



## ***AFLEX 2021***

*NAVIGATING UNCHARTED WATERS IN THE 21<sup>ST</sup> CENTURY : Culture*

**5-9 December 2021 | Bolger Center, Potomac, MD | All times EST**

### **TABLE OF CONTENTS**

General Information & Overview Page.....	2
COVID Safety.....	3
Course Navigation.....	5
Maps and Floor Plans.....	6
Agenda-at-a-Glance.....	9
AFLEX 2021 Team.....	14
Featured Guest Speakers & Bios (in chronological order).....	15
Day-1 ADM William Lescher.....	16
Day-1 Mr. Andy Haeuptle.....	17
Day-1 Ms. Margie Palmieri.....	18
Day-1 Mr. Troy Mueller.....	19
Day-2 ADM Cecil Haney.....	20
Day-2 Dr. Toshi Yoshihara.....	21
Day-3 CMDCM Joseph Fahrney.....	23
Day-3 CAPT Emily Bassett.....	24
Day-3 Mr. Chris Fussell.....	25
Day-4 Mr. David Motley.....	26
Day-4 Dr. Rosalind Chow.....	28
AFLEX Participants (in alphabetical order).....	29

## ABOUT THE ADVANCED FLAG & EXECUTIVE COURSE (AFLEX)

AFLEX 2021 brings together 3-star and SES leaders navigating a whole new level of rapid change and dynamism in their roles to drive outcomes by building a culture of learning, breakthrough practices for warfighter resilience & readiness, organizations with a growth mindset -- driving for the highest leverage outcomes so that we can guide our teams to superior results, and ultimately best serve the nation.

Together as 3-stars and SESes, we will focus on culture:

*What is our culture?*

*What evidence do you have that lets you define it?*

*How might we impact and measure culture?*

*What are some tools/examples of culture in action?*

*How can we activate our learning culture in a way that incorporates feedback and challenges our model of excellence?*

In addition to considering these while reviewing *Culture Code: The Secrets of Highly Successful Groups* -- we will engage these framing questions at three different levels during the course: individual, organizational, and global.

Please take the time to review the materials, think about the questions, and prepare any additional questions or comments that you would be interested in exploring during our time together. Read-Aheads and Questions for consideration from Dr. Toshi Yoshihara and Mr. David Motley are on pages 22 and 27. Additional content may be provided during each day's Wrap Up session for reflection as we respond to engagement and identify areas of greater utility.

This course will be run in the East Coast Time zone.

If you are a speaker connecting virtually from outside the EST time zone, please note any offset.

<b>Time zone</b>	<b>Offset</b>
Greenwich Mean Time .....	EST +5
Pacific Daylight Time (California) .....	EST -3

## COVID SAFETY - BOLGER CENTER GUIDELINES

### COVID-19 Policies

- ***Do not enter the property if you are experiencing any of the following symptoms: fever, cough, sore throat, or shortness of breath***
- Guests are required to wear facial coverings and maintain social distancing
- Wash your hands frequently in accordance with CDC guidelines

### Emergencies

If you are not feeling well at any time during your stay, please notify your Meeting Planner immediately. In the event of an emergency, please call (301) 983-7000, ext. 0 so that we can facilitate any emergency protocols needed.

### Commitment to Cleanliness

We have enacted substantial cleaning and sanitizing procedures for our entire campus. Our staff diligently sanitizes our public areas with high grade, CDC recommended, disinfectants and electrostatic sprayers.

- Hotel protocols are in place to respond to unwell guests. Once identified, room will be monitored and follow stricter rules regarding use and disposal of PPE. We also have sick guest protocols in place in the event a guest arrives with any signs of COVID-19 symptoms
- All staff to use proper PPE and follow appropriate disposal of used PPE
- Each guest will be supplied upon request with two prepackaged alcohol wipes packages, sealed coffee, tea and condiments at check-in
- Suspend daily housekeeping service once a guest has checked in, thereby reducing spread of any outside contamination
- All guest rooms and meeting rooms are thoroughly cleaned and sealed prior to arrival

### Food and Beverage

We are constantly monitoring the current environment to get back to a more normal service program. In the meantime, we have the following options and protocols:

- Plexiglass sneeze guards are installed at serveries, hostess stand and break station areas
- Scheduled times for all groups and classes to consume meals as well as at break stations
- Thoroughly wiping/sanitizing after each seating
- Service staff to pour coffee for guests in the break station

### **Meetings and Social Distancing**

- Frequent and more visible cleaning (i.e., chair levers, tables, door handles)
- AV equipment will be disinfected after each use
- Hand sanitizer stations provided in communal areas

### **General Safety on Campus**

- Recreational Spaces: Fitness Center will be open with modified hours
- Precautions taken in acceptance and storage of packages
- Restricted entry access to all buildings on campus

A FRIENDLY REMINDER, FACE COVERINGS ARE REQUIRED INDOORS



Thank you!



## COURSE NAVIGATION

### **Location**

(Maps on next page)

Our main conference room is located in the Bolger Center, Osgood Building, 2nd Floor, Stained Glass Hall

Our dinners will be held in Osgood Dining, on the 1st Floor of the Osgood Building.

Due to COVID restrictions, the Pool is closed. The Fitness Center Gym is open 24 hours (with exception of 1 hour of cleaning at 9am & 9pm). A 1.5-mile jogging/ biking path runs around the perimeter of the Bolger Center property.

PT will be held Monday through Thursday from 5:30-6:30am in the Osgood Building, Room 134 (Sign-up required). Polar Assessments will be held in Osgood Building, Room 125 (Sign-up required). Please contact On-Site Support for more information.

### **On-Site Support**

Ms. Alicia Carvalho, AFLEX Coordinator, Logistics	774-955-7943
CAPT Cory Howes, AFLEX Production, Tech Support	910-315-4804

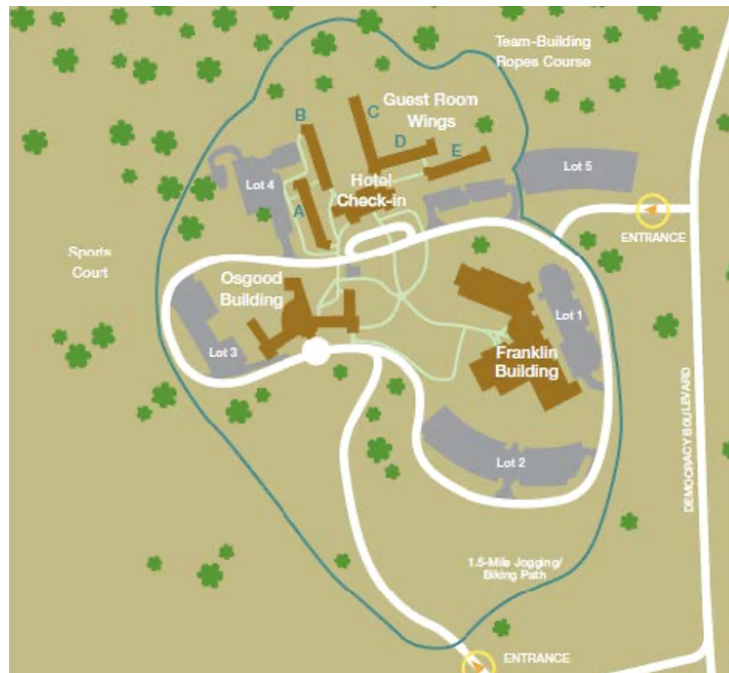
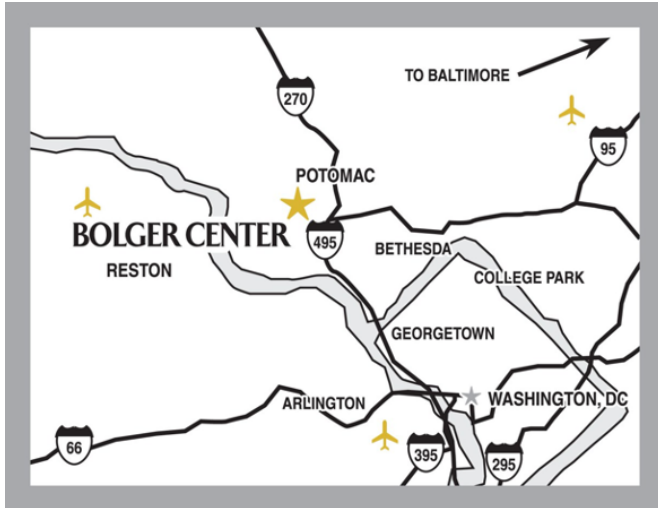
### **Username & Password for WIFI**

No user name or password is required. Connect to "Bolger wifi" and the home page will automatically pop up. Click "Accept Terms" to connect. Note: the connection is only good for 24 hours. You must repeat the process every 24 hours.

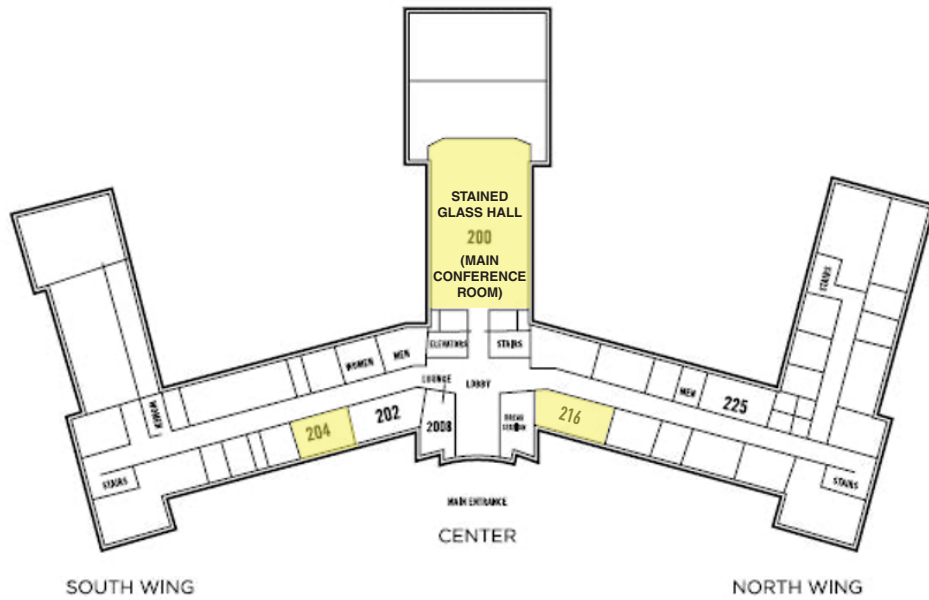
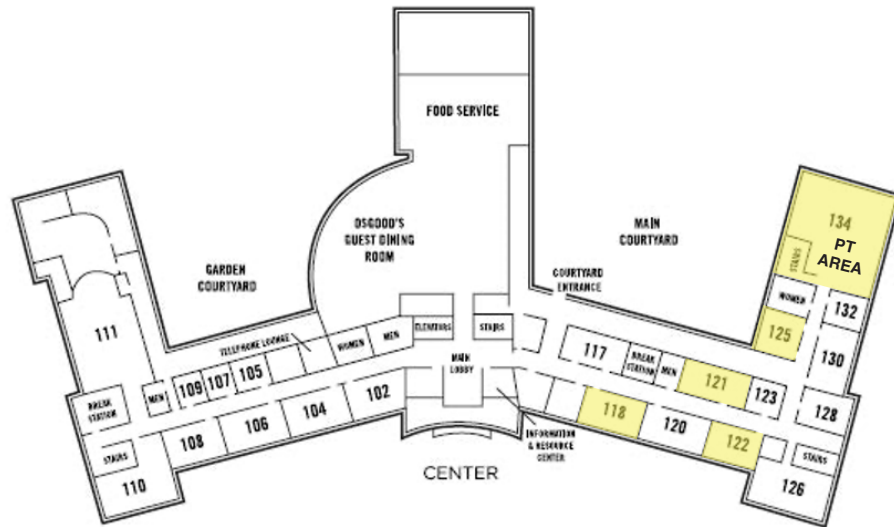
### **Journal Workbook**

The journal you received will serve as your course workbook. Use it to explore concepts, capture ideas, engage in reflection, and serve as a reference.

