



CURRENT STRATEGY FORUM 2012

GLOBAL TRENDS

Implications for National Policy and the Maritime Forces

June 12 & 13



CONFERENCE PRECEPTS

This year marks the 63rd annual Current Strategy Forum (CSF) hosted by the Secretary of the Navy. The first CSF held on May 9, 1949 under the title "Round Table Talks" offered an opportunity for the nation's public servants, scholars, and senior military officers to join the College faculty and students to discuss the future strategy of the United States. Over the decades, the forum has expanded to include a cross section of America's civilian leadership to encourage a wide-ranging debate on national and international security. This year's theme is:

***Global Trends:
Implications for National Policy and the Maritime Forces***

Our nation's strategic challenges continue to evolve in number and complexity. Extraordinary fiscal deficits at home, economic crises in Europe, the rising economies of developing nations, unrest in the Middle East, shifting trade routes, and climate change are just a few of the developments shaping the future geostrategic landscape. Additionally, the speed with which the geopolitical environment is changing creates uncertainty regarding strategy and makes difficult the allocation of resources. As our military forces continue to deal with the war in Afghanistan and its aftermath, they must also focus on emerging threats. America's sights are shifting away from two land wars, to the problem of ensuring security in a fiscally constrained environment. This year's forum will seek to refresh our 'mental maps' regarding the global system and help bring clarity to the rapidly changing geostrategic environment by presenting the perspective of leading experts on: (1) how history may help inform us about our future; (2) the nature and challenges of today's global system; (3) the potential paths that lie ahead for the nation's future; and, (4) the implications of these developments for the U.S. Navy and Marine Corps.

The 63rd Current Strategy Forum will explore the following issues:

- ♦ Impact on U.S. security and the international strategic environment of the drawdown from extended wars
- ♦ Impact on U.S. grand strategy of continued slow economic growth and continued turmoil in the international economy
- ♦ Problems and prospects in implementing the strategic review "Sustaining U.S. Global Leadership: Priorities for 21st Century Defense"
- ♦ Strategic implications of high-tech weaponry in contested commons
- ♦ Implications for the roles and missions of U.S. naval forces

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PROGRAM OF EVENTS

TUESDAY, JUNE 12 (Civilian—business attire/Military—summer white or service equivalent)

6:30 a.m. **Guest Registration – Continental Breakfast available in Spruance Lobby**

8:00 **Administrative Announcements**

8:05 **Welcome and Introduction**

Rear Admiral John N. Christenson, U.S. Navy, President, U.S. Naval War College

8:10 **Keynote Address**

The Honorable Robert O. Work, Under Secretary of the Navy

9:05 **Keynote Address**

Dr. Ian A. Bremmer, Eurasia Group

10:00 **Break**

10:15 **Panel 1 - Emerging Global Trends and Strategic Challenges in the Coming Decade**

In order to make informed decisions regarding national policy, defense strategy, and resource allocation, our nation must recognize the trends shaping today's global system. Examples of these trends include the economic rise of new powers, the growing influence of non-state actors, the ability to organize around ideas and influence traditional politics, and the proliferation of weapons. These trends potentially place stress upon the global system and present challenges in achieving national objectives. This panel will present the latest thinking regarding these developments and challenges in the coming decades as well as debate the various paths ahead for our nation and maritime forces.

♦ Dr. Susan K. Avery, Woods Hole Oceanographic Institution

♦ Dr. Marvin J. Cetron, Forecasting International

♦ Dr. Robert J. Lieber, Georgetown University

Moderator: Dr. Derek S. Reveron, U.S. Naval War College

11:45 **Lunch**

Commissioned Officers' Club

1:15 p.m. **Keynote Address**

General Joseph F. Dunford, Jr., U.S. Marine Corps

Assistant Commandant of the U.S. Marine Corps

2:15 **Keynote Address**

Dr. Peter W. Singer, The Brookings Institution

3:15 **Break**

3:30 **Panel 2 - A Moment of Transition: From Today's Wars to Preparing for Future Challenges**

In January 2012, President Obama introduced new strategic guidance for the Department of Defense, calling for the military to shift away from a large land presence in the Middle East to "focus on a broader range of challenges and opportunities" while sustaining security and prosperity in the Asia Pacific region. This panel will delve more deeply into the ramifications of such a shift and address such issues as what course of action seems most appropriate for our nation currently, what we can learn from historical case studies regarding how to withdraw from wars, and how our friends and others in the international community view anticipated challenges and opportunities in the near to mid-term.

♦ Dr. Andrew J. Bacevich, Boston University

♦ Dr. Barry R. Posen, Massachusetts Institute of Technology

♦ Dr. Hugh White, Australian National University

Moderator: Dr. John H. Maurer, U.S. Naval War College

- 5:00 **Adjourn for the day**
- 6:30 **Secretary of the Navy Reception**
 Commissioned Officers' Club

WEDNESDAY, JUNE 13 (Civilian—business attire/Military—summer white or service equivalent)

- 6:30 a.m. **Continental Breakfast available in Spruance Lobby**
- 8:00 **Move to seminar locations**
- 8:10 **Seminars**
- 10:15 **Return to Spruance Lobby for refreshments**
- 11:00 **Keynote Address**
 Dr. Abigail E. Disney, Executive Producer, "Women, War & Peace"
- 12:00 **Lunch**
 Commissioned Officers' Club
- 1:30 p.m. **Keynote Address**
 Dr. Nicholas Andrew Martin Rodger, All Souls College, Oxford
- 2:30 **Break**
- 2:45 **Panel 3 - Sustaining Global Leadership: Role of the Maritime Force**
 Security of our nation, friends, and allies, prosperity from an open and free international economic system, and supporting the fundamental rights of every human being are the enduring objectives of our nation as stated by the President in the recently released "Sustaining U.S. Global Leadership: Priorities for 21st Century Defense." As we prepare to make tough budget cuts and resource reduction decisions in the coming years, it is important to understand the Navy's contribution to those enduring ends. How might we adapt to become a "leaner, agile, flexible and more technologically advanced" force in order to ensure that the United States preserves its leadership role within the international system? This panel will explore both developments in international relations and advances in technology to inform the debate about the correct path forward for our nation's maritime forces as they face increasing challenges in contested commons.
- ♦ Rear Admiral Kenneth E. Floyd, U.S. Navy, Director, Warfare Integration (OPNAV N9I)
 - ♦ Vice Admiral Richard W. Hunt, U.S. Navy, Commander, Naval Surface Forces and Commander, Naval Surface Force, U.S. Pacific Fleet
 - ♦ The Honorable Sean J. Stackley, Assistant Secretary of the Navy
 - ♦ Lieutenant General John E. Wissler, U.S. Marine Corps, Deputy Commandant for Programs and Resources
- Moderator: The Honorable Robert O. Work, Under Secretary of the Navy
- 4:15 **Closing Remarks**
 The Honorable Robert O. Work, Under Secretary of the Navy
- 4:30 **Adjourn**



