

THE BRIDGE

The Official Magazine of the Naval War College Foundation

Looking Back, Sailing Forward

Highlights and stories from the
Naval War College Foundation

Alumni Spotlight

Voices and insights from the
U.S. Naval War College community

**CONNECTING
WITH MEMBERS
AND ALUMNI
AROUND THE
WORLD**



NAVAL WAR COLLEGE
FOUNDATION

Winter 2024/2025



NAVAL WAR COLLEGE FOUNDATION

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

Finance and Administration

Chief Financial Officer
Benjamin Hogan

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
Haileigh Alexander
Phyllis Lauder

Contractor Support

Collections Specialist
Patricia Gilrein

Chairman of the Board

Daniel E. Holland III

Vice Chairman

RDML A.B. Cruz, USN (Ret.)

Treasurer

RADM Julius S. Caesar, USN (Ret.)

Secretary

The Honorable Mitchell B. Waldman

Board of Trustees

Gregory J. Annick
The Honorable Erik Bethel
Ben Black
Duncan A. Chapman
Dominic A. Dannelsa, Ph.D.
Paul A. Dimitruk
Ambassador Paula J. Dobriansky
Philip L. Dunmire
James Eagan
Nancy Cushing Evans
Justin Freeh
CAPT Christopher Goode, USN (Ret.)
CAPT David P. Hunter, USN (Ret.)
Ralph H. Isham
Carl C. Liebert
The Honorable Ronald K. Machtley
Byron F. Marchant, Esq.
Douglas Matthews
James S. Metcalf
Howard Morgan
Douglas L. Newhouse
Barbara Schoenfeld
J. Ronald Terwilliger
Archbold D. van Beuren



Front Cover Photo: The guided-missile destroyer USS CARNEY (DDG 64) transits under the Claiborne Pell Bridge after a visit to Naval Station Newport, July 2024. Above: Students and faculty gather on the lawn in front of Luce Hall to commemorate the 140th anniversary of the U.S. Naval War College. U.S. Navy photo.

IN THIS ISSUE

- 4 Letter from the Chairman
- 6 Letter from the President & Chief Executive Officer
- 8 U.S. Naval War College President's Corner
- 10 Alumni Relations
- 11 2024 Sentinel of the Sea Award Gala
- 14 Alumni Spotlight
- 17 In Memoriam
- 18 College Milestone
- 20 Trustee Appointments
- 22 Partnerships
- 24 Newport National Security Symposium
- 26 2024 Strategic Partners
- 27 Booz Allen Hamilton
- 28 Collections Spotlight
- 30 China History Article
- 33 Candid

NOTE: The views expressed by authors herein are solely those of the individual authors and do not reflect the position of the Naval War College Foundation, U.S. Naval War College, the U.S. Navy, or the Department of Defense.

LETTER FROM THE CHAIRMAN

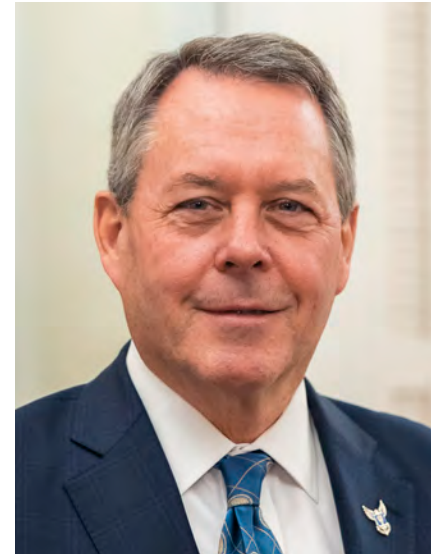
The Naval War College Foundation (NWCf) completed another successful year in support of the U.S. Naval War College (USNWC). Through the generous support of our loyal donors and members, the Foundation gifted over \$7.2 million to the USNWC in 2024, providing critical funding to educate our next generation of strategic thought leaders, policy makers and warfighters. The mission of your Naval War College has never been more important as the national security challenges we face continue to escalate. We are incredibly grateful for your support again this year.

