



THE BRIDGE

JANUARY 2012

THE NEWSLETTER OF THE NAVAL WAR COLLEGE FOUNDATION

VOLUME 11



An international panel chaired by Indian Navy Admiral Nirmal Verma addressed maritime piracy.



30th Chief of Naval Operations, Admiral Jonathan Greenert.

International Seapower Symposium: *Security and Prosperity through Maritime Partnerships*

Long regarded as the largest and most influential gathering of naval leaders in the world, this year's International Seapower Symposium (ISS), the twentieth such gathering at Newport (the first one was held in 1969), broke all records, with 111 nations in attendance, comprising the heads of navies from 75 countries, not to mention 22 Coast Guards – a truly broad spectrum of experience and insight from right across the maritime domain. Nations with global commitments and global aspirations, right down to those with detailed local knowledge of some of the most vital and dangerous coastal areas in the world: each having an equal chance to address the thorny issue of

improving cooperation and information sharing between national and international bodies facing common concerns at sea.

In opening the symposium, the 30th Chief of Naval Operations, Admiral Jonathan Greenert, explained that the sharing of information on the common challenges facing all of those who use the world's common spaces, had never been more vital. Unrest worldwide was on the rise and the specter of financial challenges in the world's most developed economies offered an uncom-

fortable reminder that only the development of true trust and confidence between nations can hope to ease the peril that these complex challenges offered. This takes time and patience to nurture but was perhaps the most worthwhile undertaking that we pursue. Indeed, there has been some notable progress already: Piracy is down in both the Straits of Malacca and the Gulf of Aden, where a 70% improvement has been seen since 2009. Both of these successes can be directly attributed to the international cooperative efforts that have been mounted. "If we trust each other, things can move fast," he said. Nonetheless, he closed with

Inaugural Hattendorf Prize presented. See page 7.

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Photos by NWC Public Affairs Office

Freedom Isn't Free ... We will never forget



The President of the U.S. Naval War College, Rear Admiral John Christenson USN (r) and Pentagon survivor, Lieutenant Kevin Shaeffer, USN (Ret.) (c), who was grievously wounded in the attack, lay a wreath at the College's Patriots' Memorial, erected to commemorate the College alumni who were lost on 9/11. The memorial consists of an intricate pattern of hand-laid bricks, fashioned in the shape of a pentagon, together with a 5-foot section of Indiana limestone recovered from the shattered west façade of the building. The names of the College alumni are inscribed on a brass plaque affixed to the stone and seen behind the wreath in the picture. The wreath was generously donated by local florist "The Water's Edge."

UPCOMING EVENTS

For the most up-to-date information,
please visit our website at www.nwcfoundation.org/currentevents.asp

9-10 February
ETHICS CONFERENCE

11 June
ANNUAL FOUNDATION MEMBERS' MEETING AND LUNCHEON
All members are invited to attend.

12-13 June
CURRENT STRATEGY FORUM 2012
Details to follow. The Current Strategy Forum is by invitation only.

The Naval War College Foundation looks forward to inviting our members to additional events not listed above. In an effort to streamline operations, many invitations will be sent to our members via email.

If you are not receiving our event emails or wish to update your email address, please contact Richard Flanigan at 401.848.8300 or by email at richard.flanigan@nwcfoundation.org

President's Corner

THANK YOU. And thank you for the opportunity to update you, our most generous friends in the Naval War College Foundation.

Newport and our Naval War College hosted the largest gathering of naval leaders in history last October when the 20th International Seapower Symposium (ISS) was held here at the College. Addressing the theme, *"Security and Prosperity through Maritime Partnerships,"* the ISS was attended by chiefs of navies and coast guards from 111 nations around the globe. I was honored to co-host this event with Admiral Jonathan Greenert, our Navy's new Chief of Naval Operations (CNO). This Symposium was the most recent in a series of conferences that have been held every two years since 1969. It offered a unique opportunity for the world's maritime leaders to discuss common maritime challenges and to promote international maritime security cooperation. In his video-greeting to the delegates, U.S. Defense Secretary Leon Panetta highlighted the purpose of the symposium when he said: *"Lifting all of our nations towards a better future is what this is all about. On behalf of President Obama, I want to thank you for your service and for your collective efforts to promote a more peaceful, a more stable, and a more prosperous world."* CNO Greenert recognized the value of mariners working together when he noted: *"Maritime security is impossible for one nation. No one can do it alone. It's a team effort. It's a team sport."* And in his



keynote address, Navy Secretary Ray Mabus encouraged the assembled leaders to *"seek-out ways to work together and take advantage of the common bond between sailors that share one culture and one sea-going tradition that has been two millennia in the making"*. This Symposium set the stage for enhanced cooperation among our allies in areas such as countering piracy, providing disaster relief and humanitarian assistance, coordinating search and rescue at sea, and planning and conducting coalition military and law enforcement operations.

