At the Helm

As a long-time member of the Naval War College Foundation, a Trustee and most recently, its Treasurer, I am honored to assume the role of Chairman of this unique and important organization. The leadership of my predecessor – Major General Steve Seiter – has positioned us well to be successful in our continuing efforts to support the College. We all owe him a vote of thanks for the outstanding work he did in leading our Foundation over the past two years. I would also like to express my thanks to our outgoing Vice Chairman – Mr. David Gordon – for his superb support of the Naval War College Foundation for over nine years.

I am also pleased to welcome our new Trustees who, together with national security experts from military, academia, government and private industry; as the annual capstone event for the academic year, this year’s theme examined maritime security issues in a contested environment.

The forum featured a keynote address by Vice Chief of Naval Operations Adm. Michelle J. Howard, who spoke on “All Domain Access and Future Challenges.” The topic was chosen due to the changing global environment that graduating students will soon face – in particular, cyber. Other keynote speakers included Andrew F. Krepinevich of the Center for Strategic and Budgetary Assessments, Lt. Gen. Kenneth J. Glueck Jr. of the Marine Corps Combat Development Command, Peter W. Singer of the New America Foundation, and Henry M. Paulson of The Paulson Institute.

There were also three panel discussions, which focused on contested arenas, challenges and trends, and national, military and maritime strategy.

Corporate support

Corporate spotlight: BAE Systems, Inc.

NWC Foundation Museum Store

In Memoriam: Chief Petty Officer Bill DelBerry USN, (Ret)

Volunteer Spotlight: Francis Donal “Don” O’Brien, Captain, U.S. Navy, Retired

A Tradition Spanning 60 Years

Honoring All Who Serve
News from the Foundation

A s the Naval War College begins the 2016 academic year, I would like to take this opportunity to thank you – our patriotic individual members, corporate members and sponsors. As we welcome this new class of students, I am reminded of a quote from an NWC Foundation promotional brochure that highlights one of the four main missions of the Naval War College – Strengthen Global Maritime Partnerships. The quote reads: “How many places can you send dollars and think you can impact world peace?”

Since 1884, the Naval War College has prepared strategic and operational leaders, from not only the U.S. but from over 129 nations, to meet the national security challenges and help shape the global maritime order. The two international programs at the Naval War College – the Naval Command College (for senior commander and captain rank) and the Naval Staff College (for lieutenant and lieutenant commander rank) – help build bridges of understanding between nations so that in times of crisis, the first instinct is to pick up the telephone and talk, instead of taking up arms. Currently, over 40 of the Chiefs of Navy around the world are graduates of the Naval Command College or Naval Staff College. This year marks the first year both programs participated in war-gaming exercises (pg. 24) where international officers were able to further strengthen their bonds while here at the Naval War College.

The importance of these programs is the reason why we are so engaged in our work in his role as Trustee Emeritus. Steve’s steadfast leadership and creative input were instrumental to thedevelopment of our Center for Cyber Conflict Studies; and our efforts here will include: preparing for our current academic year, we will be seeking to build on these successes by focusing on four primary lines of effort through which we will:

1. Advance professionally relevant academic and education excellence.
3. Secure resources and infrastructure.
4. Demonstrate the return the taxpayers receive for each dollar spent.

I would like to recognize the great contributions of outgoing Chairman Major General Steve Seiter, who will remain engaged in our work in his role as Trustee Emeritus. Steve’s steadfast leadership and creative input were instrumental to our successful Strategic Plan development and most recently to our Communications review and strategy. We welcome our new Chairman – Joe Roxe – who has faithfully served as our Treasurer for many years.

Thank you again for your dedicated support of the Naval War College and Naval War College Foundation. You are truly Making a Difference.

John E. Odegaard
Executive Director

A Year of Accomplishment

It’s hard for me to believe, but somehow, my first year as President of the Naval War College has come to a close! While I can’t explain how the time passed so quickly, I can look back with a great sense of pride at all that the College has achieved, and with a great sense of gratitude to the members of the NWC Foundation for being such an integral part of every success.

Our greatest and most visible achievement was the graduation of 1,759 impressive students from our five full-length professional military education programs administered by the Naval Command College, the College of Naval Warfare, the Naval Staff College, the College of Naval Command and Staff, and the College of Distance Education. The class of 2015 was the largest class in our 130-year history. Additionally, many thousands of additional students completed one or more of the specialized courses we offer to meet specific Navy demands. Our research, analysis and gaming efforts, and our operational and strategic leadership initiatives, were equally successful across the 2014-2015 academic year.

As we look to the current academic year, we will be seeking to build on these successes by focusing on four primary lines of effort through which we will:

1. Advance professionally relevant academic and education excellence.
3. Enhance institutional effectiveness.
4. Secure resources and infrastructure.

Throughout my career, a central lesson I’ve learned is that effective teamwork is key to success. I know I speak for the faculty, staff and students when I say we’re honored to have the dedicated patriots of the Naval War College Foundation on our team, and we thank you for your support as we press forward on these lines-of-effort in the coming months.

P. Gardner Howe III
Rear Admiral, USN
Our college also is in transition in terms of our scholarly work. There is a substantial investment today in understanding the security dynamics of the Asia-Pacific theater, especially the rising role of China as both potential collaborator and competitor. The Midwest remains a rapidly evolving epicenter of unrest and uncertainty, especially with the rise of “irregular warfare” and non-state actors. A new adversarialism demands renewed security attention to its ambitions in Ukraine, the Mediterranean, the Baltic States and the Arctic. Beyond geographical boundaries, we are experiencing a revived emphasis on nuclear deterrence and nonproliferation, supplemented by emerging security concerns in space and cyberspace. Cyber conflict affecting both civilian and military operations around the world has become a chronic and persistent threat, yet remains poorly understood. We also must increase our awareness of rapidly developing technical fields affecting national security, including directed energy systems, electronic warfare, genetically engineered bioweapons, and artificially intelligent autonomous systems. And increasingly, our Navy has become the first responder in providing emergent humanitarian relief from natural and man-made disasters around the world.

In a fiscal environment of declining federal support, we are constantly under pressure to do more with less. But sometimes, at least as critical new and innovative efforts are first introduced, it takes more to do more. If we anticipate our nation’s needs well, we can expect sustaining budgetary support eventually will follow. But as we scan the far horizons of national security and attend to the essential roles of the U.S. Navy and the U.S. Naval War College, we will take the escalating support of our many benefactors. On behalf of our many students, faculty and staff, alumni and the citizens we serve, we thank you.

Dr. Lewis M. Duncan
Provost

**NWCF Announces Changes to the Board of Trustees**

The June Members’ Meeting highlighted the election of four new Trustees. They are Mr. Dan Holland of Boston, MA; The Honorable Juliette McMunn of Newport, RI; and Mr. Kevin Rochford of Chicago, IL. We are grateful for the guidance and leadership they will bring to the Board of Trustees.

During the Board of Trustees’ Meeting that followed, the Trustees voted to bestow the title of Trustee Emeritus to the nine retiring Trustees. They are Mr. Norman Brown of New Canaan, CT; Dr. Vail Garvin of Washington Crossing, PA; The Honorable David Gordon of Newport, RI; RDM1 Dennis McCoy, JAGC, USN (Ret.) of Newport, RI; RADM Ron Morgan, USN (Ret.) of Tucson, AZ; Mr. Peter Molt of Chicago, IL; Mr. Peter Pelletier of Boston, MA; Ma’Jon John Salesse, USMC (Ret.) of Warren, RI; and MG Steve Seiter, USA (Ret.) of Newport, RI. We thank them all for their many years of service and leadership in growing our Foundation.

The slate of officers nominated by the Governance Committee was elected unanimously for the coming two years. The new officers are: Chairman: Mr. Joe Roxe of Danien, CT; Vice Chairman: Bill Obshenich of Chicago, IL; Treasurer: Mr. Dick Powers of Boston, MA and Secretary: Mrs. Nancy Gushing of Newport, RI and Lantana, FL. We look forward to their insight and leadership moving our Foundation forward.

**IN MEMORIAM**

JAMES E. “WHITEY” HAYES

Born in 1930, he served in the Korean War, loved Navy life and remained in the Illinois Naval Reserve for almost three decades. After running Hayes Paving, a third-generation construction company which had been active all over the Chicago North Shore for 100 years, he managed LaSalle Bank in Chicago in the 60s, became vice president of syndication and institutional sales at Morgan Stanley in New York in the 70s and 80s, and began Hayes & Griffiths Capital/Convergent Capital in the mid-80s, with partners Tom Griffith, Rick Adler and James J. McNulty.

He is survived by his wife Marie and son Will of Chicago, son Jim and wife Molly Wanner and their children Maya and Camila, of Boston; and a huge contingent of Hayes, McNulty and Mitchell nieces and nephews and their families. We know he’s upstairs, pondering his fit on what passes for a table, and boom ing, “Let’s have some FUN!”; then “Deal en.” For us, he leaves generous words of wisdom, most remembered: “We live in hopes,” and “Onward and Upward.”

Memorial gifts may be made to the Foundation in Jim’s name.