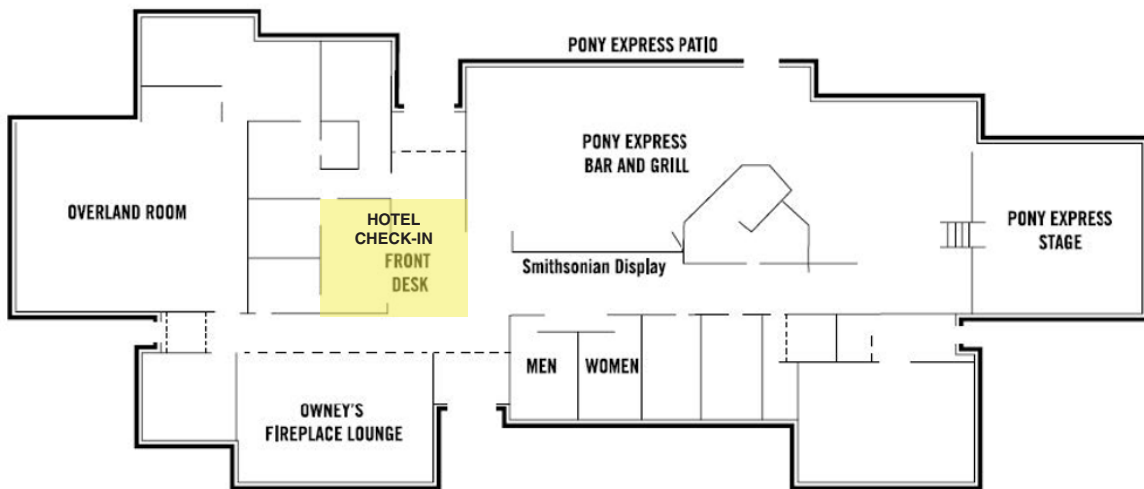
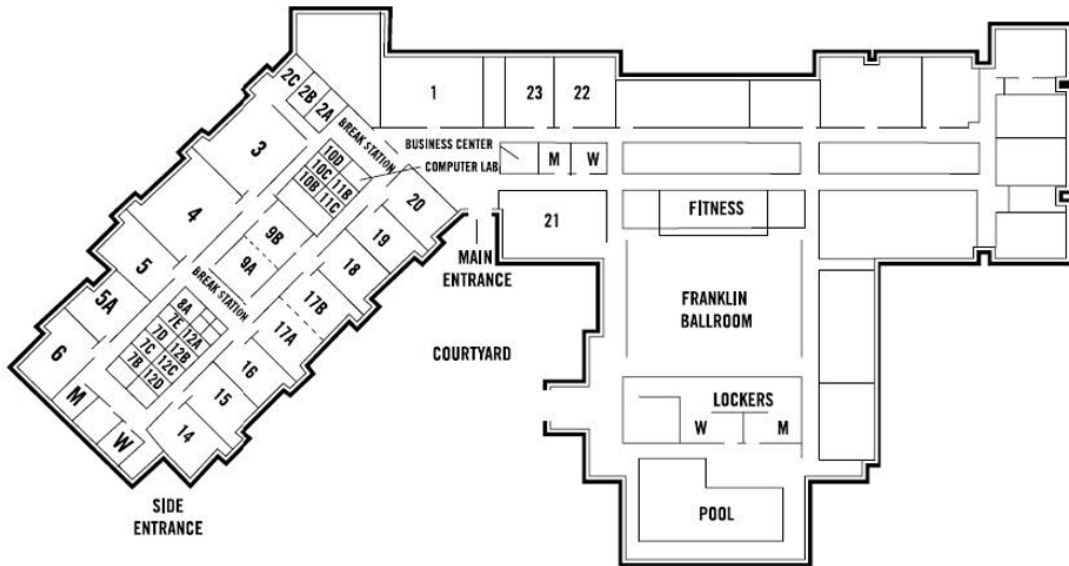
## MAPS AND FLOOR PLANS



# OSGOOD BUILDING



# FRANKLIN BUILDING



## AGENDA AT-A-GLANCE

Start	End				
<b>Sunday, December 5, 2021 (Bolger Center)</b>					
15:00	17:00	<b>Bolger Center Arrival &amp; Hotel Check-In</b> <i>(Hotel Front Desk - Check-in Building)</i>			
17:30	19:30	<b>No-Host Social, followed by Dinner</b> <i>(Pony Express Bar &amp; Grill next to Front Desk, followed by Osgood Dining Room)</i>			
<b>Mon– Thurs, December 6 - 9, 2021 (Osgood Building, 2<sup>nd</sup> Floor, Stained Glass Hall)</b>					
		<b>MONDAY, 6 DEC DAY 1</b>	<b>TUESDAY, 7 DEC DAY 2</b>	<b>WEDNESDAY, 8 DEC DAY 3</b>	<b>THURSDAY, 9 DEC DAY 4</b>
5:30	6:30	<b>PT Time / Group Workout</b> <i>(Osgood Building, Room 134)</i>			
		<b>Intro: Framing "Culture"</b>	<b>Org Level: Culture in the DoD</b>	<b>Individual Level: Application of Culture</b>	<b>Global Level: Cultures of Excellence</b>
8:00	TBD	<b>Conference Start Day 1 - Opening Remarks &amp; Reflections</b> <i>(Main Conference Room)</i>	<b>"Culture, Humility &amp; World-Class Performance in the DoD"</b> <i>ADM Cecil Haney</i>	<b>Wellness Session</b> <i>CHAMP</i>	<b>Day 4 – Remarks &amp; Reflections</b> <i>RADM (Ret) Peg Klein</i>
TBD	TBD	<b>"Navy Culture &amp; Learning"</b> <i>Mr. Andy Haeuptle / Panel</i>	<b>Day 2 – Remarks &amp; Reflections</b>	<b>Day 3 – Remarks &amp; Reflections</b>	<b>"Cultures of Excellence"</b> <i>Mr. David Motley with Dr. Rosalind Chow</i>
TBD	TBD	<b>"Applying Problem- solving &amp; VCNO's Culture Vision"</b> <i>Ms. Margie Palmieri / Panel</i>	<b>"Culture Comparison in Great Power Competition (GPC)"</b> <i>Dr. Toshi Yoshithara</i>	<b>"The Application of Culture"</b> <i>CMDCM Joseph Fahrney with CAPT Emily Bassett / Panel</i>	<b>"Culture in World-Class Companies"</b> <i>Mr. David Motley</i>
TBD	TBD	<b>Lunch Break</b>			
TBD	TBD	<b>"Culture – Evidence and Inputs"</b> <i>Mr. Troy Mueller</i>	<b>Facilitated Breakouts &amp; Roundtable: "China vs. U.S. Thinking &amp; Approaches"</b> <i>Dr. Toshi Yoshithara</i>	<b>"Culture Change – How Effective Leaders Build High-Performing Teams"</b> <i>Mr. Chris Fussell with David Livingston</i>	<b>Closing Remarks</b> <i>CNO Michael Gilday</i>
TBD	TBD	<b>End of Conference</b>			
TBD	TBD	<b>Break</b>			
TBD	TBD	<b>Sessions &amp; Breaks TBD</b>  <b>"Winning the Future Fight"</b> <i>VCNO William Lescher</i>	<b>Military Keynote / Remarks</b> <i>Mr. Brett Genoble</i>	<b>"Leveraging Assessments for Effective Leadership"</b> <i>Prof. Gene Andersen</i>	
TBD	TBD	<b>Break</b>			
TBD	TBD	<b>Daily Wrap-up Remarks</b> <i>(Main Conference Room)</i>			
TBD	TBD	<b>Free Evening</b>	<b>Transport by bus to VCNO Dinner</b>	<b>Free Evening</b>	

### JAN-JUN Monthly Sessions (Virtual/Hybrid)

TBD	TBD	<b>Tues JAN 25 Session</b>	<b>Wed FEB 23 Session</b>	<b>Tues MAR 29 Session</b>	<b>Tues APR 26 Session</b>	<b>Tues MAY 24 Session</b>	<b>Tues JUN 28 Session</b>
		<b>Leveraging a Culture Change Mindset</b>	<b>Assessment Tools &amp; Effective Leadership</b>	<b>Session TBD</b>	<b>Session TBD</b>	<b>Session TBD</b>	<b>Session TBD</b>

# AGENDA

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AFLEX KICKOFF

5 DECEMBER | SUNDAY

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1500–1700      **Check-in** (*Bolger Center Front Desk*)

1730–1930      **No-Host Social and Dinner** (*Pony Express Bar & Grill, Osgood Dining Room*)

AFLEX DAY-1

6 DECEMBER | MONDAY

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## **Navigating Uncharted Waters in the 21st Century: *Culture***

0800      **Welcome Remarks: Mindset, Culture, and Framing** (*Osgood Bldg., Stained Glass Hall*)  
RADM (Ret) Peg Klein, Dean, College of Leadership & Ethics (CLE)

0830      **Facilitated Discussion: "Key Themes in Navy Culture & Learning"**  
Mr. Andy Haeuptle with Panelists

1000      **Break**

1015      **Facilitated Discussion: "Applying Problem-Solving & VCNO's Culture Vision"**  
Ms. Margie Palmieri with P2P / NSS / NIF Practitioners

1145      **Group Photo & Break for Lunch (30-60 min TBD)**

1245      **Video Address: Remarks from the SECNAV**  
SECNAV Carlos Del Toro

1300      **Speaker: "Culture -- Evidence and Inputs"**  
Mr. Troy Mueller, Director, Nuclear Technology Division, Nuclear Reactors

1400      **VCNO Remarks: "Winning the Future Fight"**  
ADM Bill Lescher, Vice Chief of Naval Operations