The College's ability to serve as a venue at which the leaders of the free-world's navies could meet and hold substantial discussions among themselves (and with our Navy Secretary, Chief of Naval Operations and other leaders) is one of the reasons why our College is widely recognized as a true national asset. I can assure you that the College was at its absolute best during the ISS,

and I could see evidence of the Naval War College Foundation's contributions at every turn: from the enhanced physical facilities you helped provide; to the superb professionalism of our faculty organizers and moderators who benefit from the many research grants and other support we get from NWCF; to the renewed friendships I saw among the 70-plus International Programs alumni in attendance at ISS who remembered well (and commented upon) the warm hospitality and organizational support the Foundation has provided over the years to the Naval Command College and Naval Staff College. We remain indebted to you all for the generosity you show as NWC Foundation members, and hope you know that your contributions help the College maintain the sharp edge we need to maintain our position as a player on the world stage.

I wish you all a very happy and prosperous 2012.
*RADM John N. Christenson, USN
President, NWC*

LETTER FROM THE CHAIRMAN

IT IS HARD TO BELIEVE THAT 2011 IS OVER. It was an exciting year for your Foundation. We are very fortunate to have John Odegaard as our Executive Director, effective 1 September and RADM John Christenson as the President of the Naval War College, effective 31 March. With all the changes at the Foundation and the War College, we have had a seamless transition with respect to the management of the Foundation and our relationship with the College. As you read the Executive Director's comments and President's remarks, you will get a feeling for the amount of activity that has taken place throughout the year.

We have just returned from our Trustee meeting in Philadelphia. The meeting was a great success. Our Tuesday evening dinner at the Union League was attended by over 350 people! Our speaker was General James Mattis, USMC, Commander of U.S. Central Command. General Mattis gave a very informative talk. General Mattis was introduced by author Bing West. The Foundation's dinner committee, chaired by Philadelphia area Trustee, Dr. Vail Garvin is to be commended for a job well done!

Our Trustee meeting was centered on John Odegaard's presentation of the Operational and Tactical Plan for 2012, which supports our Strategic Plan objectives. The plan, which is focused on membership growth and increased support for the War College, will require the support of all our Trustees, Trustee Emeriti/a and Regional Directors. The plan was well received and supported.

2012 will also be an exciting year. In addition to our baseline events, such as the Evening Lecture Series, Current Strategy Forum and New York/Philadelphia dinner associated with the winter Trustees' meeting, we will be reintroducing our successful roundtable discussions with corporate leaders and expanding our regional luncheon/din-

ner with speaker format. We had two luncheon events in New York City, a dinner in Chicago and Philadelphia, all with exceptional speakers during the current year. Our plans include repeating these events, or some variation in 2012, plus expanding the geographic locations to include Washington D.C., San Francisco and San Diego, among others.



The Foundation's success this year and my confidence for the upcoming year's operating plan is based upon the incredible talent pool I am supported by, in the form of our Trustees, Trustee Emeriti/a, Regional Directors, Executive Director and our office staff. The Foundation could not have a more talented and dedicated management team. The planning and coordination of events has been superb during this year. Our new Trustees and Regional Directors have been integrated into the organization and are contributing to our success.

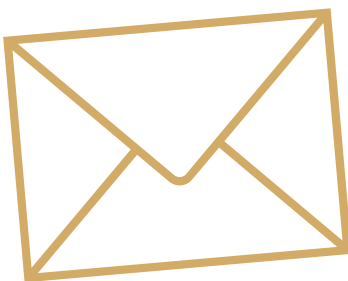
In addition, each of our members plays an important role in our success. Your support of the Foundation allows us to provide the financial aid to the Naval War College to provide the "margin of excellence" that enhances the quality of the learning experience for the students.

I am looking forward to seeing many of you at our members' meeting in June. If you have any questions or comments, please do not hesitate to contact me at petepelletier@aol.com

Happy New Year.

Peter A. Pelletier
Chairman of the Board of Trustees

Did you get my message?



When we sent our email invitations for the Board of Trustees' Annual Dinner in Philadelphia, we realized that of our 6,000 strong membership, only about 4,000 had an email address! And of those, 451 emails bounced back as invalid or bad addresses! Please help us curb our postage costs while getting up-to-date Foundation information and invitations by sending an email to: nwcf_events@nwcfoundation.org and update your email address today!

EXECUTIVE DIRECTOR'S COMMENTS

HAPPY NEW YEAR! On behalf of the entire Naval War College Foundation staff and volunteers, our Best Wishes for a Happy and Healthy 2012.

2011 was a year of exciting challenges and accomplishments. We faced challenges in maintaining our current membership base – both individual and corporate – in spite of a less-than-robust economy. On the plus side, a very dedicated group of Chicago Trustees coordinated and hosted one of the largest Foundation-sponsored events (outside of Newport) in history. These Trustees organized the biennial dinner and program in honor of longtime Trustee and Trustee Emeritus – Jim Hayes. You can read more about this highly successful event in more detail in an accompanying article in this issue of *The Bridge*.

