



NAVAL WAR COLLEGE
FOUNDATION

2023

ANNUAL REPORT

Educate Today. Secure Tomorrow.

TABLE OF CONTENTS

- OUR TEAM
- A MESSAGE FROM LEADERSHIP
- STRENGTHENING OUR FOUNDATION
- SUPPORT IN ACTION
- AREAS OF OPPORTUNITY
- GIFTS AT WORK
- BUILDING CAPACITY
- INCREASING AWARENESS NATIONWIDE
- 2023 GIFTS
- CORPORATIONS AND FOUNDATIONS
- CORPORATE ENGAGEMENT OPPORTUNITIES
- MEMORIAL GIFTS
- IN MEMORIAM
- HONORARY GIFTS
- THE HERITAGE SOCIETY
- DALE JENKINS HERITAGE SOCIETY STORY
- BOARD OF TRUSTEES
- JOIN
- SHOP
- EXCELLENCE RECOGNIZED

OUR TEAM



At the Naval War College Foundation, our dedicated team is committed to advancing the U.S. Naval War College's mission. We bring diverse talents and experiences, united by a passion for supporting the education and development of military and civilian leaders. Through hard work and dedication, we provide exceptional support, fostering excellence and innovation. Together, we uphold the values and traditions of our esteemed institution.

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

Finance and Administration

Accounting Associate
Raymond Liberatore

Office Administrative Assistant
Allison Belanger

Development

Chief Development Officer
Cathleen Coyle

Director of Corporate & Foundation Relations
Kimberly S. Berry

Director of Development Services and Annual Giving
Alicia T. Cipriano

Director of Engagement
Alison Hillegeist

Prospect Research Manager
Timothy Conley

Events

Director of Special Events
Shawna McGeown

Communications

Chief Marketing Officer
Alexa Waluk

Marketing & Event Assistant
Jennifer Gustavson

NWCF Museum Store

Store Operations Manager & Development Assistant
Brittney A. Peterson

Store Associates
Phyllis Lauder
Haileigh Alexander

Contractor Support

Collections Specialist
Patricia Gilrein

A MESSAGE FROM LEADERSHIP



2023 brought many exciting changes for the Naval War College Foundation (NWCFF) and U.S. Naval War College (USNWC). This year's tremendous success would not have been possible without the unwavering support and valued contributions of our esteemed Board of Trustees, the relentless commitment of our staff, and the unparalleled generosity of our wonderful members, sponsors, and friends. Because of you, the NWCFF is able to provide meaningful support to the USNWC, sustaining this pillar of national security leadership development in an ever-changing threat environment.

This year marked exponential growth in capital—both financial and personnel. The Foundation received a historic seven-figure gift from an anonymous donor in memory of Trustee Emeritus Richard M. Rosenberg, who passed away in March 2023. This endowment will support the Richard M. Rosenberg Deterrence Studies Institute (RDSI) and related initiatives at the USNWC. You can read more about the Foundation's solid financial position in the next section. In 2023, we added new full-time staff members to the Foundation team across development, operations, and administration. As we enter the third year of our strategic plan, we continue to grow our staff and add depth to our bench in our Board leadership team. In 2023, the Honorable Ronald K. Machtley, J. Ronald Terwilliger, the Honorable Erik Bethel, and Gregory J. Annick were appointed for their first terms as Trustees, and we welcomed returning Trustees Nancy Cushing Evans and Philip Dunmire. We also saw the transition of Philip M. Bilden to Chairman Emeritus and VADM Allen G. Myers, USN (Ret.) to Trustee Emeritus at our June 2023 Board of Trustees meeting. Later in the year, we were honored to add Thomas Callender as a Regional Director for the Washington, DC, area. The winds of change also welcomed the 58th President of the USNWC, RADM Peter A. Garvin, USN, in June 2023. He relieved now-VADM Shoshana S. Chatfield, USN, who has been assigned as U.S. Military Representative to the NATO Military Committee. During his first six months as President, RADM Garvin hosted the leaders of nearly 100 international navies and coast guards during the CNO's 25th International Seapower Symposium here in Newport.





With the USNWC President and Provost, the Foundation leadership and staff continue to work 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 appeal to them. 2023 marked the forging of partnerships, both with the College and other esteemed institutions around the country. These were most evident when members and friends had the opportunity to hear the insights of national security thought leaders at NWCF events, including:
 - Sustaining U.S. Maritime Dominance in an Era of Strategic Competition, in partnership with the U.S. Naval Academy Alumni Association & Foundation in Palm Beach, FL;
 - U.S. and China Relations: Tension in the Indo-Pacific Region, in partnership with the Silicon Valley Defense Group, Mountain View, CA;
 - Exploring Our Maritime Strategies, co-hosted with the USNWC's Center on Irregular Warfare and Armed Groups, Middletown, RI; and
 - America's Future Fleet: Maintaining Peace and Deterring China, the second annual symposium in partnership with the Center for Maritime Strategy, Arlington, VA.

As the NWCF continues to expand awareness of the USNWC across the country, we are eternally grateful for your continued patriotic support. You enable the USNWC to provide the highest-quality education to leaders from America and our partners and allies around the world. As we see continued conflict with the Israel-Hamas and Russia-Ukraine Wars and persistent challenges from China, the USNWC provides not just a critical education to its students but essential information to our Nation's decision-makers.

As you will read in the pages ahead, your investment in the USNWC positively impacted a variety of initiatives across campus that have a worldwide impact. On behalf of the Foundation and the College we serve, thank you for strengthening us and ensuring the USNWC is equipped to produce the leaders our future world needs.

With our sincere respect and appreciation,

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

Daniel E. Holland III
Chairman

STRENGTHENING OUR FOUNDATION

I am pleased to report that 2023 was a record-setting year for the Naval War College Foundation (NWCFF). Building on the positive momentum from 2022 and bolstered by a monumental seven-figure gift, the Foundation has significantly strengthened its financial standing while directing essential funds to the U.S. Naval War College (USNWC).

In a world marked by persistent threats and emerging challenges, the College has experienced its highest utilization of Foundation funds since 2018. Looking ahead to 2024, we are proud to announce a historic commitment of more than \$7.2 million—the largest in our Foundation's history.

