

THE IRREGULAR WARFARE CENTER

Spotlight

Vol 2 • 2

Amplify | Illuminate | Address

February 2024



Dr. Dennis Walters, IWC Director, delivered opening remarks during the Center's IW Medical Resiliency and Sustainment Working Group event from January 30 – February 2, 2024, at the Henry M. Jackson Foundation for the Advancement of Military Medicine in Bethesda, Md.



Event participants discussed exercise strategy in breakout groups during the Center's IW Medical Resiliency and Sustainment Working Group event from January 30 – February 2, 2024, at the Henry M. Jackson Foundation for the Advancement of Military Medicine in Bethesda, Md.

IWC Hosts 4-Day IW Medical Resiliency and Sustainment Working Group Event

The Irregular Warfare Center (IWC) hosted its IW Medical Resiliency and Sustainment Working Group event from January 30 – February 2, 2024, at the Henry M. Jackson Foundation for the Advancement of Military Medicine in Bethesda, Md.

"I would like to extend a special thank you to each and every individual who helped make our IW Medical Resiliency & Sustainment Working Group event successful, thought provoking and engaging," said Dr. Dennis Walters, IWC Director. We are very much looking forward to all of the participant's input and feedback, which is one essential tool the Center utilizes in planning and executing IW-related events."

Walters added, "Our goal is to continuously increase and grow our ability to serve as the central mechanism for developing the Department of Defense's (DoD) irregular warfare knowledge and advancing the Department's understanding of IW concepts and doctrine in collaboration with key allies and partners."

The IW Medical Resiliency and Sustainment Working Group featured more than 70 medical professionals from across the Department of Defense (DoD), academia, and industry, strategically challenging themselves in various scenarios encompassing medical challenges in denied and contested areas to identify gaps in doctrine and training and build current capabilities to improve prolonged casualty care in austere environments.

"The imperative for the Irregular Warfare Center (IWC) to host events uniting medical professionals and the Irregular Warfare (IW) community stems from the heightened capability and intent of adversaries to disrupt our Joint Logistics Enterprise," said MG (R) Edward F. Dorman III, IWC Senior Advisor and Valen's Global contractor. The medical function is inextricably linked to the logistics function as both are major components of the Sustainment Warfighting function. This challenge surpasses that posed by belligerents in the early 21st century, introducing a complex threat across diverse operational layers and domains. Adversaries now possess sophisticated means to disrupt logistical support, spanning from the industrial base and storage facilities to transportation, medical networks, and extending to the tactical edge."

The 4-day event included a variety of guest speakers and irregular warfare subject matter experts, various briefs on irregular warfare medical topics, as well as break-out sessions & wargames to identify capabilities, gaps and share findings to support the IWC's medical security cooperation efforts.

The wargames facilitated key leaders' strategic austere medical decisions to validate capabilities, identify critical gaps and develop tactics, techniques, and procedures (TTPs) for operational medics with focus on survivability, restricted communications, clandestine evacuation, and prolonged field care.

The simulation consisted of two main phases: drafting strategy and implementing strategy to challenge participants to think strategically and tactically about issues of sustainment, logistics, and grey zone conflict. The exercise placed participants in the shoes of a strategic planner, facing realistic and complex scenarios involving U.S. adversaries as participants will plan global sustainment operations for irregular warfare.

"This is the first Medical Resiliency and Sustainment Wargame the IWC has held and my team and I are proud to have been able to create it," said, David Benson, IWC SME and Director of Wargames at Valens Global. "Pushing

sustainment and medical considerations to the forefront of plans and strategies will become essential for success in international competition."

During the simulation, participants played roles beyond their current unit or agency affiliation. Red team personnel served as advisors to the leaders and militaries of Opposing Forces, while blue team role players acted as senior advisors to U.S. leadership, advising on the role of all non-governmental entities (business sector and non-government organizations) or U.S. allies.

An important outcome of the scenario was to identify unclear authorities and determine the types of research needed. What is learned from these information requests will be used to inform future TTX activities and IWC research.

