A Message from the President

In the pages that follow you will find some key facts about the U.S. Naval War College, details on our student body and faculty, and information about many of our programs and ongoing initiatives. We all recognize that the world is now marked by a return to global competition, but for 134 years, our institution has served as the world’s foremost center for the study of maritime and global affairs. Political boundaries have shifted, the world’s population is exploding, and technological innovations are arriving at a breakneck pace. At the College we seek to make sense of these changes, and through our education and research programs, prepare future leaders across the national security spectrum and around the world to be better critical thinkers and more astute decision makers.

During my third year as the 56th President of this remarkable College, I continue to be impressed with the level of commitment, dedication to scholarship, and spirit of discovery that can be found in every corner of our beautiful New England campus. Over the past year, we have continued to focus on a series of endeavors to sharpen the focus of our efforts in four distinct areas:

- We continue to operationalize our educational and research efforts in order to maximize near-term support to the Fleet.
- We increasingly navalize our curriculum to maximize understanding of sea control and maintain our position as the Navy’s intellectual center for considering issues related to maritime-focused warfare at and from the sea.
- We constantly futurize our educational offerings to inculcate an understanding of future operating environments, technologies, and operational concepts to prepare our students for the ever-increasing scope and pace of change.
- We continually internationalize our efforts to ensure that the College remains the veritable locus of international maritime cooperation.

You will see indicators of our success in these focus areas, and across our full research and education portfolio, within the pages of this ANNUAL REVIEW. This is the second in a series of yearly reviews we publish to keep our friends, colleagues, shipmates, and fellow national security professionals informed about what is happening at your Naval War College!

Jeffrey A. Harley
Rear Admiral, U.S. Navy
President, U.S. Naval War College
Our Primary Mission: Educating and Developing Future Leaders

The highest priority for the College has always been, and will always be, educating and developing future leaders through the expansion and enhancement of their global strategic perspective; improving and exercising their critical thinking skills; enhancing their capability to lead organizations and activities; and preparing them to effectively advise senior leaders and policy makers in key assignments following their graduation.

Our Supporting Missions Include:

- Helping to define the future Navy and its roles and missions
- Supporting combat readiness
- Strengthening global maritime partnerships
- Promoting ethics and leadership throughout the force
- Contributing knowledge to shape effective decisions through the expertise in our John B. Hattendorf Center for Maritime Historical Research
- Providing expertise to the international law community and contributing to the development of international law through the Stockton Center for International Law

To accomplish these missions the College must preserve and refine a current and relevant curriculum, recruit and retain a world-class faculty and staff, and educate the brightest and best students both during their time at the College and through a robust alumni program offering lifelong learning opportunities.
Our most significant accomplishment as a world-class graduate teaching and research institution during the 2017–2018 academic year was the graduation of 1,647 students from in-residence as well as our distance education program. A highlight of this year’s graduation was our presentation of the College’s new international version of the master of arts degree to a select group of 20 students from allied nations who worked side by side with their American counterparts to meet the requirements for this degree.

We developed a series of workshops entitled “Breaking the Mold: War and Strategy in the 21st Century.” These events were conceived as a methodology to bring together a diverse set of critical thinkers, futurists, and seasoned operators to break the mold of conventional thinking and develop a series of recommendations for senior leaders within the Navy and the Department of Defense.

We established the College of Maritime Operational Warfare to improve the capability of Navy commanders to lead maritime, joint, and multinational forces as well as improve the capability of Navy staff members to plan, execute, assess, and function cohesively as a Maritime Operations Center.

The College commenced the International Maritime Staff Operators Course, a twelve-week course designed to provide international naval officers with the skills needed to support the planning and execution of maritime operations and improve their ability to integrate with existing operational planning teams in a Maritime Operations Center.

We established the College of Leadership and Ethics as a new organizational element of the College. Its mission is to imbibe Naval War College students with a desire to participate in continuous learning and continue their development as leaders of character. In addition, the College will supplement and support each Navy community in its leader development and maintain a strategy for leader development beyond major command.

We established the Communications Integration Strategy Office, which oversees and facilitates the integration of activities and information that engage key audiences in order to reinforce core key themes aligned with the Naval War College Strategic Plan and to best communicate the story of the College in order to generate broad understanding, advocacy, and support for it.

The College aligned curricula to teach through a maritime and sea-power lens. Future warfighting will no doubt be conducted as joint and combined operations, but the U.S. Naval War College’s legacy and recognized role as the Navy’s intellectual center for considering issues related to maritime-focused warfare at and from the sea must be the sine qua non of our educational and research efforts.

We also established the Admiral James L. Holloway III Advanced Research Project as a collaborative faculty/student research project hosted by the College’s Russia Maritime Studies Institute. The Holloway Project conducts classified wargaming of high-intensity maritime conflict with Russia. The thirty-week student research elective examines maritime and joint campaigns in the European and Indo-Pacific Command Areas of Responsibility at the operational and high-tactical levels of war.
**History of the U.S. Naval War College**

“A college is hereby established for an advanced course of professional study for naval officers, to be known as the Naval War College... [providing] a course of instruction in the science and art of military and naval warfare and in international law and history.”

On October 6, 1884, Secretary of the Navy William E. Chandler signed General Order 325, which began by simply stating the above.

