



# BRIDGING THE STRAITS III

THE MARITIME STRATEGY OF THE 1980s: HISTORY LOOKS AHEAD

AT THE  
U.S. NAVAL WAR COLLEGE  
MARCH 30-31, 2021





## BRIDGING THE STRAITS III

### THE MARITIME STRATEGY OF THE 1980s: HISTORY LOOKS AHEAD

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Strategic and Operational Research Department  
U.S. Naval War College, Newport, Rhode Island

#### Overview

In January 1986, Admiral James D. Watkins publicly announced what became known as “The Maritime Strategy” in a U.S. Naval Institute *Proceedings* article. Thirty-five years after the official announcement, it is time to revisit the history and impact of 1980s strategy. Why? Because the United States is once again facing a near-peer competitor in the challenge for global leadership. It is thus the responsibility of navalists and national security scholars to help sort through the claims of proponents of the U.S. Navy about the Maritime Strategy. It will also help to assess the utility of service-level strategic documents, how those service visions serve national needs, and whether the USN will rally around its new tri-service strategy, *Advantage at Sea: Prevailing with Integrated All Domain Naval Power*.

Officers, both retired and active duty, not to mention navalists, often invoke the 1980s strategy as a model for what is required as the nation faces the rise of great powers with global maritime ambitions. Many naval officers and their supporters have not been entirely pleased with the strategic visions issued since 1986. Among the criticism are that the strategies do not present a unifying vision that the public, Congress, and the Office of the Secretary of Defense can rally behind because they improperly specify the geostrategic challenges or the ways in which the USN should contribute to U.S. national security priorities, or because they fail to resonate inside the sea services. For outside observers, it is sometimes difficult to determine which dimensions of the strategies are the product of the parochial naval service concerns and which are genuine concerns for U.S. national security writ large.

This conference will ask panelists and keynote speakers to focus on one or more of the following questions:

- What factors were most decisive in determining the content of the 1980s strategy?
  - Operational challenges associated with competing, deterring, and fighting the Soviet Union?
  - Ideas related to the appropriate use of sea power?
  - Intelligence about the intentions and capabilities of the Soviet Union?
  - Operational experiences associated with exercises and maneuvers? Or,
  - The process of systematically wargaming various approaches to global war with the Soviet Navy?
- What has been the impact of the 1980s strategy and strategic development process on more recent strategies including the *Cooperative Strategy for the 21st Century Seapower*, the revised *Cooperative Strategy for the 21st Century Seapower*, and *Advantage at Sea*?
- How, if at all, did American adversaries, allies, and partners respond to the 1980s “Maritime Strategy”?
- How, if at all, do American maritime strategies impact American allies, partners, and adversaries?

This one and one-third day virtual event will focus on the above questions. Like the two earlier Bridging the Straits workshops,<sup>1</sup> this event will bring together navy leaders, navalists, and outside academic experts to deepen the U.S. Navy’s and the nation’s understanding of the maritime dimension of U.S. national security strategy. It will also incorporate those responsible for developing, writing, and implementing the 1980s strategy and subsequent strategic documents. Participants will include twenty-seven panelists, moderators, discussants, and speakers. The audience will be influential naval and national strategists from within the U.S. government as well as faculty and staff from the U.S. Naval War College. Every effort will be made to engage national security and strategic studies scholars.

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<sup>1</sup> Dr. Jonathan Caverley and Dr. Peter Dombrowski initiated the Bridging the Straits series to encourage greater engagement among the officer corps of the naval services, civilian navalists, and the national security community of scholars. The first event held in Newport examined the differing operational and strategic perspectives of the USN and outside experts in meeting the maritime threats posed by China. The second event held in Tokyo focused closely on allied perspectives, particularly Japan, in meeting key operational and strategic challenges.

