

U.S. Naval War College Newsletter

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The Beacon



Shining a Light on the U.S. Naval War College

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Maritime Fires Symposium - November 2017



Charting the Maritime Fires Element (MFE)

Joint and maritime operational fires experts from the U.S. Navy's Maritime Operations Centers (MOCs) will gather at the College November 28 - December 1, 2017 to share best practices and chart the course towards sustained maritime operational fires improvement.

Joint doctrine defines Fires as "the use of weapon systems, or other actions to create specific lethal or nonlethal effects on a target."

The symposium aims to share issues, challenges, and best practices associated with integrating weapons systems and other actions to create specific lethal and non-lethal effects in order to accomplish objectives. This College of Maritime Operational Warfare (CMOW)-initiated symposium has five primary goals:

1) Improve the capability of all MOCs to plan and execute operational-level maritime fires, effectively integrated with the Joint

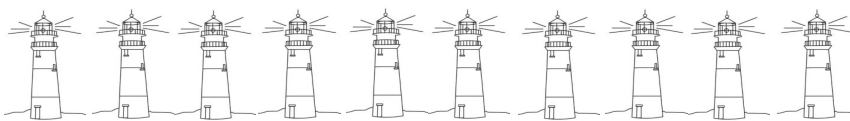
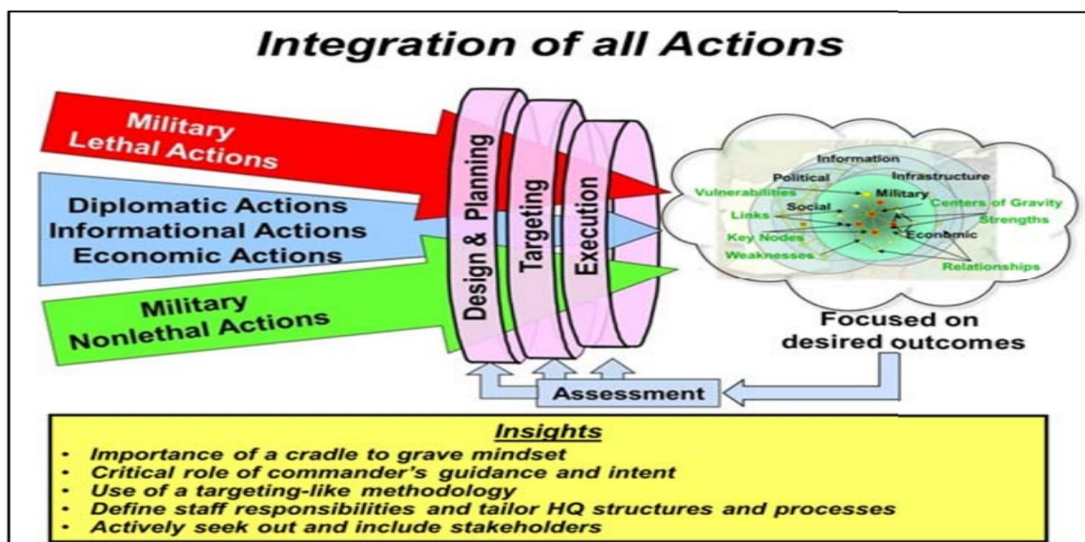
Force Commander across all phases during both crisis action and deliberate planning;

2) Develop a shared understanding of MOC MFE purpose, processes and products across all phases;

3) Share MOC MFE effective practices;

4) Identify MOC MFE challenges and weaknesses;

5) Propose actionable steps to improve MFE support to MOC and Joint processes.





Rear Admiral Jeff Harley

As the Naval War College begins the Fall trimester and gets back into the swing of

From the President

things following the summer break, the items in this edition of *The Beacon* demonstrate the number of things going on at the College year 'round. While the phrase "summer break" might imply we stop everything, nothing could be further from the truth. The "break" is merely an eight-week long period in which the majority of our students

graduate and move on, and new students arrive and ready for their coming studies. The work of the Navy continues at the College non-stop. Check out the latest news in this edition, as well as upcoming events which may be of interest. As always, feel free to reach out to us if you feel the need. We are *your* Naval War College!

Upcoming Civilian-Military Humanitarian Workshop

On August 25-26, 2017, the College of Maritime Operational Warfare will hold the "Civilian-Military Humanitarian Response Workshop," co-hosted by Brown University's Humanitarian Innovation Initiative (HI2) and NWC's Civilian-Military Humanitarian Response Program (HRP) in Providence, Rhode Island.

This is the second in a series of workshops designed to explore current and future challenges in civilian-military humanitarian responses, including natural disasters, complex emergencies, conflict settings, and routine humanitarian engagements. As a follow-on to the inaugural October 2016 workshop held in Newport, Rhode Island, this event aims to improve civilian-military

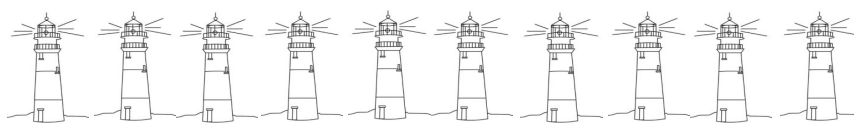
humanitarian responses by meeting the following four objectives:

- 1) Enhance the response capacity of the United Nations, the U.S. Agency for International Development, humanitarian NGOs, Red Cross and Red Crescent Movement, international militaries, and other key organizations through supporting a Community of Practice in civilian-military issues and promoting information sharing that can inform policy and processes during humanitarian crises.
- 2) Expand and strengthen a network of practitioners, academics, and leaders who routinely work civilian-military engagement in the humanitarian

3) Highlight key opportunities for professional education, training, and development for key decision makers to identify the best practices associated with overcoming cultural, policy, technical, and legal challenges for coordination and information sharing.

4) Develop a comprehensive research agenda focused on civilian-military coordination considering international approaches to effecting solutions.

Participants will spend much of the event in small working groups examining key areas of civilian-military engagement in the humanitarian space, including military capability integration into response, pandemics, global health engagements & security cooperation activities, urbanization, information communications and remote sensing technologies, international humanitarian law and attacks on aid workers, and climate change.



