

U.S. NAVAL WAR COLLEGE

THE NAVY'S "HOME OF STRATEGIC THOUGHT"

STRATEGIC PLAN 2017–2021



U.S. NAVAL WAR COLLEGE
Est. 1884
NEWPORT, RHODE ISLAND



(Includes 2017–2018 Accomplishments)





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*“[The War College] is a place of original research
on all questions relating to war and to statesmanship
connected with war, or the prevention of war.”*

—Admiral Stephen B. Luce





OVERVIEW

The U.S. Naval War College operates today in keeping with the traditions and vision first established by our founding President, Rear Admiral Stephen B. Luce, USN, who in 1884 founded the U.S. Naval War College to serve as “a place of original research on all questions relating to war and to statesmanship connected with war, or the prevention of war.” Vice Admiral Stansfield Turner, USN, the College’s thirty-seventh President, added focus and specificity to that description of the character of the institution with the following injunction: “Any new improvement in the College’s courses of instruction must support the objective of the Naval War College, which is to enhance the capability of naval officers to make sound decisions in both command and management positions. To do this the College will emphasize intellectual development and academic excellence.” Although much about the world’s international challenges has changed, the essence of the U.S. Naval War College’s mission remains the same.





VISION: EDUCATING AND DEVELOPING FUTURE LEADERS

The main priority of the College will always be to educate and develop future leaders through the development of strategic perspective, critical thinking, and cultural awareness, as well as enhancing the capability to advise senior leaders and policy makers. Our other missions in support of educating and developing leaders are 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 our John B. Hattendorf Center for Maritime Historical Research expertise; and, through the Stockton Center for International Law, providing expertise and advice to the international legal community. To accomplish these missions, the College must preserve a current and relevant curriculum, a world-class faculty and



staff, and the best and brightest Joint student body educated both during time spent at the College and through a robust alumni program of lifelong learning afterward.

Our most significant accomplishment as a world-class graduate teaching and research institution during the 2017–2018 academic year was commemorated in June 2018 at our commencement ceremony, in which Defense Secretary James Mattis addressed the 544 resident and nonresident students of the Navy, Marine Corps, Air Force, Army, Coast Guard, federal civilian employees, and

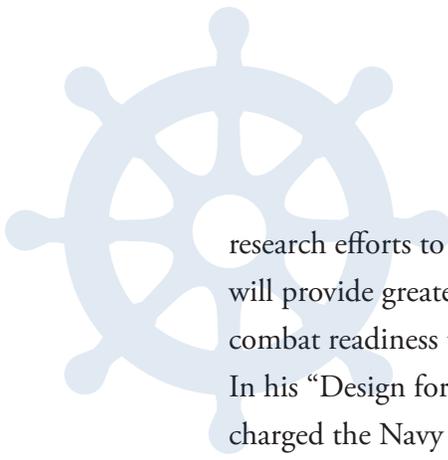


international students in attendance. When combined with the students who graduated in the November 2017 and March 2018 midyear ceremonies and the 991 students who completed course work through our College of Distance Education programs, you arrive at a grand total of 1,647 students in the class of 2018. This was one of the largest classes in the College's 134-year history and served as one indication of the positive influence this great institution continues to have on the Navy and the Nation. A highlight of this ceremony was our presentation of the College's new international version of the Master's 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. Also during the academic year, an additional 600 students completed various short-duration courses focused on developing assignment-specific skills and expertise.

To anticipate and respond to changes in our strategic environment and best fulfill our mission, the College will do the following:

