



NAVAL WAR COLLEGE
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NAVAL WAR COLLEGE FOUNDATION presents the
2023 NATIONAL EVENTS STRATEGIC ISSUES SERIES

Integrated Deterrence in a Multi-Polar World Is the United States at Risk? (PART 1)

Thursday, August 17, 2023

PROGRAM

GREETINGS

TRUSTEES, MEMBERS, ALUMNI AND FRIENDS,

On behalf of the Naval War College Foundation (NWCF) Board of Trustees and staff, it is our privilege to welcome each of you to this year's Newport National Security Symposium, "Integrated Deterrence in a Multi-Polar World: Is the United States at Risk?"

Today, the world is no longer dominated by a single superpower, and the complexities of this global environment present unique and serious challenges for our Nation. We live in a world where strategic power is distributed among multiple players, including adversaries such as China, Russia, North Korea, Iran, and Pakistan. Our response to threats on multiple fronts must be comprehensive and go beyond traditional diplomatic and military capabilities to also include strategies that leverage our economic and technological power. A whole of nation approach encompassing all our national capabilities is necessary to deter our adversaries and maintain peace and prosperity for liberal democracies.

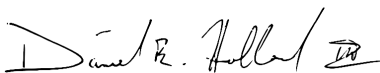
Throughout today's program, you will have an opportunity to engage with leading experts and panelists from the U.S. Naval War College (USNWC), current and former members of the Administration, senior military, and the private sector. This broad spectrum of perspectives comprises all vital components of a successful and comprehensive integrated deterrence strategy.

As the U.S. Navy's "School of Thought," the USNWC plays a crucial role in shaping our Nation's integrated deterrence strategy. The College provides critical and timely education and training to senior military officers, government officials, and international partners and allies. Through research and analysis, the College explores the diverse aspects of deterrence strategies. The critically important use of various wargaming tools and practices allows faculty and students to simulate deterrence scenarios and test strategic responses to improve senior leader decision-making.


At the NWCF, we fund the "margin of excellence" for Joint Professional Military Education. Through the generosity of individual and corporate members and private philanthropy, we fund priorities at the speed of relevance—not affected by Congressional appropriations or budget shutdowns. We hope today's conversations inspire you to engage with the Foundation and join us in our valued mission to ensure the USNWC remains the center of excellence and preeminence in the education and development of future national security leaders, strategists, and operators.

Thank you for joining us and enjoy the program.

Sincerely and very respectfully,



Daniel E. Holland III
Chairman
Naval War College Foundation



CAPT George E. Lang, Jr., USN (Ret.)
Chief Executive Officer
Naval War College Foundation



NAVAL WAR COLLEGE
FOUNDATION

**Integrated Deterrence
in a Multi-Polar World
Is the United States
at Risk? (PART 1)**



PROGRAM

WELCOME REMARKS

Daniel E. Holland III / Chairman, Naval War College Foundation

RADM Peter Garvin, USN / 58th President, U.S. Naval War College

CAPT George E. Lang, Jr., USN (Ret.) / Chief Executive Officer, Naval War College Foundation

KEYNOTE REMARKS

Robert Lighthizer / 18th United States Trade Representative (USTR)

PANEL ONE: Is The U.S. Economy at Risk in a Multi-Polar World? Through the Lens of the PUBLIC Sector

The Honorable Mike Rogers / Former Chairman, U.S. House of Representatives Permanent Select Committee on Intelligence

Joseph "Rich" Baich / Senior Vice President and Chief Information Security Officer, AT&T

Anand Toprani, Ph.D. / Associate Professor, Strategy and Policy Department, U.S. Naval War College

Mohammed Soliman / Director of the Strategic Technologies and Cyber Security Program, Middle East Institute

▲ Moderator: **Olivia Gazis** / Intelligence and National Security Reporter, CBS News