One of the strategic objectives for the NWCf has been to strengthen our relationship with our alumni network. Our dedicated staff and Board of Trustees are committed to increasing alumni engagement by expanding our outreach. We established the Alumni Relations Committee to expand outreach both nationally and internationally. Our efforts took us as far as Goa, India, where President and Chief Executive Officer CAPT George E. Lang, Jr., USN (Ret.) and Alumni Relations Committee Chairman Philip Dunmire attended the College's Regional Alumni Symposium. In the United States we continued to build relationships with USNWC alumni at events across the country. In addition, the Foundation co-hosted an event with the Naval Postgraduate School Alumni Association at Sea-Air-Space 2024 and held receptions in conjunction with the College's Field Studies Program. We invite all alumni to engage with us at events in 2025.



RADM Darryl L. Walker, USN and NWCf Chairman Daniel E. Holland III at the Newport National Security Symposium in August 2024. Photo by Andrea Hansen Photography.

In this issue, you will have the opportunity to hear from recent graduates, from the Director of Alumni Affairs, and to learn more about the 59th President of the USNWC, RADM Darryl “D-Day” Walker, USN who relieved RADM Peter A. Garvin, USN in August. RADM Walker is a proud USNWC graduate, and we are privileged to have him at the helm of the College. RADM Walker has been a terrific partner, and we are grateful for his engagement with NWCf members at events, including the Newport National Security Symposium and most recently, at our Sentinel of the Sea Award Gala, held November 8 in New York City.



The national security challenges we face around the world remain extremely complex. We are encouraged by the recent cease fire and the release of hostages in the Israel-Hamas conflict, yet tensions remain high with Iranian proxies including Hezbollah and the Houthis. The Russia-Ukraine war continues after three years of conflict with North Korean troops now fighting alongside Russia. Competition with China continues to escalate and tensions in the South China Sea and Taiwan Straits remain high. The alignment of authoritarian dictatorships, principally Iran, Russia, China and North Korea, against liberal democracies is particularly concerning. The education the USNWC provides continues to be critical to enhancing the safety and security of the United States, our partners and allies. Students at the USNWC learn the critical skills to seek deterrence through strength, negotiate for peace, and when necessary prevail in conflict against our adversaries.

In September, former Chief of Naval Operations ADM Lisa Franchetti, USN, visited the USNWC campus to receive the 2023 Distinguished Graduate Leadership Award. While on stage, she unveiled her Navigation Plan for America's Warfighting Navy to the students and faculty in attendance. Her plan focuses on two key strategic goals: ensuring readiness for the possibility of conflict with the People's Republic of China by 2027 and enhancing the



The 2024 Naval War College Foundation Board of Trustees at the All Members' Meeting in June. Photo by Andrea Hansen Photography.

Navy's long-term advantage. She called on all members of the fleet to work together to support this mission. Our dedicated sailors and marines are the most essential part of the fleet's readiness, providing our forces with decisive strategic advantage. The world-class faculty at the USNWC ensures that our next generation of leaders are prepared for the evolving global challenges that lie ahead.

Throughout these pages, you will read about the various ways your support positively impacts the Naval War College and the Foundation. On behalf of the NWCF Board of Trustees, thank you for your continued generosity and advocacy. I am eternally grateful for your investment in the future of our national security.

I hope to see you on campus or at our events in 2025.

Respectfully,

Daniel E. Holland III
Chairman
Naval War College Foundation



VADM Collin Green, USN (Ret.) and NWC Foundation Chairman Daniel E. Holland III in June 2024. Photo by Andrea Hansen Photography.

From the Quarterdeck

Dear Trustees, Members, Alumni, and Friends:

What a year 2024 was! First, I would like to extend a warm welcome to RADM Darryl “D-Day” Walker, USN, the 59th President of the U.S. Naval War College (USNWC). RADM Walker is a 2002 graduate of the USNWC with a Master of Arts in National Security and Strategic Studies. We are excited to have an alum leading the charge as the College and Foundation work collaboratively to strengthen the bonds with USNWC alumni worldwide. We continue to engage alumni as members of our Strategic Advisory Committee, as speakers at events nationwide, and increasingly through dedicated alumni gatherings. As Chairman Holland mentioned, the NWCF attended Sea-Air-Space for the first time in 2024 and co-hosted an alumni reception with the Naval Postgraduate School Foundation & Alumni Association. We traveled with the Naval Staff College’s Field Studies Program to California, Texas, and Washington, DC. One of our newest Trustees, CAPT Christopher Goode, USN (Ret.), hosted Washington-area alumni, friends, and USNWC students and faculty in town with the Field Studies Program at The Roosevelt Group. We look to host more alumni-focused events in 2025, and we want to hear from you. Alumni can update their information by scanning the QR code on the next page.