- ⚙️ The College will continue to *operationalize* our educational and



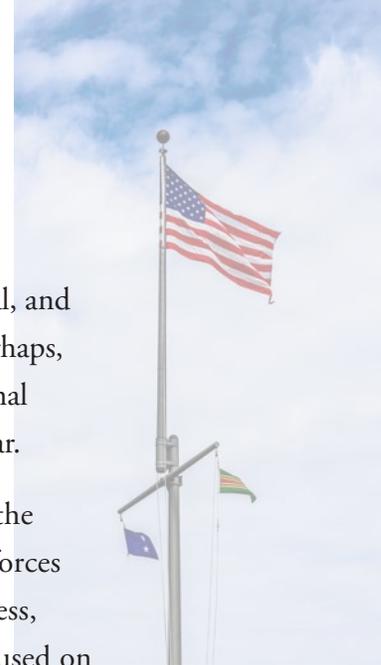


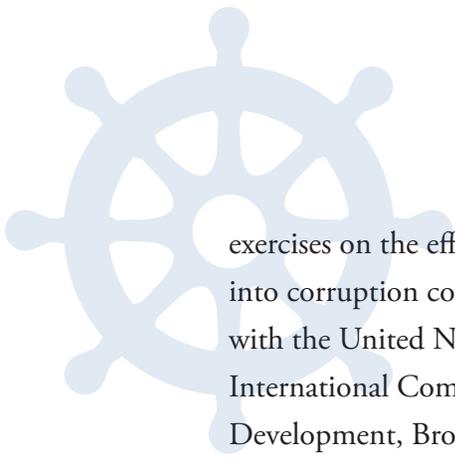
research efforts to maximize near-term support to the Fleet. In particular, the College will provide greater focus on understanding today's threats, while further enhancing combat readiness through teaching of maritime warfare and leveraging wargaming. In his "Design for Maintaining Maritime Superiority," the Chief of Naval Operations charged the Navy with testing and refining naval power concepts "through focused wargaming, modeling, and simulations" that will connect directly to Fleet exercises and training. Implicit in this charge is the challenge that operations research and analysis across the Navy enterprise must be conducted in a cohesive or holistic manner that is sufficient for Navy leadership to make fully informed decisions. To that end, the War Gaming Department in the College continues to expand the connections between experimentation, campaign analysis, and wargaming. Our *operationalization* accomplishments during the 2017–2018 academic year included the following:

- In fiscal year 2018, the War Gaming Department executed nine war games addressing great-power competition and readiness for the senior leadership of the Navy. The War Gaming Department continues to implement and maintain collaborative agreements with both US Cyber Command and USAF Space Command to provide improved wargaming fidelity and outcomes, as well as the Naval Surface Warfare Center Dahlgren Division to identify and implement innovative analytical and experiential capabilities.
- 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. The first workshop, held in Newport in early March 2018, was sponsored by the Under Secretary of the Navy, the Honorable Thomas B. Modly, who provided the broad outlines of the task and identified his desire to see innovative recommendations put forward to address a host of future challenges. A group of 60 scholars, researchers, and proven maritime and Joint warfare operators gathered at the College to spend two days engaged in free-flowing and unconstrained thinking and debate. In this exercise, the "Mold-Breakers"

were empowered to consider options that some considered radical, controversial, and revolutionary. Such ideas deserved to compete in the intellectual arena and, perhaps, could help shape the way ahead for America's National security forces. Additional workshops and conferences will take place during the 2018–2019 academic year.

- The College of Maritime Operational Warfare was established 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 faculty is focused on supporting combat readiness at the operational level of warfare.
- We commenced offering the International Maritime Staff Operators Course (I-MSOC), 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. Students engage in practical exercises, presentations, and written briefs that help instill the requisite skills to support a multinational maritime component commander in a Maritime Operations Center.
- Our College of Maritime Operational Warfare designed a warfighter course to better prepare the College's student military officers to think and excel at the operational level of war. In keeping with guidance in the National Defense Strategy, the course emphasizes intellectual leadership and military professionalism in the art and science of warfighting, deepening our knowledge of history while embracing new technologies to counter competitors. The course includes input from Fleet Warfighting Development Centers as well as expertise from throughout NWC to ensure relevant content that spans the spectrum of warfighting from theater anti-submarine warfare to space operations.
- Our Humanitarian Response program continues to leverage the expertise of faculty from across the College and partner with key humanitarian and academic organizations around the world to better prepare our student military officers to understand the consequences of conflict and more effectively respond to humanitarian crises when called upon to do so. This includes study and practical





exercises on the effective execution of humanitarian response as well as scholarship into corruption control and mitigation in humanitarian response. Collaborations with the United Nations Office for the Coordination of Humanitarian Affairs, International Committee of the Red Cross, U.S. Agency for International Development, Brown University, Harvard University, Yale University and others deepen our students' educational experiences and further develop their critical-thinking skills in helping to resolve complex humanitarian issues.