**Dr. Lewis M. Duncan**

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Provost

Higher education today is on the threshold of a sea change no less significant than that historic era five hundred years ago during which “universities” first precipitated around our great library archives of human knowledge and wisdom. Today technology is liberating our minds from the associative tyranny of place and time, fundamentally shifting our foundations and by creative leadership navigating this tidal shift at our institutions of higher learning, including the sustaining support of their foundations and their visionary patrons.

The U.S. Naval War College is at the forefront of addressing these emergent challenges and opportunities. We have an immensely diverse student body, with a few thousand students attending our regular residential programs here in Newport and at a number of off-site educational centers, and with about two-hundred-thousand students participating remotely in part-time courses of distance education. These students are the future leaders of the 21st Century. We are also privileged with a thoughtful and committed faculty whom we are working to empower to explore these new learning paradigms — to experiment with new educational technologies within innovative teaching laboratories; to transform our curriculum, incorporating the latest discoveries in the neuroscience of learning; to determine both the unrealized potential and the practical limits of competency-based education “outside the box” of traditional fixed term coursework; and to exploit the synergies inherent in our broad faculty expertise in teaching, scholarship, gaming and simulation, and experiential professional practice. During the coming academic year, to further stimulate this creative transformation, we are holding a series of teaching and learning seminars to bring to our campus some of the most thought-provoking researchers and inspirational professors from other schools. We are particularly by our ambitions as to the limits of these new learning modalities.

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Memorial gifts may be made to the Foundation in Jim’s name.
The new educational partnership program from CIWAG drew a great deal of interest during the June 2015 symposium. What can you tell me about it? CIWAG was created to use education—scholarship, symposia, seminars, and exchanges—to develop and sustain networks of professionals focused on today’s irregular warfare challenges, including those in the maritime domain. In an era of reduced budgets but ever more complex security threats, our educational partnership program enables U.S. and international military, academic, and strategic leaders to achieve an in-depth, real-time understanding of irregular warfare and violent extremism. Through online exchanges, it also allows us to create a global view of common themes, concerns, and insights that are key to developing education and training material for students and practitioners in the field of irregular warfare.

How does the program do this? We use a specially designed website that the U.S. Army War College Peacekeeping and Stability Operations Institute uses as a platform. The website provides a centralized site where participants in different parts of the world can share and update important insights, challenges, and opportunities regarding irregular warfare. The emphasis is on education and using collective expertise to solve problems.

Our educational partnership program (CMEPP) will also have an interactive map that will allow faculty, staff, stakeholders and students of irregular warfare to quickly and easily see where and how participants in this educational network are helping to counter violent extremist activity.

Who is the educational partnership program engaging with? CIWAG developed a “proof of concept” for this project in Afghanistan and there is also strong interest from partners in Kenya and Somalia who are developing education and training to counter violent extremism. If this model proves to be successful in Afghanistan and East Africa, CIWAG would like to extend the model to complex maritime security environments to include the Philippines, Colombia, Southern Thailand, Malaysia, and Indonesia.

What is innovative about this program? How have partnerships and technology made this possible? The most exciting and innovative aspect of the program is that as we engage in discussions with, for example, leaders of NGOs engaged in countering violent extremism in Mogadishu, we may be able to glean similar insights at the operational and strategic level from discussions with leaders in Afghanistan. And discussions with partners discussing Al Shabaab may have links to discussions with Afghan partners about violent extremist activity in Afghanistan. Our online collaborative platform will promote a strategic overview of these connections, our partners will be able to recognize these links, and we will share strategic insights from partners in one region of the world with partners across the globe.

How does CIWAG’s educational partnership program help current USNWC students and faculty? The program provides an excellent venue to allow students conducting research in a particular field or region to discuss their theoretical ideas with people on the ground engaged in operations. Our students and faculty bring a wealth of knowledge and experience to the college and CMEPP keeps that current and gives practitioners new ways of seeing the challenges they face and possible solutions. This type of in-depth, long-term understanding and standing relationship building will be unique value-added to the faculty, students, and stakeholders of the U.S. Navy War College community.

In recent years, China’s navy has been launching new ships like dumping dumplings into the broth.” This phrase has circulated widely in Chinese media sources and websites. To better understand this issue, and its implications for the U.S. Navy, scholars and policymakers who specialize on studying China gathered at the Naval War College on 19-20 May 2015 for a two-day conference on China’s Naval Shipbuilding. Hosted by the War College’s China Maritime Studies Institute (CMSI), roughly one hundred and fifty attendies from such institutions as Harvard, the Naval War College, MIT, John Hopkins, University of California, Virginia Tech, and the Naval War College as well as such organizations as Rand Corporation, China SignPost, National Bureau of Asian Research, IHS Jane’s, Office of Naval Research, the SCSJ, the Chief of Naval Operations, and a wide range of U.S. Navy commands presented their findings and prognostications and grappled with the issues.

The conference was cosponsored with the U.S. Naval Institute, whose press will publish an edited volume of the conference papers early next year. Rear Admiral P. Gardner Howe III, President, U.S. Naval War College, welcomed the conferees and kicked off the Conference with a presentation at the Naval War College Hall. CMSI’s Director, Professor Peter Dutton, and Institute’s core founding member, Professor Andrew Erickson, set out the agenda and guided the gathering as we probed China’s progress and challenges with their shipbuilding program.

What capabilities do the Chinese have for building complex naval ships? What is the right mix of ships? Unlike the U.S., similar to the previous Soviet Union, are China’s commercial ships and fishing fleets quasi-military? Has-China thrown too much money at shipbuilding, thereby wasting precious resources? As China builds a good ship, can they build a good fleet that can be sustained in places far from home? As China moves towards a blue water navy, how urgent is their quest? Many attendees felt the Chinese were driving hard towards having a blue water navy capable of operating globally. Becoming a world power as well as protecting their sea lanes for transport of much needed commodities made a far seas strategy necessary. Such a drive means more complex ships for shipyards to build and a much greater logistical challenge to sustain far away ships and fleets. The Chinese, and students of Rear Admiral Alfred Thayer Mahan’s writings, may have taken Mahan’s theory that who controls the sea lanes controls their destiny to heart.

China’s shipyard capacity has exploded over the past decade. Shipyards in China in 2002 were a small presence on the world stage when compared to the mammoth shipyards industries of South Korea, Japan, Russia, and other seafaring nations. Today, China’s shipyard capacity, although not yet fully capable for strong heavy production of complex naval ships, such as aircraft carriers or cruisers, now equals in aggregate what would be considered the global shipyard capacity of a decade ago. Even since the Chinese shipyard industry topped out at as many as 1000 shipyards several years ago, Beijing has been focused on quality over quantity, consolidating down to 60 major shipyards with just a few facilities producing the bulk of new tonnage. Consolidation will allow more concentration on complex challenges such as building better warships. China hopes to leverage the expertise gained in its buildup of commercial ships to building more complex naval ships in the same shipyard, although experts debated how well this would work in practice. Consolidation may also draw down a huge capacity overhang and direct excess resources and skilled manpower to where needed most.

As one panelist related, a Chinese expert has said: “We need our own Lockheed Martin!” China clearly wants to emulate American defense contractors’ success, including attaining the skill set for integrating increasingly complicated weapon systems, though it remains unclear whether China’s political system can support such a practice. Propulsion systems are a major Chinese concern and not easily for China depends on Ukrainian and other former Soviet technology for propulsion systems. In fact, China continues to preserve more propulsion systems from Ukraine, even as it continually attempts to modify and enhance them for future production. One panelist emphasized that to become a blue water navy China needs to significantly strengthen its propulsion capabilities.

Open ocean anti-submarine warfare (ASW) likewise remains a weak point. To date, China has focused on building submarines, not on finding other nation’s submarines far from shore. Perhaps, however, as China deploys a critical mass of submarine assets, it is increasingly pursuing ASW capability to better protect its submarine and surface ships alike. Deploying submarines, after all, is a vital component of ASW training. Adhering to standards and
The Afghanistan War: Schools in the Crosshairs

BY DR. HAYAT ALVI

“EVEN AFTER 14 YEARS OF WAR in Afghanistan, the U.S. military has not fully succeeded in restoring security to the country or defeating the Taliban. Now, at the request of the new Afghan government, the United States has delayed the completion of its troop withdrawal from the country until 2016 at the earliest.” This is a quote from Charles Sennott’s May 5, 2015 article in The Atlantic, entitled “The First Battle of the 21st Century.”

Afghan President Ashraf Ghani and his administration are now engaged in talks with the Taliban. But the Taliban is not the only specter plaguing Afghanistan’s security, stability, and women’s rights. A diverse assortment of militias, warlords, religious extremists, organized criminal elements, drug and human traffickers, mercenaries, and unloaded weapons spread throughout the Afghanistan-Pakistan region, and all of them are well armed and connected in intricate networks, often immersed in corruption webs with officials of all ranks and stripes. To make matters worse, the Islamic State of Iraq and Syria (ISIS) has claimed to open a cell in Afghanistan. However, the persistent problem in Afghanistan is education. I refer to it as the “war of the schools,” because the quality and quantity of schools for girls and boys that teach secular curricula are grossly deficient and under-resourced, and the Taliban constantly threaten them with violence and all too often make good on their threats, terrorizing and binding schools for girls and boys that teach secular curricula and all too often make good on their threats, terrorizing and binding them with violence and all too often make good on their threats. Taliban, obviously, this is not just an Afghan problem. The Pakistani Taliban personally targets schools in the most violently vile manner.