In October, the Chief of Naval Operations hosted the International Seapower Symposium at the Naval War College. Over 75 heads of navy and 26 heads of coast guard from 111 countries participated in this important conference. During this 3-day event, the Foundation-sponsored Hattendorf Prize was awarded to an internationally known and accomplished maritime historian. Additional details about this presentation – and the inspiration for this Prize – Captain Charles Maddox, a former Naval War College student and faculty member – can be found in an accompanying article in this issue of *The Bridge*.

Also in October, our Vice Chairman – Major General Steve Seiter – coordinated and hosted an

exceptionally well-received luncheon in New York City where the accomplished author – Sarwar Kashmeri – presented his views on the future of the NATO alliance.

In November, I had the opportunity to meet with several of our West Coast Trustees and members during a brief visit to Los Angeles and San Francisco Bay Area. I look forward to meeting more of our Foundation members at follow-on visits across the U.S. in 2012.

Moving forward in 2012, we are coordinating with the office of the Provost to create a series of “Corporate Roundtables” in order to showcase the Naval War College to senior leadership of corporate America. Additional details to follow in the next issue of *The Bridge*.

In closing, I want to thank all of you – individual and corporate members – for your support of the Naval War College and the Naval War College Foundation in 2011. We could not provide the “margin of excellence” for the NWC student body without your generous support.

John E. Odegaard
Executive Director



“Keep The Clams-A-Baking!”

The President of the U.S. Naval War College, Rear Admiral John Christenson (c) and the Dean of International Programs, Professor Vince Mocini (l), present Mr. Robert “Rocky” Kempenaar with an NCC Class Scroll as a token of appreciation for the many events the Kempenaar Clambake Club has hosted for the International Programs over the years. There is nothing more evocative of a summer in New England than the smell of fresh baking clams!



“Well done, Sailor!”

The Foundation’s Executive Director, Mr. John Odegaard, presents Yeoman 1st Class Joshua Dempsey with the Sailor of the Quarter Award at a recent awards ceremony at the College. The Foundation has been supporting these awards for over ten years now: testament to the generosity of Trustee Emeritus, Mr. Ed Polk who set up an endowment expressly for this purpose back in 1999.

International Seapower Symposium

Continued from page 1

an urging that only through the continuing, shared discussion of new initiatives will this progress be sustained in the future. To this end, he urged the delegates to come up with three issues that were facing them in their regions; three issues that they would be willing to discuss here and which could be collectively worked on by the group over the next two years, so that progress could be gauged at the next time the ISS meets in Newport.

Although not present in person, Admiral Greenert introduced a videotape from the Secretary of Defense Leon Panetta, who congratulated the delegates for taking the time to address the complex global challenges that globalization has brought. He similarly urged them to share their thoughts and ideas, both large and small, in order to develop the degree of mutual trust and confidence that will allow for the best sort of cooperation – because the need has never been more urgent. These sentiments were also picked up by the Secretary of the Navy Ray Mabus, who

addressed the symposium on the second day. In stressing the need for cooperation on the current fiscal difficulties, he reassured everyone that the U.S. Navy “is and will continue to be a global presence, wherever and whenever we are called upon.” The reasons should be clear – notwithstanding the advances in technology, still fully 90% of trade flows by sea and 95% of telecommunications resources remain under the oceans. “Energy and security are increasingly affecting how the world looks at its relationships,” he said, pointing to an equal need for cooperation over alternative fuels and other resources. In recognizing this increased focus on the littoral regions, Mabus invited the delegates to tour the USS *INDEPENDENCE*, one of two littoral ship prototypes being evaluated by the USN and alongside in Newport during the conference. “These kinds of ship will be a major part in the future of all our navies.”

Of the foreign delegates, perhaps one of the more interesting viewpoints came from the Indian Navy CNS, Admiral Nirmal

Verma, himself an Alumnus of the NCC. In pointing out the differences between the piracy of yore and its modern counterpart, he emphasized that the main thing was the “elaborate network of financiers that funded the operations and facilitated the enormous ransom demands.” These were truly the “Center of Gravity” that we needed to disable and this fact clearly pointed to a more expansive operation than the purely maritime.

For these reasons, he believed that a collaborative effort would be necessary across all the spheres of governance, a factor that would seem, in his mind, to make the United Nations (UN) an obvious candidate as a venue for cooperation. Inadequate and ineffective legal mechanisms simply had to be improved if we were to reverse the “risk versus reward” quotient, he said. This was a useful idea to debate in a forum where the UN has often been overlooked, and wholly in line with the Secretary’s and CNO’s request that the delegates openly share all their thoughts. Interesting times indeed! ●

Inaugural Hattendorf Prize presented to British Scholar

During a brief ceremony at the 20th International Seapower Symposium, the U.S. Chief of Naval Operations, Admiral Jonathan Greenert and the Royal Navy's First Sea Lord, Admiral Sir Mark Stanhope, joined the President of the Naval War College, Rear Admiral John Christenson and the Director of the Naval War College Museum, Professor John Hattendorf in recognizing the British historian, Dr Nicholas Rodger as the inaugural Hattendorf Prize Laureate. Rodger is a fellow of All Soul's College at Oxford University in Great Britain and has researched extensively in Royal Naval history, with his works spanning over a thousand years of that service's life.

