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Frank Hoffman is a national security affairs analyst and Research Fellow at the Potomac Institute for Policy Studies, Arlington, Virginia. He is assigned to the Center for Emerging Threats and Opportunities at the Marine Corps Combat Development Command, Quantico, Virginia. A former Marine officer, Mr. Hoffman has also served on the staff of the U.S. Commission on National Security/21st Century (Hart-Rudman Commission); was the National Security Analyst and Director, Marine Strategic Studies Group, at the Marine Corps Combat Development Command, Quantico; and served on the Professional Staff, Commission on Roles and Missions of the Armed Forces.

From 1983–92, Mr. Hoffman served as a force structure and program analyst at Headquarters, Marine Corps and also served as the editor of the annual Marine Concepts and Issues publication. From 1978–83, he served as a Marine Infantry Officer in a variety of line and staff positions in the Second and Third Marine Divisions. Mr. Hoffman retired from the Marine Corps Reserve at the grade of Lieutenant Colonel in 2001. He received his commission from the NROTC program at the University of Pennsylvania in 1978 as the Distinguished Military Graduate. Mr. Hoffman holds degrees from the Wharton Business School, George Mason University, and the U.S. Naval War College.

Mr. Hoffman has participated on several Defense Science Boards and contributed to a number of government reports. He has authored *Decisive Force: The New American Way of War* (Praeger, 1996) and has published over 100 articles and reviews on national security strategy, defense economics, and military history, and lectured at most of the country's professional military education schools and major think tanks. His latest works include "Complex Irregular Warfare, The Next RMA" in the Summer 2006 issue of *Orbis*, and a series of articles and book reviews on Transformation and Hybrid Wars in the *Armed Forces Journal International*. He was also a contributing author to the new Army/Marine Counterinsurgency manual.