LUNCH SERVICE

Grilled Marinated Chicken Breast, Basil Cream

served over a native corn succotash, sauteed summer squash and zucchini ribbons

Flourless Chocolate Torte with Raspberry Coulis and Fresh Raspberries

LUNCHEON KEYNOTE REMARKS

Dr. Andrew F. Krepinevich, Jr. / President and CEO, Solarium LLC; Former Chairman, CNO Executive Panel

PANEL TWO: Is The U.S. Economy at Risk in a Multi-Polar World? Through the Lens of the PRIVATE Sector

VADM Frank Pandolfe, USN (Ret.) / Vice President & Strategic Account Executive for the Navy & Marine Corps, Leidos

Todd Borkey / Executive Vice President and Chief Technology Officer, Huntington Ingalls Industries

Kevin Perkins / Senior Vice President and Chief Security Officer, Exelon

Lindsay P. Cohn, Ph.D. / Associate Professor, National Security Affairs, U.S. Naval War College

▲ Moderator: **Peter J. Dombrowski, Ph.D.** / Professor, Strategic and Operational Research Department, U.S. Naval War College

CLOSING REMARKS

CAPT George E. Lang, Jr., USN (Ret.) / Chief Executive Officer, Naval War College Foundation

KEYNOTE



Robert E. Lighthizer

18th United States Trade Representative (USTR)

Robert E. Lighthizer was sworn in as the 18th United States Trade Representative (USTR) on May 15, 2017. He has very recently published a book on trade policy, its importance for America and what was accomplished in the Trump administration entitled “No Trade Is Free: Changing Course, Taking On China and Helping America’s Workers”.

An experienced trade negotiator and litigator, Ambassador Lighthizer has spearheaded several historic trade agreements as USTR, ushering in a new era of fair, balanced, and reciprocal trade for U.S. workers, producers, and businesses. Chief among these accomplishments, the U.S.-Mexico-Canada Agreement (USMCA) promises to update and rebalance trade in North America, expand U.S. market access, protect workers and the environment, and incentivize manufacturing in the United States. Additional agreements he reached with South Korea and Japan significantly expanded U.S. trade opportunities in those countries and established a groundbreaking paradigm for digital trade. After confronting China on its abusive trade practices, Ambassador Lighthizer also secured the U.S.-China Phase One Economic and Trade Agreement, a fully-enforceable agreement that addresses China’s discriminatory treatment of U.S. companies, intellectual property theft, and currency manipulation, while maintaining tariffs on key Chinese products and increasing China’s purchases of U.S. goods and services by at least \$200 billion over two years. Additionally, he has brought attention to systemic issues and outdated, ineffective rules at the World Trade Organization (WTO), placing unprecedented pressure on the WTO’s activist Appellate Body and working with our trade partners on wider reforms.

At the time he was chosen by President Trump to serve as USTR, Ambassador Lighthizer had been a partner at an international law firm for over 30 years. Before that, Ambassador Lighthizer served as Deputy USTR for President Ronald Reagan and negotiated over two dozen bilateral international agreements, including agreements on steel, automobiles, and agricultural products. As Deputy USTR, he also served as Vice Chairman of the Board of the Overseas Private Investment Corporation.

Prior to becoming Deputy USTR, Ambassador Lighthizer was Chief of Staff of the U.S. Senate Committee on Finance under Chairman Bob Dole. In this position, he was a key player in enacting the Economic Recovery Tax Act of 1981 – the most significant tax reform in decades – and other elements of the Reagan economic program.

Ambassador Lighthizer earned a Bachelor’s degree at Georgetown University and his Juris Doctor from Georgetown University Law Center. He is a native of Ashtabula, Ohio and has two children.

LUNCHEON KEYNOTE



Dr. Andrew F. Krepinevich, Jr.

President and CEO, Solarium LLC
Former Chairman, CNO Executive Panel

Dr. Andrew F. Krepinevich, Jr., is a Senior Fellow at the Hudson Institute, an Adjunct Senior Fellow at the Center for a New American Security, and president of Solarium LLC, a consulting firm. In 1995 he founded the Center for Strategic and Budgetary Assessments, which he led for 21 years. His service at CSBA was preceded by a 21-year career in the U.S. Army.