CAPT George E. Lang, Jr., USN (Ret.) delivers remarks at the Sea-Air-Space alumni reception in April 2024.

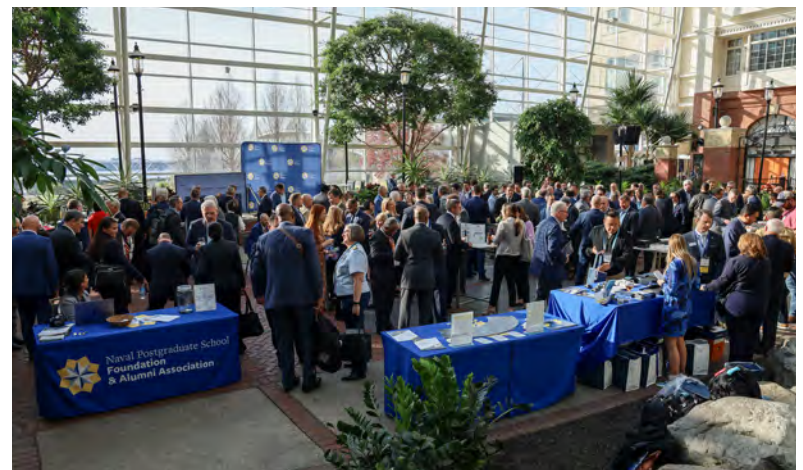
Connecting with Alumni

In 2024, I had the rare opportunity to travel to Goa, India, for the 21st annual convening of the USNWC’s Regional Alumni Symposium. Each year, these symposia are co-hosted with a regional partner navy and are open to all USNWC alumni. The first Indian naval officer enrolled in the USNWC’s Naval Command College in 1971, which paved the way for seven Indian Navy Chiefs of Naval Staff to graduate from the USNWC. Impressive!

On a national scale, we continued outreach to alumni at events in Jacksonville, FL, and most recently, in San Diego, CA. Both events featured distinguished alumni, ADM Scott Swift, USN (Ret.), in FL, and VADM Bruce Lindsey, USN (Ret.), in CA. I would like to extend special thanks to Trustee Phil Dunmire and Regional Director Randy Johnson for their passionate support of alumni engagement.



The U.S. Naval War College's Naval Staff College faculty, staff, and students visit NASA during a trip to Houston, TX in March 2024.



Sea-Air-Space alumni reception in April 2024.



CAPT George E. Lang, Jr., USN (Ret.) delivers remarks at an event in September 2024.

Opportunities for Current Students

In the past year, the Foundation has made a greater effort to reach students while on campus, and demonstrate the value of NWCF membership. From our Clay Shoot to the Newport Open, Recognition Dinner, and Sentinel of the Sea Award Gala, we were thrilled to have students among attendees. These individuals are exceptionally impressive and serve as the strongest advocates for the education provided by the USNWC. Later in this issue, you will hear from two recent graduates who had the opportunity to attend the award gala in November. Coincidentally, one of the attendees was recognized as the Honor Graduate for his class the following week. The Foundation offers a complimentary academic year-long membership to current USNWC students. Students can opt-in at nwcfoundation.org/student.

Update Your Information

If you are a USNWC alumnus, we encourage you to update your information by scanning the QR code.



RADM Darryl L. Walker, USN, President of the USNWC, MAJ Balch, USA, and CAPT George E. Lang, Jr., USN (Ret.) at the November 2024 graduation. Photo by Kristopher Burris.

Invest in the Future

As we look to 2025, the NWCF is working to fund a number of initiatives at the College, including endowing an Arctic Studies Chair. As international tensions continue, the Arctic is a focal point for national security experts. The changing climate and critical trade routes make this an area of great importance for generations to come. Additionally, endowing a Polar Law Professorship will enhance specialized expertise, strategic analysis, and legal insight critical for U.S. and allied operations in the Arctic and Antarctic regions, laying the foundation for a world-class polar security studies program at the USNWC. If you would like to learn more about these opportunities, I encourage you to reach out to my Development team.