The Global Coalition to Protect Education from Attack (GCPEA) is deploying a few small teams of social scientists, linguists and military personnel to Iraq and Afghanistan with the objective of providing sociocultural knowledge about the local population to the military. The DOD expanded from a modest five teams to twenty-six teams for every brigade, division and corps in Iraq and Afghanistan in 2008. Our good idea swiftly became a $160 million dollar a year program—the largest expenditure on sociocultural science ever made by the Department of Defense.

In 2003, LTG Wallace, the V Corps commander during Operation Iraqi Freedom (OIF) observed that “the enemy we’re fighting is different from the one we’d war against back then. Indeed, the US military had not trained, manned, or equipped for this kind of terrorism. The ODOD expanded from a modest five teams to twenty-six teams for every brigade, division and corps in Iraq and Afghanistan in 2008. Our good idea swiftly became a $160 million dollar a year program—the largest expenditure on sociocultural science ever made by the Department of Defense.

The Taliban: Militant Islam, terrorism, war and conflict stop children from going to their schools. We are really tired of these wars. Women and children are suffering. (NARAL)

“The key problem is the discrimination against women. I think education will be the key. Discrimination comes from ignorance and so education has to be the way forward,” says Nargis Karimi, who works for the New Life Social Organization, an Afghan non-governmental group assisting women and children with legal issues. She’s quoted in Sennott’s article.

Anyone who has read Ahmed Rashid’s book, Taliban: Militant Islam, Oil, and Fundamentalism in Central Asia, knows that the Taliban seminaries consist of young boys who are separated from their families. They are mostly housed in Taliban dormitories and provided with meals, shelter and clothing. The original Taliban fighters were products of the Af-Pak border region seminaries during the Soviet invasion, and later came to power in Kabul in 1996. Ironically, the word “Taliban” means “students.” Their curriculum programs boys to believe that females are the source of temptations. Females should be trusted, and they should be rendered invisible in public space.

Unfortunately, this type of socio-cultural information was in very short supply for the US military. “I understood one factor – culture,” lamented the former RAAF Commander, “I was looking at the wrong map” I needed to look at the map with cultural information, something about how local people have traditionally governed themselves, effects of edicts under Sharia law, local concepts of legitimate political authority, and so on.

The Taliban also issued orders for windows on homes with women to be covered with cardboard. Given that the Taliban’s schools are more “successful” than others, we have a profound reason to worry about the future of Afghanistan, and especially its female population. Remember that the Taliban shot Malala Yousafzai and two of her classmates in Pakistan, because she is an unwavering advocate for girls’ education, and she dared to criticize the Taliban. Obviously, this is not just an Afghan problem. The Pakistani Taliban personally targets schools in the most violently vile manner.

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Dr. Montgomery “Mitzy” McFate is a cultural anthropologist who works on defense and national security issues. Currently, she is the Mike Levy Chair at the Center for Naval Warfighting Studies at the Naval Postgraduate School. Formerly, she was the Senior Social Scientist for the US Army’s Human Terrain System. She has held positions at a variety of think tanks, including RAND and the Institute for National Strategic Studies. Her book, Human Terrain: Understanding Cultural Topography, with a foreword from General David Petraeus, is available on Amazon.
The Significance of Gender in 21st Century Security

N ot since one of the most
courageous Chiefs of Naval Operations, Admiral Elmo Zumwalt, wrote in Gram 116 on 7 August, 1972, which opened discussions of equal rights and opportunities for naval service women, has the country’s Navy had a greater role in impacting issues related to gender on a Navy wide and global scale. In the beautiful seaside setting of Newport, Rhode Island, the Navy’s institution of higher learning, the United States Naval War College, has quietly become a trailblazer for other military service educational institutions in two areas. In 2012, the College stepped up as the first military service school to hold a series of professional conferences on military and civil component links of the Presidential directive for the 2011 National Action Plan (NAP) on Women, Peace, and Security (WPS). And, three years ago, it became home to the first graduate level educational course on the history of women in war and combat.

Emanating from the United Nations Security Council in 2000 and formalized through President Barack Obama’s 2011 executive order, women Peace and Security now involves defense work policy frameworks, engagement of women in peace negotiations, security initiatives, conflict prevention, peace building and decision making during all phases of conflict prevention, resolution and transition. To date, a series of three conferences have occurred in Newport. In March 2012, "The Fabric of War and Peace: Women, Peace and Security Components," brought together 61 individuals from the Army, Navy, Marine Corps, Coast Guard and Air Force, an array of not-for-profit organization personnel, government agency experts and academics. Participants discussed female engagement and cross-cultural communication in Afghanistan, women in special operations, female engagement team perspectives, female terrorists, political reconciliation, reintegration and state building, gender-based scholarship, foreign humanitarian missions and population, rule of law relative to gender, customary law and women’s health care in conflict zones and tackling the military’s escape attempts during the Battle of Singapore, endured a harrowing several days floating on a raft committing its inhabitants one by one to the sea, an internment at the Palembang Prison—a holding environment for murderers and rapists, and several years of captivity in two other prisons.

In December 2013 the College hosted "Answering the How: Progress, Challenges and Issues for Sustaining the National Action Plan," where twenty-one particular units devoted to the history of women in the U.S. Navy. Specific units about female pilots, intelligence officers, medical personnel, and prisoners of war during the Civil War, World War I and II, Vietnam, Korea and the Long War are part of the curriculum.

Why are these two forums important? Students that attend the Naval War College are the current and future leaders of US operational, strategic and tactical military and government security missions around the globe. Through support of these progressive programs, the Navy is giving these individuals an opportunity to hear about and reflect on the positive strategic implications of owning what is globally recognized now as a conflict-related gender perspective. Having been exposed to these histories and the now required responsibilities of DoD in women peace and security, a War College graduate is more likely to do two things. Upon leaving their ten months of studies they have a solid background from which to develop actionable, gender security sector components they believe to be important to leading in conflict and post-conflict environments. By learning the separate and unique history of women in war and combat, they move ahead with examples of events and leaders that break gender myths (see sidebar at right).

Why is the College’s role in WPS efforts significant? These efforts are not the normal approach to including gender in military thinking, which historically has been through the means of quick fix quotas or orders for all personnel regardless of gender. Supporting a curriculum in women’s history and creating a conference environment where experts from a vast array of non-governmental organizations, all branches of the military services, and Department of Defense, are means by which genderization is internalized for the long term. Proof of the positive influence these efforts have had are that security professionals and military officers attending the College are now writing strategy, policy and leadership papers that have their philosophic roots in gender-relates issues. Subjects such as female engagement teams, women’s health care in conflict zones and tackling the military’s internal war on stopping sexual abuse in the service branches are beginning to appear in student-authored documents.

Elmo Zumwalt looked at his changing Navy in 1972 and wrote, "among my position with respect to women in the Navy is that they have historically played a significant role in the accomplishment of our naval mission...I believe we can do more than we have in the past in according women equal opportunity to contribute their extensive talents and to achieve full professional status.” Zumwalt was a graduate of the Naval War College. He would appreciate this strategic level effort his alma mater has undertaken to break gender myths.

Mary Raum is Professor of National Security Affairs at the United States Naval War College and Chair of the Women Peace and Security Conference Series. She developed the history of women in war and combat elective and is currently working on a book about female prisoners of war.

The United States Naval War College has quietly become a trailblazer for other military service educational institutions...

MYTH: Women can’t handle the physical and emotional stress of combat.
TRUTH: Nancy Wake of the Special Operations Unit in Great Britain that was dropped into France to coordinate Resistance attacks with the planned D-Day landings.

MYTH: Women have not succeeded as war leaders.
TRUTH: This notion is dispelled by the battle queens of the Arabian peninsula and the Southeast Asian Army companies of the 1800's and the nearly 3,000 Russian pilot squadrons who fought during World War II.

MYTH: Women have not been highly decorated for their leadership and military prowess.
TRUTH: Milanka Savic who fought in the first and Second World Wars and more recently by the nearly 5000 decorated female in the history of combat having received The Legion d'Honneur (twice) and the Croix de Guerre with gold palm, among other distinctions and medals.

MYTH: Women cannot handle the physical and mental degradations of being a prisoner of war.
TRUTH: There were over 200 female prisoners of war alone during World War II who survived internment from the British, American and Australian Army and Navy nurse corps surviving being bombed off two vessels during her military escape attempts during the Battle of Singapore, endured a harrowing several days floating on a raft committing its inhabitants one by one to the sea, an internment at the Palembang Prison—a holding environment for murderers and rapists, and several years of captivity in two other prisons.