Dorman added, "Critical gaps persist in the synergy between the U.S. military, government agencies, and internal resources, especially in navigating the complexities of conventional and irregular warfare influenced by potential adversary actions across the competition continuum. The IW Medical Resiliency Working Group plays a pivotal role by employing wargaming and tabletop exercises to bring attention to the intricacies of Irregular Warfare. It emphasizes the urgent need for well-defined operational plans, optimized force structures, and the allocation of funding and authorities to ensure the development of resilience and resistance capacities."

The IWC serves as the central mechanism for developing the DoD's irregular warfare knowledge and advancing the Department's understanding of irregular warfare concepts and doctrine in collaboration with key allies and partners.

The Center's foundation is built upon three Lines of Effort:

- AMPLIFY and collaborate to build an innovative and adaptable global networked IW community of interest.
- Strategically ILLUMINATE current and future irregular threats, crises, and obstacles.
- ADDRESS current and future irregular threats to the US, allies, and partners by providing optionality to leaders.

Through these LOEs, the Irregular Warfare Center addresses current and emerging security concerns and challenges with world-class research, rigorous analysis, top-tier strategic education and training for U.S. and international partners.



BG (R) Chris Burns, IWC Senior Advisor and Valen's Global contractor, discussed goals of the exercise during the Center's IW Medical Resiliency and Sustainment Working Group event from January 30 – February 2, 2024, at the Henry M. Jackson Foundation for the Advancement of Military Medicine in Bethesda, Md.

Director's Corner



Dr. Dennis Walters  
IWC Director



Greeting from the IWC,

First, I'm excited that the IWC is able to share our 10th edition of the IWC Spotlight Newsletter! As we continue to evolve and grow, we recognize and value the importance of providing everyone with essential IW-related products on a variety of different levels. Feedback is always welcome.

In February, the Center began a new initiative that will provide a low-cost way to address global IW challenges. As many of the readers will know, the IW Global Network is strategically established to address specific areas of interest. To help us focus on the core issues IW challenges we are testing out a new concept we're calling Functional Area Networks, or FANs. You can think of these FANs as empowered, smaller networks with a mission. FANs will be created as needed with new ones continuously arising as the community identifies needs, and the Center expands our efforts to encompass additional areas of focus. This adaptive approach ensures that the FANs remain responsive to evolving irregular challenges. FANs aim to foster a cohesive effort across the Department of Defense (DoD), Interagency (IA), private sector, and global partners. This collective approach aims to maximize Irregular Warfare capabilities and ensuring a comprehensive whole-of-government response to irregular challenges.

Our new Tab D product is just one of the many tools we plan to utilize to help distribute information to our FANs. Tab D is a short unclassified informational newsletter developed biweekly by the IWC and delivered to members of the Operations in the Information Environment (OIE) community. Tab D is a new way for the OIE community to quickly and easily understand a selection of current adversarial state and nonstate narrative vulnerabilities.

The Center has a variety of phenomenal events planned for the upcoming months and we're very much looking forward to our next two hosted events, The Irregular Warfare Center Community of Interest Symposium (IWCCOIS) scheduled for March 11-13) and the IN-DOPACOM IW Conceptualization Workshop (scheduled for March 14-15), both in Tyson's Corner, Va.

The IWCCOIS aims to bring together an assembly of senior practitioners, Defense Industrial Base leaders, interagency organizations, industry, academia, and non-governmental organizations to reflect on the past year of the irregular warfare (IW) efforts and cast a vision of how IW looks in the future and how IW communities of interest (COI) can mutually support each other. The theme for the symposium will be the three Irregular Warfare Center (IWC) lines of effort (LOE)—amplify, illuminate, and address—to assess the additional gaps and seams that the IW community should focus on over the next five years.

Our INDOPACOM IW Conceptualization Workshop is a follow-up to a study the Center conducted, comparing and contrasting the conceptualization of irregular warfare (IW) between different academic institutions in the Indo-Pacific Region. The purpose of the workshop is to discuss the conceptualization of IW in order to better understand differences and potential connection points enabling more effective international cooperation on the topic.

Our extraordinary advancement wouldn't be possible without the daily efforts of our amazing staff and the support of each and every one of our valued community members! IW is a team sport, and we've got a strong playbook! Thank you for all that you do, the future is bright and innovative!

Stay tuned for more great things!

