

D. CURRICULUM DEVELOPMENT

1. **Naval Staff College (NSC) curriculum development** - Sole point of contact on the **JMO faculty for 4 years for syllabus/curriculum development** of the JMO module of the NSC course. Have produced the syllabus for courses 51 through 54. This has involved original research, responding to student critiques, evaluations of individual seminar values and general updating/course design work to align the product more closely to the evolving JMO core curriculum.
2. **JMO Curriculum development** - Leading light in the department for reviewing and suggesting new lines of approach to our teaching methodology and syllabus content. Many suggestions have been adopted into the current curriculum.
3. **Elective development** – (See Para H below for full details) Sole Author, Professor and Point of Contact for four NWC Electives: **“A Critical Analysis of Airpower” (Elective 526); “NATO – Cold War Successes to Strategic Incoherence?” (Elective 524); “The Royal Navy, 1870-1914: A Case Study in Naval Transformation with Modern Parallels” (Elective 680) and “Major Naval Operations” (Elective 522).** In addition I am Co-Author, Professor and point of contact for another Elective **“The Great War” (Elective 750).**
4. **Directed Research Elective Development for Non-Resident Students** - During 2003-6, developed and ran a Directed Research project for Non-Resident Students which basically provided them with a 3-month, 1-Credit/hr option to "enhance" the older JMO NRS offerings so as to bring them into line with the Master's Degree requirements.
5. **Experienced JMO “Moderator’s Guide” author** - being the current developer for the **“Contemporary Operations” Block (Block 3) in the CDE (JMO) syllabus.** Latterly (2017) have been involved in writing a new, **“Naval Operations” Block** in the new FSP & Web courses developed in response to the CNO’s directive that our offerings should be **“navalized.”**

E. JOINT/COMBINED MILITARY EXPERIENCE

1. **Command level experience** - One of only a handful of experienced, warfare specialists chosen for the RN's premier warfare planning role - **to lead the only UK seagoing, multi-national maritime planning staff within NATO (COMASWSTRIKFOR).** Working for a 2* Admiral, extensive practical battle-management and planning experience during the last 5 years, including **leading the RN participation in all major NATO maritime exercises** between 1992-94. Live operational planning experience in the run up to DESERT STORM as a member of the Flag Staff in HMS ARK ROYAL, looking at contingencies in the Mediterranean and Red Seas
2. **Joint/Combined experience** - Involved in multi-national and joint (Air force/Navy) anti-submarine warfare planning since 1986. Recognized expert in synthesizing an all-arms approach to the force level ASW problem. Regularly consulted by procurement authorities and civilian contractors on planning skills and needs.
3. **Staff experience** (see also para F, “Personnel/Project management” below) - Extensive staff experience, evaluating procurement and training requirements, joint liaison with competing services and industry, preparation and articulation of requirements and recommendations for Flag level audiences. Multi-national experience as a senior UK delegate within NATO, both as an exercise planner and doctrine authority. Extensive work with UK, US and NATO doctrine authorities and responsible for recording practical ASW progress into NATO doctrine. Personally responsible for moving US Navy Support Submarine doctrine into NATO and RN publications.

F. PERSONNEL/PROJECT

MANAGEMENT - Coordinated the successful re-location of the Mine warfare Command (48 Ships and 2000 personnel) from Scotland to Portsmouth. Supervised and assessed numerous equipment trials and ship's refits, involving the monitoring of expenditure, quality control, contractual obligations, budgets and schedules. International exercise and foreign visit planning for groups of ships, involving both Royal and government liaison. Regularly responsible for the employment, welfare, training and development of up to 100 persons at a time, including civilians. Day-to-day running of Flag Officer's and HM Governor's official programs, organization of VIP visits (Heads of State, Royalty and Ministers). **VIP travel arrangements, tours, briefs, conference work and presentations.**

G. SERVICE RECORD

Joined the Royal Navy as a Midshipman in September 1975. All subsequent Service as a Seaman and Warfare Specialist, rising to rank of Commander. Formally retired in February 2000. Key events:

