

U.S. Naval War College Newsletter

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The Beacon



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

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Naval Wargaming Becomes Collaborative Community



U.S. Naval War College has been designated by the Secretary of the Navy as the executive agent in organizing a community of practice to reinvigorate wargaming across the Department of the Navy (DoN) as a way to understand challenges, stimulate innovation, and inform hard decisions faced by Navy and Marine Corps leaders.

Toward that end, the College's [Wargaming Department](#) has established the Naval Wargaming Virtual Community of Practice (vCoP) to create a collaborative network for stakeholders from across the Naval enterprise to inform national policy, prepare our warfighters for successful combat operations, and contribute to the development of our Sailors and Marines as professionals and as strategic thinkers.

The unclassified website

supporting this community goes online in May and is open to all Department of the Navy common access card holders.



The site (<https://aimtc2.nuwc.navy.mil/nwgvcp/>) will contain information, tools and training for professional and novice wargamers to interact, share ideas and stimulate innovative solutions for current and future warfighting challenges. Members will have the ability to collaborate, learn and share information and knowledge through capabilities including:

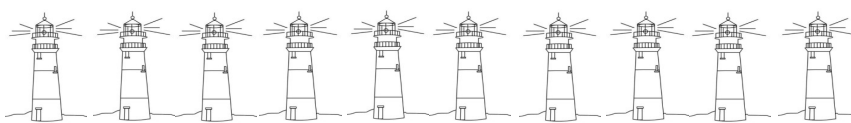
- Group Forums to promote collaboration and sharing of information
- Digital library of

wargaming reports, references, education and training material for learning about wargaming

- Blog posts where wargaming subject matter experts share knowledge and lessons identified
- A venue for experimentation with virtual and online gaming
- Naval wargaming community calendar of events of interest
- Access to the network of vCoP members across the community.

Expect the SIPRnet version of the Naval Wargaming vCoP in the fourth quarter of FY17.

The vCoP is more than just a website. It is a platform where all DON military and civilian personnel can exchange ideas about how to use wargaming to become better warfighters. The vCoP efforts will also be folded into the Navy's Analytic Agenda. So check out the website and become a part of the discussion.



From the President, Rear Admiral Jeffrey A. Harley

Welcome back to another issue of The Beacon. Having been here for nearly nine months, I have learned much more than I could have imagined, and I am amazed and proud of the many wonderful things we have done and continue to do around the College. This newsletter will highlight some of the many things occurring at your College.

One of the biggest events we have at the College is our summer graduation in June, which will be my first. During this ceremony we will give out more than 600

diplomas to Naval War College graduates from the United States and from all over the world. As our great institution continues to grow, we continue to support the seven missions of the College. We continue to educate and develop future leaders by teaching critical thinking. We continue to help define the future of the Navy and its roles and missions. We continue to support combat readiness. We continue to strengthen global Maritime partnerships. We continue to promote ethics and leadership within our military ranks. We continue to contribute our historical

knowledge throughout the Navy to help make effective decisions. Finally, we continue to build relationships with the international legal community.

I am truly honored and humbled to be a part of the greatest institution of its kind. As always, if there is anything in this issue that catches your eye, or if you have any questions, please give us a call or drop us an email. ***We work for you.***

"Founded upon the philosophy of global citizenship, this network has been created to build North-South, South-South and South-North dialogue and collaborations on global citizenship education."

Cyber Dialogue and Collaboration

[Professor Derek Reveron](#) participated in the [Boston Global Forum](#) (BGF) discussions in support of the May 2017 [G7](#) summit in Taormina, Italy. Led by former Massachusetts Governor Michael Dukakis, the BGF presented Italy's Counsel General with a proposal for G7 countries to address the unintended consequences of cyberspace that impact national security and privacy.

Earlier in the year, Reveron was appointed to the Cyber Defense Board for the [Global Citizenship Education Network \(GCN\)](#), which is a joint venture between the [UNESCO-UCLA Chair in Global Learning and Global Citizenship Education](#) and the BGF. GCN is envisioned as a network of networks with the purpose of disseminating knowledge,

skills and research on global citizenship as well as to inform policy makers on pressing global issues.

Founded upon the philosophy of global citizenship, this network has been created to build North-South, South-South and South-North dialogue and collaborations on global citizenship education.

Issues in National Security Lecture Series for Spouses Continues

The "Issues in National Security" Lecture Series for spouses has seen increased participation with every lecture. The series was designed for spouses of staff, faculty, students and all other military spouses in the region wanting to attend.

better look at the issues and topics being taught at the school," said Army Col. Chris Kidd, who is organizing the lectures. "This series is a great way for spouses to have a more active look at what Naval War College is all about." Spouses with base access

can proceed directly to the Conolly Hall quarterdeck and will be directed to the Pringle Lecture Hall. Parking is available in the lot of McCarty-Little Hall. Click [HERE](#) for a schedule of topics.

