

# U.S. Naval War College Newsletter

# The Beacon



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

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[newsletter@usnwc.edu](mailto:newsletter@usnwc.edu)

## Humanitarian Response Program Developing “Fleet Humanitarian Operations Course”



The NWC’s Civilian-Military [Humanitarian Response Program \(HRP\)](#) is currently developing an innovative “Fleet Humanitarian Operations Course” (FHOC), the purpose of which is to improve the U.S. Navy’s effectiveness in conducting Humanitarian Assistance and Disaster Response (HA/DR) operations outside the United States, as well as Defense Support to Civil Authorities (DSCA) operations domestically.

Designed to be delivered forward at U.S. Navy Fleet and Component Commander headquarters, this operational-planning focused course will draw on recent lessons learned and best practices from

complex disaster response operations. Examples of evidenced-based research that will be infused into the course, include 2013’s Typhoon Haiyan in the Philippines, the 2015 Nepal Earthquake, and 2017’s Hurricanes Harvey, Irma, and Maria.

The FHOC also will break new ground by examining HA/DR operations in conflict settings, an area that has traditionally been overlooked by existing education and training programs. During course design and development, HRP is working closely with the U.S. Agency for International Development, the United Nations Office for the Coordination of Humanitarian Affairs, and

preeminent civilian research universities to ensure course curriculum reflects the most timely and accurate information available germane to the international humanitarian system.

This scalable 3- to 4-day course will be specifically tailored to each Fleet/Component Commander staff AOR requirements, and will offer a combination of lectures, small group work, and a dynamic experiential simulation emphasizing fleet operations in these environments. The first course will be offered in the fall of 2018. For additional information, please contact Professor Dave Polatty at [david.polatty@usnwc.edu](mailto:david.polatty@usnwc.edu)



## From the President: *Continuity and Change*

It may strike some as oxymoronic to talk about continuity and change in the same breath, however that is what the Naval War College does on a daily basis – and we do more than simply talk about it – we act on it every day!

As fast as events change the world, so too do these same events change how we educate our students, what we educate our students in, where we focus our research efforts, and how we administer all of our programs in order to deliver educated and



Rear Admiral Jeff Harley

informed students back to the operating forces of our military. We are working on a number of initiatives such as teaching leadership classes year-round, as well as expanding our cyber

policy and innovation center and Hattendorf Historical Center. At the same time, we are stabilizing resources and getting to transparent, articulated, definable and repeatable policies and processes for hiring, tenure, promotion, faculty development, and gender equity.

The world is changing around us, and as it does, we will continue to lead the way forward, combining the best of our past along with our incredible faculty, staff, and students, all in an effort to prepare for the future.

## College Hosts Comparative Grand Strategy Workshop

Comparing, analyzing, and mapping objectives and grand strategies for the most likely challengers to U.S. power was the focus of an international workshop hosted by the U.S. Naval War College’s Strategic and Operational Research Department, Oct. 25 – 27.

Academics with linguistic and regional level expertise presented detailed, country-level research on the grand strategies of key great powers, major emerging national economies, and pivotal states. Peer panels with specific expertise in diplomacy, information, military, and economic matters shared ideas and provided feedback in an interactive collegial exchange to help refine the research.

Peter Dombrowski, professor of strategy in the Strategic and Operational Research Department

of the Naval War College’s Center for Naval Warfare Studies conducted the workshop as part of the Global Initiative on Comparative Grand Strategy (GICGS) in collaboration with Professor Simon Reich, Rutgers University, and Professor Thierry Balzacq, University of Namur.

“Ultimately the papers will be collected into chapters for an edited volume published through Oxford University Press,” Dombrowski said.

Reich said it is important for academics to engage those who conduct strategy day to day and the Comparative Grand Strategies Workshop responds to key problems common to both academia and policymaking.

“Typically, grand strategy discussions are overly focused on the United States. They have a tendency to ignore the existential threats behind why differing countries respond in contrasting ways to similar pressures,” he said.

Reich added that it is important to consider that nations with different political cultures, strategic traditions, geographic conditions, and historical legacies will pursue distinct objectives using different strategic frameworks and tools of national power.

Additional details at: <https://usnwc.edu/News-and-Events/News/Naval-War-College-hosts-comparative-grand-strategy-workshop>



# College of Maritime Operational Warfare (CMOW) in Indonesia

The Naval War College’s [College of Maritime Operational Warfare \(CMOW\)](#) recently supported a request from the American Embassy Jakarta, Indonesia and US Pacific Fleet to help support the second Maritime Defense in the Littoral Environment Seminar held in Jakarta. CMOW Dean, [Rear Admiral \(ret.\) Michael White](#), led a six-member team including Professors [Steven Kornatz](#), [Sean Henseler](#), Eric Dukat, and James Murray, and [CDR Derek MacInnis](#) to Jakarta in late October to provide overall facilitation of the seminar, which was attended by approximately 65 Indonesian senior military officers including flag and general officers, senior civilians, government ministry leaders, and representatives of the Indonesian Coast Guard.



During the 3-day seminar, the Naval War College team provided academic lectures, led panel discussions and breakout groups, and facilitated flag and senior government official discussions between US leaders and the Indonesian Ministry of Defense, Maritime

Affairs Ministry, and Defense University. Lectures focused on early aspects of the Navy Planning Process, touching on intelligence preparation of the operational environment, operational art and design, and the Operational Functions; and also explaining US Maritime Operations Center processes. The lectures were then reinforced through practical application during breakout sessions focused on illegal, unregulated and underreported fishing and terrorism in the tri-border region. The results of the breakout sessions were briefed to the senior Indonesian officer, Rear Admiral Octavian, of the Indonesian Defense University, and demonstrated the potential value of each of these processes to the planning process overall.