The Honorable Ray Mabus

Ray Mabus is the 75th United States Secretary of the Navy. As Secretary, he leads America's Navy and Marine Corps and is responsible for an annual budget in excess of \$150 billion and almost 900,000 people.

The Secretary of the Navy is responsible for conducting all the affairs of the Department of the Navy, including recruiting, organizing, supplying, equipping, training, and mobilizing. Additionally, he oversees the construction, outfitting, and repair of naval ships, equipment and facilities, and is responsible for the formulation and implementation of policies and programs that are consistent with the national security policies and objectives established by the President and the Secretary of Defense.

Prior to joining the administration of President Barack Obama, Mabus served in a variety of top posts in government and the private sector. In 1988, Mabus was elected Governor of Mississippi. As the youngest governor of Mississippi in more than 100 years at the time of his election, he stressed education and job creation. He passed B.E.S.T. (Better Education for Success Tomorrow), one of the most comprehensive education reform programs in America, and was named one of *Fortune Magazine's* top ten education governors. He was appointed Ambassador to the Kingdom of Saudi Arabia for the Clinton Administration in 1994. During his tenure as Ambassador, a crisis with Iraq was successfully averted and Saudi Arabia officially abandoned the boycott of United States businesses that traded with Israel. He also was Chairman and CEO of Foamex, a large manufacturing company, which he led out of bankruptcy in less than nine months paying all creditors in full and saving equity. Prior to becoming Governor, he was elected State Auditor of Mississippi and served as a Surface Warfare Officer in the U.S. Navy aboard the cruiser USS *Little Rock*.

In June 2010, President Obama asked Secretary Mabus to prepare a long-term recovery plan for the Gulf of Mexico in the aftermath of the Deepwater Horizon oil spill. After extensive travel and many meetings, his report "America's Gulf Coast: A Long-Term Recovery Plan After the Deepwater Horizon Oil Spill" was released in September 2010. The report was met with broad bi-partisan support.

Secretary Mabus is a native of Ackerman, Mississippi, and received a Bachelor's Degree from the University of Mississippi, a Master's Degree from Johns Hopkins University, and a Law Degree from Harvard Law School. He has been awarded the U.S. Department of Defense Distinguished Public Service Award, the U.S. Army's distinguished Civilian Service Award, the Martin Luther King Social Responsibility Award from the King Center in Atlanta, the National Wildlife Federation Conservation Achievement Award, the King Abdul Aziz Award from the Kingdom of Saudi Arabia, and the Mississippi Association of Educators' Friend of Education Award.



Admiral Jonathan W. Greenert

Adm. Jonathan W. Greenert is a native of Butler, Pa. He graduated from the U.S. Naval Academy in 1975 and completed studies in nuclear power for service as a submarine officer.

His career as a submariner includes assignments aboard USS *Flying Fish* (SSN 673), USS *Tautog* (SSN 639), Submarine NR-1 and USS *Michigan* (SSBN 727 - Gold Crew), culminating in command of USS *Honolulu* (SSN 718) from March 1991 to July 1993.

Subsequent fleet command assignments include Commander, Submarine Squadron 11; Commander, U.S. Naval Forces Marianas; Commander, U.S. 7th Fleet (August 2004 to September 2006); and, Commander, U.S. Fleet Forces Command (September 2007 to July 2009).

Greenert has served in various fleet support and financial management positions, including deputy chief of Naval Operations for Integration of Capabilities and Resources (N8); deputy commander, U.S. Pacific Fleet; chief of staff, U.S. 7th Fleet; head, Navy Programming Branch and director, Operations Division Navy Comptroller. Most recently he served as 36th vice chief of naval operations (August 2009 to August 2011).

He is a recipient of various personal and campaign awards including the Distinguished Service Medal (6 awards), Defense Superior Service Medal and Legion of Merit (4 awards). In 1992 he was awarded the Vice Admiral Stockdale Award for Inspirational Leadership. He considers those awards earned throughout his career associated with unit performance to be most satisfying and representative of naval service.

Greenert became the 30th Chief of Naval Operations on Sep. 23, 2011.



Rear Admiral John N. Christenson

Rear Adm. Christenson became the 53rd president of the U.S. Naval War College, March 30, 2011. The fourth of six sons of a Navy Skyraider pilot and a Navy nurse, he graduated from the U.S. Naval Academy in 1981.

At sea, he commanded USS *McClusky* (FFG 41); Destroyer Squadron 21 in USS *John C. Stennis* (CVN 74); and Carrier Strike Group 12, the USS *Enterprise* (CVN 65) Strike Group and most recently served as president, Board of Inspection and Survey. He also served as the anti-submarine warfare officer and main propulsion assistant aboard USS *Cook* (FF 1083); aide to commander, Cruiser Destroyer Group 1 in USS *Long Beach* (CGN 9); weapons officer aboard USS *Downes* (FF 1070); Destroyer Squadron 21 combat systems officer in USS *Nimitz* (CVN 68);

and, as executive officer aboard USS *Harry W. Hill* (DD 986). He deployed eight times on seven ships and twice in command of *McClusky*.