As always, the NWCF looks to add new members to our ranks, both individuals and corporations. Your support strengthens the College, enriches the experience for students and faculty, and ensures America and her allies maximize their readiness for the challenges ahead.

With my utmost respect and admiration,

CAPT George E. Lang, Jr., USN (Ret.)
President & Chief Executive Officer
Naval War College Foundation
Educate Today. Secure Tomorrow.

U.S. NAVAL WAR COLLEGE PRESIDENT'S CORNER

I am truly honored and humbled to serve as the 59th President of the U.S. Naval War College (USNWC), our nation's center of excellence for all matters of naval power. Although it has been 22 years since I graduated from this incredible institution, its profound impact remains with me. In fact, my Clausewitz, Sun Tzu and Thucydides books and papers have been included in every permanent change of station I have completed till this day! As my predecessor often rightly observed, the college has left a similarly indelible mark on so many generations of leaders from Mahan to Zumwalt. In addition to cultivating future generations of leaders, the USNWC also always had a more immediate impact on our nation's strategic interests. Since 1887, the college's wargaming programs have been integral to research and analysis of the U.S. Navy's most pressing challenges. Today, although largely digital in format, these efforts are having the very same effect, shaping force design and global maritime operations, and serving as the "backbone" of the Navy's Analytic Master Plan. Our cutting-edge research in the fields of emerging technology and cross-domain warfare is also influencing the Navy's approach to unmanned systems, cyber, and space. And of course, from the very beginning, we have been in the business of building three "ships" – relationships, friendships, and partnerships. When it comes to generating the trust between allies and partners necessary to meet the challenges of today and tomorrow as a combined force, I truly believe this institution stands second to none.

This opportunity to make my first entry in The Bridge as President is something for which I am extremely grateful. My wife, Laura, and I have been so thankful for the support we have received since arriving in Newport this past summer, including the kindness and words of welcome from so many of you. Although I have only been in the seat for a short time, I have already come to appreciate just how vital support from the Foundation is to the college's success in supporting the Secretary of the Navy's Naval Education Strategy (NES) and Chief of Naval Operations' current Navigation Plan (NAVPLAN), both of which were announced right here on our campus.

Your support during 2024 has included donations to multiple critical programs and initiatives. Highlights include:

- Our 21st Regional Alumni Symposium, held in April 2024 in India, welcomed 150 naval leaders and scholars from 17 nations, including ten current and former heads of Indo-Pacific navies and coast guards, to discuss the strengthening



The Honorable Carlos Del Toro, 78th Secretary of the Navy, and RADM Darryl L. Walker, USN, at the Change of Command Ceremony on August 12, 2024. U.S. Navy photo.

of global maritime partnerships. It also marked the first ever "Indo-American Naval War College Conference" between our institution and the Indian Naval War College in Goa. I look forward to announcing the location of the next iteration of the Regional Alumni Symposium shortly.

- In May, the 10th Annual Women, Peace and Security (WPS) Symposium brought together 160 in-person and over 300 virtual attendants from more than 20 countries, allowing for cross collaboration with a variety of WPS subject matter experts from the U.S. Department of Defense, Department of State, the Department of the Navy and other service branches, professional military education (PME) institutions, and scholars and representatives from around the world.
- In the same month, the Stockton Center for International Law held its sixth annual Alexander C. Cushing International Law Conference. In order to support our research and analysis of emerging legal issues associated with the future naval warfare, the conference assembled more than 200 in-person and virtual attendees from international organizations, the global academic community, and military and government legal institutions, along with recognized experts in military operations from the U.S., Asia, and Europe.
- In June, SECNAV's Current Strategy Forum examined the importance of seapower and "Maritime Statecraft" in upholding a rules based international order. The event welcomed approximately 800 in-person and virtual attendants from the U.S. and 57 partner nations including keynote remarks by The New York Times White House and national security correspondent David E. Sanger.

- Also in June, the 13th annual Center on Irregular Warfare and Armed Groups (CIWAG) symposium examined real-time lessons learned from operations in the Red Sea and Arabian Gulf, to develop actionable policy recommendations for U.S., partner, and allied maritime forces as they work to protect commercial shipping. We also had the honor of welcoming the crew of the guided-missile destroyer USS CARNEY (DDG 64) over the summer and gaining critical insight from their 51 engagements against Houthi-launched weapons in the Red Sea.
- This academic year, the Foundation has facilitated our Future Warfighting Symposium in August, the Forum at Newport in September, and, of course, the celebration of our 140th anniversary in October. The latter was extremely successful in bringing together past USNWC presidents, alumni, international guests, and members of the academic community to honor the legacy of the world's first institution dedicated to the development of naval strategy and the conduct of professional military education.