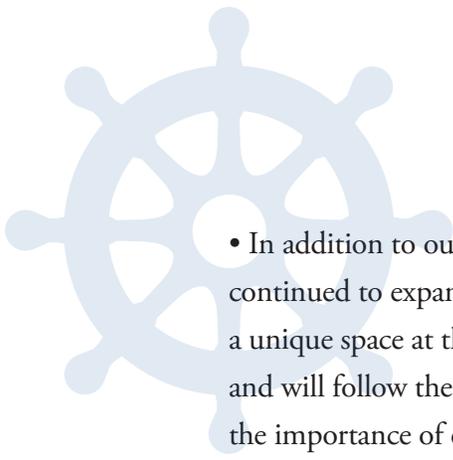
- The College of Leadership and Ethics was established as a new organizational element of the College. Its mission is to imbue Naval War College students with a desire to participate in continuous learning and continue their development as leaders of character. In addition, the College will supplement and support each Navy community in its community leader development and maintain a strategy for leader development beyond major command.
- In recognition of the College of Leadership and Ethics' responsibility to help shape the professional development of all Navy personnel, both enlisted and officer, we began offering tailored short-duration courses for 2- and 3-star Flag Officers and members of the Senior Executive Service. These courses, which are offered annually, provide newly selected 2-stars/SES with course work that focuses on preparing them for future senior leader roles. The 3-star course utilizes self-assessment tools and surveys to identify strengths and weaknesses in leadership and management roles. The content of both courses was based on years of Stockdale Group research and a Flag Officer study conducted in the spring of 2018 to identify specific areas and skills that Flag Officers thought they needed most.
- We established the Communications Integration Strategy Office, which will oversee and facilitate 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 office will provide guidance and alignment across the College for effectively communicating to key internal and external audiences the work being done at the College, and do so in a manner that ensures consistency across messages and methods of communication. Focused

communications will ensure audiences and stakeholders are well-informed about not only the College's mission, vision, and goals, but also the impact of the College's accomplishments on the Navy and Nation.

⚙️ In addition to ensuring an education founded on Joint requirements, the College will continue the *navalization* of our curriculum to best maximize understanding of sea power. The strategic environment of today presents access challenges that make sea control more critical than ever before. Our *navalization* accomplishments during the 2017–2018 academic year included the following:

- The College aligned its 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. To understand how sea control can be contested, and best assured, a serious study of history is required.





- In addition to our mature and dynamic China Maritime Studies Institute, the College continued to expand its Russia Maritime Studies Institute. This institute occupies a unique space at the nexus of the academic, policy, and operational communities and will follow the proven methodologies of all our College institutes. Recognizing the importance of enabling the United States and its partners to develop a clear understanding of the strategic and operational factors that shape Russia's approach to maritime issues and that drive Russian military and foreign policy decision-making, the Russia Maritime Studies Institute will develop and execute a broad research agenda. Included will be a wide variety of issues, such as naval policy, strategy, and operations; maritime technologies; shipbuilding; maritime law; deterrence; and naval diplomacy. It will widely disseminate finished research to Navy leadership and the Fleet.
- The Admiral James L. Holloway III Advanced Research Project (ARP) was established as a collaborative faculty/student research project hosted by the Naval War 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 Command Area of Responsibility at the operational and high-tactical levels of war.
- The College will continue to study the importance of warfare, to include the important dialogue on irregular warfare and the prevention of conflict. The College normalized funding streams for the Center on Irregular Warfare and Armed Groups so that the College is better able to meet current and future maritime challenges in irregular warfare. Ensuring that we keep a weather eye on maritime issues, and with the support of our Naval War College Foundation, we recently established the "Naval War College Chair in Maritime Irregular Warfare Forces." In 2017, CIWAG began a project bringing academics and maritime operators together to discuss maritime challenges below the threshold of war. The initial workshops looked at the South China Sea, NGOs and Armed Groups at Sea, and the Arctic region and were supported by the annual symposium examining the challenges of "Access and Influence." New case studies are in the works to support the teaching of these challenges in NWC classrooms. In addition, CIWAG will expand the maritime regions examined in future workshops, to include the Caribbean, Latin American, and Indian Ocean regions.



