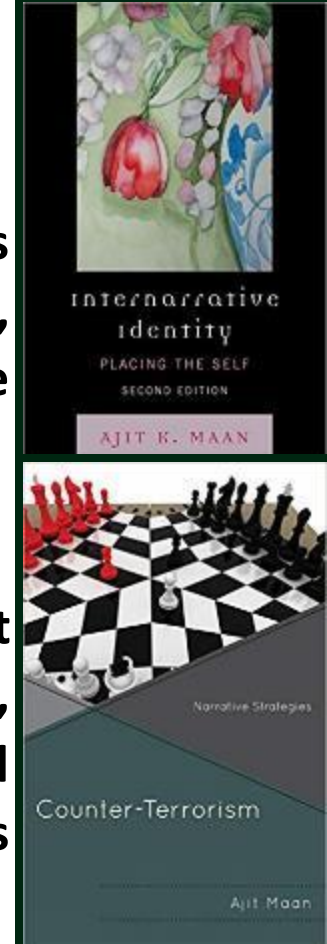
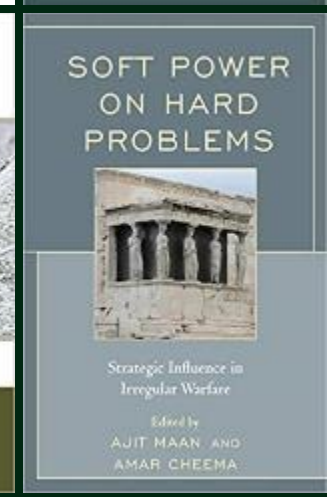
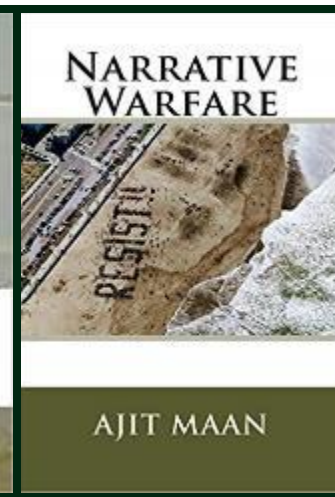
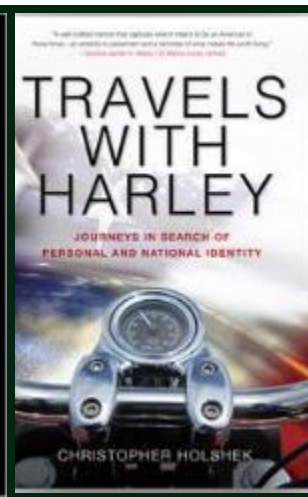
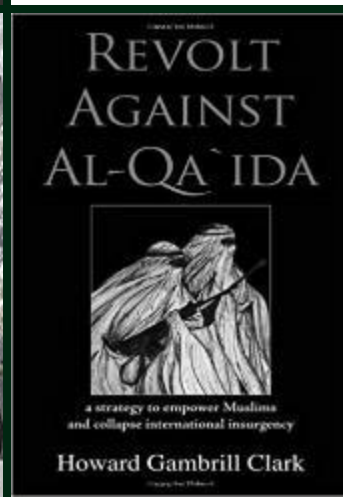
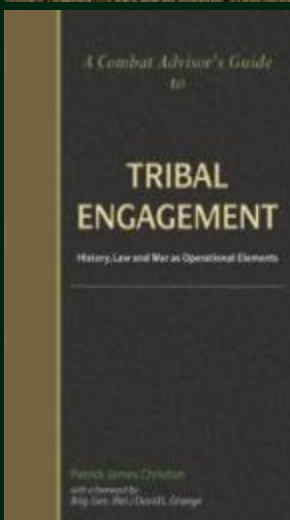
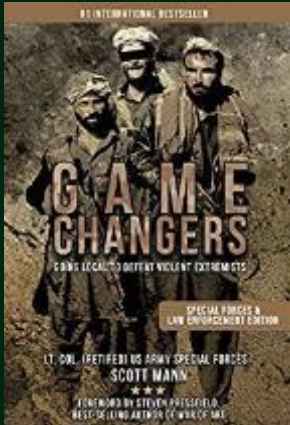


NARRATIVE STRATEGIES

We are a coalition of scholars and military professionals involved in the non-kinetic aspects of counter-terrorism, defeating violent extremism, irregular warfare, large-scale conflict mediation, and peace-building.

