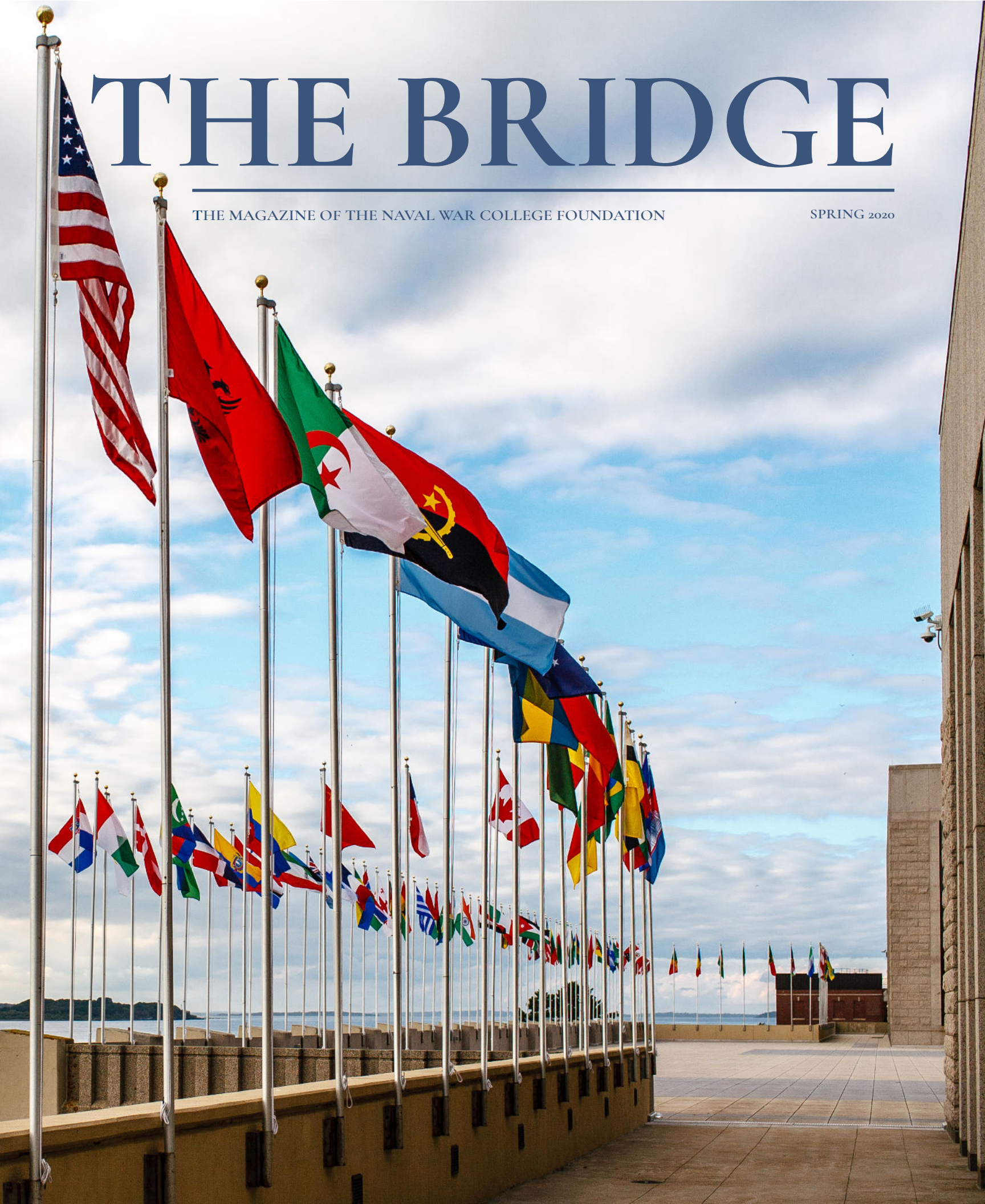


THE BRIDGE

THE MAGAZINE OF THE NAVAL WAR COLLEGE FOUNDATION

SPRING 2020



For the latest Foundation news and updates,
visit the newly redesigned NWCf website.

WWW.NWCFOUNDATION.ORG

The screenshot displays the website's header with the Naval War College Foundation logo and navigation links: About, Membership, Events, News & Media, Give, and Learn. A shopping cart icon is also present. The main banner features a background image of flags and the text: **MAKING A DIFFERENCE** and **PREPARING TODAY'S LEADERS FOR TOMORROW'S CHALLENGES**, with a **LEARN MORE** button. Below the banner, the website content includes a second navigation bar and two article previews. The first article is titled **"Grippe Caught Us Quicker than the U-Boats." Examining the past for new perspectives on current challenges**, dated **APR 19, 2020**, and includes a small image of a historical scene. The second article is titled **The Economic Impact of COVID-19 with Michael Greenwald**, dated **APR 14, 2020**, and includes a portrait of Michael Greenwald.

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AT THE HELM

Erik Larsen's new book, *The Splendid and the Vile*, is an utterly absorbing account of Winston Churchill and London during the Blitz. I ran across a quote that I have freely used and paraphrased to reflect how we may all be feeling in this crisis, i.e., *we are compelled to believe in the Devil if only to account for the existence of COVID-19!*



Sheltering in place, self-quarantine, social distancing, an overstressed health care system and a tanking economy conjure up the opening lines of *A Tale of Two Cities* - "It was the best of times, it was the worst of times," We have to go back to World War II to find a crisis comparable to what we are experiencing now.

I prefer to focus on the "best of times" aspect of this struggle. "Think Different" was an advertising slogan of the late nineties. Our challenge for the immediate future is to "think different" about how to achieve your Naval War College Foundation's mission to support the College while adapting to a remote working environment and an unpredictable return to "normalcy."

Rahm Emanuel, former mayor of Chicago, famously said, "Never let a good crisis go to waste." Our staff and Board have embraced that maxim. The suspension of travel, lectures, events and other face-to-face opportunities has turned our attention to alternate means of actively engaging Foundation members, donors and friends. Utilizing the tools of the internet age enables us to more frequently deliver content directed at your interests. We are on a quest to increase your connections to the College and the Foundation through sharing up-to-date briefings on the many programs bearing on national and international security. Mining the intellectual resources and archives of the College is another avenue for presenting material that provides current and historical perspectives on challenges facing our government, our country, our military, and the world.

In her letter on page 6, Naval War College President Rear Admiral Shoshana Chatfield highlights many of the ways the Naval War College is having an impact today on international security issues including the COVID-19 crisis. Our interview with CAPT Scott Kelly and our note on the Urban Pandemic Wargame conducted by the College's Humanitarian Response team last September are also subjects of articles in this edition.

The world will not always look as it does today. We will eventually return to a more familiar routine. However, this pause gives us the opportunity to "think different." I am asking for your help in this effort. Tell us about topics you want addressed and events you would support; how can we more effectively engage with you? Feel free to write to me at bill.obenshain@nwcfoundation.org.

Finally, a final salute to our good friend Dayton Carr: successful businessman, avid sailor, well-known philanthropist. He was also a kind, generous soul. Dayton is memorialized later in *The Bridge*. It is worth noting here that Dayton was not just a staunch supporter of the Foundation but had a legion of friends comprised of just about anybody who ever met him. We will miss him.

Thank you for your support!

William A. Obenshain
Chairman
Naval War College Foundation

ON BEHALF OF YOUR FOUNDATION STAFF

In our last issue, I was excited to announce that *The Bridge* was back after a brief suspension of print operations. With the arrival of our communications team last summer - Shannon Hammond, Director of Communications, and Jordan Lang, Assistant Director of Communications and Marketing - we were able to revive production with a special NWCF 50th Anniversary edition. I hope that issue helped you learn more about the NWC, the work of the NWCF, and the benefits of NWCF membership. Our spring issue of *The Bridge* is being delivered to you electronically as we work to steward your generous gifts and ensure that your issue arrives in the most expedient, safe, and secure way possible during these challenging times. We hope to resume mailings with the next edition. In the meantime, enjoy this electronic version of *The Bridge*, and please feel free to share it with family, friends and colleagues who may be interested in the NWC and NWCF.

