



AUGUST WAVETOPS

A MONTH OF GOOD NEWS

Dear NWC Community,

Congratulations on a successful start to the 2020-2021 academic year! I appreciate all the investments you've made of your time to improve your familiarity and proficiency with the different technology and tools that we have available for virtual learning and telework.

It may seem quiet around Aquidneck Island and our surrounding areas compared to the rest of our nation as Americans continue to elevate important issues of social justice and equality and fair treatment under the law. Here at NWC, I am grateful for the efforts of our Command Resilience Team, our Special Emphasis Program Committee, our representatives on Task Force One Navy, our CMEO and EEO representatives, our Heritage Committee, and our new Inclusion and Diversity community of interest as well as our Human Resources and MILPERS teams who are constantly working to improve our workplace environment. Those groups identify barriers to hiring, promotion and retention, improve our vocabulary and awareness about diversity and inclusion, and make sure that we are meeting and exceeding the federal requirements for inclusion and diversity in our organization. Collectively, we must continuously work to ensure that all members of our community can count on the respect and support of coworkers and supervisors and have an equal chance to be recognized and succeed in our workplace. I challenge everyone in this great community to reflect on your team and your actions and tap into the energy and capability of an actively inclusive team.

Congratulations again on the many personal and professional accomplishments that have already been achieved during this new Academic Year.



WORKCENTER IN THE SPOTLIGHT LIBRARY


The Naval War College Library is not just a building where books, journals, and newspapers are stored. Since the earliest days of the Naval War College, librarians have served as a support network addressing the unique needs of the NWC community, partnering in research and education, providing access to information content and infrastructure, and empowering students, faculty, and staff to create and share new knowledge while reflecting on their learning and research. Indeed, one could argue that the library is where the librarians are.

On October 6, 1884, when Secretary of the Navy William Chandler issued General Order No. 325, formally establishing the U.S. Naval War College, there was no requirement to set up a library. Yet a library did begin at the War College, almost as if by accident, when Admiral Luce and Captain Alfred Thayer Mahan put forth efforts to organize a collection of books. From the limited historical sources available, we know some of these first books were given to the College as gifts while others were purchased with money made from selling bits and pieces of refuse found left over from converting what was the Newport Asylum for the Poor into a schoolhouse and dwelling.

Over the decades the library's collections grew as the curriculum expanded and enrollment increased, culminating in major expansions every 35-40 years. First, in 1904 with the completion of the Mahan Hall rotunda, including a ground floor archives (Figure 1) and a grand staircase ascending to a main reading room. After three decades of continuous growth, the library expanded once again in 1938 with the addition of a large wood-paneled reading room with adjoining book stacks on the north side of Mahan Hall.



Figure 1: The library's archives provided intelligence and data essential to an advanced study of the science of war. (Official U.S. Navy Photograph, September 2, 1945.)




By the mid-twentieth century, however, growing inadequacies in staffing and funding overshadowed these important markers as the library struggled to keep up with curriculum changes and steady increases in faculty and students. Recognizing growing pressures to address faculty and student complaints, Vice Admiral Hayward directed that a study be conducted in 1966 to identify the causes of the library's breakdown in services. This resulted in the eventual restructuring of the organization, greater adherence to professional standards of practice in Library and Information Science, and the creation of a new position, Professor of Libraries, to direct the library's planning and operations--a position that exists to this day.

In 1976, after another stretch of rapid growth in the library's collections, a new and expanded library facility was established in Hewitt Hall, named in honor of the late Rear Adm. Henry Effingham Eccles, a noted logistician, strategist, and author whose association with the Naval War College spanned 38 years.

When restrictions on commercial use of the Internet were lifted in the early 1990s and mainframe computing began to be replaced with cloud computing and distributed networks, the library began shifting its attention from expanding print collections to curating digital information and moving from paper-based indexes and card catalogs to powerful electronic search and indexing systems. This had and continues to have a dramatic effect on faculty productivity and student academic success as library digital collections grow exponentially and information is made accessible from any location during any hour of the day.

By 2014, with the exception of its classified server, the library had successfully moved all of its electronic information systems to the cloud and in 2016, celebrated yet one more building renovation and expansion with the grand opening of the new Learning Commons in Hewitt Hall. That same year, the NWC library made history when it completed the design and development of TRIREME, a collaborative project between the U.S. Naval War College, the Naval Postgraduate School, and the United States Naval Academy to manage, provide access to, and ensure long-term preservation of digital and digitized content stored in our Navy's institutional repositories.