The College is effectively channeling your generous support into vital initiatives, including mission support, faculty awards, endowed chairs, named professors and chairs, international programs, and curriculum development. In 2023, your unwavering generosity enabled College faculty to travel globally, enhancing their understanding of deterrence challenges and refining the education of future leaders. Additionally, your contributions enriched the student experience on campus, from social events and international cuisine nights to high-level symposia and briefings. Your support makes a tangible difference at the USNWC every day, and your dedication is truly commendable.

Furthermore, 2023 saw a remarkable increase in our membership, with more patriotic individuals joining our ranks than ever before. We concluded the year with our highest membership level on record, exceeding 5,700 individuals. We eagerly anticipate welcoming new members throughout 2024.

Thank you for your continued support and commitment to our mission to educate today and secure tomorrow.

Sincerely,

A handwritten signature in black ink, appearing to read 'A.B. Cruz', written over a white background.

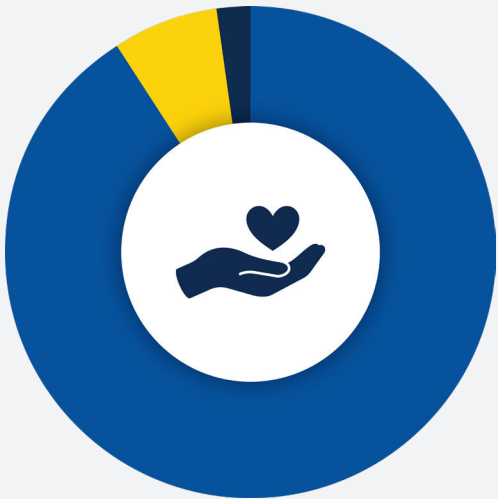
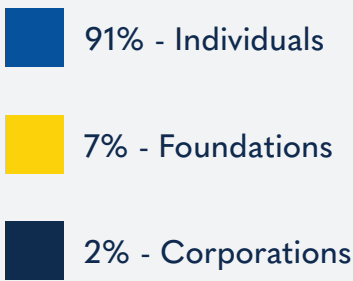
RDML A.B. Cruz, III, USN (Ret.)
Vice Chairman and 2023 Treasurer



SUPPORT IN ACTION

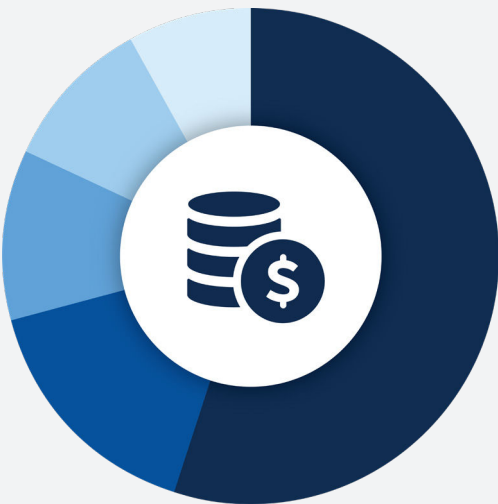
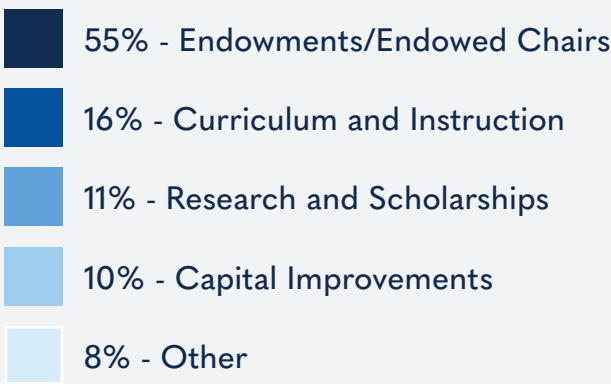
WHO ARE OUR DONORS?

A majority of contributions made during 2023 were from individuals.



GIFT INVESTMENT CATEGORIES

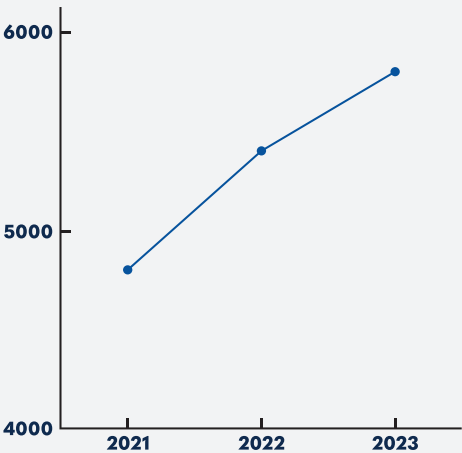
Endowments, curriculum and instruction, and research and scholarships were the top-funded areas in 2023.



MEMBERSHIP ON THE RISE

For the second year in a row, the Foundation had a record number of active members.

2021: 4800
2022: 5400
2023: 5800



OPPORTUNITIES IN ACTION

U.S. NAVAL WAR COLLEGE'S UNFUNDED PRIORITIES

The U.S. Navy and the President of the U.S. Naval War College (USNWC) have identified several priorities that are not included in the Pentagon budget. With the support of our generous members, the Naval War College Foundation (NWCFF) continues to fund the development of these important initiatives and programs:



The Admiral's Fund for Innovation and Experimentation

The Admiral's Fund for Innovation and Experimentation will provide the President of the USNWC the resources critical to meeting the mandate of today's, and tomorrow's, Navy and Joint force to prevail in the cognitive domain while supporting the enrichment of its teaching, research, and outreach efforts.



Strategic Deterrence Initiative

The robust Cold War understanding of the nuclear balance and its implications for deterrence and war fighting has atrophied considerably. These changes warrant a major investment of time and resources to engage in focused research on strategic deterrence from the conventional, through high-conventional and cross-domain, to the full nuclear spectrum. The Rosenberg Deterrence Studies Institute (RDSI) will keep the College on the cutting edge of research, education, and fleet support on deterrence and war fighting in these domains.



College of Distance Education Applicant Waitlist Mitigation

Demands for the College's nonresident JPME Phase I programs has grown rapidly in the past few years.