"Spouses wanted to get a



68th Current Strategy Forum, June 13-14

This year marks the 68th annual Current Strategy Forum (CSF) hosted by the Secretary of the Navy at U.S. Naval War College. The first CSF was held in May 1949 under the title "Round Table Talks." This event offered an opportunity for the nation's public servants, scholars, and senior military officers to join with College faculty and students to discuss the future strategy of the United States. Over the years, the CSF has expanded to include a cross section of America's civilian and military leadership to encourage a wide-ranging debate on national and international security.

This year's theme is "National Security and Fleet Design." Fleet design represents a classical strategic problem of balancing ends, ways, and means. One difficulty is defining and understanding the "ends and ways" in a fast-changing and complex strategic environment in an era of rapid technological change, as well as coming up with the "means" in the face of resource constraints. This year's forum will seek to: 1) understand what history tells us about the enduring principles of national purpose and strategy

that will guide decisions about the future, 2) recognize the geostrategic challenges that lie ahead for the country, 3) promote an informed discussion about the role that naval forces will play in meeting our national objectives, and 4) undertake a critical analysis of what tomorrow's force structure will need to look like to underwrite international security

For additional information and the agenda, click [HERE](#).

Reflections on Combat

On May 16 Mr. Karl Marlantes, a decorated Marine and author of two books about the Vietnam War, appeared before a packed audience in Spruance Auditorium. [Matterhorn](#) is a best-selling novel set during the Vietnam War. His second book,

[What It Is Like to Go to War](#), is a personal memoir of what happened to him during the Vietnam War. The book explores the effects of combat on the individual warrior and a critic noted that it "is one of the most profound accounts of combat ever written."

In a one-on-one interview setting on -stage with Prof. Martin L. Cook, Emeritus of Professional Military Ethics, Marlantes gave a riveting account of the difficult decisions he was forced to make in combat, as well as the years he spent coming to grips with those decisions, as delineated in his second book.

Special Guest Lecturer Dr. Harlan Ullman

[Dr. Harlan Ullman](#), senior adviser at the Atlantic Council, primary creator of the doctrine of "shock and awe," and author of many book on strategy and security completed a series of six lectures at U.S. Naval War College entitled, "In an Era of No World Order, How Sound Strategic Thinking Can Help

Solve the Soviet/Russian Enigma and Make America Stronger, Securer and Safer."

The last two lectures in the series, entitled "A DoD National Security and Defense Strategy with Focus on Russia," and "A DoN National Security and Maritime Strategy with Emphasis on Russia," were

presented on May 24 and 25.



2017 Naval Strategist Symposium

U.S. Naval War College will host the 2017 Naval Strategist Symposium (NSS) being held on June 12, 2017. Sponsored by the Office of the Chief of Naval Operations, the Naval Postgraduate School, and NWC, NSS brings the naval strategist cadre together and gives it a chance to "think big" while using its collective intellect to help shape the strategic vision of the Navy. In order to accomplish these goals, the day is a combination of panels, a keynote address, and a working group session.

This year's theme is "Understanding the future environment while maintaining maritime superiority." The keynote speaker is Former Secretary of the Navy, the Honorable John F. Lehman. An accomplished businessman, author, and Naval Aviator, as the Chief Executive of the Navy under President Ronald Reagan, Secretary Lehman was responsible for the management of 1.2 million people

and an annual budget of \$95 billion while launching the idea of building a 600-ship Navy.

The first panel is titled "Navy's Role in National Military Strategy" and will serve as a kickoff to the event, exploring the Navy's role from the Office of the Secretary of Defense, Joint Staff, and think tank perspectives. Panel members will include Ambassador James Jeffery from the Washington Institute for Near East Policy, Major General Christopher McPadden, Deputy Director Joint Strategic Planning Joint Staff, and Dr. Thomas Mahnken from the Center for Strategic Budgetary Assessments offer their perspectives.

The second panel is titled "Future Fleet Design of 2045." Future Fleet Design and Architecture (FFDA) assesses the relevant factors and actors that define the future operating environment of the U.S. Fleet and provides a high-

level strategic vision of Fleet concepts, attributes, and capabilities necessary to sustain maritime superiority through the next three decades. To accomplish this task, the Navy has its sights on 2045 - past the lifecycle of most in-service Fleet assets, beyond the programmed horizon, and to the future operating environment that lies on the far side of the norm-shaping changes listed above. The OPNAV Future Strategy shop will be presenting their work on this important project.

The working group session will focus on predicting alternatives to the future operating environment and threats based on FFDA 2045. Having the combined brainpower of Navy Strategists in one place begs for tapping into it, and we intend to do so.

Navy-Private Sector Critical Infrastructure Wargame in July

The Center for Cyber Conflict Studies (C3S), a component of the Strategic and Operational Research Department at U.S. Naval War College, is working with the Wargaming Department to organize the 2017 Navy-Private Sector Critical Infrastructure Wargame. This wargame, scheduled for July 10 and 11, will bring together senior leaders of the civilian critical infrastructure sectors, U.S.

Navy, Department of Defense, and federal and local government, with the aim to better understand the delegation of responsibilities and capabilities to defend and deter cyber threats to U.S. infrastructure.

