U.S. national security interests.

Our leadership and staff were onsite during the event with an information booth to showcase the Center's mission, objectives, goals as well as answer any questions and provide information about future collaboration opportunities. We are actively pursuing building a dynamic community of interest around contested logistics which will include both government and cooperate members. It is my belief that such a community will help us identify and address the myriad of problems contested logistics presents.

Our October efforts as a Center ranged across the globe as we had staff members play critical roles at the Global SOF Foundation - Europe Symposium 2023 in Brno, Czech Republic; the Swedish Defense University's Center of Special Operations Research in Stockholm, Sweden; and the 2023 Department of Defense Special Access Program Information Technology and Cybersecurity Summit in Charleston, South Carolina.

I'm truly proud of all of the great work the Center is doing and all of the people who make it happen on a daily basis as together we continue to find irregular solutions to irregular problems.

Stay tuned for more great things!

Dr. Dennis Walters, IWC Director

## Grants & Research

### IWC Research Grant Program

The Irregular Warfare Center is excited to announce that its IWC Research Grant Program is now live! Full details are in our listings on SAM.gov and Grants.gov, which outline a two-step application process. The first step is to submit a 500 word proposal to our grants mailbox: [dscs.dscu.grants@mail.mil](mailto:dscs.dscu.grants@mail.mil). Projects that pass initial review will be invited to submit a full proposal through the Grants.gov portal.

We are excited to fund worthy research projects related to irregular warfare. The list of themes of interest to the center includes, but not limited to: cyber operations; information and influence operations; resistance movements and occupation; proxy warfare; strategic competition below the threshold of war; IW in the cultural and religious landscape; and women, peace, and security.

We are happy to answer any questions you might have. Feel free to address any technical questions about the process to our grants mailbox: [dscs.dscu.grants@mail.mil](mailto:dscs.dscu.grants@mail.mil). Please find all of the application instructions here:

- ◇ Grants.gov (Notice of Funding Opportunity): <https://www.grants.gov/web/grants/view-opportunity.html?op-pId=349804>

## Meet The Center's Staff



Erik Herr

IWC Chief of Operations



Describe your role and responsibilities at IWC?

“As the Chief Operations for the Center, I have the luxury of managing all the various projects that the Center is currently engaging. This includes taking abstract concepts and building it into an actionable event consisting of subject matter expert teams that address the demand of the IW community. Along with the operations role comes the external engagements and relationship building with folks from all over the global IW community. I also get to work with the best of the best; the Center is staffed with exceptional teammates that have made this organization successful!”

What do you enjoy most about working at IWC?

“With the Center growing rapidly and expanding across the globe, the current and emerging project list also grows bringing unique opportunities to continue the IWC mission. The possibilities are endless, and we have already made a difference in many domestic departments, organizations and have engaged with over 70 countries around the world. We've illuminated irregular warfare in previously, unconsidered and untouched areas of the IW spectrum and have only just begun. Stay tuned because the best is yet to come!”

## Media Highlights

IWC Perspectives article, “The Growing Use of Scamming Techniques and Social Media on the Battlefield,” by David Kirichenko. <https://irregularwarfarecenter.org/publications/perspectives/the-growing-use-of-scamming-techniques-and-social-media-on-the-battlefield/>

IWC Perspectives article, “Memes vs. Missiles? Cognitive Access Denial and the North Korea Problem” by authors Steve Ferenzi, Keith Weber, and José Madera. <https://irregularwarfarecenter.org/publications/perspectives/memes-vs-missiles-cognitive-access-denial-and-the-north-korea-problem/>

IWC Insights article, “The Evolution of Intelligence Operations in Support of Irregular Warfare,” by Sal Artiaga. <https://irregularwarfarecenter.org/publications/insights/the-evolution-of-intelligence-operations-in-support-of-irregular-warfare/>

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## IWC Participates in NDTA & USTRANSCOM Fall Meeting

The Irregular Warfare Center (IWC) is thrilled to share our involvement with The National Defense Transportation Association (NDTA) and the U.S. Transportation Command (USTRANSCOM) 2023 Fall Meeting where the Center's Director, Dr. Dennis Walters, had the opportunity to play a pivotal moderator role Oct. 31 - Nov. 3 in Orlando, Florida.