Education enables understanding, just as knowledge derived from experience inspires innovation, and historical foundations inform contemporary discussions about the future. The Naval War College was established with the task of studying war through sea power. Located in the cradle of American sea power on Narragansett Bay, the Naval War College fueled the development of the modern U.S. Navy.

During the Civil War era, the Newport Torpedo Station provided early foundations for the Naval War College. The U.S. Navy anchorage in Narragansett Bay became a center of innovation. Warships of wood and sail evolved with innovations in steam and steel. The Newport Torpedo Station helped the earliest efforts to develop modern torpedoes and submarine technology.

During the war, the U.S. Navy temporarily transferred the U.S. Naval Academy to be collocated with the Newport Torpedo Station. Scientific innovation intermixed with historical studies, as Midshipmen studied the ramparts of nearby Fort Adams. Teaching about the interrelationships between maritime and land operations, Commander Stephen B. Luce and Lieutenant Alfred Thayer Mahan brought recent combat experience to educate Naval Academy Midshipmen. Drawing from wartime experience, Luce subsequently organized the Atlantic Training Squadron with headquarters on Coasters Harbor Island. Serving in the rank of commodore by 1881, Luce concurrently assumed command of the experimental functions of the Newport Torpedo Station on nearby Goat Island.

Luce considered the waters of Narragansett Bay an ideal location for American naval practitioners to take an applied approach in considering historical questions of war. Having consulted the works of other maritime strategic thinkers, he drew heavily from the ideas of U.S. Army Lieutenant Colonel Emory Upton and Sir John Knox Laughton of King’s College London to recognize the difference between military and naval functions in the global maritime arena. Because “Naval officers are often called upon on foreign stations to exercise diplomatic functions,” he suggested that U.S. Naval officers should be “carefully prepared for this responsibility by an intimate knowledge of the enlightened neutrality policy which this country has had the honor of introducing and maintaining from its foundation.”

The history of war inspired Luce to recognize the strategic functions of navies in peacetime. With this novel vision, Luce championed efforts to develop an advanced course of instruction for naval professionals near the Newport Torpedo Station—in an abandoned building on nearby Coasters Harbor Island. Notwithstanding a leaky roof and rickety decks, Luce rechristened the old structure as the Naval War College on October 6, 1884.
Atlantic Monthly edition of the global mission for the U.S. Navy in an essay published in the August 1890 underlying concepts found in the Monroe Doctrine of 1823 to articulate a as the basic foundation for building a U.S. Navy “second to none.” He used the British Empire, Captain Alfred Thayer Mahan recognized studies in history of the United States. Drawing inspiration from the model provided by the development of the U.S. Navy. Luce taught fellow naval professionals to recognize that “naval strategy adopts some of its most important measures during peace.” He further argued that “shutting our eyes to the lessons of history … is to be unscientific in one’s own profession, which, in these days, is to be culpably ignorant, if not criminal.”

Following the vision of Luce, the Naval War College fueled strategic development of the U.S. Navy. Luce taught fellow naval professionals to recognize that “naval strategy adopts some of its most important measures during peace.” He further argued that “shutting our eyes to the lessons of history … is to be unscientific in one’s own profession, which, in these days, is to be culpably ignorant, if not criminal.”

The Naval War College provided a forum for U.S. naval thinkers to recognize the historical influence of sea power upon the future military policy of the United States. Drawing inspiration from the model provided by the British Empire, Captain Alfred Thayer Mahan recognized studies in history as the basic foundation for building a U.S. Navy “second to none.” He used the underlying concepts found in the Monroe Doctrine of 1823 to articulate a global mission for the U.S. Navy in an essay published in the August 1890 edition of the Atlantic Monthly, “United States Looking Outward.” That same year, his ideas drew worldwide attention with the publication of The Influence of Sea Power upon History, 1600–1783. This work became the first in a series by Mahan which examined the historical “influence” of navies upon strategic concepts of “sea power.”

As the U.S. Navy rallied to defend American interests in foreign waters during the First World War, the President of the Naval War College, Captain William S. Sims, was reassigned as the Commander, U.S. Naval Forces in Europe, with the rank of Admiral. As the first senior American commander to arrive in European waters, he also became the first to command foreign naval forces in wartime.

Wartime experiences shaped the vision of Sims, as the U.S. Navy examined means to operate within the context of multinational strategy in the global maritime arena. Special relationships with Sir Julian Corbett and the Royal Navy “Historical Section” at the Admiralty during the war also inspired Sims upon his return as President of the Naval War College in 1919. That year, replicating the organization of Corbett at the Admiralty, Sims established the “Historical Section” under Captain Dudley W. Knox at the Naval War College. Sims also directed Knox to study the strategic problems inherent with naval professional education. With Sims supervising their efforts, Knox collaborated with Captain Ernest J. King and Commander William S. Pye to produce the Knox-Pye-King Report. Nearly a century later, the Knox-Pye-King Report remains a foundational reference for contemporary discussions about the fundamental role of the Naval War College and the future of professional military education.

First World War experience inspired an educational revolution within the U.S. Navy centered upon the Naval War College campus. The Sims curriculum of the 1920s and 1930s highlighted the historical function of navies, “to shield the free development of commerce, not to unsettle the world but to stabilize it through the promotion of law and order.” Having attended the Naval War College with Sims, the Chief of Naval Operations, Admiral William V. Pratt, later acknowledged the historical function of education as being fundamental in considering future naval strategy. Pratt portrayed education as “a Fleet in being, and the War College, the home of thought.”