Communications and outreach with members and friends of the NWC and NWCF remain a focus area for the staff. If you have not yet visited the NWCF's refurbished website please do. It is a terrific site filled with a lot of exciting information. The NWCF is proud to keep the site's content current for your information and enjoyment. Take a look at the videos that highlight and illustrate the missions of both the NWC and NWCF and those that provide introductions of some of the programs offered by the College and its distinguished faculty. Additionally, the NWCF has worked to expand its social media footprint on LinkedIn, Facebook, Twitter, Instagram and YouTube. Thanks to many of you, we have observed a steady increase in followers and engagement since last summer. Be sure to follow us on your favorite platform for updated news stories and the latest information concerning NWCF events and activities.



Due to the Coronavirus (COVID-19) pandemic, the staff moved to work from home in mid-March. They have done an outstanding job mitigating the effects on NWCF operations, activities, and events. Where possible, we have rescheduled events, such as the San Francisco Symposium. We continue to stay on top of the latest developments to reassess other events, such as our All Members Meeting & Luncheon and Recognition Dinner, and the NWC's Current Strategy Forum (CSF). Please visit the events page on our website for the latest developments.

Thank you for your continued support and advocacy. On behalf of your staff at the NWCF, we hope that everyone is happy, healthy and safe, and we look forward to seeing you again soon. In the meantime, happy reading!

With my utmost respect and admiration,

CAPT George E. Lang, Jr., USN (Ret.)
CEO
Naval War College Foundation



Dear NWC Foundation Members,

In the midst of great disruption, I am inspired by the achievements of our great team here at the Naval War College. We started the month of March at full operating capacity with most of our personnel working from within the buildings of our historic campus, fleet seminar locations and NPS. By the end of the month, we transitioned fully to a Mission Essential only posture, with more than 97% of personnel working within our new normal - the virtual environment. Despite the rapid change, our extraordinary community continued to accomplish the mission of our Naval War College. Specifically:

- In early March, we graduated 55 students in our intermediate and senior level courses. These graduates included our first two students to receive Graduate Certificates in Maritime History and one received a Graduate Certificate in Ethics in Emerging Military Technology.
- In our College of Distance Education (CDE), 130

students completed all coursework for the Joint Professional Military Education (Phase 1).

- Several students in our CDE Fleet Seminar Program continued their classwork after being deployed as military medical first responders in response to the COVID-19 crisis. Two students deployed aboard USNS Mercy, and *one student* joined her seminar online wearing a surgical mask and contamination gown as she was simultaneously providing care for two hospitalized COVID-19 patients.
- In our College of Maritime Operational Warfare (CMOW), we completed two Maritime Staff Operator Courses (MSOC), one as planned and one truncated. Using innovative instruction and multiple classrooms, we continued the second class with social distancing measures and finished early, allowing students to continue on their orders. The entire MSOC team showed remarkable flexibility and adaptability in completing their mission.
- The CMOW team coordinated Flag Tailored Education for three one-star admirals in the early part of the month. Each met with a variety of faculty from around the College to prepare for future Expeditionary and Carrier Strike Group Command. In the latter part of the month, another one-star admiral was our first virtual Flag Tailored Education recipient, using Secure VTC to facilitate faculty discussions as he prepares for Submarine Group Command.
- Also in CMOW, the Humanitarian Response Program (HRP) received significant attention for their Urban Pandemic Wargame conducted last September at Johns Hopkins University, in partnership with the U.S. Public Health Service. While this was a fictional game that examined a response to a pandemic in a less developed area with limited medical capacity (unlike what the U.S. is currently facing), it brought together experts in their respective fields and revealed seams and challenges that exist in a pandemic response. The game was highlighted in several publications recently, including Fortune Magazine and Military.com. The HRP is currently planning to support a guided discussion with local responders and authorities in Rhode Island

Rear Adm. Shoshana S. Chatfield, president of the U.S. Naval War College (NWC), Command Master Chief Keith Webb, Provost Lewis Duncan and Cmdr. Gary Ross, public affairs officer NWC, hold a Facebook livestream all-hands call to answer questions about how the COVID-19 virus is affecting NWC.

The participants practiced social distancing as recommended by the Centers for Disease Control and Prevention. The live stream reached over 500 followers.

U.S. Navy photo by Mass Communication Specialist 2nd Class Tyler D. John



and neighboring states to consider issues in the current environment. You can read more about their support on page 12.

- Related to the above, we had one former student reach back to us and provide some excellent feedback on how NWC's education and training courses are enabling him to successfully support our Nation's response to the COVID-19 pandemic. A U.S. Navy LT and recent Maritime Staff Operators Course (MSOC) graduate is the Seventh Fleet COVID-19 Operational Planning Team lead. He recently reached back to his instructors to inform them that were it not for his recent outstanding education at NWC, he would be ill-prepared to tackle this vexing planning issue.
- And finally, personnel from CMOW, with support from the College of Leadership and Ethics (CLE), formed an Operational Planning Team to provide direct planning support to U.S. Northern Command's COVID-19 contingency planning. This endeavor is still developing and I look forward to giving you the full run-down on our support in future NWCF correspondence.

Again, I just wanted to highlight all the fantastic work that the U.S. Naval War College is doing -- not just in our primary mission of educating and training our current and future leaders. We are witnessing the fruits of our high caliber education. Our faculty, staff and current & former students are exercising their critical thinking and planning skills right now in support of our Nation's response to the COVID-19 pandemic.

Stay safe and healthy.

Sincerely,

RDML Shoshana Chatfield
President
U.S. Naval War College

THE FUTURE OF THE NAVAL WAR COLLEGE

John Kroger, Chief Learning Officer

For the past two months, the world has been transformed by the COVID-19 epidemic. The faculty, students, and staff at the Naval War College have responded with remarkable speed and agility, moving the College to an almost 100 percent online footing. Rear Admiral Chatfield and her team deserve great credit for their outstanding performance, keeping the War College team safe while continuing the vital national security educations of our students.

Though much of our attention is, by necessity, focused on short term adjustments to the COVID-19 crisis, we cannot afford to ignore long term needs and challenges. This past February, the Department of the Navy issued its first-ever joint Navy and Marine Corps education strategy, Education for Seapower Strategy 2020 (E4S). The strategy lays out a comprehensive, long term game plan for education in both services. Because the War College will play a critical role as we execute that strategy over the next five years, I want to share some thoughts on what the future may look like.



The Navy's Chief Learning Officer (CLO) John Kroger spoke to U.S. Naval War College (NWC) faculty and staff in the college's Spruance Auditorium, Feb. 27. The CLO position was created to unify all Navy and Marine Corps formal education programs and will be responsible for implementing education changes as directed by the Secretary of the Navy.

U.S. Navy photo by Jaima Fogg

One of the most important goals of E4S Strategy 2020 is to ensure that 100 percent of Navy and Marine Corps officers who promote to the rank of Brigadier General or Rear Admiral Lower Half possess a year of strategic education at the Naval War College, Marine Corps War College, or an equivalent program at a leading civilian university. This is one of the most important goals of the E4S effort: to ensure that our senior leadership possesses the strategic vision and understanding of our changing geo-strategic environment necessary to lead our force. To achieve this goal, we intend to send more Navy officers to the War College in the coming years. To accommodate these growing numbers, we may need to adopt a low-residence model for some War College programs – a model successfully pioneered by the University of Pennsylvania and Duke University, among others – in which students will remain at their current duty stations during their education, working together as a cohort online, but travelling to campus for intensive classes for three days per month.