ADDITIONAL KEY COLLEGE PRIORITIES

Arctic Studies Chair

The chair will advance the teaching and research of maritime-security issues and address critical American national-security interests in the Arctic region.

Alumni Relations Support

Annual funding supports the Regional Alumni Symposium and domestic alumni engagement.

International Programs Support

The U.S. Navy's maritime partnerships are heavily dependent on the bonds of trust built between our American and international alumni who serve at the highest levels of command in their respective services. Funds support social programs, family travel, and team building.

➤ Endowment of the Swanee Hunt Chair for Women, Peace, and Security

With the June 2020 signing of DoD's WPS Strategic Framework and Implementation Plan, which itself supports the United States Strategy on Women, Peace, and Security, the College seeks to increase its efforts toward integrating WPS concepts and principles into joint professional military education (JPME) programs and activities at the USNWC. The WPS Endowed Chair will facilitate the integration of DoD WPS policy into JPME in a variety of ways, including the following: contributing to activities designed to inform, train, and educate the USNWC community about WPS efforts and objectives; conducting research on topics of relevance and collaborating with other government, nongovernment, and academic organizations.

➤ Humanitarian-Response Program

The program's mission is to partner and network with leading universities and humanitarian organizations to advance civil-military coordination during complex emergencies and natural disasters, and to improve the U.S. Navy's effectiveness in conducting humanitarian-assistance and disaster-response operations through innovative education, research, and simulation activities.

➤ The Center for Ethical Leadership

The Center will take a multidisciplinary and holistic approach toward ethical leadership and cognitive growth. Drawing on the fields of sociology, artificial intelligence, psychology, organizational behavior, ethics, and philosophy, the Center will be a place of innovative research and a hub for the exchange of ideas regarding ethical leader development.

➤ Capital Projects for Historic Renovation and Improvements

These include the Mahan Hall renovation, Schonland and Hooper Halls demolition, McCarty Little Hall (MLH) auditorium improvements, and audio/visual upgrades.

Endowment of the Chair in Emerging Technology and International Law

The chaired professor would teach and promote the progressive development of international law affecting U.S. and partner-nation forces in advanced-technology warfare, which is being formed by other states, nongovernmental organizations, and unfriendly scholars without optimal contribution by the USNWC.



GIFTS AT WORK

INVESTING IN TOMORROW'S LEADERS

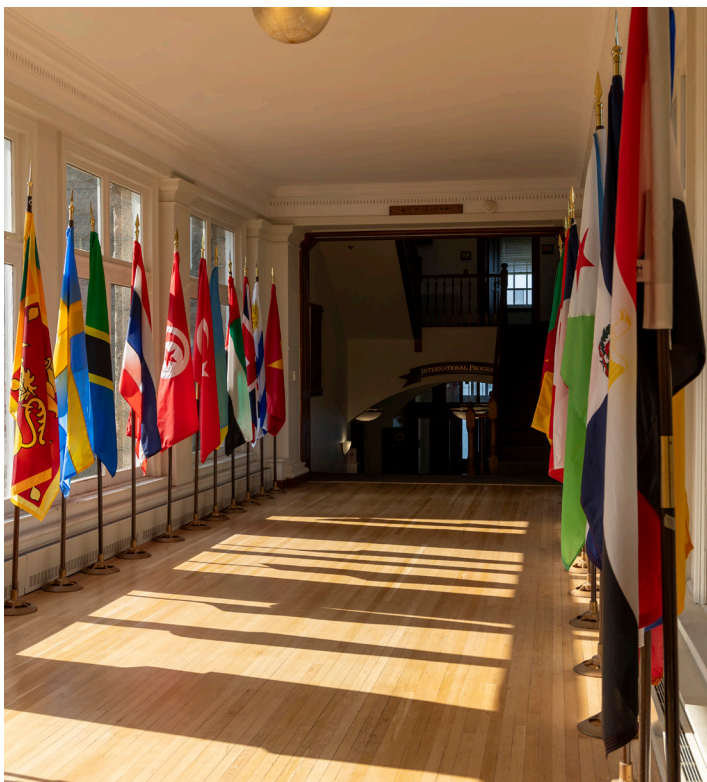
Curriculum and Instruction

16th Annual Faculty Cloister

Each August, the U.S. Naval War College's (USNWC) faculty gathers to recognize accomplishments, welcome new members, and hear updates from College leadership before the start of the new academic year. In addition to presenting faculty awards, the Foundation provided support for the day's keynote speaker, body language expert Stefan Verra.



Capital Improvements



The pedestrian walkway between Luce and Mahan Halls was refinished. Renovations continue across campus to enhance the educational experience for students, staff, and faculty.



The skylight in the main stairway of Mahan Hall, and the Rotunda Dome skylight were meticulously restored in 2023 by Christopher Foster Glassworks.

Celebrating Student Excellence

At each March and November graduation, the Foundation presents the President of the USNWC's honor graduate with an engraved Weems & Plath compass. In 2023, the honor graduates were Cmdr. Andrew Darjany of the College of Naval Warfare (CNW), LCDR Victor Schaefer of the College of Naval Command and Staff (CNCS), CAPT Jason Sherman, USN, of the CNW, and MAJ Seth E. Reed, USA, of the CNCS.

In addition, ahead of the June graduation ceremony, through the foresight and generosity of our donors and friends, the Foundation provided awards to 25 exceptional students.

Diane M. Disney Writing Award

This award, generously funded by NWCF Trustee Emerita Diane M. Disney, Ph.D., awards students who work diligently to improve their writing skills throughout the academic year. In 2023, four students were recognized:

- Maj David Christian Adamic, USA, College of Naval Command and Staff (CNCS)
- Lieutenant Commander Duminda Dayananda, Sri Lanka Navy, Naval Staff College (NSC)
- LTC Denise Renee Little, USA, College of Naval Warfare (CNW)
- Maj Jacob Settle, USA, CNCS, March 2023

Drs. Daniel and Susan Thys Academic Prize

The Thys Academic Prize is awarded to the U.S. Navy student with the highest grade point average at the completion of the academic year.