# BRIDGING THE STRAITS III: HISTORY LOOKS AHEAD

## AGENDA

(All times Eastern U.S. and Canada)

### **TUESDAY, MARCH 30, 2021**

#### **1400 NWC Greeting**

[RADM Shoshana S. Chatfield](#), USN, President, U.S. Naval War College

Moderator: [Dr. Peter Dombrowski](#), U.S. Naval War College

#### **1415 Opening Address**

[RDML Tom Williams](#), USN, Director, Plans, Policy, and Integration (N5), Office of the Chief of Naval Operations

Moderator: [Dean Thomas Culora](#), U.S. Naval War College

Moderator: [Dr. Chris Demchak](#), U.S. Naval War College

#### **1515 U.S. Maritime Strategy: Yesterday and Today**

[CAPT Peter Swartz](#), USN (Ret.), CNA

Moderator: [Dr. Jonathan Caverley](#), U.S. Naval War College

Moderator: [Dr. Frank Smith III](#), U.S. Naval War College

### **WEDNESDAY, MARCH 31, 2021**

#### **0900 Welcome**

[Dr. Peter Dombrowski](#), U.S. Naval War College

#### **0915 Perspectives on the 1980s Maritime Strategy after 35 Years**

1. [Dr. Steven Wills](#), CNA

2. [Dr. David Alan Rosenberg](#), Institute for Defense Analyses

3. [Dr. Nicholas Prime](#), U.S. Army War College

4. [CAPT Ken McGruther](#), USN (Ret.)

5. [CDR R. Mitchell Brown III](#), USN (Ret.), U.S. Naval War College at Naval Postgraduate School

Discussant: [Dr. Peter Dombrowski](#), U.S. Naval War College

Moderator: [Dr. Jonathan Caverley](#), U.S. Naval War College

#### **1130 Lunch Break**

#### **1200 Keynote Address**

[Dr. Janine Davidson](#), President, Metropolitan University, and former Undersecretary of the Navy

Moderator: [Dr. Colin Jackson](#), U.S. Naval War College

Moderator: [Dr. Drew C. Winner](#), U.S. Naval War College

#### **1245 Break**

#### **1250 Beyond the Maritime Strategy of the 1980s**

1. [Dr. Peter Haynes](#), Naval History and Heritage Command

2. [Mr. Bryan McGrath](#), Ferrybridge LLC

3. [Dr. Sam Tangredi](#), U.S. Naval War College

4. [Mr. Bruce Stubbs](#), Strategy & Concepts Branch (N722), Office of the Chief of Naval Operations

Discussant: [Dr. Jonathan Caverley](#), U.S. Naval War College

Moderator: [Dr. Peter Dombrowski](#), U.S. Naval War College

#### **1405 Break**

#### **1410 International Perspectives on American Naval Strategies**

1. [Dr. Sebastian Bruns](#), Center for Maritime Strategy & Security, Institute for Security Policy, University of Kiel
2. [Dr. Narushige Michishita](#), Security and International Studies Program, National Graduate Institute for Policy Studies
3. [Dr Alessio Patalano](#), King's College, London
4. [RADM James Goldrick](#), RAN (Ret.), Lowy Institute and Australian National University
5. [Dr Alexey Muraviev](#), Curtin University

Discussant: [Dr. Geoffrey Till](#), John B. Hattendorf Center for Maritime Historical Research, U.S. Naval War College

Moderator: [Dr. Peter Dombrowski](#), U.S. Naval War College

#### **1625 Break**

#### **1630 *Advantage at Sea: A View from Inside***

1. [CAPT Matthew Culp](#), USN, CNO's Strategic Action Group (N00Z), Office of the Chief of Naval Operations
2. [Col. Robb Sucher](#), USMC, Plans, Policies and Operations, Headquarters, Marine Corps
3. [CDR Kate Higgins-Bloom](#), USCG, Office of Emerging Policy (CG-DCO-X), Deputy Commandant for Operations, U.S. Coast Guard Headquarters

Discussant: [Dr. Caitlin Talmadge](#), Georgetown University

Moderator: [CDR Daniel Caldwell](#), USN, U.S. Naval War College

#### **1730 Closing Remarks**

Drs. Jonathan Caverley and Peter Dombrowski, U.S. Naval War College

## BIOGRAPHIES

In Alphabetical Order

### **CDR R. Mitchell Brown III, USN (Ret.)**

Education: BS, USNA, 1968; MBA, UPENN 1976, MA, NPS 1980, C&S, NWC 2002

Military: CDR, USN (Ret.), 26 years active; Naval Aviator (Helo), Combat vet (Vietnam). Surface Warfare qual; two CV cruise, Staffs: CNAP, CNE (London), OPNAV (Pentagon)

Teaching: UPENN NROTC (3yr), NPS (NSA/Intel) (1 oyr), NWC/CDE Monterey (20yr)

Special: Primary author of the Maritime Strategy (Rev IV), Navy's first STO Planner, most recent writing: Rotor Review, Fall 2019, Movie review for *Scramble the Seawolves*.

