



NAVAL WAR COLLEGE
F O U N D A T I O N

2022 ANNUAL REPORT



Educate Today. Secure Tomorrow.

THE NAVAL WAR COLLEGE FOUNDATION

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FRONT COVER: Joint service and international in-residence students attend the 2022-2023 academic year convocation ceremony on August 2, 2022. U.S. Navy photo / Cmdr. Gary Ross

INSIDE COVER: The new in-residence international students from the Naval Command College (NCC) and Naval Staff College (NSC) attend a welcome reception on August 4, 2022. U.S. Navy photo / Cmdr. Gary Ross

MESSAGE FROM LEADERSHIP

2022: Building Capacity



2022 was an eventful year for the Naval War College Foundation (NWCF) as we returned to in-person events and forged ahead with our strategic plan initiatives. All of the incredible accomplishments this year would not be possible without the tireless support and invaluable expertise of our esteemed Board of Trustees, the commitment and dedication of our staff, and the boundless generosity of our valued members, supporters and friends. Their combined time, talent, and treasure enabled the NWCF to bolster the educational excellence and prestige of the U.S. Naval War College (USNWC).

In a continued effort to provide the NWCF with strategic direction, governance, and oversight, the Foundation's Board of Trustees added additional depth to their bench by appointing new trustees and a regional director to the full board. New trustees include James Metcalf and the Honorable Ronald K. Machtley, and new regional director John Peracchio. All three gentlemen add significant experience and capability to the board, and expand outreach and engagement of the NWCF nationwide. Consistent with the NWCF's 2022 - 2027 Strategic Plan, all trustees, regional directors, and trustee emeriti work collaboratively to raise awareness of the importance of the U.S. Navy's "Strategic Home of Thought" and value of the NWCF.

CHARTING THE COURSE

As we emerged from the COVID-19 pandemic, the NWCF, like many other organizations, faced the impacts of economic instability. With memberships and other giving opportunities throughout the year, we maintained the ability to channel critical funds to the USNWC. As the NWCF navigated these challenges, leadership and staff continued to work closely with the USNWC President and Provost in support of our four strategic pillars:

- Elevate and expand our partnership with the USNWC and senior Navy leadership;
- Promote and advance USNWC impact on national security;
- Provide resources to the USNWC to maintain its competitive advantage in a challenging national security environment; and
- Attract alumni to join the NWCF by enhancing and enriching programs and activities that will appeal to them.

2022 marked the expansion of programs and the convening of national security thought leaders across the country, including:

- ***The China Challenge***, in partnership with the Navy League of the United States - Mobile Council, Mobile, AL;
- ***Harnessing AI to Advance National Security***, in partnership with the Silicon Valley Defense Group, Redwood City, CA;
- Newport National Security Symposium, ***China's Growing Assertiveness: Assessing Integrated Deterrence Strategies and Challenges***, Newport, RI;
- ***Sentinel of the Sea Award Gala*** honoring General James N. Mattis, USMC (Ret.), New York, NY; and
- ***America's Future Fleet: Forging Resilience and Driving Innovation***, in partnership with the Center for Maritime Strategy, Arlington, VA.

The philanthropic spirit of patriotic and dedicated individuals like you continues to support and motivate us. Your unwavering commitment to the development of future leaders at the USNWC, who are prepared to respond to emerging threats and defend our national security, is inspiring. Through your generous support, the NWCF provided more than \$3.1 million in resources to the College in 2022. On behalf of the Foundation and the College we serve, thank you for joining us in our mission to serve the USNWC and provide the critical funds it needs to support the challenges that lay ahead.

With our deepest respect and appreciation,

Philip M. Bilden
Chairman

CAPT George E. Lang, Jr., USN (Ret.)
Chief Executive Officer

Exceeding Expectations



The USNWC campus in May 2022. U.S. Navy photo / Cmdr. Gary Ross

In 2022, the Naval War College Foundation (NWCF) built upon the momentum of the previous year to continue providing critical support to the U.S. Naval War College (USNWC). With the start of the war in Ukraine and China's growing power, this year showed us that the principles taught by the USNWC are more important than ever. At year's end, the NWCF raised over \$3 million in restricted and unrestricted support for the USNWC. Your continued generosity provided record unrestricted support for the second consecutive year, a 10% increase year-over-year.