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GRADUATION DAY

June 19, 2015
1,606 Graduates of the 2016 Class
316 U.S. resident students from
the Navy, Marine Corps, Air Force,
Army, Coast Guard and civilian
government agencies
118 international naval officers
1,172 College of Distance Education
(CDE) Students graduated
64 countries represented

BY THE NUMBERS

“I have gained an understanding of decision
making and how national security decision making occurs,
both at the top level and at the combat and command level.
I feel like I understand the history, and that’s absolutely
crucial in going forward in a military career.”
—CAPT GEORGE M. LAMB, DSMC,
2016 CDE Top Graduate,
McGinnis Family Award Recipient

“The number one thing I can take away from
my time here is an appreciation for the
bigger picture and the role of other services and other
nations in contributing to our national defense.”
—LT.CHR. CAMERON
PRINGLE, USAF,
distinguished honor
graduate of the College
of Naval Warfare

“I had always wanted to come here ever since
I heard about the NWC and what programs
were offered. It’s a great way to earn a master’s
degree and be in an environment with peers
from different services.”
—LCDR DANIEL POST,
distinguished honor
graduate of the College of Naval
Command and Staff

“Thanks to everyone for all the hard
work that goes into planning these
events. It’s a big job, and I
appreciate all that you do.”
—Capt. Mike Burks,
Director of Ceremonies

Professor Jay Hickey stands with College of Distance Education students prior to graduation ceremonies.

Professor Charles Chadburn
(U.S. Navy photo by Caitlin Blanchard)

Marine Capt. R. Spain, ranked by Chief of Naval Operations Admiral Jonathan Greenert
and RADM P. Gardner Howe III receives his appointment as Associate Provost Emeritus.
Spain received the award in recognition of his service to the college as professor, Associate Dean of Academics and Associate Provost.

Photos and video of the ceremony can be found on the college’s Flickr page and YouTube channel, at http://www.flickr.com/usnavalwarcollegei and http://youtube/6KMv41AosYo.

14 • THE BRIDGE • FALL 2015
WWW.NWCFOUNDATION.ORG • THE BRIDGE 15
From its inception the college offered a robust program of correspondence study. Adm. Stansfield Turner, former President of the U.S. Naval War College initiated off-campus seminars in Washington, DC in 1947 with only 30 students. Known today as the Fleet Seminar Program, it has 2,000 students enrolled at 20 satellite campuses around the country.

“This is an annual event at the end of the academic year for the Naval War College students in Washington, DC,” said Dr. Charles C. Chadboourn, III, director and professor of strategy at the Naval War College Fleet Seminar Program. “It is also a lecture for the Naval War College students in Washington, DC,” said Dr. Vail Garvin, FACHE, executive director, NWCF.

The dinner marks the end of the academic year and has been celebrated for 27 years since 1987 with 1998 as an exception due to Operation Desert Storm. Students, alumni, professors, congressmen and house representatives come to the event to discuss topics related to National Security and to attend a lecture honoring Crowl, one of the college’s most successful former professors.

This year’s lecture, Leadership, Ethics and Military Service, was delivered by guest speaker, Navy Cmrd. (Ret.) and former Vietnam Era Prisoner of War Dr. Porter A. Halyburton, professor emeritus of distance education.

Halyburton spoke about his experiences as a Navy lieutenant junior grade and prisoner of war in Vietnam and how ethics and leadership prepared him and his comrades endure the tortures given by the Vietnamese, abiding by the Code of Conduct. He concluded his speech with a poem titled “Reflections on Captivity” that reflects his thoughts about the war while he was in captivity. The dinner concluded with a questions and answers session from more than 200 guests in attendance.

Former notable speakers have been Tom Clancy, author, Honorable Ike Skelton, Congressman Evan Thomas, author and assistant managing editor of Newsweek Magazine, Honorable Daniel K. Inouye, U.S. Senator, John Francis “Jack” Reed, U.S. Senator Dr. Richard J. Danzig, former Secretary of the Navy and Adm. Michael S. Rogers, Commander, U.S. Cyber Command/ Director, National Security Agency/Chief Central Security Service.

“Reading is to the mind what exercise is to the body!” The Naval War College is dedicated to keeping our maritime minds in great shape.

THE NAVAL WAR COLLEGE has a remarkable reach throughout the U.S. Navy. Through resident and nonresident education programs the College provides professional military education to thousands of students each year.

In addition, the College serves as the Executive Agent for the Chief of Naval Operations Professional Reading Program (CNOPRP) which contributes to the professional development of all 436,000 active-duty and reserve Sailors in the Navy.

Since October 2006, the service has purchased and distributed well over 100,000 books to every ship, squadron and major activity in the Navy. Over 420 “lending libraries” have been established around the fleet, and new books are routinely provided (at no cost to the units) to refresh these collections. The books cover topics ranging from cyber warfare, to maritime history, to robotics and unmanned systems.

In a recent note to the College, Chief of Naval Operations ADM Jonathan Greenert wrote: “I appreciate what (the college) has done to make the CNO Professional Reading Program attractive and relevant to our Sailors. Sailors are reading and your management of the program is a big success. Please keep it up.”

The value of reading books of substance has long been recognized. In the 18th century, writer Richard Steele said: “Reading is to the mind what exercise is to the body!” The Naval War College is dedicated to keeping our maritime minds in great shape.
Providing Thought Leadership in the Cyber Realm

For over 130 years the Naval War College has used modeling and simulation, historic case studies and original research to prepare its students to become insightful, critical thinkers who are adept at crafting thoughtful and effective strategy, thus providing intellectual leadership to the U.S. Navy and the nation.

The College provides direct support to the U.S. Navy and government agencies across the national security spectrum. The College’s ability to serve as a national focal point and to produce meaningful policy recommendations and insights is unmatched. While traditional efforts have focused on addressing conflict on air, land, sea and space, cyberspace has quickly risen as the newest and perhaps most pervasive domain that threatens our national security.

Interconnected data networks are ubiquitous, and they are the basis of our society. They underpin our communication networks, our economy and financial systems, our transportation and energy infrastructure, hospitals and medical devices, and most certainly our national defense and military systems.

Attaining cybersecurity will require a collaborative effort among business professionals and private individuals, academics, policy makers, government, intelligence and military leaders. The Naval War College will serve as a national focal point for cybersecurity policy and strategy formulation in this effort.

In 2011, the Naval War College stood up the Center for Cyber Conflict Studies as an institutional nexus of research to advance national defense policies and strategy in addressing the ever-increasing cybersecurity threats to the nation and our allies. The Center’s work is further enriched and advanced by cyber-focused research and engagement efforts—from the local to the global—of faculty in the College’s Department of National Security Affairs and the Stockton Center for the Study of International Law.

Professor Derek Reveron was invited by Rhode Island Governor Gina M. Raimondo to be part of a non-partisan Cybersecurity Commission designed to evaluate resiliency of the state’s cybersecurity infrastructure and practices, and to accelerate the growth of Rhode Island’s cybersecurity industry.

Professor Michael Schmitt is Chairman of the Stockton Center for the Study of International Law at the Naval War College and he is also Project Director of the International Group of Experts, a group of about twenty highly respected legal scholars and legal practitioners with experience in cyber issues who first drafted the Tallinn Manual on the International Law Applicable to Cyber Warfare at the invitation of the Tallinn-based NATO Cooperative Cyber Defence Centre of Excellence. The Tallinn Manual is an academic, non-binding study on how international law, in particular the jus ad bellum and international humanitarian law, apply to cyber conflicts and cyber warfare. To further engage the private sector in this critical work, Naval War College Foundation Trustee and Cyber Task Force Chair Philip Bilden, has been instrumental in leading the effort to host Cybersecurity Roundtables in Washington, DC and Chicago. He was joined by other cybersecurity technology officers from the top of industries, and moderated by such respected voices as ADM James Stavridis, USN (Ret.), former DIA Director LTG Michael Flynn, and renowned technology and defense expert Dr. Peter W. Singer, these not-for-收费 cybersecurity roundtables have provided the opportunity to build bridges and interconnectivity to determine cybersecurity responsibilities of all stakeholders, among international, inter-agency and public-private entities. We look forward to returning to Washington DC in spring, 2016 for our discussions that will be further enriched by insights gained from a cyber simulation/war game next summer at the Naval War College that will involve representatives from a broad array of critical sectors.

"Change — continual, unmitting change — is the law of the universe. It is not enough for us to keep abreast of times. This College must be in the very front rank of the advance guard of progress." – Rear Admiral Stephen B. Luce, U.S. Navy, Address Delivered at the U.S. Naval War College, 1901

"The Naval War College will endeavor to remain at the forefront of the national security policy and strategy in the 21st century with the establishment of the Center for Cyber Conflict Studies. We will continue to lead as we have since 1884."
— RADM P. GARDNER HOWE, III, USN, 55TH PRESIDENT, U.S. NAVAL WAR COLLEGE

In 2007, Estonia suffered massive cyber attacks in response to the movement of a Soviet era statue commemorating the Great Patriotic War (“The Bronze Soldier”) to a war cemetery on the outskirts of its capital, Tallinn. To ethnic Estonians, the statue represented a half-century of Soviet occupation from WWII to 1991. Ethnic Russians, who then comprised over 20% of the population, saw matters differently. For them, the statue commemorated the costly Soviet victory over Germany. Angered by the move, they took to the streets in violent protests. As they did, cyber attacks conducted primarily by ethnic Russians from 177 countries brought Estonia’s government, economic and social life to a standstill. The incident was of global significance, not only because Estonia had recently joined NATO and the European Union, but also because it signaled the arrival of a new means of effectively attacking a country, one that was neither a kinetic, nor easily attributable.