**Dr. Sebastian Bruns** heads the Center for Maritime Strategy & Security (CMSS) at the ISPK. He is a specialist in naval strategy and the German and United States navies. Sebastian holds a PhD in Political Science (U of Kiel). His critically acclaimed study *U.S. Naval Strategy and National Security. The Evolution of American Maritime Power* (Routledge: London, 2017) follows American sea power from the late Cold War to today. He is the editor of the *Routledge Handbook of Naval Strategy and Security*, together with Joachim Krause (Routledge: London, 2016). His latest book is *Conceptualizing Naval & Maritime Strategy*, edited with Sarandis Papadopoulos, which brings together maritime strategy experts from the U.S., Europe, and Asia (forthcoming, Baden-Baden 2020). Dr. Bruns is the Director of the Kiel Seapower Series, Conference Chairman of the Kiel International Seapower Symposia, and a major player in various maritime strategy events such as the Kiel Conferences 2015 & 2016 and the Baltic Sea Strategy Forum series. He has contributed to national and international media, edited volumes, professional magazines, journals, and online publications. As the only non-American citizen, he was selected to contribute to a U.S. Navy research series on naval history and strategy (2016). Sebastian also taught at the University of Kiel. Before coming to Kiel, Sebastian served Rep. Todd Young (R-IN) as legislative aide in the 112th U.S. Congress (2010-2011) in Washington, D.C., handling the Congressman's defense and military policy. Sebastian holds an M.A. in North American Studies from the University of Bonn (2007), spent time abroad studying at the University of Copenhagen, and is an avid fan of soccer, the sea, *The Simpsons*, and the epic music of Dire Straits.

**CDR Daniel Caldwell, USN**, is a career Surface Warfare Officer with 28 years of service in the Navy. He has seen service aboard five ships, most recently as the operations officer on USS Makin Island (LHD 8). His shore tours include planning billets with CJTF-HOA, COMPACFLT, USINDOPACOM, and the Joint Staff. He has served as a professor of joint military operations at the U.S. Naval War College and is currently the Director of the China Maritime Studies Institute.

**Dr. Jonathan Caverley** is Professor of Strategy in the Strategic & Operational Research Department of the U.S. Naval War College's Center for Naval Warfare Studies and a research scientist in political science at the Massachusetts Institute of Technology. Caverley was formerly Assistant Professor of political science at Northwestern, where he founded and co-chaired the Working Group on Security Studies at the Roberta Buffett Center. Caverley previously served eight years as a submarine officer in the U.S. Navy and as an assistant professor of naval science at Northwestern University, where he taught undergraduate classes in naval engineering and in leadership and management.

**RADM Shoshana S. Chatfield, USN**, is the fifty-seventh President of the U.S. Naval War College and a career naval helicopter pilot. A native of Garden Grove, California, she graduated from Boston University in 1987 with a Bachelor of Arts in International Relations and French Language and Literature. She received her commission through the Naval Reserve Officers Training Corps in 1988 and earned her wings of gold in 1989. Chatfield was awarded the Navy's Political/Military Scholarship and attended the Kennedy School of Government, receiving a Master of Public Administration from Harvard University in 1997. In 2009, the University of San Diego conferred upon her a doctorate of education in leadership studies. Operationally, she flew the SH-3, CH-46D and MH-60S and deployed in helicopter detachments to the Western Pacific and Arabian Gulf supporting carrier strike group and amphibious ready group operations. Ashore, she participated in the Joint Staff/OSD Internship Program, augmenting the Joint Staff, Plans and Policy (J-5) Directorate, Central & Eastern European Branch and served as assistant professor of political science at the United States Air Force Academy from 2001–2004. Chatfield commanded at the squadron and type wing level and additionally commanded a joint provincial reconstruction team in Farah Province, Afghanistan. Most recently, Chatfield commanded Joint Region Marianas from January 2017 to August 2019.



**Professor Thomas Culora** is dean of the Center for Naval Warfare Studies at the U.S. Naval War College. A former naval aviator, his command tours include commanding officer of the USS BOXER and of a the HSL-47 “Saberhawks.” He served on the Joint Staff where he developed U.S. policy for NATO enlargement and was flag secretary to the Chief of Naval Education and Training. His last tour while on active duty was deputy director for strategy and policy at OPNAV.

