



# Irregular Warfare in Professional Military Education Newsletter

21 September 2022

## Inside This Newsletter: Key Events, Products, and Developments

1. JS J-7
2. Department of Defense
3. Interagency
4. PME Institutions
5. Spotlight on NPS

Greetings from the Joint Staff J-7,

As educators, you are on the front lines of molding the minds of sailors, soldiers, airmen, marines, and guardians – a crucial role in ensuring we have a force able to think through the complexities of our modern world.

In this newsletter you will find the signed Irregular Warfare (IW) Curriculum Development Guide, which the Office of Irregular Warfare and Competition (OIWC) produced to facilitate the inculcation of IW into curricula throughout Joint Professional Military Education (JPME).

We have recently welcomed a new Director for Joint Force Development, J-7, Lt Gen Dagvin Anderson. During our preliminary discussions with DJ7, he is particularly interested in how we evolve our understanding of IW, conceptualize the role of the Joint Force therein, and test our IW concepts. We will continue to keep the enterprise informed of additional guidance we receive.

OIWC has also been conducting site visits to various PME institutions to learn about how IW is incorporated into curriculum, how it is tracked as an enduring special area of emphasis, and to discuss how OIWC can contribute to support your IW education-related initiatives. We hope these visits support your ongoing efforts, if we can be of assistance in other ways, please let us know.

This newsletter will also spotlight the work of the DoD Institutions in IW education. In this issue of the newsletter, we will take a look into some of the outstanding work being done at the Naval Postgraduate School. We hope to highlight other institutions in the coming year. If you would like us to highlight your institutions, please reach out to the IW Education team, MAJ Paul Amis, Ms. Amy Frumin, and Ms. Camille Scheyer (emails below).

The next newsletter is expected in early 2023. As always, you are welcome to post messages on the APAN site or share information amongst the community.

Mr. Richard Tilley  
Director, Office of Irregular Warfare and Competition  
Joint Staff J-7

### Irregular Warfare Curriculum Development Guide has been signed



The Irregular Warfare Implementation Plan, signed by the Acting Secretary of Defense in December 2020, tasked the Joint Staff to produce an irregular warfare-related Curriculum Development Guide, to which many members of this IW Education community of interest provided input. This guide serves as a resource for curriculum developers at professional military education institutions to use when designing irregular warfare curriculum. The intent is not for J-7 OIWC to tell you *how* to design your IW curriculum. As the Department of Defense invigorates its focus on institutionalizing irregular warfare as a core competency for the Joint Force, professional military education will play a key role in imbuing future leaders with an understanding of irregular warfare and its role in strategic competition. This Curriculum Development Guide facilitates infusion of irregular warfare throughout professional military education, as irregular warfare must not be sequestered to electives. The identified learning goals that professional military education graduates will master at different levels of education are highlighted in this guide.

Further, this Curriculum Development Guide includes JS J-7 guidance for irregular warfare education implementation for instructors' reference. This guide highlights irregular warfare requirements and provides context and resources for instructors to incorporate irregular warfare learning into programs and courses.

**POC:** MAJ Paul Amis, [paul.d.amis.mil@mail.mil](mailto:paul.d.amis.mil@mail.mil)

### OIWC “Lab” - Resources for IW and Strategic Competition Educators

Accompanying the Curriculum Development Guide for Irregular Warfare and Strategic Competition, will be an instructor's resource lab for IW and strategic competition education. This resource lab will be hosted on APAN (link below) and will be crowd-sourced for materials related to educating the force on IW and strategic competition. The site includes links to articles, multimedia resources, and curriculum outlines instructors can use when developing courses or lessons related to IW and strategic competition. Articles are tagged for ease of searching and the site has a discussion board and blog section where participants can exchange ideas. We encourage all IW educators to post materials to be shared across the community. To gain access to the page please reach out to Amy Frumin and Camille Scheyer. Please note that while this site is unclassified it will be NOFORN.