Playing out across two days, the game will present players with cyber incidents ranging from low-impact but highly prolific breaches from non-state actors to large-scale attacks meant to create physical destruction by highly capable

states. The game is also meant to provide an opportunity to build relationships and trust between key decision-makers and stakeholders, and will conclude with a plenary session where players will have the opportunity to discuss lessons learned and recommendations for future capabilities and policies. The game ultimately aims to help inform Navy and DoD strategic development and resource allocation for cyber missions.



International Maritime Staff Operators Course

In preparation for the first International Maritime Staff Operators Course (I-MSOC) in January 2018, the College is running a “beta version” of the 12-week curriculum this Spring. Fifteen students from Argentina, Australia, Bulgaria, Colombia, Japan, South Korea, Mexico, Morocco, Oman, Pakistan, Peru, Philippines, and Saudi Arabia are participating.

Similar to the Maritime Staff Operators Course (MSOC) for U.S. students, I-MSOC also focuses on teaching the fundamental concepts and processes necessary to support a national, coalition and/or combined maritime component commander at the operational level of war.

The first class will commence in January 2018, and the second in

September 2018. For additional information, click [HERE](#).



National Security Decision Making Final Exercise

The [National Security Affairs \(NSA\) department](#) hosted this year's National Security Decision Making (NSDM) final exercise. The NSDM exercise serves as the capstone for the senior-level core trimester of study in future-oriented national security affairs at the strategic level.

“The purpose of the final exercise is to provide our students the opportunity to demonstrate their mastery of NSDM course concepts that they have learned during the 11-week trimester,” said Jim Cook, associate professor of NSA and one of the course leaders. “Additionally, we want to expose the seminars to the challenge of making tough strategic choices in a resource-constrained environment and

to effectively communicate their rationale to senior leadership.”

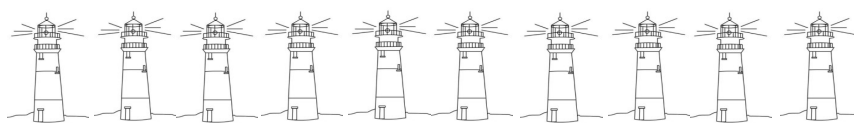
During the event, two finalist seminars competed for NWC's James V. Forrestal Award for Excellence in Strategy Development and Force Planning. Each of the seminars gave a 45-minute executive-level presentation to a senior judging panel and then answered questions.

The presentations included an assessment of trends in the global security environment looking out over the next 20 years, the key themes for a national security strategy, a

nested national military strategy, and operational concepts to address the challenges and opportunities of this future security environment.

They also discussed a force plan for “Joint Force 2037” within rigid budget constraints, and an implementation case of some features of these strategies, operational concepts or force plan that demonstrates the leadership challenges in bringing an innovative idea to practical achievement.

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



China's Maritime Gray Zone Operations

From May 2-3, the [China Maritime Studies Institute](#) hosted an academic conference on the topic of "China's Maritime Gray Zone Operations." The purpose of the conference was to explore and discuss how China uses para-naval forces to advance its interests in its unresolved island and maritime claims. Largely conducted by coast guard and militia forces, these operations seek to gradually alter the status quo in China's favor without resorting to armed force. They have allowed China to exploit its power advantage vis-à-vis

other claimants and the lack of symmetrical options for the United States to counter Chinese coercion at sea.

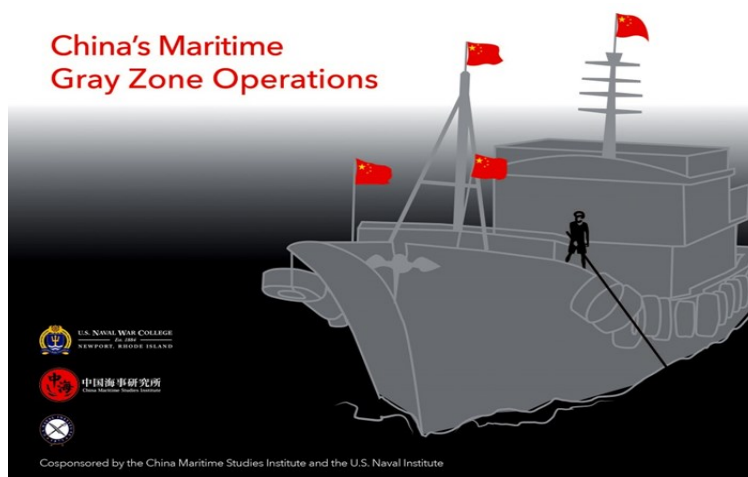
Conference panels examined topics such as how to conceptualize the gray zone, the force structure and missions of China's gray zone forces, Chinese gray zone operations in the East China Sea and South China Sea, and challenges and implications for U.S. policymakers.

During a keynote address delivered at the conference

dinner, the Naval War College Foundation Senior Distinguished Fellow Randy Forbes shared his views on "U.S. Interests in Maritime East Asia and Chinese Gray Zone Operations."

The conference culminated with a moderated discussion focusing on the "view from the fleet." Conference presenters included civilian scholars, government and think-tank analysts, and active-duty members of the U.S. military. This conference was made possible by the generous support of the [Naval War College Foundation](#).