College of Maritime Operational Warfare Created

The College has reorganized its operational-level and leadership/ethic programs. The previous College of Operational and Strategic Leadership (COSL) was led by Dean Jamie Kelly (RADM, Ret) and was comprised of the Operational Level Programs (OLP) Directorate and the Leadership and Ethics Directorate. As Leadership and Ethics has been afforded an increased role at the College, the decision was made to split COSL into its component parts, each under a

separate Dean. Dean Peg Klein (RADM, Ret) came aboard in June and became the new Dean, Leadership and Ethics with all the personnel and responsibilities of COSL's Leadership functions. Dean Kelly (formerly Dean, COSL) assumed the role as the new Dean, College of Maritime Operational Warfare (CMOW) which subsumed the personnel and functions of the old OLP. Dean Kelly now directly oversees NWC's maritime operational-level of war courses (C/JFMCC courses,

ELOC, MSOC, MOPC, AAT).

Additionally, after 36 years of active duty and over six years as an NWC Dean, RADM Kelly will retire again at the end of August 2017, returning to his home in Washington State. RADM (Ret) Mike White has been selected to be the next Dean, CMOW. We bid RADM Kelly farewell, sincere thanks for his tremendous efforts at NWC supporting the Fleet staffs, and wish him great happiness in the next chapter of his life.

Irregular Warfare Focus of College Symposium

The Naval War College's (NWC) [Center for Irregular Warfare and Armed Groups](#) (CIWAG) hosted its ninth annual symposium, "Rising Tides," in Newport, Rhode Island, recently.

CIWAG's mission is dedicated to the interdisciplinary study of the challenges presented by irregular warfare and non-state actors in the 21st century.

"The inspiration for this year was the spectrum of Challenges - rising tides - that scholars, operators, and practitioners will be dealing with in the short and long term," said Andrea Dew,

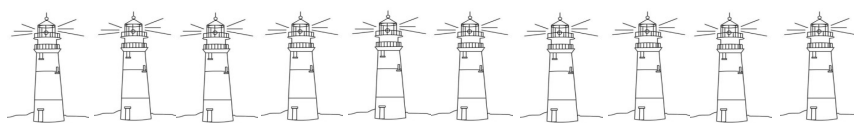
CIWAG co-director. "We looked at Russian influence operations and the Chinese maritime militia in addition to cutting-edge scholarship on ISIS, economic warfare, food security, and neuroscience."

The keynote address of the symposium was delivered by Marine Corps Lt. Gen. Joseph Osterman, deputy commander U.S. Special Operations Command, who spoke about the range and spectrum of irregular challenges in the world from a military perspective.

Symposium sessions included Hard Science and Dark Futures; ISIS: Ideology and Propaganda; Grey Zone Strategies: South

China Sea, Economic Warfare and Capital Markets; Food Security - A Non-traditional Threat to Security and Stability; Assessing Irregular Environments; Nigerian Chameleon: The Many Faces of Boko Haram; and Gibridnaya: Russian New Generation Warfare on Land and Sea.

"Our participants come from military, education, academic, operational, and private business worlds, and we try to mix in up-and-coming new scholars with fresh perspectives," said David Brown, CIWAG co-director. "You never know who you'll be sitting next to, and we deliberately keep the event limited in size to foster real communication. We follow up with a weekly [subscription e-newsletter](#) and our case studies."



Changes to Institute for Future Warfare Studies

During the past quarter, the Institute for Future Warfare Studies (IFWS) was embedded within the Strategic and Operational Research Department (SORD) of the Center for Naval Warfare Studies. Dr. Sam J. Tangredi, professor of national, naval and maritime strategy in SORD was appointed the new Director of IFWS. Dr. Tangredi has extensive experience both on active duty and as a scholar in leading strategic planning teams and has published extensively on anti-access strategies, the maritime effects of globalization, and the future

security environment. He has now finalized the near-term research plan for IFWS, which focuses on the assumptions, costs and risk of alternative decisions affecting future defense capabilities.

In the upcoming months IFWS will begin its publication series of “Black Book” monographs. IFWS will also develop cooperative projects with the Institute for Future Warfare Studies of the Japan Maritime Self-Defense Force Command and Staff College (IFWS-J) and the Futures and Strategic Analysis division in the Development Concepts and

Doctrine Center (DCDC) of the United Kingdom Ministry of Defense. RADM Harley has personally met with the heads of both organizations to initiate close tri-lateral cooperation. At the same time IFWS and SORD members continue to provide direct support to OPNAV and its work on designing a Future Fleet Architecture as directed by the CNO. This work has resulted in an open discussion of some of the potential innovations, such as the recent U.S. Naval Institute Proceedings article “Fight Fire with Fire” (August 2017 issue).

Future Warfighting Symposium Supports CNO’s Design

The College held its inaugural Future Warfighting Symposium last week for students, faculty and staff.

The symposium directly supported the CNO’s call for increased education on emerging topics with a goal of making students more aware of the future of security, according to CDR Michael O’Hara, director of the symposium.

In opening remarks to the group, the President of the College asked that students seriously consider the topics

that are a high priority for the CNO.

“The CNO challenged each of us, and he challenges each of you, to be ready for the challenge that is coming, to ensure your lethality, to enhance your readiness,” said RADM Jeff Harley.

“From the outset [of the academic year], I want you to be thinking innovatively and strategically about capabilities and threats in space, the global information grid, and emerging technologies such as nanotechnologies, biological

agents, robotics and artificial intelligence,” he said. “And as you do, I also want you to think historically. I want you to read deeply the theory and history of war and question in what ways the character of war you have experienced in your own career is similar to that of leaders such as Pershing, Sims, Nimitz, LeMay, or Mattis. And as you contemplate the technologies of the 21st Century, consider what continuities exist and what discontinuities demand new strategies for victory.”

More details on the symposium can be found [HERE](#).



faculty^{NEWS}

Professors [Milan Vego](#) and [Sally Paine](#) have been named University Professors of the Naval War College. This is an honorary title which recognizes their credentials and capability to teach across all

subject matter at the Naval War College.

Professor [Chris Demchak](#) has been selected as the Admiral Grace Hopper Chair of Cyber Security Studies.

Professor [Joan Johnson-Freese](#) has been selected as the Charles F. Bolden, Jr. Chair of Science, Space, and Technology.

Professor [Mary Raum](#) has been selected as the Chair of Women, Peace, and Security Studies.

Nobel Laureate Speaks at Women, Peace, and Security Conference

2011 Nobel Peace Prize recipient Leymah Gbowee, who led a women's peace movement that helped bring an end to the Second Liberian Civil War in 2003, was the featured speaker at the Naval War College's Woman, Peace, and Security Conference in Newport, Rhode Island earlier this month.

During the evening lecture open to all students, faculty and staff at the school, Gbowee shared some of her experiences in her home country of Liberia. "While the men were out fighting, the women were in the communities nurturing and trying to sustain peace," said Gbowee. "This in my opinion was women, peace and security in action."