Having completed the curriculum twice, in 1924 and again in 1933, Fleet Admiral Ernest J. King warned in his Naval War College writings that “our altruism and our strong inclination to play ‘Citizen Fixit’ … have combined to involve us much more deeply than is necessary or desirable, even though initially not intended.” King also highlighted the Naval War College idea that “we must, if you like, paraphrase the phrase ‘waging war’ … why should we not ‘wage peace.’” King argued in 1947 that American naval strategy required the nation to, “make as much effort to win the peace as we do to win the war.”

Naval War College studies remained a prerequisite for promotion in the ranks of the U.S. Navy in the Second World War era. Along with King, Chester W. Nimitz and William F. Halsey, Jr., stand out among the five-star thinkers of the 1920s and 1930s, with Edward C. Kalbfus and William S. Pye providing foundations in the manual, Sound Military Decision. As President of the Naval War College, Admiral Raymond A. Spruance also rekindled the rich traditions of the Naval War College in the Cold War era. Following service in Vietnam, Admiral Stansfield Turner further enhanced the curriculum by emphasizing the fundamentals of history with an applied approach—focusing on the task of examining historical foundations for the purpose of informing future strategy.

Following the original vision of Luce, the Naval War College remains an internationally recognized symbol of American concepts of “sea power.” In peace and war, the U.S. Navy remains part of a “global network of navies that brings together the contributions of like-minded nations and organizations around the world to address mutual maritime security challenges and respond to natural disasters.” Looking to the uncharted waters of the future, the professional education and history missions of the Naval War College provide the fundamental means for the U.S. Navy and our international partners to succeed in the global maritime arena—in the twenty-first century and beyond.
Seven Colleges: One Common Goal

The Navy’s foremost center for Executive Education and Joint Professional Military Education is universally known as the Naval War College. The term “College” is used collectively to encompass the work done in seven different and distinct colleges. While some observers see an organization that is more like a university with multiple branches than like a single entity, we continue to use the term “College” as established in our charter of 1884. Within the College writ large, seven distinct colleges operate on an annual basis.

The College of Naval Warfare administers the in-residence course to senior-grade (O-5/O-6) officers from all five of the U.S. military Services and their civilian executive counterparts from various government agencies who work in the national security arena. Successful completion of the 10-month course is recognized through the award of the Master of Arts in National Security and Strategic Studies degree and Joint Professional Military Education Phase II credit.

The Naval Command College provides a tailored version of the College of Naval Warfare course to senior-grade international officers from 60 different allied nations. The classroom instruction is augmented with a series of Field Studies Program visits to organizations, military bases, and industrial sites around the country. All Naval Command College students earn the Naval War College diploma and select students earn the Master of Arts in National Security and Strategic Studies degree.

The College of Naval Command and Staff administers the in-residence course to intermediate-grade officers from all five of the U.S. military Services and their civilian executive counterparts from various government agencies who work in the national security arena. Successful completion of the 10-month course is recognized through the award of the Master of Arts in Defense and Strategic Studies degree and Joint Professional Military Education Phase I credit.

The Naval Staff College provides a tailored version of the Command and Staff course to intermediate-grade level international officers who are invited by the U.S. Chief of Naval Operations to participate in a 10-month course of study. These students are integrated into classes with U.S. students, but they also complete a Field Studies Program. They earn the Naval War College diploma upon successful completion of their studies and select students earn the Master of Arts in Defense and Strategic Studies degree.

The College of Leadership & Ethics is responsible for the USNWC Leadership in the Profession of Arms core course and the Leadership & Ethics area of study in the electives program. Additionally, it offers an expanded leader development experience for in-residence College of Naval Warfare and Naval Command College students via the Navy Senior Leader Development Concentration. It is responsible for a strategy for leader development for U.S. Navy Flag Officers and delivers courses and tailored support activities to support that strategy. It also supports 17 Navy communities in the development and execution of their respective leader development strategies. It works closely with the Navy Leadership and Ethics Center as well as with Navy leadership on initiatives involving competence and character development, along with stewardship of the profession of arms.

The College of Distance Education provides active-duty officers, reservists, and eligible civilian employees of the U.S. government the opportunity to complete the Naval War College intermediate-level educational program through a variety of distance education technologies. Successful completion of these programs will be recognized through the award of the Naval War College diploma and Joint Professional Military Education credit. Students may enroll in tailored seminars offered through the Fleet Seminar Program in major Fleet concentration areas; at the Naval Postgraduate School in Monterey, California; or by joining a cohort of students participating in the web-enabled program. Fleet Seminar students may apply to participate in the Graduate Degree Program through which the Master of Arts in Defense and Strategic Studies degree can be earned.

The College of Maritime Operational Warfare aims to improve the capability of Navy commanders to lead maritime, joint, and multinational forces as well as improve the capability of Navy staff members to plan, execute, and assess and to function cohesively as a maritime operations center. The faculty is focused on supporting combat readiness at the operational level of war. The College develops and delivers the senior Flag Officer curriculum for select groups of Flag, General, and Senior Executive Service officers, and other courses for U.S. and international officers. They also coordinate curriculum development efforts with the Dean of Academics, academic department chairs, the Dean of the College of Distance Education, and the Associate Dean of Academics for Electives and Directed Research.
ACCREDITATION

The Naval War College is accredited by the New England Commission of Higher Education (NECHE) to award qualified U.S. graduates of the College of Naval Warfare with a Master of Arts degree in National Security and Strategic Studies and graduates of the College of Naval Command and Staff with a Master of Arts degree in Defense and Strategic Studies.