Today, cyber operations figure prominently in conflicts such as those in Libya and Syria and terrorist groups like ISIS and al Qaed a are turning to cyber means to propagate, communicate, gather intelligence and attack their enemies. The recent North Korean attack against Sony demonstrates that States are likewise looking to cyberspace to conduct offensive operations that do not cross the threshold of war.

Although the frequency of cyber operations has dramatically increased over the past decade, the international legal community has lagged behind in identifying the applicable law. The Naval War College’s Stockton Center for the Study of International Law is aggressively working to meet this need for legal guidance. Between 2009 and 2012, I had the honor of directing a team of 20 distinguished legal experts who examined the law that applies to cyber operations during armed conflict. The resulting Tallinn Manual on the International Law Applicable to Cyber Warfare is now used daily by government experts and academics around the world in formulating national policy and rules of engagement.

In addition to the Manual, the Stockton Center and its reserve unit have worked closely with its project sponsor, the NATO Cooperative Cyber Defense Centre of Excellence (CCD COE), to develop a course for government legal advisers based on the Manual. The courses are offered twice annually in Tallinn. Moreover, research conducted by the college’s faculty at the cutting edge of cyber law. For example, in 2013 the Center convened a workshop on the subject that led to the publication of a series of influential articles published in the Center’s journal, International Law Studies. The most significant cyber project the Stockton Center has undertaken is "Tallinn Manual 2.0," a follow-up to the Tallinn Manual. Complementing the latter, Tallinn 2.0 is exploring the law applicable to cyber operations that occur outside the context of war. To do so, the CCD COE has brought together 18 world-renowned academics from the United States, Belarus, Canada, China, Estonia, Israel, Germany, Japan, the Netherlands, Nigeria, Thailand and United Kingdom. In addition, NATO has provided an observer to the process and I have the privilege of serving as project director.

In late June, the experts convened for the first of three meetings. The issues they examined proved particularly complex and timely. For instance, they examined when a cyber operation conducted by one State, as with the Sony hack, violates the sovereignty of the target State. The experts also explored the requirement for States to terminate cyber activities launched by non-State actors (such as corporations, “hacktivists” and terrorist groups) from their territory. Given the frequency with which such entities are turning to cyber means, States are nervous about bearing the burden of this responsibility, but...
Faculty Publications

• Major Fleet–versus Fleet Operations in the Pacific War, 1941–1945: Major Fleet-versus Fleet Operations in the Pacific War, 1941-1945, by Milan Vego, Language-navigating Arab countries and foundations for rule of law in the wake of prolonged authoritarian rule? What specific challenges do they confront? Are there insights to be gained from comparative analysis beyond the region? Exploring these questions, the authors of Building Rule of Law in the Arab World provide a theoretically informed, empirically rich account of key issues at the forefront of political change since the Arab Spring. As governments seek to develop effective, responsible judiciaries, security sectors, and anticorruption agencies. Eva Bellin is Myra and Robert Kraft Professor of Arab Politics at Brandeis University. Heidi E. Lane is associate professor of strategy and policy and director of the Greater Middle East Research Study Group at the US Naval War College. This volume was funded by a grant from the Naval War College Foundation made possible through the generosity of the Koret Foundation.

• Building Rule of Law in the Arab World: Tunisia, Egypt, and Beyond (available December, 2015), Eva Bellin and Heidi E. L. Lane. Language-navigating Arab countries and foundations for rule of law in the wake of prolonged authoritarian rule? What specific challenges do they confront? Are there insights to be gained from comparative analysis beyond the region? Exploring these questions, the authors of Building Rule of Law in the Arab World provide a theoretically informed, empirically rich account of key issues at the forefront of political change since the Arab Spring. As governments seek to develop effective, responsible judiciaries, security sectors, and anticorruption agencies. Eva Bellin is Myra and Robert Kraft Professor of Arab Politics at Brandeis University. Heidi E. Lane is associate professor of strategy and policy and director of the Greater Middle East Research Study Group at the US Naval War College. This volume was funded by a grant from the Naval War College Foundation made possible through the generosity of the Koret Foundation.

Additional Faculty Publications

• Prof. Tom Cutter (CDE): Edited The U.S. Naval Institute on Naval Command (U.S. Naval Institute Press, 2015).
• Prof. Lyle Goldstein (CNWS): Published Meeting China Halfway: How to Defuse the Emerging US-China-Rivalry (Georgetown University Press, 2015).
• Prof. Derek S. Reveron (CNWS): Published A Chapter in Globalisation and Security Relations Across the Taiwan Strait (Routledge Press, 2014).
• Prof. Milan Vego from JMO traveled to Peru to speak at the Second C-sPAn American History TV has the lecture available online at http://www.cspan.org/video/?324974-1/
• Prof. Dr. Stephen Knott of NSA gave a presentation at the American Academy of Political and Social Science (August 1, 2015). As students, we have the unique opportunity to interact with officers from nations across the world, an opportunity that I have not known to exist outside of an institution like the Naval War College. These relationships helped us gain a global perspective from our classmates that in turn shaped the way one perceived the world. For me personally, my pattern of reading changed and since then have viewed regional and global events with a much better understanding made through the numerous discussions we had on a plethora of issues. How did your student experiences relate to your duties upon your return to India? I’d say it was particularly helpful in two ways. The first is from the course content itself. It teaches students to handle responsibilities at a senior level. The studies we did over the three semesters, the discussions we had in the seminar rooms and the lectures were all most useful in preparing for senior leadership challenges at the operational levels of leadership as well as at the strategic level. The second take-away was the personal relationships one established. When an emergent matter had to be addressed regionally or at times beyond, all that it required was to pick up the phone and speak to your classmate. Both the Naval Command and Staff College Alumni possess this unique kinshipmanship having shared the Naval War College International Experience.
• Prof. Bill Murray (CNWS): Published A Chapter in Globalisation and Security Relations Across the Taiwan Strait (Routledge Press, 2014).
• Prof. Don Stoker (CDE): Published Clausewitz: His Life and Work ( Oxford University Press, 2014).
• Prof. Thomas Mahrenken (SP): Published Strategy in Asia: The Past, Present, and Future of Regional Security (Stanford University Press, 2014).
• Prof. Thomas Mahrenken (SP): Co-edited with Joseph A. Malcol Strategic Studies: A Reader, second edition (Routledge, 2014).
• Prof. Milan Vego from JMO traveled to Peru to speak at the Second C-sPAn American History TV has the lecture available online at http://www.cspan.org/video/?324974-1/

Faculty in the News

• Dr. David Cooper from NSA, co-hosted a panel discussion with Sue E. Eckert, entitled “In and Out of Uniform: Civil-Military Relations Reconsidered!”, March 17, 2015 at Brown University.
• Dr. Bill Ferree from CDE gave a presentation on “Competency-based Education” at the U.S. Distance Learning Association 2015 National Conference, April 9, 2015.
• Dr. John Maurer from S&P talked about Winston Churchill’s relationship with American presidents, including Teddy Roosevelt, Calvin Coolidge, and Franklin Roosevelt at the New York Historical Society in March. CSF PAN American History TV has the lecture available online at http://www.cspan.org/video/?34794-1 discussion-winston-churchillamerican-presidents.
• Dr. Sally Paine from S&P gave the Sean Judge Memorial Keynote address at the Mershon Center for International Security Studies at Ohio State University on May 1, 2015. The talk title was “China between Continental and Maritime Global Orders.”
• Dr. Milan Vego from JMO traveled to Peru to join the Second C-sPAn American History TV has the lecture available online at http://www.cspan.org/video/?324974-1 discussion-winston-churchillamerican-presidents.
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The Naval War College Foundation 2015 Year-End Campaign

THROUGH THE GENEROSITY OF OUR MEMBERS AND DONORS, the Naval War College Foundation provides critical support to the College, benefiting students and enriching programs that have such an immediate, yet long-lasting impact.

As we highlight the success of two notable programs in this issue—the International Program and our integrated Cybersecurity efforts, we hope you appreciate the value of investment in these efforts, and that you will join us in making a year-end contribution.

INTERNATIONAL PROGRAMS

The International Programs directly support strong global maritime partnerships. We emphasize the “Newport Connection” to enhance trust, confidence and promote cooperation among some 150 students and their families who come here each year. World events confirm the value of developing such friendships. A robust “Field Studies Program” involves nationwide travel, illustrating how the United States functions in all respects including democratic ideals of elected government, human rights, free enterprise, judicial system, industry, press, media and civil-military relations. Each officer is greatly influenced by what they see and learn in the U.S.

As we approach the 60th anniversary of the International Programs, the Naval War College Foundation seeks to provide the “Margin of Excellence” that will allow students and their families to participate in this “full immersion” experience. Join us as we build relationships including democratic ideals of elected govern-

For precisely the same reasons the Internet is a suc-

In the last year, the NWCF hosted roundtable discussions of key stakeholders from private sector, government and military to stimulate a discussion flaging the policy gaps inhibiting the development of a coordinated national cyber policy. The Center for Cyber Conflict Studies (C3S) serves as the hub of the College’s cyber-related efforts and informs local, state, federal and international audiences on policy specific matters. The College will use its strength in “gaming” to host a multi-sector Cyber War Simulation in 2016 to inform the Navy and Department of Defense on frontline cyber concerns.