This year's conference, titled "The Next Decade:

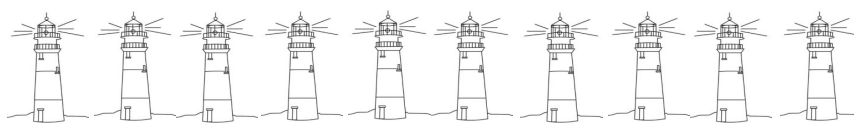
Amplifying the Women, Peace and Security Agenda," is the fourth at NWC and focused on the broad-level interconnections of women, peace and security with military, economic and social freedoms around the globe. The two-day event brought together leaders from academia, military and non-governmental organizations to discuss the links between the security of women and the security of states.

Established in 2012, the conference continues to grow in perspective and scope to include ideas from each military service and every global continent. The conference is the only U.S. military academic program specifically related to the topic, according to Mary Raum, professor in National Security Affairs and organizer of the conference.

"There is a theme recurring right now globally that has the potential to reduce the positive changes that have been made since 2000 in this arena," said Raum. "Turning the volume down on what has been accomplished and moving in a backward direction could be the result of this reduction in the role of women in society. What is needed in these instances is the continued amplification of the missions and objectives of the women, peace, and security agenda."

Sessions during the conference included Training Education and Reform; Media and Film Promoting the Power of Women; Japan: Ongoing Concerns for the Next Decade; International Operational and Tactical Perspectives; and Athena Rising: How and Why Men Should Mentor Women.

Additional information can be found [HERE](#).



College and NAVEUR Conduct Combined Force Maritime Component Commanders (CFMCC) Course

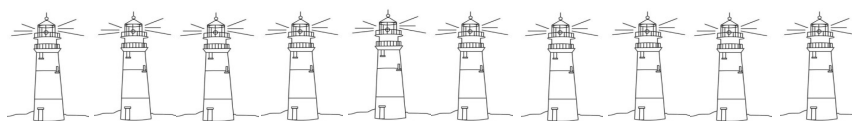


At the request of ADM Howard, Commander, U.S. Naval Forces Europe and VADM Grady, Commander, U.S. 6th Fleet, the Naval War College conducted its first ever classified CFMCC Course June 26-30 in Naples, Italy for Flag and senior officers from the U.S., NATO, and two “enhanced partner” nations. Senior mentors ADM Bill Gortney (Ret.), VADM Fozzy Miller (Ret.), and VADM Lutz Feldt (Ret.) led the effort which was focused on better understanding national and NATO transitions from peacetime to crisis and ultimately war. This required a mature understanding of NATO organization and treaty Articles - especially Articles 3, 4, and 5. Chief of Naval Operations ADM Richardson, SACEUR GEN Scaparotti, and senior SACEUR,

EUCOM and NATO civilians and commanders addressed the course on a variety of mission areas and command subjects. Of particular note was the participation of the NATO Centre of Excellence for Operations in Confined and Shallow Waters (COE CSW) based in Kiel, Germany. In March, the President of the Naval War College, RADM Harley and the Director COE CSW, RADM Jan Kaack, signed a memorandum of understanding to advance research and collaboration between the two organizations. In Naples the Director COE CSW outlined the tactical considerations of high-end warfare and presented a case study on Hybrid Warfare considerations in the Baltic Sea that had been developed by the COE CSW

staff. COE CSW’s participation in the CFMCC course was only the most recent example of collaboration with the College of Maritime Operational Warfare and NWC looks forward to additional cooperative events in the future to include the 5th Conference on Maritime Operational Law to be held in Austria in September.

Looking ahead, the Naval War College is preparing for future CFMCC courses to include September in Bahrain with Commander, U.S. Forces Central Command.



Professor Receives Fulbright Scholars Grant and Will Teach Abroad

[Professor Donald Stoker](#), a member of the [College of Distance Education](#) (CDE) faculty at Naval Postgraduate School (NWC-at-NPS), received a Fulbright Scholars Grant and an opportunity to serve as a visiting professor at the Diplomatic Academy in

Vienna, Austria, during the 2017-2018 academic year. He currently has two books in production. The first is a study of naval advising: *Naval Advising and Assistance: History, Challenges, and Analysis* (co-edited with Michael McMaster), and

Expeditionary Policy Advising and Assistance: Building Security in a Fractured World (co-edited with Edward Westermann). A third volume on Air Force advising (co-edited with Edward Westermann) is scheduled for completion in the Fall of 2017.

Maritime Advanced Warfighting School Students Assist Fleets

The current group of students progressing through the 13-month [Maritime Advanced Warfighting School](#) (MAWS) are close to graduation after a summer of real-world planning efforts. This year's CAPSTONE projects initially saw the class split in half to accomplish two traditional planning projects with an additional concept development project added toward the end of the normal academic year.

One main project derives from the questions developed after last year's results were briefed in Hawaii to ADM Swift and his Pacific Fleet staff. A student-led overview of the progress made thus far was provided to ADM Swift when he made room in his schedule during the Fleet Synchronization Conference in Newport to address the MAWS class. At the end of

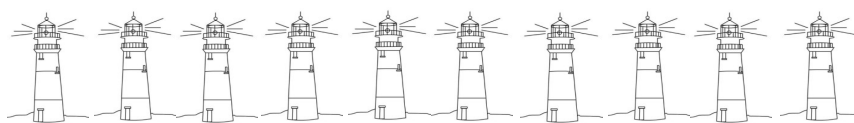
August, a flyaway briefing team will travel to Oahu to brief the final results and engage further with ADM Swift. This marks the sixth consecutive year MAWS has partnered with PACFLT to round out their education and provide planning support directly to the command.

To answer PACFLT and SEVENTHFLT planning requirements tasked to CTF-76, MAWS has also partnered with the CTF-76 staff on a warfighting conceptual development project. Although not a traditional planning evolution normally tackled during the summer, the students involved in this project - working in close coordination with CTF-76 - are well on their way to providing a critical, independent view of how best to go forward.

The second major planning project is in support of

NAVEUR/SIXTHFLT. The students forming this team will provide a Commander's Estimate for a Maritime Support plan servicing a EUCOM plan. VTCs with staff planners and a visit by SIXTHFLT Chief of Plans have helped shape the direction of the planning with respect to commander's intent, but the students have free reign to maintain independence of thought as their results are packaged. They will have an opportunity to defend their plan in an outbrief with SIXTHFLT in Naples, IT at the end of August.