Dr. Krepinevich has served in the Department of Defense's Office of Net Assessment, and on the personal staff of three secretaries of defense. He has also served as a member of the National Defense Panel, the Defense Science Board Task Force on Joint Experimentation, the Defense Policy Board, the Congressional National Defense Strategy Commission, the Army Special Operation Command's Advisory Board, the Army Science Board, and as chairman of the Chief of Naval Operations Executive Panel.

Dr. Krepinevich has taught on the faculties of West Point, Georgetown University, the Johns Hopkins School of Advanced International Studies and George Mason University.

His most recent book, *The Origins of Victory: How Disruptive Military Innovation Determines the Fates of Great Powers*, was released in March. He also authored *The Last Warrior: Andrew Marshall and the Shaping of Modern Defense Strategy*; *7 Deadly Scenarios: A Military Futurist Explores War in the 21st Century*; and *The Army and Vietnam*.

Among his recent works are "The Eroding Balance of Terror," and "The New Nuclear Age," both published in the journal *Foreign Affairs*, and "Modernizing the Nuclear Triad: Decline or Renewal?" published by the Hudson Institute.

A graduate of West Point and the Naval War College, Dr. Krepinevich holds an M.P.A. and Ph.D. from Harvard University. He is a member of the Council on Foreign Relations.

In 2020 Dr. Krepinevich received West Point's Distinguished Graduate Award.

MODERATOR



Olivia Gazis

Intelligence and National Security Reporter, CBS News

Olivia Gazis covers intelligence and national security issues for CBS News, where she has conducted rare, news-making interviews with top U.S. national security leadership, including Director of National Intelligence Avril Haines, Deputy Attorney General Lisa Monaco, U.S. Cyber Command Commander and NSA Director Gen. Paul Nakasone, CIA Deputy Director David Cohen, and others. She contributes reporting on intelligence, cyber and other international security topics across CBS News platforms, including *CBS Mornings*, the *CBS Evening News*, CBSNews.com, *CBS News Radio*, and the CBS News streaming network.

She was previously an Investigative Fellow with Hearst Newspapers, where her reporting team earned a Sigma Delta Chi Award for excellence in journalism. Gazis received a bachelor's degree cum laude from Princeton University's School of Public and International Affairs and a master's degree with honors from Columbia University's Graduate School of Journalism, where she studied at the Toni Stabile Center for Investigative Journalism. She is a Fulbright Scholar. She lives in Washington, DC with her husband and their two children.

Integrated Deterrence in a Multi-Polar World Is the United States at Risk? (PART 1)



MODERATOR

Sam J. Tangredi, Ph.D.

CAPT, USN (Ret.)

Professor Tangredi was appointed as the Leidos Chair of Future Warfare Studies in March 2019. Previously, he served as the Director of the Institute for Future Warfare Studies. He initially joined the U.S. Naval War College as a professor of national, naval and maritime strategy in the Strategic and Operational Research Department Center for Naval Warfare Studies in October 2016. He has published six books, over 200 journal articles and book chapters, and numerous reports for government and academic organizations. His latest book was the co-edited volume, *AI at War: How Big Data, Artificial Intelligence and Machine Learning Are Changing Naval Warfare*. He is a retired Navy Captain and Surface Warfare Officer also specializing in naval strategy. He held command at sea and directed several Department of Defense strategic planning organizations.

REMARKS Rear Admiral Peter A. Garvin, USN

58th President, U.S. Naval War College



Rear Adm. Pete Garvin graduated with merit from the United States Naval Academy in 1989 having earned a Bachelor of Science in Aerospace Engineering (Astronautics). He is a 2005 graduate of the National War College, earning a Master of Science in National Security Strategy and a 2015 alumnus of the Massachusetts Institute of Technology Seminar XXI.

His operational assignments include service with the “Pelicans” of Patrol Squadron (VP) 45, where he was the 1995 Association of Naval Aviation Pilot of the Year; department head with the “Mad Foxes” of VP-5; navigator aboard USS Kearsarge (LHD 3), where he served as flag navigator for the embarked Amphibious Squadron (PHIBRON) 6; executive and 59th commanding officer of the “Fighting Tigers” of VP-8; and commander of Patrol and Reconnaissance Wing (CPRW) 10.