A second major goal of our education strategy is to increase the total number of naval officers pursuing high-quality graduate and professional military educations. Though some of that increase will come through traditional in-residence and low-residence programs, we will not be able to reach our goal unless we dramatically expand the quantity and quality

THIS IS ONE OF THE MOST IMPORTANT GOALS OF THE E4S EFFORT: TO ENSURE THAT OUR SENIOR LEADERSHIP POSSESSES THE STRATEGIC VISION AND UNDERSTANDING OF OUR CHANGING GEO-STRATEGIC ENVIRONMENT NECESSARY TO LEAD OUR FORCE.

of online programs we offer. To that end, War College faculty are working with colleagues at the Naval Postgraduate School and Marine Corps University to develop a brand new online Mid-Career Warfighting Curriculum, a series of roughly twenty online military studies courses in areas like leadership and ethics, cyber warfare, emerging naval warfare technologies, and multi-domain operations. This new program will transform our educational effort by making the thinking of some of our best faculty available to students across the globe, no matter where they are deployed.

A third goal is to increase the number of officers from our international allies and partners who attend our military graduate schools. Recently, Secretary of Defense Esper called for a 50 percent increase, a major expansion that would greatly boost our global intellectual interoperability with key partners. Though any changes will have to wait until we restore global travel after the COVID-19 pandemic subsides, we will begin planning for this increase in the coming year. Naturally, the War College will play a major role in meeting this new goal.

Finally, the strategy calls for increased wargaming as both an educational and strategic planning and analysis tool. Though I do not want to speak in detail about this effort in a non-classified space, I expect to see a significant growth in wargaming at the War College in the coming years.

These are exciting times for naval education, and I expect the War College to lead the way. These are ambitious goals, and I am confident that with extraordinary leadership from our War College faculty and staff that we will be able to achieve them.



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Did you know that you can turn your Amazon purchases into NWCF support using AmazonSmile? Simply use your Amazon log-in at smile.amazon.com and select the Naval War College Foundation, Inc. as your charity. The AmazonSmile Foundation will donate 0.5% of your purchase to the Naval War College Foundation.

GRAY ZONE MINDSET: COMPETING AND WINNING IN THE GRAY ZONES

Dr. Andrea Dew, Daniel Starr, and Lauren Dodillet
Center on Irregular Warfare and Armed Groups

Dr. Peter Dutton
China Maritime Studies Institute

CAPT Thomas Sass, USN (Ret.)

In September 2018, former Chief of Naval Operations Adm. John Richardson highlighted the importance of challenging adversarial activity in the Gray Zone. He stated: “You’ve heard terms like ‘gray war,’ ‘competition below the level of conflict.’ All of these sorts of phrases try to grasp at this very smooth spectrum, from competition all the way to conflict. Our response to that going forward is going to be key to ensure that we are not only competitive but ahead. It’s not sufficient to be competitive, we want to be winning.”¹

What are these gray zones and what role does the United States Navy (USN) play in ensuring the United States competes and wins in gray zone competitions? The Center on Irregular Warfare and Armed Groups (CIWAG) at the U.S. Naval War College spent the past 18 months holding a series of workshops and working groups considering this challenge with collaboration from the China Maritime Studies Institute (CMSI), whose book on China’s use of gray zones was published this year with the Naval Institute Press.

On the spectrum of conflict between peace and war lies the gray zone—a competitive space where nations employ tactics designed to challenge one another with limited fear of reprisal or risk of escalation to militarized armed conflict. Gray zone activities have four key characteristics: They are deliberate; integrated into national strategies, not mere tactical blips; exploit a high threshold to armed response; and exploit situational ambiguity.² These characteristics make gray zone behavior difficult to react to and contend against, but our work suggests key components—a Gray Zone Mindset—that can help the United States and its allies stay ahead in this competition.

Gray zone strategies challenge the status quo and may be bold or incremental; indeed, reading the examples below, Cold War warriors may experience flashbacks to the salami-tactics of Warsaw Pact states. Some might, therefore, argue

that “gray zone competition” is simply part of the spectrum of competition between states—nothing that requires a new label. However, in CIWAG’s 18-month study of these activities in the maritime domain, we repeatedly found that the term “grey zone” was helpful in illuminating deliberate patterns of activities that might fall below the threshold of a clear and present danger if taken individually. Thus, we found that adopting a “Gray Zone Mindset” that included all of those factors—from the past, present, and future—helped to expose the seams and gaps in authorities and capabilities that competitors could easily exploit. And, most importantly, the term helped enable experts—academics, practitioners, and operators—to clarify situational ambiguity and move beyond a reactive posture to identify concrete and nuanced responses that support national objectives.

Where and when have these gray zone activities been taking place, and with what results? As CMSI has documented, China continues to expand its influence in the South China Sea and Indo-Pacific.³ In 2013, China began pumping sand onto the reefs and submerged rock features in the Spratly island chain to create artificial islands in the disputed waters of the South China Sea. In the five years that followed, China created over 3,200 acres of new land, developed infrastructure to build 27 new outposts, and defended against contradictory territorial claims by Malaysia, Taiwan, Vietnam, and the Philippines.⁴ Efforts to develop the small features in the Spratly and Paracel island chains have greatly enhanced China’s ability to execute anti-access and area denial (A2/D2) operations against foreign vessels that it accuses of “illegally operating” within the waters of China’s nine-dash-line. The Chinese Coast Guard now maintains a constant presence in the surrounding waters.⁵

Similarly, Russia has exploited the gray zone to enhance its own national security priorities and attempt to keep pace with the U.S. without incurring costly retribution.



Courtesy of the University of Texas Libraries,
The University of Texas at Austin.

Its actions in the Arctic and in Syria show diplomatic and military expansion and a drive for operational territory and resources—icebreakers commissioned for the Arctic and a long-term lease agreement for the Mediterranean warm water port of Tartus both demonstrate the range of Russian ambitions.⁶ Thus far, Russia's gray zone strategies have largely been regional efforts centered on expanding its own operating space and testing the resolve of NATO and the EU. For example, in April 2018, Russia carried out live-fire exercises in Latvia's exclusive economic zone immediately following a meeting between Baltic state leaders and President Trump.⁷ The Baltic States – Estonia, Lithuania, and Latvia – protested the exercises, which were the first to take place in such close proximity to their borders.⁸ However, Russia's actions have done nothing to allay Eastern European fears that Russia may attempt another annexation like that of Crimea in 2014.

In an era of great power competition, revisionist states such as Russia, China, and others are using the gray zone to leverage their strengths by raising the costs of intervention for the United States. So how can the United States and its allies stay ahead in an era of gray zone competition? In many ways, the U.S. Navy, with its vast network of allies, forward presence, and technological capabilities is uniquely positioned to ensure the United States stays ahead in the gray zone. Indeed, one of the most important recommendations from CIWAG workshops linked directly back to these strengths and focused on developing a *Gray Zones Mindset*:

- work with allies to detect, predict, and expose gray zone activities;
- clarify whose responsibility it is to respond and with which instruments of national power;
- normalize those roles, responses, and responsibilities through gaming, training, and doctrine;
- develop scalable and flexible options that integrate legal, strategic communications, and economic instruments of national power; and, above all,
- avoid the temptation to simply mirror tactical action and instead embrace strategically and sometimes geographically asynchronous actions.

Taken together, this Gray Zone Mindset undercuts one of the most important elements of gray zone activities—the ability to take advantage of ambiguity and confusion and change the facts on the ground (or at sea) before states can determine their response—and can enable states to stay ahead in the gray zone.