Professors Kornatz and Henseler led panel discussions on topics requested by the Indonesians and moderated discussions by Ambassador Donovan, VADM Sawyer (COMSEVENTHFLT), LtGen Nicholson (CG III MEF), RADM Sharp (ONI), and Dr. Wayne Porter, Ph.D. (NPS), as well as senior Indonesian civilian policy makers, military leaders, and military educators.

Other senior official and flag/general officer activities included numerous discussions fostered by Rear Admiral White aimed at increasing cooperation between the US and Indonesia, finding ways to coordinate at the theater and operational level, and sharing best practices in maritime defense and operations.



Throughout the seminar, a theme of cooperation and willingness to help was stressed by US participants. The Indonesians were shown how their own planning process is remarkably similar to the US Navy Planning Process, and various efficiencies and best practices identified by the Naval War College were shared, as things they could consider incorporating into their own planning process. By the end of the conference, NWC had helped to establish relationships that will hopefully foster cooperation and a spirit of trust moving forward in this very strategic area of the world, and reinforced the many contributions to peace and cooperation the Naval War College can make around the world.



## Nobel Laureate Speaks at Naval War College Women, Peace and Security Conference

Nobel Peace Prize recipient Leymah Gbowee, who led a women's peace movement that helped bring an end to the Second Liberian Civil War in 2003, was the featured speaker at U.S. Naval War College's Woman, Peace and Security Conference in Newport, Rhode Island August 10-11.

This year's conference, titled "The Next Decade: Amplifying the Women, Peace and Security Agenda," is the fourth at NWC and focused on the broad-level interconnections of women, peace and security



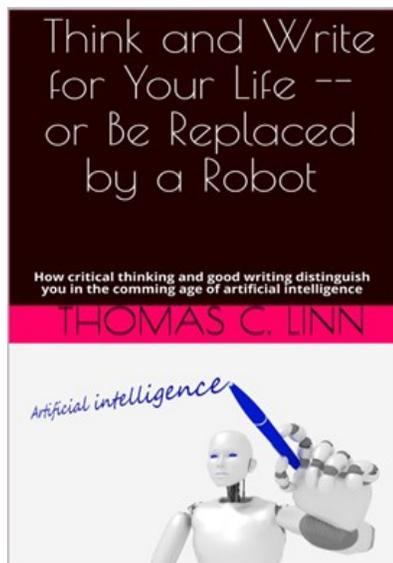
with military, economic and social freedoms around the globe. The two-day event, organized by [Professor Mary Raum](#), brought together leaders from academia, military and non-governmental organizations to discuss the links between the security of women and the security of states.

Additional details can be found at: <https://usnwc.edu/News-and-Events/News/Nobel-laureate-speaks-at-Naval-War-College-Women-Peace-and-Security-Conference>

## College of Distance Education Professor Thomas C. Linn's New Book

"Advances in artificial intelligence technology hold incredible potential to help the United States stay on the cutting edge of innovation," stated the 2016 [report by the Executive Office of the President](#). The report also asserted, "If the US fails to improve at educating children and retraining adults with the skills needed in an increasingly AI-driven economy, the country risks leaving millions of Americans behind and losing its position as the global economic leader."

What artificial intelligence can't do is think critically and manifest the results in good



writing – a thesis that frames the subject of College of Distance Education Professor Thomas C. Linn's book, [Think and Write for Your Life — or Be Replaced by a Robot](#). The book addresses the need for critical thinking skills in the age of artificial intelligence. It also provides a guide for critical thinking and good writing - which are inseparable - and points out those aspects of critical thinking which artificial intelligence can't accomplish - but humans must. The book was the basis for Linn's recent presentation "Artificial Intelligence and the Implications for Education" delivered to Penn State University's Materials and Manufacturing Board on 25 October 2017.



# faculty NEWS

The College welcomes aboard two new faculty members.

Professor Carl Tiska has joined the [College of Maritime Operational Warfare](#). Carl previously spent three years at NWC as the Robert S. Harward Professor of Special Operations, the Deputy Director of the Center for Irregular Warfare and Armed Groups and a Joint Military Operations faculty member. He will now teach the Maritime Staff Operators Course.

Carl served for 30 years as a U.S. Navy SEAL officer, and is a graduate of the State University of New York Maritime College, the Uruguayan Naval War College and the National War College.

Professor David Smith has joined the [National Security Affairs Department](#). He previously served on the faculty of the U.S. Naval Academy as a Permanent Military Professor including as the Chair of the Department of Leadership,

Ethics and Law and as an Associate Professor of Sociology.

He is co-author of the recent book [Athena Rising: How and Why Men Should Mentor Women](#) as well as ten scholarly articles and chapters. He holds a PhD in sociology from the University of Maryland College Park, and is a retired U.S. Navy Captain who before becoming an academic had a distinguished military career as a naval aviator.

## Graduate Certificate in Ethics and Emerging Military Technology

In 2016 the NWC established a first-ever graduate certificate program that goes above and beyond its M.A. degrees in strategic studies. Open to highly-motivated volunteers, the graduate certificate in "Ethics and Emerging Military Technologies" (EEMT) enables students to explore the ethical complexities imposed by rapid technological change. It requires students to earn four additional credits as they focus on elective courses related to ethics and technology while also authoring a lengthy professional paper that investigates a key aspect of emerging technological

challenges. Four students earned this special certification in 2017, and another eleven are in the pipeline plus three military faculty members and an experienced research librarian.