Ashore, he commanded the Surface Warfare Officers School in Newport, and as a new flag officer he served as commander, Naval Mine and Anti-submarine Warfare Command, Corpus Christi, Texas. He also served at the U.S. Naval Academy as a company officer, celestial navigation instructor, assistant varsity soccer coach and member of the admissions board; at Headquarters, United States Marine Corps in the Strategic Initiatives Group; on the Joint Staff, J5 and as executive assistant to the assistant chairman.

He graduated with distinction, and first in his class from the Naval War College, earning his Master's degree in National Security and Strategic Studies. He was also a Navy Federal Executive Fellow at the Fletcher School of Law and Diplomacy.

Christenson has been awarded the Defense Superior Service Medal, the Legion of Merit (five awards), the Meritorious Service Medal (two awards), the Navy and Marine Corps Commendation Medal (five awards) and the Navy and Marine Corps Achievement Medal.



Ambassador (ret.) Mary Ann Peters

Ambassador Mary Ann Peters became the fourth provost of the U.S. Naval War College on September 18, 2008. Previously, she was dean of academics of the College of International and Security Studies at the George C. Marshall European Center for Security Studies in Garmisch – Partenkirchen, Germany. Prior to becoming the dean of the college, Ambassador Peters served as associate director for international liaison at the Marshall Center.

Ambassador Peters spent more than 30 years as a career diplomat with the U.S. Department of State. From 2000 to 2003, Ambassador Peters served as the U.S. Ambassador to Bangladesh, leading the mission's efforts in support of the war on terrorism and other key U.S. foreign policy goals. She received a Presidential Meritorious Service Award in 2003 for her work in Bangladesh. Prior to her posting in Dhaka, Ambassador Peters was the deputy chief of mission at the United States Embassy in Ottawa, Canada, responsible for the management of the embassy and supervision of the six U.S. consulates general in Canada. From 1995 to 1997, Ambassador Peters served in the White House as Director for European and Canadian Affairs at the National Security Council. Among other portfolios in this position, Ambassador Peters worked on the diplomatic and security aspects of the search for peace in Northern Ireland. From 1993 to 1994, Ambassador Peters served as deputy assistant secretary of state with oversight responsibility for U.S. relations with 19 Western European countries and Canada. In this capacity she acted as the U.S. chair of the U.S. – Canada military coordination body, the Permanent Joint Board on Defense.

A senior diplomat, fluent in six foreign languages, Ambassador Peters has also served in Sofia, Bulgaria, as deputy chief of mission; in Moscow as economic counselor; and in Mandalay, Burma as principal officer. From 1988 to 1990, Ambassador Peters was the deputy director of the Office of Pakistan, Afghanistan and Bangladesh Affairs in the State Department. She began her career as a vice-consul in Frankfurt in 1975.

Ambassador Peters holds a Bachelor of Arts degree from Santa Clara University and a Master's in International Studies from the Johns Hopkins School of Advanced International Studies. Her formal education also included courses at the Institut d'Etudes Politiques in Paris.

Ambassador Peters is a member of the Council on Foreign Relations and Women in International Security.

KEYNOTE SPEAKERS

(in order of appearance)



The Honorable Robert O. Work

Robert O. Work was confirmed as the Under Secretary of the Navy on May 19, 2009. In this capacity, Work serves as the deputy and principal assistant to the secretary of the Navy and acts with full authority of the secretary in the day-to-day management of the Department of the Navy. Work was a distinguished graduate of the Naval Reserve Officers Training Course at the University of Illinois, and was commissioned a second lieutenant in the U.S. Marine Corps in August 1974. During his 27-year career, Work held a wide range of command, leadership, and management positions. He commanded an artillery battery and artillery

battalion, and was the base commander at Camp Fuji, Japan. His last assignment was as Military Assistant and Senior Aide to the Honorable Richard J. Danzig, 71st secretary of the Navy.

After retiring from the Marine Corps, Work joined the Center for Strategic and Budgetary Assessments (CSBA), first as the senior fellow for maritime affairs, and later as the vice president for strategic studies. In these positions, he focused on defense strategy and programs, revolutions in war, Department of Defense transformation, and maritime affairs. He wrote and spoke extensively on U.S. Navy and Marine Corps strategies and programs; directed and analyzed war games for the Office of Net Assessment and Office of the Secretary of Defense; contributed to Department of Defense studies on global basing and emerging military missions; and provided support for the 2006 Quadrennial Defense Review.

In addition, he studied and prepared several reports on future defense challenges, including the changing nature of undersea warfare, power projection against regional nuclear powers, and power projection against future anti-access/area denial networks. During this time, Work was also an adjunct professor at George Washington University, where he taught defense analysis and roles and missions of the armed forces.

In late 2008, Work served on President Barack Obama's Department of Defense Transition Team. In this role, he was the leader of the Department of the Navy issue team, and served on the defense policy, acquisition, and budget teams.

Work earned a Bachelor of Science degree in Biology from the University of Illinois; a Master of Science in Systems Management from the University of Southern California; a Master of Science in Space System Operations from the Naval Postgraduate School; and a Master in International Public Policy from the Johns Hopkins School of Advanced International Studies. He is a member of the International Institute for Strategic Studies (IISS).



Ian A. Bremmer

Ian Bremmer is the president of Eurasia Group, the leading global political risk research and consulting firm.

In 1998, Bremmer founded Eurasia Group with just \$25,000. Today, the company has offices in New York, Washington, and London, as well as a network of experts and resources around the world. Eurasia Group provides financial, corporate, and government clients with information and insight on how political developments move markets.