Authors' note: The views in this article are our own and do not reflect the position of the USNWC, USN, or DOD.

Dr. Andrea Dew holds the Chair of Maritime Irregular Warfare Forces at the U.S. Naval War College.

¹David B. Larter, "US Navy Must Be Able to Compete in 'Gray Zone' Conflict, Says Top Service Officer," Defense News, September 5, 2018, <https://www.defensenews.com/smr/defense-news-conference/2018/09/05/us-navy-must-be-able-to-compete-in-gray-zone-conflict-says-top-service-officer/>.

²Michael J. Mazarr, "Struggle in the Gray Zone and World Order," War on the Rocks, December 22, 2015, <https://warontherocks.com/2015/12/struggle-in-the-gray-zone-and-world-order/>.

³Peter Dutton, "A Maritime or Continental Order for Southeast Asia and the South China Sea?," Naval War College Review 69, no. 3 (Summer 2016): <https://digital-commons.usnwc.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1158&context=nwc-review>.

⁴Megan Specia and Mikko Takkunen, "South China Sea Photos Suggest a Military Building Spree by Beijing," New York Times, February 8, 2018, <https://www.nytimes.com/2018/02/08/world/asia/south-china-seas-photos.html>.

⁵James Holmes and Toshi Yoshihara, "Five Shades of Chinese Gray-Zone Strategy," National Interest, May 2, 2017, <https://nationalinterest.org/feature/five-shades-chinese-gray-zone-strategy-20450?page=0.1>.

⁶RFE/RL, "Putin Signs Law Allowing Expansion of Russian Naval Facility in Syria," Radio Free Europe/Radio Liberty, December 29, 2017, <https://www.rferl.org/a/putin-signs-law-syria-tartus-naval-facility/28946167.html>.

⁷Michael Birnbaum, "Russia Tests Missiles in the Baltic Sea, a Day After Baltic Leaders Met with Trump," Washington Post, April 4, 2018, https://www.washingtonpost.com/world/europe/russia-tests-missiles-in-the-baltic-sea-a-day-after-baltic-leaders-met-with-trump/2018/04/04/0a35e222-380d-11e8-af3c-2123715f78df_story.html?utm_term=.9609f7dc72cd.

⁸Reid Standish, "Russia's Anxious Northern Neighbors Toughen Up," Politico, April 9, 2018, <https://www.politico.eu/article/russia-anxious-northern-neighbors-toughen-up-nordic-baltic-military-defense-us-donald-trump-vladimir-putin/>.

HUMANITARIAN RESPONSE PROGRAM OFFERS EXPERTISE FOR COVID-19 RESPONSE

The U.S. Naval War College’s Civilian-Military Humanitarian Response Program has jumped into action to help fight the spread of COVID-19.

Faculty members have been working on at least four different efforts to assist Rhode Island and other responders in combating the infectious respiratory disease that has killed more than 50,000 people in the United States this year.

“Our goal is to help save lives and alleviate suffering in the state of Rhode Island, the U.S. and across the globe,” said professor David Polatty, founder and director of the Humanitarian Response Program.

LIAISON: In one example of these efforts, Polatty has been activated as a Navy Reservist to serve as the Rhode Island Navy Emergency Preparedness Liaison Officer.

Now, Polatty reports to Camp Fogarty in East Greenwich to work with the state National Guard and the Rhode Island Emergency Management Agency. His role is to help integrate Defense Department assistance if it is requested in the future. One example of this assistance could be additional medical personnel.

“If they need the Navy, I do everything I can to help them get the capability they need, whether it’s engineering or medical or logistics,” said Polatty, a 1992 U.S. Naval Academy graduate.

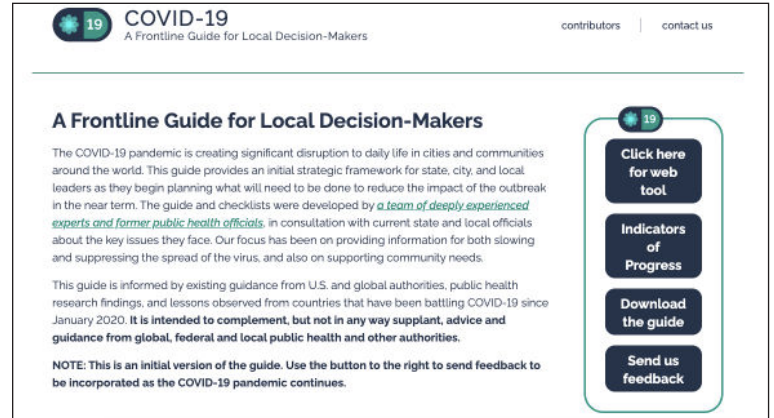
“If the response requires a unique Navy capability, then I’m able to help facilitate requesting it and ideally having it show up quickly as possible to help the people of Rhode Island,” he said.

RESPONSE RECOMMENDATIONS: Professors Benjamin Davies and Brittany Card created a detailed list of recommendations based on the program’s six years of research on public health crises and pandemic responses. “We’ve spent so much of our time focused on teaching how to make humanitarian response as effective as possible in the international context,” Davies said. “It is critically important to us that we’re able to apply those same lessons where we live.”

That research includes lessons from the Naval War College’s Urban Outbreak 19 event last September, which war gamed a fictional large-scale infectious disease outbreak. More details about Urban Outbreak 19 and its findings are available here: <https://usnwc.edu/News-and-Events/News/Before-COVID-19-US-Naval-War-College-War-Game-Examined-Epidemic-Response>.

“This is leveraging the ability of the War College to help facilitate dialogue between key leaders during this incredibly difficult time, and also highlight some important findings we learned from Urban Outbreak,” Polatty said.

DASHBOARD: Polatty also worked with a team of experts from academia and the nongovernmental sector to develop the COVID-19 Preparedness Dashboard, <https://covid-local.org/>.



“The idea is that local response is where everything really happens, because the affected communities are actually in the best position to help themselves first,” Polatty said.

The result was an easy-to-use, interactive website in English that is currently being translated to other languages so it can be shared widely.

“It was inspiring to see the academic community partner with nongovernmental organizations to create something uniquely targeted for local responders who are overwhelmed by COVID-19,” Polatty said.

"IT WAS INSPIRING TO SEE THE ACADEMIC COMMUNITY PARTNER WITH NONGOVERNMENTAL ORGANIZATIONS TO CREATE SOMETHING UNIQUELY TARGETED FOR LOCAL RESPONDERS WHO ARE OVERWHELMED BY COVID-19."

- *Dave Polatty, Founder and Director, Humanitarian Response Program*

CASE STUDY: Cmdr. Andres Howard, a Chilean Navy officer who is an international fellow in the Humanitarian Response Program, is leading development of a COVID-19 case study to be taught at the college in the next few months.

"The 'lessons learned' that we are getting on a daily basis, and the coordination issues that we are running into, any challenges, any opportunities to improve the response, he is building that into academic materials that we will teach this trimester," Polatty said.

Howard said he has two focuses, tracking what the United Nations is doing as an international body and analyzing how the armed forces of several other countries are contributing to their national efforts.

"I have no doubt that this approach to gathering information from officers all over the world will give us insight that will be taught in our electives and shared within the Naval War College community," Howard said.

The case study will be added to the program's elective course and materials will be offered to other faculty to teach as they desire.

The college's Humanitarian Response Program grew out of Polatty's research on the response to the 2010 earthquake in Haiti. The college officially created the academic program in 2015 as a year-long series of electives and also as a supplement to existing courses in the College of Maritime Operational Warfare.

It currently has five core faculty members and maintains partnerships with Harvard University, Brown University, the United Nations Office for the Coordination of Humanitarian Affairs and other higher education institutions around the world.