He was a fellow at Harvard University’s Olin Institute (2001-2002) and a fellow at the Council on Foreign Relations in New York (2006-2007). He holds an MA from the Naval Postgraduate School and an MA from the Naval War College where he graduated with distinction.

He holds a BFA from The School of Visual Arts in New York while on a four-year full scholarship and currently sustains an active art career.

**CAPT Matthew Culp, USN**, is an F/A-18 pilot, Graduate of TOPGUN and the U.S. Naval War College’s Advanced Strategist Program, and currently serving as the director of CNO’s Strategic Actions Group.

**Dr. Janine Davidson** has served as president of Metropolitan State University of Denver since 2017. She is a national thought leader in higher education and on topics such as public service, U.S. foreign policy and national security.

As president of Colorado’s third-largest public university, Davidson is a fierce advocate for MSU Denver’s 19,000 students. From her first days on campus, she has championed the role public universities play in “holding the line on the American dream.” She has staunchly supported the DREAM Act and MSU Denver’s Deferred Action for Childhood Arrivals students, as well as its minoritized students and military and veteran students.

Davidson has spearheaded the development of high-quality, career-oriented undergraduate and graduate academic programs that serve Colorado’s communities and power its economy. She launched the University’s Classroom to Career Hub, connecting students with employers for a direct pipeline into the state and national workforce. She has also overseen the creation of the MSU Denver Health Institute – a collaboration of 10 academic departments in health-related fields that addresses state health-care-industry shortages.

Prior to her time at MSU Denver, Davidson served as the 32nd undersecretary of the United States Navy. Her appointment by then-President Barack Obama as Navy “under” followed nearly 30 years of academic, civilian and military service.

She has taught at George Mason University, Georgetown University, Davidson College and various professional military schools, and was an aviation and aerobatics flight instructor at the U.S. Air Force Academy. She recently returned to the classroom at MSU Denver, co-teaching a course on the philosophical and legal origins of freedom of speech in the United States.

Davidson began her career as an Air Force officer and cargo pilot. She was a distinguished graduate of the Air Force Squadron Officer School and was the first woman to fly the Air Force’s tactical C-130.

Her various honors include: HillVets Top 100 Most Influential Veterans; University of South Carolina Distinguished Alumna; Secretary of the Navy Medal for Distinguished Public Service; Secretary of Defense Medal for Outstanding Public Service; Girl Scouts of Colorado 2018 Woman of Distinction; and the Colorado Women’s Chamber of Commerce 2019 Top 25 Most Powerful Women in Business.

At the national level, Davidson is a National Association of Public Administrators fellow and a life member of the Council on Foreign Relations. She served as a presidentially appointed commissioner for the National Commission on Military, National and Public Service and for the Commission on the Structure of the Air Force. Locally, she is a member of the Denver Education Compact and serves on the boards of the Downtown Denver Partnership, the Denver Metro Chamber Leadership Foundation and the Rose Community Foundation.

**Dr. Chris C. Demchak** holds degrees in engineering, economics, and comparative complex organization systems /political science. She is the Grace M. Hopper Chair of Cyber Security and Senior Cyber Scholar, Cyber and Innovation Policy Institute, U.S. Naval War College. In published articles, books, and current research on cyberspace as a global, insecure, complex, conflict-prone “substrate,” Demchak takes a socio-technical-economic systemic (STES) approach to comparative institutional evolution with emerging technologies, adversaries’ cyber/AI/ML use in campaigns, virtual wargaming for strategic/operational organizational learning, and regional/national/enterprise-wide resilience against complex systems surprise. Her manuscript in-progress is entitled *Cyber Westphalia: Rise of Great Systems Conflict and Democratic Collective Resilience*. Her next manuscript is entitled *Cyber Commands: Organizing for Cybered Great Systems Conflict*.

**Dr. Peter Dombrowski** is a professor of strategy in the Strategic and Operational Research Department. Previous positions include chair of the Strategic Research Department, editor of the Naval War College Review, co-editor of International Studies Quarterly, and associate professor of political science at Iowa State University. Dombrowski is the author of over 65 publications. His most recent book is, *The End of Grand Strategy: U.S. Maritime Operations in the 21st Century* (Cornell 2018). He received his B.A. from Williams College and an M.A. and Ph.D. from the University of Maryland.