To further strengthen our financial security, the Foundation raised \$3.5 million in gift expectancies in 2022. With your generous support, our Foundation was able to provide the USNWC with nearly \$1.1 million from the endowed portion of our investment portfolio to bolster its educational initiatives including research and scholarships, conferences and events, and other USNWC priorities. We were also able to provide an additional \$2 million in unrestricted and temporarily restricted funds to the College, bringing our total support to advance its mission and strengthen our national security to more than \$3.1 million.

As the NWCF expanded awareness of the Foundation and College with events across the country, our membership grew to over 5,100 individuals. This is a first in the Foundation's history, and a 12% increase from 2021. We welcome our new members and look forward to the work ahead in 2023. Thank you all for your patriotic commitment to join us in our mission to *educate today, secure tomorrow*.

Sincerely,

A handwritten signature in black ink that reads "Daniel E. Holland III".

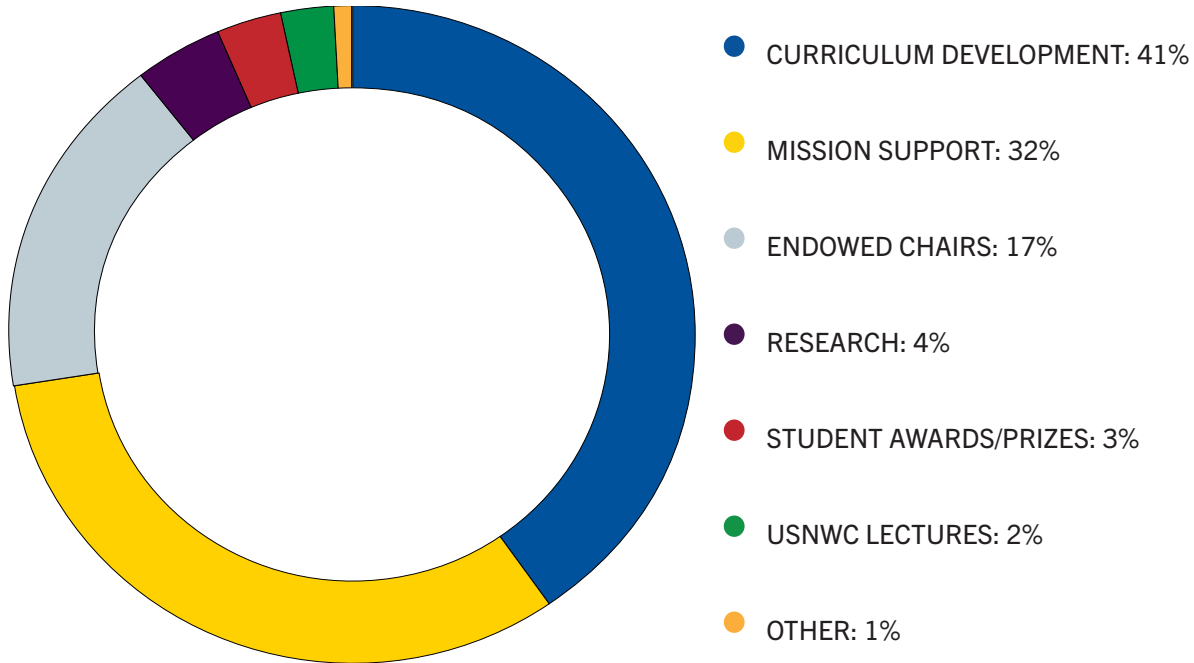
Daniel E. Holland III
Vice Chairman

A CLOSER LOOK

Your Support in Action

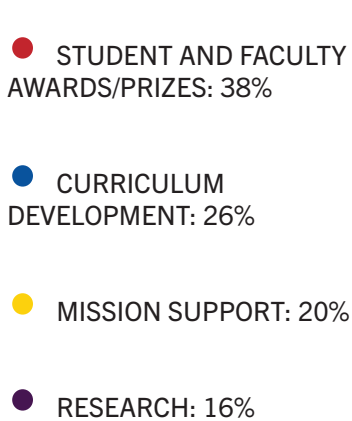
HOW WE INVEST IN THE USNWC

Curriculum development, mission support, and endowed chairs were the top-funded areas in 2022.



