Preparing for Strategic Competition through
Policy, Doctrine, Training, and Education
IRREGULAR WARFARE IS CHAOTIC
IRREGULAR WARFARE IS MULTIDIMENSIONAL
IRREGULAR WARFARE IS A CONTEST OF POWER
A CONTEST OF INFLUENCE
A CONTEST OF WILL
IRREGULAR WARFARE IS STRATEGIC COMPETITION
IRREGULAR WARFARE IS UNITY OF EFFORT
Preparing for Strategic Competition through Policy, Doctrine, Training, and Education

STANDARDS OF CONDUCT
The Irregular Warfare Forum embraces the definition of a forum as “a place, meeting, or medium where ideas and views on a particular issue can be exchanged.” Panels are designed to encourage discussion among our Irregular Warfare Community of Interest that are sustained beyond the final day of the Forum, and advance constructive dialogue in this rapidly evolving space. We encourage you to offer comments from the floor, ask questions, and actively engage. All sessions are unclassified. Unless otherwise announced, participants are speaking in a personal capacity.

The entire Irregular Warfare Forum is held under the Chatham House Rule. Participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed without their express permission.

Crystal Gateway Marriott | 1700 Richmond Highway | Arlington, Virginia
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.
Ms. Denise M. Marsh
KEYNOTE SPEAKER

Ms. Denise Marsh joined the College of International Security Affairs in 2021 as the Department of State Chair, Associate Dean for Outreach, and faculty. Prior to the National Defense University, Ms. Marsh served as the Chief of Staff and Deputy to the Secretary’s Representative for Syria Engagement and Special Envoy to the Global Coalition to Defeat ISIS. A Senior Foreign Service Officer, Ms. Marsh has served as Political Counselor at U.S. Embassy Ankara from 2017-2019. Her experience includes multiple tours in Afghanistan and Iraq, including Provincial Reconstruction Teams. Ms. Marsh held policy coordination roles at the Departments of State and Defense: Director of the Office of the Middle East and Asia in State’s Energy and Resources Bureau; Policy Advisor to the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict; and Senior Congressional Advisor in State’s Legislative Affairs Bureau.

Ms. Marsh is a recipient of the Department of State's Award for Heroism and the U.S. Forces-Iraq Commander's Award for Civilian Service. She has a B.A. in Government and Politics from the University of Maryland, an M.A. in International Development from The George Washington University, and an M.M.S. from the U.S. Marine Corps Command and Staff College. A native Spanish speaker, she is also proficient in French and Turkish. Ms. Marsh is married to Colonel Adrian Marsh, and they have a son, Lochlan.
ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT

Honorable Christopher P. Maier
KEYNOTE SPEAKER

Honorable Christopher P. Maier is the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict. Among his responsibilities are all special operations, irregular warfare, counterterrorism, and information operations policy issues and the oversight of special operations peculiar administrative matters, on behalf of the Secretary.

He previously led the Department of Defense’s Defeat-ISIS Task Force from its inception until disestablishment, charged with policy and strategy development, international negotiations, oversight, authorities review, and national-level interagency implementation of the Department’s role in the U.S. Government’s campaign to achieve an enduring defeat of ISIS. In this role, he also directed the Secretary of Defense’s leadership of the Defense Ministry components of the 80+ international members of the Defeat-ISIS Coalition.

From July 2015 to September 2017, Mr. Maier served as the Deputy Assistant Secretary of Defense for Special Operations and Combating Terrorism. In this role, Mr. Maier led the Department’s policies, plans, authorities, and resources related to special operations and irregular warfare, with special emphasis on counterterrorism, counterinsurgency, unconventional warfare, information operations, and sensitive special operations.

Before moving to the Department of Defense, Mr. Maier held a number of positions at the National Counterterrorism Center, including Senior Advisor to the Director, Chief of Strategic Assessments and Regional Planning, and Chief of Staff in the Directorate of Strategic Operational Planning.

From 2009 to 2013, Mr. Maier served on the National Security Council Staff as a director for counterterrorism. In addition to his government experience, Mr. Maier worked for over five years as a strategy and management consultant to a variety of commercial, government, and nonprofit organizations.

Originally from California, Mr. Maier earned degrees from the University of California, Berkeley and the Fletcher School of Law and Diplomacy at Tufts University. He is an officer in the Air National Guard.