To gain a higher level of insight on modern and future war, EEMT students work with a faculty mentor to develop a critical analysis of an emerging phenomenon that is technically and ethically complex. Some examples of student research include: offensive countermeasures for cyber security and their legal and ethical implications, the use of autonomous weapon systems, weaponizing space, and the

military use of artificial intelligence. The program is supported by faculty from throughout NWC and also cultivates connections with outside experts in government, academia, and industry. Its graduates will be at the sharp edge of an evolving security environment and will promote the NWC as a thought leader in emerging technologies and their ethical implications for modern leaders."

Additional information on the program can be found at: <https://usnwc.edu/college-of-naval-warfare/Additional-Academic->



## Maritime Advanced Warfighting School Moves on to Fleet Tactics

From SEAL, aviator, submariner and surface warrior to combat engineer, logistician and intelligence analyst, the MAWS class of 2018 has not slowed down after a fast start beginning in August. The first trimester was spent unravelling the theory of operational art - the foundational bedrock upon which the remainder of the course is built. Along with a healthy dose of seminar discussion, students were challenged through practical exercises based on case studies to illustrate the number of factors requiring consideration during real-world evolutions. The highlight of this course was the Operational Art Exam, which required analysis of an historical conflict based on the theories of operational art in play.

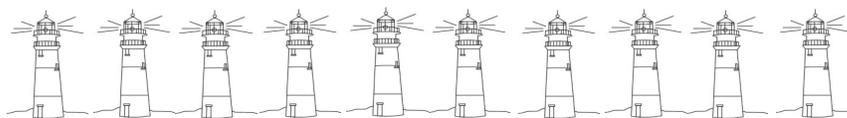
MAWS students are now immersed in a detailed investigation and discussion of Fleet Tactics. Frequently overlooked in mid-level officer education, it is paramount to any officer's professional military education. Understanding how the fleet fights as a fleet is the instructional goal and is of particular interest to our non-Navy students. Toward this end, Professor Michael Croskrey, with the help of colleagues, has

formulated a detailed and innovative method of producing a Relative Combat Power Assessment (RCPA). Still a work in progress, and based upon the early work of and interviews with CAPT Wayne Hughes, USN (ret) and his book "Fleet Tactics and Coastal Combat," Professor Croskrey's concepts are used in MAWS to help students grasp one of the many puzzle pieces requiring alignment in planning.

The Winter Trimester will get underway in earnest after Fleet Tactics with an introduction to the building blocks of writing a thoughtful operational plan. MAWS uses the Naval Planning Process as a foil for the Joint Operational Planning Process, and instructs via extensive use of practical, hands-on planning exercises based on real conflict or fictional nations. This walk-jog-run approach will continue through the winter and include a classified planning exercise before moving to more complete end-to-end planning and redesigns of historical major operations and campaigns. The most critical event in the curriculum - in the Spring - is a staff ride to the island of Sicily to acquire a perspective on warfare in general, and planning in particular, that cannot be provided by textbook or classroom instruction.

Graduates of MAWS continue to be a highly sought and high demand asset to the Fleet and our sister services, as evidenced by the reverberating question of "where's my MAWS graduate" coming from the C-suites of our highest headquarters. After a string of successful and thought-provoking August student presentations to PACFLT, SIXTHFLT and CTF-76, the chorus has only gotten louder, which is welcomed by the faculty of MAWS. We know the mastery of skills gained by our students and take pleasure in observing their success in the expert display of their craft in the world of high-end operational planning. They know how to think and focus in an ambiguous, complex world where only the thoughtful officer thrives. To paraphrase General Eisenhower, "Plans are useless; planning is paramount."

For more information on the MAWS program, see: <https://usnwc.edu/college-of-naval-command-and-staff/Additional-Academic-Opportunities/Maritime-Advanced-Warfighting-School>



## An Emerging Trump Doctrine?

National Security Affairs professors [Derek Reveron](#) and [Nick Gvosdev](#) had their article “An Emerging Trump Doctrine” published in August edition of Horizons - Journal of International Relations and Sustainable Development. While the professors do not predict what President Trump's national strategy will entail,

they do offer eight important questions the administration should address. Among these questions are: What are the limits of military power? How will the US respond to Russia's efforts reassert itself in Eurasia? and What role will the federal government play in cyberspace?



## Teaching in South Africa

From 13-30 September 2017, Professor Timothy Hoyt traveled to South Africa and spoke to a wide range of audiences across that country, thanks to the support of the U.S. Embassy in Pretoria and the Naval War College Foundation.

Professor Hoyt, the College's John Nicholas Brown Chair of Counterterrorism, spoke on a variety of topics including Chinese national security ambitions, the current threat from North Korea, continuity and change in American foreign policy, and trends in international terrorism. He participated in discussions with South African security experts including the International Security Studies think tank (University of Pretoria), the Security Institute for Governance and Leadership in Africa (SIGLA), Stellenbosch University, the South African Military Academy at Saldanha, the

Rheinmetall Denel armaments firm, the South African Institute for International Affairs, former leaders of the South African National Defence Force (SANDF) and Navy, and former leaders of the African National Congress.

Facilitating defense cooperation between the U.S. and South Africa is a matter of growing importance, especially as the U.S. role in the African continent expands. The SANDF is the most capable in southern Africa. It has experience and expertise in counterinsurgency,

counterterrorism, and counterpoaching, and engages in training and assist missions with other African partners. South Africa possesses a capable navy, and can be an important maritime security provider in the Indian Ocean region. An enhanced U.S.-South African defense relationship can engage mutual security priorities with a lower U.S. military footprint – a significant concern to partners throughout the region. The military-military relationship is an important lever for advancing broader engagement.