The College is also accredited to deliver Joint Professional Military Education (JPME) by the Chairman of the Joint Chiefs of Staff through the Process for Accreditation of Joint Education. This is a Chairman of the Joint Chiefs of Staff–approved process for the oversight, assessment, and improvement of the JPME programs at intermediate- and senior-level colleges. The College can award JPME Phase I credit for the intermediate program and JPME Phase II credit for the senior course.

Unique and Diverse Student Body

Admiral Harley poses with winners of the Admiral James G. Stavridis Award for Excellence in Theater Strategic Planning.

Students at the Naval War College participate in classroom seminar groups.

Intermediate Level
JPME-1 Enrollment 5,138

- Fleet Seminar
- Graduate Degree Program
- NWC at Naval Postgraduate School
- Web Enabled
- CD-ROM

Navy PME via E-Learning—Online Course Enrollment (Grades E-1 to O-3) 303,094

College of Distance Education
Intermediate Level
JPME I Programs

- Fleet Seminar
- Graduate Degree Program
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RESIDENT STUDENT BODY
TOTAL STUDENTS ON CAMPUS—521

SENIOR COURSE 208 Students

- USN - 39%
- USMC - 6%
- USA - 21%
- USCG - 1%
- USAF - 9%
- CIV - 4%
- INTL - 25%

Students at the Naval War College participate in classroom seminar groups.

INTERMEDIATE COURSE 313 Students

- USN - 39%
- USMC - 6%
- USA - 21%
- USCG - 1%
- USAF - 9%
- CIV - 4%
- INTL - 19%

Navy War College students regularly participate in board games, Rehearsal of Concept drills, and wargames to reinforce classroom learning.
MISSION AREA ONE

Educating and Developing Future Leaders

The Naval War College education provides a framework in which military and civilian leaders gain a profound understanding of strategy and operations, as well as the ability to think critically, deal with uncertainty and surprise, be proficient in joint matters, and comprehend the security environment and all elements of national power. The College achieves this through the combined efforts of its three core academic departments: National Security Affairs, Joint Military Operations, and Strategy and Policy, and through the College of Leadership and Ethics, the College of Distance Education, the Maritime Advanced Warfighting School, the Electives Program, and focused conferences and lectures.

The Future Warfighting Symposium (FWS) responds directly to imperatives from the Secretary of the Defense (NDS 2018) and the Service Chiefs (USN Design) to study how rapid technological advancements are affecting the security environment and changing the character of war. FWS challenges students to think critically about these changes and their impact on the Services and joint warfare. New technologies (e.g. advanced computing, big data, space operations, artificial intelligence, autonomy, robotics, cyber warfare, directed energy, hypersonics, and biotechnology) will contribute to our ability to fight and win the wars of the future. However, these new commercial technologies will change society and, ultimately, the character of war. FWS frames the academic year with attention to future conflict. Thus, as students engage in the core and elective curriculum and reflect on their experience in the field and the Fleet, they begin their studies with attention to the challenges they will face in the future.

The Naval War College enhanced its core curriculum by infusing a greater wargaming emphasis into the Joint Maritime Operations course. The JMO faculty incorporated a Leyte Gulf wargame previously developed in Professor Nick Murray’s elective course to engage students with experiential learning and sharpen their critical reasoning skills concerning the operational level of war. The JMO Department continues to beta-test wargaming approaches to other aspects of its curriculum as NWC enhances its expertise in this area.

Peter W. Singer, a strategist and senior fellow at New America, gives a keynote address during the U.S. Naval War College’s Future Warfighting Symposium. The symposium responds directly to the Chief of Naval Operations’ call for increased education in the topics of emerging technologies, cyber war, and space operations. The symposium also launched NWC’s academic year by convening subject-matter experts to supplement the core curriculum.

Nine NWC students earned a graduate certificate in Ethics and Emerging Military Technology (EEMT). Seen here in a special award ceremony with their faculty mentors and the NWC Provost, EEMT students went above and beyond the M.A. degree to seek an advanced understanding of the ethical and military relevance of emerging technologies.

The U.S. Naval War College's Maritime Advanced Warfighting School (MAWS) 2018 graduating class. Thirty-three students from the Navy, Marine Corps, Army, Air Force and Defense Intelligence Agency graduated from the course. MAWS is a thirteen-month program that begins each year in August, and is leveraged around the core curriculum of NWC’s intermediate-level course (ILC) and focuses on operational art-of-war and the Navy and Joint planning processes.

U.S. Naval War College students in the National Security Affairs department participate in the Theater Security Decision Making Final Exercise in the college’s Spruance Auditorium. The final exercise for the course is a competition among student seminar teams with the winning group presented the Admiral James G. Stavridis Award for Excellence in Theater Strategic Planning.