1996 to 2000	JMO Resident Faculty member, US Naval War College.
1994 -1996	Commander responsible for RN Surface Fleet ASW Standards, equipment and doctrine.
1991-1994	Lead Warfare Planner for COMASWSTRIKFOR Staff (a 2* subordinate NATO Commander under US Second Fleet) - Many multi-national staff embarkations in USS MOUNT WHITNEY, thoroughly familiar with NATO/Second Fleet procedures.
1989-1991	Senior Warfare Planner in HMS ARK ROYAL - responsible for Joint Operational Planning, including initial RN plans for DESERT SHIELD/STORM.
1983-1985	Personal Aide-de-Camp to the Commander, British Forces Falkland Islands and later to His Excellency The Governor and Commander-in-Chief, Gibraltar.

H. COURSES OFFERED/AUTHORED

Have acted as the sole Author, Professor and Point of Contact for three, popular NWC Electives:

- 1) **Elective 526 – “A Critical Analysis of Airpower since WW1”:** This course is designed to provide the student with a comprehensive understanding and appreciation of the origins of airpower and its evolution as a crucial element of modern warfare. It traces the development of airpower theory from the turn of the 20th century, up through the world wars, the many limited wars of the 50s-90s and on to today's dilemmas in the struggle against violent extremist organizations. Particular attention is given to the ever-expanding roles that military aviation has been asked to shoulder in each successive struggle and to the significant events and milestones which have impacted airpower development during this time. The course also examines the pioneering work of the major aviation theorists and movements, not only in the United States, but also in Britain, Italy, Russia and Germany. The military, governmental and industrial debates, which have influenced and shaped the force structure, the strategies, and the tactics employed in each country, are presented and analyzed. Finally, the course probes the myriad of controversies which have dogged airpower since its inception: Quality versus Quantity; Independent air force or not; the “proper” role for Carrier aviation; the offense (bombers)

vs. the defense (fighters); Area vs. precision bombing and, above all, the notion that airpower might, one day, be employed as a "stand alone" war-winning entity. With a couple of exceptions, the course has run every year since 1998 and is always highly regarded.

- 2) **Elective 680 – “The Royal Navy, 1870-1914: A Case Study in Naval Transformation with Modern Parallels”**: As an entering argument, this course takes the view that the changes that followed the Industrial Revolution over 100 years ago were equally as bewildering to the naval strategists and planners of the time, and that the study of this period is therefore useful to us in attempting to chart a course through the current upheavals. Almost overnight, vast fleets of expensive battleships were made obsolescent by the perfection of radical weapons systems or the successful coupling of weapon and maneuver into a single new capability that was likely to be within the reach of even the poorest powers of the day. The potential geo-strategical impacts were likely to be incalculable. Using a historical approach, this course will chart the appearance of the different technologies; steam propulsion, lightweight armor, quick-firing guns, steam turbines, the all-big-gun ship, mines and submarines, and look in turn, at the response of the politicians, the naval theorists, the planners and the industrialists to the dilemmas that they posed. In essence, we will be examining the changes wrought on the naval mission – just what did it mean to exercise naval power in the industrial age; how did this differ from the previous era, and did the navies of the day ever grasp the significance of what was happening around them? This course has run every year since 2007 and is always highly regarded.
- 3) **Elective 524 – “NATO – Cold War Successes to Strategic Incoherence?”**: This course is designed to provide the student with a broad-based understanding of NATO as a successful example of a collective defense alliance, as well as the chance to examine the relevance of such alliances in the post-Cold War environment. It quickly traces the evolution of NATO from the ashes of WWII, through the Cold War years and into the present mission debates. The meat of the course deals with the contemporary issues, with at least 90% of the course material focusing on the developments and discussion following the collapse of the Soviet Union in the early 1990s. Nobody disputes the value of NATO during the Cold War but, as the strategic environment has changed and the collective reason for a purely defensive alliance has consequently waned, there has been little enthusiasm for a more searching re-analysis of the alliance rationale. Instead, political initiatives and collective developments have ensured not only its survival but its expansion to embrace some of the former Warsaw Pact nations. The course will explore and debate the resultant effects of this on an emerging Russia, the proffered political reasons for the Alliance’s expansion and it will ask the key question as to whether NATO strategy is still in step with its members’ policies and objectives. It will necessarily examine both the modern European outlook, including discussion of the European Union (EU) as a possible alternative, and the American viewpoints on the relevance of NATO in the modern, post 9-11 era. Having addressed the strategic side, the course will conclude with a review of some of the more important operational developments within the alliance, looking at ways in which these might be developed for the future. This course has run every year since 1999 and is always highly regarded.