## Issues in National Security Lecture Series

The Issues in National Security (INS) lectures are specifically designed to offer scholarly lectures to the spouses, partners, and significant others of military/civilian employees assigned to the Naval War College and Naval Station Newport and its tenant activities, Foundation members, and local-area retirees or active/reserve personnel. Participation is voluntary, and neither reading assignments nor written requirements will apply.

The INS lectures are held on the campus of the Naval War College in Pringle Auditorium on select Tuesday afternoons from 4:30 pm to 5:45 pm. There will be a total of ten lectures offered during the period of January through May 2018.

These lectures are being offered to provide intellectual stimulation to the participants and no formal academic credit will be awarded.

Participants who attend at least 80% of the lectures will be presented with a certificate that documents their completion of the Naval War College INS Lecture Series.

There is no requirement to sign up or RSVP for the lecture series. However, if you require base access or would like to request additional information, contact Colonel Chris Kidd at [chris.kidd@usnwc.edu](mailto:chris.kidd@usnwc.edu).

2018 lecture dates and topics:

Jan 9 - 100 Years Ago: America and the Great War – Lessons for Today  
Prof. John Maurer, S&P

Jan 23 - Looking Outward to the Future: Seeking Solutions Just Below the Surface of Naval History in the NWC Curriculum  
Prof. David Kohnen, Hattendorf Center

Feb 6 - U.S. Naval Power in the Pacific

Prof. Jim Holmes, S&P

Feb 20 - A New Nuclear Arms Race?  
Prof. David Cooper, NSA

Mar 6 - Civil-Military Relations  
Prof. Lindsay Cohn and Prof. Jessica Blankshain, NSA

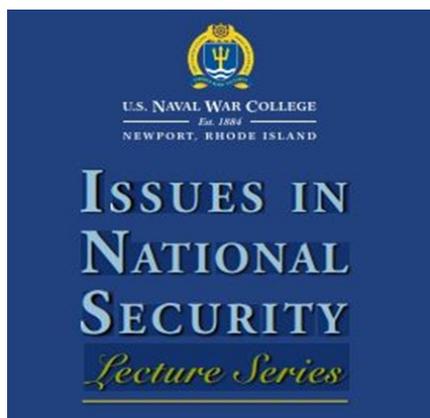
Mar 20 - Why Russia Lost the Cold War  
Prof. Sally Paine, S&P

Apr 3 - Robots and Unmanned Systems in War  
Prof. John E. Jackson, CDE

Apr 24 - Feral Cities  
Prof. Rick Norton, NSA

May 8 - The North Korea Problem: Solve or Manage?  
Prof. Terry Roehrig, NSA

May 22 - Humanitarian Assistance / Disaster Response  
Prof. Dave Polatty and Prof. Tony Fox, CMOW



## College of Maritime Operational Warfare (CMOW) Answers the Call

NWC's [College of Maritime Operational Warfare \(CMOW\)](#) has experienced a fairly dramatic increase in Theater Security Cooperation (TSC) related requests for Fleet support over the last year. In addition to CMOW's three annual iterations of the Combined Force Maritime Component Commander Course (CFMCC) that educates approximately 75 U.S. and international Flag Officers, in June CMOW taught the second annual two-week long Asia-Pacific Navy Planning Process International Course (APNIC) in Tokyo for 35 Pacific Rim junior officers (in support of Seventh Fleet). Additionally, CMOW was asked by NWC's International Programs to assist in both developing and teaching curriculum for the new International Maritime Staff Operators Course (I-MSOC) in spring 2017. With the "beta" course complete, I-MSOC, a 12-week long course, will be taught twice annually and educate up to 50 international officers starting in January 2018.

Over the past year, CMOW was involved in multiple other international maritime events. These

include providing operational planning education to the Ukrainian Navy (in support of Sixth Fleet), and operational planning and Maritime Operations Center education to Chilean staff officers (in support of Third Fleet) preparatory to the Chilean Navy having a leadership role in the upcoming RIMPAC exercise. Additionally, CMOW faculty members led development and execution of the second Indonesian Navy Maritime Defense in the Littoral Environment (MDLE) seminar for U.S. Pacific Fleet. CMOW faculty members also participated in Maritime Security Initiative seminars in Singapore, Indonesia, and the Philippines for Pacific Fleet; supported NWC International Programs' Regional Alumni Symposium in Muscat, Oman; and taught three iterations of NETSAFA's International



**You Cannot  
Surge Trust**

Anti-Terrorism/Piracy course in Pensacola, Florida to over 60 international officers.

This uptick in international engagement at the operational level of war to partners and potential coalition nations is directly in line with national strategies that require expanded cooperative relationships and a strengthened global network of allies and partners. These CMOW events are helping to develop important naval relationships across the globe in support of the adage that "trust and cooperation cannot be surged."

### China Maritime Studies Institute

In September, faculty members Peter Dutton, Andrew Erickson, and Conor Kennedy of the Naval War College's China Maritime Studies Institute (CMSI) traveled to Honolulu to present research findings to the Pacific Fleet Commander,

Admiral Scott Swift, and his staff. While in Honolulu, CMSI members also met with analysts at the Joint Intelligence Operations Center (JIOC), U.S. Pacific Command. The three briefed recent research on China's Maritime Militia and China's Belt and Road Initiative, including

case studies on Djibouti and Gwadar. Discussions were also held on the political and legal components of China's approach to asserting its maritime claims in the South China Sea, its broader geostrategic ambitions, and developments on the Korean Peninsula.