- The College will explore mechanisms to expand the study of conflict prevention, in line with the vision established by Admiral Luce.
- We established the John B. Hattendorf Center for Maritime Historical Research (commonly known simply as the Hattendorf Center) to serve as a central resource for naval history matters, from exploration and theory to strategy and operations. In addition to contributing to the Naval War College’s various curricula and publishing original research, the faculty helps preserve the College’s institutional history.
- Through myriad *futurization* initiatives, the College will inculcate an understanding of future operating environments, technologies, and operational concepts to continue to prepare our students for the ever-increasing scope and pace of change. Our *futurization* accomplishments during the 2017–2018 academic year included the following:
 - Key elements of our core course offerings and our wide-ranging electives and directed research programs have been “future focused” in content and in the analytical case studies used to generate thoughtful consideration of alternatives.
 - The growing importance of unmanned and robotic systems, space security, information/cyber operations, directed-energy weapons, and man-machine interaction has been addressed campus-wide and will be prioritized and resourced as necessary to ensure that students are knowledgeable on these topics.
 - The College continues to critically assess cutting-edge advancements and innovations in higher education theory and practice and is rapidly adopting those that show promise for our students.
 - We opened the Future Forces Gallery, a multimedia display and research space focused on evolving technologies and cutting-edge operational capabilities. Under the leadership of the newly appointed E. A. Sperry Chair of Unmanned and Robotic Systems, the Gallery is used to host over a dozen live demonstrations by leading tech companies annually.
- The College will strive to further *internationalize* itself so that it becomes the veritable locus of international maritime cooperation. The participation of topflight



international officers and senior enlisted personnel in the classroom greatly broadens and enhances the educational experience of all U.S. students. A series of initiatives will increase the capability and capacity of the College to turn episodic engagement events into a purposeful program that leverages its reputation for neutrality and inclusiveness to build a network of reliable partnerships. Our *internationalization* accomplishments during the 2017–2018 academic year included the following:

- We implemented a pathway to enable select, highly qualified international students to receive a Master of Arts degree.
- We expanded the Presidential Fellows Program to four former Heads of Navy. In addition to writing, teaching, and mentoring students, they will advise the President of the College and, in coordination with the Dean of International Programs, develop and execute a plan that maintains policy momentum between the regularly scheduled International Seapower Symposia.
- We expanded the College’s alumni program efforts, with an emphasis on increasing U.S. alumni engagement with international alumni.



- We institutionalized student military-to-military exchange efforts with China and other Nations.
- We normalized funding streams for the International Seapower Symposium series so that the College is better able to meet the challenges of the Navy's premier engagement event.
- We expanded enrollment in the International Maritime Staff Operators Course and are on track to meet full output goals by 2020.
- We completed planning to increase the frequency and effectiveness of the Regional Alumni Symposia Program. Symposia were held in Oman (Muscat) and Malaysia (Kuala Lumpur), co-hosted by alumni commanding those superb navies. Additionally, the College organized and executed Senior Leadership Seminars for the Heads of African Navies from East and West Africa in conjunction with exercises CUTLASS EXPRESS and OBANGAMA EXPRESS.
- We increased our China focus by instituting a Contemporary China Week as part of both the Strategy and Policy and the Strategy and War curricula.