Dr. Dennis Walters, IWC Director



Upcoming IWC Events



1 IWC Community of Interest Symposium (IWCCOIS)

WHO: Hosted by the Irregular Warfare Center

WHAT: This 3 day conference will focus each day on one line of effort: Amplify, Address & Illuminate

1. Bring together the IW COI under the IWC to help Amplify, Address, and Illuminate IW.
2. Increase conventional DoD forces understanding and embracement of their role in IW.
3. Collaborate, discuss and identify pathways to improve integrated deterrence strategy.
4. Establish focal point for collaborative exchanges across DoD, interagency and partner nations on global, irregular problems.

WHERE: Tyson's Corner, Va.

WHEN: 11-13 March 2024

2 INDOPACOM IW Conceptualization Workshop

WHO: Hosted by the Irregular Warfare Center

WHAT: The event is a follow-up to a study the IWC conducted, comparing and contrasting the conceptualization of irregular warfare (IW) between different academic institutions in the Indo-Pacific Region. The purpose of the workshop is to discuss the conceptualization of IW in order to better understand differences and potential connection points enabling more effective international cooperation on the topic.

WHERE: Tyson's Corner, Va.

WHEN: 14-15 March 2024

Meet The Center's Team



Alyssa Kuraishi  
IWC Program Analyst



Describe your role and responsibilities at IWC?

"As an IWC Program Analysts I work in many areas to support the Center leadership and staff. This includes preparing for strategic engagements. Additionally, I work closely with other IWC team members, collaborating across the Center, to advance the IWC's efforts."

What do you enjoy most about working at IWC?

"Working at the IWC is fulfilling because of the passion I have for national security issues and the need to confront the changing security environment. Speaking to experts from many different agencies and in many different sectors broadens my perspective and encourages me to work harder in supporting the IWC's vital work."

Media Highlights

Irregular Warfare in the Age of Technology by Sal Artiaga – Irregular Warfare Practitioner

<https://irregularwarfarecenter.org/publications/insights/irregular-warfare-in-the-age-of-technology/>

The Future of Irregular Warfare: The United States is Winning, Now What? by Thomas R. Searle

<https://irregularwarfarecenter.org/publications/perspectives/the-future-of-irregular-warfare-the-united-states-is-winning-now-what/>

Russian Information Warfare Strategy: New IWC Translation Gives Insights into Vulnerabilities by

J.D. Maddox, IWC Subject Matter Expert, Operations in the Information Environment and Andrew Liffyandchick, IWC Russia Analyst

<https://irregularwarfarecenter.org/publications/insights/russian-information-warfare-strategy/>



THE IRREGULAR WARFARE CENTER

Spotlight

Vol 2 • 2

Amplify | Illuminate | Address

February 2024



## IWC Supports FBI’s National Academy

Building on its engagement at the FBI National Academy Alumni regional retrainers, IWC Senior Analyst, Varsha Koduvayur, and Analyst, Madison Urban, both contractors with Valen’s Global, presented at the most recent FBI’s National Academy’s Round Robin Speaker Day.

The IWC gave a talk on how hybrid threats impact law enforcement to 100+ state and local law enforcement professionals from across the United States and from two dozen international partners and allies. The presentation illuminated how law enforcement is already working on the front lines of defending against, and responding to, hybrid threats and how the threat landscape, both domestically and globally, has grown increasingly irregular.

The presentation covered the definition and concept of hybrid threats and utilized four case studies—on information operations, critical infrastructure, transnational criminal organizations, and generative AI—to show how law enforcement is already contending with hybrid threats. The analysts then turned the floor to the attendees at the end of the presentation and asked them to share about the hybrid threats they are seeing in their home jurisdictions leading to a rich discussion of state and local challenges.

The IWC looks forward to continuing to engage with this critical community at future FBI retrainers.



### THE TRIDENT

S1:E2 The Edge of Tomorrow: Analyzing Emerging IW Trends



**Dave Brown, COL USA (Retired)**  
CIWAG Director, and former military strategist with 30-year career in combat units and military operations. Executive Director of the Advanced Strategist Program, U.S. Naval War College.



**Timothy D. Hoyt, Ph.D. (Co-host)**  
Professor of strategy and the John Nicholas Brown Chair of Counterterrorism at the U.S. Naval War College. Author and expert on South Asian security, terrorism, and irregular warfare.