Bremmer created Wall Street's first global political risk index, and has authored several books, including *Every Nation for Itself: Winners and Losers in a G-Zero World*, which details risks and opportunities in a world without global leadership. He also wrote the national bestseller, *The End of the Free Market: Who Wins the War Between States and Corporations?*, and *The J Curve: A New Way to Understand Why Nations Rise and Fall*, which was selected by *The Economist* as one of the best books of 2006. Bremmer is a contributor for the *Financial Times*, A-List and Reuters.com, and writes "The Call" blog on ForeignPolicy.com. He has also published articles in the *Wall Street Journal*, *The Washington Post*, *The New York Times*, *Newsweek*, *Harvard Business Review*, and *Foreign Affairs*. He appears regularly on CNBC, Fox News Channel, National Public Radio, and other networks.

Bremmer has a PhD in political science from Stanford University (1994), and was the youngest-ever national fellow at the Hoover Institution. He presently teaches at Columbia University, and has held faculty positions at the EastWest Institute and the World Policy Institute. In 2007, he was named a Young Global Leader of the World Economic Forum. His analysis focuses on global macro political trends and emerging markets, which he defines as "those countries where politics matter at least as much as economics for market outcomes."

Bremmer grew up in Boston, and now lives in New York and Washington, DC.



General Joseph F. Dunford, Jr.

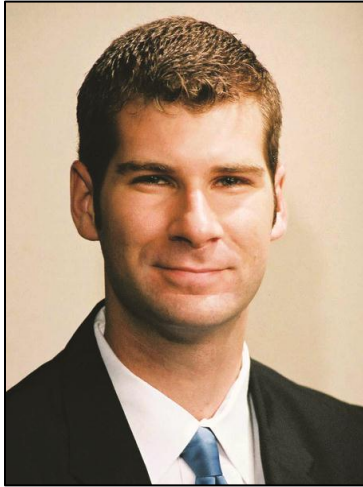
General Dunford was promoted to General and assumed the duties of Assistant Commandant of the Marine Corps on 23 October 2010. A native of Boston, Massachusetts, General Dunford graduated from St. Michael's College and was commissioned in 1977.

General Dunford's assignments in the operating forces include Platoon and Company Commander, Co K, 3rd Battalion, 1st Marines; Company Commander, Co A, 1st Battalion, 9th Marines; and Company Commander, Co L, 3rd Battalion, 6th Marines. He served as the Operations, Plans, and Training Officer in 2d ANGLICO and the Regimental Executive Officer, 6th Marines. He commanded the 2nd Battalion, 6th Marines and the 5th Marine Regiment. He served as the Chief of Staff, 1st Marine Division.

Other assignments include Aide to the Commanding General, III MEF and a tour in the Officer Assignment Branch, HQMC. He has also served as the Marine Officer Instructor, College of the Holy Cross; as a member of the Commandant's Staff Group; and as the Senior Aide to the Commandant of the Marine Corps. Joint assignments include service as the Executive Assistant to the Vice Chairman, JCS; Chief, Global and Multilateral Affairs Division (J5); and Vice Director for Operations (J3).

As a general officer, he has served as the Assistant Division Commander, 1st Marine Division; the Director, Operations Division, Plans, Policies and Operations, HQMC; and the Deputy Commandant for Plans, Policies and Operations; and most recently as Commanding General, I MEF and Commander, Marine Forces Central Command.

General Dunford is a graduate of the U. S. Army Ranger School, Marine Corps Amphibious Warfare School, and the U. S. Army War College. He holds an M.A. in Government from Georgetown University and an M.A. in International Relations from the Fletcher School of Law and Diplomacy.



Peter W. Singer

Peter Warren Singer is senior fellow and director of the 21st Century Defense Initiative at The Brookings Institution. His research focuses on the U.S. defense system and the future of technology and war.

He is the youngest scholar named senior fellow in Brookings' 90-year history. He has received mention on CNN's "New Guard" List of the next generation of newsmakers, the Smithsonian Institution's list of 100 "leading innovators in the nation," and *Foreign Policy Magazine's* Top 100 Global Thinkers list. Singer previously served as coordinator of the Obama 2008 campaign's defense policy task force, as a consultant for the U.S. Department of Defense and the FBI, and as advisor to a host of entertainment programs.

Dr. Singer is considered one of the world's leading experts on 21st century warfare. He was named by the President to Joint Forces Command's Transformation Advisory Group and is a columnist for *Armed Forces Journal*. He has written for the full range of media and journals, including the *Los Angeles Times*, the *New York Times*, the *Washington Post* and *Foreign Affairs*. He has delivered talks to the U.S. Congress and more than 60 universities around the world. Singer has provided commentary on military affairs for nearly every major television and radio outlet, including ABC Nightline, Al Jazeera, BBC, CBS-60 Minutes, CNN, FOX, NPR and the NBC Today Show.

His first book *Corporate Warriors: The Rise of the Privatized Military Industry* (Cornell University Press, 2003) pioneered the study of the new industry of private companies providing military services for hire. It was named book of the year by the American Political Science Association, ranked in the Gelber Prize's top five international affairs books of the year, and was featured in *Business Week's* list of "Top Ten Summer Reads."

Dr. Singer's next book, *Children at War* (Pantheon, 2005), explored the rise of another new force in modern warfare, child soldier groups. It was featured as the 2006 Robert F. Kennedy Memorial Book of the Year Award.

Dr. Singer's most recent book, *Wired for War* (Penguin, 2009), looked at the political, ethical and legal implications of robotics and other new warfare technologies. Described as "awesome" by Jon Stewart of the Daily Show, *Wired for War* made the *New York Times* nonfiction bestseller list in its first week of release and was named a nonfiction book of the year by the *Financial Times*.

Prior to his current position, Dr. Singer was the founding director of the Project on U.S. Policy Toward the Islamic World at Brookings. He has also held positions at Harvard University, the Balkans Task Force in the U.S. Department of Defense, and the International Peace Academy. Singer received his Ph.D. in Government from Harvard University and a B.A. from the Woodrow Wilson School of Public and International Affairs at Princeton University.