This fall the library continues its tradition of leading the way in innovation as it begins the Herculean task of migrating all of its digital content to a new Library Services Platform, Ex Libris's Alma, scheduled to GO LIVE in February 2021. Accomplishing this important milestone will demand that all 24 library staff members, 16 of whom hold terminal degrees in Library and Information Science, work diligently for the next six months to make sure all of the metadata in the library's catalog and unified index—which now represents 9,000 publishers, 100,000 journals and periodicals, and 1 billion records—are accurate, up to date, and in synch with the library's licensed content and with the rest of the world's libraries. More importantly, given Ex Libris Alma is being adopted by every library in Navy higher education, the NWC Library has proactively addressed a key action item outlined in the Education for Seapower



Strategy 2020, which is to support the reinvigoration of the Naval University System by capturing synergies in library management.

After 135 years of rapid and remarkable change, the library staff continues to lead this institution in pursuing new modes of research, information delivery, and knowledge production. After the unprecedented closure of campus this summer, every staff member immediately shifted to meeting students' needs online and forging new relationships with incoming students at every turn in the research cycle. Moving from question to question, citation to citation, they are filling thousands of electronic reserve and document delivery requests all online; prototyping and then piloting Zoom library instruction, information literacy bootcamps, and one-on-one research support; transforming in-person help desk support to real-time chat; fulfilling requests for print books with a curbside book pickup service; collecting and analyzing large quantities of online data in order to manage the library's complex budget processes remotely; expanding expertise in the protection and control of classified information while preparing for a phased-in return to onsite classified research support; partnering with Dean of Students, Dean of Academics, and the NWC Threat Working Group to implement an online system for students to reserve study spaces in the library; providing expanded levels of online library systems support for improving remote access to information; and expanding digital collections to include more e-books while accelerating the conversion of print journals and newspapers to electronic subscriptions.

While facing these many challenges, every member of the staff has found time to reflect on earlier assumptions, believing they will come back to campus with a deeper appreciation for the physical spaces, collections, and in-person interactions that they may have taken for granted in the past.

ACADEMICS

Electives Program

- The Electives Program team of Jen Sheridan, Laura Cavallaro, and Patty Duch played a vital role in maximizing the educational opportunities for incoming students. They created an entirely new method of registration that permitted all students to provide their top ten preferences for 22 different electives. Over 90 percent of students were enrolled in one of their top three choices and no one got less than a top four-choice, a remarkable achievement that resulted from a lot of “hands-on” work and direct interaction with students. Notably, all international students were able to take their first or second choice of elective. This also resulted in sustaining numerous Areas of Study and running 100 percent of our scheduled courses. And, thanks to their tireless coordination with professors and administrators throughout the NWC, all courses successfully launched on Wednesday, 19 Aug. Well done, Jen, Laura, and Patty!



National Security Affairs (NSA)

- Students enrolled in the NSA Department's Theater Security Decision Making Course took two exams designed to assess their understanding of foreign policy analysis and international security. They also commenced independent research focused on theater-strategic issues relevant to a geographic combatant command.

Maritime Advanced Warfighting School (MAWS)

- After the successful completion of their summer CAPSTONE planning event, 30 newly minted Joint Operational Planners graduated from the Maritime Advanced Warfighting School (MAWS) on 26 August. Prof John Sappenfield and Col Craig Wonson, USMC along with the support of Mr. James Willard, ONI Detachment Newport, spearheaded this final critical event in the students' development as operational planners. The summer CAPSTONE project culminated in a highly successful out brief to RDML Cathal O'Connor, Chief of Staff, Joint Staff J5.

Joint Military Operations (JMO)


- Professor Fred Horne led a successful in-person onboarding and new faculty orientation for incoming JMO professors between 29-31 July. The new faculty include; CAPT Bryan Leese, CAPT John Porado, CDR Tom Clarity, CDR Rob Dirga, and CDR Simon Rogers (RN)
- Prof Milan Vego conducted a virtual lecture on 'The Character of Future Warfare at Sea' to six Chilean officers (five at the Chilean Ministry of Defense) and one currently on the Hattendorf staff.

Advanced Strategist Program (ASP)

- The ASP summer capstone project finalized a 13-month curriculum focused on formulating, developing, and executing strategy at the national leadership level. The summer project considered the following question: With an international pandemic sweeping the globe, and both the global economic system and international order under tremendous pressure, how might the United States need to adjust the nation's overall strategic posture? Three sub-groups working both independently and in collaboration worked on recommendations for Global order and US Alliance systems, Global economics, and Great Power Competition, then briefed their findings to PNWC and a distinguished panel in mid-Aug. We wish these graduates fair winds as they move on to assignments addressing these very challenges.