His shore assignments include flag lieutenant to Commander, Patrol Wings Atlantic (CPWL), Commander, Task Force (CTF) 84; instructor pilot at the P-3 fleet replacement squadron, VP-30; Washington placement officer at the Bureau of Naval Personnel (PERS 441); executive officer for the director, Operational Plans and Joint Force Development Directorate (J-7), Joint Staff; federal executive fellow at the Council on Foreign Relations (CFR); undersea warfare branch head in the assessments division (N81) and deputy director, unmanned warfare systems (N99) on the Office of the Chief of Naval Operations staff; and executive assistant to the vice chairman, Joint Chiefs of Staff.

As a flag officer, he served as the 22nd commander of Navy Recruiting Command, commander, Patrol and Reconnaissance Group and Patrol and Reconnaissance Group Pacific, and most recently as the 20th commander, Naval Education and Training Command, from July 2020 to June 2023.

His decorations include the Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit (four awards), Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Air Medal (two strike/flight) and various personal, unit and campaign decorations.

REMARKS **Daniel E. Holland III**

**Chief Operating Officer, Shield Capital
Chairman, Naval War College Foundation**



Dan Holland is the Chief Operating Officer at Shield Capital, a venture capital firm focused on investing in frontier, dual impact technologies in the areas of Cybersecurity, Space, Autonomy and Artificial Intelligence. Prior to joining SHIELD, he spent 35 years at Goldman Sachs. Holland began his career in the fixed-income division of Goldman Sachs in Boston and was named Co-Resident Manager of the Boston Office in 1997 and became a Managing Director in 1999. In 2000, Holland was named Chief Operating Officer of fixed income, currency and commodities sales for North America. In 2001 he moved to Global Securities Services to work with the firm's hedge fund clients. From 2010 to 2022 he managed the firm's Private Wealth Management business in New England, advising ultra-high net-worth families and small institutions.

Dan served in the United States Navy as Surface Warfare Officer assigned to USS David R. Ray (DD-971)] before attending business school at Wharton. He remained in the Navy Reserves serving in Naval intelligence roles. Today, Dan serves as Chairman of the Naval War College Foundation, is Chairman of the Advisory Board for the Carroll School of Management at Boston College and as Overseer of the USS CONSTITUTION Museum. He serves on the Development Committee for the New England Center and Home for Veterans and is an active member of Business Executives for National Security (BENS). Dan holds a Bachelor of Arts in Economics from Boston College and an MBA from the Wharton School at the University of Pennsylvania.



The Honorable Mike Rogers

Former Chairman, U.S. House of Representatives Permanent Select Committee on Intelligence

Mike Rogers is a former member of Congress representing Michigan's Eighth Congressional District, officer in the U.S. Army, and FBI special agent. He is a highly sought-after expert on national security issues, intelligence affairs, and cybersecurity policy. He advises multiple boards and academic institutions, working to enhance America's strength and security. Mike built a legacy as a tireless and effective leader on counterterrorism, intelligence and national security policy from his years of service in the U.S. House of Representatives, where he chaired the powerful House Permanent Select Committee on Intelligence (HPSCI).

As chairman of HPSCI, he authorized and oversaw a budget of \$70 billion that funded the nation's 17 intelligence agencies. In Congress, Rogers was—and remains—a prominent leader on cybersecurity. During his tenure he shepherded multiple cybersecurity bills through the legislative process, greatly enhancing America's cybersecurity posture.

In Congress, Mike worked across the aisle with two presidents, Congressional leadership, countless diplomats, military service members, and intelligence professionals to ensure the brave men and women who fight for our nation are equipped with the resources necessary to get the job done. Washington Post columnist David Ignatius remarked, Mike was “a rare example of bipartisanship.”