"The focus of our program is to do evidence-based research

- real research on actual disasters - and bring best practices into academic courses so we can teach it to the people leading responses in the future," Polatty said. "And while we want to help any military partner we can, our big focus is making the U.S. Navy better at executing this mission when it needs to."

The Humanitarian Response Program has created a comprehensive e-Portal that includes links to critical information and helpful planning tools on COVID-19: <https://usnwc.libguides.com/hadr>.

LAPTOPS: In addition to its academic efforts, the U.S. Naval War College has loaned out 46 government laptop computers in response to a call from the Rhode Island Emergency Management Agency.

The laptops, identified as a critical need by the state, will be used in the statewide COVID-19 response. Specifically, some of the computers will be used to help track who has been in contact with people who test positive for COVID-19, as needed by the Rhode Island Department of Health to support accelerated testing that started April 2.

"We greatly appreciate the assistance of our local federal partner, the U.S. Naval War College, and especially the speed and urgency with which it moved to get us the much needed information technology to support the state's COVID-19 disaster response," said Marc Pappas, director of the Rhode Island Emergency Management Agency.

The computers, configured for travel use, are normally used by college faculty and staff when traveling on government business.

"I'm glad that the Naval War College was in the position to help," said Joseph Pangborn, the college's command information officer.

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A NAVAL WAR COLLEGE EDUCATION IN ACTION: MEGAN RHODES HELPS LEAD THE FIGHT AGAINST COVID-19

Megan Rhodes is a 2019 graduate of the Naval War College's (NWC) College of Naval Warfare and a career civil servant at the U.S. Agency for International Development (USAID). She graduated with highest distinction and was recognized with an Honorable Mention for The Honorable Juliette C. McLennan Essay Prize for Women, Peace, and Security at the 2019 NWC Writing Awards presentation. Her essay was entitled "Few and Far Between: How Under-representation of Women Constrains Female Decision-Makers and Undermines US National Security."

Rhodes has served in a number of different capacities at USAID over the last sixteen years, advising on public health and international development, with a primary focus on health issues in Africa. She moved into her most recent position in the agency as Division Chief in the Center for Nutrition in the Bureau of Resilience and Food Security in February 2020, advising on nutrition, an issue central to many international development issues. Within a matter of weeks of being in her new role, she was asked to serve as the Coordination Manager on USAID's COVID-19 task force. As Coordination Manager, Rhodes oversees USAID's work with donors, multilateral institutions, the private sector, and other parts of the U.S. government as part of the global response to COVID-19.



In the midst of her busy schedule, Rhodes spoke with the NWCF about her experience at the NWC and how she has applied what she learned during her time in Newport to her demanding role at USAID.

NWCF: How does an education at the NWC fit into your career path as a civilian government employee?

Though much smaller in size [compared to its counterparts], USAID is a part of the national security infrastructure. Whether in responding to humanitarian disasters, working in an Embassy on a country team, or meeting at the National Security Council to address the implications of a global disease outbreak, USAID staff [work alongside] our military counterparts. USAID is an institution designed to help create the conditions in the world that will make conflict less likely, and should conflict occur, aims to work in partnership with countries and its peoples to build resilience and stability in the economy, in public health, in education, and in civil society so that reduce the likelihood of conflict. We are very much part of the DIME [Diplomatic Information Military and Economic instruments of national power]. However, in nearly every interagency setting focused on national security issues, USAID is the least understood with the fewest people. Attending NWC – and other war colleges – is an opportunity for USAID officials to work with senior officers in the military to learn about one another's missions and unique capabilities as we

work together as one USG. For USAID, getting a spot at a War College is quite prestigious. In-residence continuing education is not the norm in the federal civil service. When I attended the NWC, I was fortunate to have been selected for USAID's only spot in the student body.

SPENDING A YEAR ON THE HRP'S ELECTIVE TRACK, THINKING ABOUT CIV-MIL ISSUES IN HUMANITARIAN RESPONSE WAS THE EDUCATION I NEEDED AS I FACE COVID-19 IN MY WORK TODAY.

NWCF: What aspects of the curriculum at the NWC did you find most relevant to your operational duties? Did anything about your experience at the College surprise you in its relevance/applicability to your job?

I have been really pleased to see how often my NWC curriculum has applied to my operational duties since graduating in June. Most recently, on the COVID-19 task force, I am the main point of contact for USAID's development advisors who are assigned to each of the Combatant Commands [COCOMs]. JMO[Joint Military Operations] has come in handy in this regard, as I have a better understanding of the structure, functions, and planning focus of the COCOMs. I also draw on the amazing work coming out of the civilian-military Humanitarian Response Program in the College of Maritime Operational Warfare. With little fanfare and often far from the spotlight of many of the great things happening on campus, Dave Polatty and his team were pushing the envelope to prepare for the biggest threat we've faced since WWII – COVID-19. Spending a year on the HRP's elective track, thinking about civilian-military issues in humanitarian response was the education I needed as I face COVID-19 in my work today. Finally, I often come back to S&P [Strategy & Policy] to help guide my bigger picture thinking on how we approach the world's most vexing problems, and the nature of people and of states in addressing major problems such as COVID-19. I've actually been corresponding a bit with Professor John Maurer during this time, reflecting on how what I've learned from his class is helping to shape my thinking about the COVID-19 response worldwide.

NWCF: You are considered an affiliated expert in the NWC's Humanitarian Response Program. Can you describe your experience with the programs coordinated through this department? What do you see as the biggest impact of the HA/DR work that is conducted there.

The Humanitarian Response Program is doing work like no other on civ-mil issues on the increasing overlap between military and humanitarian work in the world, whether due to increasing natural disasters as a result of climate change, or the complexities of humanitarian response in protracted conflicts such as Yemen. The HRP program sees the world as it is, and does a masterful job of bringing together the people and institutions across the civ-mil spectrum who are needed to solve those problems. In September, I attended a tabletop exercise (URBAN OUTBREAK 19) organized by the HRP to plan for an urban pandemic. Just a few months ahead of COVID-19, the HRP was bringing together government experts, military advisors from around the world, non-government humanitarian organizations and public health experts to explore the challenges presented by an urban epidemic disease outbreak. I am working with many of the very same people who were assembled in September to work on the COVID global response now.

NWCF: You were recently assigned to the USAID COVID-19 response team. Can you tell us about what your work entails and what you learned at the NWC that could be applied to this critical role.

I was one of the original dozen or so people called up to serve on the USAID COVID-19 Task Force when it was activated in early March. My job, day and night, is to speak to different institutions – other countries, multilateral institutions, other parts of the government - to relay what USAID is doing to respond, and to try and make sense of what others are doing, all in the name of finding points of connection and collaboration for a more effective response. I'm so grateful that I just spent a year at NWC trying to decipher the military – as well as other civilian agencies and partner countries – as it is what I've been asked to do in the COVID-19 response. This pandemic is too big for any one country or any one agency to address alone. It is going to take [a] collective effort to bring this to heel, and that means understanding the resources and incentives facing different institutions and peoples addressing this disease, as well as understanding how our own skills and resources can work best with others in our response. This virus is going to be with the world – and therefore with us as a USG – for some time to come, and we need to keep lines of communication and opportunities for collective effort open.

UNDERSTANDING HOW THE LARGEST SOURCE OF OUR NATIONAL POWER WAS USED – AND WASN'T USED – IN THE FACE OF COVID-19 WILL BE THE SOURCE OF RICH LEARNING AND RESEARCH FOR YEARS TO COME. I PLAN TO LOOK TO THE NWC AS A SOURCE OF THIS LEARNING.

NWCF: The NWCF is fueled by the generosity of members and donors who believe in the mission of the NWC and are driven by a patriotic desire to support our future leaders. Their gifts are frequently used to help fund war games and conferences and research endeavors that revolve around *preparedness*. What issues are you facing in your COVID-19 work that you think an institution like the NWC could help with to better prepare the world for future challenges?