Admiral Christenson explained that it was particularly appropriate for the College to make this announcement at this international symposium, because the prize was established for world class achievement in original research: work that can contribute to a deeper historical understanding of the roles, limitations and uses of the sea services throughout history. For his part, Dr Rodger told the assembled audience that he never lost an opportunity to tell serving Admirals the important role that naval historians can fulfill for navies and the fact that they tend to do more than people realize in this regard. However he never, for one moment, expected to be able to explain this to a captive audience of over 100 Admirals from the world's great navies in the one place!

The Hattendorf Medal was designed by one of Professor Hattendorf's daughters, Anna Marie and features, on the obverse, a stylized brass profile of the Luce



(l-r) Admiral Jonathan Greenert, Professor John Hattendorf, Dr Nicholas Rodger, Admiral Sir Mark Stanhope, and Rear Admiral John Christenson



Hall cupola, one of the most distinctive architectural features of the College. Anna Marie explained that since it was an academic award she took, as her inspiration, the general layout of a book plate. Through the generosity of the Naval War College Founda-

tion, the medal was cast in bronze by C.A. Brown Inc. of Cranston, RI and was then hand-polished and finished by the artist. Admiral Christenson also recognized the generosity of the donor, member Pam Ribbey, whose late grandfather, Captain Charles Maddox was a 1935 and 1939 graduate of the College before becoming a faculty member from 1939 to 1941. Once war broke out, Captain Maddox went on to play a pivotal role in the intelligence collaboration between the U.S Navy and the Royal Navy in the Pacific theater and was at Pearl Harbor during the 1941 attack. Recognizing her grandfather's service, Ribbey endowed the prize on the anniversary of the attack, 7 December 2010. This endowment will allow the College to award the prize at two-year intervals, providing a \$10,000 cash prize along with the medal and the citation. ●

"The Great Classics make us feel Less Lonely"

IN A FASCINATING EVENING lecture held recently at the Naval War College, John Lewis Gaddis, one of the foremost historians of the Cold War period and the authorized biographer of George Kennan, the author of the West's "Containment" strategy against the Soviet Union, recounted that two very different instances in his teaching career had helped clarify for him the true value of the great classics like Thucydides in teaching strategy.

The first occurred while he was teaching here in the mid-seventies, just after the Vietnam War. He noted that, when discussing the ill-fated Athenian Sicilian expedition, many of his hardened military veteran students were visibly moved by the story, something that he later realized was a reflection of what they saw as the tragic parallels between their nation's Vietnam experience and some of the questionable policies being followed by Athens thousands of years ago.

Much later on, in 2008, it was a class of freshmen at Yale who finally put these thoughts into context. Having assigned the class Tolstoy's *War and Peace*, he remembers being intrigued by the fact that these particular students seemed far more interested in the characters and the peaceful interrelationships that developed between them, than they were in the grand strategic and military aspects. When he asked them why, their reply was simple and to the point: "they make us feel less lonely." This, for Gaddis, is what it is all about; the realization that we are not alone; that others before us have made great mistakes.

With his engaging style, Gaddis also treated the audience to some enticing details of what it was like to work with George Kennan

on his biography, which is finally to be published this year after a thirty-year gestation, which is a story in itself. He recounted that, back in 1982, Kennan had written to him enthusiastically about his landmark work on strategy *Strategies of Containment* (which is still used here in the College as a text) explaining that "you seem to have understood my views better than anyone else."

One thing led to another and after the two men had become regular correspondents, the subject of a biography was raised. Kennan agreed to have Gad-



dis write the work but insisted that, along with exclusive rights to his papers and contacts, the work should be published posthumously. Gaddis had agreed, little realizing that Kennan would live on to be 101, only passing in 2005! He explained that "George regarded this delay as a great failing on his part...that he had continued to live for so long!"

During his work in compiling the biography, Gaddis came to appreciate the complexities of the man; his inconsistencies as well as his lesser known attributes. For one thing, Gaddis rates him as one of the twentieth century's great writers as well as an accomplished poet. Kennan kept a remarkable diary from 1916 right through until 2003, a priceless

artifact which is with his papers in Princeton. A complex personality with many contradictions; an insider who always felt he was on the outside; someone who understood Russia and the Russians better than he did his own country and its politics.

Returning to his classical theme, he could find no evidence that Kennan had ever read Thucydides but he certainly appreciated the value of classical thought. His famous "X" article and the whole idea of containment that was infused with the idea that the Soviet Union had already sown the seeds of its own decay, he cites as having drawn from the ideas of Thomas Mann in the classic novel *Buddenbrooks*.