INTERNATIONAL PROGRAMS

- The International Military Students in both the Naval Command College and the Naval Staff College experienced their first "virtual" Field Studies Program trip to the Boeing Corporation in Seattle, Washington -- without getting on an airplane. Typically, FSPs require the students to pack a suitcase, board an airplane, and travel to different areas of the U.S. to learn how the nation operates,



from its governmental institutions to industry to non-profits and health care. These are “hands-on” experiences that usually offer access to some of our country’s top leaders for frank and open discussions on a variety of current topics. The COVID-19 pandemic, however, has postponed FSP travel for the time being. Thinking creatively, one of the operational planners at the College, CDR John Balbi, reached out to the Boeing Company and they graciously agreed to provide what would normally take place on site in Everett, Washington, into an informative Zoom session. Representing Boeing was U.S. Navy Captain (retired) Perry Yaw, a former Director of NCC (and former NCC U.S. student) who is now Boeing’s Senior Manager for Global Sales and Marketing, P-8 Program. He provided the classes with a comprehensive overview of Boeing’s Aviation Program (both commercial and military) and answered numerous questions with his characteristic energetic style. This is yet another example of the pandemic forcing us to be creative. While “virtual” travel can never replace “real” FSP trips, this one proved to be a great success.


MISSION SUPPORT

Security Department

- BM2 Sean Sweetay and BM2 Allen Clemson laid the foundation for the Security Department’s electronic check-in process. This electronic process enabled 317 students to safely and securely check-in to the War College yielding a smooth continuity of operations while teleworking. They also collectively processed 2,219 security documents which resulted in a smooth check-in process for NWC students, staff and faculty.
- Successfully launched new SWIFT fingerprinting platform; ensuring background investigations are being completed in a timely manner.
- Building on-line fingerprint calendar; allowing digital booking for all personnel needing fingerprints at NWC.

COLLEGE OF MARITIME OPERATIONAL WARFARE (CMOW)

- The CMOW Assist and Assess Team prepared and delivered a course on the Navy Planning Process and Maritime Operations Center functions tailored specifically for those people who were not able to attend the Maritime Staff Operator Course this spring when the DoD Stop Movement Order prevented students from coming to Newport. The course was delivered virtually to 20 students from USFF and Second Fleet over two weeks, providing them with the knowledge to be more effective in their positions at the Fleet Headquarters and Maritime Operations Centers. A second course tailored to Tenth Fleet is in progress.

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- The first hybrid Maritime Staff Operator Course graduated 27 students in August using the model of 14 days of virtual learning followed by 21 days in the experiential battle lab. Two additional classes are in progress, allowing us to provide trained personnel to Fleet Commanders and Maritime Operations Centers.
 - The first hybrid Maritime Operational Planners Course convened using a similar model of 14 days in virtual instruction followed by 10 weeks in experiential learning. The team will use our first “classroom of the future” to conduct the virtual classes with high-definition cameras that permit greater collaboration in the virtual environment. Sims Hall has been reconfigured to provide adequate social distancing among students and faculty during the experiential learning portion of the course.
 - The International Maritime Staff Operators Course in coordination with the International Programs, convened with 12 students from around the world. The 12-week course will have both virtual and in-person collaborative sessions to prepare these officers to seamlessly work with the U.S. Navy and leverage our planning process to enhance their staff effectiveness back home.
 - The Assist and Assess Team supported a virtual planning exercise with the Ecuadorian Navy in preparation for UNITAS. CDR Derek MacInnis and CDR Elaine Jensen developed a detailed curriculum to prepare the students to lead in a coalition environment.
 - Professor Eric Dukat and Professor Sean Carroll supported a tailored training event for the OPNAV N53 staff. After RDML Williams (N53) received his flag tailored education, he requested some additional training for key members of his staff in design and planning, to assist them in their daily work. Additionally, CMOW is supporting BUMED with a series of facilitated discussions as they look to operationalize their staff based on lessons learned from the COVID response.
 - Faculty from across the campus supported tailored education for RADM Lennon, RDML Emery and RDML Blackmon in a variety of sessions from cyber policy to Russian and Chinese activities.
 - The Rochefort Group went live with a blog designed to exchange ideas on information warfighting. The idea, conceived by Professor John Griffin, will help us as we design future workshops and support the integration of information warfare into our courses.
 - The support team continued their remarkable work with “touchless” processing of students for the courses and their work with Navy Personnel Command and others to maximize all available quotas as travel restrictions and plans continuously change.