Once the final products of the CAPSTONE summer are in the books, our current class will graduate in September 2017 before returning to the fight outside the walls of NWC. It was an impressive group of 42 officers who worked exceptionally hard both individually and as a team to gain the skills so desperately needed by our military leaders today.



NWC-at-NPS Program

The College of Distance Education (CDE) Naval War College at Naval Postgraduate School (NWC-at-NPS) Program was established in September 1999 to offer officers attending NPS the opportunity to complete a NWC Command & Staff diploma while working on their NPS Masters Degree. Since program inception, the NWC-at-NPS faculty has grown to 18 full-time NWC professors supported by two on-site staff members. Annually, the program awards 340-400 College of Distance Education, College of Naval Command and Staff diplomas and Intermediate Joint Professional Military Education (JPME-I) credit.

In addition to primary NWC

teaching duties, NWC-at-NPS faculty work closely with various NPS schools and departments. NWC-at-NPS faculty frequently advise NPS students as second readers on student theses and collaborate with NPS faculty in contemporary areas of research and publishing. Examples include:

- Dr. Dayne Nix' efforts as a contributing author for the Defense Contingency Contracting Handbook in association with members of the NPS School of Business & Public Policy;

- Dr. Jan Breemer's delivery of historical anti-submarine warfare topics in support of the NPS undersea warfare curriculum;

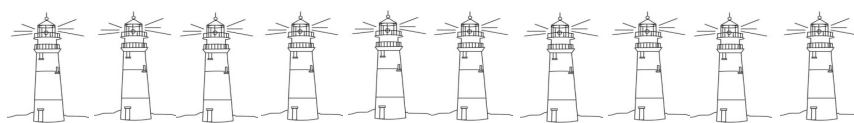
- the work of Dr. Jonathan Czarnecki and Dr. Thomas Moore in support of the NPS Security, Stability, and Development in Complex Operations curriculum;

- Dr. Craig Whiteside's ongoing research and publication in the area of international terrorist groups' communications architecture. Dr. Whiteside also recently completed a fellowship at the International Centre for Counterterrorism, The Hague.

Although not an exhaustive list of faculty accomplishments, this list is indicative of the level of activity of CDE NWC-at-NPS faculty in the areas of teaching, research, and publication.

Distinguished Graduate Honored at Convocation

U.S. Air Force Gen. Lori J. Robinson, Commander, U.S. Northern Command and North American Aerospace Defense Command, addresses students, staff and faculty at the Naval War College (NWC) during a convocation ceremony kicking off the 2017-2018 academic year. During the ceremony, Robinson was presented NWC's 2017 Distinguished Graduate Leadership Award. The award honors NWC graduates who have earned positions of prominence in the national defense field.



Joint Military Operations Department Holds Capstone Event

The Joint Military Operations (JMO) department recently held its eight-day Capstone educational event, designed to expose students in the course to maritime warfare problems and how to creatively approach them.

For the “War Game at Sea” exercise, 277 students in the school’s [College of Naval Command and Staff](#) (CNCS) and [Naval Staff College \(NSC\)](#) were divided into 10 seminar groups with each group working to solve the same complex scenario to establish sea control in a region of the South China Sea.

“We want the students to take away the experience of decision-making, planning and dealing with a combat situation and responding to it

given their circumstances,” said [CAPT Edmund Hernandez](#), chair of JMO. “All while keeping the intent of their commander in mind in order to achieve their objective.”

Jamie Gannon, associate professor in JMO and course coordinator, said the exercise pulls concepts from throughout the trimester.

“This is where the students really apply everything they’ve learned throughout the course,” he said. “This is about bringing together naval tactics, operational art, naval warfare theory, planning, international operational law, and even a little bit on irregular warfare. We apply everything they’ve learned from naval warfighting and the Navy Planning Process.”

Students were asked to develop a creative operational approach that addresses the requirements levied on the Joint Force. In the scenario, the strategic environment makes resources scarce. Political impatience is another factor the players are asked to consider.

“The best part is to see how the students evolve, learn, grow and respond to the challenges we give them,” added Hernandez. “We may not know if we are successful until a year from now or five or 10 years when they are actually fighting in the fleet. The ultimate measure and test of effectiveness is if they’ve taken the skills here and synthesize them to be able to make good plans and execute them in the real world. We are making an investment now in these future leaders to fight future wars.”

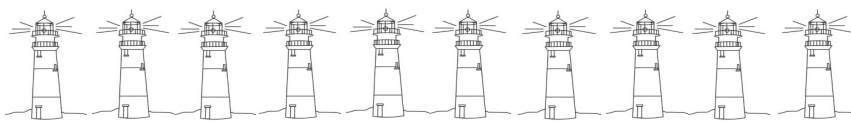


College’s Online PME Program Reaches Milestone

In June the College’s [Online PME Program](#) surpassed 100,000 completions and 276,000 enrollments. Created and managed in the College of Distance Education (CDE), the Online PME Program was established in 2005

to provide the Navy’s junior officers and Sailors with a learning experience that achieves Joint and Service-directed educational outcomes. The program is comprised of four courses that provide a continuum of learning

from E-1 to O-4. Available 24/7/365 through Navy eLearning, NWC’s Online PME courses are accessible worldwide at sea and ashore. The Point of Contact at NWC is [Associate Professor Steve Pierce](#).



Maritime Historical Research Center Established



President of the Naval War College Rear Admiral Jeff Harley recently announced the establishment of the John B. Hattendorf Center for Maritime Historical Research at the school. The Hattendorf Center is charged with studying history

for the purpose of educating and informing contemporary practitioners and sea service professionals about the fundamental historical functions of navies and will also coordinate maritime historical programming.

The center will supersede the former Maritime History Center which has been active at the college since its earliest establishment as the College's "Historical Section" in 1919.

For more details, click [HERE](#).

Wargame Focuses on Civilian-Military Responses to Cyber Attacks

With support from the [Naval War College Foundation](#), the College welcomed to campus elected officials, business and government leaders, and military members to conduct a wargame focused on civilian cyber attacks and their effects.

The Navy-Private Sector Critical Infrastructure Wargame brought together approximately 140 people – including senior executives and information security officers from private industry across 14 critical infrastructure sectors – to collect insights surrounding the impact on the U.S. Navy and Department of Defense that may result from cyber-related

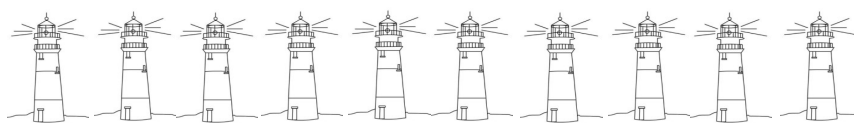
disruptions on commercial businesses.