**Sessions and Breaks TBD**

**Day-1 Wrap Up**  
RADM (Ret) Peg Klein, CLE

**Culture and Change in the DoD**  
*Engaging Culture at the Organizational Level*

- 0800      **Speaker: "Culture, Humility, and World-Class Performance in the DoD"**  
ADM (Ret) Cecil Haney, USN
- 0900      **Break**
- 0915      **Facilitated Discussion: Day-2 Kickoff**  
RADM (Ret) Peg Klein, CLE
- 1000      **Speaker: "Culture Comparison in Great Power Competition"**  
Dr. Toshi Yoshihara, Strategist & Author, *Red Star Over the Pacific:  
China's Rise and Challenge to U.S. Maritime Strategy*
- 1200      **Break for Lunch (30-60 min TBD)**
- 1300      **Facilitated Breakout Session: "China and U.S. Thinking and Approaches"**  
Dr. Toshi Yoshihara, Strategist & Author
- Break TBD**
- 1600      **Day-2 Wrap Up**  
RADM (Ret) Peg Klein, CLE
- 1730      **Bus to VCNO's Quarters**
- 1830      **Dinner at VCNO's Quarters**
- 2000      **Return by bus to Bolger Center**

**The Application of Culture**  
*Engaging Culture at the Individual Level*

- 0800      **90-minute Wellness Session**  
Consortium for Health and Military Performance (CHAMP)
- 0930      **Break**
- 0945      **Facilitated Discussion: Day-3 Kickoff**  
RADM (Ret) Peg Klein, CLE
- 1045      **Facilitated Discussion: "The Application of Culture"**  
CMDCM Joseph Fahrney with CAPT Emily Bassett / Panel
- 1200      **Break for Lunch (30-60 min TBD)**
- 1300      **Facilitated Discussion: "Cultures of Excellence -- How Effective Leaders Build High-Performing Teams"**  
Mr. Chris Fussell, President, McChrystal Group with Guest Speaker-Thought Leader
- 1400      **Break**
- 1420      **Facilitated Discussion: "Leveraging Assessments for Effective Leadership"**  
Prof. Gene Andersen, CLE
- 1600      **Day-3 Wrap Up**  
ADM Bill Lescher / RADM (Ret) Peg Klein, CLE



**Cultures of Excellence**  
*Engaging Culture at the Global Level*

- 0800     **Facilitated Discussion: Day-4 Kickoff**  
          RADM (Ret) Peg Klein, CLE
- 0830     **Break**
- 0845     **Facilitated Discussion: "Cultures of Excellence"**  
          Mr. David Motley with Guest Speaker-Thought Leader
- 1015     **Break**
- 1030     **Facilitated Discussion: "Cultures in World-Class Companies"**  
          Mr. David Motley / Cohort Feedback for Fireside Chat Series
- 1145     **CNO Closing Remarks**  
          ADM Michael Gilday, Chief of Naval Operations
- Conference Wrap Up**  
          ADM Bill Lescher / RADM (Ret) Peg Klein, CLE



## AFLEX 2021 Team

**Dr. Peg Klein**  
Lead Facilitator



Dean, College of Leadership & Ethics (CLE)  
U.S. Naval War College  
Full Bio: p. 15

**Dr. Gina Palmer**  
Co-Facilitator



CLE Assistant Professor  
USNWC

Focused on Content, Gina helps  
to build leader core capacities  
and put structure to ideas

**Ms. Alicia Carvalho**  
Coordinator



CLE Academic Coordinator  
USNWC

Focused on Logistics, Alicia  
helps to orchestrate AFLEX

**Prof. Gene Andersen**  
Assessments



CLE Associate Professor  
USNWC

Focused on Self-Awareness,  
individual development,  
and coaching

**CAPT Cory Howes**  
Production



CLE Military Professor  
USNWC

Focused on AFLEX Production  
and leadership in the  
profession of arms



## **RADM (Ret) Margaret “Peg” Klein**

AFLEX Lead Facilitator  
Dean, College of Leadership & Ethics  
U.S. Naval War College

Margaret D. “Peg” Klein currently serves as the Dean of Leadership and Ethics at the U.S. Naval War College in Newport, RI. She completed a 35-year career as a US Navy officer in March 2017.

As Rear Admiral Klein, she served as the Secretary of Defense’s Senior Advisor for Military Professionalism from March 2014. Prior to 2014, Klein served as Chief of Staff for the newly created United States Cyber Command. In 2008 she served as director of worldwide operations for the Navy’s Network Warfare Command.

Klein’s leadership experience reaches from aviation to cyber, and from classroom to boardroom. In 2011, she commanded a military force of five ships, 30 aircraft, and over 3,300 Sailors and Marines in successful combat operations in the Mediterranean Sea.

In 2006, she served as the 82nd Commandant of Midshipmen at the US Naval Academy, where she was responsible for the professional development and welfare of 4,400 Navy and Marine Corps officer candidates. A Navy flier, Klein flew in and commanded an aviation squadron. She later led the operational aviation wing under US Strategic Command.

Klein graduated from the US Naval Academy. She holds a masters in education leadership and a doctorate from the Chief Learning Officer program at University of Pennsylvania.

Klein serves on the boards of three non-profit organizations. She and her husband are the proud parents of two adult children.



## **ADM Bill Lescher**

Vice Chief of Naval Operations

Adm. Bill Lescher is a native of Highland Park, Illinois. He holds systems and aeronautical engineering degrees from the Naval Academy and Naval Postgraduate School, respectively, and a Master of Business Administration degree from the Harvard Business School.

Lescher commanded the Vipers of Helicopter Anti-Submarine Light (HSL) Squadron-48, the Airwolves of HSL40 and the Atlantic Fleet Helicopter Maritime Strike Wing. Between command of the Vipers and Airwolves, he was the executive officer of Mine Countermeasures Command and Control Ship

USS Incheon (MCS 12).

As a flag officer, he commanded Expeditionary Strike Group 5 and Task Forces 51/59 in Bahrain, leading multiple Amphibious Ready Groups, Marine Expeditionary Units and the afloat forward staging base USS Ponce (AFSB(I)-15) in execution of contingency response and counter-terrorism missions spanning the Middle East/Central Command region.

Lescher's initial operational tours were with the Lamplighters and Swampfoxes of HSL-36 and 44, deploying primarily to the Middle East region aboard USS O'Bannon (DD 987), USS Clark (FFG 11), USS Capodanno (FF 1093) and USS Elrod (FFG 55).

Ashore, his assignments included leading the SH-60B Seahawk developmental test team as an engineering test pilot at the Naval Air Warfare Center, where he launched the first guided missiles from a Navy helicopter. His staff assignments include resource, acquisition and strategy assignments on the staffs of the Chief of Naval Operations, Secretary of the Navy, Secretary of Defense and the Joint Staff. As a flag officer, he served as the Joint Staff deputy director for resources and acquisition, deputy assistant Secretary of the Navy for budget, and Deputy Chief of Naval Operations for integration of capabilities and resources.

Lescher graduated with distinction from fixed wing, rotary wing and Naval Test Pilot School training. He has been recognized as the Association of Naval Aviation's HSL Pilot of the Year, the Naval Helicopter Association's Regional Pilot of the Year and the Naval Air Warfare Center's Rotary Wing Test Pilot of the Year. The units in which he has served have earned the Joint Meritorious Unit Award, Navy Unit Commendation, Navy Meritorious Unit Commendation, Navy "E" Ribbons and Theodore Ellyson award.



## **Mr. Andy Haeuptle**

Director, Navy Staff  
Office to the Chief of Naval Operations

Mr. Andrew S. Haeuptle is the son of Aviation Radioman Second Class Robert Haeuptle, a World War II Navy veteran. He assumed responsibilities as the Director, Navy Staff in January 2020. In his role as Director, he serves as the senior Chief of Naval Operations (OPNAV) civilian and coordinates enterprise level efforts across the entire OPNAV staff. Principally, Mr. Haeuptle ensures alignment of more than 400 Flag Officers and Senior Executives, providing indispensable advice and support to the Chief of Naval Operations and the Secretary of the Navy.

Prior to his current assignment, he served as a Special Assistant to the President and the Senior Director of the White House Situation Room. In this capacity, Mr. Haeuptle was responsible for providing 24/7 global situational awareness and executive secure communications support to the President, Vice President, Chief of Staff, Assistant to the President for National Security Affairs, and other senior White House Staff. He also served as the National Security Council's Chief Information Officer.

Immediately prior to this assignment, Mr. Haeuptle served as the Chief of Staff for the Under Secretary of the Navy where he provided professional support and advice to the Under Secretary. He served as a key advisor on matters affecting the Department of the Navy and assisted in developing and explaining policies, programs, and goals of the Department.

Mr. Haeuptle also served as a Senior Director with the Office of the Chief Management Officer (CMO). Mr. Haeuptle was responsible for the execution and CMO support to the Principal Staff Assistants (PSA) for business process and systems reviews to improve DoD's effectiveness and agility and deliver efficient business operations that support and enable the warfighter. He was also the CMO's lead advocate for the warfighter. His Directorate responded to urgent capability gaps in the expeditionary business environment and addressed business challenges that adversely affected current operations.

Mr. Haeuptle has served as the Deputy Director for the Task Force to Improve Business and Stability Operations in Iraq (TFBSO), Office of the Secretary of Defense. TFBSO worked in close cooperation with the Department of State, other Interagency Departments, the Government of Iraq, and the Commanding General, Multi National Force Iraq, and his subordinate commanders. The mission of TFBSO was to improve DoD business processes and systems, and facilitate economic revitalization throughout Iraq.

Mr. Haeuptle is a retired Marine Corps Colonel, who spent the majority of his career in operational and deployed units. His career included senior-level positions within the Department of the Navy, Headquarters Marine Corps, Office of the Secretary of Defense and the National Security Council. Mr. Haeuptle holds a bachelor's degree in Political Science from THE Ohio State University; a master's degree in National Security Studies from Georgetown University; and a master's degree in National Resource Planning from the National Defense University. He is also a graduate of the Army Command and General Staff College.





## **Ms. Margaret Palmieri**

Special Assistant to the Vice Chief of Naval Operations

Ms. Palmieri is currently serving as a special assistant to the Vice Chief of Naval Operations. She has previously served as the Director of the Chairman of the Joint Chiefs of Staff Action Group (CJCS CAG), the founding Director of the Navy Digital Warfare Office (DWO), the Director of Integrated Fires and the Deputy Director of Decision Superiority under the Deputy Chief of Naval Operations for Information Warfare (OPNAV N2N6), the Director of the Chief of Naval Operations Strategic Actions Group (N00Z), and a Presidential Management Fellow at U.S. Fleet Forces Command.

She was appointed to the Defense Intelligence Senior Executive Service in 2013 and the Senior Executive Service in 2018. Through her past assignments, she has experience in digital transformation, standing up new organizations and teams, managing change, strategic planning, strategic communication and engagement, requirements and resources management, system-of-systems integration, and concepts and capabilities related to integrated fires, warfighting networks, electronic warfare, cyber operations, and command and control, communications, computers, intelligence, surveillance, reconnaissance, and targeting (C4ISR&T).

Ms. Palmieri graduated from Rutgers University with a Master's in Public Policy and a Bachelor's in Political Science. She completed the MIT Seminar XXI program and is currently pursuing a Master's in Systems Engineering Management at the Naval Post-Graduate School.



## Mr. Troy Mueller

Director, Nuclear Technology Division, Naval Reactors

Troy Mueller was born and raised in Denver, Colorado. Upon earning his B.S. Chemical Engineering from the University of Colorado – Boulder in 1988, he joined the Naval Reactors (NR) team. He is also a graduate of the Bettis Reactor Engineering School in Pittsburgh, Pennsylvania (a specialized post-graduate school sponsored by the Navy). In 2018, he earned his MBA from the Jack Welch Management Institute.