The Foundation initiated an endowment in 2014 to provide long-term support to C3S and it remains a core focus of 2015 support for the Naval War College Foundation.

Address
City
State
Zip
Country
Phone
Email
Name

Here is my Year End Gift to the Naval War College Foundation:
☐ $ 50 ☐ $ 100 ☐ $ 250 ☐ $ 500 ☐ Other $________

Please apply my gift to the following area needing support:
☐ International Programs
☐ Center for Cyber Conflict Studies
☐ Unrestricted
☐ Other:

AMEX/VISA/MC/DISC#
Exp
Signature

For precisely the same reasons the Internet is a success, it is also a virtually unprotected system. That said, our country’s infrastructure is central to our economic and our national security and we must determine how best to defend it.

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ADDRESSING THE WAKING BEAR

The dissolution of the Soviet Union in 1991 marked the end of the Cold War. With its peaceful conclusion, the pervasive threat of thermonuclear warfare faded quickly into historical obsolescence. Mutually assured destruction lost its relevance as the defining equilibrium of a bipolar world balance, and “great powers” global security was eclipsed by a new world disorder of multiple competing ideologies, economies, and asymmetries. In some sense, the international topography was once again safe for the rise of petty autocrats and regional belligerents, without the influence of alliances and alignments that had defined the previous half century.

While the emergence of China as a world eco-

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Professor Tom Nichols on Nuclear Deterrence in Europe

Professor Tom Nichols attended the conference on “Rethinking Deterrence and Assurance” at the Wilton Park conference center in West Sussex, UK, in June. The conference was co-sponsored by the NATO Defense College, Sandia National Laboratory, Los Alamos National Laboratory, and the Lawrence Livermore National Laboratory. The conference, attended by scholars, policy makers, and policy experts from the U.S. and Europe, considered several questions, including:

• How NATO partners view the new threats after Ukraine and is the Alliance suited to meet them?
• The likely trajectory of Russian force posture and conventional/nuclear strategy, and the balance between long-running trends and post-Ukraine ones;

The implications of hybrid and ambiguous warfare for how deterrence is practiced, and how cyber, space and other forms of deterrence can be included in the concept of strategic deterrence;

• How a strategy of deterrence can work alongside economic (including sanctions and financial tools), diplomatic and other approaches to influencing the behaviors of other actors;

• What the new norm is that would be acceptable to NATO and Russia, presuming that things won’t go back to the way they were before Ukraine?

Nichols was invited by the organizers and chaired a working group on “The Meaning of Atlanticism.”
War Gaming and the International Programs

The Naval War College hosted the first of its kind of war gaming exercises for both Naval Command College (NCC) and Naval Staff College (NSC) just prior to graduation in May and June, 2015.

The NCC war game aimed at testing learning objectives for the entire academic year, June 11-12, involved 27 international and six Arleigh Burke Fellow (ABF) students. ABF Students are selected to engage with international students throughout the year. "The interactive nature of the game, as well as the role play, provides an opportunity for friendly competition while building on the relationships that have been established throughout the year, which is one of NCC’s primary objectives," said Capt. Derek Weisman, NCC deputy.

Adding the war game aspect to the course was done at the request of students in past classes who felt a real-life scenario would help enhance their learning outcomes in the course.

"The Naval War College is well known for its war gaming history and expertise," said Weisman. "For the past several years, NCC students have requested more exposure to game theory and war gaming. This year, with the help of the war gaming staff, we were able to work it into the NCC calendar."

Conducted May 15, 2015, the Naval Staff College’s inaugural war game included 66 naval officers representing 48 nations in a new war game designed to test naval strategy and tactics in a simulated environment and, for the first time, incorporating objectives from the entire academic year.

"It’s the first capstone war game of its kind that challenges the international officers with a unique, hands on learning opportunity," said Capt. Mark Turner, director of the NSC. "Students get to synthesize and apply all components of their educational experiences over the last 11 months in a practical way." Students were divided into ‘Blue’ and ‘Gold’ coalition teams, with coalition task force and national teams comprising each side. The game began with a series of informal and formal student planning sessions to develop national and coalition strategies. Each team worked together to gain control of fictitious ‘Green Island.’

Throughout the game, students evaluated and refined their strategies and then came together at the battle board for five game turns to employ maritime and joint forces in a contested joint maritime environment. "Every aspect of the war game stimulated players to think, from mission command to balancing operational tempo," said Capt. Mark Turner, NSC war game director. "It not only makes learning and transfer knowledge in the classroom, but strengthens the relationships between people in the process."

While gaming technology and techniques have evolved over the centuries, the purpose has remained the same – to provide decision-making experience for game participants and decision-making information for military and civilian leaders.

It’s no surprise that being a military spouse brings with it many and varied challenges with long deployments and frequent moves. But it also provides the excitement of meeting many people and travelling to new places. Never dreamt it could bring us to Rhode Island, USA.

My husband’s posting to the Naval War College (NWC) gave us the opportunity to live in another country; get to know its people and their history first hand, and be immersed into the culture. And our experience was not unique; the Naval Command Colleges (NCC) international program brings together a family from each of 50+ countries every year.

In Australia, we have a tradition of gathering the Naval War College alumni together to farewell the family about to depart and pass on stories of their own experience at NCC.

The alumni who attended our dinner included the Deputy Chief of the Royal Australian Navy, and they regaled us with stories of travel, winter and snow in Newport, NWC functions, snow, international friendships, and more snow. We received the same message from everyone; ‘this will be the best year of your life.’

The first week at the war college was invaluable. From a spouse’s perspective we begin to understand the background of America and its diverse people.

Any stereotypical American myths are broken down and are replaced quickly with interesting facts from attending lectures on USA demographics, the legal system, and history. They also addressed immediate needs like schooling, banking and road rules. This last fact was highly appreciated as we were driven on the ‘wrong’ side of the road. Watch out Newport!

And after the initial meet and greet, the gravity of the experience began to sink in. The scramble to understand everything is magnified tenfold for many families who may have English as their second, third or even fourth language. It was heartwarming to watch children from diverse backgrounds pick up a soccer ball and become firm friends. Some, with little or no English skills, in one short year will take home with them an American accent and colloquialisms.

Representing the one spouse from Australia was quite a responsibility. My personal philosophy was to ‘say yes to everything, get involved, grasp every opportunity with both hands and don’t waste a minute.’

It was immediately clear that also had some stereotypes to break down, not being the blonde, surfing, crocodile wrestling, and shark punching type.

As spouses, we had the opening to teach others about our countries cuisine and customs. I am fortunate that Australia is such a unique and diverse place. Throw in koalas, boomerangs, the Outback and kangaroos into the mix (and sometimes in the food) and the conversation levels up. We have many chances to do this through weekly spouse meetings facilitated by the NCC director and deputy director’s spouses who volunteer their time to help create the glue which enables these families to bond. We also presented our home countries at cuisine nights, spouse events, weekly dinner parties, the list is endless. I’ve never cooked so much ‘Australian’ food in my life! And have loved every chance to host, meet over common interests, and learn more along the way.

Spouses and families also had the unique opportunity to participate in travel as well as attend American cultural events unlike any of our own such as Thanksgiving and Halloween. We were thankful that a lot of these events were made possible with the help of the Naval War College Foundation.

The background of these women is mind boggling. Our spouses group was represented by lawyers, doctors, business women, teachers, scientists just to name a few.

Continued on page 29

NCC: An International Spouse’s Perspective

BY LYNETTE O’GRADY, NCC 2015, AUSTRALIA

Members of coalition forces engage in the first war game designed to include an entire academic year into one exercise at U.S. Naval War College. Students were divided into two fictitious teams from six coalition nations and tasked with securing fictitious “Green Island.” Sixty-six naval officers from 48 countries participated in the exercise.

(U.S. Navy photo by Daniel L. Kuentzel/Released)

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USG is PROUD TO SUPPORT THE ARCHITECTS OF TOMORROW’S MILITARY STRATEGY.

As a leading manufacturer and distributor of high-performance building products and solutions, USG is proud to stand behind the outstanding efforts of the Naval War College Foundation.
Making a Difference
Reflections of the Former Director of the Naval Command College

One of the most rewarding things about serving our nation is doing a job where you know you are making a difference. I am blessed to have served my last years in uniform here at the United States Naval War College where you can see the difference that everyone here, uniformed and civilian, makes every day. The professionals who serve at the Naval War College do so by delivering a world-class education to hundreds of U.S. and international students and our students arrive in Newport as strangers, and every year they depart describing their year here as “the best in their professional and personal lives.”

So what does that mean to you and me as members of the Naval War College Foundation? To me it means that we make a difference. As I retire from the United States Navy, I look back and will continue to make a difference as I transition to the civilian sector. Thank you for making a difference.

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The Kempenaar Family Clambake
A Tradition Spanning 60 Years

The Kempenaar family continues the tradition of hosting the Naval Command College Class of 2016 with a dinner at Kempenaar’s Clambake Club, a tradition as old as the Naval Command College itself. Hosted by long-time Foundation member Rocky Kempenaar of Kempenaar Real Estates, Jim Karam of First Bristol Corporation, John and Angela Kempenaar of Boulevard Nurseries, and Chuckie and Ashly Kempenaar of Kempenaar’s Clambake Club, the evening is a fun and appropriate welcome for the incoming students to Newport.