- 4) **Elective 522 – “Major Naval Operations”**. This course is designed to provide students with a more in-depth appreciation for the factors that go into the planning and execution of Major Naval Operations. Using the Second World War era in Europe as a backdrop, the course will examine a fleet-on-fleet operation; a power projection (landing) ashore and the War against Trade. Each scenario will use three, full course sessions allowing a close analysis of the operational idea and the operational leadership on either side. This course has run five times since 2012.

In addition I have co-Authored, co-Taught and been the Point of Contact for another Elective:

- 5) **Elective 750 – “The “Great War”: The Naval War College, The American Expeditionary Force and Combined Operations - 1914-1919.”** (Taught with Prof David Kohnen) The first “great” war of the twentieth century remains an underlying influence upon global strategic trends into the twenty-first. Although these geopolitical changes are a part, our course goes further, examining the origins of contemporary conflict by focusing upon the social trends which characterized the face of battle in the First World War. During their wartime experience, military and statesmen alike struggled to understand the full significance of new technologies such as machine guns, chemical weapons, submarines, strategic airpower, and wireless communications. Moreover, the carnage and industrial scale of the war inspired some to suggest that the “Great War” represented the “*war to end all wars*,” and the resulting backlash against the militarism and imperialism that had given birth to the struggle gave a huge boost to liberalism post-war and the advent of state social programs. These changes to the political landscape persevered into the Second World War and beyond. In fact, it is difficult to understand the context of the remainder of the twentieth century without having a good understanding of what happened in the first two decades. As a secondary objective and one befitting our location, the role of the Naval War College in preparing the leadership that went into Europe in 1917 will be emphasized, together with the development of analytical wargaming as a teaching methodology. This course has run three times since 2015.

J. LECTURES GIVEN

March 2002 - Presented a Lecture to the 48th Annual Boston Sea Rovers Diving Clinic, “*Twenty Years of Pond-Life: Ship’s Diving in the Royal Navy*,” Fairmont Copley Plaza Hotel, Boston MA.

November 2011 – Lecture of Opportunity given at the War College entitled “Naval Transformation a Century ago: Why the U.S. Navy Rejected Fisher’s Dreadnoughts.”

June 2012 - Gave a public Seminar in the evening at the National Museum of the Royal Navy in Portsmouth UK, (part of the 2012-13 Research Seminar Series) on Admiral Fisher and Commerce Warfare – Was well attended and seemed well-received!

December 2012 – Lecture of Opportunity given at the War College entitled “The Enigma that was the Battlecruiser.”

January 2013 - Lecture of Opportunity given at the War College entitled "Naval Transformation a Century ago: Why the U.S. Navy Rejected Fisher's Dreadnoughts."

March 2014 - Gave an after dinner lecture to the Newport Chapter of the Naval Order of the United States, Mainstay Inn, Middletown RI entitled "*Naval Transformation a Century Ago: Why the U.S. Navy Rejected Fisher's Dreadnoughts.*"

February 2015 - Lecture of Opportunity given at the War College entitled "Naval Transformation a Century ago: Why the U.S. Navy Rejected Fisher's Dreadnoughts."

March 2015 - Lecture of Opportunity given at the War College entitled "Naval Transformation a Century ago: Why the U.S. Navy Rejected Fisher's Dreadnoughts."

January 2017 - Lecture of Opportunity given at the War College entitled "Naval Transformation a Century ago: Why the U.S. Navy Rejected Fisher's Dreadnoughts."

January 2017 - Lecture of Opportunity given at the War College entitled "Naval Transformation a Century ago: The Case of the Electric-Drive battleship"

March 2017 - Lecture of Opportunity given at the War College entitled "The Enigma that was the Battlecruiser."