Serving as Director, Nuclear Technology Division since 2001, he is NR's chief regulator and expert for radiation shielding, protection, radiological controls, and emergency planning. He is also the primary federal regulator for Environmental, Safety, and Health (ESH) at each of NR's DOE-owned/contractor-operated laboratories and prototypes. He trains and certifies inspection team leads for in-depth regulatory field reviews that evaluate and preserve NR's self-regulatory responsibilities that are unparalleled in their degree of execution and accomplishment government-wide. These responsibilities cover more than 60,000 military and civilian personnel, who design, build, operate, support, and manage the U.S. nuclear-powered naval fleet worldwide, comprising 97 operational nuclear reactors supporting more than 40 percent of the Navy's major combatants.

In March 2011, he supported Operation TOMODACHI and associated U.S. efforts to help the Government of Japan respond to the Fukushima Daiichi reactor accidents, eventually as a technical advisor to the U.S. Ambassador to Japan. He also develops and maintains productive relationships with State and local authorities in the areas of emergency planning, ESH, and radiological controls wherever naval nuclear-powered warships are homeported or an NR site resides. He has led four complex investigations in fields outside his normal responsibilities and cognizance. In 2008 he spearheaded the Secretary of Defense-directed investigation of the Air Force nuclear weapons enterprise, and followed that investigation with an extensive review of the Navy's nuclear weapons enterprise.

He then led a third investigation in 2009 to identify root causes behind a number of Navy submarine collisions and groundings. In 2021, he co-led the Navy's Major Fires Review to get to the root issues behind the large number of devastating shipboard fires over the last dozen years.

His accomplishments were formally recognized in 2017 through the Distinguished Executive Presidential Rank Award and in 2007 through the Meritorious Presidential Rank Award. In 2017 he received the Navy Superior Public Service Award for his special work with the Japanese government. He also received awards for the Air Force nuclear weapons investigation and for his exemplary support of Japan during Operation TOMODACHI.



### **ADM (Ret) Cecil Haney**

Before retiring from the United States Navy, Admiral Cecil Haney served as Commander U.S. Strategic Command (USSTRATCOM), one of nine Unified Commands under the Department of Defense. USSTRATCOM is responsible for the global command and control of U.S. strategic forces to meet decisive national security objectives involving nuclear forces, missile defense, space, cyberspace, and electronic warfare. Before taking command at USSTRATCOM, he served as commander of the U.S. Pacific Fleet, responsible for the operations and readiness of the US Navy fleet located in the Pacific and Indian oceans and as the Deputy Commander of USSTRATCOM.

His career as a submariner included a variety of operational and command assignments at sea and ashore. He also served as a member of the Congressionally mandated Military Leadership Diversity Commission that produced a detailed report in 2011 and recommendations for improvement.

Among many other decorations, Admiral Haney received the Navy Distinguished Service medal, the Defense Superior Service medal, the Legion of Merit, the Navy Commendation Medal, and the Navy Achievement Medal. He was the 1998 Vice Adm. James Bond Stockdale Leadership Award recipient while in command of the fast attack submarine USS Honolulu.

He received Masters' degrees in National Security Strategy from National Defense University and in Engineering Acoustics and in System Technology from the Naval Post Graduate School. He is a 1978 graduate of the U.S. Naval Academy.

In retirement, Admiral Haney serves on the John Hopkins University Applied Physics Board of Managers and as a co-chair for the China-US Dialogue on Strategic Nuclear Dynamics for the Pacific Forum of the Center for Strategic and International Studies.





### **Dr. Toshi Yoshihara**

Strategist & Author, *Red Star Over the Pacific: China's Rise and Challenge to U.S. Maritime Strategy*

Toshi Yoshihara is a Senior Fellow at the Center for Strategic and Budgetary Assessments (CSBA). He was previously the inaugural John A. van Beuren Chair of Asia-Pacific Studies and a Professor of Strategy at the U.S. Naval War College.

Dr. Yoshihara's latest CSBA publications include *Seizing on Weakness: Allied Strategy for Competing with China's Globalizing Military* (CSBA, 2021) and *Dragon Against the Sun: Chinese Views of Japanese Seapower* (CSBA, 2020).

He is the co-author, with James R. Holmes, of the second edition of *Red Star over the Pacific: China's Rise and the Challenge to U.S. Maritime Strategy* (Naval Institute Press, 2019). The book is listed on the Chief of Naval Operations Professional Reading Program, the Indo-Pacific Command Professional Development Reading List, and the Commandant of the Marine Corps Professional Reading Program.

In 2016 Dr. Yoshihara was awarded the Navy Meritorious Civilian Service Award in recognition of his scholarship on maritime and strategic affairs at the Naval War College. He is also the recipient of the 8th annual Kokkiken Japan Study Award by the Japan Institute for National Fundamentals in July 2021 for his study, *Dragon Against the Sun*.

Dr. Yoshihara served as a visiting professor at the Fletcher School of Law and Diplomacy, Tufts University; the School of Global Policy and Strategy, University of California, San Diego; and the Strategy Department of the U.S. Air War College. He currently teaches a graduate course on seapower in the Indo-Pacific at the School of Foreign Service, Georgetown University.

He holds a Ph.D. from the Fletcher School of Law and Diplomacy, Tufts University, an M.A. from the School of Advanced International Studies, Johns Hopkins University, and a B.S.F.S. from the School of Foreign Service, Georgetown University.

## READ-AHEADS AND QUESTIONS FROM DR. YOSHIHARA

### **Read-aheads:**

- Brands and Beckley, "What Will Drive China to War?" The Atlantic, November 1, 2021: <https://www.theatlantic.com/ideas/archive/2021/11/us-china-war/620571/>
- Mahnken, Secrecy and Stratagem: Understanding Chinese Strategic Culture, Lowy Institute, February 2011, pp. 5-8 and 18-26: [https://archive.lowyinstitute.org/sites/default/files/pubfiles/Mahnken%2C\\_Secrecy\\_and\\_stratagem\\_1.pdf](https://archive.lowyinstitute.org/sites/default/files/pubfiles/Mahnken%2C_Secrecy_and_stratagem_1.pdf)
- Dickey, "The Siren Call of Chinese Strategic Culture," The Strategy Bridge, September 26, 2017: <https://thestrategybridge.org/the-bridge/2017/9/26/wei-qi-or-wont-xi-the-siren-calls-of-chinese-strategic-culture>

### **Consider and Reflect:**

1. What is your interpretation of strategic culture?
2. What insights can one glean from strategic culture? What are the limits and dangers of strategic culture as an analytical tool?
3. Why is it important to study the opponent's strategic culture in great power competitions?
4. What are the key asymmetries in strategic cultures between the United States and China? What are the implications for strategy and warfighting in the Indo-Pacific?



## **CMDCM Joseph Fahrney**

Command Master Chief Fahrney enlisted in the Navy in 1990. He supported and advised the Commanding Officer of the Naval Leadership and Ethics Center in training and preparing various members of command triads for their respective roles and facilitated the CMC/COB course of instruction at NLEC.

Prior to reporting as the Command Master Chief to the President, US Naval War College, Master Chief Fahrney served the Commanding Officer of the Naval Leadership and Ethics Center in educating and preparing command leadership teams for their respective roles as Major Commanders, Commanding Officers, Executive Officers, and Command

Senior Enlisted. His other Command Master Chief and Chief of the Boat roles include US Naval Forces Japan/Navy Region Japan, Task Force 70/Carrier Strike Group Five, Installation Command Master Chief for Naval Base Kitsap, and USS HENRY M. JACKSON (SSBN 730).

Among many other decorations, he received the Meritorious Service Medal, the Navy Commendation Medal, the Navy and Marine Corps Achievement Medal, and the Defense Mutual Cooperation Award from the Government of Japan (GoJ). He was a Ministry of Defense Fellow for the GoJ.

He holds a Bachelor of Science in education (magna cum laude) from Valdosta State University and a Master of Science in leadership (with distinction) from Roger Williams University. Fahrney's military education and training include the U.S. Navy Senior Enlisted Academy (Class 126), CMC/COB Capstone Course (Class 31) and Senior Shore Station Leadership Program. He is a 2010 Keystone Graduate of the National Defense University, 2015 graduate of the Naval Postgraduate School Navy Senior Leader Seminar and a 2021 graduate of the strategic thinking seminar at the University of Virginia Darden School of Business Administration.

CMDCM Fahrney is a Sexual Assault Victim Advocate and Master Training Specialist with certifications in Hogan Personality Assessment, Myers-Briggs Type Indicator (MBTI), and the Leadership Practices Inventory 360 (LPI 360).



### **CAPT Emily Bassett, USN**

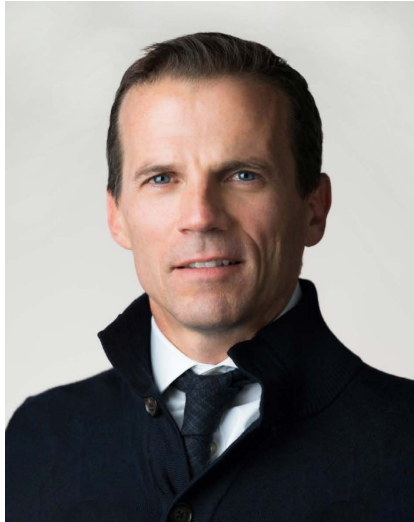
Captain Emily Bassett is a Surface Warfare Officer with a Nuclear Engineering subspecialty. A native of Edmonds, Washington, she graduated from Boston University's Navy ROTC program in 1999 with a Bachelor of Arts in Classical Civilizations.

Afloat, she completed her first division officer tour aboard the Amphibious Landing Dock ship USS RUSHMORE (LSD-47) as the Combat Information Center Officer and Assistant Operations Officer. After Nuclear Power training, she completed her second division officer tour aboard the aircraft carrier USS ABRAHAM LINCOLN (CVN-72) as the Reactor Laboratories Division Officer. She completed two Department Head equivalent tours, first as Operations Officer in USS INGRAHAM (FFG-61) and then as Reactor Electrical Assistant in USS ABRAHAM LINCOLN (CVN-72). She served as Executive Officer in USS ARLINGTON (LPD 24) certifying every warfare area in the ship's first training cycle and commencing the ship's Maiden Deployment. She has made five deployments, to include WESTPAC, CARAT, Operations ENDURING FREEDOM, SOUTHERN WATCH and IRAQI FREEDOM.

Captain Bassett was the first Commanding Officer of LCS Crew 214, and commissioned the USS MANCHESTER (LCS 14). She then served as the Reactor Officer in USS Gerald R Ford (CVN 78).

Ashore, Commander Bassett was selected for an Olmsted Scholarship and earned a Master's degree in Hispanic Studies, taught in Spanish, from the University of Cadiz in Spain. She served as COMNAVAIRLANT's Force Reactor Training Assistant, and has a Master's degree in Engineering Management from Old Dominion University. She has completed the Air Command and Staff College program for Joint Professional Military Education Phase I.