Abigail E. Disney

Abigail E. Disney is a filmmaker and philanthropist. Her longtime passion for women's issues and peace building culminated in her first film, the acclaimed *Pray the Devil Back to Hell*, about the Liberian women who peacefully ended their country's fourteen-year civil war. The film premiered in 2008 at the Tribeca Film Festival, where it won the honor of Best Documentary. Abigail is currently executive producer of the groundbreaking PBS mini-series *Women, War & Peace*, the most comprehensive global media initiative ever mounted on the role of women in peace and conflict. The series has received a number of

awards, including a Television Academy Honor, two Overseas Press Club Awards, two Gracie Awards, and a Silver Gavel Award from the American Bar Association.

Abigail co-founded the Daphne Foundation, which works with low-income communities in the five boroughs of New York City. She also founded Peace is Loud, which amplifies women's voices for peace building using the power of media. Abigail serves as a board member for a number of organizations, including the Global Fund for Women and the Peace Research Endowment. Her work has been recognized through numerous awards, including the prestigious International Advocate for Peace (IAP) Award from the Cardozo Law School's Cardozo Journal of Conflict Resolution.

In addition, Abigail holds degrees from Yale, Stanford, and Columbia. She has been a judge at the Tribeca Film Festival, sits on the advisory board of ITVS's groundbreaking initiative, Women and Girls Lead, and is a sought-after public speaker. She frequently travels around the country and across the globe to deliver keynote addresses, commencement speeches and lectures, and has participated in panels in diverse locations such as The Hague, Davos, the United States Institute of Peace (USIP) and at dozens of universities and community centers. She is a member of the Writers Guild of America.



Nicholas Andrew Martin Rodger

Professor Nicholas Andrew Martin Rodger FBA (born 12 November 1949) is a historian of the British navy and Senior Research Fellow of All Souls College, Oxford.

The son of Lieutenant Commander Ian Alexander Rodger, Royal Navy, of Arundel, Sussex, and Sara Mary, née Perceval, Rodger was educated at Ampleforth College and University College, Oxford, where he earned his D.Phil. degree in 1974 with a thesis on "Naval policy and cruiser design, 1865-1890." He served for seventeen years at the Public Record Office as an Assistant Keeper of Public Records, 1974-1991. After resigning from the public service, he began a Naval History of Britain with the

support of the National Maritime Museum, the Navy Records Society and the Society for Nautical Research. The Museum gave him the title of Anderson Senior Research Fellow, 1992-1998. In 1999, he moved to the University of Exeter as Senior Lecturer, and the following year was appointed Professor of Naval History. In 2007, he was elected a Senior Research Fellow of All Souls College, Oxford. He served as Honorary Secretary of the Navy Records Society from 1976-1990. He is also a member of the Society of Antiquaries of London (1985) and a Fellow of the Royal Historical Society (1980). He was elected as a Fellow of the British Academy in 2003.

He is married and has four children.

He is currently engaged in writing a comprehensive history of the Royal Navy. The first two volumes: *Safeguard of the Sea* and *Command of the Ocean* have both been highly critically acclaimed. He has been awarded the Julian Corbett Prize in Naval History. His book *The Admiralty* was chosen by the U.S. Naval Institute as one of the best books of the 1980s. He received the Duke of Westminster's Medal for Military Literature in 2005 and was also the winner of the 2005 British Academy Book Prize.

Major works:

- ♦ *The Admiralty* (1979)
- ♦ *Articles of War: The Statutes which Governed Our Fighting Navies, 1661, 1749, and 1886* (1982)
- ♦ *The Naval Miscellany, vol 5* Navy Records Society (1983)
- ♦ *The Wooden World: an Anatomy of the Georgian Navy* (1986)
- ♦ *Naval Records for Genealogists* (1984, 1988, 1998)
- ♦ *The Armada in the Public Records* (1988)
- ♦ *Navies and Armies: the Anglo-Dutch relationship in War and Peace 1688-1988* edited by G. J. A. Raven and N. A. M. Rodger; assistant editor M. C. F. van Drunen (1990)
- ♦ *The Insatiable Earl: A Life of John Montagu, Fourth Earl of Sandwich, 1718-1792* (1993)
- ♦ *British Naval Documents 1204-1960* eds. J. B. Hattendorf, R.J.B. Knight, A. W. H. Pearsall, N. A. M. Rodger, G. Till, Capt. A. B. Sainsbury, Navy Records Society (1993)
- ♦ *Naval Power in the Twentieth Century* (1996)
- ♦ *The Safeguard of the Sea: a Naval History of Britain, Volume 1, 660-1649* (1997)
- ♦ *The Command of the Ocean: A Naval History of Britain, Volume 2, 1649-1815* (2004)
- ♦ *A Guide to the Naval Records in the National Archives of the UK*, ed. by N. A. M. Rodger and Randolph Cock (2006)
- ♦ *Essays in Naval History, from Medieval to Modern* (2009)

EMERGING GLOBAL TRENDS AND STRATEGIC CHALLENGES IN THE COMING DECADE



Susan K. Avery

Susan K. Avery took office as president and director Of WHOI on February 4, 2008. Avery is the ninth director in the institution's 78-year history, and the first woman to hold the position.

As an oceanographic leader with a background in atmospheric research, Avery has used her unique position to underscore the importance of ocean atmosphere interactions in understanding whole Earth systems. Since taking the helm at WHOI, Avery has delivered Congressional testimony and presentations at scientific conferences such as the American Meteorological Society, the IEEE International Geoscience & Remote Sensing Symposium, the American Geological Union, and the

Partnership for Observation of the Global Ocean (POGO), often directing her comments at the intersection of atmospheric, earth, and ocean science.