The aim of the wargame was to better understand the delegation of responsibilities and capabilities to defend and deter cyber threats to U.S. critical infrastructure while building relationships between key decision makers to facilitate future cyber policy responsibilities.

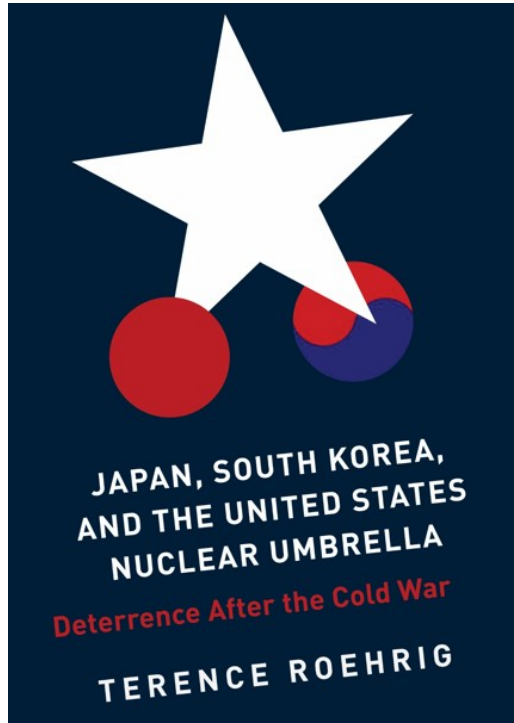
"Private companies are going to be the battlefield for this conflict, and are already," said [U.S. Sen. Sheldon Whitehouse](#), Rhode Island, who attended the event. "Integration between the defense sector and the critical infrastructure of private entities is absolutely vital to having any success in that conflict."

"We learn the most when we actually do exercises," said U.S. [Rep. Jim Langevin](#), Rhode Island, who spoke at the event. "It helps us think through some of the complexities, answers some questions, and raises awareness. These games are valuable and can definitely help because they can be predictive. Hopefully we learn what the vulnerabilities are when something does happen."

"The successful outcome for this cyber wargame is that when the inevitable happens, people know how to react in a timely way," added Whitehouse. "With any luck, we may learn a few things that can help us in Congress so we can try to help."



Professor Terence Roehrig's New Book to Be Published Next Month



For close to sixty years, the United States has maintained alliances with Japan and South Korea that have included a nuclear umbrella, guaranteeing their security as part of a strategy of extended deterrence. Yet questions about the credibility of deterrence commitments have always been an issue, especially when nuclear weapons are concerned. Would the United States truly be willing to use these weapons to defend an ally?

In this book, “Japan, South Korea, and the United States Nuclear Umbrella,” [Professor Roehrig](#) provides a detailed and comprehensive look at the nuclear umbrella in northeast Asia in the broader context of deterrence theory and U.S. strategy. He examines the role of the nuclear umbrella in Japanese and South Korean defense planning and security calculations, including the likelihood that either will develop its own nuclear weapons. Roehrig argues that the nuclear umbrella is most important as a political signal demonstrating commitment to the defense of allies and as a tool to prevent further nuclear proliferation in the region. While the role of the nuclear umbrella is often discussed in military terms, this book provides an important glimpse into the political dimensions of the nuclear security guarantee. As the security environment in East Asia changes with the growth of North Korea's capabilities and China's military modernization, as well as Donald Trump's early pronouncements that cast doubt on traditional commitments to allies, the credibility and resolve of U.S. alliances will take on renewed importance for the region and the world.

Stockton Center Workshop and Conference

In conjunction with the International Committee of the Red Cross, the College's [Stockton Center for the Study of International Law](#) will be holding an invite-only workshop at the Naval War College this September to explore the [updated commentary to the Second Geneva Convention](#). This workshop will focus on varying aspects of the law of naval warfare, and will consist of a mix of top world-wide academics and senior government practitioners, focusing on topics such as coastal rescue craft, hospital ships, and post-engagement search and identification of the dead and wounded. The workshop will also examine the interplay between the Second Geneva Convention and other maritime treaties, such as the United Nations Convention on the Law of the Sea.

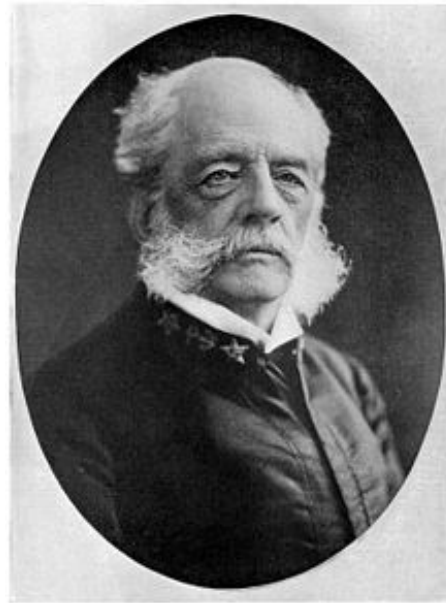


U.S. NAVAL WAR COLLEGE

***Stockton Center for the
Study of International Law***



Ceremony Marks 100th Anniversary of Death of College Founder Rear Admiral Stephen B. Luce



Rear Admiral Jeffery A. Harley, President of the Naval War College, and Anne Dubose Joslin, great, great grandniece of Rear Admiral Luce, at the grave of the founder of the Naval War College. Luce served as President of the College from October 1884 to June 1888, but continued to write and lecture at the College until his death at age 90 in 1917.

Captain Jerome E. Levy Chair of Economic Geography and National Security Speaker Series

How should the United States wield its geopolitical and economic tools in support of its grand strategy? This question will serve as the basis for the 2017-18 speakers series sponsored by the Captain Jerome E. Levy chair of economic geography and national security. On September 1, Colin Dueck of George Mason University and Ray Takeyh of the Council on Foreign Relations will kick off the discussion by co-leading a symposium on "Resurgent Nationalism? Impact

on Western Geoeconomic and Geopolitical Strategies," with a particular eye on whether the rise in populism in Western democracies has impacted the reach of the Atlantic Alliance. This symposium will also address a recent essay by the College's own Professors [Derek Reveron](#) and [Nikolas Gvosdev](#) in the journal *Horizons* on whether there is an emerging Trump Doctrine for U.S. foreign policy. Paul Miller, a former intelligence officer and NSC staffer and now

associate director of the Clements Center for National Security at The University of Texas at Austin, will speak on "The Future of American Power and the Fate of the Liberal Order" on October 19, the second scheduled event in the series. As it continues throughout the academic year, other speakers from the worlds of government and finance will be invited to contribute to this ongoing conversation.