Similarly, the need for the Kremlin to insist over and over again and act as though the rest of the world was its enemy, an activity that was destined to become a self-fulfilling prophesy, was an observation that he took from the great historian Edward Gibbons' observations on Rome in the landmark work *The Decline and Fall of the Roman Empire*. However, in order to understand the Russians, Kennan believed, above all, that it was necessary to explore Russian literature, particularly from the pre-revolutionary period. He knew his Tolstoy and his Chekov, explaining that they offered a window into the true Russian soul. It was from these works that he came to realize that communism didn't fit the Russians at all, and that all that would be necessary for the West to prevail was to patiently contain the present leaders until the country itself could collectively "re-shape" its destiny. In this he was eerily prescient even if it took far longer than he anticipated. ●

Professor Angus K. Ross

Potomac Fever: A Memoir of Politics and Public Service

On Thursday September 29, 2011 the Naval War College Museum hosted a very special 8 Bells Lecture in the Mahan Rotunda. Foundation Trustee Emeritus the Honorable J. William Middendorf II delivered a lecture on his new book, *Potomac Fever: A Memoir of Politics and Public Service*. Ambassador Middendorf spoke to an eager audience of students, faculty, and Foundation members about his career in

and out of government service. The World War II veteran of the U.S. Navy and former investment banker first entered public service on the national scale by working on the presidential campaign of Barry Goldwater. He served as ambassador to the Netherlands, the Organization of the American States, and to the European Community. Rather than simply lecture about his many achievements, Ambassador Middendorf

offered instructional lessons for people who want to enter the public service.

Perhaps the most rewarding and enjoyable job was his time as Secretary of the Navy under the Nixon and Ford Administrations. While at Harvard during World War II, Middendorf signed up for the V-12 Officer Training Program and then completed NROTC at Holy Cross. Immediately after the Japanese surrender, he served as an ensign on LCS 53 off Shanghai. A fondness for the Navy stayed with him and years later when offered a position by Richard Nixon he chose Secretary of the Navy. While the Soviets and the Cold War presented a great challenge, it was a rewarding time to serve. He also offered insights into the close victories the Navy achieved for programs such as the Aegis missile system and the Trident submarine.

Middendorf closed his lecture with his thoughts on the Arab Spring, China, and the potential threats of cyber warfare. ●



OPPORTUNITIES TO GIVE

Contributions from supporters and members are vital to the Foundation's ability to fund several of the Naval War College's activities. Lectures, awards, technology enhancements and Regional Study Libraries are just a few of the programs made possible with these gifts.

To make a gift to the Foundation, please consider the following easy ways:

- ★ By mail: NWC Foundation, 686 Cushing Road, Newport, RI 02841-1213
- ★ By telephone: 401-848-8300 (for credit card donations)
- ★ Via our website: "Donations" under the "Giving" tab at www.nwcfoundation.org

Gifts of stock are accepted through Fidelity Investments.

For gifts of stock, please give the following information to your investment broker:

DTC# 226 | OCC# 226 | Institutional ID# 72688 | Agent Bank# 72688

For credit to Naval War College Foundation, Inc.: Account# 479-165980.*

*If you make a gift of stock, please call our office to inform us of your gift. We do not receive identifying information from Fidelity Investments, and without your help it is difficult for us to credit the gift appropriately.

If you would like your gift to be used for a designated purpose,
please specify this at the time you make your donation.

Thank you for your continued support!

Naval War College Foundation Visits Chicago!

The Naval War College Foundation James E. Hayes Chicago Dinner was held on 19 October at the Union League Club of Chicago. We were delighted to honor Jim Hayes in this inaugural event. A dinner will now be held in Chicago every other year and has been endowed through the generosity of many of Jim's friends and colleagues. Dan Coughlin, a Foundation Regional Director and long-time friend, was acknowledged for his foresight in establishing the endowment in Mr. Hayes' name. Jim Hayes is a Trustee Emeritus of the Foundation. These biennial dinners will continue what Jim started 15 years ago in bringing educational forums to the Nation's Heartland.

Three world-class speakers in Dr. Heidi Lane (Naval War College), Dr. Rachel Bronson (The Chicago Council on Global Affairs) and Dr. Marvin Zonis (University of Chicago, Booth School) brought *The Middle East: Now and the Future* to an audience of over 260 corporate and individual Foundation members and other guests. This was a very engaging and thought-provoking evening with speaker opinions provided on the "Arab Spring" and what may follow. An enthusiastic audience was given an opportunity to ask questions following speaker presentations. ●