The purpose of the conference was to explore and discuss how China uses para-naval forces to advance its interests in its unresolved island and maritime claims.



Student Team Wins Cyber Competition

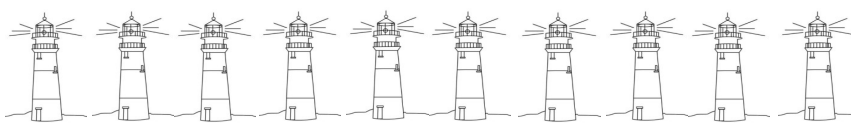


A team of four students from U.S. Naval War College placed first in the annual [Cyber 9/12 Student Challenge competition sponsored by the Atlantic Council](#). The contest pitted 48 college teams from 32 schools from around the world, and judged their responses to a scenario where a major cyberattack

has occurred and how the nation should react. Each team was tasked with producing a written policy brief to be given to their fictional boss, the special assistant to the president and White House cybersecurity coordinator, and was also required to give a 10-minute oral presentation outlining four

possible policy options – and recommending one of the options – in response to the ongoing cybersecurity incident.

The team was included Navy LCDRs Jason Fahy and Jeff Vanak, and USAF Majors Benjamin Ramsey and Josh Burger. For more information, click [HERE](#).



Former Representative Randy Forbes Appointed Naval War College Foundation Fellow

Former U.S. Rep. Randy Forbes has been appointed [Naval War College Foundation](#) Senior Distinguished Fellow at U.S. Naval War College, joining the faculty in February 2017.

“Mr. Forbes will collaborate with our faculty and students and share his expertise in areas such as naval mission and force structure, strategy and policy, civilian-military relations, and the role of Congress in national security affairs,” said [Lewis Duncan, NWC Provost](#). “He will also provide student lectures, be a guest speaker in appropriate elective courses, and participate in symposia and conferences.”

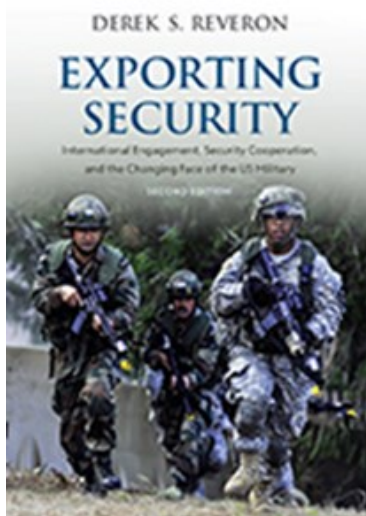


At left, Mr. Forbes gives remarks to NWC students, staff, faculty and guests during his keynote address on sea power and national strategy during April's [EMC Chair Symposium on Maritime Security](#).

Organized by [Professor Derek Reveron](#), this fifth maritime-centric symposium builds on the 2016 release of [A Design for Maintaining Maritime Superiority](#). The symposium focused on the future directions of U.S. foreign policy and reflected on demands the country places on the Navy, Marine Corps and Coast Guard to advance and defend national interests.

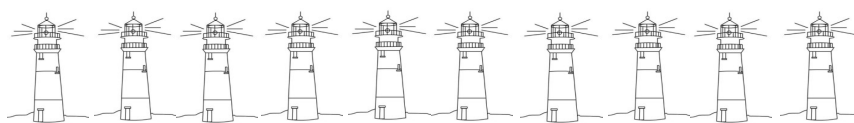
Exporting Security: International Engagement, Security Cooperation, and the Changing Face of the U.S. Military

[Professor Derek Reveron](#) discussed his latest book at the [Naval War College Foundation](#)



Series. In *Exporting Security: International Engagement, Security Cooperation, and the Changing Face of the U.S. Military*, he explained that the U.S. military does much more than fight wars - it responds to humanitarian crises and natural disasters, assists advanced militaries to support international peace, and trains and equips almost every military in the world. Rather than intervening directly, the United States responds to crises by sending weapons, trainers, and advisers to assist other countries in tackling their own security deficits created by subnational, transnational, and

regional challengers. By doing so, the United States seeks to promote partnerships and its soft power, strengthen the state sovereignty system, prevent localized violence from escalating into regional crises, and protect its national security by addressing underlying conditions that lead to war. Since coalition warfare is the norm, security cooperation also ensures partners are interoperable with U.S. forces when it leads international military coalitions. A U.S. Army War College review of the book can be found [HERE](#).



Sea Control and Foreign Policy Symposium

Possible future directions of foreign policy and the impact on the sea-going services were topics considered by academics, security experts, historians and policymakers at the Sea Control and Foreign Policy symposium held at U.S. Naval War College, April 5-7.

Keynote addresses for the conference included Ambassador Paula Dobriansky; [VADM James G. Foggo, III](#), director Navy Staff; [VADM Thomas S. Rowden](#), commander, Naval Surface

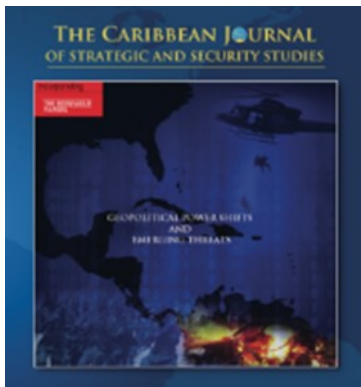
Force, U.S. Pacific Fleet; and Randy Forbes, Naval War College Foundation Senior Distinguished Fellow.