Looking forward, the USNWC will continue to support our Navy, Joint Force, and interagency at the highest levels. As the former CNO stated when unveiling her NAVPLAN here, we must move with a “sense of urgency” to ensure leaders are prepared for potential conflict with the People’s Republic of China by 2027. All of our efforts will play a key role in that readiness and the long-term warfighting capability of our Navy.

Our new course, Perspectives on Modern War, will rigorously challenge students’ abilities to fuse theoretical analysis of war with the development of practical solutions for current and future global security challenges; we will continue to be the Navy’s leading center for wargaming, supporting the CNO’s, as well as Combatant and Component commanders’ decision-making needs; we will continue to invest in campus revitalization projects that enhance our capabilities; and we will continue to engage with allies and partners on all matters of naval power in order to preserve the peace, respond in crisis, and win decisively in war.

Thank you again for supporting our college, our Navy, and our nation. In this 140th year of our great institution’s history, I add my thanks to those of all my predecessors and recognize the generosity of the Foundation over the past five decades. I look forward to the rest of an already inspiring academic year and our cooperative endeavors as we continue to educate tomorrow’s leaders and inform today’s decision-makers.

Sincerely,
Rear Adm. Darryl Walker, USN
President, U.S. Naval War College



Senator Sheldon Whitehouse (left) D-R.I., and Senator Jack Reed (right), D-R.I., present RADM Darryl L. Walker, USN, with a proclamation from the U.S. Senate. U.S. Navy photo.



RADM Darryl L. Walker, USN, speaks at the America's Future Fleet Symposium in December 2024.



RADM Darryl L. Walker, USN, and MAJ Sara Roger, USA, at the November 2024 graduation. Photo by Kristopher Burriss.

Strengthening Connections: Kavinda Arthenayake on Expanding Alumni Engagement at USNWC

Kavinda Arthenayake joined the U.S. Naval War College (USNWC) in December 2023 as the Director of Alumni Relations, bringing over three decades of experience in conference planning, higher education, and fundraising. With a clear vision for strengthening alumni engagement, Arthenayake is committed to deepening connections with U.S. graduates.

“We are working to bring all the pieces together to elevate the U.S. Naval War College to the next level,” he said.

In his first few months on the job, Arthenayake traveled to Goa, India, for the Regional Alumni Symposium in April 2024. The strong attendance at the event reinforced the enduring bonds formed at USNWC.

“It’s remarkable that these symposia have consistently drawn such strong participation for over two decades,” he said. “It speaks to the relationships forged here at the College and the deep affinity graduates have for this institution.”

The educational experience at USNWC is among the best in the world, but its impact extends far beyond the classroom. The connections made on campus often translate into meaningful professional relationships, helping to foster international cooperation and, at times, even prevent conflicts.



Professor John Jackson and Arthenayake at the 2024 Sentinel of the Sea Award Gala. Photo courtesy of Hechler Photographers.



USNWC alumni, including ADM Scott Swift, USN (Ret.), Chairman of the NWCF’s Strategic Advisory Committee, convene in Jacksonville, FL in October 2024.

Expanding Alumni Outreach

In 2024, the Naval War College Foundation (NWCF) and USNWC launched a strategic effort to enhance brand awareness at leading defense-industry conferences, including the Surface Navy Association Symposium, WEST, and Sea-Air-Space. In collaboration with the Naval Postgraduate School Alumni Association and Foundation, the NWCF hosted an alumni reception at Sea-Air-Space, welcoming more than 100 graduates, including many new connections. With over 16,000 attendees annually, the event provided a valuable opportunity to engage alumni working in the defense sector.

Beyond national conferences, the USNWC’s Alumni Affairs Department has also strengthened its presence on campus. At any given event, Arthenayake or a member his team can be found interacting with students.

“Alumni relations doesn’t start at graduation. It starts upon arrival,” Arthenayake emphasized.