Cmdr Charles Gough, JAGC, CNW

Edward H. Bragg Award for Academic Excellence by a U.S. Coast Guard Officer

This award is supported through an endowed fund created in memory of Mr. Bragg by his many friends and family to honor his commitment to the NWCF, the U.S. Coast Guard, and his nation. It is awarded to the U.S. Coast Guard student with the highest grade point average at the completion of the academic year.

LCDR Kevin H. Murphy, USCG, CNCS

Matthew C. Perry Award for International Research

Commander Jurgen Van Daele, Belgian Navy, Naval Command College (NCC), "Securing Europe's Green Energy Transition"

Captain James T. Larkin, U.S. Marine Corps, Awards for Academic Excellence by a U.S. Marine Corps Officer

This award is presented to the U.S. Marine Corps student with the highest grade point average at the completion of the academic year. The award is named in honor of the late Captain James T. Larkin, a NWCF Trustee Emeritus.

Maj Jonathan Walaski, USMC, CNCS

Vice Admiral John T. Hayward Award for Outstanding Performance in Online Distance Education

CAPT William B. Nguyen, USN, a November 2022 graduate

General George C. Kenney Award for Writing on the Topic of Airpower

Major Catherine W. Axel, USAF, CNCS, "Enhancing Air Base Resiliency in the First Island Chain: Bolstering Active and Passive Defenses while Increasing Base Footprint in Competition"



Celebrating Student Excellence (continued)

The Honorable Juliette C. McLennan Essay Prize for Women, Peace, and Security

This award is generously supported by late NWCF Trustee Juliette C. McLennan, who served as Ambassador to the United Nations Commission on the Status of Women under President George H.W. Bush.

LTC Alyssa Y. Astphan, ARNG, CNW, “More Effective Coercive Diplomacy: A Gendered Approach.”

John J. D’Luhy Prize to Honor Excellence in Strategic Analysis and Thought

This prize is awarded to a resident student who writes an outstanding essay on a recurring strategic question for the final examination in the Strategy and Policy course.

George Patterson Manson III, U.S. Government, CNW, “A Fort’s a Fool to Fight a Ship: Land Powers vs. Sea Powers in Long Term Competitions”

Captain Walter B. Woodson, Jr., Academic Memorial Prize

The prize is awarded each year to a NSC student for the best paper on a topic related to force planning or strategic issues of maritime interest.

Lieutenant Colonel Shenghao Chua, Republic of Singapore Navy, “Which Was More Harmful to the American Conduct of the War in Korea: Military Leaders’ Failure to Comprehend the Political Objective or Civilian Leaders’ Failure to Comprehend What Can and Cannot Be Achieved by Force?”

Mr. B. Franklin Reinauer II Defense Economics Prize

This prize, named in memory of B. Franklin Reinauer II, is presented to the student who has written the best paper on an aspect of the impact of the defense budget on the economy.

LCDR Jonathan Calhoun, USN, College of Distance Education (CDE), “Investing in America’s Defense: Using Innovative Financial Tools to Build and Strengthen the Industrial Base”

Lieutenant Michael P. Murphy Counterterrorism Prize

This award is named in memory of Lieutenant Michael P. Murphy, a U.S. Navy SEAL officer who received the U.S. military’s highest honor, the Medal of Honor. Lt. Murphy received the honor for his heroic actions on June 28, 2005, in Afghanistan, where he gave his life in defense of our great Nation.

Lieutenant Commander Kofi Duodu, Ghana Navy, NSC, “Securing West Africa: The Case for a Single Multinational Joint Task Force to Curb Terrorism and Piracy”

Vice Admiral James H. Doyle, Jr., Military Operations and International Law Prize

This prize, supported through the generosity of the Daley Family Fund and the Oceans Law and Policy Endowment, recognizes the best essays on the role of international law in military operations during peacetime or armed conflict.

Lieutenant Colonel Shenghao Chua, Republic of Singapore Navy, NSC, “Lawfare for the Lawful: Stemming the Tide of Lawfare in the South China Sea”

LCDR Emily Elizabeth Geddes, USN, “A Constitution for the Oceans: How Would U.S. Ratification of the United Nations Convention on the Law of the Sea (UNCLOS) Affect U.S. National Interests?”

RADM Joseph C. Strasser International Leadership Prize

Commander Wiremu Leef, Royal New Zealand Navy, NCC

Lieutenant Commander Kofi Duodu, Ghana Navy, NSC

Naval War College Foundation Award

This award, generously funded by the NWCF Board of Trustees, is presented each year to the student who writes the best essay on the subjects of maritime strategy or the operational level of warfare.

Captain Pradeep Singh Sethi, Indian Navy, NCC, “The U.S. Needs a Comprehensive Deep Ocean Competition Strategy”

J. William Middendorf II Award for Student Research

This award is named for the former Secretary of the Navy, diplomat, and NWCF Trustee Emeritus, and is presented to the best individual or group research project on strategic or tactical concepts, logistics, or readiness.

LCDR Matthew Staggs Galamison, USN, a March CNCS graduate, “The Failures of the Russian Aerospace Force in Ukraine”

Robert E. Batemans’ International Prize Essay Award

This award is funded by the generosity of Mr. and Mrs. Robert E. Bateman and given to a NCC student for submitting the best essay on a topic relating to force planning or strategic issues of maritime interest.

Captain Pradeep Singh Sethi, Indian Navy, “Forming a Combined Maritime Task Force under the Quad in the Indo-Pacific Region.”

Admiral Richard G. Colbert Memorial Prize

This prize is presented to a student for the best essay addressing strategic, military, or political aspects of the U.S. Navy’s roles or missions.

CDR Charles Gough, JAGC, CNW, “Why the U.S. Needs to Lead in Lethal Autonomous Weapon Systems Development”

Zimmerman-Gray Essay Award

Provided through the generosity of Mr. and Mrs. Gilson Gray, this prize is named for their fathers, Commander Donald Zimmerman, United States Navy, and Commander Gilson B. Gray, Jr., United States Navy. Both men were career naval aviators who saw combat duty during World War II.

Lieutenant Colonel Shenghao Chua, Republic of Singapore Navy, NSC, “Minilateralism: A Way toward a Peaceful Balance of Power in the Indo-Pacific”

Captain Jerome E. Levy Economic Geography and World Order Prize

This prize recognizes the best research product that fundamentally addresses and proposes potential solutions in the disciplines of economic geography and national or international security.

