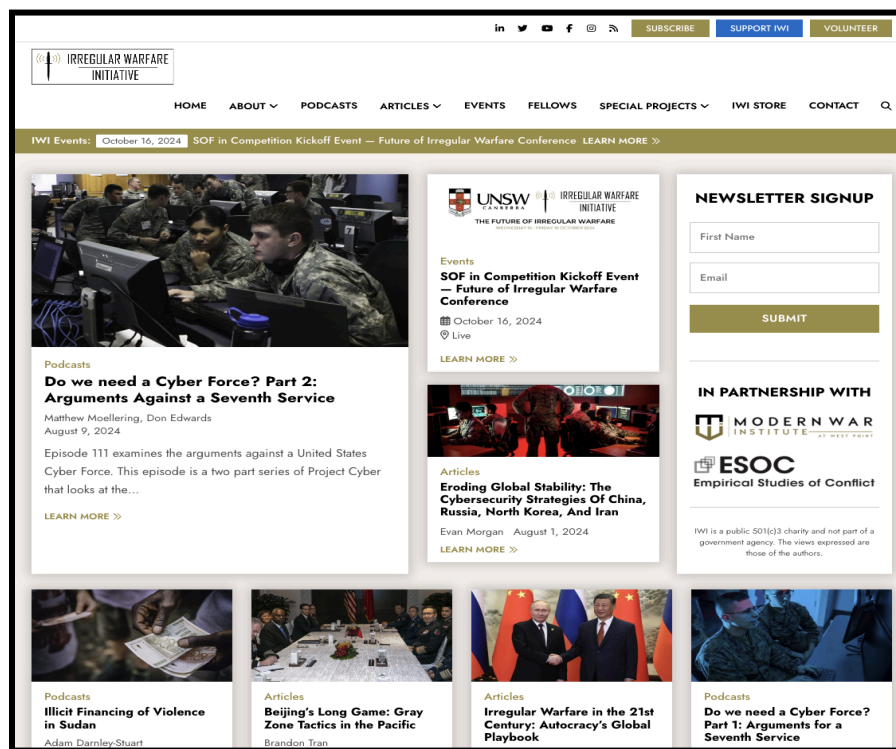


# IRREGULAR WARFARE INITIATIVE

## EXECUTIVE SUMMARY OF:

### *Strategic Plan 2025-2035*

Approved by the IWI Board of Directors: 01 September 2024



**Organization Name:** Irregular Warfare Initiative (IWI)

**Business Type:** Non-profit 501(c)(3) Think Tank

**Founded:** 2020 as a podcast, 2023 as a 501(c)(3) non-profit organization

**Mission Statement:** The Irregular Warfare Initiative (IWI) bridges the gap between scholars and practitioners to support the community of irregular warfare professionals.

**Vision Statement:** IWI envisions a world where irregular warfare is understood as a critical component of national security. As a leading think tank, IWI serves as the intellectual nexus for irregular warfare, offering a platform where scholarly rigor meets practical experience and the two inform each other. Our global network

of experts drives innovative ideas and evidence-based solutions, shaping policy and practice to address the complexities of modern conflict. The mission of bridging the gap between scholars and practitioners will fill two critical needs for the national security community. First, IWI provides an intellectual base to understand the role of irregular warfare – the most prevalent form of conflict – in current and future international security. Irregular warfare is a constant aspect of international security which must be understood. Second, the hard fought lessons of the Global War on Terror need to be captured, not forgotten. This not only prepares the United States, allies, and partners for future conflicts, but also preserves the legacy and sacrifice that a generation of practitioners and scholars committed during the GWOT.

### Strategic Objectives:

- **Connect the IW Community.** Develop a robust network of irregular warfare professionals across diverse sectors to foster collaboration and knowledge exchange.
- **Drive Public Dialogue.** Shape and lead public dialogue on irregular warfare through high-quality content including publications, podcasts, and events.
- **Invest in IW Leaders.** Empower talented IWI volunteers and the broader professional community by providing opportunities for growth and mentorship.

**IWI Values:** IWI achieves its mission and strategic objectives through every team member adhering to the following organizational values:

- **Quality** and **excellence** are essential.
- Number one resource is **talented people**.
- **Empower** team members to take **initiative** and risks.
- Preference for **action** and **initiative**.
- **Collaboration** – continue to expand the network and be **inclusive**.
- **Be kind**.

### IWI Recognition:

- **Motto:** Keep Warfare Irregular
- **Logos:**



**Services and Operations:** IWI provides a comprehensive suite of service and operations designed to enhance the understanding and practice of irregular warfare among scholars, practitioners, policymakers, and the broader public. These services are aligned with IWI's strategic objectives of **Connecting the IW Community**, **Driving Public Dialogue**, and **Investing in IW Leaders**.

- ☑ More than **200 articles** published written by researchers and practitioners.
- ☑ More than **120 podcasts** published, accumulating over **1.3 million unique downloads**.
- ☑ **3 cohorts of IWI Fellows**, including more than 60 scholars and practitioners selected out of more than 800 applications.
- ☑ More than **30 in-person, hybrid, and virtual events** bringing the community together around the world.
- ☑ **Leadership:** More than 90 volunteers to include both practitioners and researchers.
- ☑ **Six special projects:** Maritime, Air and Space Power, SOF in Competition, IWI Europe, Cyber, Proxies and Partners.
- ☑ **Influence:** More than 35,000 social media and newsletter followers



**IWI PROJECT MARITIME TEAM**

**Lisa McKinnon Munde**  
Director, Project Maritime

**Umar Ahmed Badami**  
Research Assistant

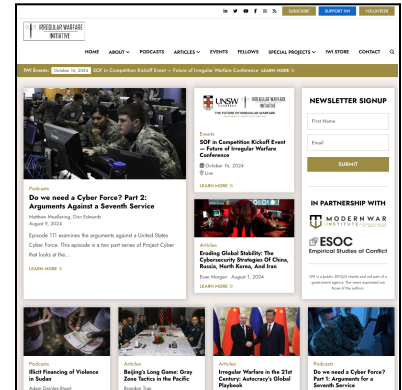
**2023 PROJECT MARITIME CONTRIBUTORS**

Umar Ahmed Badami, Dr. Claude Berube, Kaiti Biers, Chris Booth, Maj. Neil "Neil" Janssen USMC, Dr. Sathya Narayana, Maj. Michael C. Mills USMC, Lisa McKinnon Munde

**JOIN THE DIALOGUE | SUBMISSIONS**

Our team warmly welcomes your engagement as we embark on this initiative. We aim to feature a diverse array of perspectives, ideas, and contributors. Follow us on X (Twitter) @irreg.maritime to join the dialogue.

For detailed written submission guidelines, visit [irregularwarfare.org](https://irregularwarfare.org) or email us with your pitch: [submissions@irregularwarfare.org](mailto:submissions@irregularwarfare.org). Include "project maritime submission" in the subject line. We typically accept submissions between 1,000 and 2,000 words with hyperlinked references that are aligned with our deep dives or otherwise relevant to irregular warfare and the maritime domain.



**Contact Information:** for a copy of the full strategic plan, or for any other questions, please contact:

IWI Chairman of the Board of Directors at [kyle.atwell@irregularwarfare.org](mailto:kyle.atwell@irregularwarfare.org)

IWI Executive Director at [guido.torres@irregularwarfare.org](mailto:guido.torres@irregularwarfare.org)