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U.S. Naval War College’s seminar-five students from the National Security Affairs department are presented with the James V. Forrestal Award for Excellence in Force Planning following the National Security Decision Making (NSDM) Final Exercise held in the college’s Spruance Auditorium. The 11-week NSDM course is part of NWC’s yearlong resident program and is designed to prepare senior-level joint and international officers and civilians for executive positions in large national security organizations.
Commander Joel Howlitt, assigned to Undersea Warfare Development Command, provides remarks during an Undersea Warfare (USW) Futures Workshop held September 24–26, 2018, at the U.S. Naval War College. Sixty USW community leaders, warfare center engineers, acquisition managers, and supporting experts gathered at the workshop to consider advances in USW. This workshop is the first in a series of workshops that will survey warfare capabilities for the future.

Author Lieutenant Commander Robert Crosby and the Naval War College’s Professor Will Bundy introduce Inspiring Innovation: Examining the Operational, Policy, and Technical Contributions Made by Vice Admiral Samuel L. Gravely Jr. and His Successors, the first volume in the Naval War College Press’s new book series, the John A. van Beuren Studies in Leadership and Ethics, at the 32nd annual Black Engineer of the Year Awards Conference in Washington, D.C., in February 2018.

The game pieces used for the reenactment of the Battle of Jutland were recreated and modeled after the older pieces discovered in the archives. War Gaming Department Professor Don Marrin and Mr. Ronald Zenga are seen moving units in accordance with battle orders submitted by the players.

Wargaming has been an integral part of the Naval War College since 1887. The War Gaming Department remains the world’s premier gaming organization, conducting dozens of games and events each year supporting numbered Fleet and Combatant Commanders.

The desired effect of this network of research efforts is to provide focused, forward-thinking, and timely research, analysis, and gaming that anticipate future operational and strategic challenges; develop and assess concepts to overcome those challenges, and the risks associated with them; provide analytical products that inform the Navy’s leadership and help shape key decisions; and contribute effectively to the public discourse on U.S. national security policy.

Military officers from various countries participate in the first international wargaming course held at the U.S. Naval War College. The two-week course was developed by NWC’s International Programs and War Gaming Department. The purpose of the course was to introduce international partners to the fundamental concepts of wargaming through the project management process, guided discussions, case study, group activities, and practical application.
A Maritime Operational Planning Course (MOPC) student conducts a Combined Force Maritime Component Commander (CFMCC)-level Rehearsal of Concept (ROC) confirmation briefing for a student-developed fictional maritime support plan for stability operations in the Horn of Africa. CMOW’s MOPC, led by Professor Joe Rutledge, and Maritime Staff Operators Course (MSOC), led by Dr. J. R. Mathis, provide focused maritime operational-level of war education to over 450 naval officers en route to duty on all Fleet staffs.

While primarily providing NWC’s direct support to the Navy’s Fleet and Task Force staffs to maintain combat readiness, the College of Maritime Operational Warfare’s (CMOW) courses and activities also significantly contribute to educating future leaders in maritime warfighting as well as strengthening global partnerships through education of partner nations’ naval officers. CMOW addresses maritime challenges across the spectrum of military operations—from major combat operations to humanitarian assistance.

CMOW’s talented faculty, led by Dean Mike White, RADM, USN (Ret.), conducts Operational Level of War education, operational staff training, and staff assessment to enhance the ability of the Navy’s Joint/Combined Force Maritime Component Commanders to function effectively in the maritime domain. This includes supporting the needs of the Fleet Commanders in operational planning, analysis, assessment, and wargaming to respond to operational requirements.

CMOW offers a variety of Fleet-focused, practitioner-based courses and services that are in high demand by the Navy’s warfighting staffs. This includes the Maritime Staff Operators Course, the Maritime Operational Planners Course, the Joint/Combined Force Maritime Component Commander courses, the Executive Level Operational Level of War Course, and the Assist and Assess Team. Additionally, with the Japan Maritime Self-Defense Force, CMOW coteaches the Asia-Pacific Navy Planning Process International Course annually to Pacific Rim nations and, in conjunction with NWC International Programs, CMOW faculty teach the International Maritime Staff Operators Course. These efforts improve the capability of Navy commanders to lead maritime, joint, and combined forces; and for their staffs to better plan, execute, and assess force employment options in order to function cohesively within the context of an operational-level maritime staff.

NWC students take part in the “Innovations in Technology for Humanitarian Assistance / Disaster Response” elective to explore changes in humanitarian technologies for responding to disasters. This elective is part of a trilogy of Humanitarian Assistance electives taught by CMOW’s Humanitarian Response Program under Professor Dave Polatty’s leadership.

Thirty-three officers from ten Pacific nations participate in the Asia-Pacific Navy Planning Process International Course (APNIC) in support of Pacific Fleet. Led by Professors Jonathan Will and Jim Murray, APNIC is facilitated by CMOW faculty at the Japan Maritime Self-Defense Force Command and Staff College.

MISSION AREA THREE

Supporting Combat Readiness

NWC Assist and Assess Team (AAT) supported United States SIXTH Fleet staff by providing Navy Planning Process education to Ukrainian Navy counterparts as part of Exercise Sea Breeze in Ukraine. AAT works in conjunction with United States Fleet Forces Command to provide on-site support during major exercises to improve operational-level of war proficiency.

Under Professor Sean Henseler’s leadership, CMOW personnel support Pacific Fleet’s Maritime Security Initiative endeavors by organizing the annual “Maritime Defense in Littoral Environment Seminar,” an engagement event between senior Indonesian and U.S. leaders designed to support Indonesia’s maritime aspirations.