COLLEGE OF LEADERSHIP AND ETHICS (CLE)

- The College of Leadership and Ethics kicked off the academic year with the return of our three certificate programs. The Stockdale Leader Development Concentration, Ethics of Emerging Military Technology, and the Graduate Certificate in Maritime History programs each are filled to capacity with students eager to conduct focused research in their chosen field of study. European Union Parliament Representatives on Technology to the United States are engaging with the EEMT Graduate Certificate Program.
- Several faculty members joined forces with the command Special Emphasis Program to support the work they are doing to make the War College an inclusive work environment that is welcoming to all.
- Prof Pauline Shanks Kaurin provided professional development to the Naval Leadership and Ethics Center.
- Dean Peg Klein along with Deputy Dean Bill Nault spoke to the Major Command course about their obligations as members of the profession.


COLLEGE OF DISTANCE EDUCATION (CDE)

- Our Fleet Seminar Program for the AY 20-21 has reached 1,106 students enrolled.
- Our Web/Naval Command and Staff Online Program is in progress with 708 students.
- The NWC at NPS continues with 402 students enrolled, the biggest one quarter enrollment since Fall 2018. Thankfully the wildfires have subsided in the Monterey area and the evacuation order has been lifted. Two of our faculty members were able to return to their homes.

CENTER FOR NAVAL WARFARE STUDIES (CNWS)

Stockton Center for International Law

- The Stockton Center's publication, International Law Studies, was recently ranked 2nd in the world among the 14 national security law journals and is now also ranked 9th in the world among all 162 international law journals.
- Squadron Leader Kieran Tinkler participated in a review of the Cyber Law Toolkit. The Toolkit is a web-based resource for legal professionals who work with matters at the intersection of international law and cyber operations and is led by the Czech National Cyber and Information



Security Agency, the International Committee of the Red Cross, the NATO Cooperative Cyber Defence Centre of Excellence, the University of Exeter, and Wuhan University.

Strategic and Operational Research Department


- SORD conducted Halsey A, Halsey B, and Holloway Advanced Research Programs electives with students in their classrooms. Classes sub divided into small groups to mitigate COVID risk. Great support from IRD and War Gaming Department with spaces and communications systems to make this possible.
- CMSI released China Maritime Report No.7, a detailed examination of China's infrastructure project in the port of Gwadar, Pakistan. Written by Dr. Peter Dutton, Dr. Isaac Kardon, and Mr. Conor Kennedy, this report is the second in a series of studies looking at China's interest in Indian Ocean ports.


War Gaming Department (WGD)

- From 3-13 August 2020, the WGD and PACFLT held the Global 12 (Distributed) Strategic Options War Game (G12) with teams in Hawaii, the Pentagon, and Newport. This was the first distributed war game played at the Special Access Program level. The war game served as a catalyst to frame planning, refine military options, and inform operational requirements for the Commander, U.S. Pacific Fleet, OPNAV and the Intelligence Community.

PERSONNEL ACHIEVEMENTS:


- Professor Ryan Martinson's "Deciphering China's 'World-class' Naval Ambitions" was published by USNI Proceedings.
- LtCol John Cherry presented virtual law of armed conflict lectures to a multi-national military audience for the Defense Institute of International Legal Studies (DIILS).
- Professor James Kraska was interviewed by Bloomberg on the legal order in East Asia.
- Professor James Kraska spoke at the Center for Strategic and International Studies (CSIS) Annual Conference on the South China Sea.
- Professor (Emeritus) Paul Schmitt published "Cyber Operations against Vaccine R&D: Key International Law Prohibitions and Obligations" in EJIL: TALK!
- Professor James Kraska published "Japan's Legal Response in the Gray Zone" in The Diplomat, which focuses on how Japan contends with threats within its Pacific Constitution.