“A Friendships made by international students and our students at the College last a lifetime. One never knows when a friend might be needed.”

— Dale Hemmerding, NWCF Trustee

Continued from page 27

The Naval Command College at the Dunes Club in Narragansett

Dating back to 1975, the Dunes Club membership has welcomed the incoming Naval Command College Class of international officers and their spouses. This year, 49 members of the class were in attendance at the event which was organized by Dunes Club and Naval War College Foundation supporter Carl Peterson and his wife Pancha.
THANK YOU

THANK YOU

The Bridge

Northern Trust - 2011
Newport Marriott Hotel - 2001
Navy Federal Credit Union - 1999
Mutual of America - 2007
Moran Towing Corporation - 2008
USAA Foundation – 2000
Microsoft Corporation - 2006
BAE Systems, Land & Armaments - 2012
Aerojet-Rocketdyne - 2014

$5,000 OR MORE  ANNUALLY

$10,000 OR MORE  ANNUALLY

CORPORATE SPONSORS

Aerojet-Rocketdyne - 2014
BAE Systems, Land & Armaments - 2012
Microsoft Corporation - 2006
Pratt & Whitney - 2002
Raytheon Missile Systems - 2001
USAA Foundation – 2000

CORPORATE MEMBERS

AM General Corporation - 1993
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Battles - 1982
Beloir Properties, Incorporated - 2005
Brenthen National Bank - 2008
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Colgate-Palmolive Company - 1999
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Headsets.com Incorporated - 2012
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$5000 OR MORE ANNUALLY

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Aventine Group - 2012
Barrie Wharf Company, Incorporated - 2006
Bayview Inn - 2011
Belvoir Family Foundation - 2000

NCC: An International Spouse’s Perspective

Continued from page 25

by lawyers, doctors, business women, teach-
er, scientists just to name a few. The oppor-
tunity to tap into this knowledge base to
share with the local community while in
Rhode Island is yet to be fully realized and
I set this as a challenge for the NWC
Foundation.

Although it was evident from the
beginning that blending so many varied
cultures and backgrounds is a rare event
and not always easy, it occurred to me
throughout the year that a success
work with our customers from design and build through prepa-
ration and training to ensure military personnel and equipment
are ready for deployment.

Headquartered in Arlington, VA, BAE Systems, Inc. employs
approximately 33,700 individuals, with major opera-
tions in the United States, United Kingdom, Sweden, and Israel.

In 2014, the company recorded sales of approximately $10.5 billion.

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Our support of the U.S. Naval War College

Since 1989, BAE Systems and its legacy companies have
been strong supporters of the U.S. Naval War College. The
school’s mission to prepare future leaders during times of politi-
cal, technological, social, and military change aligns with BAE
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In the air, on land, and at sea we design, develop,
manufacture and integrate defense systems and equipment.

From armored fighting vehicles and next-generation combat aircraft
to mine countermeasure vessels and nuclear submarines, we

“The Naval War College has been a key factor in making the
U.S. Navy, and the navies of many of our allies, the best in
the world,” said Charlie McCallough, BAE Systems Business
Development Directe. “The college is involved in many areas
important to BAE Systems, but one of the greatest interest is the
War College mission in helping to define the future Navy and our
associated roles and missions. As a defense contractor, having
insight on where the Navy is headed allows us to make smart
investments that align in the Navy’s strategies.”

The guided-missile destroyer USS Pinckney (DDG 91) fires its MK-45 5-inch/54-caliber gun during a pre-aim calibration fire (PACFIRE) training exercise. (U.S. Navy photo/Released)

“...a glowing, technologically-advanced platform capable of
launching Tomahawk cruise missiles, Standard Anti-Ship
Missiles and Surface-to-Air Missiles, providing a comprehen-
sive array of defensive capabilities. The warfighter has a
unique capability to fight from any platform...”

-- U.S. Navy

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launching Tomahawk cruise missiles, Standard Anti-Ship
Missiles and Surface-to-Air Missiles, providing a comprehen-
sive array of defensive capabilities. The warfighter has a
unique capability to fight from any platform...”

-- U.S. Navy

So our year at the war college is over.

The great race is now on as we have
new friends all around the world to visit.

All this diversity and acceptance has been
made possible by the amazing program run by
the NWC.

And what would be my advice for new
NCC families? Get involved. Meet the
community. Grow as much as you can and
learn as much as possible. The rewards are
endless. It will be the best year of your life...
Francis Donal “Don” O’Brien, Captain, U. S. Navy, Retired

THE BRIDGE profiles one of the Foundation’s dedicated volunteers, Francis Donal “Don” O’Brien, Captain, U. S. Navy, Retired, in this issue. Our members often see Don at the Spruance Hall evening lectures or giving the occasional tour at the NWC Museum.

Don tells us that he really began to appreciate the work of the Foundation when he became president of the Great Lakes Naval Museum Association (now Foundation) on very short notice in 2001. Shortly thereafter, he was visiting Newport, and asked to visit with RADM Joe Strasser, then Executive Director of the Foundation. “With no appointment and without knowing much about me other than that I needed help, Admiral Strasser gave me a wonderfully succinct and comprehensive one-hour course on how to run a similar organization and a capital campaign.” The Great Lakes Naval Museum Foundation now is functioning successfully and the museum developing well, he reports. “That’s when Joe Strasser became my hero, and the NWC Foundation became really significant for me,” he said.

When the O’Briens moved here from Chicago in 2006, Don became involved right away at the museum and in the lecture series. He is a Life Member of the NWC Foundation. He also serves as Rear Commodore for Sail Training for the Coasters Harbor Navy Yacht Club, teaching sailing at the Naval Station Marina. Don’s Navy career began in Newport at NAVOCS, being commissioned in September, 1968. Assigned as ASW Officer in USS Stickle (DD-888), homeported in Newport, he left active duty after his initial tour, and affiliated with the Naval Reserve, USS Stickell (DD-888), homeported in Newport, he left active duty after his initial tour, and affiliated with the Naval Reserve, serving in various assignments over a 27-year career as a Selected Reserve Wargaming course in 1973, when, as a Lieutenant, he met VADM Stansfield Turner, then president of the College. He was selected for and took the Reserve Officer Command and Staff course in 1979. During a year of graduate school in Cambridge, Massachusetts, he participated in the Center for Wargaming Umpire Training Program over nine months of drill weekends, receiving a Wargaming Umpire certification in 1983. He returned to NWC for several special periods of active duty as a wargaming umpire. In 1997, he attended the Reserve Officer Strategy and Policy course. CAPT O’Brien retired from the Navy in 1998.

In civilian life, Mr. O’Brien is an Arbitrator and Mediator in private practice. Prior to setting up his arbitration practice, he was commissioned a Federal Mediator in the Federal Mediation and Conciliation Service in March, 1999, retiring in January, 2006. From 1970 through 1999, his career in labor relations and human resources management positions included 27 years with the Metropolitan Water Reclamation District of Greater Chicago, culminating with 15 years as Director of Personnel.

Mr. O’Brien has been active in the leadership of several professional associations and civic groups. He was national president of the Industrial Relations Research Association (now the Labor and Employment Relations Association) in 1998, and is a past president of the Chicago Council of the Navy League of the United States, as well as past president of the Great Lakes Naval Museum Association. He has been a member of the boards of directors of the Harvard Club of Chicago, the Illinois Public Employer Labor Relations Association, and the Fortes Foundation.

CAPT O’Brien is married to Ellen Jung O’Brien, a Librarian, who works at the Redwood Library and Athenaeum in Newport. They have two adult children, and two grandchildren. Captain O’Brien holds a B.S. in Psychology and a M.S. in Industrial Relations, both from Loyola University Chicago; he also holds a Master of Public Administration from the John F. Kennedy School of Government at Harvard University.

The NWC Foundation is grateful for the generous support of our Corporate Leaders

Northrop Grumman Corporation (NGC) is a committed leader in Cyber, Unmanned, C4ISR, and Logistics, defined by our core values of responsibility, trust, integrity, and protecting freedom worldwide. NGC fully supports Naval War College Foundation efforts behind the education and research underpinning the Naval War College mission so important to our Navy’s future success.

The Naval War College Foundation was pleased to participate in the return of ship tours in Newport, Rhode Island aboard the UNS TRENTON (JHSV-5). The Joint High Speed Vessel came to Newport this fall and offered members a hands-on experience and look into the unique platform.

The Naval War College Foundation looks forward to the continued return of ships and exposing the public to all things Navy!

Stockton Center at Forefront of Cyber Law

Continued from page 19

The Naval War College more broadly is actively addressing the topic of emergent cyberfied conflict at the maritime, national, regional, and international levels of analysis. In addition to offering specialized courses on the subject, it has established the NWC Center for Cyber Conflict Studies (C3S), led by Professor Chris Demchak and CAPT Connie Frizzell, which draws together Naval War College and other senior cyber experts from a variety of disciplines to examine the threat and the strategic and operational implications across actors and national/ international systems for the near and far term.