**RADM James Goldrick, RAN (Ret.)**, had service around the world in the Royal Australian Navy and on exchange with the British Royal Navy. An anti-submarine specialist, he commanded HMA Ships Cessnock and Sydney (twice), the Australian Surface Task Group and the multinational maritime interception force in the Persian Gulf in 2002 and Australia's inter-agency Border Protection Command in 2006-2008. Other commands included the Australian Defence Force Academy (twice – 2003-2006 and 2011-2012), and the Australian Defence College (2008-2011). Adjunct Professor at UNSW Canberra, he is also Adjunct in SDSC at the ANU and a Professorial Fellow of ANCORS at the University of Wollongong. He has published in many academic and professional journals and contributed chapters to more than 40 books. His books include: *No Easy Answers: The Development of the Navies of India, Pakistan, Bangladesh and Sri Lanka* and, with Jack McCaffrie, *Navies of South-East Asia: A Comparative Study*.

**Dr. Peter Haynes** is the deputy director of the Director's Action Group, Naval History and Heritage Command in Washington, DC. Previously, he was a senior fellow at the Center for Strategic and Budgetary Assessments specializing in maritime strategy. He retired as a Navy captain in 2016. Tours included: deputy director, Strategy, Plans, and Policy (J5), U.S. Special Operations Command; director, Strategy and Plans (J5), CTF – Horn of Africa; chief, Advanced Concepts, OPNAV N511; chief, Strategy and Concepts, OPNAV N513; and Russia/Ukraine desk officer, Joint Staff J5. Operationally, he flew the E-2C Hawkeye, commanding VAW-112. He holds a Ph.D in Security Studies and an M.A. in National Security Affairs (with Distinction) from the Naval Postgraduate School and a B.A. in History from the University of Notre Dame. He authored *Toward a New Maritime Strategy: American Naval Thinking in the Post-Cold War Era* (2015), which is on CNO Gilday's Professional Reading List.

**CDR Kate Higgins-Bloom, USCG**, is a Coast Guard Response Officer. She is assigned to the Coast Guard's Office of Emerging Policy (DCO-X), where she directs the service's strategic foresight initiative and leads the drafting of interagency and enterprise documents such the Coast Guard Arctic Strategic Outlook. Previous tours include commanding officer of Coast Guard Cutter BARANOF, service as a White House Fellow, and command center chief at Sector Virginia.

**Dr. Colin F. Jackson** is currently chair of the Strategic and Operational Research Department at the U.S. Naval War College. He previously served as Deputy Assistant Secretary of Defense for Afghanistan, Pakistan, and Central Asia (2017-2019), overseeing all strategy, security cooperation, budget oversight, and contingency planning. He also served as the senior DOD representative to the U.S.-Taliban peace talks. From 2006-2017, he was a professor in the Strategy Department and later director of the Advanced Strategist Program at the U.S. Naval War College. He also taught strategy and counterinsurgency at MIT and Columbia. In 2011, he deployed to Afghanistan as executive officer for policy planning for the deputy chief of staff, operations USFOR-A. Before entering academia, he worked in private sector financial trading and power development.

**Mr. Bryan McGrath** is the founding managing director of The FerryBridge Group LLC (FBG), a niche consultancy specializing in naval concepts and operations.

A retired Naval Officer, Bryan spent 21 years on active duty including a tour in command of USS BULKELEY (DDG 84), a guided-missile destroyer homeported in Norfolk, Virginia. In command, he received the "Admiral Elmo Zumwalt Award for Inspirational Leadership" from the Surface Navy Association and his ship earned the USS ARIZONA Memorial Trophy signifying its selection as the Fleet's most combat-ready warship. His final duties ashore included serving as team lead and primary author of the U.S. Navy's 2007 Maritime Strategy *A Cooperative Strategy for 21st Century Seapower*.

McGrath earned a BA in History from the University of Virginia in 1987, and an MA in Political Science (Congressional Studies) from The Catholic University of America. He is a graduate of the U.S. Naval War College.

**CAPT Ken McGruther, USN (Ret.),** served 27 years in the Navy as a Surface Warfare Officer, mainly in the Pacific Fleet in cruisers and destroyers, commanding USS KNOX (FF-1052) from 1983-86.