As we develop long-term trust with U.S. government agencies, U.S. allies, and private sector industries, Narrative Strategies is quickly becoming an international institution with enduring global influence. Updates follow.



NARRATIVE STRATEGIES



Ajit Maan, Ph.D. has accepted an invitation to join the faculty of Arizona State University's Master's Program in Global Security as Professor of Practice. She is also affiliated with the Future of War Center at ASU and continues her faculty affiliation with the Center for Narrative Conflict Resolution at George Mason University. Dr. Maan is working on her seventh book and is managing Narrative Strategies' civilian contracts.



Howard Gambrill Clark, Ph.D. is completing volumes I - III of the history of influence warfare. In his separate role as DOD faculty, he recently created, directed, and taught an "Influence Warfare" course as a new academic discipline at the National Defense University, where he is leading a team to create further curricula on information, narrative, and influence strategies—case-study based.

NARRATIVE STRATEGIES



Coughlin (right) with peers at Defense Against Terrorism Centre of Excellence in Ankara.

Paul Coughlin presented—at the NATO Defense Against Terrorism Centre of Excellence in Ankara, Turkey—on narrative warfare and the critical need for a complete narrative strategy and why only employing counter-narratives are unproductive in October 2019.

Participants and Narrative Strategy partners included 25 governments to include officers and senior ministry officials from NATO, Romania, Albania, Bosnia, Poland, Pakistan, Nigeria, Niger, and other vital U.S. allies.

NARRATIVE STRATEGIES

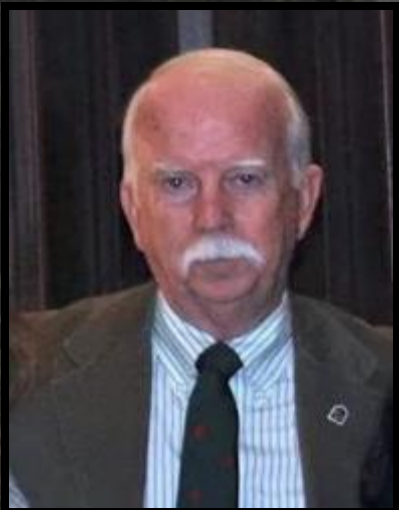


Based on his article in *Sicherheit & Frieden*, Senior Civil-Military Advisor Col. (Ret.) Christopher Holshek is writing a paper for the NATO Resilient Civilians project on how narratives of community service can strengthen civilian resilience and mitigate vulnerabilities to hybrid warfare and terrorism, due out next spring – comments and suggestions are most welcome. In related work, he continues to develop platforms on behalf of the Civil Affairs Association for bottom-up development of a strategic narrative of the U.S. Civil Affairs Corps as a force for civil-military integration and the military's primary capability to engage and influence populations. He currently resides in Bogota, Colombia, with his wife, Rosa, who works for UNHCR in response to the Venezuelan refugee crisis, while he assists the Colombian Army in building civil-military capacities, doctrine, and training.

NARRATIVE STRATEGIES



Brian L. Steed is currently an assistant professor of military history at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas. He is a practitioner, student, and writer of military theory, Middle East culture, and history. He edited and wrote two books published by ABC-CLIO in 2019: *The Iraq War: The Essential Reference Guide* and *ISIS: The Essential Reference Guide*. He has also written a chapter titled “Culture, Center of Gravity, and the Golden Azimuth” in an anthology to be published by ArmyU Press in May 2020. He regularly speaks on ISIS, the Middle East, narrative, and cross-cultural influence to military and civilian audiences throughout the United States and internationally. He engages a global audience through his website www.narrativespace.net.



Dave Phillips (Special Forces Vietnam veteran, adviser on irregular warfare to DOD and RAND) authored *The Jessie Scouts* and is orchestrating research on James J. Andrews (quinine smuggler who saw to the destruction of a key railroad system in 1862—to isolate and capture key confederate that would have placed the Union army in a critical location from which the key transportation center for the Confederacy, Chattanooga, could be isolated and captured).



Maan, Philips, Steed, Clark, and Cobaugh post-Narrative Strategies Strategy Session II on 14 November 2019 in Virginia.



Steed and Maan on panel with Ms Amanda Nimmer of Quantum at Fort McNair.



Steed, Cobaugh, and Maan meet with Dr. Aleks Nesic in Washington, DC.



Steed, Maan, and Cobaugh were invited to participate and help lead sessions on influence in November 2019 at Cyber Beacon at National Defense University's College of Information and Cyberspace.