He currently serves as the Chairman of the Board at the MITRE Corporation, and as a Director at several leading companies. He is also investing in and helping companies develop solutions for healthcare, energy efficiency, and communications challenges.

Additionally, Rogers is a Senior Fellow at Harvard University, a Distinguished Fellow at the Hudson Institute, and a member of the Advisory Board for George Mason University's National Security and Law Policy Institute.

Mike is a 1985 graduate of Adrian College. He is married to Kristi Rogers and has two children.



Rich Baich

Senior Vice President and Chief Information Security Officer, AT&T

Rich Baich is a skilled business executive and recognized security leader with extensive information security, risk management, privacy, and technology deployment experience. Rich is a collaborative leader with global experience building high-performing teams in corporate, government, professional services, and military environments. He is a strategist with the proven ability to balance risk management while developing, improving, and implementing information security strategies and culture. Rich has broad business knowledge of market technology, security, and industry trends; in-depth understanding of the corporate and IT strategies required to meet these emerging challenges.

Rich's security leadership roles include Naval Information Warfare Officer, Senior Director for Professional Services at Network Associates (now McAfee) and after 9/11, as Special Assistant to the Deputy Director for the National Infrastructure Protection Center (NIPC) at the Federal Bureau of Investigation (FBI). He retired after 20 years of military service serving in various roles such as a Commander in the Information Operations Directorate at NORAD/Northern Command Headquarters in Colorado Springs, Colorado, Commanding Officer Navy Information Operations Center (NIOC) Denver, Colorado, Special Assistant at the National Reconnaissance Office (NRO), Real Time Military Analysis Center, the Reserve Armed Forces Threat Center, the Center for Information Dominance and the Information Operations Technology Center (IOTC) within the National Security Agency (NSA).

In 2005, Rich authored *Winning as a CISO* a leadership sourcebook for security executives. He received the “Information Security Executive of the Year in Georgia” award in 2004 for his security and pioneering leadership. Rich was selected as an advisor for the 44th and 45th President's Commission on Cyber Security. He was appointed by the President to serve on the National Infrastructure Advisory Council (NIAC) and he was appointed by the Director of Federal Emergency Management Agency (FEMA) to serve as a cyber expert on the National Advisory Council (NAC). Rich is a graduate of the United States Naval Academy, the Naval War College, Joint Forces Staff College and received his MBA from the University of Maryland University College.

Polar World? Through the Lens of the Public Sector



Anand Toprani, Ph.D.

**Associate Professor,
Strategy and Policy Department,
U.S. Naval War College**

Anand Toprani is an Associate Professor of Strategy and Policy specializing in diplomatic and military history, energy geopolitics, and political economy. He is a graduate of Cornell, Oxford, and Georgetown, and has held fellowships at Yale and Harvard and from the Stanton and Smith Richardson foundations. He is the author of *Oil and the Great Powers: Britain and Germany, 1914-1945*, which received the 2020 Richard W. Leopold Prize from the Organization of American Historians, and the co-author with RADM Dave Oliver (USN-ret.) of *American Defense Reform: Lessons from Failure and Success in Navy History*. Anand previously served as an historian at the U.S. Department of State, an intelligence analyst at U.S. Central Command, and as a Term Member of the Council on Foreign Relations. He is currently a Security Fellow at the Truman National Security Project, a member of the Planning Board of the City of Newport, RI, an affiliate of the William R. Rhodes Center for International Economics and Finance at Brown University, and a visiting associate professor at the Watson Institute for International and Public Affairs at Brown University.



Mohammed Soliman

**Director of the Strategic Technologies
and Cyber Security Program,
Middle East Institute**

Mohammed Soliman is the director of the Strategic Technologies and Cyber Security Program at the Middle East Institute, where he leads a global team of scholars to explore the policy challenges associated with the intersection of technology, geopolitics, and business in emerging markets. In addition to his work with the Middle East Institute, he is a member of McLarty Associates' MENA team. Mr. Soliman is also a visiting fellow with the National Security Program at Third Way.