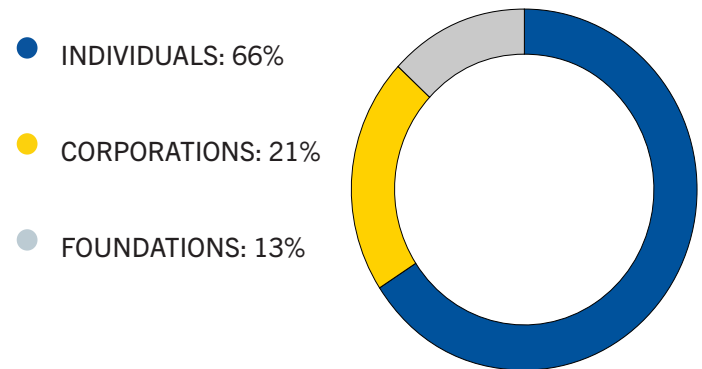
RESTRICTED FUNDS RAISED IN 2022

The NWCF's investment portfolio includes funds that support the following specific initiatives and activities:



WHO ARE OUR DONORS?

Two thirds of contributions made during 2022 came from individuals.



CLOSING THE GAP

The USNWC's Unfunded Priorities



The Secretary of the Navy's Naval Education Task Force visits the USNWC on May 17, 2022. U.S. Navy photo / Cmdr. Gary Ross

The U.S. Navy and the President of the USNWC have identified a number of priorities not included in the Pentagon budget. Powered by you, our generous members and donors, the NWCF is committed to supporting the development of the following initiatives and programs:

The Admiral's Fund for Innovation and Experimentation: \$5 million endowment; \$200,000 annually

Strategic Deterrence Initiative: \$10 million endowment; \$500,000 annually

College of Distance Education Application Waitlist Mitigation: \$500,000

Capital Projects, Historic Preservation, and Improvements: \$10.1 million

USNWC International Forum Facility: \$85 million

The Center for Ethical Leadership: \$5 million endowment; \$250,000 annually

Swanee Hunt Endowed Chair for Women, Peace, and Security: \$2 million endowment; \$100,000 annually

Humanitarian Response Program: \$1.2 million endowment; \$60,000 annually

ADDITIONAL KEY COLLEGE PRIORITIES

Arctic Studies Chair: \$2 million endowment; \$100,000 annually

International Program Support: \$1 million endowment; \$50,000 annually

Alumni Program Support: \$2 million endowment; \$100,000 annually

GIFTS IN ACTION

Powered by You

SUPPORTING THOUGHT LEADERSHIP

Throughout the year, the NWCF supports a number of programs and events hosted by the USNWC that offer perspectives on pressing issues of strategic national importance. In April, the 8th Annual Women, Peace and Security Symposium welcomed panelists to discuss the theme of *Women, Peace, and Security and Organizational Culture: Creating Lasting Change*. In June, the 71st Current Strategy Forum gathered civilian and military leadership, USNWC staff, and students for *Net Assessment: Great Power Competition*, with a goal of understanding competition with China and assessing each side's strengths and weaknesses. In December, the 4th Annual Stockton Center Law of Armed Conflict Conference, hosted in partnership with the Swedish Defence University and Norwegian Defence University College, focused on the Russia-Ukraine conflict and addressed a broad range of emerging dilemmas in international law over three information-packed days.



Faculty and students gather following the 4th Annual Stockton Center Law of Armed Conflict Conference on December 15, 2022. U.S. Navy photo / Kristopher Burris



RADM Shoshana S. Chatfield, USN, USNWC President, and CAPT George E. Lang, Jr., USN (Ret.), NWCF CEO, present student awards on June 9, 2022. U.S. Navy photo / Kristopher Burris