She is currently stationed in Seattle, WA as the COMNAVAIRFOR Force Nuclear Propulsion Officer (N9), Bremerton Detachment. She is the founder of LeanOnNavy.com, and serves as the President of Sea Service Leadership Association (SSLA). She is married to Will Bassett, a retired P-3 Orion pilot, and together they have two children, ages 10 and 12.



## **Mr. Chris Fussell**

President, McChrystal Group

Chris Fussell is the President of McChrystal Group. He is an author of the 2015 New York Times bestseller, *Team of Teams: New Rules of Engagement for a Complex World* as well as 2017 Wall Street Journal bestseller, *One Mission: How Leaders Build a Team of Teams*. He joined McChrystal Group as a Partner in 2012.

Chris was commissioned as an Officer in the United States Navy in 1997, and spent the next 15 years on US Navy SEAL Teams, leading SEAL elements in combat zones around the globe. From war-torn Kosovo, to counter-terrorism operations in Iraq and Afghanistan, to highly specialized efforts in the troubled areas of the Arabian Peninsula and North Africa, he experienced and led through the modern evolution of the US military's Special Operations community, first on SEAL Teams Two and Eight, then in the Naval Special Warfare Development Group.

Chris was selected to serve as Aide-de-Camp to then-Lieutenant General Stanley McChrystal during General McChrystal's final year commanding the Joint Special Operations Command (JSOC), where they served for a year together in Iraq. He witnessed first-hand the Special Operations community's transformation into a successful, agile network.

Chris is also a Senior Fellow for National Security at New America, a Washington, DC-based non-partisan think tank dedicated to understanding the next generation of challenges facing the United States. Chris is actively involved in several non-profits dedicated to helping veterans and their families, and holds a seat on the Board of Directors for the Navy SEAL Foundation. He is also a lifetime member to the Council on Foreign Relations.

Chris earned a Master of Arts in Irregular Warfare from the Naval Postgraduate School, receiving the Pat Tillman Award for highest peer-rated Special Operations Officer in the program. His thesis work focused on the interagency collaboration and intelligence sharing processes that drove effective, cross-silo collaboration during the peak of the wars in Iraq and Afghanistan.



## **Mr. David Motley**

CEO & President, MCAPS

David is an authority on corporate governance, strategy development, and company formation. He currently serves on the boards of First National Bank (NYSE: FNB); Koppers (NYSE: KOP); Deep Lake Capital (Nasdaq: DLCAU), II-VI, Inc. (Nasdaq: IIVI) Armada Supply Chain Solutions (\$4B privately held company); and Stanford Research Institute (SRI). His leadership positions on those boards include Lead Director, Nom Gov Chair, and Audit Chair.

David has founded or co-founded 4 enterprises: The BlueTree Venture Fund ([www.bluetreeventurefund.com](http://www.bluetreeventurefund.com)), Black Tech Nation Ventures ([www.btn.vc](http://www.btn.vc)), DDRC327, LLC (a real estate development company), and MCAPS, LLC (a professional services company). David is also the co-Founder of the African American Directors Forum ([www.aadfnational.org](http://www.aadfnational.org)), one of the more highly regarded resources for connecting board opportunities to exceptionally qualified African American executives.

During David's 30-year corporate career, he led strategy formulation for more than 50 businesses with revenue from zero to over \$2B. David's last three corporate roles were VP, GM positions with Respiroics (acquired by Philips) and Covidien (acquired by Medtronic) followed by a Senior Managing Director role with Headwaters SC (acquired by EY). David began his career at PPG Industries as a design engineer at PPG's Barberton, Ohio chemical manufacturing plant.

David is a Distinguished Alumnus Awardee of University of Pittsburgh's Swanson School of Engineering and earned his MBA at the Harvard Business School.

## READ-AHEAD AND QUESTIONS FROM MR. MOTLEY

### Read-ahead:

- "High-Performing Teams Start with a Culture of Shared Values," *Harvard Business Review*  
<https://hbr.org/2021/05/high-performing-teams-start-with-a-culture-of-shared-values>

**Skim** (The three links below are provided to be "skimmed not studied." They include thought starters and a vocabulary on organizational culture and the techniques that can be used to affect it. It is structured to allow you to delve deeper into areas that are of particular interest):

- **9 Categories for Influencing Organizational Culture**  
<https://simplicable.com/new/organizational-culture>
- **101 Words to Describe Work Culture**  
<https://simplicable.com/en/words-to-describe-work-culture>
- **21 Examples of Work Culture**  
<https://simplicable.com/new/work-culture>

### Consider and Reflect:

1. How would you describe the culture of the Navy? Of your domain in the Navy?
2. How close or far away is the Navy's culture from your *aspiration* for its culture? How close or far away is the Navy's culture from being an enabler for the vision and mission of the Navy?
3. What levers are you going to pull to address any gaps?
4. What "insights, questions, topics" from this week would you like to explore further during the fireside chat series that follows?





### **Dr. Rosalind Chow**

Professor of Organizational Behavior and Theory, Carnegie Mellon University

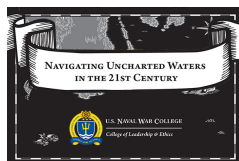
Dr. Chow's research studies the power of social hierarchy and its impact on diversity and inclusion. She has a particular interest in how those at the top of social hierarchies understand their dominant position, and how they can use their position to advance the outcomes of those who have historically been disempowered. Her scholarly work has been published in the fields of Social Psychology and Management. When not conducting research or teaching students at the Tepper School, she consults with companies on their DEI efforts, with a special focus on the effective

implementation of sponsorship programs. Her recent publications include "Fighting Backlash to Racial Equity Work: Understanding the real reasons why diversity initiatives provoke opposition can help you lead employees through cultural transformation," MIT Sloan Management Review, with co-authors L. Taylor Phillips, Brian S. Lowery, and Miguel M. Unzueta.



## AFLEX Attendees (alphabetical order)

VADM Kelly Aeschbach	Commander, Naval Information Forces
VADM Carl Chebi	Commander, Naval Air Systems Command
VADM Darse Crandall, Jr.	Judge Advocate General of the Navy
VADM Daniel Dwyer	Commander, SECOND Fleet/ Commander, Joint Forces Command Norfolk
Ms. Karen Fenstermacher, SES	Executive for Strategic Initiatives Naval Supply System Command
VADM John Fuller	Naval Inspector General
LtGen Michael Groen	Director, Joint Artificial Intelligence Center, Department of Defense
VADM William Houston	Commander, Submarine Force
VADM Jeffrey Hughes	Deputy Chief of Naval Operations for Warfighting Development, N7, Office of the Chief of Naval Operations
Dr. Mark Livingston, SES	Assistant Deputy, Chief of Naval Operations for Manpower, Personnel, Training, and Education
LtGen Rob Magowan	Deputy Commander UK Strategic Command
VADM William Merz	Deputy Chief of Naval Operations for Operations, Plans and Strategy, N3/N5, Office of the Chief of Naval Operations
VADM Francis Morley	Principal Military Deputy Assistant Secretary of the Navy (Research, Development and Acquisition)
Ms. Giao Phan, SES	Executive Director, Navy Sea Systems Command
VADM Karl Thomas	Commander, SEVENTH Fleet
Mr. Kurt Wendelken, SES	Vice Commander, Naval Supply Systems Command
VADM Frank Whitworth	Director of Intelligence, J-2, Joint Staff



# Vice Admiral Kelly Aeschbach

Commander, Naval Information Forces



## Vice Admiral Kelly Aeschbach

Vice Adm. Kelly Aeschbach is a 1990 graduate of George Washington University. She received her commission through the Naval Reserve Officers Training Corps and was designated a naval intelligence officer.

Aeschbach's operational assignments included Patrol Squadron (VP) 6, with deployments to Adak, Alaska, and Okinawa, Japan; Amphibious Squadron One, deploying to the Western Pacific and the Arabian Gulf; and Carrier Strike Group Nine, taking part in Operation Enduring Freedom. Her ashore assignments were Joint Intelligence Center Pacific, Aiea, Hawaii; Tactical Training Group Pacific, San Diego; Naval Personnel Command, Millington, Tennessee; U.S. Naval Forces Europe, London; U.S. Special Operations Command, Tampa, Florida; a military fellow at the Office of the Director of National Intelligence, McLean, Virginia; Office of the Chief of Naval Operations staff, Pentagon, Washington, D.C.; and Naval Information Forces, Suffolk, Virginia. She commanded Naval Computer and Telecommunications Area Master Station Atlantic, Norfolk Virginia from 2013 to 2015.

As a flag officer, Aeschbach served as deputy director of Intelligence for U.S. Forces–Afghanistan, director of Intelligence for U.S. Strategic Command at Offutt Air Force Base, Nebraska, director of National Maritime Intelligence Integration office and commander, Office of Naval Intelligence. Aeschbach's personal awards include the Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Joint Commendation Medal, Navy and Marine Corps Commendation Medal and the Navy Achievement Medal.

# Vice Admiral Carl P. Chebi



## Commander, Naval Air Systems Command

Vice Adm. Carl Chebi is a native of Holliston, Massachusetts. He earned a Bachelor of Science in Computer Systems Engineering and a commission as an ensign from the Naval Reserve Officer Training Corps at Rensselaer Polytechnic Institute. He is a graduate of the U.S. Naval Test Pilot School (USNTPS) and Navy Fighter Weapons School, he holds an Executive Masters in Business Administration from the Naval Postgraduate School.

Chebi served operationally as an F-14 pilot in Fighter Squadron (VF) 142 deployed with USS Eisenhower (CVN 69) and as executive officer and commanding officer for Strike Fighter Squadron (VFA) 192 deployed with USS Kitty Hawk (CV 63) to Atsugi, Japan. He participated in Operation Southern Watch and many Western Pacific deployments.

Chebi's shore tours include service as an aircraft and weapons test pilot in both Air Test and Evaluation Squadron (VX) 23 and VX-30 and as deputy for Strike Aircraft Plans and Requirements for the Office of the Chief of Naval Operations (OPNAV).

Chebi completed numerous acquisition tours beginning with USNTPS, where he flew the Mirage 2 aircraft in France. His program management experience includes serving as deputy program manager for the FA-18 and EA-18G Program Office (PMA-265); program manager for the Precision Strike Weapons Program Office (PMA-201), and the Naval Integrated Fires Program (PMA-298). He served as vice commander for NAVAIR; the Program Executive Officer (PEO) Command, Control, Communications, Computers and Intelligence/PEO Space Systems; and recently as deputy program executive officer, F-35 Lightning II Joint Program Office.

Chebi has 3700-plus flight hours, more than 700 carrier-arrested landings and logged hours in the F/A-188A-F, Mirage 2000, F-14A-D, F-15, F-16, P-51 and numerous other aircraft.

He is the recipient of the Distinguished Service Medal, Legion of Merit, Meritorious Service Medal and various unit and sea service awards.

Chebi assumed responsibilities as commander, Naval Air Systems Command in September 2021.

# Vice Admiral Darse E. "Del" Crandall Jr.

Judge Advocate General of the Navy



## Vice Admiral Darse E. "Del" Crandall Jr.

Vice Adm. "Del" Crandall is a native of Elgin, Illinois. He was commissioned through the Naval Reserve Officers Training Corps Program at Northwestern University, where he received a bachelor of arts degree in Economics. As a midshipman he earned silver "Dolphins," the enlisted submarine warfare qualification, on USS Woodrow Wilson (SSBN 624 GOLD).