Mr. Soliman has additionally served as a country analyst for the Peace Tech Lab at the US Institute of Peace, as a Huffington Fellow at the Institute for the Study of Diplomacy, and as a Junior Centennial Fellow at Georgetown's School of Foreign Service. A native of Cairo, he began his career as an engineer and worked as a consultant, providing strategic advisory services for local and international businesses. Mr. Soliman earned his bachelor's degree in engineering from the Egyptian Aviation Academy and graduated with a Master of Science in Foreign Service with distinction from Georgetown University.

**VADM Frank Pandolfe,
USN (Ret.)****Vice President & Strategic Account
Executive for the Navy & Marine
Corps, Leidos**

Frank Pandolfe served 37 years as a commissioned officer in the U.S. Navy, retiring in the rank of Vice Admiral. At sea, he commanded USS MITSCHER (DDG 57), Destroyer Squadron EIGHTEEN, Carrier Strike Group TWO, Naval Striking and Support Forces NATO, and U.S. SIXTH Fleet. Ashore, he served as Military Aide & Advisor to the Vice President of the United States; Director, Surface Warfare Division (OPNAV N-96), Navy Staff; Director, Strategy, Plans and Policy (J-5), Joint Chiefs of Staff; and Assistant to the Chairman, Joint Chiefs of Staff (Military Representative to the Secretary of State).

Frank is Strategic Account Executive (Navy & Marine Corps) for Leidos. In that role, he is responsible for strengthening Leidos' relationship with the Department of the Navy while supporting business development and program execution efforts.

Prior to joining Leidos, Frank was President, International Operations for Owl Cyber Defense and Acuity International LLC. Based in Abu Dhabi, UAE, he led international business development efforts in support of over 6,000 people working in 30 countries around the world.

Frank graduated with distinction from the U.S. Naval Academy with a Bachelor of Science degree. He later earned a Master of Arts in Law and Diplomacy (MALD) and a Doctor of Philosophy (Ph.D) degree from the Fletcher School of Law and Diplomacy at Tufts University, specializing in Public International Law and National Security Affairs.

**Todd Borkey****Executive Vice President and
Chief Technology Officer,
Huntington Ingalls Industries**

Todd Borkey is executive vice president and chief technology officer at HII. Named to this position in September 2022, he is responsible for overseeing the company's technology strategy, including research and development, to enhance HII's existing products and services and to develop new capabilities to drive market growth.

Prior to his current role, Borkey served as the chief technology officer for HII's Mission Technologies division where he was responsible for the division's technology strategy, along with its developments and technical operations. In that role, Borkey supported HII's growth by leading R&D investment, developing new technologies and advancing customer solutions that meet the changing needs of HII's clients. He also led HII's Artificial Intelligence campaign, creating market-leading AI/ML solutions for the defense and intelligence markets.

Prior to HII, he served as CTO to Alion Science and Technology, Thales Defense and Security, and DRS Defense Solutions. During these periods, he was responsible for the technical roadmap and program operations to a wide range of products, including RF communications, C5ISR solutions, remote sensors, radars, sonars, and cyber/electronic warfare products. Earlier in his career, Borkey performed a range of engineering and management assignments within Northrop Grumman and AT&T Bell Labs. While at Bell Labs, Borkey project managed the development of several world record long-haul undersea optical communications networks.

He has a master's degree in engineering management from Stevens Institute of Technology and an undergraduate degree in applied mathematics.

Polar World? Through the Lens of the Private Sector



Kevin Perkins

**Senior Vice President and
Chief Security Officer,
Exelon**

After a 30-year career with the FBI Kevin Perkins was named Senior Vice President and Chief Security Officer of Exelon Corporation. Mr. Perkins is responsible for both physical and cyber security challenges facing Exelon, a Fortune 200 company and leader in the transmission and delivery of clean sources of energy.

Mr. Perkins served as Associate Deputy Director of the FBI. As the FBI's number three overall executive he oversaw the management of all FBI personnel, budget, information technology, security, administration, and infrastructure.