- We initiated the Newport Arctic Scholars Initiative to conduct a year-long study of the security challenges facing the Arctic Council navies as access to the region increases as a consequence of climate change.
- As a co-chair of a NATO research task group, the War Gaming Department launched a three-year collaborative research project on innovations in analytical wargaming.
- ❁ The fifth component of the College's vision for the future is to attract and retain talented and expert faculty and staff through a rational and incremental approach to *normalizing* the conditions under which our professional faculty and staff are enabled to conduct their teaching and research efforts. This series of initiatives recognizes the fundamental differences that currently exist between the rules, regulations, and norms that apply to educators in the nongovernmental sector and those that apply to Navy Title X faculty. Our *normalization* accomplishments during the 2017–2018 academic year included the following:
 - We completed several rounds of faculty compensation reform to normalize salaries with comparable top-tier institutions.
 - In an effort to better align our faculty with other graduate institutions with whom we compete for talent, we embarked on a program to establish tenure for our faculty. The College's Deans have worked collaboratively to refine a set of standards for promotion and tenure that ensures equity across the institution, while recognizing that faculty have been hired for different skill sets and performance expectations.
 - College leadership and several faculty committees have been working to develop a standardized, transparent, and repeatable faculty hiring process that is designed to attract the best possible talent to the institution.

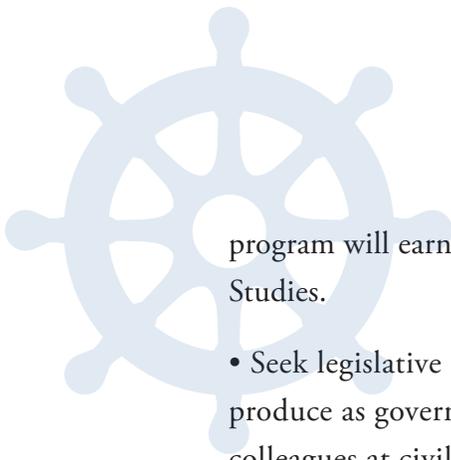


- We are strongly committed to creating and maintaining a faculty that reflects the diversity of race, gender, attitudes, and experiences that will enable them to provide the best possible education for their students and will contribute their unique outlooks to all levels of discussion and interaction at the College.

LOOKING AHEAD: THE NEAR TERM

In the near term, we will:

- Actively participate in the “Education for Seapower Study” being conducted by the Under Secretary of the Navy. This clean-sheet strategic review of Naval Education will focus on developing broad strategies within and among the Navy’s three pillar institutions—the Naval Academy, the Naval War College, and the Naval Postgraduate School—to better support the requirements outlined in the “Cooperative Strategy for 21st Century Seapower,” the National Security Strategy, the National Defense Strategy, and the “Design for Maintaining Maritime Superiority.”
- Stand up an advisory Senate during the 2018–2019 academic year.
- Inaugurate the Annual Admiral Stansfield Turner Strategic Lecture Series. This series will bring distinguished speakers from all walks of life to the College to share their experiences and inspire our student body with examples of the rewards of hard work and dedication to achievement of important goals in life.
- Seek legislative authority to allow a select number of Navy Master Chiefs to be enrolled in the College of Naval Warfare class as a step forward in preparing our senior enlisted for Joint assignments. These carefully screened students will enter the course with a Bachelor’s Degree and upon successful completion of the



program will earn the Master of Arts Degree in National Security and Strategic Studies.

- Seek legislative authority to allow faculty members to copyright the work they produce as government employees, thus putting them more on par with their colleagues at civilian institutions.
- Seek authority to award “Joint duty” credit for military faculty from the U.S. Navy and U.S. Marine Corps.
- Host the 23rd International Seapower Symposium (ISS), entitled “Security, Order, Prosperity,” in the fall of 2018. The purpose of the Symposium will be to provide a forum for more than 100 senior international naval leaders/chiefs of service to discuss common maritime challenges, and consider opportunities to enhance international maritime security cooperation.
- Host the second iteration of the “Breaking the Mold: War and Strategy in the 21st Century” workshop, in October 2018.
- Expand the Permanent Military Professor (PMP) Program. The PMP Program was created by the Navy in 1997 in order to establish a cadre of career naval officers in the grades of captain and commander, with both doctoral degrees and extensive operational experience, who would instruct at one of the Navy’s three Flagship Institutions (the Naval War College, the Naval Academy, and the Naval Postgraduate School). These officers are able to instruct and shape both entry-level and advanced portions of each respective school’s curriculum.
- Focus increased attention on the professional development of our faculty. We have greatly increased our faculty development funding, a portion of which will be specifically set aside for use by junior faculty, particularly those who need resources to complete their tenure requirements. This funding will be used to stand up a “Teaching Excellence Center” to provide teaching resources and mentoring as well as technologies to facilitate pedagogical insights and research.
- Work with the OPNAV staff to formalize the process by which officers are selected to participate in the Advanced Strategist Program. We believe that a centralized process,