The goal of the event is to provide government and industry with the opportunity to identify and solve logistics and transportation issues together; learn about innovative technologies, develop best practices, and build professional and personal relationships.

This year's theme, "Advancing U.S. Power Projection with Allies & Partners," considers the global strategic competition occurring in a highly contested environment and the need to provide leadership in close coordination with allies and partners to provide the logistics and transportation capability and capacity to globally support U.S. national security interests. During the event, IWC leadership and staff set up an information booth to showcase the Center's mission, objectives, and goals as well as answer any questions and provide information about future collaboration opportunities.



Dr. Dennis Walters, IWC Acting Director, participates in the National Defense Transportation Association (NDTA) and U.S. Transportation Command (USTRANSCOM) 2023 Fall Meeting as a moderator of the "Deployment to & Sustainment in Austere Locations - Advance Preparation and Execution Dynamics" panel, discussing logistics challenges in the U.S. Africa Command (AFRICOM) area of responsibility alongside Rear Adm. George Bresnihan, Director of Logistics, U.S. Africa Command, BG Steven Allen, USA, 44th Chief of Ordnance, Col. Paul Nelson, Australian Liaison Officer to the Joint Staff J4 and USTRANSCOM and Ms. Anne Bradde CEO, Agility Defense & Government Service.



The Irregular Warfare Center (IWC)'s Senior Advisor BG (R) Chris Burns, Deputy Director & Chief of Staff Lori Leffler, U.S. Transportation Command (USTRANSCOM) Commander Gen. Jacqueline Van Oost and IWC Event Coordinator Michelle Powers engage at the Center's booth during The National Defense Transportation Association (NDTA) and the U.S. Transportation Command (USTRANSCOM) 2023 Fall Meeting Oct. 31 - Nov. 3 in Orlando, Florida.

The Center was also honored to lead a session for the Transportation Academy on Oct. 31. BG (ret.) Christopher Burns, IWC Senior Advisor, facilitated and provided an operator's perspective, MG (ret.) Ed Dorman IWC DOD Sustainment expert and COL (ret.) Chris Heibel SVP of American Roll-On and Roll-Off Carrier, provided a commercial perspective on logistics.

The title was "Arrested Mobility Development": A discussion on rethinking strategic to tactical mobilization and mobility in terms of military-commercial integration to support integrated deterrence and sustained military operations

in multi-domain operations and large-scale combat operations. Thanks to all who attended and the great questions.

For more information about the NDTA 2023 Fall Meeting, please visit <https://www.ndtahq.com/events/fall-meeting/>

## IWC Supports Global SOF Foundation - Europe Symposium

The Center is thrilled to share Dr. Sandor Fabian's, IWC Chair of Engagements, recent involvement at the Global SOF Foundation - Europe Symposium 2023 in Brno, Czech Republic from Oct. 24-26, 2023. Dr. Fabian facilitated a discussion on lessons identified for Special Forces from the Ukrainian conflict and how those might be used in other countries.

This event enabled IWC to directly reach multiple U.S. government agencies, several countries' Special Operations communities, and American and foreign defense industry stakeholders. Beyond Dr. Fabian facilitating the discussion on such a timely and important topic this engagement enabled IWC to explore existing requirements and potential solution providers to better address 21st century IW related threats across U.S. government and international allies and partners.



## Air Force Veteran Showcases Passion for IW & Storytelling

Nolan Peterson, an IW SME and decorated Air Force Special Operations pilot, continues his to fulfill his passion for irregular warfare and journalism through his expert researcher role at the Irregular Warfare Center (IWC).

"I think it's critically important to have veterans who become journalists because they understand the experience of the soldiers or combatants before them," said Peterson. "You understand what is going through their head."

To read more of the feature article spotlighting Nolan Peterson, please check out the link.



<https://www.wearethemighty.com/mighty25/nolan-peterson/>

## Photo of the Month



Dr. Sandor Fabian, IWC Chair of Engagements, participates in the Global SOF Foundation - Europe Symposium 2023 in Brno, Czech Republic Oct. 24-26, 2023. GSOF Symposium Europe is a conference and exhibition which brings international SOF stakeholders together to network, explore topical developments, and do business.

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For media-related inquiries, please contact us at [media@irregularwarfarecenter.org](mailto:media@irregularwarfarecenter.org)

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