MAJ William J. DeStasio, USA, CNCS, “Chinese Presence in Latin America and the Caribbean: A Strategic Threat?”

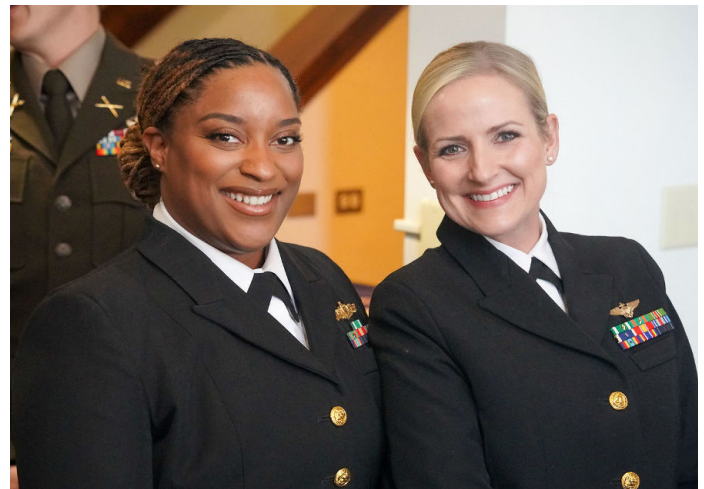
Asia-Pacific Studies Prize

The Asia-Pacific Studies Prize for the best paper related to the region comprising the maritime and continental territory from South and Central Asia to the Pacific Rim.

Brian M. Sperlongano, Naval Sea Systems Command, CNCS, “Speak Softly and Carry a Big Stick: Preventing US-China Conflict Over Taiwan”

McGinnis Family Award for Outstanding Performance in Nonresident Seminar Education

This award was presented at the USNWC graduation by NWCF Chairman of the Board, Daniel E. Holland III, to Lt Timothy J. Cadigan III, USN, of the CDE. Professor Ronald J. Oard accepted the award on Lt Cadigan's behalf.



Faculty Awards

In 2023, the NWCF supported the College's first-ever Faculty Awards Dinner at the Hotel Viking in Newport, RI. Through the generosity of an anonymous donor, the NWCF established the Naval War College Faculty Excellence Fund, which can be used to support various faculty events and activities, including, but not limited to, awards recognizing excellence in teaching, training, professional development, publishing, service, scholarship, innovative curriculum and/or course development, simulations and/or war gaming.

The 2023 recipients were John H. Maurer, Ph.D., Strategy and Policy Department; Samuel Helfont, Ph.D., Assistant Professor, College of Distance Education; and Jessica Blankshain, Ph.D., Associate Professor, National Security Affairs Department.

Hosting Thought Leadership on Campus



Newport Arctic Scholars Initiative Seminar January 24-26

The Newport Arctic Scholars Initiative (NASI) held its opening seminar on the USNWC campus, bringing together naval officers and scholars from Arctic nations. Twenty five sailors and scholars from Canada, Denmark, Finland, Iceland, Norway, Sweden, the United States, France, the United Kingdom, and Japan (as an observer) convened to explore opportunities to strengthen cooperation between international navies and coast guards in the Arctic maritime region. The Honorable Kenneth J. Braithwaite, 77th Secretary of the Navy, and Vice Admiral Daniel Dwyer, then Commander, Second Fleet/Commander, Joint Forces Command Norfolk provided keynote remarks.

The Inaugural Forum at Newport | April 5

The USNWC and Salve Regina University, with support from the Foundation, partnered to host an event focused on the implications that climate change will have on national security organizations, activities, and locations. The Forum at Newport was conceived by Rhode Island Senator Sheldon Whitehouse and the 78th Secretary of the Navy, Carlos Del Toro. The evening's speaker, Lt Gen Richard E. Nugee, British Army (Ret.), presented "Why Should DoD Care About Climate Change?" He is the Non-Executive Director for Climate Change and Sustainability at the Ministry of Defence (MOD). During his speech, Lt Gen Nugee noted that members of the military are some of the best minds to tackle climate change based on their ability to adapt to situations and their strategic way of thinking. The second iteration of the forum was held in September 2024 at Salve Regina University.

China Undersea Warfare: Development Capabilities and Trends | April 11-13

The China Maritime Studies Institute held its annual conference in April 2023, welcoming 175 attendees - a mix of allies and partners and U.S. citizens. Panel topics included strategic and operational factors, submarine force hardware, submarine force human factors, ASW, seabed warfare, and challenges and countermeasures for the U.S. Navy.

Stockton Center for the Study of International Law's Alexander C. Cushing International Law Conference | May 23-25

The fifth iteration of the Alexander C. Cushing International Law Conference convened judge advocates, scholars, and practitioners from across the world to analyze international law and conflict at sea. The 2023 topic, "International Law: Conflict at Sea" was aligned with NATO's 2022 Strategic Concept, the 2022 National Defense Strategy and the 2022 National Security Strategy.



Alumni Connections

Regional Alumni Symposium

The USNWC held its 20th Regional Alumni Symposium (RAS) at the Chilean Academia de Guerra Naval, in Viña del Mar, Chile, from April 17 to 19, 2023. The event was the first outside the United States since the COVID-19 pandemic. It was co-sponsored by the Armada de Chile and welcomed nearly 100 participants representing 19 nations, including 14 flag officers and four heads of navies, coast guards or other national services. The three-day event included keynote addresses and panel discussions aimed to inspire collaboration and idea sharing. RAS are annual events co-hosted by the President of the USNWC and a regional partner navy. Participation is open to all international and U.S. graduates of the college.