JOINT CHIEFS OF STAFF DIRECTOR OF JOINT FORCE DEVELOPMENT

Lieutenant General Dagvin R.M. Anderson
KEYNOTE SPEAKER

Lieutenant General Dagvin R.M. Anderson is the Director for Joint Force Development, Joint Staff, the Pentagon, Arlington, Virginia. The J7 supports the Chairman Joint Chiefs of Staff and the joint warfighter through joint force development in order to advance the operational effectiveness of the current and future joint force. The J-7 is responsible for the six functions of joint force development: Doctrine, Education, Concept Development & Experimentation, Training, Exercises, and Lessons Learned.

Originally from Ypsilanti, Michigan, Lieutenant General Anderson was a distinguished graduate of the ROTC program at Washington University in St. Louis. He has flown the KC-135R, MC-130E, and U-28A operationally in several contingencies globally. He commanded a special operations squadron, an expeditionary squadron, an operations group, a special operations wing, and Special Operations Command, Africa. He was also the commander of JTF-Quartz, the repositioning of U.S. forces from Somalia. He was a Fellow at the Weatherhead Center for International Affairs at Harvard University and was an Olmsted Scholar in the Czech Republic. Lieutenant General Anderson has completed six joint staff tours at various echelons. He has two daughters and is married to Elizabeth, a native of Bangor, Maine.
General Charles A. Flynn assumed command of U.S. Army Pacific on June 4, 2021. The U.S. Army Pacific is headquartered at Fort Shafter, Hawaii, with portions of the command-forward deployed and based throughout the Indo-Pacific.

General Flynn came to Fort Shafter after serving as deputy Chief of Staff for Army operations, plans, and training at the Pentagon. He is a native of Middletown, Rhode Island, and a Distinguished Military Graduate from the University of Rhode Island with a B.S. in Business Management. General Flynn is a graduate of the Infantry Officer Basic and Advanced Courses. He holds two master’s degrees, one in National Security and Strategic Studies from the United States Naval War College, and one in Joint Campaign Planning and Strategy from the National Defense University.

General Flynn has served in a variety of command, staff, and leadership positions. He commanded A Company, 4th Battalion, 325th Airborne Infantry Regiment, 82nd Airborne Division, and later A Company, 2nd Battalion, 75th Ranger Regiment. He served as the Operations Officer of the 1st Battalion, 27th Infantry Regiment, 25th Infantry Division (Light), and later as the Operations Officer of the 2nd Brigade Combat Team, 25th Infantry Division (Light). He commanded the 2nd Battalion, 504th Parachute Infantry Regiment, deploying in support of both OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM. General Flynn then served as the G-3 Operations Officer, 82nd Airborne Division. He deployed again to Iraq as the commander of the 1st Brigade Combat Team, 82nd Airborne Division.

Following Brigade Command, General Flynn served as the Executive Assistant, Director of the Joint Staff and then Executive Officer, Commander, International Security Assistance Force, United States Forces–Afghanistan. He then served as Director, Mission Command Center of Excellence, and as acting Commanding General, United States Army Combined Arms Center. He returned to Fort Liberty to serve as the Deputy Commanding General (Operations) of the 82nd Airborne Division, then became Assistant G-3/5/7 (Readiness), United States Army Forces Command. General Flynn served as the 25th Infantry Division Commander, then became Deputy Commanding General, United States Army Pacific Command. General Flynn has also served in key staff assignments, including Chief Operations, G-3, 25th Infantry Division (Light) and Joint Observer/Trainer, Joint Warfighting Center, Suffolk, Virginia.

General Flynn’s awards and decorations include the Distinguished Service Medal (one oak leaf cluster), Legion of Merit (two oak leaf clusters), Bronze Star (four oak leaf clusters), the Defense Meritorious Service Medal (one oak leaf cluster), the Meritorious Service Medal (two oak leaf clusters), Combat Infantryman’s Badge (with star), Expert Infantryman’s Badge, Master Parachutist Badge, Air Assault Badge, Ranger Tab, and Pathfinder Badge.

General Flynn is married, and they have three children.
CHAIR OF THE WILSON CENTER'S MIDDLE EAST PROGRAM

Ambassador James F. Jeffrey
KEYNOTE SPEAKER

Ambassador James F. Jeffrey retired from the Foreign Service in 2012 after a 37-year tenure with the rank of Career Ambassador, and assignments including Deputy National Security Advisor, and Ambassador to Iraq, Turkey, and Albania. He was recalled in 2018 for 27 months as Chief of Mission Syria and Special Representative to the Defeat ISIS Coalition. He is currently Chair of the Middle East Program at the Wilson Center. From 1969 to 1976, he was a career Army infantry officer with assignments in Vietnam and Germany and a graduate of the U.S. Army Special Warfare Center MATA-ARVN Course.