**David W. Barno, LTG USA (Retired)**  
Professor of Practice at the Johns Hopkins University School of Advanced International Studies (SAIS). Lieutenant General Barno served as the senior U.S. and coalition commander in Afghanistan from 2003-2005.



**Nora Bensahel, Ph.D.**  
Professor of Practice at Johns Hopkins School of Advanced International Studies (SAIS), and a contributing editor and columnist for War on the Rocks. Author and expert on U.S. defense policy, military operations, and the future of warfare.



### IRREGULAR WARFARE CENTER COMMUNITY OF INTEREST SYMPOSIUM

### Reserve Your Seat Today!!

March 11-13, 2024 - Tyson’s Corner, Va.  
Registration link: <https://iwcsymposium.org/>



### EXPLORING OUR MARITIME STRATEGIES-II

RED SEA  
PERSIAN GULF  
MEDITERRANEAN

JUNE 24-25, 2024 CIWAG MARITIME SYMPOSIUM



## The Conceptualization of Irregular Warfare in the Indo-Pacific Region

by Dr. Sandor Fabian, IWC Chair of Engagement and Gabrielle Kennedy, IWC Analyst, both contractors with Valen’s Global



The Conceptualization of Irregular Warfare in the Indo-Pacific Region



**Reserve Your Seat Today!!**  
March 14-15, 2024 - Tyson’s Corner, Va.  
Registration link:  
<https://invitations.afit.edu/inv/anim.cfm?i=821389&k=0A63430A735E>

This report is the second in a series of volumes in which the IWC explores the commonalities and differences of the conceptualization of irregular warfare across U.S. allied and partner stakeholders in regions important for U.S. national security. This volume focuses on the Indo-Pacific region.

The Indo-Pacific region stretches from the U.S. Pacific coastline to the Indian Ocean. Home to more than half of the world’s population, nearly two-thirds of the world’s economy, and seven of the world’s largest militaries, the Indo-Pacific has long been recognized as vital to the security and prosperity of the United States. The region faces several challenges that have major implications for U.S. security and partnerships in the region. The Indo-Pacific governments are confronted with natural disasters, resource scarcity, internal conflicts, and governance challenges. Additionally, the People’s Republic of China (PRC) is combining its economic, diplomatic, military, and technological might to pursue a sphere of influence in the region while the Democratic People’s Republic of Korea (DPRK) continues to expand its illicit nuclear weapons and missile programs.

The Indo-Pacific Strategy of the United States (February 2022) clearly states that “the United States is committed to an Indo-Pacific that is free and open, connected, prosperous, secure, and resilient. To realize that future, the United States will strengthen our own role while reinforcing the region itself. The essential feature of this approach is that it cannot be accomplished alone: changing strategic circumstances and historic challenges require unprecedented cooperation with those who share in this vision.”

To contribute to the success of this vision, the IWC has compiled its second volume in a series of reports in which IWC strives to understand the commonalities and differences of the conceptualization of irregular warfare (IW) across U.S. allies and partners. Understanding and bridging the gaps between the conceptualization of IW on the part of the United States and its allies and partners is a key first step to future cooperation and greater resiliency in the face of inevitable irregular threats.

This report compares such conceptualization across six academic institutions from countries of the Indo-Pacific region, including the Indian Manohar Parikkar Institute for Defense Studies and Analyses, the Sri Lankan General Sir John Kotelawala Defense University, the Operations Research Center of the Philippine Army, the Singaporean S. Rajaratnam School of International Studies at the Nanyang Technological University, The Malaysian National Defense University, and the Australian University of New South Wales. Representatives from these institutions provided responses to an IWC-generated formal survey and attended a semi-structured interview. Questions in both the survey and interview centered on how these institutions conceptualize IW, which IW threats they identify, what their research agendas are, and how they teach concepts related to IW.

Like the first volume of this series of geographically-focused reports, this second volume should be of interest to defense and foreign policy decision makers, defense practitioners, and scholars in the United States and allied and partner nations across the globe, the media, defense industry representatives and non-governmental organizations, and others concerned about the challenges associated with IW.

**Check out the full report!**  
<https://irregularwarfarecenter.org/publications/research-reports/the-conceptualization-of-irregular-warfare-in-the-indo-pacific-region/>