College Professor Speaks to Students and Teachers in Normandy

[Professor Charles C. Chadbourn](#), College of Distance Education, traveled to Normandy, France, in June, serving as Lead Professor helping guide 15 student and teacher pairs as they concluded a year-long program sponsored by the [Normandy Sacrifice for Freedom: Albert H. Small Student and Teacher Institute](#). The Institute seeks to teach a new generation about the sacrifices and challenges faced during World War II. Each teacher and student pair chose a service member from their home state who made the ultimate sacrifice for freedom in World War II. The 15 “silent heroes” were honored with eulogies read by the students at their graves in the [American Cemetery at Colleville-sur-Mer](#).



Professor Chadbourn speaking to students and teachers in Normandy, France, June, 2017.

Inspiring Innovation: Contributions Made by Vice Admiral Samuel L. Gravely Jr. and his Successors

The Naval War College Press is in the last stages of preparing a manuscript for publication about all of the Navy’s African-American admirals. The book is entitled *Inspiring Innovation: Examining the Operational, Policy, and Technical Contributions Made by Vice Admiral Samuel L. Gravely Jr. and his Successors*. The author is LCDR Robert Crosby, USN, and [Professor William F. Bundy](#), Director of the VADM Samuel L.

Gravely, Jr. Naval Warfare Research Group at the College, served as general editor. Each admiral will be represented by a section on his background, his career, and his contributions, supported by awards documentation, and accompanied by photos. Inclusion of updates on the most recent events is all that remains before the manuscript will be formatted, proofed, and printed.



Vice Admiral Samuel L. Gravely, Jr.



Naval Leadership and Ethics Center Hosts First Division Officer Leader Development Workshop

The [Naval Leadership and Ethics Center](#) (NLEC) recently hosted the first Division Officer Leader Development workshop in Newport. The focus of the workshop was to solicit inputs from existing facilitators of the Division Officer Leadership Course (DIVOLC) as to what is expected of newly graduated division officers within their respective warfighting communities. Twenty-three participants representing thirteen warfighting communities participated.



Future iterations of the DIVOLC will incorporate lessons learned from the workshop, the most important being that while recognizing that individual needs and requirements differ amongst the warfare communities, the CNO's core attributes of Accountability, Integrity, Initiative and Toughness apply across all boundaries.

Founded in 2014, NLEC is the catalyst for, and synchronizer of, developing ethical leaders throughout the Navy, from seaman recruit to captain.

China Maritime Studies Institute Faculty Brings China's Maritime Militia Out of the Shadows

As part of an intensive multi-year project, [Professor Andrew Erickson](#) and Research Associate Conor Kennedy of the [China Maritime Studies Institute](#) (CMSI) have illuminated China's use of a Maritime Militia to overpower its neighbors and advance Beijing's control over the South China Sea. Since July 2015, they have authored more than twenty articles and papers and delivered numerous briefings to fleet planners, senior decision-makers, and other stakeholders. Professor Erickson has also [testified](#) on this topic before the House Armed Services Committee and briefed repeatedly at OPNAV and the National Security Council. (See Erickson and Kennedy's [China's Third Sea Force, The People's Armed Forces Maritime Militia: Tethered to the PLA](#) and

Professor Ryan Martinson's [The Arming of China's Maritime Frontier](#).

Using CMSI's interdisciplinary open source methodology to evaluate hundreds of original Chinese-language sources, this project has revealed Chinese Maritime Militia involvement in international sea incidents of significant concern to the United States and its regional allies and partners.

Building on this research, Professor Erickson and Professor Martinson organized May's CMSI conference on [China's Maritime Gray Zone Operations](#). They are editing the resulting Naval Institute Press volume, which scrutinizes China's Maritime Militia and Coast Guard,

and the central role they play in maritime operations designed to overwhelm or coerce an opponent through activities not easily countered without escalating to war.

Below: Professor Erickson gives Congressional testimony concerning China's Maritime Militia



Russia Maritime Studies Institute Takes on Wargaming



The Russia Maritime Studies Institute (RMSI) is inaugurating a wargaming Advanced Research Program (ARP). Similar to other ARPs named after ADM Halsey and VADM Gravelly, this one will be a collaborative faculty/student APR that will provide the Navy with data- and tactically-driven operational and strategic solutions to the challenges presented by the resurgent Russian Federation Navy.

RMSI, which celebrates its first birthday on August 31, 2017, is building on its first year by extending its academic research as well as its direct support to the fleet. Later this summer, RMSI will publish a translation of the 2015 Russian Federation Maritime Doctrine, and follow up with a translation of the 2017 Presidential Decree on the Basics of Russia's State Naval Policy to 2030. In

September, RMSI faculty will participate in a Mission Analysis Workshop with NAVEUR/6th Fleet personnel that is sponsored by NWC's Wargaming Department. RMSI faculty will also participate in the Naval Warfare Development Command's Fleet 360 wargame with 6th Fleet, and continue to offer briefings, roundtables, and other presentations on the results of its research to the broader Navy.

College Faculty to Present at Naval Academy History Symposium

The Naval War College will participate in this year's McMullen Naval History Symposium at the U.S. Naval Academy, September 14-15.

NWC President RADM Jeff Harley will announce the establishment of the new John B. Hattendorf Center for Maritime Historical Research during a luncheon on September 15 at the Academy O-Club. He will also announce the Hattendorf Center's Edward Miller Fellows for 2017 and 2018.

NWC's Professor Hattendorf will make a presentation, "The Wooden Walls: Britain and the Invasion

Threat, 1793-1805," and Professor David Kohnen will present, "Charting a New Course: The Knox-King-Pye Board and Naval Professional Education, 1919-1923," as well as "Naval War on the Periphery: New Topics in the Naval History of World War I."

Other NWC professors presenting include:

- Stanley Carpenter, "A Measure of Utmost Importance: The Battle of Virginia Capes from an Operational and Tactical Perspective."

- K.J. Delamer, "A Scrap of Plywood and the Fuel Tank: The Strategic Impact of the U.S. Patrol

Boats Operating in the Solomons."

- James Holmes, "The Naval War of Independence in Global Perspective."

- Jon Scott Logel, "Captain Van Aukem and the Research Department of the Naval War College: Gaming, Experimentation, and Analysis the Decade before Midway."

- Michael T. McMaster, "Diverse Aspects of U.S. Naval Strategy, 1890-1937."