## 15th Regional Alumni Symposium: US Naval War College Strengthens Partnerships in Middle East



The Royal Navy of Oman and U.S. Naval War College hosted 82 alumni from 14 countries at the 15th Regional Alumni Symposium in Muscat, Oman, Oct 24-25, 2017.

Established in 2005, the goal of these symposia is to leverage the professional linkages among alumni and further the exchange of ideas about how regional nations can overcome challenges together, hence the theme of this event, “Strengthening Global Maritime Partnerships.”

A number of U.S. and international flag officers participated in the event to include: Rear Admiral

Jeff Harley, President of the Naval War College, retired VADM Robert S. Harward, former deputy commander of U.S. Central Command; Rear Adm. Abdullah bin Khamis Al Raisi, commander of the Royal Navy of Oman; Rear Adm. Ahmed Al-Zayed, head of the Iraqi navy; retired Adm. Nirmal Kumar Verma, former chief of the Indian navy; Commodore Steven Dainton, deputy commander of Combined Maritime Forces and commander of United Kingdom Maritime Component Command; and several others from around the region.

Additional details at: <https://usnwc.edu/News-and-Events/News/US-Naval-War-College-strengthens-Middle-East-partnerships>

## Upcoming Regional Alumni Symposium in Kuala Lumpur, Malaysia

The U.S. Naval War College and Royal Malaysian Navy will co-host the 16th Regional Alumni Symposium in Kuala Lumpur, Malaysia 27 Feb – 1 Mar 2018.

Final planning is in progress and details will be updated at: <http://alumniportal.usnwc.edu/RASMalaysia>



## Naval War College Alum Nominated to Lead 6th Fleet

Navy Rear Adm. Lisa M. Franchetti was nominated for appointment to the rank of vice admiral, and assignment as commander, 6th Fleet, according to a statement from Secretary of Defense Jim Mattis. Franchetti is currently stationed at the Pentagon where she is the Chief of Staff of J-5, the joint

staff which proposes strategies, plans, and policy recommendations to the Chairman of the Joint Chiefs of Staff.

Additional details at: <https://news.usni.org/2017/10/31/rear-adm-lisa-franchetti-nominated-lead-u-s-6th-fleet>



## NWC Creates Website for International Naval and Maritime News

As a follow-on to the [International Seapower Symposium Twitter feed](#), the College has recently created a page on its website which tracks daily international naval and maritime news.

The purpose of the new [Naval & Maritime News](#) is

to share a daily survey of naval and maritime issues around the world and bring a common awareness to these events. The internet-accessible product is specifically designed not to duplicate other naval and maritime summaries, and will be updated on a daily basis.

Naval & Maritime News   Home   Strategy, Policy, and Operations   Africa   Antarctica - Southern Ocean   Arctic - Arctic Ocean   Asia - Pacific   Central & South America   Cyber   More ▾   🔍

## Naval & Maritime News

## Indian Vice-Admiral and USNWC Graduate Ajit Kumar P Named Vice Chief of Indian Navy

Vice Admiral Ajit Kumar P assumed charge as the Vice Chief of Naval Staff on October 30, 2017.

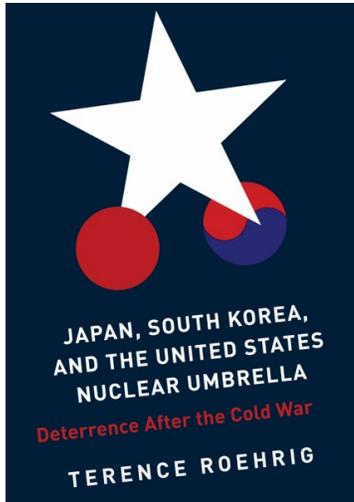
He just completed two joint service tenures as Principal

Staff Officer at Headquarters Integrated Defence Staff.

Additional details at: <http://www.indiadiplomacy.org/2017/10/30/vice-admiral-ajit-kumar-p-avsm-vsm-assumes-charge-as-the/>



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



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

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

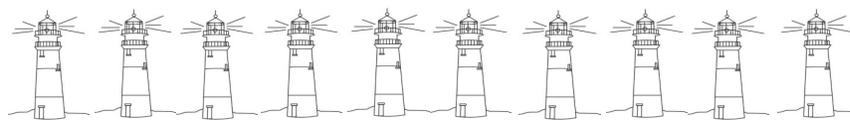
## Stockton Center Project on Autonomous Weapons

A team of active-duty military professors at the [Stockton Center for the Study of International Law](#) recently completed the first phase of a long-term research project on the application of International Humanitarian Law (IHL) to Autonomous Weapon Systems (AWS).

The intersection of artificial intelligence and machine learning in AWS with IHL presents a unique set of issues that challenge traditional concepts of weapons systems control. NWC Professor [LtCol Alan L. Schuller](#), USMC, published his work on this topic, [At the Crossroads of Control: The Intersection of Artificial Intelligence in Autonomous Weapon Systems with International Humanitarian Law](#) in the Harvard National Security Journal. In addition, LtCol Schuller recently lectured on this topic at Georgetown University Law Center in Washington, DC, and participated in a high-level panel on AWS regulation at the United Nations Headquarters in New York City.