During his more than 30 years as a Special Agent in the FBI, Mr. Perkins held a wide range of operational and leadership positions to include serving as assistant director in charge of the FBI's Criminal Investigative Division, where he maintained executive oversight of all FBI criminal investigations.

Over the course of his career Mr. Perkins also served twice as the Special Agent in Charge of field office operations in Maryland and Delaware as well as serving as the FBI's Chief Financial Officer.

Before joining the FBI, Mr. Perkins was employed with an international accounting firm. He earned a bachelor's degree in business administration from Baylor University in 1982. Mr. Perkins is a Certified Public Accountant and a member of the American Institute of Certified Public Accountants.



Lindsay P. Cohn, Ph.D.

**Associate Professor, National Security Affairs,
U.S. Naval War College**

Lindsay P. Cohn is Associate Professor of National Security Affairs at the US Naval War College, where she teaches strategy, international security, foreign policy analysis, and civil-military relations. She will also be co-teaching a course on International Security at Columbia's School of International and Public Affairs in Fall 2023. Her research and publications focus on civil-military relations, manpower and personnel issues, public opinion and foreign policy, comparative political economy, militarized policing, and national/international security law. A particular area of expertise is comparative labor market structure and education systems. Dr. Cohn authors most of the economics content for the National Security Affairs curriculum, including issues of trade, monetary policy, market structure, sanctions, and development. She also enjoys designing and running strategic games and simulations with her classes, and occasionally plays white cell for the USNWC War Gaming Department.

Before joining the USNWC, she spent a year at the Pentagon working on building partner capacity programs, and four years as an Assistant Professor of Political Science at the University of Northern Iowa. She earned her PhD in Political Science (International Relations and Political Theory) from Duke University; her undergraduate studies were in Political Science, History, and Germanic linguistics.

She has given expert testimony to the Senate Armed Services Committee (on the civil-military relations issues at stake in the nomination of a second recently-retired General to be Secretary of Defense), the National Commission on Military, National, and Public Service (on military recruiting and retention), and the Virginia General Assembly's Courts of Justice and Public Safety Committees (on police and National Guard reform). She has been consulted on manpower and other civil-military relations issues by the US Marine Corps' Talent Management Strategy Group, the Canada-US Reserve General Officers' Advisory Board, the Naval War College of Peru, the Bundeswehr University in Munich, and the Deputy Secretary of Defense. She has been invited to present her research at the MIT Security Studies Seminar, the Princeton Security Studies Colloquium, Cornell University, the Mershon Center at the Ohio State University, Colgate University, the University of Wisconsin-Madison, the German Institute for Global and Area Studies, the University of Southern Denmark, and the NGO Good Governance Africa. She holds the Commander's Award for Public Service from the Department of the Army, the OSD Award for Outstanding Achievement, and the Meritorious Civilian Service Award from the Department of the Navy.

Her current research focuses on the use of federal military forces for domestic policing in the United States, manpower and recruiting/retention issues in European/North American militaries (particularly reserve issues), and professional military ethics. Dr. Cohn is fluent in German and reads French, Dutch, Norwegian, Swedish, and Danish.



CHIEF EXECUTIVE OFFICER, NAVAL WAR COLLEGE FOUNDATION

CAPT George E. Lang, Jr., USN (Ret.)

George Lang is a 1987 graduate of SUNY Maritime College at Fort Schuyler, where he earned a Bachelor of Science degree in Electrical Engineering, a USCG Merchant Marine Third Mate's License, and a commission in the United States Navy through the NROTC Scholarship Program. During his 32-year career in the Navy, George served successfully in challenging leadership positions throughout the fleet. At sea, he commanded USS Carr (FFG 52) from April 2006 to October 2007, completing overseas deployments to the Gulf of Guinea, Mediterranean Sea, and Arabian Gulf. Following his command tour, he served for nearly six years from November 2007 to July 2013 on the staff of Commander, Carrier Strike Group Twelve, Enterprise and Theodore Roosevelt Carrier Strike Groups, as Assistant Chief of Staff for Operations and Plans (N3/N5) and as Chief of Staff, completing overseas deployments in 2011 and 2012, including the 25th and final combat deployment of USS Enterprise (CVN 65) to the European and Central Command areas of responsibility.