Full details of this U.S. Naval Academy sponsored symposium can be found [HERE](#).



15th Regional Alumni Symposium to Be Co-hosted with the Royal Navy of Oman

The College will be co-hosting its 15th Regional Alumni Symposium (RAS) at the Intercontinental Hotel in Muscat, Oman October 24-25, 2017. Letters are being sent to regional Chiefs of navies with USNWC alumni asking them to nominate a few of their active-duty alumni to attend. All alumni, however, are invited to participate if they can cover travel expenses.

This Regional Symposium will focus on "Strengthening

Global Maritime Partnerships." A number of U.S. and international flag officers are expected to attend.

If you are interested in attending the symposium in Oman, please register at www.alumniportal.usnwc.edu/RASoman. Seating is limited, so please register early. Additional questions regarding the symposium can be emailed to RAS@usnwc.edu.

The next RAS is tentatively scheduled for Malaysia in April 2018.



Student to Present at Advanced Computing Systems Conference in the Fall

Major Rock Stevens, a U.S. Army Cyber Officer and student at the College, will be presenting at the [USENIX LISA Conference](#) later this year. USENIX Association is the Advanced Computing Systems Association, and LISA is the Association's special interest group for system administrators. Major Stevens' presentation of his research will be entitled, "Calculating Crisis Readiness."

From an abstract of the presentation: "No organization is immune to data breaches, insider threats, and other cyber attacks. An unprepared organization can exacerbate the impact of these threats, leading to a loss of

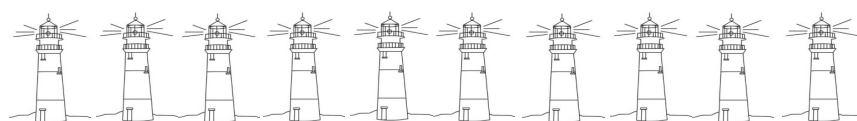
consumer trust and confidence. In this talk, I propose a radically new training method for preparedness that fuses together concepts like the Netflix 'Chaos Monkey' with U.S. military

'react to contact' drills. Your organization, from technicians to C-level executives, can immediately adopt this proposal to mitigate future threats and lessen the effect of successful attacks."

LISA17 PARTICIPATE VENUE EXPO AND SPONSORS

Scaling the Future

October 29–November 3, 2017
San Francisco, CA



College Staff Member Attends Global Health Engagement and Summit

CDR Gene Garland, a Medical Service Corps officer assigned to the College's International Programs Office, recently attended the 2017 Joint Global Health Engagement Summit held at the National Defense University in Washington, D.C.

Every year, infectious disease outbreaks and natural or manmade disasters continue to threaten health and security globally, emerging and spreading at unprecedented rates. The U.S. National Security Strategy underscores the importance of global health as a critical priority, recognizing that the spread of infectious diseases, and other global health threats, constitutes a growing risk that transcends geographical and political boundaries.

Toward that end, the Department of Defense provides direct support to the training and readiness of our Partner Nations through Global Health Engagements, which yields dividends in enhancing U.S. troop operational readiness, fostering robust multinational support to coalition operations, and reducing risks to our own force and homeland.



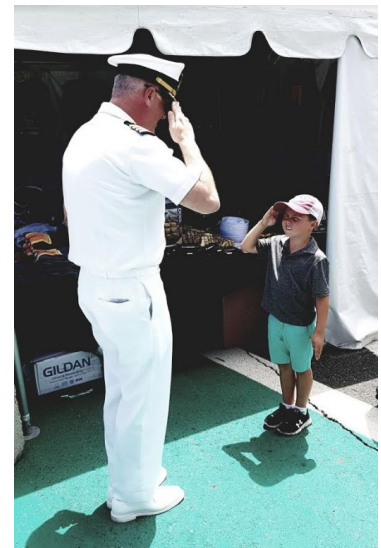
The Summit brought together stakeholders from the Department of Defense, other federal agencies, academia and non-governmental organizations to collaborate on topic-specific issues impacting Global Health Engagement. As a result of the summit, DoD released a new policy for Global Health Engagement which will enhance partner nation stability and security, develop military and civilian partner capacity, build trust and confidence, share information, and coordinate mutual activities.

Proper Salute

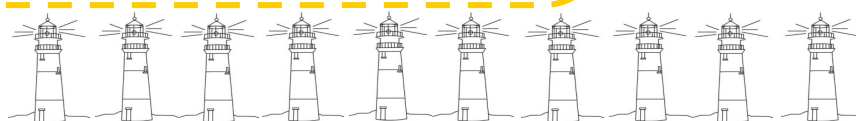
From Dafur to Syria ... Lessons Learned

Mr. John Hursh, Senior Managing Editor for [International Law Studies](#) in the College's [Stockton Center for the Study of International Law](#), was selected to present his paper, "Towards Accountability in Syria: Lessons from Darfur," at the [2017 American Society of International Law Midyear Meeting Research Forum](#) at Washington University School of Law in October.

Before recent events in Syria, the atrocities committed in Darfur commanded similar attention throughout much of the 2000s. Hursh's paper considers the legal and political challenges towards pursuing accountability in Syria by drawing on lessons from Darfur. It features current research on protracted armed conflicts, as well as Hursh's insights from previous work as a policy analyst for a NGO focused on ending genocide and crimes against humanity in East and Central Africa.



Recently retired Captain Mark Turner - on a visit to USS Constitution - "instructs" a future sailor on the proper technique of saluting.



College Opens and Dedicates New Future Forces Gallery to Admiral Hogg

In July the College officially opened its new Future Forces Gallery located within NWC's Learning Commons. Two weeks later the gallery was formally dedicated to Admiral James R. Hogg, former Director of the CNO Strategic Studies Group for 18 years.

The purpose of the gallery is to represent the College's increased focus on considering future forces and capabilities.

"Our students spend a lot of time learning from the lessons of history," said John Jackson, Professor, College of Distance Education and National Security Affairs. "This is appropriate, but it is also important that they

consider the technologies and techniques that they will utilize in the coming decades."

The gallery is made up of multiple lighted display cases which showcase dozens of models depicting technological designs from the past, modern systems in use today, as well as conceptual designs for the future. There are also illuminated light-boxes which display images from the "Future of the Navy," a series of paintings done by artist John Berkey that take a long-term view of what the Navy's air, surface, and sub-surface platforms might look like many decades from now.