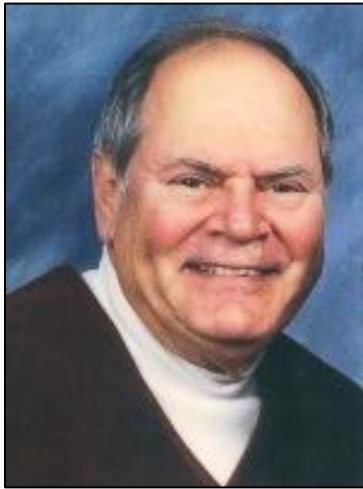
Avery has extensive experience as a leader within scientific institutions. She came to WHOI from the University of Colorado at Boulder (UCB), where she was a member of the faculty since 1982, and where she served in interim positions as vice chancellor for research and dean of the graduate school, as well as provost and executive vice chancellor for academic affairs. From 1994-2004, she served as director of the Cooperative Institute for Research in Environmental Sciences (CIRES), the first woman and first engineer to hold that position. There, she facilitated new interdisciplinary research efforts spanning the geosciences while bringing them together with social and biological sciences and helped establish a thriving K-12 outreach program and a Center for Science and Technology Policy Research.

Avery's research includes studies of atmospheric circulation and precipitation, climate variability and water resources, and the development of new radar techniques and instruments for remote sensing. The author or co-author of more than 80 peer-reviewed articles, Avery helped form an integrated science and assessment program that examines the impacts of climate variability on water in the American West.

She also worked with the National Oceanic and Atmospheric Administration and the Climate Change Science Program to help formulate a national strategic science plan for climate research.

Avery is a fellow of both the Institute of Electrical and Electronics Engineers and of the American Meteorological Society, for which she also served as president. She is a member of the advisory board for the Jet Propulsion Laboratory and a past chair of the board of trustees of the University Corporation for Atmospheric Research. She has also served on numerous advisory panels, committees, and councils for the National Science Foundation, the National Research Council, the National Oceanic and Atmospheric Administration, and the National Center for Atmospheric Research.

Avery earned a bachelor's degree in physics from Michigan State University in 1972, a master's in physics from the University of Illinois in 1974, and a doctorate in atmospheric science from the University of Illinois in 1978.



Marvin J. Cetron

Marvin J. Cetron, Ph.D., the founder of Forecasting International, is one of the foremost forecaster-futurists in the world. For more than 40 years, he has been a pioneer in corporate and government forecasting, developing many of the techniques that other forecasters now use daily. He remains one of the most active and respected practitioners in this field. In one recent review, a corporate client reported that no fewer than 95 percent of the specific forecasts he had made for them a decade earlier had proved accurate. Thanks to that kind of success, he has served as an advisor to the White House in every administration, Republican and Democratic, from the time of President John F. Kennedy through the Clinton years.

Just in the last two years Dr. Cetron has delivered keynote speeches or major lectures to venues including World Travel Market 2006 (keynote address and a second lecture), the Council of Scientific Society Presidents, the 58th Annual Cancer Symposium of the Society of Surgical Oncology, and the Property Management Association.

These and other accomplishments also have brought Dr. Cetron recognition in the academic community. He is a member of the Board of Advisors at both Pennsylvania State University and the University of Delaware. In addition, he is adjunct professor at the Massachusetts Institute of Technology Sloan School of Management, the Georgia Institute of Technology College of Engineering, and the American University Kogod School of Business.

During his 20-year career in R&D planning and forecasting with the U.S. Navy, Dr. Cetron was in charge of the design, development, and implementation of the most comprehensive technological forecast of the United States ever conducted. Since then, he has been a consultant to more than 400 of the Fortune 500 firms, 150 professional and academic organizations, and 100 government agencies, both in the United States and abroad. Past and present clients include Apple Computers, Best Western, Capital One, General Motors, GT&E, IBM, and Xerox. Government agencies he has advised include the Central Intelligence Agency, the National Security Agency, and the Pentagon; the European Community, the Brazilian Ministry of Planning, the Kenyan Ministry of Finance, and the Indonesian Ministry of Economics. One of his most recent assignments was a study of the future market for IT and communications systems. This was carried out for Versaterm, a supplier of database software and communications technology for police and fire departments.

U.S. News & World Report has identified Dr. Cetron as one of the nation's foremost futurists; he was selected by the Institute of Industrial Engineers as one of the top ten industrial engineers in the U.S.; and he has been featured in countless magazines and newspapers. He has appeared regularly on every major television network, including such programs as *Today*, *Good Morning America*, *CBS Morning News*, *CNN Newsmaker Sunday*, *Crossfire*, and *Larry King Live*.

Dr. Cetron has written numerous articles, papers, and publications, including three-dozen books. His most popular works are *Encounters with the Future: A Forecast of Life Into the 21st Century*, *The Future of American Business: The U.S. in World Competition*, *American Renaissance: Our Life at the Turn of the 21st Century*, *Educational Renaissance: Our Schools at the Turn of the 21st Century*, and *Crystal Globe: The Haves and the Have-Nots of the New World Order*. The most significant may have been *Terror 2000: The Future Face of Terrorism* circulated privately within the Pentagon.

Dr. Cetron earned a B.S. degree in Industrial Engineering from Pennsylvania State University, a M.S. degree in Production Management from Columbia University, and a Ph.D. in Research and Development Management from American University.

At Forecasting International, Dr. Cetron is supported by an international group of experts in the fields of management techniques, technological forecasting, strategic planning, technology assessment, R&D planning, project selection, resource allocation, economics, marketing, and the behavioral sciences.



Robert J. Lieber

Robert J. Lieber is Professor of Government and International Affairs at Georgetown University, where he has previously served as Chair of the Government Department and Interim Chair of Psychology. He is author or editor of sixteen books on international relations and U.S. foreign policy, and he has served as an advisor to several presidential campaigns, to the State Department, and to the drafters of U.S. National Intelligence Estimates. His latest book, *Power and Willpower in the American Future: Why the U.S. is Not Destined to Decline*, has just been published by Cambridge University Press.