I think COVID-19 reminds us that the fight you prepare for is not often the fight that you get. I understand and respect the focus on warfighting and the re-emergence of great power competition at the NWC. However, the threats of climate change, migration and conflict, and disease outbreaks persist, and as long as we have a military with a global presence, these will be problems that our military and its leaders will face. I believe that the NWC does take these issues seriously, but these issues are often more treated as context than the main event. And sometimes - as with COVID-19 - they're the main event. I'd love to see some of the amazing work happening at the NWC that focuses on these issues come more centrally into the spotlight. Although I'm not working directly on the military response to COVID-19, I think that the lessons learned from this will be critical to examine [from a military point of view]. Understanding how the largest source of our national power was used – and wasn't used – in the face of COVID-19 will be the source of rich learning and research for years to come. I plan to look to the NWC as a source of this learning.

GIFTS PROVIDE TRANSFORMATIONAL INVESTMENT IN CIPI PROGRAMS

Frank L. Smith III

The U.S. Navy must operate in every domain. That includes cyberspace. The Navy depends on interconnected networks of information technology undersea, on the surface, in the air, and on shore. Cyberspace is more than merely an enabler of naval warfare: It is essential and integral to maritime power in the 21st century.

Unfortunately, the same technology that we depend upon is vulnerable to cyber-attack. Navy computers have been hacked by China, Russia, and Iran. Secret information—on everything from advanced weapons systems to tactics, operations, and strategy—has been stolen. At the same time, rival nations have modernized their own militaries with networked information technology. They're more lethal as a result. They're also more threatening as competitors short of war, conducting information operations in cyberspace against U.S. national security interests at home and abroad.

The Cyber & Innovation Policy Institute (CIPI) helps the Navy think about how to counter these threats in cyberspace, operate in this domain, and innovate for the future. CIPI is the premier hub for cyber operations and strategy research at the U.S. Naval War College. Established in August 2018, and named in honor of Admiral James R. Hogg, CIPI builds on trailblazing work in cyber conflict studies by Chris Demchak, Peter Dombrowski, and colleagues across the NWC.

At CIPI, we help the Navy think by providing world-class research, high-level engagement, and education for the next generation of military leadership. Our approach is interdisciplinary because cyber and innovation policy are inherently social and technical. Better hardware and software are only part of the solution. New thinking requires the Navy to combine its technical expertise with social science. That's what we do. Our team brings together a unique combination of expertise in information technology, international relations, national security, political psychology, and maritime history to solve hard problems about threats and opportunities in cyberspace.

We currently focus on three lines of effort. First, CIPI is extending the rich tradition of wargaming at the NWC into cyberspace by advancing the state of the art in cyber wargaming. This work includes wargames about cyberspace, namely, games about cyber-attacks and computer network defense. It also includes wargames inside of cyberspace,

or virtual games, which are especially important now that social distancing for COVID-19 advantages wargames that migrate online. Paul Schmitt and Benjamin Schechter lead CIPI projects to make wargames more feasible and relevant.

Second, we compare the organization and practice of cyber operations and strategies around the world. Examples range from the U.S. Tenth Fleet and Cyber Command to computer emergency response teams and helpful “white hat” hackers. This work helps the Navy learn from the past to shape its future.

Third, CIPI examines technological innovation and great power competition. If competition with rivals in Asia and Europe is a long contest, how can the Navy build and maintain its technological edge? Sam Tangredi and our team address policymaking about artificial intelligence, quantum computers, and other emerging technologies. Also, since the tragic loss of William Bundy in 2019, Nina Kollars has led the Gravely Group, teaching this proud cohort of students about technological innovation.

Generous gifts to the Naval War College Foundation represent a transformative investment in this important work. The endowed fund for CIPI positions the College for national and international leadership in cyber and innovation policy.

With this support, CIPI is launching several exciting new initiatives. One is an international cyber dialogue series. Starting with the United Kingdom in 2020, and Australia in 2021, this series will enable candid conversations between military and civilian leaders about cyber operations.

Another new initiative is the CIPI interdisciplinary fellowship. Designed with Rachael Shaffer, this program will be the first of its kind in the world. It will team computer scientists and social scientists together for collaborative research. These teams will create new knowledge and connect emerging thought leaders directly to the NWC.

The need for research, engagement, and education on cyber operations, strategy, and innovation policy has never been more acute. This is true for both the Navy and the Nation. Thanks to support from the Naval War College Foundation, CIPI is helping the College rise to meet these critical needs.

Frank L. Smith III is the CIPI Director and part of the Strategic & Operational Research Department.

CURRENT AND FUTURE SUPPORT TO DISASTER RELIEF AND HUMANITARIAN ASSISTANCE MISSIONS

Albert J. Shimkus

Brief History of hospital ships (TAHs) in the U.S. Navy

Following World War I, the U.S. Navy purposely built the USS Relief, commissioned in 1922, as a hospital ship. During World War II the Army and Navy both had hospital ships. While the Navy ships were fully supplied and staffed to provide a full range of services, the Army ships were fundamentally transports intended to evacuate casualties from the front lines and not as well equipped as the Navy's ships.^{1,2}

The USNS MERCY (T-AH-19) and the USNS COMFORT (T-AH-20) were both converted from San Clemente-class oil tankers. The MERCY was placed in service in 1986 and the COMFORT in 1987. Each ship has 12 operating rooms, 80 intensive care beds, 20 post anesthesia beds, 280 intermediate care beds, 120 light care beds and 500 limited care beds. Additionally, the TAHs have radiological services, laboratory services, central supply, medical and pharmacy supply as well as two oxygen producing plants. Each ship is staffed based upon mission requirements.

In addition to the medical staff, the ship's civilian crew of approximately 65 is led by a senior civilian master mariner from the Military Sealift Command. The civilian mariners navigate and operate the multiple ship systems.³

Brief review of recent missions

Both TAHs have been deployed in multiple humanitarian assistance and disaster relief missions since placed into service.

The USNS MERCY: Philippine Training Mission (1987), Operation Desert Shield/Storm (1990-91), Operation Unified Assistance (2004), Pacific Partnership (2006, 2008, 2010, 2015, 2016 and 2018), Aftermath of Typhoon Haiyan (2013), Rim of the Pacific (RIMPAC) (2014) and Operations in response to COVID-19 Los Angeles (2020).⁴

The USNS COMFORT: Operation Desert Shield/Storm (1990-91), Operation Sea Signal and Uphold Democracy (1994), Operation Noble Eagle (2001), Iraq War (2002-03), Hurricane Katrina (2005), Partnership for the Americas

(2007), Operation Unified Response (2010), Operation Continuing Promise (2011), Hurricane Maria (2017), Operation Enduring Promise (2018) and Operations in response to COVID-19, New York City (2020).⁵

Impact of the COVID-19 Pandemic

In accordance with the National Response Framework (Defense Support of Civil Authorities) and under the authorities of Section 300hh of Title 42, the Secretary of Health and Human Services coordinates the Emergency Support Function with the Department of Defense as a supporting agency. Under this authority, the USNS COMFORT and MERCY and associated medical and support personnel were activated to support the efforts to treat COVID-19 and other patients in New York City and Los Angeles.⁶ Both MERCY and COMFORT served in direct support of civilian patients, providing life-saving care and fulfilling their secondary mission of providing hospital services in support of civil authorities.

Discussion of suitable replacement

Due to the heavy demands placed on both MERCY and COMFORT, it is altogether likely that these vital national assets will eventually need to be replaced. The basic questions surrounding possible replacements include the following: what type of hull, who should man the ships (civilian and/or military), and what should be its capability and capacity?