CELEBRATING FACULTY AND STUDENT ACHIEVEMENTS

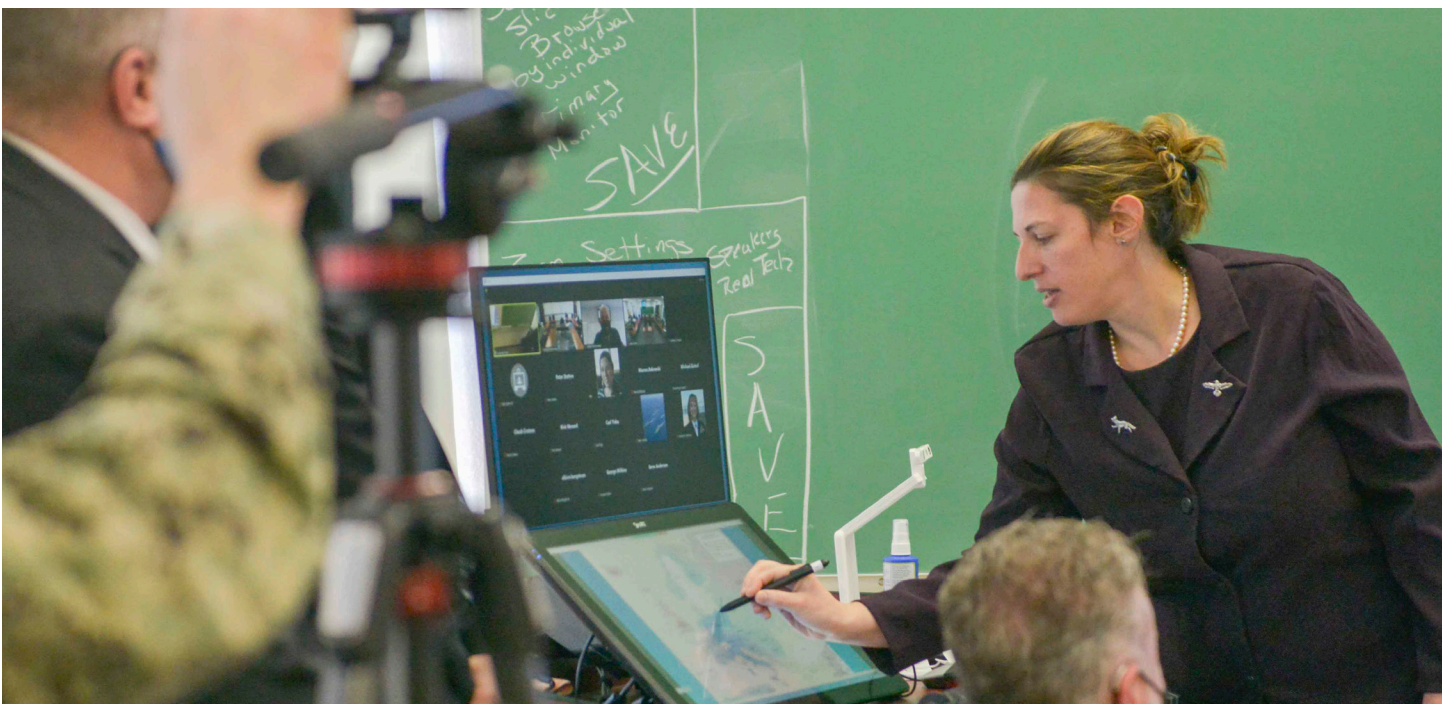
The USNWC is enriched by a world-class faculty of renowned scholars who help develop the leaders of tomorrow, and alumni who go on to take prestigious leadership roles around the world. Throughout the year, the NWCF sponsors awards for both students and faculty. More than a dozen student awards include the Honorable Juliette C. McLennan Essay Prize for Women, Peace and Security; the Diane M. Disney Writing Award; and the Drs. Daniel and Susan Thys Academic Prize. At the Faculty Cloister, the NWCF presents the Weschler Award for Inspirational Teaching and the Distinguished Fleet Professor Award. Support from NWCF members and friends ensures that these individuals receive the recognition they deserve.

ENGAGING THE COMMUNITY

The NWCF is proud to help increase awareness of the College and its critical importance to the world at large to the next generation. At Rogers High School in Newport, RI, the International Studies & Leadership Program (ISL&P) is an elective course open to approximately 50 students in the fall and spring semesters. During the program, two dozen international military officers served as guest lecturers at the high school. The class also visited the USNWC to meet the faculty. This program was made possible through major funding support from the Rhode Island Council for the Humanities, an independent state affiliate of the National Endowment for the Humanities. The Council seeds, supports, and strengthens public history, cultural heritage, civic education, and community engagement by and for all Rhode Islanders. Additional major funding support came from the John Clarke Trust, and Bank of America, N.A., Co-Trustee.



Rogers High School students hear from a visiting Ukraine Navy officer, and USNWC student, on April 1, 2022. The presentation was part of the ISL&P program.



A USNWC faculty member demonstrates the capabilities of a new hybrid classroom on January 26, 2022. U.S. Navy photo / Mass Communication Specialist 1st Class Tyler J. James

SUPPORTING STRUCTURAL AND TECHNOLOGICAL UPGRADES

In January, the USNWC held a Hybrid Classroom Cake Cutting Ceremony and Open House at Conolly Hall to celebrate structural and technological improvements to classrooms. Hybrid classrooms allow guest speakers and students who are unable to be in person to interact with those in the physical classroom. During the ceremony, RADM Shoshana S. Chatfield, President of the USNWC, thanked the NWCF for its support of the College's capital improvements, which are a best practice across higher education and a necessary strategic investment for the College.