The symposium also welcomed the next generation of leading thinkers on maritime strategy and national security as it included junior faculty and graduate students from The Fletcher School, Georgia Institute of Technology, Harvard University, Massachusetts Institute of Technology, Northeastern University, U.S. Naval

Academy, Yale University, and King's College in London. For more information, click [HERE](#).



New Caribbean Journal



U.S. Naval War College, the University of the West Indies in Kingston, Jamaica, and the Jamaican Defence Force have joined forces to publish and release the first edition of the new [Caribbean Journal of Strategic and Security Studies](#).

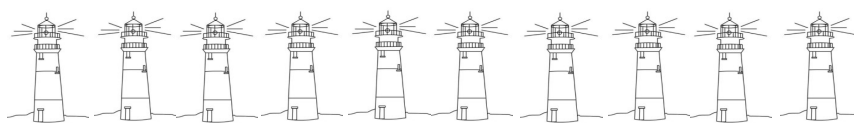
This journal is the first of its kind for the region and publishes

academic papers from and for security leaders, government officials, thought leaders and others, according to NWC Professor of National Security Affairs [Larry McCabe](#). It will also allow regional players to better understand the security issues they face.

14th Regional Alumni Symposium

U.S. Naval War College hosted its 14th Regional Alumni Symposium at the Peruvian Naval Academy in La Punta, Callao, Peru, overlooking the Pacific Ocean, March 21-23. The theme of the event was, “Strengthening Global

Maritime Partnerships,” and brought together 65 NWC alumni from 21 countries across the Americas, including many chiefs of navies and coast guards. Additional details can be found [HERE](#).



Civilian-Military Coordination Simulation

U.S. Naval War College's Civilian-Military Humanitarian Response Program (HRP) has been conducting a series of humanitarian assistance and disaster response simulations with faculty and students from civilian universities, including Harvard University, the Massachusetts Institute of Technology (MIT), and Yale University. These simulations are being developed as a key output of NWC's October 2016 [Civilian-Military Humanitarian Response Workshop](#), which was composed of key stakeholders

from the humanitarian response arena, including leading universities, prominent international humanitarian organizations, U.S. government agencies, and international militaries.

These new simulations are based on highly demanding and realistic challenges posed in the aftermath of a fictional category 5 hurricane in Central America. Students and faculty assume roles as U.S. government and Navy/Marine Corps representatives, affected national emergency management agencies, a major humanitarian

non-governmental organization, and emergency and public health interests.

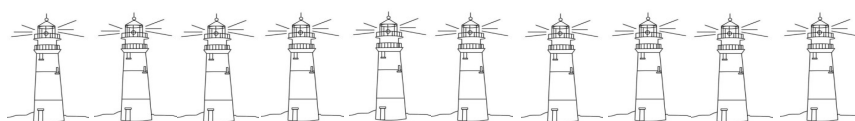
A large floor map depicting the geography of Central America in the hurricane-impacted region included realistic physical models of U.S. Navy and Marine Corps ships and aircraft. The simulations allowed participants to experience and test coordination frameworks and processes to more effectively tackle a broad range of challenges, including humanitarian needs (water, food, shelter, and medicine), logistics, and infrastructure-related issues.

Harvard Humanitarian Simulation

For the third year in a row, more than 40 faculty and students from the College's [Humanitarian Civilian-Military Humanitarian Response Program \(HRP\)](#) and [Maritime Operational Planners Course \(MOPC\)](#) participated in the [Harvard Humanitarian Initiative's \(HHI\)](#) Humanitarian Response Simulation, a field-based exercise in Harold Parker State Forest in Massachusetts. This event is widely regarded as the most realistic and sought after exercise in the world for civilian humanitarian organizations. Approximately 120 civilian students took part, including 60 from humanitarian organizations and 60 graduate-level students from Harvard University, MIT, and Tufts University.

The HHI simulation represents a challenging conflict in a fictional nation –exacerbated by a natural disaster – that requires a large-scale international humanitarian response led by the United Nations. Students experienced competing militaries, roving militia and child soldiers with weapons, refugees, internally displaced persons, minefields,

and impossible-to-meet humanitarian requirements that they assessed and planned a response for. Nearly 100 role players from around the world came to Harvard to help facilitate the simulation – most of them key leaders from the international humanitarian community and academia.



Maritime Operational Planners Course

One of U.S. Naval War College's newest programs of record, the [Maritime Operational Planners Course \(MOPC\)](#), became fully operationally capable this year. This 12-week course develops individuals who are educated in all facets of Navy Planning and are prepared to immediately serve as planners capable of performing in dynamic, complex, and high-tempo maritime environments. The course is available to officers O-3 to O-5, enroute or already assigned to a maritime headquarters staff. MOPC produces officers capable of forming, organizing, and leading operational planning teams and are proficient in the detailed application of the Navy Planning Process. The curriculum is based on theory; Navy, naval, and joint doctrine; and emerging concepts at Fleet Maritime Operations Centers (MOC).