Professor Lieber was born and raised in Chicago, received his undergraduate education at the University of Wisconsin, and earned his Ph.D. at Harvard. He has held fellowships from the Guggenheim, Rockefeller and Ford Foundations, the Council on Foreign Relations, and the Woodrow Wilson International Center for Scholars. He has also taught at Harvard, Oxford and the University of California, Davis, and has been Visiting Fellow at the Atlantic Institute in Paris, the Brookings Institution in Washington, and Fudan University in Shanghai. His articles and opeds have appeared in scholarly journals, magazines and newspapers, including *The New York Times*, *The Washington Post*, *Los Angeles Times*, *The Christian Science Monitor*, *USA Today*, *Commentary*, and *Ha'aretz*, and his media appearances have included the News Hour with Jim Lehrer on PBS TV, ABC TV's Good Morning America and Nightline, NBC and CBS network news, the O'Reilly Factor on Fox TV, Voice of America, BBC World Service, Al Jazeera, and other radio and TV programs in Europe, the Arab world and Israel.



Derek S. Reveron

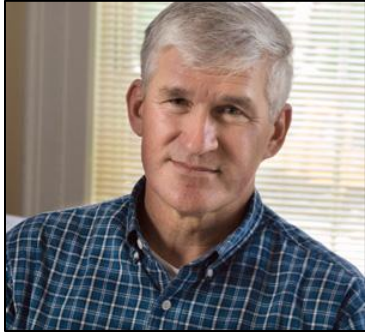
Dr. Reveron is a professor of national security affairs and the EMC Informationist Chair at the U.S. Naval War College in Newport, R.I. He specializes in strategy development, non-state security challenges, intelligence, and U.S. defense policy. He has authored or edited seven books. The latest are *Exporting Security: International Engagement, Security Cooperation, and the Changing Face of the U.S. Military* (Georgetown University Press, 2010) and *Human Security in a Borderless World* (Westview Press, 2011).

Dr. Reveron has lectured on strategy and international security in more than twenty countries, primarily in South America and East and Southern Africa. As a serving officer in the Navy Reserves, he has served in Navy and joint units to include the National Military Command Center, NATO's Supreme Headquarters Allied Powers Europe, and NATO Training Mission-Afghanistan.

Dr. Reveron serves as a senior editorial board member for the *National Intelligence Journal*, an editorial board member of the *Naval War College Review*, and is a contributing editor to the *New Atlanticist*, the blog for the Atlantic Council of the United States and globalsecurity.org. A frequent commentator on international security issues, *CBS*, *AP*, *Bloomberg*, *NPR*, and other regional and national media outlets have interviewed him.

Before joining the Naval War College faculty in 2004, Dr. Reveron taught political science at the U.S. Naval Academy. During graduate school, he formulated, implemented and evaluated democracy promotion programs for the NGO Heartland International. He received a diploma from the Naval War College, an MA in political science and a Ph.D. in public policy analysis from the University of Illinois at Chicago.

A MOMENT OF TRANSITION: FROM TODAY'S WARS TO PREPARING FOR FUTURE CHALLENGES



Andrew J. Bacevich

Andrew J. Bacevich is professor of history and international relations at Boston University. A graduate of the U. S. Military Academy, he received his Ph.D. in American diplomatic history from Princeton. He is the author of *Washington Rules: America's Path to Permanent War* (2010), *The Limits of Power: The End of American Exceptionalism* (2008) and *The New American Militarism: How Americans Are Seduced by War* (2005), among other books.



Barry R. Posen

Barry R. Posen is Ford International Professor of Political Science at MIT, Director of the MIT Security Studies Program (<http://web.mit.edu/ssp/>), and serves on the Executive Committee of Seminar XXI (<http://semxxi.mit.edu/>). He has written two books, *Inadvertent Escalation: Conventional War and Nuclear Risks* and *The Sources of Military Doctrine*. The latter won two awards: The American Political Science Association's Woodrow Wilson Foundation Book Award, and Ohio State University's Edward J. Furniss Jr. Book Award. He is also the author of numerous articles, including "The Case for Restraint," *The American Interest*, (November/December 2007) and "Command of the Commons: The Military Foundation of U.S. Hegemony," *International Security*, (Summer 2003.) He has been a Council on Foreign Relations International Affairs Fellow; Rockefeller Foundation International Affairs Fellow; Guest Scholar at the Center for Strategic and International Studies; Woodrow Wilson Center Fellow; Smithsonian Institution; Transatlantic Fellow of the German Marshall Fund of the United States, and most recently Visiting Fellow at the John Sloan Dickey Center at Dartmouth College.



Hugh White

Hugh White is Professor of Strategic Studies at the Australian National University and a Visiting Fellow at the Lowy Institute for International Policy. He studies Australian strategic and defence policy, and the regional and global issues that most directly affect it. He has worked in this field for over 30 years in several different roles, including as an intelligence analyst, journalist, ministerial adviser, departmental official, think tanker and academic. He was the principal author of Australia's 2000 Defence White Paper. His recent publications include *Power Shift: Australia's Future between Washington and Beijing* published in Quarterly Essay 39 in September 2010. In the 1970s he studied philosophy at Melbourne and Oxford Universities.



John H. Maurer

Professor John H. Maurer serves as the Chair of the Strategy and Policy Department at the Naval War College in Newport, Rhode Island. He is a graduate of Yale University and holds an M.A.L.D. and Ph.D. in International Relations from the Fletcher School of Law and Diplomacy, Tufts University. Before joining the faculty of the Naval War College, he served as executive editor of *Orbis: A Journal of World Affairs*, and held the position of senior research fellow at the Foreign Policy Research Institute. He served on the Secretary of the Navy's advisory committee on naval history. In addition, he is the author or editor of books examining the outbreak of the First World War, military interventions in

the developing world, naval arms control between the two world wars, and a study about Winston Churchill's views on British foreign policy and strategy. His current research includes work on Winston Churchill and Great Britain's decline as a world power. At the College, he teaches an elective course on Churchill and grand strategy. In June 2001, he received the U.S. Navy's Meritorious Civilian Service Award.

SUSTAINING GLOBAL LEADERSHIP: ROLE OF THE MARITIME FORCE



Rear Admiral Kenneth E. Floyd

Rear Admiral Floyd hails from Lewisburg, W.Va., and was commissioned through the University of North Carolina at Chapel Hill NROTC program in May 1980. He was designated a naval flight officer in August 1981 and completed training in the F-14A at Fighter Squadron (VF) 101 in May 1982.