such as that used to assign officers to the Federal Executive Fellowship (FEF) and Political Military Masters (PMM) degree program, should be used to select students for the Advanced Strategist Program. This process will ensure that the Navy carefully selects the right officers who have a good chance for continuing promotion, as well as the intellectual background to truly benefit from this rigorous educational investment.

- Host the China Maritime Studies Institute conference entitled “China’s Vision for a Two-Ocean Navy.”
- Host the “Women, Peace, and Security” Conference sponsored by the Chair of Women, Peace, and Security Studies.
- Commemorate the College’s 135th Anniversary in 2019.
- Morph our Center for Cyber Conflict Studies into the Admiral James Hogg Cyber Innovation and Policy Institute. This effort expands our cyber lines of effort to include a strategy/policy line of effort and a cyber-gaming line of effort, and enables us to provide increased education support on these issues to the core curricula. We have already increased faculty from two to four, with a goal of adding two more.
- Conduct a study to determine whether a 10-month resident course of study is adequate to meet the demands of preparing the next generation of leaders for the challenges they will face. Additional time to study might enable more in-depth coverage of subjects such as enhanced lethality, cyber warfare, increasing technology, and other emerging issues.
- Conduct the 24th International Seapower Symposium in the fall of 2020.
- Investigate the potential to establish a PhD program in maritime history.
- Conduct a second “Past Presidents Symposium and Strategy Review” to update previous Naval War College Presidents on the College’s upcoming initiatives and to seek their opinions on ways to move the College forward based upon their extensive knowledge and experience with the institution.
- Investigate and advise senior leadership on the potential to strengthen the Navy’s educational enterprise by creating a “Naval University” system that would centralize leadership and management of the educational enterprise within one command and



streamline operations that are currently conducted by multiple commands.

- Develop a road map for investing in further advancing our wargaming capabilities by building on advances in the computational, cognitive, and decision sciences.

INITIATIVES, VISIONS, AND GOALS EXTENDING ACROSS MULTIPLE YEARS OF THE PLAN

(See chart 1 on the next page for a visual representation of many of these initiatives.)

Over the life of this plan, we will seek to make progress in the following areas:

- Strengthen and extend Alumni Programs. Our goal is to continue to educate leaders through a commitment to alumni lifelong learning. NWC will strengthen Alumni Programs 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 will build a network of individuals and institutions that will provide a resource for professional development relating to warfighting, naval operations, and naval and maritime policy in international relations. The end result 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. To accomplish these goals, the College will:
 - Enhance and grow virtual engagement and communication for strengthening reliable professional partnerships, information sharing, and intellectual discourse among alumni.
 - Develop and administer micro and certificate course offerings to continue alumni education.
 - Create an annual Newport Alumni Symposium series.
 - Improve the effectiveness of Regional Alumni Symposia through increased participation and active learning programming.