NWC Professor LTC Christopher M. Ford, USA, engaged in a detailed analysis of the issues associated with applying these principles to AWS in his piece entitled [Autonomous Weapon Systems and International Law](#) in the University of South Carolina Law Review. LTC Ford has also delivered presentations on this topic to bodies such as the Group of Governmental Experts of the High Contracting Parties to the Convention on Certain Conventional Weapons in Geneva, Switzerland.

Through these publications and international engagement, the Stockton Center continues to be at the forefront of discourse on International Law in order to enable national decision-makers, senior military leaders, scholars and legal practitioners throughout the world to better grasp the role of International Law in naval, joint, and combined operations.



# Fifth Fleet Theater Focused Maritime Staff Operator Course Graduates

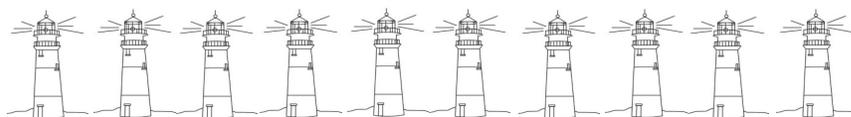


Staff Operator Course (MSOC) 18-01 concluded in November 2017 with 24 of the 26 graduating students heading to U.S. FIFTH Fleet for their tour of duty. In a unique collaboration between U.S. FIFTH Fleet, Navy Personnel Command and the Naval War College, the course was aligned to permit the large number of students to focus more closely on their next assignment. VADM Aquilino, FIFTH Fleet Commander, addressed the class by VTC to provide perspective on

the theater and the importance of mastering staff officer skills before arrival. Throughout the five week course, scenarios and practical exercises included additional focus on FIFTH Fleet area of responsibility issues.

Dr. John Mathis, course director, said that “the opportunity for the students to build relationships and teamwork through the course, along with the focused material, will accelerate their ability to function quickly and effectively in

their staff billet.” Several students also noted the power of team-building through the scenario work in the course that will enhance their productivity in their fleet assignment. MSOC is a five-week course designed to enable students to comprehend, analyze and apply Maritime Operations Center processes and procedures necessary to plan, prepare, execute and assess complex maritime operations in a dynamic environment.



# Institutional Effectiveness: Helping to Ensure We're on Target

The U.S. Naval War College has a long tradition of performing ongoing assessments to gather operational feedback to improve institutional effectiveness. This feedback helps to ensure we're on target relative to our academic outcomes. This process includes a variety of student, alumni, and supervisor surveys conducted by the Institutional Effectiveness Office and the College's educational units. Additionally, faculty measure student learning directly through course-embedded assessments (tests, papers, simulations, presentations, final examinations, etc.), while others collect feedback directly from the fleet.

A desired outcome of our Professional Military Education (PME) program is to create a group of strategically-minded critical thinkers. Are we on target? The table below from the June 2017 College of Naval Warfare (CNW) Graduation Survey Analysis shows we are tracking well on this important target. Student self-assessment of Critical Thinking is scored on a 1-7 scale where a 7 is the highest rating. Historically, CNW graduates rate eight of ten Critical Thinking items quite high, and 2017 results were statistically in line with prior year results. Even the "potential areas for attention" receive solid marks - attesting to the value and relevancy of the education.

### USNWC Critical Thinking Indicators

ITEM	JUNE 15	JUNE 16	JUNE 17
	N=100	N=129	N=126-127
<b>STRENGTHS</b>			
Analyze problems from a broader perspective	6.326	6.250	<b>6.142</b>
Appreciate the regional context of issues	6.215	6.048	<b>6.110</b>
Diverse viewpoints are encouraged and expressed at the College	6.196	5.945	<b>6.071</b>
Place current problems in a historical, cultural, or analytical perspective	6.269	6.248	<b>6.024</b>
Think critically	6.125	5.952	<b>6.024</b>
Think analytically and logically	6.127	5.906	<b>5.960</b>
Write effectively	5.781	5.677	<b>5.654</b>
Formulate creative/original ideas and solutions	5.761	5.540	<b>5.587</b>
<b>POTENTIAL AREAS FOR IMPROVEMENT</b>			
<i>Be an innovator/initiator of programs, policies, or solutions</i>	5.411	5.290	5.286
<i>Communicate well orally</i>	5.485	5.294	5.278

Note: There are no statistical differences across the three years



## Naval War College Holds Baseball Game of the Century



In late September, the Naval War College held an Army vs. Navy baseball game at historic Cardines Field in Newport, re-creating a similar contest from 100 years earlier. Players wore historic uniforms created specifically for the event which was played under rules from 1917. Navy won by a score of 13-7 in front of nearly 900 attendees.

The ceremonial first pitch was thrown out by Dr. Nat Sims, the grandson of the organizer of the 1917 match, Adm. William Sims, former president of NWC and who also served as Commander U.S. Naval Forces in Europe in England - where the original game was played.

“This idea to have this game started with some of us here at the college who wanted to bring attention to

this bit of history that is sometimes overlooked ... and to have some fun,” said [David Kohnen](#), professor history at NWC and director of John B. Hattendorf Center for Maritime Historical Research at the school.

For additional details, see: <https://www.usnwc.edu/News-and-Events/News/Naval-War-College-holds-baseball-game-of-the-century>.

## NWC Assists Brown University in Cyber Simulation

NWC Professors Tom Creely, John Garofano, and Michael Riordan led a cyber disruption simulation for Brown University’s Executive Master in Cybersecurity (EMCS) Program. Brown’s Watson Institute Senior Fellow Tim Edgar also joined in during a mock "Senate Hearing" on the breach of a fictional CRISPR genetic technology company.