When ashore he mainly was involved in strategic and operational planning, serving in DC on the OPNAV Staff and as special assistant to the ASD for International Security Affairs. He served 4 tours at the U.S. Naval War College, as student, independent researcher, director of advanced naval research and helping to stand up the Strategic Studies Group.

Ken has been heavily involved in war-gaming. He participated in many, designed and ran two games for the CNO, and stood up war-gaming at U.S. Space Command. After retirement he was Chief Analyst for the Navy's annual Global War Game series and later the Schriever and Thor's Hammer series. He designed, facilitated, and analyzed games for the Intelligence Community as well as beyond government.

From 2000-2008, Ken was associated with a U.S. Intelligence Community "think-tank" undertaking future hard, enduring, important intelligence problems to develop improved collection and analysis strategies. That work included efforts on China, space, counter-proliferation, and foreign special forces. Subsequently, Ken worked for the NRO, Space Command, and staff of the U.S. Air Force.

Ken holds a bachelor's degree from Dartmouth, and a Masters from Brown in National Security Affairs.

**Dr. Narushige Michishita** is vice president at the National Graduate Institute for Policy Studies (GRIPS) in Tokyo. He has served as a member of the National Security Secretariat Advisory Board and a global fellow at the Woodrow Wilson International Center for Scholars. He acquired his Ph.D. from the School of Advanced International Studies (SAIS), Johns Hopkins University. A specialist in Japanese security and foreign policy as well as security issues on the Korean Peninsula, he is the author of "The U.S. Maritime Strategy in the Pacific during the Cold War," in Sebastian Bruns and Sarandis Papadopoulos, eds., *Conceptualizing Maritime and Naval Strategy: Festschrift for Peter M. Swartz, Captain (USN) retired* (Baden-Baden: Nomos, 2020); *Lessons of the Cold War in the Pacific: U.S. Maritime Strategy, Crisis Prevention, and Japan's Role* (Woodrow Wilson Center, 2016) (co-authored with Peter M. Swartz and David F. Winkler); and *North Korea's Military-Diplomatic Campaigns, 1966-2008* (Routledge, 2009).

**Dr Alexey Muraviev** is head of the Department of Social Sciences and Security Studies at Curtin University, Perth, Western Australia. He is a coordinator of the International Relations and National Security programs and the founder and director of the Strategic Flashlight forum on national security and strategy at Curtin.

Alexey is a multi-award-winning strategic affairs analyst and a senior lecturer in National Security and International Relations at Curtin. He has published widely on matters of national and international security.

In 2007, 2008, 2009 and 2010, the Australian Research Council (ARC) College of Experts has nominated Dr Muraviev as an "expert of international standing."

He advises members of state and federal government on foreign policy and national security matters and is frequently interviewed by state, national and international media. Alexey is a regular international and strategic affairs commentator on ABC News 24 and ABC Radio.

**Dr Alessio Patalano** is reader in East Asian Warfare & Security at the Department of War Studies, King's College London, and visiting fellow at the Japan Maritime Staff and Command College, Tokyo and Temple University Japan. He is the Director of the King's Japan Programme, and he specialises in East Asian naval history and strategy, and British defence policy towards the Indo-Pacific region. He is the author of *Post-war Japan as a Seapower: Imperial Legacy, Wartime Experience, and the Making of a Navy* (2016), and - with James Russell - co-editor of *Maritime Strategy and Naval Innovation: Technology, Bureaucracy, and the Problem of Change in the Age of Competition* (2020).

**Dr. Nicholas C. Prime** is currently an instructor with the Army Strategic Education Program, U.S. Army War College. Nicholas was the inaugural Smith-Richardson Fellow in Maritime, Naval, and Strategic Studies with the International Security Studies & the Brady-Johnson Grand Strategy Program at Yale University. He was also the U.S. Naval History & Heritage Command's Rear Admiral John D. Hayes Fellow in U.S. Navy History, and the U.S. Naval War College's Edward S. Miller Research Fellow. He received his Doctorate and Master's from the Department of War Studies King's College London. His thesis, currently being adapted for publication, explored the work of J.C. Wylie and the development of the theory of strategy as control.