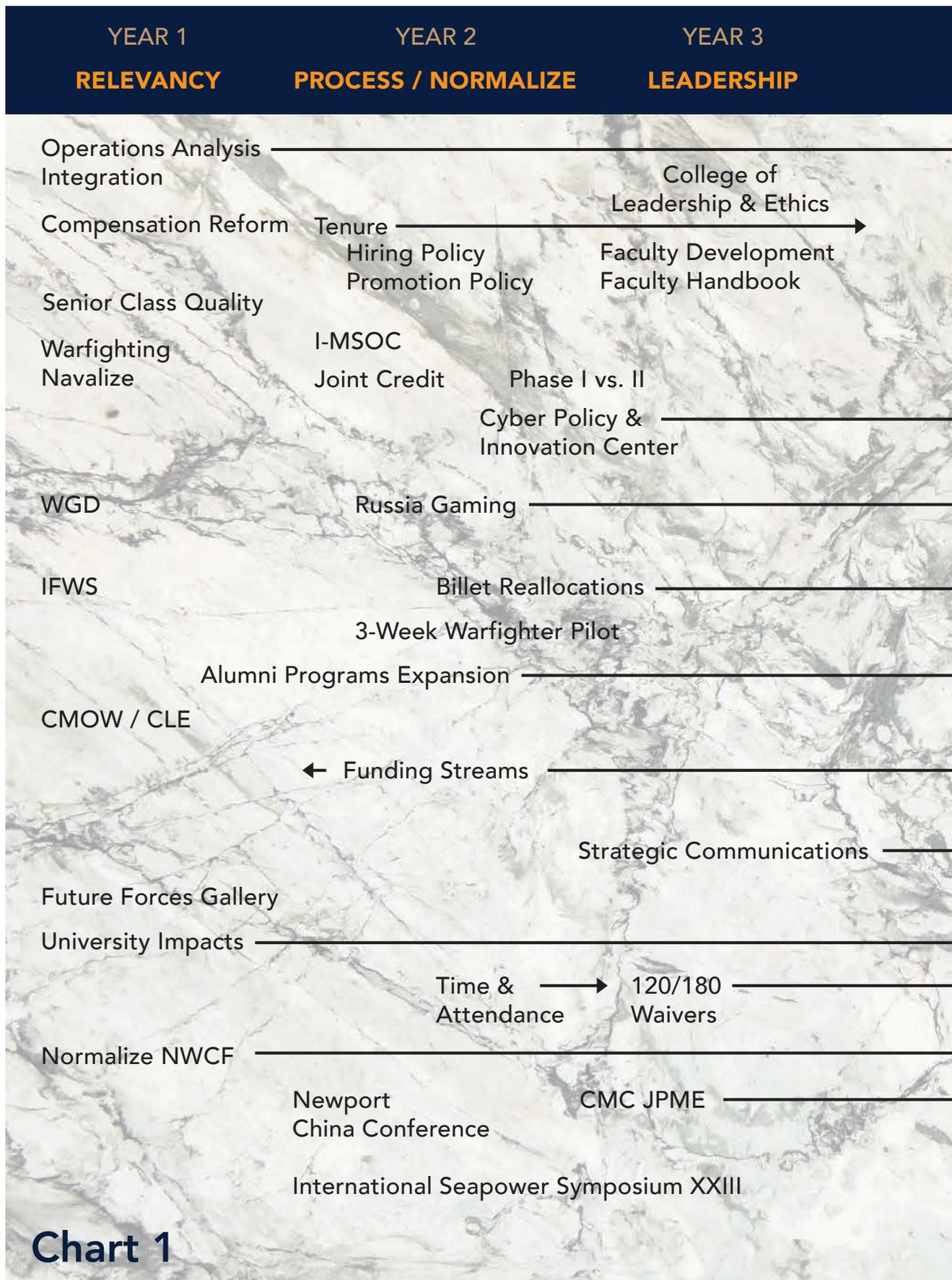


Chart 1

YEAR 4

STABILIZE

YEAR 5

CONSOLIDATE

Faculty Senate

→ Hiring Review

← University System

Increase China Focus

← Teaching Excellence Center

Increase Gaming Capacity

Increase Course Length

Centralize Strategist Selection

Facilities Renovation

→ Copyright

PhD Programs

International Seapower Symposium XXIV

Expand PMP Program

Education for Seapower Review

Character Touch Points



- Seek to stabilize funding streams from all appropriated and nonappropriated sources to enable the College to make concrete plans for program growth, facility improvements, and student throughput expansion.
- Seek improvements/modifications for administrative functions such as documenting time/attendance; reducing the impact of or obtaining waivers from Office of Personnel Management rules regarding 120-day/180-day wait times for hiring various categories of faculty; and gaining permission to modify the manner in which faculty are constrained from copyrighting their work products while in government service.
- Ensure that governing documents such as instructions, policy guidance, and the Faculty Handbook remain “living documents” that are revised and updated as frequently as necessary to match the rapid pace of change at the institution.
- Introduce a new six-month staff course for international officers from smaller navies and coast guards that prepares them to meet the challenges of maritime governance in their respective regions. The focus will be on maritime security, safety, and stewardship rather than major combat operations.

IN THE OUT-YEARS

As with any long-term planning document, the clarity of actions anticipated in the out-years becomes less precise in the later years of the plan. However, in the out-years we expect to:

- Increase the capacity of our War Gaming Department to conduct larger and more-complex games focused on new operational concepts, the use of new weapons systems and sensors, and the potential for near-peer conflicts.
- Conduct the 25th International Seapower Symposium in the fall of 2022.



- Expand the use of technology in the classroom to facilitate enhanced learning.
- Improve the dissemination of lessons learned from the many conferences, workshops, and games held on our Newport campus.
- By encouraging policy changes within the Navy and increasing the level of awareness of the value of a Naval War College education within the Navy officer community, arrive at the point at which all competitive officers will actively seek attendance at the Naval War College. We will expand the capacity of both resident and distance education programs as required to meet the increased demand.
- Expand our programs with allied Navies to strengthen global maritime partnerships around the globe.
- Build or convert on-campus research, teaching, and laboratory facilities to enable growth in areas including cyber warfare, international engagement, and technology innovation.
- Provide additional personnel and facilities to enable the College to more efficiently host conferences, workshops, and symposia.