**POC:** Amy Frumin, [amy.b.frumin.ctr@mail.mil](mailto:amy.b.frumin.ctr@mail.mil) and Camille Scheyer, [camille.r.scheyer.ctr@mail.mil](mailto:camille.r.scheyer.ctr@mail.mil)

**APAN Site:** [https://community.apan.org/wg/irregular\\_warfare\\_sce](https://community.apan.org/wg/irregular_warfare_sce)

### Functional Center for Security Studies in Irregular Warfare

The Under Secretary of Defense for Policy recently published a memorandum for the establishment of a Functional Center for Security Studies in IW (IWFC). The memo opens with an emphasis on IW's importance to our national security:

*Irregular warfare is a resource-sustainable means to advance our national security objectives across the spectrum of competition and conflict. The Department must develop and employ irregular warfare concepts and capabilities to proactively shape conditions to the United States' advantage. To do so, we must seek to better understand competition and crisis below the level of armed conflict in order to prevail in an increasingly complex global security environment in which conventional and irregular approaches to conflict are comingled.*

This Center is charged with developing the Department's IW knowledge and advancing DoD's understanding of IW concepts and doctrine. The IWFC will work with partners and allies on developing this understanding. The Under Secretary of Defense for Policy will be charged with identifying a site location for the IWFC, and the Secretary of the Air Force will assist in making the determination. The memo announcing the IWFC can be found on the APAN site.

### Joint Inter-Agency Stabilization Course (JIASC)

U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) announces the Joint Inter-Agency Stabilization Course (JIASC). While dates for the course are forthcoming, the course will accommodate 30 students at the 04-05 level, 10 from DoD, 10 from Department of State, and 10 from USAID. The draft agenda includes three modules: (1) Stabilization Guidance, Principles, Policies, Doctrine, Methods, and Sectors; (2) Transition, Monitoring, Evaluations, and Design Thinking; and (3) Capstone.

**POC:** Mr. Travis Bolio, [travis.bolio.civ@army.mil](mailto:travis.bolio.civ@army.mil)

### Intermediate Force Capabilities JPME Elective

The Joint Intermediate Force Capabilities Office (JIFCO) - DoD's focal point for non-lethal weapon matters - sponsors a Joint Professional Military Education (JPME) elective at intermediate/ senior service colleges and distance learning (DL) programs. Specifically, Intermediate Force Capabilities (IFC): Supporting the Joint Force across the Competition Continuum presents IFC relevance for contemporary operations - including irregular warfare (IW). This elective is among the most popular within the Naval War College DL Course's IW program, and stresses intermediate force options to enable operational/ strategic goals for selected scenarios. The elective - and shorter IFC seminars, faculty briefs and lectures of opportunity - are available to all DoD JPME venues and are 'adjustable' to align with curricula and elective requirements.

**POC:** Mr. Gordon Todd, [GLTodd@alexinc.com](mailto:GLTodd@alexinc.com)

**More information can be found at:** <https://jnlwp.defense.gov/Non-Lethal-Weapons-Education/>

## Marshall Center Seminar on Irregular Warfare and Hybrid Threats

The George C. Marshall Center successfully conducted its first resident Seminar on Irregular Warfare and Hybrid Threats (SIWHT) course 1-17 June 2022. It brought together 48 IW/HT practitioners from 28 countries for 19 days to identify hybrid threats, build capacity to mitigate those threats, and facilitate the international cooperation necessary to deter gray zone aggression. Course modules included Introduction to IW/HT, Economic Coercion, Armed Forces and Proxies, Legal Gamesmanship (Lawfare), Information Warfare (disinformation and cyber), Societal Resiliency, and Total Defense. In addition to extremely positive feedback, participants and faculty members provided suggestions which will be used to improve and refine the curriculum for the next course, which is planned for 23 January -10 February, 2023. Noteworthy, some participants requested more focused education for their countries to improve their capability and capacity to identify and mitigate country specific irregular threats. The Marshall Center team, led by Dr. Jim Derleth, is developing an IW/HT program plan which will include resident courses as well as responding to stakeholders needs through the creation and delivery of tailored IW/HT threat educational courses, developing and implementing counter IW/HT strategy workshops, and an innovative series of senior leader seminars which will bring together government, academic, business, international organizations and non-governmental organizations in a whole-of-society effort to improve societal deterrence, defenses and resiliency against IW/HT tactics.

**POC:** *Dr. Jim Derleth*, [james.derleth@marshallcenter.org](mailto:james.derleth@marshallcenter.org)

### Spotlight Organization: Naval Postgraduate School



NPS provides transformative graduate education experiences for naval, defense, and civilian security leaders through interdisciplinary, academically-rigorous curricula and cutting-edge research, all sharply focused on solving complex operational, strategic and global security challenges for decisive warfighting advantage. It does this by delivering defense-focused, graduate education in the sciences, engineering, cyber, information warfare, emerging technologies, combat operations, defense management, homeland defense, strategic studies and international policy.

In addition to employing top-tier faculty from the best PhD programs in the country, NPS is perfectly situated to take advantage of educational and research partnerships that add incredible value to the NPS experience. Partners include the Middlebury Institute of International Studies, Lawrence Livermore National Lab, Stanford University, Defense Innovation Unit and the entire emerging technology/innovation ecosystem of Silicon Valley.