**Dr. David Alan Rosenberg** is a research staff member at the Institute for Defense Analyses. He has taught at the U.S. Naval War College, Temple University, the National War College, and as the Class of 1957 Distinguished Chair in Naval Heritage at the U.S. Naval Academy and has authored numerous book chapters, monographs and journal articles, including *The Admirals Advantage: U.S. Navy Operational Intelligence in World War II and the Cold War* (with Christopher Ford, 2005, 2014), and *The Origins of Overkill: Nuclear Weapons and American Strategy 1945-1960* (1983). Rosenberg holds a Ph.D. in military history with honors from the University of Chicago and chaired the Secretary of the Navy's Advisory Subcommittee on Naval History, 1995-2006. A retired Navy Reserve Captain, he commanded two units at the Office of Naval Intelligence and served at sea on the staffs of two carrier strike groups, the Third Fleet and Seventh Fleet, and as special assistant to Commander, Pacific Fleet/Joint Task Force 519. He is the only military historian awarded a five-year John D. and Catherine T. MacArthur Fellowship.

**Dr. Frank L. Smith III** is the director of the Cyber and Innovation Policy Institute (CIPI), part of the Strategic and Operational Research Department in the Center for Naval Warfare Studies at the U.S. Naval War College. Smith was previously a senior lecturer in the Department of Government and International Relations at the University of Sydney. His interdisciplinary research examines the relationship between emerging technology and national security, particularly in cyberspace. He has a Ph.D. in political science and a B.S. in biological chemistry, both from the University of Chicago.

**Mr. Bruce B. Stubbs** is the director, Strategy Division (OPNAV N50). Navy Strategy and Strategic Concepts supports the Chief of Naval Operations by developing actionable strategic guidance to inform the Navy's annual budget builds; articulating Navy strategies and value to internal and external audiences; and producing Navy and maritime strategies to align with emerging security trends and national guidance

From June 2008 to May 2011, Mr. Stubbs was responsible for the coordination and implementation of Maritime Domain Awareness programs, policies, and related issues across the Defense Department. In addition, from January to May 2009, Mr. Stubbs served as the Deputy Under Secretary of the Navy (Acting). In this position, he advised the Secretary of the Navy and the Under Secretary of the Navy on national security, foreign policy and intelligence issues. Prior to joining the Department of the Navy, Mr. Stubbs served as the Maritime Security Advisor to the Special Envoy for Middle East Regional Security, General James Jones USMC, Ret.

**Col Robb Sucher, USMC**, is an infantry officer currently serving as the Branch Head for Marine Corps National Plans and Global Posture. He previously served as the MARCENT Chief of Staff (Forward) in Bahrain and as an analyst with Cost Assessment and Program Evaluation in the Office of the Secretary of Defense. Col Sucher commanded both a Light Armored Reconnaissance company and battalion. He also served as the lead speechwriter for the Commandant of the Marine Corps as well as the Director of the Commandant's Staff Group. Col Sucher attended Marine Corps War College, School of Advanced Warfighting, and Command and Staff College, as well as earning a Master of Business Administration from UNC Chapel Hill Kenan-Flagler Business School.

**CAPT Peter Swartz, USN (Ret.)**, is an expert on Navy strategy, policy and operations, and on military history, organization, culture. His recent work examines Navy strategy, the organizational history of the Navy and OPNAV, U.S. Navy international relationships, and U.S. inter-service relationships, policies and doctrine. He has analyzed alternative Navy global fleet deployment models, lessons learned from past Navy operations in homeland defense, counter-piracy and irregular warfare; the Navy's role in the Unified Command Plan; and the relationships between Navy strategy, programming and budgeting.

Prior to joining CNA, Swartz served for 26 years as a Navy officer, primarily in the areas of strategy, plans and policy. He served two tours in South Vietnam during the war, as an advisor to the Republic of Vietnam Navy, and on the staff of Vice Adm. Elmo R. Zumwalt, Jr. He played a leading role in conceptualizing and drafting the Navy's Maritime Strategy of the 1980s, serving on the staff of successive Chiefs of Naval Operations and of Secretary of the Navy John Lehman. He was Director of Defense Operations for the U.S. Mission to NATO as the Berlin Wall was coming down, and served as special assistant to Chairman of the Joint Chiefs of Staff Gen. Colin Powell during the First Gulf War.

Swartz holds an M.Phil. in political science from Columbia University, an M.A. in international relations from the Johns Hopkins University's Nitze School of Advanced International Studies and a B.A. in international relations from Brown University. He is conversant in French and understands Vietnamese.