His first tour of duty was as communications officer and anti-submarine warfare officer on USS Lockwood (FF 1064), homeported in Yokosuka, Japan, where he earned his surface warfare officer qualification. While serving as administrative assistant and aide to the Deputy Chief of Naval Operations (Naval Warfare), Crandall was selected for the law education program. In 1992, he graduated from Georgetown University Law Center, cum laude. In 1999, he received a Masters of Law in International Law from The George Washington University, with highest honors.

Crandall has completed several assignments within Naval Legal Service Command (NLSC) and the Office of the Judge Advocate General (OJAG). NLSC assignments include defense counsel, prosecutor, and civil law department head at Naval Legal Service Office (NLSO) Northwest Pacific; and, commanding officer of NLSO Central, Pensacola, Florida. OJAG assignments include administrative law attorney; and, deputy executive assistant to the Judge Advocate General. He also served one year in the dual role of Assistant Judge Advocate General (Operations and Management) / Chief of Staff, Region Legal Service Offices.

Crandall's staff and operational experience include staff judge advocate (SJA) and legal department head on USS Independence (CV 62), homeported in Yokosuka, Japan; deputy legal counsel to the Chairman of the Joint Chiefs of Staff; deputy SJA for Naval Forces Europe; SJA for U.S. Sixth Fleet; SJA for U.S. European Command; legal advisor to the Vice Chief of Naval Operations; special counsel to the Chief of Naval Operations; deputy legal advisor to the National Security Council staff; and Legal Counsel to the Chairman of the Joint Chiefs of Staff.

Crandall previously served as deputy judge advocate general of the Navy (DJAG) and commander, Naval Legal Service Command (CNLSC). As the DJAG, he also served as the deputy Department of Defense representative for Ocean Policy Affairs. As CNLSC, he led the attorneys, enlisted legalmen, and civilian employees of 14 commands that provide prosecution and defense services, legal assistance services to individuals, specialized legal training, and legal advice to Navy units around the world.

Crandall is the 45th judge advocate general of the Navy and serves as the principal military legal counsel to the secretary of the Navy and chief of naval operations. He also leads the 2,500 attorneys, enlisted legalmen and civilian employees of the worldwide Navy JAG Corps community.

Crandall is a member of the state bar of Virginia. His personal decorations include the Distinguished Service Medal, Defense Superior Service Medal (two awards), Legion of Merit (three awards), Defense Meritorious Service Medal (two awards), Meritorious Service Medal (two awards), Navy and Marine Corps Commendation Medal (four awards), and the Navy and Marine Corps Achievement Medal (two awards).

# Vice Admiral Daniel Dwyer

**Commander, SECOND Fleet/ Commander, Joint Forces Command Norfolk**



## Vice Admiral Daniel Dwyer

Vice Adm. Dwyer is a native of Alameda, California, and a graduate of the California Maritime Academy and U.S. Naval War College, where he holds a Bachelor of Science in Marine Transportation, a master's degree in Foreign Affairs and Strategic Studies, and a master's degree in Computer Information Science. Dwyer is also a graduate of the NATO Defense College General Flag Officer and Ambassador course.

Dwyer, a career F/A-18 naval aviator and graduate of the Navy Fighter Weapons School (TOPGUN), has completed eight carrier deployments to the Western Pacific, North Atlantic, Mediterranean, and North Arabian Sea, supporting Operations Southern Watch, Iraqi Freedom, Enduring Freedom, and New Dawn flying over 75 combat missions.

He has previously commanded Strike Fighter Squadron (VFA) 27; Provincial Reconstruction Team Asadabad, Kunar Province, Afghanistan; Fleet Replacement Squadron (VFA) 106, Carrier Air Wing 8, and Carrier Air Wing 17; as a flag officer Dwyer commanded the Theodore Roosevelt Carrier Strike Group (CSG 9), and was the 36<sup>th</sup> Chief of Naval Air Training (CNATRA).

His major staff assignments include director of Regional Outreach (CJ9) NATO Headquarters, Commander, International Security Assistance Force Kabul, Afghanistan, and director of Aviation Officer Distribution (Pers-43) Naval Personnel Command Millington, Tennessee.

As a flag officer Dwyer served as the chief of staff (CoS) and assistant chief of staff for Strategy, Resources and Plans (N5) for Commander, U.S. Naval Forces Europe and U.S. Naval Forces Africa and for Commander, U.S. 6th Fleet in Naples, Italy, and most recently director of Plans and Policy (J5) for U.S. Cyber Command in Fort Meade, Maryland.

Dwyer assumed duties as commander, Joint Force Command Norfolk, commander, U.S. Second Fleet, and director, Combined Joint Operations from the Sea Centre of Excellence on August 20, 2021.

Dwyer was the 1997 Commander Strike Fighter Wing Pacific Adm. Wesley McDonald Junior Officer of the Year and his personal decorations include the Defense Superior Service Medal, Legion of Merit, Bronze Star, Air Medal Strike/Flight, Combat Action Ribbon, Battle E (three awards) and has accumulated over 3,800 F-18 flight hours, and over 1,100 carrier arrested landings on 12 different aircraft carriers.

# Vice Admiral John Fuller

Naval Inspector General



Vice Admiral John Fuller

Vice Adm. John Fuller is the son of a retired Army colonel. He received his commission from the U.S. Naval Academy in 1987. He earned a Bachelor of Science in Political Science from the Naval Academy, a Master of Science in Management from the Naval Post Graduate School and a Master of Arts in National Security and Strategic Studies from the College of Naval Command and Staff at the Naval War College. He is a Massachusetts Institute of Technology Seminar XXI Fellow.

Fuller's sea duty tours include USS Vandegrift (FFG 48), USS Kauffman (FFG 59); Atlantic Fleet Propulsion Examining Board; Amphibious Force, U.S. 7th Fleet; USS Curtis Wilbur (DDG 54); commanding officer, USS Mason (DDG 87); commander, Task Group-Iraqi Maritime and deputy commander and commander, Destroyer Squadron 22.

Ashore, his tours include the U.S. Naval Academy, OPNAV and the Office of the Secretary of Defense's Staff.

His flag assignments include commander, Navy Region Hawaii/commander, Naval Surface Group, Middle Pacific; commander, Carrier Strike Group 1; director of Strategy, Policy & Plans (J5), North American Aerospace Defense Command and U.S. Northern Command; Joint Staff, J8, deputy director for Force Protection (DDFP) which included being director of the Joint Integrated Air and Missile Defense Organization (JIAMDO), Force Protection Division, Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense (JRO-CBRND), and chairman of the Protection Functional Capabilities Board.

Fuller assumed duties as the 42nd Naval Inspector General in June 2021.

Awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, Navy Commendation Medal, Navy Achievement Medal and various unit awards.



# Vice Admiral William Houston

**Commander, Naval Submarine Forces Commander, Submarine Force,  
U.S. Atlantic Fleet Commander, Allied Submarine Command**



Vice Admiral William Houston

Vice Adm. Houston is a native of Buffalo, New York and a graduate of the University of Notre Dame with a degree in Electrical Engineering. He was commissioned via the Navy Reserve Officer Training Corps (NROTC) program. He also holds a Master's of Business Administration from the College of William and Mary's Mason School of Business.

His sea tours include division officer assignments on USS Phoenix (SSN 702), engineer officer onboard USS Hampton (SSN 767), and executive officer onboard USS Tennessee (SSBN 734)(B). He commanded USS Hampton (SSN 767) in San Diego, California and was commodore of Submarine Squadron 20 in Kings Bay, Georgia.

His shore assignments include flag lieutenant for Commander Submarine Force, U.S. Atlantic Fleet; the Atlantic Fleet Nuclear Propulsion Examining Board; special assistant to the Director of Naval Reactors for Personnel and Policy; deputy commander for Submarine Squadron 20; the principal director for Nuclear Matters within the Office of the Secretary of Defense; the submarine and nuclear community manager, Military Personnel Plans and Policy (N133) and division director of Submarine and Nuclear Propulsion Distribution, Navy Personnel Command (PERS-42).

His flag assignments include deputy director for Strategic Targeting and Nuclear Mission Planning (J5N) United States Strategic Command, director of operations, Naval Forces Europe-Africa deputy commander, U.S. 6th Fleet, and commander, Submarine Group 8, and director, Undersea Warfare Division, Office of Chief of Naval Operations (N97).

Houston assumed his current duties in September 2021 as commander, Submarine Forces, he is the undersea domain lead, and is responsible for the submarine force's strategic vision. As commander, Submarine Force Atlantic, he commands all Atlantic-based U.S. submarines, their crews and supporting shore activities. These responsibilities also include duties as commander, Task Force (CTF) 114, CTF 88, and CTF 46. As commander, Allied Submarine Command, he is the principle undersea warfare advisor to all North Atlantic Treaty Organization strategic commanders.

# Vice Admiral Jeffrey Hughes

Deputy Chief of Naval Operations for Warfighting Development, N7, Office of the Chief of Naval Operations

## Vice Admiral Jeffrey Hughes



Vice Adm. Jeff Hughes is a native of Pittsburgh, Pennsylvania and a 1988 graduate of Duke University with a Bachelor of Science in Mechanical Engineering. He graduated with distinction from the Naval War College in 2008 receiving a Master of Arts in National Security and Strategic Studies.

He was designated a naval aviator in September 1989 and has flown MH-60R and SH-60B Seahawk helicopters throughout his career.

Hughes' operational assignments include initial squadron and detachment officer-in-charge/department head tours with the Swamp Foxes of Helicopter Anti-Submarine Squadron Light (HSL) 44 where he deployed on USS Carr (FFG 52), USS Elrod (FFG 55) and USS John Hancock (DD 981), supporting Strike Group deployments with the USS America (CV-66) and USS John F. Kennedy (CV 67). He was named HSL-44 Pilot of the Year and was the co-recipient of the Commanding Officer's Helmsman Award for calendar year (CY) 1993. He served as the flag lieutenant to Commander, Carrier Group 4, where he embarked all six East Coast aircraft carriers supporting six intermediate and advanced phase strike group underway training (C2X/JTFEX) periods. He served as the executive officer and 14th commanding officer of the Fighting Vipers of HSL-48. He was the Helicopter Maritime Strike Wing (HSM), U.S. Atlantic Fleet recipient of the Navy and Marine Association peer-selected leadership award for CY 2007. Additionally, he served as

commander, Helicopter Maritime Strike Wing, U.S. Pacific Fleet during a period of significant transition and growth in the HSM community.

His shore staff assignments include: Navy Space Command Detachment Alfa officer-in-charge; assistant aviation captain detailee and HSL/HS Placement officer in Navy Personnel Command (PERS 43); division chief for Africa in the Strategic Plans and Policy Directorate (J5) of the Joint Staff; and executive assistant to the Director, Air Warfare (OPNAV N98).