Various proposals have been suggested:

- The Spearhead-class Expeditionary Fast Transport (EPE-1)
- The Expeditionary Sea Base Ship-class such as the USS Lewis B. Puller (ESB-3)
- Common Hull Platform (CHAMP)
- The San Antonio-class amphibious transport dock (LPD-17)
- Converting two LHD-class to a hospital ship variant
- Maintaining the current T-AHs; keeping in reserve as back-ups for activation associated with major disaster/crisis relief situations



The Military Sealift Command hospital ship USNS Comfort (T-AH 20) is escorted by U.S. Coast Guard, New York Police Department and New York Fire Department assets as the ship arrives in New York City, March 30, 2020.

U.S. Coast Guard photo by Petty Officer 2nd Class Cory J. Mendenhall

During testimony before the House Armed Services Committee on Seapower and Projection Forces Subcommittee in April of 2018, Vice Admiral William Merz indicated that “there is no lack of commitment [related to hospital ship platforms] and that we’re taking a broader look at the capabilities on whether or not they are aligned with the way we plan to fight future battles.”

Based upon the current TAH utilization and potential future requirements, it is vitally important to maintain an inventory of medically capable ships that can respond rapidly to various crises. Therefore, a combination of the above proposals could likely provide the best possible solution.

Albert Shimkus is an Associate Professor in the National Security Affairs Department at the U.S. Naval War College. He served as the Commanding Officer of the USNS COMFORT in 2006, prior to retiring from the Navy.

¹“Modern Hospital Sails with U.S. Fleet.” (<https://books.goggle.com/books?id=ICoDAAAAMBAJ&pg=-PA35&dq=true#v=onepage&q=true&f=true>) *Popular Science Monthly*, August 1927, p.35.

²Condon-Rall, Mary Ellen; Cowdrey, Albert E. (1998). *The Technical Services – The Medical Department: Medical Service In The War Against Japan*. United States Army. pp 258, 388-389. LCCN 97022644 (<https://lccn.loc.gov/97022644>).

³“Patient Care” (<https://web.archive.org/web/20100323010700/http://www.med.navy.mil/sites/usnsmercy/CommandInfo/Pages/CommandFacilities.aspx>). Command Facilities. USNS Mercy. Archived from the original (<https://www.med.navy.mil/sites/usnsmercy/CommandInfo/Pages/CommandFacilities.aspx>) on 23 March 2020. Retrieved 9 April 2020.

⁴Ibid.

⁵USNS *Comfort* (<https://www.navy.mil/local/tah20>) Command Home Page

⁶Congressional Research Service. (<https://crsreports.congress.gov>) IN11305. Retrieved April 9, 2020.

ASTRONAUT SCOTT KELLY PROVIDES TIPS FOR COPING WITH ISOLATION



The Naval War College Foundation had the pleasure of speaking with NASA astronaut CAPT Scott Kelly, USN (Ret.), who spent a year in near isolation aboard the International Space Station in 2015. Kelly offered his advice to those of us who are dealing with challenges presented by the need for social distancing, sheltering in place, and quarantine as a result of the coronavirus.

Maintain perspective

If I could compare this experience to my time in space, I would say the most important thing is for people to have the right perspective. I knew the time frame for returning home when I launched to spend a year in the space station, but it was so far in the future that I had to put my living situation into perspective: ‘This is my reality. This is where I live now. It will be over someday, and my priority right now is to do my absolute best to complete my mission.’ I think we’re in the same kind of circumstance now. It is open ended - we don’t know how long it’s going to last - but making the right decisions and following the appropriate guidance is now our mission. We all need to be good team members and contribute to that mission. And if we do, we will be successful.

Establish a schedule and build in time to get outside

Having a tightly controlled schedule [aboard the space station] was kind of annoying at first but I got used to it. A schedule allows you to find time for work, for yourself, for connecting with family, and for going outside. Going outside is so important to our mental and physical health, particularly when it comes to our immune systems. NASA studies have taught us that our immune systems get suppressed in times of isolation, so we need to take appropriate precautions like getting outside to keep ourselves healthy (but do so responsibly within the parameters set by your local officials).

Stay informed, but find distractions

When I was in space, it was important to me to get the appropriate amount of time for rest, exercise, and hobbies like reading or, in my case, writing. Those activities are helpful in distracting us from the 24-hour news cycle. It is incumbent upon all of us to stay informed, but it is detrimental to our mental health to binge watch the news 24/7.

Trust the experts

One thing I learned at NASA over my 20 years was that it’s not all about rocket science, but when it is about rocket science, we should trust the rocket scientists. The same goes for this. Be sure you are consulting reputable, respected outlets like the Centers for Disease Control (CDC), the National Institutes of Health (NIH), the World Health Organization (WHO).

Don’t let fear overwhelm you

This situation can clearly produce a lot of anxiety, apprehension, and concern, but I try to counsel people that they shouldn’t be scared. As much as you can, try to look at this situation objectively and recognize that there are things that we can control and things we can’t. When fear enters the equation, it limits our ability to make the right decisions. The first time that I went into space, was I scared? I was. But I quickly recognized that I needed to focus on what I had control over - in my case, that was being the pilot of the space shuttle. I know people will be afraid, but you need to do your best to not let it overwhelm you. The way to do that is to focus on what you have control over: Your environment, supporting your family and your friends, your work - if you’re lucky enough to work from home - and getting the appropriate amount of rest, exercise and sunlight, as all of that can impact your immune system. We don’t need our immune systems to be suppressed because we are in isolation.

We will get through this, but it’s going to take effort from all of us

One of the things I realized being in space is that we are all part of this one big humanity, and I recognize it even more now as we confront this virus. We have an incredible capacity to deal with this, but it requires us working together to overcome it.

NWCF HONORS REBECCA WILLIAMS WITH INAUGURAL DISTINGUISHED SERVICE AWARD

The Naval War College Foundation celebrated the extraordinary patriotic, entrepreneurial, and dedicated service of Rebecca Williams in Palm Beach, Florida at the home of Ambassador Bonnie McElveen-Hunter. In February, Ambassador McElveen-Hunter opened her home to more than 100 guests who honored Ms. Williams as she received the Foundation’s inaugural Distinguished Service Award in recognition of her leadership on philanthropic efforts in support of our Nation’s military heroes and their families.

NWCF CEO George Lang and NWCF Trustee Phil Dunmire presented Mrs. Williams with the award, explaining how she founded the Palm Beach Navy SEAL Evening of Tribute fundraiser in 2013 after being inspired by the heroic acts of the SEAL community as part of the War on Terror. Proceeds from the annual event benefit the Navy SEAL Foundation and Navy SEAL Museum in Fort Pierce, and go a long way in assisting Navy SEAL families.

The Foundation was also joined by Admiral Scott Swift, USN (Ret.), Commander US Pacific Fleet and a distinguished graduate of the Naval War College (NWC). Admiral Swift shared his insight and experience with



Ms. Rebecca Williams, Admiral Scott Swift, and Ambassador Bonnie McElveen-Hunter at the NWCF Palm Beach Reception.

guests and reflected on the profound impact that his time at the NWC had on his career. He noted that “attending the Naval War College completely changed my life.” Following his talk, Admiral Swift fielded questions from guests on topics from unmanned aircraft to great power competition.



NWCF Trustee Phil Dunmire presents Rebecca Williams with Distinguished Service Award.



Patricia and Philip Bilden, Vice Chairman of the NWCF Board of Trustees, attend the NWCF Palm Beach Reception.

DR. WILLIAM F. BUNDY, ASSOCIATE PROVOST, U.S. NAVAL WAR COLLEGE

AUGUST 12, 1946 – DECEMBER 15, 2019

The first African-American to rise from the enlisted ranks to become a submarine commander, U.S. Naval War College (NWC) Associate Provost Dr. William F. Bundy passed away on Sunday, December 15, 2019 in Rhode Island.