K. CONFERENCES ATTENDED/PARTICIPATED

October 1998 - Attended Joint SACLANT/ODU Conference on "The Future of NATO"

November 1998 - Attended Liberty Fund Conference on "Churchill and the Pursuit of Liberty," Newport RI.

October 2002 - Presented a paper "*Responding to the Jeune Ecole: The Royal Navy's lack of Foresight in Addressing the Nature of the Mercantile Warfare Problem in the 1880s and 1890s,*" at the 2002 Victorians Institute Conference held at the Citadel, Charleston SC.

March 2004 - Presented a paper "*Learning from History: The Key Virtue of Airpower is its Flexibility,*" at the 2004 Air and Space Power Conference, "Bold Past...Unlimited Future," held at ACSC, Maxwell AFB, Montgomery, AL.

September 2011 - Presented a paper to the 2011 USNA McMullen Naval History Symposium at USNA Annapolis MD entitled "*Differing Values? The Balance between Speed, Endurance, Firepower and Protection in the Design of British and American Dreadnoughts.*"

July 2014 - Presented a paper to the National Museum of the Royal Navy at a major, International WW1 Conference "The Anglo-German Naval Arms Race and the First World War at Sea." Paper was entitled "*Fisher's Battlecruisers: a tool for Global Power Projection?*"

L. AWARDS and PUBLISHED WORKS

Summer 1986 - Awarded Defense Fellowship after Junior Staff course (a year's free education at a University of my choice studying a defense-related subject) - Career obligations did not allow me to use this award. Graduating paper subsequently **published in the *Naval Review*** (equates to USN "Proceedings" Journal)

Author and editor of numerous NATO and National publications in Anti-submarine warfare, including the development of the COMSECONDFLT TACMEMO on "Support Submarine Operations" for RN use in 1992/3.

January 1998 - Second place in 1997/8 UK Defence Dept "Bertrand Stewart Essay Contest" with a title on Expeditionary Warfare and British Defence Policy (equates to CJCS Essay prize). Article subsequently **published in the *British Army Review*** (equates to USA "Parameters" Journal).

April 2002 - Article published in the inaugural edition of the online Journal, *the International Journal of Naval History*, 1 No.1 (Apr 2002), entitled "*Losing the Initiative in Mercantile Warfare: Great Britain's Surprising Failure to Anticipate Maritime Challenges to her Global Trading Network in the First World War.*"

April 2002 - Editorial Article published in the April 6th, 2002 edition of the *Providence Journal*, entitled "*We may need to put troops into Mideast.*"

November 2003 - Invited to join **Providence College Chapter of Phi Alpha Theta History Honors Society**. Investiture took place in the Winter of 2004/5.

Spring 2006 – Letter to the editor published in the *Naval War College Review* on the lessons to be learned from the French *Jeune Ecole* movement of the 1860-70s

April 2010 – Article Published in the *The Northern Mariner/le marin du nord*, XX No.2 (April 2010): 175-198, entitled "*HMS Dreadnought (1906) – A Naval Revolution Misinterpreted or Mishandled?*"

September 2010 – Article published in *The Naval War College Review*, 63, No.4 (Autumn 2010): 119-143, entitled "*Four Lessons That the U.S. Navy Must Learn from the Dreadnought Revolution.*"

August 2016 – Article Published as Chapter 8 of Jones, Marcus O. (ed.) *New Interpretations in Naval History: Selected Papers* (Newport RI: Naval War College Press, 2016), entitled "*Differing Values? The Balance Between Speed, Endurance, Firepower and Protection in British and American Dreadnoughts.*"

December 2017 – Co-Authored "Why America's Nuclear Aircraft Carriers need a Mission Adjustment" in *The National Interest*. Available at: <http://nationalinterest.org/feature/why-americas-nuclear-aircraft-carriers-need-mission-23659>

April 2018 - Co-Authored "The Obvious Question: What Does Russia Want" in *The National Interest*. Available at: <http://nationalinterest.org/feature/the-obvious-question-what-does-russia-want-25327>