Dr. Tom Creely is leadership and

ethics professor in Brown's EMCS Program. Professor Garofano is a Watson Institute Fellow and was an advisor to the EMCS program development. CDR Riordan's experience as senior Congressional advisor and a Defense Legislative Fellow added to the team effort for a realistic one-day simulation experience. The team gave a realistic "Senate Hearing" performance. This is an opportunity for NWC faculty to reach out to

corporate executives and build relationships around the globe, as senior defense and national security executives are enrolled in the EMCS Program.

Professor Stephen Downes-Martin, a former NWC Research Fellow, also participated as a facilitator during student discussions and presentations.



# Naval War College Professor Returns Home to Support Hurricane Relief Efforts

U.S. Naval War College professor [Walter Berbrick](#) went back to his hometown in South Florida at the end of September to help communities affected by Hurricane Irma.

He deployed as a member of the Disaster Response Team with the American Red Cross where he conducted community need assessments and distributed emergency relief supplies to disaster victims in Greater Miami and the Keys.

He said he didn't return to get any recognition, but feels personally obligated to give back to the very communities that gave him so much.



"Whether you choose to lend a hand or a sympathetic ear, each of us has a role to play and something to contribute," said Berbrick. "In the end, service connects us like nothing else, not only as communities but as a nation; and helps us

grow closer to the people we serve."

Additional details at: <https://usnwc.edu/News-and-Events/News/Naval-War-College-professor-returns-home-to-support-hurricane-relief-efforts>.

## Board of Advisors Annual Meeting

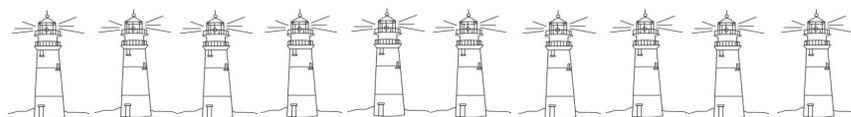


leadership on a number of key issues. Members included senior leaders from government, academia, and business. The NWC Subcommittee is chaired by the Honorable Christopher Jehn. The BOA provides an annual written report with advice and recommendations to the Secretary of the Navy (SECNAV).

This year, RADM Harley gave a presentation about new initiatives at the College and thanked the BOA members for their service to the College. Additionally, recently confirmed SECNAV Richard V. Spencer spoke to the BOA during a dinner meeting at the CNA Headquarters.

RADM Harley and Provost Duncan met with members of the Board of Advisors (BOA) for both the Naval War College and the Naval Postgraduate School at their annual

meeting at the Center for Naval Analyses Headquarters in Arlington, Virginia, on 18-19 October. BOA members provide strategic advice and guidance to the College



# International Students Make Stop in Wahoo, Nebraska

Students from NWC's [Naval Staff College](#) visited Wahoo, Nebraska in September as part of a trip across the U.S. to learn about American culture. It was one of six trips the group will take over the course of 11 months.

In addition to visiting the Saunders County Museum and Saunders County Veteran's Memorial, the group was also in Omaha and visited Union Pacific Railroad and U.S. Strategic Command on Offutt Air Force Base.

[Capt. Todd Libby](#), director at the Naval Staff College, said the

group's travels will take them from coast to coast and they will be exposed to different governmental institutions, prison systems, healthcare and media.

"The trips are to give the students a broader view of the U.S. One of the objectives is the cultural aspect of it all and that includes the small-town America experience," Libby said.



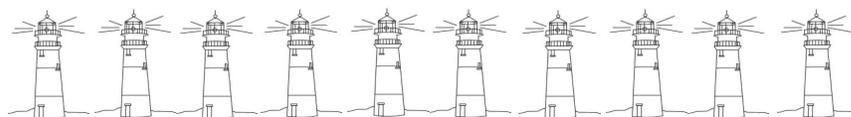
## Students Combine Education with Submarine Tour

The Joint Military Operations Class for the College of Naval Warfare, Seminar 4, conducted their session on "Intelligence for Operational Planning and Decision Making" with the exceptional support and assistance of several local Navy Commands. The JMO seminar traveled to New London, CT to conduct the session at the Submarine Force Library and Museum classroom, then received two tours that demonstrated the development of the US nuclear submarine force over the past fifty years

LCDR Reg Preston, OIC of the Submarine Force Library and Museum, first provided an hour-long informative tour of USS Nautilus. The students were then given a tremendous tour of USS

Hartford by the boat's crew. Before departing, the seminar was able to observe USS Illinois, a Virginia-class SSN, leave the pier. Over the course of a few hours, students discussed the theory and doctrine behind the US employment of force, then

were able to experience first-hand the means (people and equipment) that makes such employment possible. The trip demonstrates the contributions that our regional Navy Commands provide to the mission of the Naval War College.



## Stockton Center for the Study of International Law: Synchronizing with JMSDF

The U.S.-Japan alliance is the cornerstone of security in East Asia. Forward deployed forces are becoming more integrated with their Japanese counterparts in order to address a range of regional contingencies. Despite shared values of democracy and freedom, however, the U.S. Navy and JMSDF have distinct understandings of international law that flow from their legal and historical cultures. Japan, for example, distinguishes between the "use of force" for national defense and "use of weapons" in situations of unit self-defense. U.S. rules of engagement provide that individual commanders have an inherent right and obligation to exercise self-defense. Even with

contemporary interpretations of Japan's pacifist constitution, Tokyo and Washington operate under complementary - though not duplicative - understandings of self-defense that support ballistic missile defense at sea. Similarly, Japan and the United States have overlapping views on freedom of navigation and overflight, yet also maintain separate practices in specific situations. Japan has for example, five designated international straits in which it claims only a three-nautical mile territorial sea.