NATIONAL EVENTS

Enriching Partnerships

THE CHINA CHALLENGE | APRIL 28, 2022 | MOBILE, AL



From Left: USNWC Professor Peter Dutton and ADM Scott Swift, USN (Ret.), former Commander of the U.S. Pacific Fleet, speak to guests. ROTC students attend the informational evening.

The NWCF returned to Mobile for the first time since 2015 to co-host *The China Challenge* with the Navy League of the United States - Mobile Council. The evening's speakers were USNWC Professor Peter Dutton, Interim Dean, Center for Naval Warfare Studies, and ADM Scott Swift, USN (Ret.), former Commander of the U.S. Pacific Fleet. The conversation centered around their expertise on Asia-Pacific operations, security of the South China Sea, and the potential maritime challenges stemming from this region. The "Port City" was the perfect location for this opportunity to learn about and support our maritime forces.

HARNESSING AI TO ADVANCE NATIONAL SECURITY | MAY 11, 2022 | REDWOOD CITY, CA



From Left: Katharina McFarland, CAPT George E. Lang, Jr., USN (Ret.), and Eric Schmidt, Ph.D., speak to attendees during the program.

We were pleased to partner with the Silicon Valley Defense Group to welcome attendees online and in-person in California for an exciting one-day symposium, the third and final presentation in the NWCF's Artificial Intelligence on the Front Lines series. The event's exceptional lineup of speakers focused on the challenges of mitigating the national security risks posed by AI and how we can better leverage the capabilities and cooperation of the public and private sectors.

The day's keynote speaker was Eric Schmidt, Ph.D., the former CEO and Chairman of Google, who presented *The Importance of Winning the AI Strategic Competition*. Schmidt is also the Chairman of the Special Competitive Studies Project, co-founder of Schmidt Futures, and former Chairman of the U.S. National Security Commission for Artificial Intelligence. The program also included Colin F. Jackson, Ph.D., the Chair of the Strategic and Operational Research Department at the USNWC; Bilal Zuberi, Ph.D., General Partner at Lux Capital; Katharina McFarland, former Commissioner of the National Security Commission on Artificial Intelligence, Chair of the Board on Army Research and Development for the National Academy of Science, and Vice Chair of the Army Science Board; and Tai Ming Cheung, Ph.D., Professor at the University of California San Diego's School of Global Policy and Strategy, and Director of the Institute on Global Conflict and Cooperation.

NEWPORT NATIONAL SECURITY SYMPOSIUM | AUGUST 19, 2022 | NEWPORT, RI



ADM Harry Harris, USN (Ret.), gives a keynote address. Photo / Michael Salerno



Paul Dimitruk, NWCF Trustee, asks a question from the audience. Photo / Michael Salerno

The Newport National Security Symposium's theme, *China's Growing Assertiveness: Assessing Integrated Deterrence Strategies and Challenges*, led to a sold-out event, filling the USNWC's Pringle Auditorium for several high-level discussions on quickly evolving global power dynamics, threat streams, and emerging technologies. Nearly two dozen distinguished speakers participated in the event, including ADM Harry Harris, USN (Ret.), former Ambassador to South Korea; U.S. Senator Jack Reed (D-R.I.), Chairman of the Senate Armed Services Committee; and Brig Gen John "Chris" Inglis, ANG (Ret.), National Cyber Director for The White House.

SENTINEL OF THE SEA AWARD GALA | NOVEMBER 4, 2022 | NEW YORK, NY



NWCF CEO CAPT George E. Lang, Jr., USN (Ret.), welcomes guests to the event. Photo / Hechler Photographers



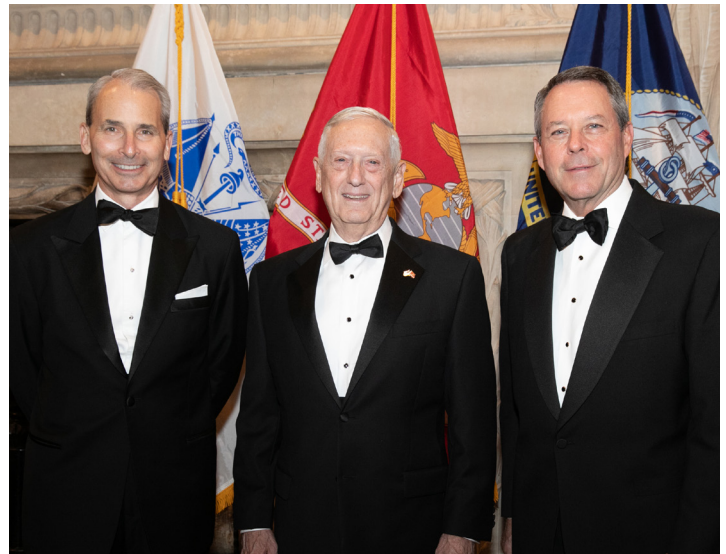
Philip M. Bilden, NWCF Chairman, presents the Hon. James N. Mattis, USMC (Ret.), 26th U.S. Secretary of Defense, with the Sentinel of the Sea Award. RADM Shoshana S. Chatfield, USN, President of the USNWC, looks on. Photo / Hechler Photographers