National defense strategies trending toward the prominence

of the maritime domain increasingly depend on Navy Component Commander's (NCC) and Numbered Fleet Commander's (NFC) ability to successfully respond to national requirements. The planning requirement at Fleet MOCs has increased as the Navy's operational level of war capabilities have evolved. Changing strategies and future crises require NCCs and NFCs to have an increased planning capability and capacity to meet both routine and crisis planning requirements while simultaneously supporting ongoing operational plan development. In response to these demands, Naval War College created the MOPC to provide Navy operational staffs with requisite maritime planning capability and capacity. MOPC provides graduates with the Maritime Operational Planner Additional Qualification Designator of "JPM" as well as partial credit

for Naval War College's Joint Military Operations distance education course.

The most recent course had 36 officers representing all eight Fleet MOCs and graduated May 4th. MOPC is conducted two times a year with courses convening in February and August.



Sims Hall High Security Research Facility

In response to the increasing demand for high-security wargaming and advanced research projects, U.S. Naval War College is building a one-of-a-kind High Security Research Facility (HSRF) in the existing spaces of historic Sims Hall – spaces which once met the Navy's requirements for Cold War wargaming.

Included within the project scope

for the HSRF is 30,000 sq. ft. of newly renovated, flexible and sub-dividable gaming and research space equipped with state-of-the-art high security voice, video and data enclaves. This infrastructure will provide the technical fabric specifically designed to support a wide variety of wargaming, research and analytical software, hardware as well as modeling

and simulation application suites. All of this will enable senior Navy and DoD leadership, as well as staff, faculty, and students of Naval War College to explore the operational and strategic issues critical to defending a nation in constantly evolving and newly emerging operating environments.



Professor Leads Dialogue in Indonesia

[Professor Sean Henseler](#) of the [College of Operational and Strategic Leadership](#) led a group of U.S. Naval War College professors to Indonesia's "Maritime Defense in a Littoral Environment Seminar" held in Jakarta Feb. 28 – Mar. 2. Professors [Lawrence McCabe](#) and [Andrew "Dex" Wilson](#) also participated, as did

faculty from the [Naval Postgraduate School's Center for Civil-Maritime Relations](#).

According to the Chief of the Office of Defense Cooperation to Indonesia, the seminar was the "most substantive maritime dialogue" the U.S. has had with Indonesia. In the end, the seminar demonstrated to the Indonesian participants that a

joint forces-level concept was the best way to defend their maritime and airspace borders. A follow-on event is scheduled for the Fall, and will look more closely at how an archipelagic state should best leverage its geography to defend its maritime and airspace.

Captain Katsuya Yamamoto, JMSDF, International Military Professor / Liaison

Kon-nichiwa, and hello my dear friends!

I arrived at the Naval War College last September as the Japan Maritime Self Defense Force (JMSDF) Liaison Officer and International Military Professor. My primary mission is to strengthen cooperation between the U.S. Navy and JMSDF, particularly between NWC and the JMSDF Command and Maritime Staff College in Tokyo. Historically, the JMSDF sends many of its future leaders to NWC's international courses, such as the recently retired head of the JMSDF, Admiral Tomohisa Takei, who just returned to NWC as the newest CNO Distinguished International Fellow, and an alumnus of the Naval Command College.

NWC also provides the infrastructure and support for the annual bilateral Northwest Pacific exercise. Further, a variety of new

collaborative projects has begun, such as the Asia-Pacific Navy Planning Process International Course in Tokyo and the International Law Workshop. Moreover, cooperation between both College's Institutes for Future Warfare Studies is underway. I am so happy be here at this exciting time for our navies and enjoy the engagement and ongoing cooperation.

My secondary mission is to deepen the understanding and knowledge of maritime security – especially China's maritime strategy – with the best and brightest of NWC's, such as members of the China Maritime Studies Institute, the Asia-Pacific Studies Group, and the Stockton Center for the Study of International Law. I am so excited to exchange my perspective with them, and look forward to playing some part in the academic activity of the NWC.

Finally, my wife and I are enjoying our time in New England and the great support of my colleagues in International Programs and our other NWC friends. To repay their kindness, I would like to be the bridge between our two navies, much like the Claiborne Pell Newport Bridge serves Newport and Jamestown. Thanks and arigatou.



U.S. Naval War College and Japan Maritime Command and Staff College Team Up for Navy Planning Process

The second Asia Pacific Navy Planning Process International Course (APNIC) will be held June 19-30, 2017 at the Japan Maritime Command and Staff College (MCSC) in Meguro, Japan. A team of six Naval War College military and civilian faculty and several Japanese MCSC military faculty will work together to provide education and a

practical exercise using the Navy Planning Process for approximately 30-35 students from up to 17 countries, including Bangladesh, India, Japan, Republic of Korea, Malaysia, New Zealand, Peru, Singapore, Thailand, United Kingdom, Vietnam and United States. The practical exercise will utilize a realistic humanitarian assistance/disaster

relief scenario to sharpen the understanding of planning skills.