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- Professor (Emeritus) Paul Schmitt published “Targeting Non-State ‘Mixed Groups’” in *Articles of War*.
 - Associate Professor Hayat Alvi published “Musical Criminology: A Comparative Analysis of Jihadist Nasheeds and Narco Corridos” *Air Force Journal of European, Middle Eastern, & African Affairs*. Air University Press.
 - Associate Professor David Burbach and Associate Professor Lindsay Cohn (with Danielle Lupton) published “What’s happening in Portland could hurt civilian control of the military. Here’s how” *The Washington Post: The Monkey Cage*.
 - Associate Professor Lindsay P. Cohn delivered expert testimony on “Militarized Policing” before the Joint Meeting of the Courts of Justice and Public Safety Committees of the VA General Assembly.
 - Associate Professor Lindsay P. Cohn and Associate Professor David Burbach with Danielle Lupton published “Authoritarian tactics on U.S. soil” *Political Violence at a Glance*.
 - Professor Nikolas K. Gvosdev published in the *National Interest Online*: “Sad Story of Superpower America’s Foreign Policy Failures” and “Sputnik V: The Geopolitics Surrounding Russia’s Coronavirus Vaccine.”
 - Professor Nikolas Gvosdev published “Russia and US National Interests: Maintaining a Balance of Power in Europe and Asia” *Russia Matters*, Belfer Center, Harvard University.
 - Professor Terry Roehrig conducted an on-air radio interview on ROK-US deal to revise missile guidelines with TBS eFM radio.
 - Post-Doctoral Fellow Jeff Rogg published “The U.S. Intelligence Community’s ‘MacArthur Moment’” *International Journal of Intelligence and Counterintelligence*.
 - Dr. Olenda E. Johnson was the featured guest on the One Navy Team podcast in support of Task Force One Navy, which is committed to addressing Navy inequalities. She discussed the current relevance of her 2001 study, “The Content of Our Character”: Another Look at Racial Differences in Navy Officer Fitness Reports” and the implications for Navy leadership.
 - Prof. Gene Andersen taught four days of self-awareness and individual leader development in the Navy HR community’s Advanced Course for new Commanders

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- Prof Liz Cavallaro is taking lead on the fundamentals of professional coaching practices for the MyNavy Coaching initiative.
 - Dr. David Smith recorded a podcast on Friday, August 14, for the Pivot Point Podcast
 - Dr. Tom Creely: FoodSourceUSA.com, which he helped to create in response to the Covid food crisis, is now managed by Google.
 - Dr. Tom Creely is an affiliate of the Jahn Research Group, University of Wisconsin - Madison (Biotechnology, Ethics, Food Insecurity - National Security).
 - Dr. David Smith co-authored HBR.org article, “How Men Can Become Better Allies to Women” published in October 2018, was selected for inclusion in HBR’s 10 Must Reads on Managing Yourself (Vol. 2), which will be publishing next spring. HBR’s 10 Must Reads books collect definitive ideas and best practices from the pages of Harvard Business Review on topics of urgent importance to executives and managers everywhere. Link to the original article: <https://hbr.org/2018/10/how-men-can-become-better-allies-to-women>.
 - Dr. David Smith recorded a podcast for the Society for Military Psychology, Division 19 of the American Psychological Association, titled “Diversity Dialogues” on August 3rd.
 - Prof Geoffery Till Publication of a book chapter, ‘The Accidental Dialectic: The Real World and the Making of Maritime Strategy Since 1945’ in Sebastian Bruns and Sarandis Papadopolous (Eds) ‘Conceptualizing Maritime and Naval Strategy’ (Baden-Baden, Germany: Nomos, 2020).
 - Prof. Geoffery Till Acceptance of an article, ‘Four Paths to Influence for Smaller Navies’ by the Irish Defense Journal.
 - Prof. Geoffery Till Acceptance of an article, ‘The British and the Limitations of Maritime Maneuver’ by the US Naval War College Review.

HAILS & FAREWELLS

- CLE Welcomes Professor John Kuehn (CDR, USN Retired) back to the Naval War College from Army General Staff College. He is serving as the Fleet Admiral King Chair for the coming year.
- The War Gaming Department welcomed three new professors in August: Ben Peterman, Mark Stanovich, and Maj Sam VerPlanck, USMC.

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- JMO welcomed aboard two Marines to our faculty: Col James Fallon and LtCol Jason Kut
 - JMO virtually farewelled three active-duty faculty: CDR Nicholas Kristof, CDR Matt Acanfora (PCS to San Diego), and Col David “Bogey” Parr

I would like to thank each member of our Library team for their continued dedication and the amazing accessibility to our virtual learning commons that our community enjoys. A successful business grows, because it constantly adapts to the marketplace. Our talented library staff members have demonstrated that adaptability and are constantly expanding our access to educational resources, which contributes every day to our important mission. I thank you for a job well done!

Sincerely,
RADM Shoshana S. Chatfield
President
U.S. Naval War College