NPS manages its own test ranges and restricted operating spaces, to include land, maritime, air, and now is member of the cyber test range. NPS has the ability to teach and conduct research at the classified level.

NPS is one of the only educational organizations worldwide that has the direct warfighter connections and educational capacity to meet irregular warfare education requirements at the tactical, operational, and strategic levels. NPS professors and students routinely support operational commands and sub-units as subject matter experts, advisors, and researchers, often traveling to conflict zones or furthering theater campaign plans by engaging key international partners (e.g., Taiwan and Mongolia in Indo-PACOM).

NPS stood up the Special Operations/Low Intensity Conflict (SOLIC) curriculum in 1992, which later paved the way for the creation of the Defense Analysis Department, a recognized leader in IW education and one of 20+ educational departments at NPS.

Undergirded by a joint and international combat-experienced student body, the Department of Defense Analysis (DDA) is comprised of three graduate curricula, all offering a MS degree due to the heavy emphasis on quantitative analytical methods.

The Special Operations and Irregular Warfare curriculum (formerly the SOLIC curriculum co-founded by ADM William McRaven, ret.) is dedicated to the study of IW and the “human domain” of conflict. Included in this curriculum is a specialized track in counter-proliferation. (Sponsor: USSOCOM)

The curriculum on Information Strategy and Political Warfare (formerly Joint Information Operations) ensures MISO professionals are exposed to both the technical and non-technical sides of information strategy, to include strategic communications, psychological operations, electronic warfare, cyber operations, and military deception. Graduates earn credit for the Joint Information Operations Planner’s Course (JIOPC) as awarded through the Joint Forces Staff College. This curriculum includes the newly created SOF Support to Governance track of instruction and certificate. (Sponsor: USDP)

The newest curriculum in DDA, Applied Design for Innovation, provides students with experiential learning and real-world problem-solving opportunities geared towards the challenges of innovation. This curriculum emphasizes public-private partnerships in order to solve complex challenges. (Sponsor: NSW)

All three curricula aligned neatly with the LOEs laid out in the now-defunct IW Annex to the 2017 National Security Strategy and were purposely built to engage all the expertise resident at NPS when addressing the issue of IW and now its prominence in Strategic Competition.

DDA is also home to several IW labs, centers, and projects to include:

- The student-conceived Common Operational Research Environment (CORE) Lab is a battle lab for innovative IW analytical methodologies looking to better understand and/or exploit both dark and friendly networks.
- CORE Lab currently supports the special operations community through supporting Operation Gallant Phoenix in-country, lecturing at the SWTG, collaborating with NATO SOF and SOCOM J-39, providing mobile education to 1st Special Forces Command units, and supporting RDFP priorities world-wide. Federal law enforcement is another critical partner for the CORE Lab.
- A CORE Lab team earned first place in the 2019 NATO Innovation Challenge for their ability to map Russian “gray” maritime activity in the Baltic Sea.
- DDA is also home to the Coalition for Open-Source Defense Analysis (CODA) Lab, a cutting-edge, data science lab that has been successful in predicting outbreaks of violence by leveraging machine learning and artificial intelligence to rapidly analyze multilingual social media content at global scales. CODA Lab sponsors run the gamut from multiple DoD organizations and interagency partners.
- DDA hosts the DOD Information Strategy Research Center, which facilitates research and exploration of information warfare strategies and concepts, conducts field experimentation and analysis, and supports graduate-level education on Operations in the Information Environment and Political Warfare. The Center also runs a major conference each year as part of the Phoenix Challenge II series of information strategy exercise/conferences.
- DDA is responsible for the Littoral Operations Center (LOC) and co-sponsors the NPS Wargaming Innovation Hub, supporting COCOMs and allies worldwide.
- These IW-focused labs are just a small representation of the myriad of labs and centers resident at NPS to include robotics, space systems, autonomous vehicles, and military ethics.
- ASD/SOLIC has codified DDA’s role in building partnership capacity in IW by establishing the Global ECCO project at NPS and assigning it the duty of assessing and evaluating the multimillion-dollar Regional Defense Fellowship Program intended to build an international IW community of practice.

Finally, and so importantly, to the DDA mission is the student research component of their education. This is a hallmark of the NPS and DDA experience. All students must complete a thesis or capstone project tied to their choice of study. These research efforts have been briefed to Congress, the NSC, interagency leaders, and COCOM/TSOC leadership. Their research has informed Service policy and joint doctrine, created new concepts of operations and were foundational to follow-on programs of record.

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