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Participants of the Chief of Naval Operations’ 23rd International Seapower Symposium. Approximately 200 senior officers and civilians from 106 countries, including many of the highest-ranking officers from those countries’ navies and coast guards, attended the biennial event held September 18–21, 2018.

The College brings senior- and intermediate-level naval leaders from allied nations to help increase their potential for high command in their navies. This program promotes an open exchange of views between international security professionals, which encourages friendship and cooperation and builds trust and confidence; and teaches operational planning methods to meet common maritime security challenges.

The College uses research and gaming in collaboration with its sister institutions in other navies and works to improve the general level of maritime research and analysis. World events confirm the value of developing and maintaining such friendships.

A key aspect of the Chief of Naval Operations’ Design for Maintaining Maritime Superiority is to expand and strengthen the U.S. Navy’s network of international partnerships through information sharing, interoperability initiatives, and combined operations. The College helps to do this through our wide variety of international engagements.

Students participate in the International Maritime Staff Operators Course (I-MSOC). It is the first course designed specifically to prepare international naval officers to serve as planners or coalition staffs, thereby greatly advancing interoperability between the U.S. Navy and its allied partners.

I-MSOC students participate in a capstone wargame. The game allows students to put the theories of operational planning they have learned into practical use, focusing on the application of military power.

The Newport Arctic Scholar Initiative (NASI) is a Naval War College program that brings together sailors and scholars from the United States, Canada, Denmark, Finland, Iceland, Norway, and Sweden. NASI is designed to stimulate international security cooperation on Arctic issues, while building relationships among Arctic nations and their navies.

International students participating in the Field Studies Program visit the White House. Through this program students are provided with a balanced understanding of U.S. society, its institutions, governmental structure, and judicial and economic systems. Students are also exposed to issues related to human rights, free-market economy, and culture.
Navy leader development travels down a path encompassing the lanes of competence and character. Effective Navy leaders work from a foundation of humility, embracing core values of the honor, courage, and commitment. Behavior with integrity, accountability, initiative, and toughness, leaders commit to improving their character and that of their teams.

As the Chief of Naval Operations’ Executive Agent for leadership and ethics, the U.S. Naval War College helps the Navy strengthen the ability of its leaders to always behave consistently with our core values throughout their careers.

This past year the College took another important step in preparing our national security professionals—at the College and throughout the Navy—for the future. In early April 2018, Chief of Naval Operations Admiral John Richardson, USN, visited the College to announce the establishment of the College of Leadership and Ethics (CLE) under the Naval War College's academic umbrella in conjunction with the release of an update to the Navy Leader Development Framework (NLDF 2.0). This special recognition as a college is an expansion of the Leadership and Ethics Department that has been operating under Dean Peg Klein’s direction since last year. The mission of the new college is to imbue Naval War College students with a desire for continuous learning and development as leaders of character. In addition, the new college will supplement and support each Navy community in its community leader development efforts and maintain a strategy for leader development beyond major command. In establishing the new CLE, Admiral Richardson noted that “world-class leadership is our Navy's decisive advantage over our adversaries. Our operational and warfighting success depends on developing leaders who learn and adapt to achieve maximum possible performance. Opening a College of Leadership and Ethics (and providing a Fleet-centered development framework) will create opportunities for us to become better leaders, build winning teams, and maintain America's maritime superiority.”

CLE’s focus of keeping its finger on the pulse of leader development for the Navy has been recognized by the Navy’s senior leadership as it started an initiative in the 2018–19 Academic Year to institute a new course for resident students (Leadership in the Profession of Arms) that will span all three trimesters in a blended learning approach of online engagement and seminar sessions. The focus of the course will be on each individual student as a developing leader of character, grounded in the values-based ethics of the profession, in preparation for increased future responsibilities of growing complexity, uncertainty, and ambiguity.

Besides creating this year-long learning opportunity, CLE has also been supporting a Vice Chief of Naval Operations initiative of developing and holding leader development courses for new two-star and three-star admirals (as well as Senior Executive Service leaders). The week-long two-star course was first conducted in November 2017 in the D.C. area and is scheduled again for November of this year. New three-stars participated in the inaugural three-day course this past August, also in the D.C. area. Both courses were designed and developed by CLE using advanced adult learning methods appropriate for executive-level leaders. Addressing their new leadership responsibilities, these courses used disruptive engagement, peer interaction, facilitated discourse, and directed reflection to elevate their thinking to further their effectiveness as senior leaders in an increasingly complex environment.
MISSION AREA SIX

A most historic visit, Her Imperial Highness Princess Akiko of Mikasa joins Hattendorf Historical Center faculty, archivists, and museum curators at the Naval War College in June 2018.

From left to right, Dr. Nathaniel Sims stands with a bust of his grandfather, Admiral William S. Sims. At center, the President of the Naval War College, Rear Admiral Jeffrey Harley, stands with Rear Admiral Samuel Cox (Ret.), Director of Naval History and Heritage Command, and Dr. David Kohnen, Director of the Hattendorf Historical Center.

John B. Hattendorf Center for Maritime Historical Research

Shutting our eyes to the lessons of history . . . is to be unscientific in one’s own profession, which, in these days, is to be culpably ignorant, if not criminal.