As a flag officer, Hughes has served as commander, Navy Recruiting Command; commander, Expeditionary Strike Group (ESG) 2; and most recently as deputy chief of Naval Personnel/commander, Navy Personnel Command. While at ESG 2, he was the commander, Task Force (CTF) 189 where he served as the joint force maritime component commander (forward) leading 4,500 Sailors and Marines conducting disaster relief operations in the U.S. Virgin Islands and Puerto Rico following hurricanes IRMA and MARIA.

His decorations include the Navy Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (four awards), and various other personal, unit, service and campaign awards. He is proud to have served on teams that received numerous unit commendations and Battle Efficiency awards.

Hughes began serving as the deputy chief of Naval Operations for Warfighting Development (N7) in January 2021.

# Vice Admiral William Merz

Deputy Chief of Naval Operations for Operations, Plans and Strategy, N3/N5, Office of the Chief of Naval Operations



## Vice Admiral William Merz

Vice Adm. Bill Merz is a native of San Diego, California and a 1986 graduate of the U.S. Naval Academy, earning a Bachelor of Science in Ocean Engineering. He subsequently earned master's degrees from Catholic University and the Naval War College (Naval Command College), and completed the MIT Seminar XXI program.

Previous operational flag tours included Naval Mine & Anti-Submarine Warfare Command (NMAWC) and Task Force 77 in San Diego, Task Force 54 in Bahrain, Task Force 74 in Japan, and Commander, U.S. 7th Fleet, embarked aboard USS Blue Ridge (LCC 19), also in Japan. Previous shore-side flag assignments included director, Undersea Warfare Division (OPNAV N97) and deputy CNO for Warfighting Requirements (OPNAV N9).

A career submarine officer, Merz earned his dolphins aboard USS Haddo (SSN 604) in San Diego and is among the few remaining "594 Tough" Permit-class submariners (formerly the Thresher class). Following Haddo, he qualified surface warfare officer in Guam aboard USS Proteus (AS 19), the last active U.S. ship in Tokyo Bay for the end of WWII in the Pacific. During his tour the Proteus crew earned the Humanitarian Service Medal in response to the eruption of Mt. Pinatubo in Luzon, Philippines. He then served as engineer officer aboard USS Boise (SSN 764) in Norfolk, followed by command of the nuclear deep-sea vessel (DSV) "NR-1",

command of the attack submarine USS Memphis (SSN 691), and major command of Submarine Development Squadron 12.

Other assignments included ship design research in Carderock, Maryland; Naval Reactors Line Locker (NAVSEA 08), Washington Navy Yard; chief of staff for Commander, Submarine Forces in Norfolk; and, Financial Management tours in the Pentagon on the Navy Staff (N80 Bullpen) and Joint Staff (J8 PBAD).

Over the course of ten overseas deployments the crews he served with collectively earned eight-unit awards, five Battle "E" s, and the Atlantic Fleet's Battenberg Cup. He is also an Honorary U.S. Navy Chief Petty Officer.

# Vice Admiral Francis Morley

Principal Military Deputy Assistant Secretary of the Navy (Research, Development and Acquisition)



Vice Admiral Francis Morley

Vice Adm. Frank Morley is a native of Phoenix, Arizona. He earned a Bachelor of Science in Physics and a commission as an ensign from the Naval Reserve Officer Training Corps at San Diego State University. He is a graduate of the U.S. Naval Test Pilot School and holds a Master of Science in Aviation Systems from the University of Tennessee. He is a graduate of the Air Command and Staff College, Joint Forces Staff College, Defense Systems Management College, George Washington University National Security Studies Program and Harvard's Kennedy School of Government National and International Security Program.

Morley served operationally as an F/A-18 pilot in Strike Fighter Squadron (VFA) 192 deployed with USS Independence (CV 62), VFA-83 deployed with USS George Washington (CVN 73), and command of VFA-87 deployed with USS Theodore Roosevelt (CVN 71). He also served as assistant navigator deployed with USS Enterprise (CVN 65). During these tours, he participated in operations Southern Watch, Desert Fox, Noble Eagle, Joint Guardian, Enduring Freedom and Iraqi Freedom.

His shore tours include service as a test pilot in Air Test and Evaluation Squadron (VX) 23, including being an F/A-18 E/F engineering, manufacturing and development (EMD) test pilot where he was the fifth pilot to fly the super hornet and first to land aboard ship; Chief, Air and Missile Defense (J3) U.S. Pacific Command; Deputy Program Manager (PMA-265) where he directed the final year of development and fleet introduction of the EA-18G Growler; Program Manager, F/A-18 and EA-18G Program Office (PMA-265); Vice Commander of Naval Air Systems Command headquartered in Patuxent River, Maryland; and the Deputy Assistant Secretary of the Navy for International Programs/Director, Navy International Programs.

In August 2021, he assumed responsibilities as Principal Military Deputy for the Assistant Secretary of the Navy Research, Development & Acquisition.

Morley has been recognized as Commander, Naval Air Force Atlantic Ship Handler of the Year and the Department of the Navy Program Manager of the Year. He has more than 3,500 flight hours and 750 carrier arrested landings. He has flown more than 35 different types of aircraft, including the F/A-18A-F, EA-18G, AV-8B, F-14, F-15, F-16 and MiG-29.



# Vice Admiral Karl Thomas

Commander, SEVENTH Fleet



## Vice Admiral Karl Thomas

Vice Adm. Karl Thomas is a native of Northern Virginia. He received his commission through the Naval Reserve Officer Training Corps at Rensselaer Polytechnic Institute in 1986 with a degree in Management Systems. He earned a Master of Science in Information Technology from Naval Postgraduate School in Monterey, Calif.

A carrier aviator in the E-2C Hawkeye, he served at sea as a division officer in Carrier Airborne Early Warning Squadron (VAW) 114; as ship's navigator aboard USS New Orleans (LPH 11) and USS Essex (LHD 2); as a department head in VAW117; and as executive officer and commanding officer of VAW117 during Operation Iraqi Freedom. After graduating nuclear power school, Thomas served as executive officer for both USS Dwight D. Eisenhower (CVN 69) and USS George Washington (CVN 73), delivering the first permanently forward-deployed nuclear aircraft carrier to Japan. He commanded the U.S. 6th Fleet Command Ship, USS Mount Whitney (LCC 20); USS Abraham Lincoln (CVN 72) during refueling complex overhaul (RCOH); and USS Carl Vinson (CVN 70) in support of Operation Inherent Resolve.

On shore, he served as a fleet replacement instructor in VAW110; as flag aide for both commander, Fighter Airborne Early Warning Wing Pacific and the director of Naval Reactors; in the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD AT&L) (Unmanned Warfare) coordinating the Unmanned Air Systems Task Force; and as executive assistant to the director, Air Warfare (N98).

As a flag officer, his tours include the director, 21st Century Sailor Office (N17); Task Force 70/Commander, Carrier Strike Group 5, deploying on USS Ronald Reagan (CVN 76) out of Yokosuka, Japan; and assistant deputy chief of naval operations for Operations, Plans, and Strategy, N3/5B. Thomas began serving as commander, U.S. 7th Fleet in July 2021.



# Vice Admiral Frank Whitworth

Director of Intelligence, J-2, Joint Staff



## Vice Admiral Frank Whitworth

Vice Adm. Whitworth is a 1989 graduate of Duke University Durham, North Carolina, with a Bachelor of Arts in Political Science. He holds a Master of Arts in National Security Studies from Georgetown University, Washington, District of Columbia, as well as a diploma from the Naval War College in Newport, Rhode Island.

Whitworth's command tours included Commander, Joint Intelligence Center Central; commanding officer, Navy Element of U.S. Central Command; and commanding officer, Kennedy Irregular Warfare Center.

Whitworth's operational tours included director of intelligence for U.S. Africa Command, director of intelligence for Joint Special Operations Command, director of intelligence and deputy director of Maritime Operations Center for Commander, U.S. Naval Forces Central Command, U.S. 5th Fleet; director of intelligence for a Special Operations Task Force in Afghanistan during three deployments supporting Operation Enduring Freedom; director of intelligence for Naval Special Warfare Development Group; special assistant for Political-Military Affairs at U.S. 6th Fleet during Operation Allied Force; indications and warning officer at U.S. Naval Forces Central Command, U.S. 5th Fleet, in support of Operation Desert Storm; and intelligence officer for Fighter Squadron 31 during USS Forrester's deployment in support of Operation Provide Comfort.

Whitworth's shore-based tours included the National Security Agency, chief of targets for the U.S. Central Command area of responsibility; Navy federal executive fellow to American Enterprise Institute; senior duty officer at the White House Situation Room; intelligence briefer for the Chief of Naval Operations and Secretary of the Navy; and intelligence watch analyst at the Office of Naval Intelligence and the National Military Joint Intelligence Center.

Whitworth's decorations include the Defense Superior Service Medal (three awards), Legion of Merit, Bronze Star (four awards), Defense Meritorious Service Medal (four awards), as well as the Edwin T. Layton Leadership Award, Vice Admiral Rufus L. Taylor Leadership Award, the Army's Knowlton Award for excellence in intelligence, the Republic of France's Médaille de la Défense nationale (Gold), and the Defense Intelligence Agency Director's Award.

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## Karen Fenstermacher



### **Executive for Strategic Initiatives Naval Supply System Command**

Ms. Fenstermacher is the Executive for Strategic Initiatives, Naval Supply Systems Command (NAVSUP), located in Mechanicsburg, Pa. She is responsible for oversight of efforts which advance the Command's reform program, auditability, and other areas aimed at restoring readiness and increasing lethality. Ms. Fenstermacher is spearheading implementation of Strategic Supplier Relationship Management across both the aviation and maritime vendor base.

Ms. Fenstermacher was selected to the Senior Executive Service in October of 2004. Prior to her present assignment as Executive for Strategic Initiatives she served as the Deputy Assistant Secretary of the Navy for Financial Operations, located in the National Capitol Region. Other assignments include Assistant Commander for Financial Management and Comptroller, Assistant Commander for Enterprise Business Operations, Director of Corporate Operations, and Command Information Officer also at NAVSUP.

Ms. Fenstermacher graduated from Elms College, Chicopee, Ma with a bachelor's degree in Finance and Economics, spending a year studying at the London School of Economics. She holds a master's degree in Strategic Studies from U.S. Army War College, Carlisle, Pa.

She joined the federal government after graduating from college in 1990. Prior to her assignments at NAVSUP, she served in the Washington, Dc area as a financial systems analyst with the Office of the Secretary of Defense, Comptroller; financial analyst on the staff of the Senate Arms Services Committee; and program manager in the Navy Budget Office. She has authored numerous technical papers and presentations in the area of finance.

Ms. Fenstermacher received the Meritorious Civilian Service Award in 2000 and Distinguished Civilian Service Awards in 2014 and 2016. In both 2011 and 2017, she was recipient of the Meritorious Executive Presidential Rank Award. She holds professional memberships in the American Society for Military Comptrollers and Level III certification in the Acquisition Professional Community.

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## **Dr. Mark A. Livingston**



### **Assistant Deputy Chief of Naval Operations (Manpower, Personnel, Training, and Education) (ADCNO MPT&E/OPNAV N1B)**



Dr. Mark Livingston assumed the duties as Assistant Deputy Chief of Naval Operations for Manpower, Personnel, Training, and Education (ADCNO MPT&E) in May 2020.