NATIONAL DEFENSE UNIVERSITY PRESIDENT

Lieutenant General Michael T. Plehn
KEYNOTE SPEAKER

Lieutenant General Mike Plehn is the 17th President of the National Defense University. As President, he oversees five component colleges that offer graduate-level degrees and certifications in joint professional military education to over 2,000 U.S. military officers, civilian government officials, international military officers, and industry partners annually.

Raised in an Army family, he graduated from Miami Southridge Senior High School in 1983, and attended the U.S. Air Force Academy Preparatory School in Colorado Springs, Colorado. He graduated from the U.S. Air Force Academy with military distinction and a degree in astronautical engineering in 1988. He is a Distinguished Graduate of Squadron Officer School as well as the College of Naval Command and Staff, where he received a master’s degree with highest distinction in national security and strategic studies. He also holds a Master of Airpower Art and Science from the School of Advanced Airpower Studies, as well as a Master of Aerospace Science from Embry-Riddle Aeronautical University.

Lieutenant General Plehn has extensive experience in joint, interagency, and special operations, including: Middle East Policy in the Office of the Secretary of Defense, the Joint Improvised Explosive Device Defeat Organization, and four tours at the Combatant Command level, to include U.S. European Command, U.S. Central Command, and twice at U.S. Southern Command, where he was most recently the Military Deputy Commander. He also served on the Air Staff in Strategy and Policy and as the Speechwriter to the Vice Chief of Staff of the Air Force.

His awards and decorations include the Defense Distinguished Service Medal, Distinguished Service Medal, Defense Superior Service Medal with two oak leaf clusters, the Legion of Merit, Bronze Star, Defense Meritorious Service Medal with oak leaf cluster, Meritorious Service Medal with three oak leaf clusters, Air Medal with two oak leaf clusters, Aerial Achievement Medal with four oak leaf clusters, Air Force Commendation Medal, Air Force Achievement Medal with oak leaf cluster, the Gallant Unit Citation, and the Medal for Distinguished Service to the Colombian Military Forces.

An Eagle Scout and avid reader, he speaks passable Spanish. In their quiet time, Lieutenant General Plehn and his wife enjoy watching ice hockey and providing staff assistance to their two cats.

CNN GLOBAL AFFAIRS ANALYST

Ms. Kimberly Dozier
MODERATOR

Ms. Kimberly Dozier is a CNN Global Affairs Analyst, covering foreign policy, intelligence, and national security. Past posts include AP Intelligence Writer, and 17 years as an award-winning CBS News TV correspondent. She has covered conflict in Iraq, Afghanistan, Pakistan, Egypt, Israel and Palestinian areas, Kosovo, and Northern Ireland, producing a body of work that garnered a Peabody and several Edward R. Murrow awards. Her book Breathing the Fire, Fighting to Survive and Get Back to the Fight details recovering from a 2006 Baghdad car bomb attack that killed her CBS News camera team and the Army captain they were filming.
The Department of Defense, United States interagency, partners, and allies, supported by U.S. and international industry and academia, sustains persistent collaboration, innovation, and optionality to effectively counter or mitigate irregular threats while using irregular methods to impart costs on or hold adversaries at risk to gain and sustain advantage and complicate adversaries’ preparations and decision making.

The Irregular Warfare Center serves as the central mechanism for developing the Department of Defense’s irregular warfare knowledge and advancing the Department’s understanding of irregular warfare concepts and doctrine in collaboration with key allies and partners.

**Vision**

**Mission**

**LINES OF EFFORT**

**AMPLIFY.**

Amplify and collaborate to build an innovative and adaptable global networked irregular warfare community of interest.

**ILLUMINATE.**

Strategically illuminate current and future irregular threats, crises, and obstacles.