A native of Baltimore, Maryland, Bundy enlisted in the Navy after graduating from Baltimore City College. He later received his associate's degree from Leeward Community College and a bachelor's degree in 1973 from the University of Hawaii. Bundy was a distinguished graduate of the NWC, where he earned his master's degree. In 2005, he received his Ph.D. from Salve Regina University. His doctoral research primarily focused on leadership and governance in technology-focused administrations, work that helped to shape his instruction at the NWC.

During his 30+ years in the Navy, Bundy served on seven submarines; he was Executive Officer of the USS BLUEBACK and the Commanding Officer of the USS BARBEL. Bundy was notably a member of the Centennial Seven - one of the first seven African Americans to command a submarine in the first 100 years of the U.S. submarine force, and the first to rise from the enlisted ranks to do so.

After Bundy retired from active duty, he entered the public service sector, eventually becoming Director of the Rhode Island Department of Transportation in 1994. Bundy returned to the NWC in 2003 and served as the Chair of Warfare Analysis and Research Department. In 2019, Bundy became Associate Provost where he continued to focus on creating technology-centered operational concepts, wargaming, and organizing research exercises on high-end warfare. Bundy also served as an adjunct professor at Providence College and Salve Regina, where he taught leadership and business ethics.

Bundy's active duty awards include a Defense Meritorious Service Award and a Meritorious Service Award, 1993 Black Engineer of the Year for Outstanding Achievement in the Government, and the U.S. Navy League's Dalton L. Baugh Award for Inspirational Leadership, in addition to over twenty other personal and service medals.

Bundy was an enthusiastic supporter of both the NWC and NWCF. In November, he presented at the Newport Lecture Series on the Fourth Technological Age and the Future of Warfare. The tremendous turnout was a testament to his reputation in the NWC and Newport communities. NWCF CEO George Lang commented, "Dr. Bundy was a great friend of the College and Foundation. I am blessed to have had the opportunity to work with him over the years. His leadership, inspiration, and love for teaching and learning will truly be missed."

The NWC will honor Dr. Bundy's legacy by naming the third deck atrium of McCarty Little Hall after him. McCarty Little is home to the Center for Naval Warfare Studies (CNWS) where some of the Nation's most advanced strategic and operational research and war games are conducted.

To make a memorial gift to the NWC in honor of Dr. Bundy and his efforts to advance innovation research at the NWC and in the broader military community, please contact the NWCF.



Dr. Will Bundy presents at the NWCF Newport Lecture Series, November 2019.

REAR ADMIRAL RONALD J. KURTH 45TH PRESIDENT, U.S. NAVAL WAR COLLEGE

JULY 1, 1931 – APRIL 10, 2020

Rear Admiral Ronald J. Kurth, the 45th president of the U.S. Naval War College (PNWC), passed away on April 10th, 2020 in Jacksonville, Florida, after a long illness. Kurth was 88 years old.

Kurth served as PNWC from 1987 to 1990. He was well known for his role in securing the academic accreditation for the college. It is thanks in large part to his efforts that the NWC is able to award the Master of Arts degree to its students.

Kurth also played a major role in establishing McCarty Little Hall in 1999. While it was originally designed as a library, it is now used today as the location of NWC's highly-advanced war-gaming efforts.

Kurth was born in Madison, Wisconsin and attended the U.S. Naval Academy, where he received an engineering degree in 1954. He flew the P-2V Neptune and Lockheed Super Constellation in maritime patrol and anti-submarine

warfare missions. He retired after 36 years of service in the U.S. Navy, and went on to become the president of Murray State University in Kentucky, dean of academics at the Air War College, and president of St. John's Northwestern Military Academy.

Kurth earned his master's degree in public administration and his doctorate in Russian studies from Harvard University. He taught Russian at the Naval Academy and was a naval attache for the U.S. embassy in Moscow from 1975-1977. Kurth also served as the U.S. defense attache from 1985-1987. Kurth's knowledge and experience with Soviet officials and Russian culture brought new levels of teaching and enlightenment to the NWC and its students.

Rear Admiral Kurth earned the Navy Distinguished Service Medal for his efforts during his presidency of the college and the Defense Department Distinguished Service Medal for his service as the Moscow defense attache.

DAYTON THOMAS CARR

JANUARY 7, 1942 – APRIL 7, 2020

A dear friend of the Naval War College Foundation, Dayton Thomas Carr passed away on April 7, 2020 at 78 years of age.

Carr joined the NWCF in 2006 and was a member of the Admiral William Sims Society and the Chairman's Circle. He was actively involved with Foundation, attending many NWCF events and acting as an unofficial ambassador for the Foundation, inviting friends and family to events and enthusiastically spreading the word about the good work of the Naval War College and the Foundation.

Carr attended Brown University, where he was captain of the sailing team and Commodore of the Brown University Yacht Club. He earned his MBA from Harvard Business School. Carr was probably most well known for founding Venture

Capital Fund of America in 1982, where he revolutionized the private equity industry. He was recognized as an innovative businessman who sought out opportunities to purchase illiquid investments from investors in venture capital funds.

Carr was also popular among Newport society, maintaining a membership at the New York Yacht Club and a part-time residence at Moorland Farm. He was an avid sailor, beginning his sailing career at the age of 7. You could often find him in Newport Harbor on beautiful Newport summer days.

Dayton Carr was a true friend of the Newport community, the Naval War College, and the Foundation. A devoted patriot, he will be incredibly missed by all.

CARES ACT FACT SHEET:

HOW THE CARES ACT COULD IMPACT YOUR CHARITABLE GIVING

Recently, we have fielded several questions as to what the CARES Act allows or does not allow when it comes to charitable giving. In this regard, we bring to you the following CARES ACT FACT SHEET which we hope will answer some of your questions as you make gifts to charitable institutions of importance to you. The CARES ACT FACT SHEET is meant only as a general guide. As always, it is advisable to discuss any financial matters regarding charitable giving with your personal accountant, financial advisor, attorney and/or estate planner.

How the New CARES Act May Affect Your Gift Giving

Legislation known as the CARES Act, designed to rescue the economy from the effects of the coronavirus pandemic, was passed by Congress and signed into law by the President on March 27, 2020. Here is a summary of provisions applicable to charitable giving included in the Act, officially named the Coronavirus Aid, Relief, and Economic Security Act.

New Charitable Deduction for Non-Itemizers

Taxpayers who take the standard deduction rather than itemizing their deductions will nevertheless be able to claim a charitable deduction of up to \$300 for cash donations made in 2020.

Higher Deduction Limits

In 2020 individuals will be able to deduct cash gifts to the extent of their entire adjusted gross income, and the deduction limit for corporations has been raised from 10% to 25% of taxable income.

Required Minimum Distributions Waived in 2020

For the year 2020, there will be no mandatory distributions from retirement accounts (whatever the age of the owner), thus allowing those accounts to recover. The minimum age for making a tax-free transfer from an IRA to a charity remains at 70½, and the annual limit remains at \$100,000. However, since cash gifts are deductible in 2020 to the extent of adjusted gross income, a person could withdraw and then contribute a larger amount—with the deduction offsetting the taxable withdrawal.

Waiver of Penalties When Retirement Funds Are Used for Coronavirus Purposes

If you are under the age of 59½ and withdraw money from your retirement plan to cover expenses incurred by you or a family member related to treatment of the coronavirus, the 10% tax penalty will not apply, taxation of the distribution can be spread over three years, and the amount withdrawn can later be added without regard to contribution limits.

Contact Us and Your Advisors

The CARES Act is several hundred pages long and includes numerous provisions that could benefit you financially. Consult your advisors about these provisions and contact us if we can help you with any gift-planning opportunities.