May 2018 – Co-Authored “The Black Sea: NATO.” in the *National Interest*. Available at <http://nationalinterest.org/feature/the-black-sea-how-russia-looking-cause-chaos-nato-25681> How Russia is looking to cause Chaos for

July 2018 – Article Published in *The U. S. Naval Institute Proceedings*, 144, No.7 (July 2018): entitled “*The Carrier’s Role is Narrowing.*”

September 2018 - Co-Authored "America and Russia are Headed toward a Hypersonic Showdown" in *The National Interest*. Available at: <https://nationalinterest.org/feature/america-and-russia-are-headed-toward-hypersonic-showdown-30587>

M. BOOK REVIEWS

March 2012: Completed Book Review on Rebecca Berens Matzke’s “*Deterrence Through Strength: British Naval Power and Foreign Policy under Pax Britannica,*” (Lincoln NE: University of Nebraska Press, 2011.) for the *Naval War College Review*. Published in the Summer 2012 Edition (65, No.3)

November 2012: Completed Book Review on David K. Brown and George Moore’s “*Rebuilding the Royal Navy: Warship Design since 1945,*” (London UK: Seaforth Publishing, 2012.) for the *Naval War College Review*. Published in the Spring 2013 Edition (66, No.2)

June 2015: Completed Book Review on Norman Friedman’s “*Fighting the Great War at Sea: Strategy, Tactics and Technology,*” (Annapolis MD.: Naval Institute Press, 2014.) for the *Naval War College Review*. Published in the Autumn 2015 Edition (68, No.4)

September 2015: Completed Book Review on Tobias R. Philbin’s “*Battle of Dogger Bank: The First Dreadnought Engagement,*” (Bloomington IN: Indiana University Press, 2014.) for the *Naval War College Review*. Published in the Winter 2016 Edition (69, No.1)

November 2015: Completed Book Review on Dwight R. Messimer’s “*The Baltimore Sabotage Cell: German Agents, American Traitors and the U-Boat Deutschland during World War 1,*” (Annapolis, MD: Naval Institute Press, 2015.) for the Journal “*The Historian.*” Published in the Summer 2017 Edition (69, No.2)

March 2016: Completed Book Review on David Stevens’ “*In All Respects Ready: Australia’s Navy in World War One,*” (Melbourne AUS: Oxford University Press, 2014.) for the *Naval War College Review*. Published in the Summer 2016 Edition (69, No.3)

April 2016: Completed Book Review on R. B. Watts’ “*American Sea Power and the Obsolescence of Capital Ship Theory,*” (Jefferson NC: McFarland, 2015.) for the *Naval War College Review*. Published in the Spring 2017 Edition (70, No.2)

January 2017: Completed Book Review on Jon Wise’s “*The Role of the Royal Navy in South America, 1920-1970,*” (London, UK: Bloomsbury Publishing Plc, 2014.) for the *Naval War College Review*. Published in the Summer 2017 Edition (70, No.3)

June 2017: Completed Book Review on Anthony Wells' "*A Tale of Two Navies*," (Annapolis, MD: Naval Institute Press, 2017.) for the *Naval War College Review*. Published in the Winter 2018 Edition (71, No.1)

April 2018: Completed Book Review on Angus Britts' "*Neglected Skies*," (Annapolis, MD: Naval Institute Press, 2017.) for the *Naval War College Review*. Published in the Summer 2018 Edition (71, No.3.)

August 2018: Completed Book Review on David Hobbs' "*The British Carrier Strike Fleet after 1945*," (Annapolis, MD: Naval Institute Press, 2015.) for the *Naval War College Review*. Published in the Winter 2019 Edition (72, No.1)

June 2019: Completed Book Review on Eric Thompson's "*On Her Majesty's Nuclear Service*," (Oxford UK: Casemate Publishers, 2018) for the *Naval War College Review*. To be published in the Winter 2020 Edition.

December 2019: Completed Book Review on William Still's "*Victory without Peace: The United States Navy in European Waters, 1919-1924*," (Annapolis MD: U.S. Naval Institute Press, 2018) for the *Naval War College Review*. To be published in an upcoming 2020 Edition.

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