—Rear Admiral Stephen B. Luce, USN (1885)

As the oldest academic institution of its kind in the United States, the Naval War College makes history on a daily basis by educating practitioners about the past—thereby informing future American strategy in the global maritime arena. Mobilizing the unique historical resources of the Naval War College, the Hattendorf Historical Center was established to facilitate original documentary research on subjects of contemporary interest to the U.S. Navy. Sharing this vision, the Director of Naval History and Heritage Command formally announced the establishment of the Hattendorf Historical Center in the fall of 2017.

The Hattendorf Historical Center has since matured into an internationally recognized focal point for maritime scholarship. With a growing faculty, the Hattendorf Historical Center has contributed to Department of the Navy efforts to enhance professional education. Scholars serving in the Hattendorf Historical Center are also closely affiliated with British universities, including Cambridge, Oxford, and King’s College London. Hattendorf Historical Center faculty are in the process of developing scholarly collaborations with Gakushuin University and the Japan Maritime Self-Defense Force Command and Staff College.

In addition to higher education and scholarly research missions, the Hattendorf Historical Center faculty and staff are responsible for coordinating the Naval Historical Collection, which the Center synthesizes the public programming of the museum by exploiting the unique resources found in rare book collections and archival documentary collections. The Hattendorf Historical Center coordinates the future history mission of the Naval War College in conjunction with the Naval History and Heritage Command, Washington, D.C.

Looking outward to the future, the Hattendorf Historical Center enables strategic efforts to educate naval practitioners and the general public about the fundamental influence of “sea power” in the global maritime arena. Scholars associated with the Hattendorf Historical Center have recently produced fresh historical studies designed for the purpose of educating and informing contemporary practitioners and sea service professionals. The fundamental historical functions of navies also inform means by which to frame future maritime strategies.

John Hattendorf, Ernest J. King Professor Emeritus, in the recently restored Fleet Admiral Ernest J. King Chair of Maritime History Library in Mahan Hall.

Rear Admiral Samuel Cox (Ret.), Director of Naval History and Heritage Command, delivers opening remarks for a new permanent exhibition featuring artifacts recently donated by the family of Admiral William S. Sims. With this unique museum exhibit, the Naval War College, in close collaboration with Naval History and Heritage Command, marks the centenary of U.S. Naval involvement in the First World War.

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MISSION AREA SEVEN

Providing Expertise and Advice to the Legal Community

The Stockton Center for International Law is the world’s premier research institute for the study and development of international law and military operations through the domains of land, sea, aerospace, and cyberspace. It produces original, cutting-edge analysis that national decision makers, senior military leaders, scholars, and legal practitioners throughout the world use to better grasp the role of international law in naval, joint, and combined operations.

The Stockton Center concentrates on the most vexing questions of international law, conducting organic research and highly focused workshops with partner institutions, including Harvard Law School, the International Maritime Organization and the International Committee of the Red Cross. International law was the first subject ever taught at the Naval War College, and Stockton Center faculty teach in the core curriculum and electives, as well as in advanced international law courses at the Hague and elsewhere. John Bassett Moore began the Stockton Center’s flagship journal, International Law Studies (the “Blue Book”), in 1895, before he went on to serve on the Hague Tribunal and as the first American judge to sit on the Permanent Court of International Arbitration. The Blue Book is the oldest international law journal in the United States. Manley O. Hudson, who served as a judge on the Permanent Court of International Justice and as President of the American Society of International Law, also lectured at the Naval War College. The Stockton Center is named for Rear Admiral Charles H. Stockton, who served as the fifth President of the Naval War College from 1898 to 1900 and wrote the first code of Law of Naval Warfare.

The Stockton Center for International Law

International Law Studies, published since 1895, is the oldest journal of international law in the United States. Volume 94 features articles by globally influential scholars on legal aspects of autonomous weapons, artificial intelligence and the law of war, naval intelligence operations and the law of the sea, the legal status of foreign fighters in Yemen and Syria, humanitarian assistance and disaster relief, and the use of force in outer space.
Alumni Programs

Our goal is to continue to educate leaders through a commitment to alumni lifelong learning. We aim to strengthen relationships with a focus on facilitating alumni-to-alumni engagement, especially between U.S. and international officers. Further—and in an effort to leverage the knowledge and expertise of our graduates—we aim to build a network of individuals and institutions, which will provide a resource for professional development relating to warfighting, naval and joint operations, as well as naval and maritime policy in international relations. The end goal is to build trust and mentorship, as well as operationalize, internationalize, and continue to educate our cadre of alumni who influence events in the United States and around the world.

Alumni Programs had an incredible year in support of our theme, “Alumni Engaging Alumni,” focusing on the power of alumni to support each other.

Focus on Engagement

• A new networking platform, MyUSNWC.com, was launched where alumni can find classmates, make mentoring connections, and share subject area expertise. This opt-in alumni network integrates alumni social media information and highlights user-generated news and messaging. MyUSNWC.com also streamlines monthly alumni newsletter subscriptions and other distributions. Additionally, Alumni Programs maintains a presence on LinkedIn and Facebook.
• Two Regional Alumni Symposia were held, one cohosted with and held in Oman and the other cohosted with and held in Malaysia.
• Country engagement occurred during a visit to Indian naval partners to engage with counterparts at the Naval War College of India.