General James N. Mattis, USMC (Ret.), the 26th U.S. Secretary of Defense, received the NWCF's Sentinel of the Sea Award, in recognition of his meritorious conduct, self-sacrifice, vigilance, and dedicated service to the Nation. The award was presented by NWCF Chairman Philip M. Bilden at the New York Yacht Club. The Sentinel of the Sea Award is the highest honor presented by the NWCF to distinguished American citizens representing the traditions and values of the USNWC. Awardees have demonstrated a sustained commitment to maintaining our Nation's security, liberty, and strength.

During his acceptance speech, Mattis commended the audience for their support of the USNWC. "Newport, Rhode Island is the home of the U.S. Naval War College, and in our leadership role, the leading War College in all the free world." Mattis continued, "It belongs and is accountable to the American people for providing us security, and as such, it is connected to each of us who care deeply about the Republic for which we stand. I salute all of you for who you are, for what you do, and especially for what you represent for our country."



CAPT George E. Lang, Jr., USN (Ret.), Philip M. Bilden, the Hon. James N. Mattis, USMC (Ret.), and RADM Shoshana S. Chatfield, USN. Photo / Hechler Photographers



Philip M. Bilden, the Hon. James N. Mattis, USMC (Ret.), and Daniel E. Holland III, NWC Vice Chairman. Photo / Hechler Photographers

AMERICA'S FUTURE FLEET | DECEMBER 6, 2022 | ARLINGTON, VA



The Hon. Carlos Del Toro, 78th Secretary of the Navy, provides keynote remarks. Photo / Oscar Parra (Oskar Dap Photography)



Mitchell B. Waldman, NWC Secretary, introduces moderator Mackenzie Eaglen ahead of the day's final panel. Photo / Oscar Parra (Oskar Dap Photography)



NWC Trustee Byron Marchant, Esq., asks a question following a panel discussion. Photo / Oscar Parra (Oskar Dap Photography)

In a first-ever joint event with the Center for Maritime Strategy, we welcomed more than 100 attendees from across the armed forces and defense industry for *America's Future Fleet: Forging Resilience and Driving Innovation*. The day began with remarks from the 78th Secretary of the Navy, the Honorable Carlos Del Toro. As the Secretary's speech came to a close, he recognized the importance of continuing education and partnerships across the Joint Force and industry. "The state of our Navy is strong and resilient. If we continue to build on that strength with the right investments in our platforms, people, and partnerships, we will always prevail."

The day continued with a series of panel discussions, *Fleet Architecture: Equipping the Future Force*; *Accelerating AI Innovation*; and *Supply Chain Resilience: Overcoming Barriers to Fuel the Fight*. The discussions allowed for engaging question and answer sessions with attendees.

This year's enriching programming was possible because of the boundless generosity of our sponsors and support from the Alletta Morris McBean Charitable Trust; the William A. Obenshain Endowment; the John and Amy Phelan Family Foundation; and the LCDR Jules and Eleanor Steinhauer China Endowment.

2022 GIFTS



USNWC students and faculty participate in the 5th Annual Cardines Classic on September 16, 2022. U.S. Navy photo / Kristopher Burris

\$100,000+

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Ms. Barbara Caldwell
Mrs. Nancy W. Cushing Evans and Mr. Robert B. Evans
Mrs. Hope H. van Beuren

\$50,000 - \$99,999

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\$25,000 - \$49,999

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RDML A.B. Cruz III, USN (Ret.) and Dr. Jill Cruz
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Mr. Joseph Gallichio
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Mr. Bernard Gewirz
Mr. Stephen L. Glascock and Ms. Barbara van Beuren
Mr. and Mrs. Mark J. Godridge
Mr. and Mrs. Peter W. Gonzalez
Mr. Alex Graham
Mr. Gilson B. Gray and Mrs. Jean Zimmerman
Ms. Christy Grubbs
Mr. George Guttman
Jeanne M. and Tom M. Hagerty