"The Future Forces Gallery is a launching pad for innovation and

discovery," said LT Hillary Collandra, a NWC student. "The stationary displays provide students with information regarding the significant advances in unmanned systems technology and how these innovations will contribute to future operations. It also serves as a dedicated environment intended for the kinetic discovery and experimentation of new and upcoming technological innovations. The gallery provides great insight into what future warfare may look like and provokes the imagination of our future military leadership."

The Future Forces Gallery is supported through the Naval War College Foundation.



Rear Adm. Jeffrey A. Harley (left), President, U.S. Naval War College (NWC), and Vice Adm. P. Gardner Howe III, NWC President from July 2014 until July 2016, hold a high-tech ribbon made from computer wire and LED lights. A robot was used to cut the ribbon, officially opening NWC's new Future Forces Gallery. (U.S. Navy photo by Mass Communication Specialist 2nd Class Jess Lewis)



Admiral James R. Hogg, (Ret), with the plaque dedicating the College's Future Forces Gallery to him. As the Navy's foremost futurist, Admiral Hogg led the Chief of Naval Operations Strategic Studies Group at NWC in Newport, Rhode Island for 18-years and has seven decades of service to the Navy. (U.S. Navy photo by Mass Communication Specialist 2nd Class Jess Lewis)



Advanced Strategist Program Students Visit Washington, D.C.

Students from this year's Advanced Strategist Program (ASP) class visited Washington D.C. from 5-7 July. The trip provided a unique opportunity for students to hear a wide array of perspectives about the implementation of strategy and policy.

Students met with staffers at both the Department of State and the House Armed Services Committee, and visited the Center for Strategic and Budgetary Assessments and the Hudson Institute. The trip also included sessions with the Navy's Future Strategy Group working on the Future Fleet Architecture and Design Group, and senior defense leaders working on the newest version of the National Defense Strategy. The capstone was a visit with the CNO, where the students were given the opportunity

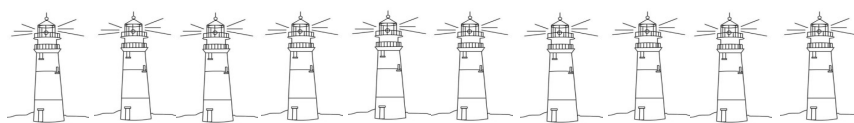
to discuss their research projects.

These interactions gave the students valuable insight into how organizations both within the federal government - and other than the DoD - view global and national issues.

ASP is an advanced research program at the College designed to produce officers to go fill a number of strategist positions within the DoD. Students complete a rigorous forty-week curriculum that runs concurrently with the standard academic year and covers a range of strategic topics, including the formation of state power, geo-politics, political economy, and nuclear deterrence. The academic year

culminates with the completion of a master's level thesis, and an additional ten-week program on a planning project coordinated in conjunction with the Maritime Advanced Warfare School.

Upon completion of the thirteen-month program, students are awarded a master's degree and designation as a Strategist in their respective service. Navy students receive a 2300x Subspecialty code, Air Force students receive Advanced Study Group credit, and Army students receive a 6Z strategist identifier. These qualifications allow students to return to their respective services prepared to fill a variety of jobs designed to deeply integrate strategy at all levels of the Department of Defense, and the U.S. Government.



Naval War College Library Reaches Out to International Students

In a 2017 survey conducted by the NWC it was reported that International Programs alumni rated access to library resources as being one of their highest areas of interest. While the NWC library licensing agreements make it impossible to extend database access to international alumni, the emergence of the open access movement, combined with world-wide electronic distribution networks, is making more and more scholarly communications completely free with unrestricted access.

The NWC Library is leveraging these opportunities by developing a “Professional Military Education (PME) Library Exchange.” This website, developed in partnership with the NWC Regional Studies Group, is intended to support libraries at PME sister institutions by serving as a central exchange for open access information systems.

A limited number of online systems are listed at this

Exchange, but they are significant in size with holdings numbering in the millions of resources. Materials include eBooks, scanned print volumes, eJournals, U.S. Government Documents, still images, audio recordings, motion pictures, and non U.S. works from library collections all around the world.

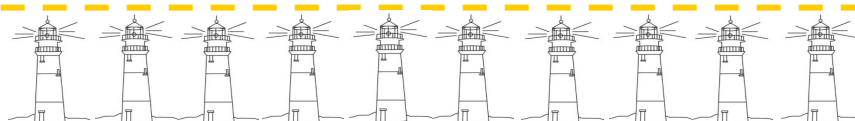
The library hopes to make this literature as useful as it can be by laying a foundation for intellectual collaboration, knowledge sharing, and lifelong learning. To learn more, visit <http://pme.omeka.net/>



College Supports Strategy Development in Mozambique



In pursuit of the College's mission of strengthening maritime partnerships, Professors Larry McCabe and Derek Reveron offered a strategy development workshop at the Institute for Superior Defense Studies in Maputo, Mozambique. The Office of Security Cooperation requested NWC support to assist Mozambique improve maritime security. The Mozambican workshop participants included officers from the Army, Navy, and Air Force, as well as civilians from the Ministry of Defense. Throughout the workshop, participants discussed best practices to develop national strategy and information sharing.



Awards and Recognition

Civilian

Senior Civilian Employee of the Quarter: Mr. Biran Hennessy

Junior Civilian Employee of the Quarter: Mr. George Zecher

Military

Legion of Merit: CAPT Cowden, CAPT Wathen, CMDCM Adams

Meritorious Service Medal: CAPT Mirisola, CDR Higgins, CDR Pajaro, CDR Poole, CDR Rush, CDR Waggoner, LTC Palma, LCDR Mullins, CMC Mangin, AFCM Soucy

Navy Commendation Medal: LCDR Corcoran, LT Fritz, BMC Cox, YNC Pokornygolden, MU1 Beard, OS1 Cook, BM1 Gasca, YN1 Purcell, MU1 Watson

Navy Achievement Medal: MU1 Paff, STG1 Billingsly, MU2 Smith, MU2 Young, QM2 Cummings, OS2 Saenz, OS2 Thompson

Military Outstanding Volunteer Service Medal: CDR Sheehan, BM1 Gasca, YN1 Purcell, YN1 McCormick, MA1 Nutt, QM2 Cummings

Flag Letter of Commendation: IC1 Franklin, MU1 Harbuziuk, SH1 Harris, OS2 Acker, QM2 Cummings, CTT2 Hagberg, IC2 Marksby, MU2 Rothrock, MU3 Hailey, IC3 Summers

Senior Sailor of the Quarter: IC1 Butt

Junior Sailor of the Quarter: YN2 Calderon

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The Navy's Home of Thought

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