HOW WE WILL ACHIEVE THE PLAN

The vision outlined above should animate and inform the agendas of all departments within the College. To this end, Deans, Chairs, Directors, faculty, and staff are charged with understanding this plan and implementing the vision it expounds by developing supporting objectives and monitoring progress toward their achievement. Periodic assessment of our tangible results will play a critical role in prioritizing future endeavors. Progress toward accomplishment of the missions and plans identified in this

document will be monitored and periodically assessed. The assessment of our progress in meeting our strategic objectives will be promulgated to the faculty and staff and resources adjusted as necessary to ensure successful completion of each element of the vision.

In the years covered by this Strategic Plan, the College will be required to navigate through a web of competing demands, emerging requirements, and uncertain resources. Hard choices and tough decisions lie ahead. To guide our judgment, we will follow these three priorities:

- In all actions we take, we will protect the academic integrity of our educational and research programs.
- We will maintain our relevancy to the needs of the Navy and the Department of Defense.
- We will respect the worth of every individual on our College team, and we will demand the highest levels of ethical behavior from all.

The Naval War College has taken significant steps to ensure that it remains the Navy's Flagship Institution for top-quality graduate and professional military education. The combination of motivated and engaged students, dedicated scholars and teachers, and relevant and constantly refined curricula will ensure that the return on the Navy's and the Nation's investment will be direct and sustained. An ever-increasing cadre of enlightened critical thinkers will go forth from Newport to succeed in positions of leadership and senior management throughout the United States' National security community and those of our friends and allies. The College is committed to ensuring that our alumni are universally recognized as better decision makers, more effective leaders, and more compassionate and patriotic citizens.

Since 1884, the U.S. Naval War College has played a key role in the professional development of the men and women who have served with distinction in support of the Nation in peace and in war. We are firmly committed to steering a steady course that will provide value to the Navy and to the national security establishment at large. This is difficult and challenging work, but we welcome the task and seek the rewards such efforts will generate for future generations.

*“Since wars begin in the minds of men,
it is in the minds of men that the defences
of peace must be constructed.”*

—From the Constitution of the United Nations Educational, Scientific and Cultural Organization (UNESCO)



JEFFREY A. HARLEY
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