ADM Mike Gilday, Chief of Naval Operations, speaks to USNWC students, faculty, and staff during a presentation on August 31, 2022. U.S. Navy photo / Cmdr. Gary Ross

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\$500 - \$999

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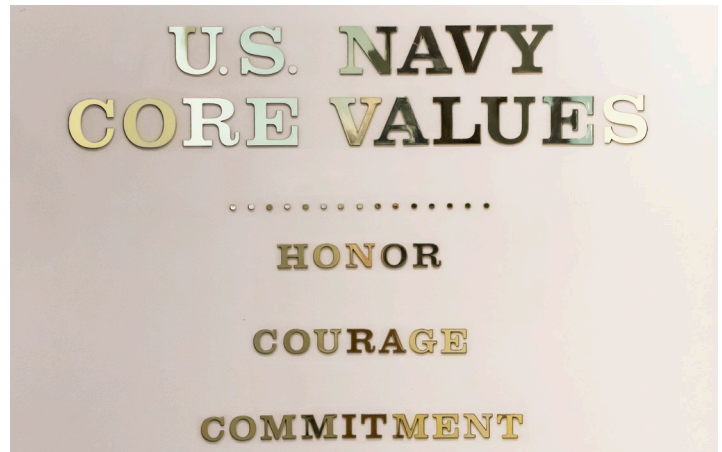
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CAPT Michael J. Rak, USN, USNWC Vice President and Chief of Staff, and John B. Hatendorf (right), Ernest J. King Professor Emeritus of Maritime History, help cut the cake in celebration of the USNWC's 138th birthday on October 6, 2022.
U.S. Navy photo / Kristopher Burris

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Patricia Gilrein, NWC Collections Specialist, U.S. Senator Jack Reed (D-R.I.), Maria Vazquez, NWC Museum Collections Manager, and CAPT George E. Lang, Jr., USN (Ret.) during a meeting on October 31, 2022, recognizing the Save America's Treasures Grant. *U.S. Navy photo / Cmdr. Gary Ross*

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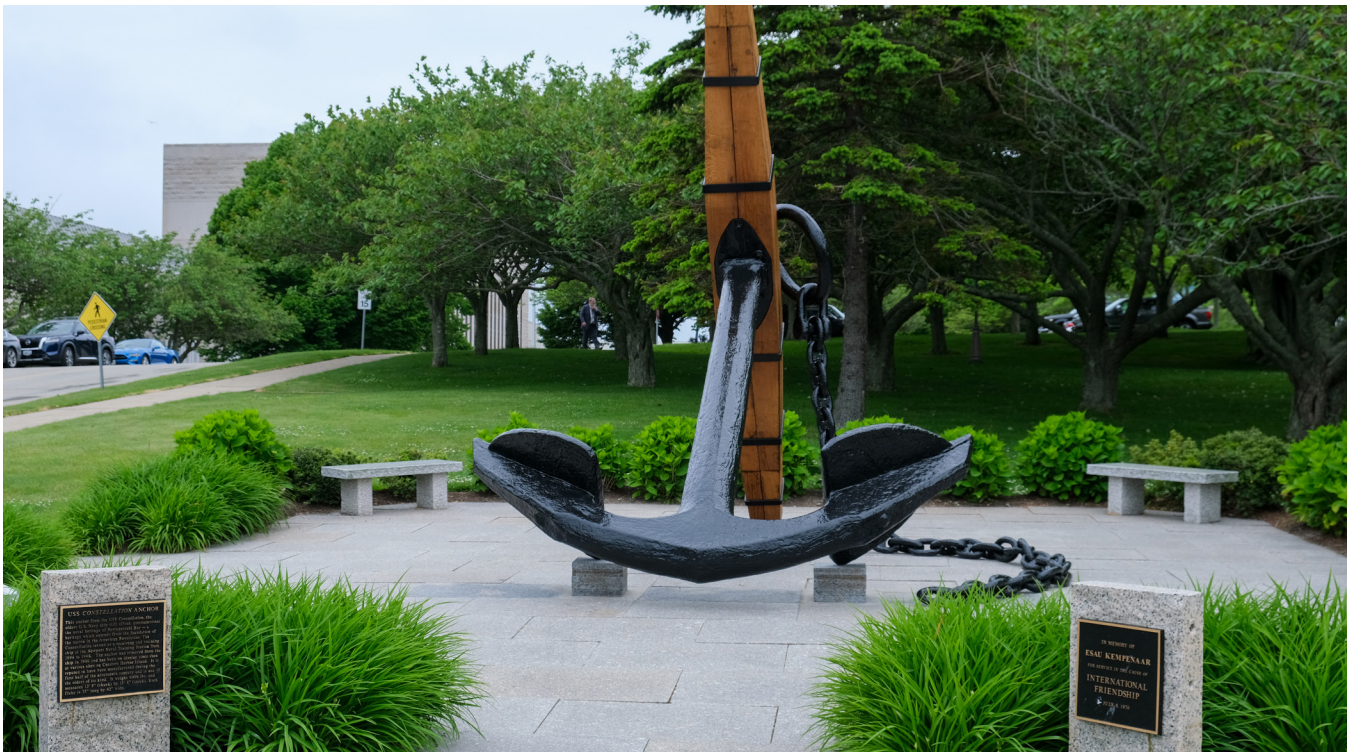
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The 11,000-pound USS Constellation anchor returned to its display area in Kempenaar Park on May 26, 2022 after restoration. The park was dedicated in memory of Esau Kempenaar in 1976 in recognition of the Kempenaar family's long friendship with the USNWC. *U.S. Navy photo / Cmdr. Gary Ross*