Stay Connected

If you are a USNWC alumnus, we encourage you to update your information by scanning the QR code. Stay informed about upcoming alumni-focused events by following USNWC and NWCF on social media.



Major Commitment: A Dual Army Journey in Life and Service

MAJ Destry “Sam” Balch, USA, and MAJ Sara Roger, USA, were a rare couple accepted as students to the U.S. Naval War College (USNWC) for the 10-month in-residence program in 2023. With 10 and 11 years of service respectively, the Texas natives graduated in November 2024 and have moved on to their next assignment in Germany. Balch graduated from the College of Naval Command and Staff (CNCS), where he participated in the Halsey Alfa Advanced Research Program. He was recognized as the President’s Honor Graduate for the CNCS. Roger, also a graduate of the CNCS, was a member of the Holloway Advanced Research Program. As members of the Foundation, they attended the November 2024 Sentinel of the Sea Award Gala as student representatives. Read on to learn more about their journey to the USNWC and the impact the experience has had on their personal and professional development.



ADM James G. Stavridis, USN (Ret.), MAJ Balch, USA, and MAJ Roger, USA at the 2024 Sentinel of the Sea Award Gala. Photo courtesy of Hechler Photographers.

What inspired you to join the military?

Sara Roger: As an only child, I was raised by my mother, a single parent who proudly served in the Army for 20 years. Watching her navigate her enlisted career, I witnessed firsthand the joy and fulfillment she found in serving her country. She always strived to improve herself physically, mentally, and spiritually and maintains that lifestyle to this day. The Army provided the foundation for her lifestyle, shaping her into the remarkable person she is today. Seeing her dedication and resilience inspired me to follow in my hero’s footsteps and pursue a career in the Army. My mom encouraged me to aim high and ensured I received a college education, which led me to attend the United States Military Academy, graduating with the Class of 2013. Her support and example have been instrumental in my journey, and I am proud to carry forward her legacy of service and commitment to excellence.

Joining the military was not just a career choice for me; it was a way to honor my mother’s influence and to embody the values she instilled in me. Go Army, Beat Navy!

Sam Balch: Although I was only in fifth grade, September 11th, 2001 had a profound impact on the psyche of my small Texas town. During my formative teen years, particularly during the surge in Iraq and Afghanistan, there was a noticeable shift in my community toward encouraging civil service. I knew I wanted to attend college, but I also felt a strong calling to serve. I joined the Texas A&M University Corps of Cadets, where I fell in love with the discipline, mission, and camaraderie of military life. This experience solidified my decision to commit my life to service, and I ultimately commissioned as an Army officer in 2013.

Serving as an Army officer, particularly alongside my wife, has been the greatest

honor of my life. Witnessing the dedication of Soldiers, Sailors, Airmen, Marines, and Guardians to their service inspires me daily to strive to be the best leader I can be in service to our nation. I’ve been in the Army for over ten years, and each year I fall more in love with my branch, and the people who serve in it.

How did you come to the USNWC?

SR: My journey to the USNWC began with a discussion about professional timelines with a mentor of mine and my husband’s. As we reviewed my career path, the topic of the Command and General Staff College came up. Although I was aware of professional military education opportunities with sister services, I hadn’t considered them seriously. However, my mentor strongly encouraged us to apply to the USNWC, emphasizing that it was the best year of his Army career. He wasn’t the first Army officer to share such high praise,

which piqued our interest. We decided to take his advice and apply, and we were thrilled to be accepted together. Our time at the USNWC was transformative, not only for our professional development but also for our personal lives. The experience strengthened our marriage, deepened our understanding of our profession, and enhanced our connection with our joint brothers and sisters from other services. The diverse perspectives and collaborative environment at the USNWC enriched our learning and prepared us for future challenges in our military careers. We are grateful for the opportunity to be part of this esteemed institution and to grow both individually and as a couple.

SB: Our senior mentor attended about 10 years ago. Intrigued, we asked other mentors about their experiences, and we found that many of the senior Army officers we admired were graduates. The common denominator of all the leaders we looked up to was their time spent in Newport, RI. They all praised it as the best year of their lives. Encouraged by these testimonials, we spoke to our detailer and confirmed that we could both attend simultaneously. This confirmation, coupled with the glowing reviews and the unique

opportunities offered convinced us that the USNWC was the perfect choice for our professional development.