As the ADCNO MPT&E (OPNAV N1B), he serves as the civilian executive advisor to the Chief of Naval Personnel. Together they are responsible for the planning and programming of all manpower, personnel, training, and education resources for the U.S. Navy. This includes leading more than 26,000 dedicated professionals engaged in the recruiting, talent management, training, and development of Navy personnel. He is responsible for oversight of the programming, budgeting, execution, and accounting of approximately \$32 billion of Department of the Navy resources annually.

A member of the Senior Executive Service since January 2013, he is a career Intelligence and Security Management Executive. He most recently served as the Senior Director of Security, Intelligence and Insider Threat for the Under Secretary of the Navy. Dr. Livingston previously served his country as a U.S. Marine Corps Intelligence Officer, Supervisory Special Agent in the Pentagon, Senior Nuclear Reactor Specialist with the U.S. Nuclear Regulatory Commission, and Director, Corporate Intelligence Programs, Northrop Gunman. A graduate of the University of Maryland University College, he earned a BS in Psychology, MSc in Human Resource Management, Executive MBA, and a Doctorate in Management.

Dr. Livingston's awards include two U.S. Navy Superior Service Medals, two Civilian Meritorious Service Medals, the Director of National Intelligence Exceptional Achievement Medal, and nominated for the George Washington Spymaster Award.

Dr. Livingston is a graduate of the Federal Executive Institute's Leadership for a Democratic Society, the Office of Navy Intelligence Senior Executive Development Program, the Vanguard Senior Executive Development Program, the Department of the Navy Executive Leadership Program, and the Federal Bureau Investigation Senior Executive Service Cyber Leadership Course. He also serves as an Adjunct Professor at the University of Maryland Global College and George Mason University. He is also a member of the GMU Chief Risk Officer Advisory Council where he teaches the Chief Risk Officer Program and Diversity, Inclusion, and Equity for executive leadership development.

# Ms. Giao Phan

## Executive Director, Naval Sea Systems Command

Ms. Giao Phan serves as Naval Sea Systems Command's (NAVSEA) Executive Director. In this capacity, she provides executive leadership to more than 85,000 military and civilian personnel across the globe who execute the research, development, acquisition, maintenance, modernization, and inactivation of the Navy's battle force and most major combat and Hull, Mechanical, and Electrical (HM&E) systems.



Ms. Phan entered the Senior Executive Service (SES) in November 2007 as the Coast Guard Deputy Director of Acquisition Programs where she oversaw 400 military and civilian personnel in their execution of a broad acquisition portfolio including 12 multi-billion dollar projects, 7 subordinate Program Offices, and a \$30 billion investment portfolio dedicated to the modernization and recapitalization of surface, air, command and control, and logistics assets required for the USCG's maritime missions.

Most recently, Ms. Phan served dual hatted as the Executive Director for Ship Maintenance and Modernization (SEA21B) & Deputy Commander for Navy Regional Maintenance Center (CNRMC) at the Naval Sea Systems Command (NAVSEA). In this capacity, she oversaw the programs responsible for the life-cycle management of the Navy's in-service surface ships, including critical modernization and maintenance efforts, as well as Foreign Military Sales, training, and ship inactivation; she also provided executive leadership to the operations and management of the Regional Maintenance Centers in the execution of private sector, depot-level maintenance and modernization, surface ship intermediate-level maintenance, and fleet technical and engineering support world-wide.

She also served as the Executive Director of Program Executive Office, Aircraft Carriers (2013-2019), where she was responsible for a \$40 billion acquisition portfolio including the design and construction of Ford-class aircraft carriers, execution of the mid-life Refueling Complex Overhauls for Nimitz-class carriers, inactivation of USS Enterprise (CVN 65), and life cycle sustainment for all in-service USN carriers.

She began her Navy civil service career in 1984 and has held numerous leadership positions managing development and integration programs including Deputy Program Manager for the In-Service Aircraft Carrier Program Office (2006 - 2007) and Assistant Program Manager for Nimitz-class carriers (2004 - 2006), where she led the design, construction, test, and delivery of the final ship, USS George H. W. Bush (CVN 77), a \$6 billion dollar ACAT I program. Other previous assignments include Director for Aircraft Carriers and Amphibious Ships for Deputy Assistant Secretary of the Navy for Research, Development and Acquisition (Ships), and as the Electronics Systems Manager for the Seawolf Fast Attack Submarine Program.

Ms. Phan received her Civil Engineering degree from Virginia Tech, and earned her MS in Management from Florida Tech. Her awards include Navy Distinguished Civilian Service Award (2019), the AAGEN Stanley Suyat Memorial Leadership Award (2016), USCG Superior Achievement Award (2013), Federal Asian Pacific American Council Outstanding Individual Leadership Award (2013), Women of Color STEM Career Achievement in Government Award (2010), Navy Superior Civilian Service Award (2006), and the Navy Meritorious Civilian Award (2004).



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## **Kurt J. Wendelken**



### **Vice Commander Naval Supply Systems Command**

Mr. Kurt J. Wendelken serves as the vice commander and executive director of Naval Supply Systems Command (NAVSUP). He assumed these duties in January 2020. Mr. Wendelken leads NAVSUP's worldwide workforce of over 22,500 military and civilian personnel in strategy, business transformation and execution for Navy end-to-end supply chain integration, acquisition, operational logistics and Sailor care services to sustain naval forces worldwide. He became a member of the Senior Executive Service in 2016.

Mr. Wendelken served 26 years on active duty in the United States Navy, as a member of the Supply Corps, retiring at the rank of captain. In his last active duty assignment, Mr. Wendelken was the commanding officer of NAVSUP Business Systems Center. Other assignments included senior-level positions on the staff of the Chief of Naval Operations, U.S. Central Command and NATO Supreme Headquarters Allied Powers Europe (SHAPE). Mr. Wendelken also served on three ships during his naval career: the USS LaSalle (AGF 3), USS Underwood (FFG 36) and USS Bataan (LHD 5).

A native of Huntington, NY, he received a bachelor's degree in international business from Hofstra University and a master's degree in information technology management from the Naval Postgraduate School. Mr. Wendelken is a graduate of the Executive Program, Tuck School of Business, Dartmouth College and the U.S. Naval War College, College of Command and Staff. Mr. Wendelken is a member of the Defense Acquisition Corps.

In Mr. Wendelken's previous position, he served as the NAVSUP assistant commander for supply chain technology/systems integration and chief information officer. In this position, he served as Navy's lead for supply chain automation & technology exploitation, systems integration, data analytics and the U.S. Navy's authoritative expert for supply chain cyber protection and supply chain surety.

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**Lieutenant General Michael S. Groen, USMC**  
**Director, Joint Artificial Intelligence Center**  
**Department of Defense**



Lieutenant General Michael S. Groen assumed his current position as the Director, Joint Artificial Intelligence Center on 1 October 2020. As a member of the JAIC team, he leads the transformation of U.S. Joint warfighting and departmental processes through the integration of Artificial Intelligence.

Prior to this nomination, General Groen was assigned to the National Security Agency and served as the Deputy Chief of Computer Network Operations, leading this premier Computer Network Exploitation organization. In 2018/2019, he served as the Director for Intelligence, Joint Staff (J2) in direct support of the Chairman of the Joint Chiefs and the Joint Staff. He also served as the Vice J2. Prior to his Joint Staff assignments, General Groen served as the Director of Marine Corps Intelligence (DIRINT) where he championed the redesign of intelligence capabilities into a Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISRE).

General Groen has served in a variety of operational, ground, air, and naval units. His service has included Central America, the Western Pacific, the Philippines, the Balkans and Iraq, General Groen served afloat with the 31st Marine Expeditionary Unit and supported aviation units in the U.S. and Okinawa. In 2003, he was assigned to the 1st Marine Division. He initially served as the Deputy Intelligence officer, then became the Intelligence Officer (G-2) in 2004. He has supported both conventional combat and counter-insurgency operations. General Groen was a principal in the redesign of Marine Intelligence to meet the emerging demands of the Global War on Terror. Later, General Groen served with the U.S. European Command as the Chief of Intelligence Planning for Europe and Africa. He was instrumental in transitioning intelligence processes into the Joint Intelligence Operations Center.

General Groen has commanded intelligence and operational units including the 3d Radio Battalion (conducting its first deployment to the Southern Philippines in support of Operation ENDURING FREEDOM) and the Headquarters Battalion, 1st Marine Division in Camp Pendleton, California. He was also given additional duties as the Division's Chief of Staff. As a perpetual change-agent, he has served as a Combat Development, Requirements, and Acquisition officer. He served as the initial Director of the Commandant's Amphibious Capabilities Working Group (Capabilities), the Ellis Group (Expeditionary Futures) and as the Director of the Commandant of the Marine Corps Strategic Initiatives Group (SIG).

General Groen is a graduate of Calvin College in Grand Rapids, MI with a Bachelor's Degree in Engineering. He has received multiple Master's Degrees from the University of Southern California (Systems Management) and from the Naval Postgraduate School (Electrical Engineering, Applied Physics.) General Groen is a graduate of the Marine Corps Command and Staff College and the Naval War College.

General Groen's personal decorations include the Defense Superior Service Medal, the Legion of Merit, the Bronze Star, and the Combat Action Ribbon.

General Groen is a native of Michigan with three sons.

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## **Deputy Commander UK Strategic Command**

### **Lieutenant General Rob Magowan CB CBE**

Lieutenant General Rob Magowan joined the Royal Marines in 1989 after reading chemistry at Southampton University. His early command appointments included a tour of Northern Ireland. Returning from the US Marine Corps staff course, he was posted to HQ 3 UK Division, during which time he deployed to Afghanistan on the first International Security Assistance Force deployment. He returned to 42 Commando as Second in Command, deploying to Kuwait and Iraq for Operation Telic 1.

Subsequently, he worked in the Cabinet Office, the Foreign and Commonwealth Office and the Ministry of Defence, with a focus on intelligence. He assumed command of the Royal Marines 30 Commando Information Exploitation Group, deploying to Helmand province.

After Higher Command and Staff Course, as a Brigadier he was Chief of Staff to the National Contingent Commander in Kabul, Commodore Naval Personnel Strategy and then Commander Joint Forces Intelligence Group.

He became Commandant General Royal Marines and Commander United Kingdom Amphibious Forces in 2016. He also assumed command of the European Union Naval Force Somalia. His staff appointments as a Major General were Assistant Chief of Naval Staff (Capability) and Assistant Chief of the Defence Staff (Capability and Force Design).

He has been Deputy Commander UK Strategic Command since January 2020. He reassumed the position of Commandant General Royal Marines in April 2021, which he fulfils alongside his UK Strategic Command duties.

He is the Defence Buddhist Champion, chairs the Defence Mindfulness Steering Group and is President of the Council for Cadet Rifle Shooting. He is President of the Royal Marines Association and Royal Marines Charity, Royal Navy/Royal Marines Mountaineering Club, RN Netball Association and RN/RM Rifle Association. He is also President of the charity 65 Degrees North.

He lives in Hampshire with his wife, Charlotte, and two teenage daughters. He remains an active mountaineer. He enjoys reading European political history and is a keen amateur cook.