Marie and Jim Hayes

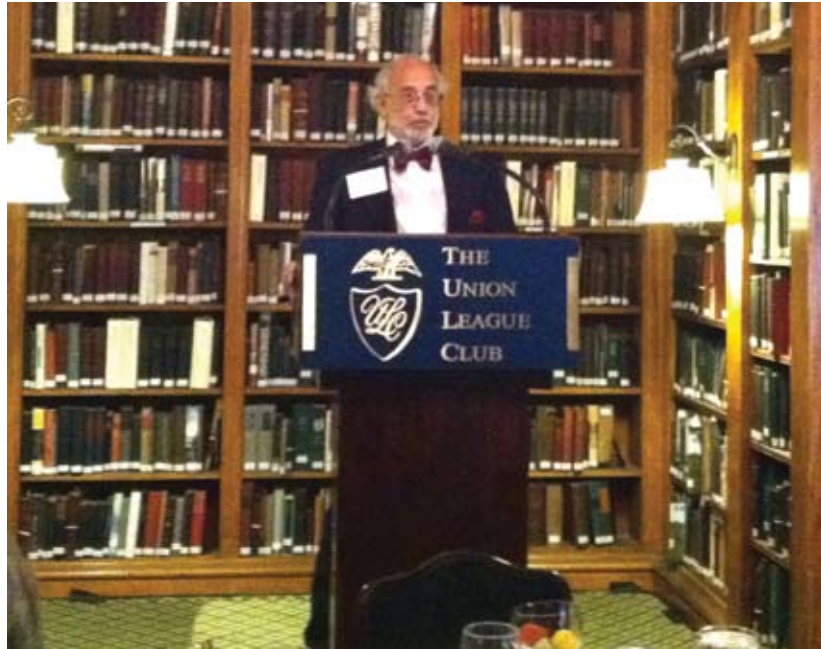
Photo by Geraldine Kolarik

International Night



Students from the Naval Staff College, Class of 2012, were in Mahan Hall on 2 December where they wore traditional clothing and presented dishes indicative of their culture. Student sponsors and NWC faculty and staff were also in attendance at International Night. The international officers are greatly influenced by what they see and learn while in the U.S. but on occasions such as this, the process of sharing cultural heritage allows us all to learn from each other and ultimately strengthen international bonds. It is these international bonds that are so much a part of what we strive to achieve here at the Naval War College. The Naval War College Foundation helped support this event.

AUTHOR PRESENTATION



Foundation and Military Affairs Committee at the Union League Club host NATO Luncheon in New York with Author Sarwar Kashmeri

OCTOBER 25TH, NEW YORK CITY *NATO 2.0 - **Reboot or Delete?*** written by Sarwar Kashmeri was the subject of a luncheon talk before over 60 prospective members, members and trustees of the Foundation.

“Your timing couldn’t have been better, because NATO is so much in the news these days,” remarked Steve Seiter, Foundation Vice Chairman during his introduction of the author.

But as Kashmeri’s remarks unfolded, he believes that with so many nations now members, it is unrealistic for NATO to continue to be effective. Getting 26 nations to agree on anything is nearly impossible he says, and the only way NATO might work is to have a military crisis in the world so threatening that all would not just agree to support NATO but contribute personnel and equipment as well.

Instead, Kashmeri suggests, one should reflect on NATO’s historic strengths and contributions when fewer nations belonged. NATO has a “brand name” that garners respect and, historically again, it is an organization that has been proven to work and be effective.

However, more recently Mr. Kashmeri maintains that the action to enforce United Nations Security

Council Resolution (UNSCR) 1073 against Libya is the latest in a series of demonstrations that highlight the disarray of the Alliance.

He argues that Afghanistan as well continues to demonstrate that, even in a deployment, NATO is far from a monolithic, efficient fighting force, since many of the allies have refused to participate in that war and, even before the end of the campaign, some are going home. The primary question that Mr. Kashmeri attempts to answer is: So, what next for the once fabled alliance?

In doing so, Mr. Kashmeri points out that during NATO’s deterioration the European Union’s (EU) Common Security and Defense Policy (CSDP) Europeans are increasingly taking charge of managing their own foreign and security policy. NATO is no longer the sole and preeminent Euro-Atlantic security actor. Mr. Kashmeri asserts that NATO’s survival depends on its willingness to accept its reduced role and let the EU handle the day-to-day security needs of Europe and its periphery. NATO’s continued existence, Kashmeri maintains, is in a supporting capacity to CSDP and in its ability to craft a relationship with CSDP that will allow North America and Europe to act militarily together, should that ever become necessary. ●

“A Library of great books and the time to read them!”

IN WELCOMING THE newest student class to the Naval War College at the traditional Convocation ceremony in Spruance Auditorium on Tuesday, 16th August, The President Rear Admiral John Christenson explained that they would be given two precious gifts while they were here, “a library of great books and the time to read them!” Himself a lifelong learner, Admiral Christenson bemoaned the fact that one of the penalties of today’s very busy lifestyle is that people very rarely have time to read and improve themselves. As full time students however, those selected to study here had a year in which they were free of all other responsibilities; a year solely for their own personal development. This was a priceless opportunity for them and one not to be taken lightly.