How do you think your experience at the USNWC will influence your future as a leader?

SR: My experience at the USNWC has profoundly shaped my development in two key areas: effective communication and critical thinking. While the projects, assignments, and wargames have undoubtedly refined my tactical and operational skill set, it is my enhanced ability to communicate across cultures and approach problems with a critical mindset that will most influence my future leadership. The diverse learning environment has allowed me to practice and improve my communication skills, ensuring I can convey ideas and strategies effectively to a wide range of audiences. Moreover, the emphasis on critical thinking has taught me to apply my knowledge thoughtfully and innovatively to complex problems. I am confident these skills will have lasting impacts on my leadership style, enabling me to lead more effectively in diverse and challenging situations.

SB: My time at the USNWC has equipped me with a comprehensive set of Army leadership tools. The most valuable skill I've gained is the ability to properly frame a problem and develop effective strategies to address it. The methods and tools we learn here are relevant at the national policy or strategic level and adaptable to the tactical and technical levels of warfare. This ability to think critically and solve problems will significantly enhance my leadership effectiveness.

How did your time at the USNWC change or reinforce your views on military strategy and leadership?

SR: My time at the USNWC significantly enhanced my understanding of military strategy and leadership, particularly in the context of civil-military (civ-mil) relations.



Both Balch and Roger were promoted to the rank of major at Fort Sill, Oklahoma in June 2023. Fort Sill is the home of the U.S. Army Field Artillery and the Fires Center of Excellence.

As a junior and company-grade leader, my grasp of these concepts was limited, and I didn't fully appreciate how our military functions within the international rules-based order. Through insightful discussions with my moderators, seminar classmates, and the friends I made here, I gained a deeper understanding of the symbiotic relationship between the military and civilian sectors. This newfound knowledge has helped me see how these dynamics impact the units I serve with at every echelon. My experience at the USNWC not only broadened my perspective on civ-mil relations but also reinforced the importance of strategic leadership in fostering effective collaboration and maintaining global stability.

SB: My time at the USNWC transformed my understanding of what defines an effective strategic leader. I've learned that successful strategic leaders don't just operate at the strategic level; they also can translate and anticipate how tactical and operational events can influence strategic and political outcomes. This expanded perspective on the interconnectedness of various levels of warfare has deepened my appreciation for the complexity of strategic leadership.



While at the USNWC, MAJ Roger completed the New York City Marathon in November 2023.

What opportunities did you have to interact with students or faculty from other branches of the military or allied nations, and how did that impact your learning?

SR: Learning to communicate effectively in a joint and multi-national environment has been a highlight of my experience. As an Army officer, I realized that my approach to thinking, processing information, and communicating has been shaped by a decade of experience within a specific organizational culture. This became evident as I worked to convey my thoughts to my joint and allied classmates, each bringing their unique perspectives and communication styles. Navigating these differences required growth and adaptability, teaching me how organizational culture influences large institutions such as military services and sub-services. This experience deepened my appreciation for our sister services, allies, and partners. The diverse viewpoints and collaborative spirit within the USNWC community broadened my understanding and prepared me to work effectively with multinational partners and allies in my next assignment in EUCOM. I am confident that these experiences will be invaluable as I engage in future joint and multinational operations, enhancing my ability to contribute to complex strategic endeavors.

SB: As an Army officer, I often found myself in the minority within my seminar groups and the Halsey Alfa Advanced Research Program. As the "Army Guy," I learned the importance of effectively translating and communicating the Army's missions and capabilities to the joint force. This often involves actively considering and adjusting my lexicon to better engage with my peers. For instance, a "constraint" has a very different meaning in the Army planning process than in Naval or Joint planning processes.

I had the privilege of discussing and proposing solutions to exceptionally complex problems alongside subject matter experts from every branch of the military

and allied nations. These interactions broadened my perspective, deepened my understanding of joint operations, and enhanced my ability to collaborate across different military cultures.

What motivated you to join the Naval War College Foundation (NWCF)?

SR: I was inspired to join the NWCF by friends who were already members and consistently praised the value and benefits of being part of this prestigious community. Their experiences highlighted the strong support and resources the Foundation provides, which enrich the educational and professional development opportunities available at the USNWC. Additionally, witnessing the Foundation's significant contributions to the College's activities and initiatives motivated me to become a contributing member. I wanted to play a part in sustaining and enhancing the quality of education and research that the USNWC offers. By joining the Foundation, I aim to support the College's mission and be part of a network that is dedicated to advancing strategic thinking and leadership in national and international security.