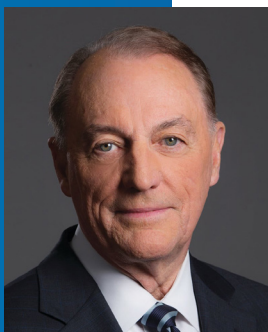
Outreach and Engagement



BUILDING CAPACITY

NEW ADDITIONS TO LEADERSHIP

Trustees



The Honorable Ronald K. Machtley

The Honorable Ronald K. Machtley was appointed to his first term on the Board in February 2023. Machtley was one of the longest-serving university presidents during his 24 years of leadership at Bryant University. He served three consecutive terms in the United States House of Representatives and was a member of the House Armed Services Committee and co-chair of the Military Educational Sub-Committee. He was the ranking Republican on the Small Business Committee's Minority Enterprise, Finance, and Urban Development Subcommittee. While in Congress, Machtley introduced the bill and initiative that enabled the USNWC to offer Master's Degrees. As a former participant in the College's war gaming, he understood the importance of the program. He spearheaded the effort to appropriate funds for the new wargaming facility and enhanced library. He served five years on active duty in the U.S. Navy as a Surface Line Officer and retired as a Captain from the U.S. Naval Reserves in 1995 after 25 years of service. Machtley is a graduate of the U.S. Naval Academy and Suffolk University Law School.



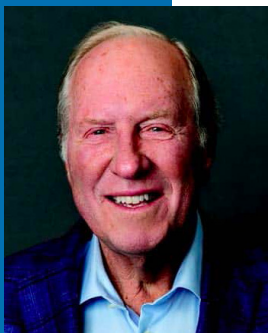
The Honorable Erik Bethel

The Honorable Erik Bethel is an accomplished global finance professional with over 25 years of experience. He currently serves on the leadership team at America's Frontier Fund, a non-profit enterprise committed to reinvigorating American innovation in sectors such as critical minerals, battery technologies, and semiconductors. Bethel is also a Senior Advisor at the Center for Strategic and International Studies and Senior Advisor at White Oak, a \$10Bn private credit firm. In 2020, Bethel was the U.S. Ambassador-Designate to the Republic of Panama. Prior to this, he was nominated by the President and confirmed unanimously by the Senate to represent the United States at the World Bank, where he played a pivotal role in the analysis and deployment of over \$100 billion of capital through grants, loans, equity investments, and other financial products. While at the World Bank, Bethel also spearheaded several technology initiatives, including artificial intelligence, blockchain, and the tokenization of World Bank loans. He was appointed to the Board of Trustees in November 2023.



Gregory J. Annick

Gregory J. Annick was appointed a Trustee in November 2023. A Life Member of the Foundation since 2021, he is the founder of Pasadena Capital Partners LLC, a private investment and consulting firm. He has been responsible for all aspects of due diligence, structuring, financing, and management of portfolio investments in a wide variety of businesses at various stages of development and maturity. Annick received a B.S. in Business Administration, magna cum laude, from Georgetown University. He has served on numerous public, private, and charitable boards, including the Board of Directors of the Boys & Girls Club of Pasadena, the Los Angeles Master Chorale, and the Board of Regents of Georgetown University.



J. Ronald Terwilliger

J. Ronald “Ron” Terwilliger was appointed to his first term on the Board in June 2023. Terwilliger is currently Chairman of the U.S. Naval Academy Foundation Board of Directors and is Chairman Emeritus of Trammell Crow Residential Company. He is an honor graduate of the United States Naval Academy and served five years in the U.S. Navy before receiving his MBA degree with High Distinction from Harvard Graduate School.



Nancy Cushing Evans

Nancy Cushing Evans was reappointed to the Board in June 2023, having first been appointed in 2010. She previously served as Secretary and is now Chairwoman of the Awards Subcommittee. Cushing Evans has been a Life Member of the Foundation since 2012 and established the endowment for the Alexander C. Cushing International Law Conference at the Stockton Center for International Law.



Philip Dunmire

Philip Dunmire was reappointed to the Board of Trustees at the June 2023 meeting. Dunmire has been a Life Member since 2006, and he and his wife Linda are also members of the Foundation’s Heritage Society. He created the Philip L. Dunmire Endowment Fund for the Cyber and Innovation Policy Institute in 2014. Dunmire previously served as Awards Committee Chairman and now is the Chair of the newly created Alumni Relations Committee, to strengthen relationships with U.S. Naval War College alumni around the world.

Regional Director



Thomas Callender | December 2023

Thomas Callender was appointed a Regional Director for the Washington, DC area in December 2023. Callender is the Manager of Navy Programs for General Dynamics Electric Boat, where he develops improved customer relations with the Office of the Secretary of Defense, Navy, and Marine Corps stakeholders for all business units of the General Dynamics Marine Division. Callender previously worked for the Heritage Foundation as its Senior Fellow for Defense Programs, Naval Warfare, and Advanced Technologies. In that position, he conducted analysis of U.S. force structure, fleet readiness, and naval capabilities. During his naval career, Callender served on several submarines and on various Navy staffs, including the Vice Chief of Naval Operations and the Deputy Under Secretary of the Navy. As Director of Naval Capabilities for the Deputy Under Secretary of the Navy, he led naval capability assessments across the spectrum of naval warfare that directly supported the Secretary of the Navy’s decision on major Navy and Marine Corps programs.

Callender is a graduate of the U.S. Naval Academy and Johns Hopkins University, with a bachelor’s degree in Physics and a Master of Science degree in Applied Physics. He is also a graduate of the Federal Executive Institute’s Leadership for a Democratic Society and Harvard Kennedy School’s executive development program.

INCREASING AWARENESS NATIONWIDE

NATIONAL EVENTS

February

Sustaining U.S. Maritime Dominance in an Era of Strategic Competition

Palm Beach, FL

In partnership with U.S. Naval Academy Alumni Association & Foundation



May

U.S. and China Relations: Tension in the Indo-Pacific Region

Mountain View, CA

In partnership with the Silicon
Valley Defense Group



May

A Blue Arctic and the Future of American Power Chicago, IL



Dr. Walter Berbrick, former associate professor and Founding Director of the Arctic Studies Group at the U.S. Naval War College; RADM Lars Saunes, Royal Norwegian Navy, Retired, a professor and distinguished national fellow at the USNWC; and Dr. Mary Thompson-Jones, professor of national security affairs at the USNWC.