The arrival of the College’s newest students marks a nearly 127-year tradition of educating military and government officials in Newport. Significantly perhaps in these days of cross service

and department cooperation, only around half of the intake are naval officers. The other half of the student body comes from the sister services, the Air Force, Army,

Continued on next page

The Inaugural Weschler Award for Inspirational Teaching

During a brief ceremony at the recent College Convocation, Captain Thomas Sass of the Joint Maritime Operations Department received the inaugural Weschler Award for inspirational teaching from the President, Admiral Christenson. The Weschler award, named for Vice Admiral Thomas Weschler, a former NWC faculty member and active Foundation member, is awarded annually to a uniformed member of the faculty who has most distinguished his or herself by encouraging creative and innovative thought in the classroom. It is endowed through the generosity of Foundation members RADM Roger and Donna Nolan.

Tom Sass, a Navy Seal who has served in SEAL delivery vehicle teams and latterly commanded one aboard the USS *JAMES K. POLK* (SSN 645), truly exemplifies all that this award seeks to reward. As his citation explained, no active-duty professor on the faculty has made a wider contribution to an inspi-

ration student experience at the College. His student seminar critiques routinely characterize Tom’s teaching as challenging, inspirational, engaging, sincere and honest. In addition to his core curriculum responsibilities, Tom also teaches a Special Operations Forces (SOF) elective series

every trimester that is routinely oversubscribed and always receives top marks in terms of content and classroom experience. Outside the classroom, Tom has also led the Complex Irregular Warfare Analysis Group (CIWAG) and currently holds the Major General “Wild Bill” Donovan SOF chair, where his tireless work with Special Forces Operational Command has resulted in the full and generous support of this command towards providing a secure library space to support the classified electives students. In short, Tom is an inspiration to his faculty colleagues and students alike. His energy, imagination, dedication and persistence are simply unparalleled and this award was most richly deserved. ●



Vice Admiral Thomas Weschler (r) congratulates Captain Thomas Sass

Clifford Stanley:

Distinguished Leader and Lifelong Student

As a part of the recent Convocation ceremonies, the Naval War College (NWC) conferred the Distinguished Graduate Leadership Award upon the Honorable Clifford L. Stanley, the current Under Secretary of Defense (Personnel and Readiness). Stanley, a career military officer, served 33 years in the United States Marine Corps, retiring as a Major General. He has since held numerous leadership positions in the government and academia. The criteria for selection for this prestigious award include the attainment of a position of senior leadership in government or military service after graduating from the College, or other, notable career accomplishments in the field of national security, which might be inspiring to NWC students. Aspirants also have to show an expressed interest in professional military education. The award was established in 1996 by the Trustees of the Naval War College Foundation and past recipients have included such notable figures as Gen John M. Shalikashvili, while he was serving as Chairman of the Joint Chiefs of Staff, and, more recently Gen Raymond T. Odierno for his role in Iraq.

Being a self-confessed, lifelong learner, Stanley clearly relished his time with the College, even though he arguably did it the hard way, graduating in 1983 from the War College's Distance Education program. In this program,



(l-r) RADM John Christenson, the Honorable Clifford Stanley and Mr. Peter Pelletier

the bulk of the student's work must take place in his own time, in the evenings, while he or she holds down a full-time appointment during the working day. This can result in the program taking anywhere up to five years to complete. "I am proud to have been a graduate of a Naval War College, but I'm even more proud to have served and to be able to continue to serve in some small way," said Stanley, during an address to NWC's resident

students. "Being a student for life counts," Stanley told the assembled students, "I congratulate you on being here, for being selected. Every opportunity I had to do this, oh boy, I loved it. I really did. I actually enjoyed sitting there, listening, engaging, reading. I was always a student, and, guess what, even now I'm still a student," he said.

As well as his NWC education, Stanley is a graduate of South Carolina State University. He received his Master of Science degree from Johns Hopkins University, graduating with honors. He also attended the Amphibious Warfare School, Marine Corps Command and Staff College, and the National War College. He later earned his Doctorate Degree from the University of Pennsylvania and also holds Doctor of Laws degrees from South Carolina State University and Spalding University. Before being named as Under Secretary of Defense, Stanley served as the Executive Vice President of the University of Pennsylvania and as the President of "Scholarship America," the largest nonprofit, private-sector scholarship organization in the country. ●

A Library of great books

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Marine Corps and Coast Guard, as well as at least 90 representatives from 50 different nations' navies and related services. These military officials are also complemented by a host of other civilian officials from the various government departments and agencies, including the CIA, FBI, NCIS, ONI, DIA, Department of State, National Geospatial Intelligence Agency and many others. This properly reflects the fact that modern security problems tend to require a "whole of government" approach if the progress made in the one area (usually the military) is to be made lasting. This is an area that is still relatively new for the uniformed services and one which still requires a great deal more work to coordinate effectively. To this end, the opportunity to work and study together for a year in Newport is a great step forward in breaking down the traditional institutional barriers that can impede progress.

Certainly the students themselves were enthusiastic. "Everything is first class here, it's outstanding," Army Major Christopher Almaguer said after the ceremony. "The convocation speakers were motivational. I was excited to be here before the ceremony, but I'm even more excited now." In contrast, LCDR Christine Cawayan hoped that the academic nature of the War College course would give her time to properly reflect on her time in Afghanistan. "When I was in Afghanistan, I knew very little about war policy...I just did my job. Now that I am here, I have a chance to think about policy; think about strategy, and think about how to properly end the war." ●

“A Fine, Grey Navy Day!”