The objectives of the course include demonstrating the ability to act as a member of a multinational maritime force and to provide direction to assigned forces based on plan development. [The first iteration of this course was taught last year.](#)

Center on Irregular Warfare and Armed Groups Annual Symposium in June



U.S. Naval War College's [Center on Irregular Warfare and Armed Groups \(CIWAG\)](#) will be hosting its ninth annual symposium, "Rising Tides" June 27-29 in

Newport (for details click [HERE](#)). Key discussions will focus on Russian Warfare on Land and Sea, Grey Zones in the South China Sea, Boko Haram,

Food Security and Future Horizons, Islamic States Online Propaganda Strategy, and Mediterranean Maritime Migration.



Navy League Sea-Air Space Exposition

Two U.S. Naval War College faculty members recently attended the Navy League's annual Sea-Air Space Exposition, held in Oxon Hill, MD, April 3-5. [Naval War College Foundation](#) Senior Distinguished Fellow Randy Forbes presented as part of a panel on "Global Maritime Access: Challenges in the Pacific." The panel was moderated by the 67th Secretary of the Navy, the Honorable William Ball, and also included retired Admiral Dennis Blair, Chairman and Distinguished Senior Fellow, Sasakawa Peace Foundation USA; LtGen Ronald Bailey, USMC, Deputy

Commandant for Plans, Policies and Operations; Mr. Brian Harding, Director, East and Southeast Asia, Center for American Progress; and VADM Fred Midgette, USCG, Commander, U.S. Coast Guard Defense Force – West.

[Colonel Paul Muller](#), USMC, the Senior U.S. Marine Corps representative and Holland M. Smith Professor of Marine Expeditionary Warfare at the College attended the session, as well as representing NWC at sessions including "Sea Service Vice Chiefs Update,"

"Innovation for Operational Excellence," "Cyber Operations in the Sea Services," "Naval Warfare Integration and Interoperability" and a Marine Corps Warfighting Laboratory update panel.

Both Forbes and Muller found the symposium to be a professionally rewarding opportunity to exchange views with senior leaders from all three sea services, the industries that support them, and to share ongoing developments at Naval War College in this open forum.



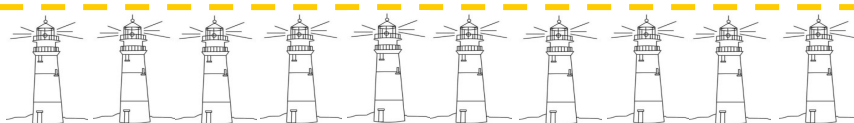
Maritime Advanced Warfighting School (MAWS) Staff Ride to Sicily

Students and faculty of the [Maritime Advanced Warfighting School \(MAWS\)](#) travelled to Sicily, Italy the first week of May for a staff ride exploring WWII's Operation Husky – the invasion of Sicily. The operation was rich in the complexities of joint and coalition warfare and illustrative of the myriad considerations and original thinking required for quality, high-level operational planning. MAWS students experienced the battlefields first-

hand as they followed the advances of the 7th and 8th Armies from the southeastern amphibious landing sites to Messina.

Active learning in its purest form, the trip provided an unequalled learning opportunity for students to lead discussions at 14 sites, analyzing critical decisions made and alternatives overlooked. This trip was the culmination of classroom learning and allowed for a first-hand assessment of whether

or not the student redesign of the original operational plan would have found more success. Walking the actual terrain provided an "A-Ha!" moment for students – when the lines connecting theory, practice, and "fog and friction" come into focus and make perfect sense. Future plans are to expand this field study to follow the Allies up the boot of Italy to include visits to Salerno, Monte Cassino and Anzio.



Grandsons of Rear Admiral William S. Sims and First Sea Lord Sir John Rushworth Jellicoe, Participate in Panel/Wargame

Exactly 100 years after the historic April 1917 meeting of Rear Admiral William S. Sims and the Royal Navy's First Sea Lord, Sir John Rushworth Jellicoe, their grandsons met for the very first time at U.S. Naval War College. Nicholas Jellicoe, author of *Jutland: The Unfinished Battle*, and Dr. Nathaniel "Nat" Sims, of Harvard University Medical School, participated in panel discussions examining the influence of the First World War on U.S. naval strategy in the 21st century. Among other

notable participants in these critical discussions, [VADM James G. Foggo, III](#) emphasized the importance of understanding history as a



foundation for contemporary naval strategy during the recent EMC Conference at Naval War College.

The grandsons Sims and Jellicoe subsequently participated in a Battle of Jutland wargame in the [Naval War College Museum](#). With the assistance of faculty and subject matter experts in the [Wargaming Department](#), the British Grand Fleet of Jellicoe clashed once again with the High-Seas Fleet of the Imperial German Navy.