SB: My experience at the USNWC has been immensely positive, developmental, and life-changing. While I will undoubtedly champion the USNWC within the Army's operational force, supporting the mission and message of the NWCF allows me to contribute on a scale far beyond what any individual alumnus could achieve. The Foundation is pivotal in promoting and advocating for the USNWC, and I am motivated to be part of that vital effort.

What would you like to say to fellow students or alumni about the benefits of Foundation membership?

SR: This is a community of like-minded individuals who value their time at the USNWC. As Foundation members, we have the unique

opportunity to engage with a network of professionals who are committed to lifelong learning and leadership in the field of defense. This membership offers access to exclusive events, lectures, and resources that enhance our understanding of strategic issues and broaden our perspectives. We look forward to proudly representing the USNWC as we return to the operational force. Your continued support and engagement are crucial in maintaining the rich legacy of excellence and innovation that the USNWC is known for. Let's continue to uphold the values and standards that have been the hallmark of our institution, and together, make a positive impact in our respective fields.

SB: A Foundation membership allows us to contribute to an institution that provides critical resources, organizes impactful events, and fosters public outreach—all essential elements we, as students and alums, benefit from and often take for granted. Your support ensures the continuation of symposia, events, and initiatives that enhance our professional development and strengthen our community.



For their honeymoon, MAJ Balch and MAJ Roger climbed Mount Kilimanjaro, Tanzania in October 2023.

ADM James R. Hogg, USN (Ret.)

November 23, 1934 - January 2, 2025

The Naval War College Foundation (NWCF) was saddened to learn of the passing of ADM James R. Hogg, USN (Ret.), on January 2, 2025. A life member of the Foundation and a Senior Advisor to the staff, ADM Hogg dedicated his illustrious career to the service of our great Nation.

A 1956 graduate of the U.S. Naval Academy, he served for 35 years and attained the rank of four-star admiral in 1988. His sea commands included a guided-missile cruiser, two destroyer squadrons, and a cruiser-destroyer flotilla. He commanded the U.S. Seventh Fleet from May 1983 to March 1985. His staff service included assignments as Executive Assistant to the Chief of Naval Personnel, Director of Military Personnel Policy, and Director of Naval Warfare, where he worked in the areas of military requirements and acquisition.

ADM Hogg also served for three years as U.S. Military Representative to the NATO Military Committee. Upon retiring from active duty, he directed the Strategic Studies Group at the U.S. Naval War College (USNWC) for 18 years. In 2018, the ADM James R. Hogg Cyber and Innovation Policy Institute (CIPI) was established in his honor. The CIPI is part of USNWC's Strategic and Operational Research Department within the Center for Naval Warfare Studies and focuses on cyber conflict and warfare at the international, national, and operational levels.

His numerous awards and commendations include the Vice Admiral Charles E. Weakley Award, the Betsy Ross Freedom Award, the Rolland M. Teel Award, the U.S. Naval Academy Distinguished Graduate Award, and the Admiral of the Navy George Dewey Award. He was recognized three times each with the Distinguished Service Medal and the Legion of Merit and was a 2018 recipient of the Foundation's Sentinel of the Sea Award.

“ADM Hogg was a great friend to the USNWC and NWCF,” said CAPT George E. Lang, Jr., USN (Ret.), the NWCF’s President and CEO. “I had the privilege of sharing an office with him in Luce Hall and valued his counsel as Senior Advisor to the Foundation. He was a great leader, warfighter, scholar, and mentor, and he will be deeply missed by all who knew him.”

ADM Hogg is survived by his beloved wife, Anne, and their four children.



ADM James Hogg, USN (Ret.) poses for a photo with a plaque dedicating the U.S. Naval War College's Future Forces Gallery to him in August 2017. U.S. Navy photo by Mass Communication Specialist 2nd Class Jess Lewis.



ADM James Hogg, USN (Ret.) with Ambassador J. William Middendorf II.

Donations may be made in memory of ADM Hogg, senior advisor to the Naval War College Foundation and dear friend of the U.S. Naval War College.