[The Stockton Center for the Study of International Law](#) and the Operational Law Office of the JMSDF Command and Staff College annually conduct a high-

level workshop of civilian and military experts in international law to help synchronize combined operations. These meetings - now in their third year - have been made annual through the sponsorship of RADM Jeffrey A. Harley, President of the Naval War College, and VADM Umio Otsuka, President, JMSDF Command and Staff College. The meetings also facilitate collaboration among international law scholars from Japan, the United States, Australia and the United Kingdom. Lessons learned from the workshops are promulgated to the presidents of the respective institutions, and made available through the [International Law Studies](#), the online journal of the Stockton Center at the Naval War College.

### Professor Andrew Wilson Appointed John A. van Beuren Chair of Asia-Pacific Studies

Professor Andrew Wilson is now the John A. van Beuren Chair of Asia-Pacific Studies, and is continuing the important work of supporting faculty and student research on and War College out-reach to the Asia-Pacific.

In October, Professor Wilson spoke on Asia-Pacific security and on Chinese civil-military relations at the Indian Naval War College in Goa. He followed that with two days of seminars on maritime strategy and Chinese sea power at Mexico's Centro de Estudios Superiores Navales, as well as a visit to the UAE National Defense College to speak on Sun Tzu's Art of War.

The chair is supporting additional research and travel of faculty members, including:

- Professor Andrew Erickson's attendance at the International Astronautical Congress in Adelaide, Australia where he spoke on Chinese military aerospace and maritime technology development
- Professor Jim Holmes briefed the CNO's Executive Panel on China's strategy of "Using Land to Control Sea;"
- Professor Lyle Goldstein and LCDR Eric Cote's research trip to Beijing, Shenyang, Changchun, Vladivostok and Seoul.



## Leadership in Turbulent Times

Dr. Yvonne R. Masakowski, Leadership & Ethics Department, recently returned from the 19th Annual Global Conference of the [International Leadership Association](#) (ILA 2017) in Brussels, Belgium. The theme of the conference was “Leadership in Turbulent Times.”

Approximately 1200 representatives from 49 countries participated in this conference. Participants were representatives from corporate, government and academia from approximately 49 countries around the globe.



International Leadership Association

As the U.S. Chair of the NATO Human Factors and Medicine Research Task Group (HFM RTG 286) panel on Leader Development for NATO Multinational Military Operations, Dr. Masakowski gave a presentation entitled, “The Importance of Developing Military Leaders with Cultural Competency.”

The keynote address was given by Herman van Rompuy, the first full-time President of the European Council and former Prime Minister of Belgium. He is currently

the President of the European Policy Center. His presentation focused on the impact of populist leadership practices and the importance of European unity of effort and leadership in this regard.

General (ret.) David Petraeus provided a keynote conversation “Reflections on Strategic Leadership around the globe”. This was done in an interview format conducted with Robert van de Roer, an independent correspondent and international diplomatic expert.

Petraeus highlighted lessons learned since 9/11. These include strategic lessons learned such as the fact that ungoverned spaces will be exploited by Islamist extremists. He stated that the US has to lead as it is the only country that has the assets to enable forces on the ground. He further stated that we must work as a coalition and have a comprehensive approach, and that we must include the host nation in discussions as we are enabling them. He highlighted the importance of a generational struggle, stating that this will not be over anytime soon. He identified the importance and need to be sustainable in our approach. He sees the US as coalition builder vs isolationist, and said he has confidence in our National Security team, calling it “the best team ever of its kind assembled.” When challenged by the interviewer about our nation’s current crises, Gen Petraeus responded, “this isn’t our first time in history that our nation faced many crises,” adding “don’t bet against America, as that would be a mistake”. We have faced countless challenges throughout our nation’s history. “We don’t give up”.



# Awards and Recognition

## Civilian Length-of-Service Awards

10 years: **Professor Hayat Alvi, Mr. Larry N. Davis, Professor Andrea J. Dew, Ms. Wendy Kieron-Sanchez**

25 years: **Mr. Bruce S. Burns**

30 years: **Mr. Mark A. Monteiro**

40 years: **Mr. Stephen L. Malvey**

## Junior Civilian Employee of the Quarter (3rd Qtr, CY17)

**Mr. James Morris**

## Senior Civilian Employee of the Quarter (3rd Qtr, CY17)

**Ms. Jill Marion**

## Meritorious Civilian Service Award

**Professor Gene R. Anderson, Professor Sean P. Henseler, Professor John R. Mathis, Professor Derek S. Reveron**

## Superior Civilian Service Award

**Professor David S. Magill**

## Junior Sailor of the Quarter (4th Qtr, FY17)

**Hospital Corpsman Second Class Kenneth Siebert**

## Senior Sailor of the Quarter (4th Qtr, FY17)

**Operations Specialist First Class Adam Bond**

## Junior Sailor of the Year (FY17)

**Yeoman Second Class Bruno Calderon**

## Senior Sailor of the Year (FY17)

**Interior Communications Electrician Sher Butt**

## Military Outstanding Volunteer Service Medal

**Operations Specialist Second Class Nyesha Adams**

## Meritorious Service Medal

**CDR Derek Atkinson**

## Meritorious Service Medal

**CDR Derek Atkinson**

## Legion of Merit

**Colonel Joseph J. McGraw**

**Captain James Kitzmiller**

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***The Navy's Home of Thought***

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