June

All Members' Meeting

Newport, RI

All Members' Meeting photos by Jessica Pohl



June

Inaugural Newport Open Golf Tournament

Newport, RI

Golf photos by Jessica Pohl



First Place

Kempenaar Real Estates, Inc. -
Pat Burns, Ted Ellis, Lou Murphy, and
Matt Lavasseur



Second Place

Providence Equity - Dan Holland IV,
Colin Toomey, James McClure, and
James O'Day



Third Place

Kempenaar Real Estates, Inc. -
Rocky Kempenaar, Allen Corcoran,
Chris Rankin, and Tom Heaney



Longest Drive

Nancy Cushing Evans
James O'Day



Closest to the Pin

Michael Pratt (9 ft., 2 in.)

Center on Irregular Warfare and Armed Groups Symposium

Middletown, RI

“Exploring Our Maritime Strategies”, a two-day symposium, marked the first co-sponsored event between the NWCF and USNWC’s Center on Irregular Warfare and Armed Groups. The symposium featured four panel discussions with experts from the Center for Naval Analyses, the USNWC, the Wilson Center, the Ted Stevens Center for Arctic Security Studies, the U.S. National War College, the Center for Maritime Strategy, the Irregular Warfare Center, Georgetown University’s School of Foreign Service, and the United States Coast Guard’s Officer of Cutter Forces. In addition, attendees listened to insights from keynote speakers VADM Timothy Szymanski, USN (Ret.), former Deputy Commander, USSOCOM, and RDML Sean Regan, Deputy Director J3, NORTHCOM.



August

Newport National Security Symposium Newport, RI

Keynote speakers were Robert Lighthizer, 18th United States Trade Representative, and Dr. Andrew F. Krepinevich, Jr., President and CEO of Solarium LLC, and former Chairman of the CNO Executive Panel.



War Game Newport, RI

The Chinese Invade Taiwan: What are the U.S. Options?

For the first time, the NWCF hosted an unclassified war game, with support from the USNWC and Massachusetts Institute of Technology, for a group of 30 friends, donors, and corporate partners. The game allowed participants to experience the types of decisions senior leaders must make in a crisis and the potential outcomes.

October



Inaugural Clay Shoot South Kingstown, RI

REGENT was recognized as the top-scoring team, and Billy Thalheimer of REGENT was the day's top shooter.



Enhancing Naval Deterrence in the Pacific Jacksonville, FL

Regional Director Randolph Johnson hosted a luncheon for friends, members and newcomers to the NWCF on the dock beside the USS ORLECK (DD 886). VADM Frank Pandolfe, USN (Ret.), Vice President and Strategic Account Executive for the Navy and Marine Corps at Leidos, former Commander of the U.S. SIXTH Fleet, and the former Director of Strategy, Plans, and Policy (J-5) for the Joint Chiefs of Staff was the day's speaker.

November

Sentinel of the Sea Award Gala New York, NY



The Honorable John Francis Lehman, 65th U.S. Secretary of the Navy, received the 2023 Sentinel of the Sea Award during a celebration at the New York Yacht Club. The Honorable Sean J. Stackley, who served as Assistant Secretary of the Navy for Research, Development, and Acquisition from 2008 to 2017, and as Acting Secretary of the Navy in 2017, provided tribute remarks. Secretary Lehman served six years as Secretary of the Navy and 25 years in the Naval Reserve. He was a staff member to Dr. Henry Kissinger on the National Security Council, a delegate to the Force Reductions Negotiations in Vienna, and Deputy Director of the U.S. Arms Control and Disarmament Agency. Lehman was a member of the 9/11 Commission and the National Defense Commission. He holds a B.S. from St. Joseph's University, a B.A. and M.A. from Cambridge University, and a Ph.D. from the University of Pennsylvania. He is currently a Fellow of Gonville and Caius College, Cambridge University. In addition to his career in public service, Lehman has written several books, including *Where are the Carriers?* *U.S. National Strategy and the Choices Ahead*; *Oceans Ventured*; *On Seas of Glory*; *Command of the Seas*; and *Making War*.

December

America's Future Fleet: Maintaining Peace and Deterring China Arlington, VA Co-hosted with the Center for Maritime Strategy

Speakers included the Honorable Erik. K Raven, Under Secretary of the Navy, Senator Mark Kelly (D-AZ), and Ambassador Robert C. O'Brien, Chairman of American Global Strategies and 27th U.S. National Security Advisor.



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STRATEGIC PARTNERSHIP PROGRAM

In 2023, the Naval War College Foundation (NWCf) introduced the Strategic Partnership Program. Designed to help advance the rewarding missions of the NWCf and U.S. Naval War College (USNWC), the program provides partner organizations with opportunities for exposure among senior defense and industry decision-makers, thought leaders, and key influencers. With an annual gift beginning at the \$25,000 level, companies receive a suite of benefits, including invitations to exclusive events and the opportunity to attend a war game hosted by the NWCf on the USNWC campus. To learn more about this program, please contact Kimberly Berry, Director of Corporate and Foundation Relations, at kimberly.berry@nwcfoundation.org.



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For nearly three decades, Northrop Grumman has been an avid supporter of the NWCf and the educational initiatives at the USNWC. The NWCf was thrilled to welcome them as a Strategic Partner in August. Northrop Grumman solves the toughest problems in space, aeronautics, defense & cyberspace to meet the ever-evolving needs of their customers worldwide. To learn more about Northrop Grumman, please visit www.northropgrumman.com.



SAIC

In December, SAIC joined the NWCf as a Strategic Partner for 2024. SAIC has been a consistent corporate supporter of the Foundation for more than 20 years. SAIC is a premier Fortune 500® technology integrator driving our nation's digital transformation. Their portfolio of offerings spans the defense, space, civilian, and intelligence markets and includes secure high-end solutions in engineering, IT modernization, and mission solutions. To learn more about SAIC, please visit saic.com.

MEMORIAL GIFTS

In 2023, the Naval War College Foundation was honored to receive donations made in memory of cherished individuals. These gifts not only honor the memories of loved ones but also contribute to the ongoing impact of missions of the Foundation and the College we serve. The names of those memorialized are highlighted in bold, followed by the names of their thoughtful sponsors.

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IN MEMORIAM

In 2023, the Naval War College Foundation (NWCf) lost four dedicated individuals who served the College and Foundation faithfully as members of our Board of Trustees.