**ADDRESS.**

Address current and future irregular threats to the U.S., allies, and partners by providing optionality.
UPCOMING EVENTS

► Irregular Warfare Medical Resiliency Sustainment Wargame

WHO: Hosted by the Irregular Warfare Center
WHAT: The Wargames will facilitate key leaders' strategic austere medical decisions to validate capabilities, identify critical gaps and develop tactics, techniques, and procedures for operational medics with focus on survivability, restricted communications, clandestine evacuation, and prolonged field care.
WHERE: Bethesda, Maryland
WHEN: January 30-February 2, 2024

► Irregular Warfare Center Community of Interest Symposium

WHO: Hosted by the Irregular Warfare Center
WHAT: This three-day conference will focus each day on one line of effort: Amplify, Illuminate, Address.
1. Bring together the Irregular Warfare Community of Interest under the Irregular Warfare Center to help Amplify, Illuminate, and Address irregular warfare.
2. Increase conventional Department of Defense forces understanding and embracement of their role in irregular warfare.
3. Collaborate, discuss, and identify pathways to improve integrated deterrence strategy.
4. Establish focal point for collaborative exchanges across Department of Defense, interagency, and partner nations on global, irregular problems.
WHERE: TBA
WHEN: February 27-March 1, 2024
The National Defense University educates joint warfighters and other national security leaders in critical thinking and the creative application of military power to inform national strategy and globally integrated operations, under conditions of disruptive change, in order to prevail in war, peace, and competition.

The National Defense University creates strategic advantage by developing joint warfighters and other national security leaders and forging relationships through whole-of-nations and whole-of-government educational programs, research, and engagement.
The College of International Security Affairs (CISA) educates joint warfighters, civilian national security leaders, and partner nations in critical thinking to inform national strategy and globally-integrated operations, under conditions of disruptive change, to prevail across the continuum of competition and war, with a special emphasis on irregular warfare. CISA runs two in-person master’s degree programs at Ft. Liberty, N.C. and Ft. McNair, Washington, D.C. campuses as well as shorter courses for national security professionals at its D.C. campus.

**UPCOMING EVENTS**

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<td>2024 Irregular Warfare Research Symposium</td>
<td>May 15-17, Ft. Liberty, N.C.</td>
<td>arrayed across regional and thematic panels, and featuring opening and closing plenary sessions, CISA Ft. McNair students present research findings in strategic security studies as the culminating event of their capstone activities.</td>
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<td>CISA Research Symposium</td>
<td>May 21-23, Ft. McNair, Washington, D.C.</td>
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Both programs are rooted in a traditional strategic studies core curriculum and are enriched by a wide range of areas of concentration and elective courses available across NDU. Classroom instruction and seminars are complemented by travel to U.S. combatant commands, engagements with think tanks, government agencies, and civilian universities. The 10-month course of study includes research and writing for a research portfolio and culminates with an oral defense. Students also design and participate in a simulation designed to encourage them to apply what they have learned to a strategic-level scenario.

The Joint Special Operations Master of Arts Program (JSOMA) at Ft. Liberty, N.C. prepares select commissioned, warrant, and noncommissioned officers, along with interagency personnel and international partners, to address the challenges of the international security environment, with a particular focus on irregular warfare. The program’s location at Ft. Liberty ensures collaboration with the operational force, including Joint Special Operations Command, U.S. Army Special Operations Command, and the U.S. Army John F. Kennedy Special Warfare Center and School, which encompasses the Army’s Irregular Warfare Proponent. Graduates of the program have enhanced strategic awareness and are better prepared for the complexities faced by special operations in interagency and multinational contexts.

The Regional Defense Fellowship Program (RDFP) is a 10-month, full-time, in-residence Master of Arts program at Ft. McNair in Washington, D.C. The curriculum explores irregular warfare in relation to all instruments of national power and in multiple contexts, including strategic competition and counterterrorism. RDFP prepares future leaders of the U.S. armed forces and civilian agencies, and our international partners, for senior leadership responsibilities by conducting a strategic-level course on national security studies.

**SHORT COURSES**

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<td>Reserve Components National Security Course (RCNSC)</td>
<td>A two-week seminar created for senior officers (O4-O6) and noncommissioned officers (E8-E9) of the U.S. Reserve Components, allied officers, and interagency civilians working in national security. Offers three times annually, the course lays a foundation for students moving on to joint command management and staff responsibilities in a multinational, intergovernmental, or joint national security setting.</td>
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<td>Homeland Defense Fellowship (HDF) Program</td>
<td>An in-residence, 14-week program consisting of five master-level academic courses. The program is designed for international students to understand national security more broadly, work across international and interagency boundaries, and think critically about strategic homeland defense and security issues.</td>
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The College of International Security Affairs is grateful for the support of the National Defense University Foundation in support of their 20th anniversary celebrations.
Sponsored by the Irregular Warfare Center, the Irregular Warfare Forum is a collaboration between National Defense University's College of International Security Affairs and U.S. Army John F. Kennedy Special Warfare Center and School, U.S. Army Special Operations Center of Excellence.