Focus on Lifelong Learning

• The first annual Alumni Guide to Publications was published. It serves as an annually updated collection of highlighted resources and book synopses of works by USNWC faculty and makes for a convenient way for alumni to stay abreast and find the latest thought pieces and research.
• The June 2018 graduation marked the first time graduating USNWC students were able to retain access to Blackboard and the Alumni Lifelong Learning course which contains a growing library of resources.
**DISTINGUISHED GRADUATE LEADERSHIP AWARD**

In 1996, the Trustees of the Naval War College Foundation established a Distinguished Graduate Leadership Award to honor Naval War College graduates who have attained positions of prominence in the field of national security.

The criteria for selection of Distinguished Graduates includes attainment of a position of senior leadership in government service; career accomplishments that are inspiring to Naval War College students; and an expressed interest in professional military education. Their graduation from the Naval War College and exemplary service to the United States are marks of professionalism that this award is intended to recognize.

“To avoid war you have to understand all of its nuances, and how you end up in a position that’s the only solution that is left. This is the grey zone, where there is little clarity, no right or wrong answer, no yeses or noes, no ones and zeros. There’s no pass-fail, true or false testing in this. This is a world where stakes are high, and ability to embrace and leverage risk is the coin of the realm.” — ADM Scott Swift, USN (Ret.)

**RECENT FACULTY PUBLICATIONS**

- **Hayat Alvi:** Authored
  U.S.-Egyptian Security Cooperation: The Western 'Frenemy' in Complex Bilateral Relations
  (CreateSpace Independent Publishing Platform, 2017)

- **Peter Dombrovski** (with Simon Reich): Authored

- **Bruce A. Elleman:** Authored
  - Seaborne Perils
    (Lanham, MD: Rowan & Littlefield, 2018)
  - China's Naval Operations in the South China Sea
    (Kent, UK: Renaissance Books, 2017)

- **John B. Hattendorf:** Authored
  Preparations for the Defense of Rhode Island, 1755
  (Providence, RI: Society of Colonial Wars in the State of Rhode Island and Providence Plantations, 2017)

- **James R. Holmes** (with Toshi Yoshihara): Authored
  Red Star over the Pacific: China’s Rise and the Challenge to U.S. Maritime Strategy
  (second edition)
  (Annapolis: Naval Institute Press, 2018)

- **John E. Jackson:** Edited
  One Nation, under Drones: Legality, Morality, and Utility of Unmanned Combat Systems
  (Annapolis: Naval Institute Press, 2018)

- **Cemal Kadercan** (with Boaz Atzili): Edited
  Territorial Designs and International Politics: Inside-Out and Outside-In
  (London: Routledge, 2018)

- **James Kraska** (with Raul Pedrozo): Authored
  The Free Sea: The American Fight for Freedom of Navigation
  (Annapolis: Naval Institute Press, 2018)

- **Montgomery McFate:** Authored
  Military Anthropology: Soldiers, Scholars and Subjects at the Margins of Empire
  (Oxford: Oxford University Press, 2018)

- **Michael F. Pavkovic** (with Stephen Morillo): Authored
  What Is Military History? (third edition)

- **Derek S. Reveron, Nikolas K. Gvosdev, and John A. Cloud:** Edited
  The Oxford Handbook of U.S. National Security
  (Oxford: Oxford University Press, 2018)

- **Terence Roehrig:** Authored
  Japan, South Korea, and the United States Nuclear Umbrella: Deterrence After the Cold War

- **Timothy P. Schultz:** Authored
  The Problem with Pilots: How Physicians, Engineers, and Airpower Enthusiasts Redefined Flight
  (Baltimore: Johns Hopkins Press, 2018)

- **Andrew L. Stigler:** Authored
  Governing the Military
  (London: Routledge, 2018)

- **Craig L. Symonds:** Authored
  - World War II At Sea: A Global History
    (Oxford: Oxford University Press, 2018)
  - Leadership Ethics, U.S. Naval Institute Wheel Books
    (Annapolis: Naval Institute Press, 2017)
The Naval War College Board of Advisors is a federal advisory subcommittee providing guidance on matters pertaining to the College and its Navy’s Professional Military Education Continuum; Leadership Development & Professional Ethics Education Programs; and Combat Readiness Education.

The Board of Advisors is chartered to advise and assist the President in educational and support areas, providing independent advice and recommendations on items such as organizational management, curricula, methods of instruction, facilities, and other matters of interest.

Honorable Christopher Jehn is an Independent Consultant specializing in the fields of corporate management; military affairs; strategic human resources management; and federal government relations.

Dr. Joseph J. McCarthy is an Independent Consultant providing services to institutions and individuals on education both domestically and internationally.

David S. C. Chu, Ph.D. is President and CEO for the Institute for Defense Analyses, directing over 1,000 scientists and technologists conducting and supporting research requests by federal agencies involved in advancing national security and advising on science and technology issues.

Lieutenant General Willie J. Williams, USMC (Ret.), is an Independent Consultant providing expert advice on supply and logistics management; strategic planning; strategic warehousing; and inventory management.

Dr. Craig E. College is Senior Vice President and Chief Strategy Officer at CALIBRE in Alexandria, VA, and is responsible for industry analysis and preparing strategies for corporate capabilities, client development, internal tools and processes, and cost management across the company.

Vice Admiral Robert Burke is the Navy’s 58th Chief of Naval Personnel, and serves concurrently as the Deputy Chief of Naval Operations (Manpower, Personnel, Training, and Education), and is responsible for the planning and programming of all manpower, personnel, training, and education resources for the U.S. Navy.