Richard M. “Dick” Rosenberg *April 21, 1930 - March 3, 2023*

Richard “Dick” Rosenberg was a transformational leader as the former Chairman and CEO of the Bank of America. He was a patriot who served his country well. He was trained as an officer and served in Korea and Vietnam. Rosenberg was a member of the boards of directors of the Buck Institute for Research on Aging and the San Francisco Symphony. In addition, he was a faithful supporter of the NWCf and U.S. Naval War College (USNWC) throughout his life. Rosenberg served as a NWCf Trustee from 2004-2013, and as Trustee Emeritus until the time of his passing.

H. Dale Hemmerdinger *October 31, 1944 - April 20, 2023*

H. Dale Hemmerdinger was a visionary who propelled his family’s real estate business to become a leader in New York City and other prominent U.S. markets. He was a dedicated civic leader, including holding the position of Chairman at the Metropolitan Transportation Authority and guiding the organization through the 2008 recession. Additionally, Hemmerdinger was a dedicated philanthropist who served on the boards of New York University, the Museum of Jewish Heritage, the Nightingale-Bamford School, Harlem Academy, and the Naval War College Foundation. He served as a NWCf Trustee from 2011 to 2020 and was a Trustee Emeritus until the time of his passing.

CAPT Robert Turpin, USN (Ret.) *March 9, 1941 - September 7, 2023*

CAPT Robert Turpin, USN (Ret.), joined the U.S. Navy and attended Officer Candidate School in Newport, RI, after graduating from Coe College in Cedar Rapids, IA. He began his active service on the USS Galveston (CLG-3) in Japan and later spent three tours in the coastal waters of Vietnam during the Vietnam War. He continued his 31-year- Naval career in the Navy Reserve and was promoted to Captain in 1980, retiring in 1994. In addition to his Naval career, he worked in banking and investments before co-founding his own company, Turpin-Fischer Investment Advisors. Turpin served as a NWCf Trustee from 1993 to 2003, including as Chairman from 1998 to 200. He was a Chairman Emeritus until the time of his passing.

The Honorable Juliette Clagett McLennan *January 7, 1946 - November 15, 2023*

The Honorable Juliette Clagett McLennan was the first U.S. Ambassador to the United Nations Commission on the Status of Women under President George H.W. Bush. Under President Ronald Reagan, she was the manager of Blair House, which is used as the President’s guest house. While at Blair House, the Secret Service enlisted her as a member. At the USNWC, McLennan established the Honorable Juliette C. McLennan Essay Prize for Women, Peace, and Security. The prize is awarded each June. McLennan also provided significant funding to the USNWC’s Arctic Studies Program, including the Newport Arctic Scholars Initiative seminars. She was a NWCf Trustee from 2015 until the time of her passing, and served on various committees, including as Chairwoman of the Awards Committee.

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We are grateful for the generous supporters who donate to the Naval War College Foundation in honor of others. The honorees for 2023 are highlighted in bold, followed by the names of their gift sponsors.

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Dale A. Jenkins' lifelong connection to the U.S. Navy drew him to support the Naval War College Foundation (NWCFF). Dale served on a destroyer in the Pacific and traveled to the Philippines, Taiwan, South Korea, Hong Kong, and Singapore on Pacific Fleet commitments. While on active duty, he was awarded the Navy/Marine Corps Expeditionary Medal.



Having been introduced to the Foundation by Trustee Philip Dunmire, Dale became a Life Member in 2015. He now serves as a Regional Director for the New York area, acting as an ambassador and educating the public about the critical impact of the U.S. Naval War College (USNWC). "It's a great group of people, and the Foundation's purpose—to enhance the Naval War College programming and provide resources to support our national defense—is critical."

In 2022, Dale and his wife, Sandra Panem, PhD, became members of the Heritage Society. Through a charitable gift annuity (CGA), they continue to bolster a number of initiatives at the USNWC. "I consider this gift a good investment in the Naval War College, the U.S. Navy, and our national defense," said Dale.

A CGA is an option that allows donors to support the NWCFF while providing financial security with a steady stream of income. To others considering making a planned gift, Dale highlighted the importance of the USNWC. "It is an opportunity to be part of a movement that is bigger than ourselves—an international group working for the same purpose—a peacetime world."

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Chairman Daniel E. Holland III welcomes guests to the 2023 Sentinel of the Sea Award Gala on November 3, 2023. Photo by Hechler Photographers.



Trustee James Metcalf gives a thumbs up aboard the USS THEODORE ROOSEVELT (CVN 71) as part of the Commander, Naval Air Force, Pacific, U.S. Aircraft Carrier (CVN) Distinguished Visitor Embark in November 2023. U.S. Navy photo.



Michael W. Coulter, Howard D. Morgan, Vice Chairman RDML A.B. Cruz III, USN (Ret.), Chairman Daniel E. Holland III, CAPT David P. Hunter, USN (Ret.), RADM Julius S. Caesar, USN (Ret.), and Philip L. Dunmire at the Nasdaq MarketSite in November 2023. Photo courtesy of Nasdaq.



CAPT George E. Lang, Jr., USN (Ret.), Chairman Daniel E. Holland III, Strategic Advisory Committee Chairman ADM Scott H. Swift, USN (Ret.), and NWCF Trustee Barbara Schoenfeld at the Inaugural Newport Open. Photo by Jessica Pohl.

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NAVAL WAR COLLEGE FOUNDATION EARNS PRESTIGIOUS FOUR-STAR RATING

In September 2023, the Naval War College Foundation (NWCF) was honored with the highest distinction possible from Charity Navigator, receiving its prestigious Four-Star Rating. Charity Navigator, America's largest and most trusted independent charity evaluator, has provided objective and insightful assessments of nonprofit organizations since 2001, guiding more than 11 million donors each year.

This rating, awarded through Charity Navigator's Encompass Rating System, highlights the NWCF's commitment to robust financial health, accountability, and transparency. As a result, the NWCF has earned the "Give with Confidence" designation, which reassures donors that their contributions are being managed efficiently and responsibly.



The overall rating is based on multiple performance metrics, with the score weighted as follows:

- Accountability & Finance (80%)
- Leadership & Adaptability (10%)
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We take great pride in continuing to uphold these values as we support the U.S. Naval War College and its critical mission.



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