**Dr. Caitlin Talmadge** is associate professor in the Edmund A. Walsh School of Foreign Service and a core faculty member of the Security Studies Program. Her research and teaching focus on nuclear deterrence and escalation, defense policy, civil-military relations, U.S. military operations and strategy, and the Persian Gulf. She is author of *The Dictator's Army: Battlefield Effectiveness in Authoritarian Regimes* (Cornell, 2015), which *Foreign Affairs* named the Best Book on Security in 2016 and which won the 2017 Best Book Award from the International Security Studies Section of the International Studies Association. She also is co-author of *U.S. Defense Politics: The Origins of Security Policy* (third edition 2017, Routledge) and is currently writing a book on nuclear escalation in conventional wars. She has published articles in *International Security*, *Security Studies*, *The Journal of Conflict Resolution*, *The Washington Quarterly*, *The Non-Proliferation Review*, *The New York Times*, and elsewhere. Dr. Talmadge is a Term Member of the Council on Foreign Relations and a Senior Non-Resident Fellow in Foreign Policy Studies at the Brookings Institution. She has held fellowships from Harvard University's Olin Institute for Strategic Studies, the Smith Richardson Foundation, the Brookings Institution, the American Political Science Association, and the Stanton Foundation. Previously she worked as a research assistant at the Center for Strategic and International Studies, a consultant to the Office of Net Assessment at the U.S. Department of Defense, and a professor at the George Washington University. For more information, visit [www.caitlintalmadge.com](http://www.caitlintalmadge.com).

**Dr. Sam Tangredi** was appointed as the Leidos Chair of Future Warfare Studies in March 2019 and since May 2017, has served as the director of the Institute for Future Warfare Studies. He initially joined the Naval War College as a professor of national, naval and maritime strategy in the Strategic and Operational Research Department, Center for Naval Warfare Studies in October 2016. He has published five books, over 150 journal articles and book chapters, and numerous reports for government and academic organizations. He is a retired Navy captain and surface warfare officer specializing in naval strategy. He held command at sea and directed several strategic planning organizations.

**Dr. Geoffrey Till** was previously the Dean of Academic Studies at the UK Joint Services Command and Staff College, and is Emeritus Professor of Maritime Studies at King's College London and Chairman of the Corbett Centre for Maritime Policy Studies. Author of nearly 300 books, chapters and articles he has, since 2009, also been a Visiting Professor and Senior Research Fellow and Advisor at the Rajaratnam School of International Studies, Singapore. He now holds the Dudley W. Knox Chair for Naval History and Strategy at the U.S. Naval War College, Newport, Rhode Island. His *Understanding Victory: Naval Operations from Trafalgar to the Falklands* was published by ABC-CLIO in 2014 and he has recently completed a fourth edition of his *Seapower: A Guide for the 21st Century*.

**Rear Admiral Tom Williams, USN**, was commissioned through the Naval Reserve Officer Training Corps program at Cornell University. He earned an MA in International Public Policy from the Johns Hopkins University School of Advanced International Studies (SAIS), Washington, DC in 1999 and a Master of Science in National Security Strategy from the National War College.

Most recently Williams was commander, Destroyer Squadron Twenty Three and served as the sea combat commander for Theodore Roosevelt Strike Group. He was the first commanding officer of USS William P. Lawrence (DDG 110) and commanded USS Vandegrift (FFG 49).

Ashore Williams served as executive assistant to the Chief of Naval Operations; administrative aide to the Secretary of the Navy and Department of the Navy Executive Secretary; white house fellow and special assistant to the NASA Administrator; special assistant to the Vice Chief of Naval Operations; and strategist on the Navy staff (N51) and Joint staff (J5).

**Dr. Steven Wills** is an expert in U.S. Navy strategy and policy, and U.S. Navy surface warfare programs and platforms. His research interests include the history of U.S. Navy strategy development over the Cold War and immediate, post-Cold War era, and the history of the post-World War II U.S. Navy surface fleet.

Prior to joining CNA, Wills completed a Ph.D. in military history from Ohio University, and had a 20-year career as an active duty U.S. Navy officer. He served on a variety of small and medium surface combatants including an assignment as the executive officer (XO) of a Mine Countermeasures ship (MCM), and held shore-based billets at the Defense Intelligence Agency (DIA), the Joint Non-Lethal Weapons Directorate (JNLWD), and at NATO Joint Forces Command, Naples, Italy (JFCNP).

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