George's initial afloat tour was aboard USS Bainbridge (CGN 25) as CICO and FCO. As a department head, he reported to PCU Laboon as a plank-owner and served for four and one-half years in USS Laboon (DDG 58) as WEPS and CSO, and performed duties as TAO during Operation Desert Strike, where Laboon distinguished herself as the first Arleigh Burke-class destroyer to fire weapons in anger. As Executive Officer, he served aboard USS Oscar Austin (DDG 79), the first Aegis DDG 51 FLT IIA, when Oscar Austin was awarded its first Battle Efficiency (Battle "E") Award for sustained superior performance.

Ashore, George served as Deputy Superintendent and Chief of Staff of the U.S. Naval Academy in Annapolis, Md; Vice President and Chief of Staff of the Naval War College in Newport, R.I.; and Current Operations Officer on the staff of Commander, 2nd Fleet/Striking Fleet Atlantic, STWO/SUW Officer on the staff of Commander, Naval Surface Force, U.S. Atlantic Fleet, and TAO Instructor and FWC/SWC Course Curriculum Model Manager at Fleet Combat Training Center in Tidewater, Virginia. George also earned a Master of Arts degree in Computer Resources and Information Management from Webster University in St. Louis, Mo., and completed Joint Professional Military Education at the Army Command and General Staff College in Fort Leavenworth, Kan. and the Joint Forces Staff College in Norfolk, Va.

Following his retirement from active duty Naval service, George assumed duties as Chief Executive Officer of the Naval War College Foundation in Newport, R.I. in April 2019.



NAVAL WAR COLLEGE
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Foundation Membership



About 300 of today's active-duty admirals, generals, and senior executive service leaders are U.S. Naval War College (USNWC) alumni. Support the development of tomorrow's leaders by becoming a Naval War College Foundation member today.

Through the generosity of patriotic individuals like you, the USNWC can continue to develop leaders skilled in the strategic and operational challenges of tomorrow. Already a member? Consider a tax-deductible gift of membership for a loved one.



NAVAL WAR COLLEGE
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SENTINEL OF THE SEA AWARD GALA

FRIDAY, NOVEMBER 3, 2023

HONORING

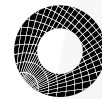
THE HONORABLE JOHN FRANCIS LEHMAN, JR.
65TH U.S. SECRETARY OF THE NAVY

6:00 PM RECEPTION

7:30 PM DINNER AND PROGRAM

NEW YORK YACHT CLUB
37 WEST 44TH STREET
NEW YORK, NY 10036

PRESENTED BY



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CAPITAL

THIS EVENT IS BY INVITATION ONLY.

FOR MORE INFORMATION,
PLEASE CONTACT

ASHLEY SHAKLEE AT

ASHLEY.SHAKLEE@DATOCWITTEN.COM

OR 443-623-2128.



Established in 1884 in Newport, Rhode Island, the U.S. Naval War College (USNWC) is the oldest defense college of its kind in the world. As the U.S. Navy's "Home of Strategic Thought," the College offers a course of advanced professional study for naval and joint service officers and civilian agency leaders as well as international military officers from allied and partner nations. Students earn Joint Professional Military Education (JPME) credit and either a diploma or a master's degree in National Security and Strategic Studies. About 300 of today's active-duty admirals, generals and senior executive service leaders are USNWC alumni. The College currently employs over 600 dedicated staff and faculty. Please visit usnwc.edu.

The Naval War College Foundation was created in 1969 by forward-looking, community-minded, philanthropic individuals whose goals were to enhance and enrich the educational excellence and experience of the USNWC. Strengthened by our very patriotic and generous members, the Foundation continues to support the advancement of USNWC priorities including research and scholarship, curriculum and instruction, endowed chairs, capital improvements, faculty and student academic achievement awards, conferences and symposia, and regional international studies. To learn more, visit nwcfoundation.org.

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