In October 2015, the experts will reconvene to consider issues that include the applicability of human rights norms to cyber activities, cyber operations in and through space, cyber operations at sea and in the air, cyber operations during peacekeeping missions and resort to cyber means by international organizations. The group will reconvene in early 2016 for a third session to finalize Tallinn Manual 2.0. States are actively providing input to the process. In April 2015, key members of the group met in the Hague with legal representatives of 35 states, including Russia, China and the United States, to discuss the project’s initial findings. Discussions were exceptionally frank. A second meeting is scheduled for late 2015. Additionally, a number of academic workshops have been held on topics of relevance to the project at such locations as Tartu University and Syracuse University Law School. The private sector is also involved. In November, group representatives will meet with legal counsel from a number of major information technology companies to solicit their perspectives. The project will conclude in 2016 with publication of the Tallinn Manual 2.0, the International Law Applicable to Cyber Conflict.

The Bridge
The Afghanistan War: Schools in the Crosshairs

Continued from page 10


“As symbols of government authority and, in the words of the International Crisis Group, accused of ‘promoting western decadence and un-Islamic teachings,’ schools have proved a soft target for the Pakistani Taliban in their northwestern strongholds. According to the GCPEA, many, particularly in Khyber Pakhtunkhwa (KP) province and the so-called federally administered tribal areas, have been attacked at night, blown up or razed to the ground with small, improvised bombs set with timers. Pakistan’s Human Rights Commission reported more than 500 schools damaged or destroyed in this way in 2009 alone. But several have also been attacked in the daytime, including with grenades, rockets, rifles and machine guns, and school buses have also come under attack.”

What does this mean for the U.S., ISAF troops, and the war effort in Afghanistan, which by now I’m sure you’ve ascertained that it cannot be divorced from Pakistan, and the war forward?” It means that a purely military solution to the problem is ineffective. The strategy for the Af-Pak region must be multidisciplinary, multidimensional, and specifically focused on countering militant ideologies. It means winning the war of the schools is imperative, which, in turn, empowers girls and women. Afghanistan and Pakistan will never progress without real female empowerment, freedoms, and rights. Consider Harel’s closing words:

“Hundreds of thousands of children have been bombarded or terrorized out of school, while violence against teachers has had a devastating impact on recruitment. According to the International Crisis Group, more than nine million Pakistani children are not currently receiving a primary or secondary education. The country’s own Human Rights Commission concedes it has the second largest proportion of children not attending school in the world after Nigeria.”

What will be the fate of the girls who are not attending schools? One shoulders with the thought. And, no doubt, these idle boys will be ideal tools and fodder for the Taliban and other militant groups. The cycle of war and misogyny will continue. Indefinitely.”

China Maritime Studies Institute

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specifications may be another weakness. Chinese society today is built on relationships and pragmatic negotiations, leaving adherence to strict standardization a much lower priority than in Western societies where laws, specifications, and standards enjoy greater influence.

For additional findings, please see the following link for Prof. Erickson’s personal summary of the conference:

Spruance’s Grandson Visits the Naval War College

ADMIRAL RAYMOND A. SPRUANCE had a long association with the Naval War College. As a commander, he attended the War College as a student in 1926-1927. From 1931-1933, he served as an instructor. Following a two-year tour as chief of staff for Commander, Destroyers Scouting Force, he returned as the head of the Tactics Section. Following World War II, he returned for his final tour at the Naval War College, serving as the president of the Naval War College until his retirement in 1948.

During Admiral Spruance’s tour as president, his daughter Margaret married Commander Gerald S. Bogart at a ceremony held at Trinity Church in Newport. The wedding reception was held in Quarters AA, the Spruance home at the time. Commander Bogart and his family would return often to the area as he served on the staff of the Naval War College, followed by his tour as commanding officer of the USS Essex (CV 9) and, finally, when he became director of the Naval War College’s College of Command and Staff.

In March, David Spruance Bogart, grandson of Admiral Raymond Spruance, contacted the Naval War College Museum to obtain a photocopy of the presidential portrait by George Suttong for use during his grandfather’s induction into the Shortridge High School Hall of Fame. Ray Spruance was a 1902 graduate of this Indianapolis, Indiana, public high school, the oldest in the state of Indiana, opening in 1864. In conversation during this process, Mr. Bogart mentioned that he and his wife, Bethany, were planning a trip to the East Coast and asked about visiting the Naval War College and Naval War College Museum to see our collection of Spruance memorabilia.

The visit was arranged for July 1 and, following a visit with the Provost of the Naval War College, Dr. Lewis Duncan, the Bogarts were given a tour of the Naval War College. The highlight of the tour was the visit to the Naval Hitorical Collection where the Head Archivist, Dara Baker, had arranged a table of papers associated with Spruance’s career.

THE NAVAL WAR COLLEGE FOUNDATION ANNOUNCES MONTHLY E-NEWSLETTER

The Naval War College Foundation now sends out a monthly newsletter by email that contains Naval War College and Foundation news along with an up-to-the minute events calendar.

If you haven’t received an E-Newsletter from the Foundation, that means we don’t have an accurate email address for you on file. To update your address, send an email to Steve Statia at nwcf_events@nwcfoundation so we can keep you informed!

Dara Baker, David and Bethany Bogart.
World War II was continuing but the war in Europe was nearing its end. The German surrender was scheduled for 7 May 1945. Until that time, however, naval forces remained on alert for possible U-boat activity as intelligence sources indicated the presence of submarines in the local vicinity. Their vigilance was rewarded on 5 May, two days before the cessation of hostilities in the Atlantic, when a collier, MV Black Point, was torpedoed. Coast Guard and naval vessels in the area quickly realized what had happened and knew that they had an active, accurate datum based upon the billowing smoke from the sinking Black Point. What followed was a short and violent prosecution of the submarine. The end came off the coast of Block Island as verified by the oil and debris which floated to the surface. Later findings would verify the submarine to be U-853, a Type IXC/40 long-range submarine.

As the United States and Germany are among the nations that recognize sunken military wrecks with military personnel entombed as war graves, the story might have ended there. Unfortunately, salvage companies and recreational scuba divers did not subscribe to the same belief and, over time, looted the submarine, taking various items as souvenirs. Two such items taken were the bronze propellers. Over time, the propellers ended up at Newport’s Castle Hill Inn where they remained for over 50 years shrouded by local myths as to the true ownership of the artifacts.

In the late 1990s, various interested parties began to sift through the legal rights of the various parties. Finally, in 2005, Newport Harbor Corporation did “relinquish all claims of ownership, or any other title or interest, in the two propellers” and the German government agreed to donate the propellers to the Naval War College. The gift was formally accepted by the United States Navy in September 2005 with the intent that the Naval War College would display them as a part of a dignified exhibit recounting the naval history of Germany and the United States.

We are now at the end of 2015 and the project has come to fruition through the generosity of the Tawani Foundation of Chicago and the support of the Naval War College Foundation. A permanent display is soon to be completed just north of the USS Constitution’s anchor, which is the centerpiece of the plaza dedicated to Esau Kempenaar for his long-term service in the cause of international friendship and his association with the foreign officers of the Naval Command College.

As was noted by Abraham Lincoln, “Honor to the Soldier, and Sailor everywhere, who bravely bears his country’s cause.” At the Naval War College, with our expanding number of foreign officers, we understand more than most the fine line between patriotism and nationalism as we seek the connections that bind us to one another. It is the intention of this display to contribute to that cause.
Chief Petty Officer Bill DeBerry USN, (Ret) was my sister Carol’s and my dad and hero. He was born in a little town in West Tennessee on the Mississippi River. In the mid 1930s, farming was nonexistent due to droughts, so upon graduation from high school he enlisted in the Navy to help with taxes for the farm. He went through basic training at the Great Lakes Naval Training Center and thus a long naval career began.

He was assigned to the USS Dobbin, eventually berthing at Ford Island at Pearl Harbor Naval Base. December 7 found our father searching for the commander of his ship who went missing when the first wave of Japanese planes attacked. He continued to see action in the Pacific throughout the war. During the war, while in Sydney Harbor, our uncle’s ship (on our mother’s side), the USS Sampson, was tied up next to the Dobbin while our dad and his shipmates executed repairs to the Sampson. He would later discover this through conversations after our dad married our mother, having met her at the Philadelphia Naval Yard while working on a newly-built aircraft carrier, the USS Antietam, a ship he was later assigned to.

Our dad was an expert shipfitter and metal-smith, passing these skills on to generations of sailors. After his 20-some years of active duty, he retired and then went on to work for the Navy, building new ships such as LSTs and LSDs and his greatest build, the USS Kitty Hawk.

We will always remember our dad as a man of honor who served his God, his family, his country and the United States Navy.

Janet DeBerry

Janet DeBerry, a long-time member and Naval War College advocate, has decided to memorialize her father with a plaque bearing Chief Petty Officer Bill DeBerry’s name on the Naval War College Foundation “In Memory” board, located next to the entrance of Spruance Lecture Hall at the U.S. Naval War College. If you would like more information on the Foundation Memorial Program, please contact Steve Stasiuk at the Naval War College Foundation by email at stasiuk@nwcfoundation.org, or by calling 401.848.8308.