THE NAVAL WAR COLLEGE FOUNDATION has again hosted a number of ships’ visits for Foundation members and guests over the last few months. The majority were accompanied by less than ideal weather, but that did nothing to dampen the enthusiasm of the visitors, who made the walk down the pier through driving rain, muttering things like “what a fine, grey navy day!” The recent tours have included USS *MAHAN* (DDG 72), USS *SPRUANCE* (DDG 111) and, most recently, USS *BULKELEY* (DDG 84).



Each are Arleigh Burke Class (Flight II Alpha) destroyers, the workhorses of the modern fleet, as their recent programs made clear. The USS *MAHAN* had just returned from a seven-month deployment in the Mediterranean, where she had provided assistance and aerial reconnaissance to the allied forces off Libya. USS *SPRUANCE* was en route to Florida for her commissioning before heading on to her new homeport of San Diego, where she became the latest addition to the Pacific Fleet. And lastly, the USS *BULKELEY*, back stateside for refitting, after an eventful deployment in support of the allied anti-piracy efforts off the coast of Somalia. Here, Foundation member Spofford Woodruff inspects some of the thirteen Jolly Rogers painted on either side of her bridge, each one signifying a successful pirate arrest or interdiction.

Ships’ tours are an opportunity for our local members to reconnect with their Navy past; to see our Navy’s future, and even to introduce erstwhile “land-lubber” guests to a unique experience. We hope to continue to offer them next year. ●

Naval Historical Collection receives the papers of ADM John H. Hoover, USN (Ret.)

The Naval Historical Collection recently received the papers of ADM John H. Hoover, USN (Ret.). The papers were donated through the Naval War College Foundation by the Admiral’s grandson and namesake of Moorestown, NJ and his daughter-in-law, Mrs. William H. Hoover of Annapolis, MD.

ADM Hoover was a 1907 graduate of the U.S. Naval Academy and during his naval career was a submariner, a surface officer, and an aviator. He was commanding officer of

USS *CUSHING* (DD-55) off Queenstown, Ireland in World War I. He graduated from the Naval War College in 1932 and from the Army War College in 1937. During World War II, he was commanding officer of the Caribbean Sea Frontier, 1941-1943; Commander, Aircraft, Central Pacific; Commander, Forward Area, Central Pacific and Commander Marianas, 1943-1945. In July 1945 he was named Deputy Commander-in-Chief, Pacific Fleet and Pacific Ocean Areas, second in command to



ADM Chester W. Nimitz. After the war, he was a member of the General Board and witnessed the Bikini atomic bomb tests in 1946. Hoover retired from the Navy in 1948

and died in Washington, D.C. in 1970.

The Hoover papers contain his naval orders, 1902-1952, voluminous correspondence from the war years, 1941-1945, including letters sent and received to Admirals Nimitz, Spruance, and Pownall, a large collection of photographs of the Caribbean and the Pacific islands and atolls, subject files on ships, and miscellany, consisting of news clippings, reports, certificates, diplomas, and citations. The collection is open to researchers. ●

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C O R P O R A T E I N T H E S P O T L I G H T

SENIOR LEADERS FROM USG CORPORATION

decided to hold a meeting at the Naval War College Foundation in an effort to explore new strategies and planning opportunities for the primary business units of the company. Using the expertise and methodologies developed at the Naval War College, these leaders were able to identify the high-priority activities that ultimately drive improved results.

The Naval War College Foundation staff hosted the strategy session which was an encore event that was first experienced in October 2007. USG's Chairman, CEO, and President James S. Metcalf stated, "We found the partnership with the NWC to be extremely valuable. We have used these sessions to learn how thinking differently can truly lead to actionable alternative futures, while improving current operations through best-in-class collaboration methods."



USG Corporation is a manufacturer and distributor of high-performance building systems through its United States Gypsum Company, USG Interiors, Inc., L&W Supply Corporation and other subsidiaries. Headquartered in Chicago, USG's worldwide operations serve the residential and non-residential construction markets, repair and remodel construction markets, and industrial processes. USG's wall, ceiling, flooring and roofing products provide leading-edge building solutions for customers, while L&W Supply branch locations efficiently stock and deliver building materials nationwide.

USG has used the unique setting of the Navy War College to "break away from the norm" and to drive strategic direction for its primary business units. The conferences employed facilitated discussion and collaborative software which allowed for a candid flow of ideas and helped establish business priorities. The discussions progressed through a series of stages and ultimately helped define key business drivers that remain in-place today.

Dominic Dannessa, Chief Technology Officer, USG Corporate recently said, "USG is a proud sponsor of the NWC Foundation and is interested in learning and discussing issues that impact the numerous cultures and businesses we serve. It is important that we stay in tune with world changes in order to anticipate what products and services will consistently meet and exceed the needs of our customers, today and in the future."●

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