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2023 National Events

U.S. AND CHINA RELATIONS: TENSION IN THE INDO-PACIFIC REGION

Tuesday, May 16
Mountain View, CA

We hope you will join us on May 16 at the Computer History Museum in Mountain View, CA for an informative day with experts from the national security and private sectors. Featured speakers include Lieutenant General H.R. McMaster, US Army (Ret.), the 25th United States National Security Advisor, and Roy Kamphausen, President of the National Bureau of Asian Research. This event, part of our Strategic Issues Series, will be held in partnership with the Silicon Valley Defense Group and is presented by Shield Capital.

THE INAUGURAL NAVAL WAR COLLEGE FOUNDATION NEWPORT OPEN

Thursday, June 15
Newport, RI

Join colleagues, friends, and supporters of the USNWC at the picturesque Newport Country Club. Participants will play 18 holes of golf on the prestigious course while discussing national security matters. The Newport Open is presented by Mr. Daniel E. Holland III, incoming NWCF Chairman, and Mrs. Deborah B. Holland.

NEWPORT NATIONAL SECURITY SYMPOSIUM

Thursday, August 17
Newport, RI

The Newport National Security Symposium, part of our Strategic Issues Series, will be held at the USNWC campus. This year's theme stems from the 2022 National Defense Strategy of the United States of America.

SENTINEL OF THE SEA AWARD GALA HONORING JOHN FRANCIS LEHMAN, JR., 65TH SECRETARY OF THE NAVY

Friday, November 3
New York, NY

The Honorable John Francis Lehman, Jr., will receive the highest honor presented by the NWCF to distinguished American citizens representing the traditions and values of the USNWC. Recipients of the award exemplify the U.S. Navy motto, *Non Sibi Sed Patriae / Not Self but Country*. Awardees have demonstrated a sustained commitment to maintaining our Nation's security, liberty, and strength.

Space is extremely limited! To secure tickets to any of these exclusive events, please contact Ashley Shaklee at ashley.shaklee@datocwitten.com or 443-623-2128 on behalf of the NWCF.

SUPPORT THE USNWC AND NWCF



The Naval War College Museum in spring 2022. *U.S. Navy photos / Cmdr. Gary Ross*

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The NWCF Store offers a wide variety of commemorative USNWC items to proudly show your support of and affiliation with the College. From apparel to watercolor prints of the campus, there is something for everyone. Profits from the store provide support for the historic Naval War College Museum, one of the ten official museums operated by the U.S. Navy, under the direction of the Naval History and Heritage Command and in cooperation with the USNWC. You can shop online at nwcfoundation.org/shop, or at our campus store, located within the Museum.



Robert "Rocky" Kempenaar, of Kempenaar Real Estates, Inc., an avid corporate supporter, at the Annual Members' Meeting on June 6, 2022. *Photo / Jessica Pohl*



The Hon. Juliette McLennan, Trustee, and Philip M. Bilden, NWCF Chairman, recognize Philip Dunmire as he transitions to Trustee Emeriti on June 6, 2022. *Photo / Jessica Pohl*

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We invite you to join us in advancing our mission to increase awareness and support of the USNWC. As a member, you will receive unique access to our signature events, in addition to a repository of resources related to the latest academic research on defense and national security. Already a member? You can give the gift of a tax-deductible membership to family and friends as well! To learn more, please visit nwcfoundation.org/membership.

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