Naval War College Board of Advisors Meeting

On April 6-7, U.S. Naval War College sub-committee of the [Naval Postgraduate School \(NPS\)/NWC Board of Advisors \(BOA\)](#) came to Newport for their annual meeting. BOA members present included the Honorable Christopher Jehn, Chair; Mr. Frank DiGiovanni, OPNAV N1B; retired VADM Lee Gunn (NPS/NWC Parent Board Chair); Dr. Katherine McGrady (NPS/NWC Parent Board); Ambassador Nancy Soderberg (NPS/NWC Parent Board); Ms. Jaye Panza, Designated Federal Officer (DFO); Prof. Thomas Gibbons, Alternate DFO/Associate

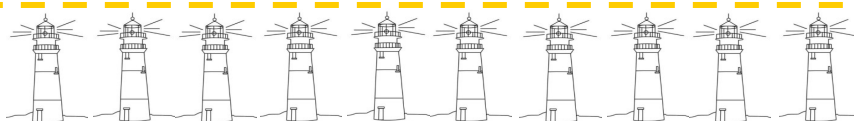
Professor; and Mr. David Menzen, OPNAV N12.

The NPS/NWC BOA is composed of volunteers and meets semiannually. BOA members are highly experienced, represent a diverse range of interests, and provide strategic advice to help College leadership look for ways to improve the institution.

During their visit, BOA members met with College leadership and faculty. Additionally, they had lunch with students and toured the new Learning Commons, the library

archives, and the wargaming facility. That night they all enjoyed a reception with NWC President RADM Harley and his wife at their quarters. The next day they attended Naval War College Foundation Senior Distinguished Fellow Randy Forbes' presentation to students and faculty and conducted their business meeting.

Naval War College looks forward to continuing its relationship with BOA members and seeking different ways that they can help the institution in the future.



Emotional Intelligence Expert Visits College

Dr. David Caruso, an expert in the field of leadership and emotional intelligence, and co-founder of Emotional Intelligence Skills Group at the Yale Center for Emotional Intelligence, recently spoke at

U.S. Naval War College. Dr. Caruso discussed the impact of leaders who can accurately perceive how they and other feel, use these feelings to assist with the task at hand, understand how these feelings

arose, and then manage them effectively to achieve a positive outcome. The event was hosted by LT Tara Smallidge of the College's [Naval Leadership and Ethics Center](#).

LT Tara Smallidge
with
Dr. David Caruso



Humanities Class Visits Boston Museum of Fine Arts

[Professor Yvonne R. Masakowski](#) and her "Leadership and War Viewed Through the Lens of the Humanities" electives class

visited the [Boston Museum of Fine Arts](#) in February. Sponsored by the Electives staff as well as the [Naval War College Foundation](#), Masakowski

delivered a series of lectures on a dozen paintings that brought history and art lessons to life. Students then wrote papers based on paintings they selected and reflected upon.



Awards and Recognition

Military

Defense Meritorious Service Medal: LTCOL Cunniff

Legion of Merit: CAPT Hottenrot

Meritorious Service Medal: CDR Adams, CDR McCauly, CDR Broomfield, CDR Waggoner, CDR Higgins, LCDR Hsu

Navy Commendation Medal: CSC Payne, LT Sarcone, OS1 Venditti

Navy Achievement Medal: YN3 Armstrong, OS2 Bentlage, STG1 Billingsley, OS1 Brandon, QM2 Cummings, OS2 Thompson

Military Outstanding Volunteer Service Medal: BM1 Gasca, MA1 Nutt, OS1 Scott

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

Civilian

Secretary of Defense Medal for Outstanding Public Service: Prof. Nicholas Murray

Meritorious Civilian Service Award: Ms. Michele Blackburn, Prof. Harold Blanton, Prof. Hank Brightman, Mr. Thomas Robb, Prof. Joseph Rutledge, Prof. Richard Shuster, Ms. Sheila Valloney

Superior Civilian Service Award: Prof. William Hartig, Prof. David Magill, Prof. Michael Martin

Civilian of the Year 2016: Ms. Jean Carrillo (Junior), Ms. Veronica Sebastian (Senior)

Senior Civilian Employee of the Quarter: Mr. Michael Chasse (FY16, 4th Qtr), Mr. Larry Davis (FY17, 1st Qtr)

Junior Civilian Employee of the Quarter: Ms. Pat Siegmund (FY16, 4th Qtr), Ms. Marian Roberts (FY17, 1st Qtr)

From the Command Master Chief

Hello from U.S Naval War College. One of the joys of being the [Command Master Chief](#) is being able to recognize the many accomplishments of our Sailors through the Junior Sailor of the Quarter and Senior Sailor of the Quarter Program. I am proud to announce that our 3rd Quarter Sailor of the Quarter is BM1 Karina Gasca and our 3rd Quarter Junior Sailor of the Quarter is LN2 Daniel Van Hooser. Petty Officer advancement results are now out, and then our senior enlisted results will lead us into the start of our CPO 365 Phase II Training. This is a great

time of year for all the Chiefs, past and present as we get to train newly selected Chief Petty Officers and welcome them into our Mess. It's a tough and emotional process that teaches confidence, camaraderie, trust, and leadership for the Chief Selects and is an incredible moment in their military careers.

As the great author J. Donald Walters once said, "Leadership is an opportunity to serve. It is not a trumpet call to self-importance."

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The Navy's Home of Thought

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