Floyd served in several F-14 Tomcat squadrons including tours with the Jolly Rogers of VF-84, the Grim Reapers of VF-101 as an instructor, and the Red Rippers of VF-11. He participated in Operation Desert Storm while serving as a department head with the Starfighters of VF-33. He served as the executive officer and subsequently the commanding officer of the VF-32 Swordsmen from November 1994 to September 1997. Subsequent sea tours include a tour as the executive officer of USS

Constellation and deputy commander of Carrier Air Wing 7 where he participated in Operation Enduring Freedom. He commanded Carrier Air Wing 7 from February 2003 to July 2004.

Ashore Floyd served on the staff of the Naval Space Command in Dahlgren, Va. as aide to the commander and subsequently as flag lieutenant, commander Carrier Group 8. He also attended the Naval War College graduating with a Master of Arts degree in National Security and Strategic Studies and served as the chief staff officer on the Fighter Wing, U.S. Atlantic Fleet staff. He completed a tour on the staff of the United States military representative to the NATO Military Committee in Brussels, Belgium, served as the deputy operations officer on the staff of Joint Task Force Southwest Asia in Riyadh, Saudi Arabia, and served as chief of staff to commander, Naval Air Forces. He has served flag tours as director, Aviation and Aircraft Carrier Plans and Requirements (OPNAV N880) and deputy director, Air Warfare Division (OPNAV N88B) prior to assuming command of Strike Force Training Pacific in February 2009. He returned to the OPNAV staff in June 2010 as director, Air Warfare Division (OPNAV N88). Floyd is now serving as the director, Warfare Integration (OPNAV N9I).

His awards include the Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medals, Air Medal, Navy Commendation Medal, Navy Achievement Medal and various campaign, unit, and service medals.



Vice Admiral Richard W. Hunt

Vice Adm. Hunt graduated from the University of Wisconsin-Madison in 1975 with a Bachelor of Science in Bacteriology. He was commissioned in February 1976 through the Officer Candidate School Program in Newport, R.I. He attended the Naval Post Graduate School, receiving a Master of Science in Telecommunications Systems Management in March 1988.

Hunt served in USS *Sampson* (DDG 10), USS *Underwood* (FFG 36) and USS *Roark* (FF 1053). As commanding officer of USS *Crommelin* (FFG 37) from August 1993 to May 1995, deployed as part of the *Kitty Hawk* Battle Group in support of Korean Contingency Operations. Following his command tour, he served as assistant chief of staff for Operations and Plans for commander, Cruiser Destroyer Group 2, deploying twice to the Mediterranean Sea/Arabian Gulf as part of the *George Washington* Battle Group.

He served as commanding officer, USS *Philippine Sea* (CG 58) and Air Warfare commander for the *Enterprise* Battle Group from December 1999 to July 2001. In July 2005, he assumed command of Carrier Strike Group 6. Additionally, he served as commander, Combined Joint Task Force-Horn of Africa, United States Central Command from April 2006 to February 2007, and commander, U.S. 3rd Fleet from June 2009 to April 2011. He became commander, Naval Surface Forces, commander, Naval Surface Force, U.S. Pacific Fleet in June 2011.

Shore assignments include: assistant professor Naval Reserve Officers Training Corps unit, "The" Ohio State University; Communications Systems officer for Command, Control, Communications, and Computer Systems Directorate (J6), Joint Staff; executive assistant to director Surface Warfare (N86); executive assistant to deputy chief of staff of Naval Operations for Resources, Requirements and Assessments (N8), and executive assistant to Chairman, Joint Chiefs of Staff. He additionally served as deputy director, Strategy & Policy, Joint Staff (J5) and director, Programming Division (N80), Navy Staff.

Personal decorations include the Navy Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Navy and Marine Corps Commendation Medal, Joint Service Achievement Medal, Navy and Marine Corps Achievement Medal and various service medals and unit awards.



The Honorable Sean J. Stackley

Sean J. Stackley assumed the duties of assistant secretary of the Navy (ASN) (Research, Development & Acquisition (RDA)) following his confirmation by the Senate in July 2008. As the Navy's acquisition executive, Mr. Stackley is responsible for the research, development and acquisition of Navy and Marine Corps platforms and warfare systems which includes oversight of more than 100,000 people and an annual budget in excess of \$50 billion.

Prior to his appointment to ASN (RDA), Mr. Stackley served as a professional staff member of the Senate Armed Services Committee.

During his tenure with the Committee, he was responsible for overseeing Navy and Marine Corps programs, U.S. Transportation Command matters and related policy for the Seapower Subcommittee. He also advised on Navy and Marine Corps operations & maintenance, science & technology and acquisition policy.

Mr. Stackley began his career as a Navy surface warfare officer, serving in engineering and combat systems assignments aboard USS *John Young* (DD 973). Upon completing his warfare qualifications, he was designated as an engineering duty officer and served in a series of industrial, fleet, program office and headquarters assignments in ship design and construction, maintenance, logistics and acquisition policy.

From 2001 to 2005, Mr. Stackley served as the Navy's LPD 17 program manager, with responsibility for all aspects of procurement for this major ship program. Having served earlier in his career as production officer for the USS *Arleigh Burke* (DDG 51) and project Naval architect overseeing structural design for the Canadian Patrol Frigate, HMCS Halifax (FFH 330), he had the unique experience of having performed a principal role in the design, construction, test and delivery of three first-of-class warships.

Mr. Stackley was commissioned and graduated with distinction from the United States Naval Academy in 1979, with a Bachelor of Science in Mechanical Engineering. He holds the degrees of Ocean Engineer and Master of Science, Mechanical Engineering from the Massachusetts Institute of Technology.

Mr. Stackley earned certification as professional engineer, Commonwealth of Virginia, in 1994.



Lieutenant General John E. Wissler

Lieutenant General Wissler is currently serving as Deputy Commandant for Programs and Resources, Headquarters, U.S. Marine Corps, Washington DC.

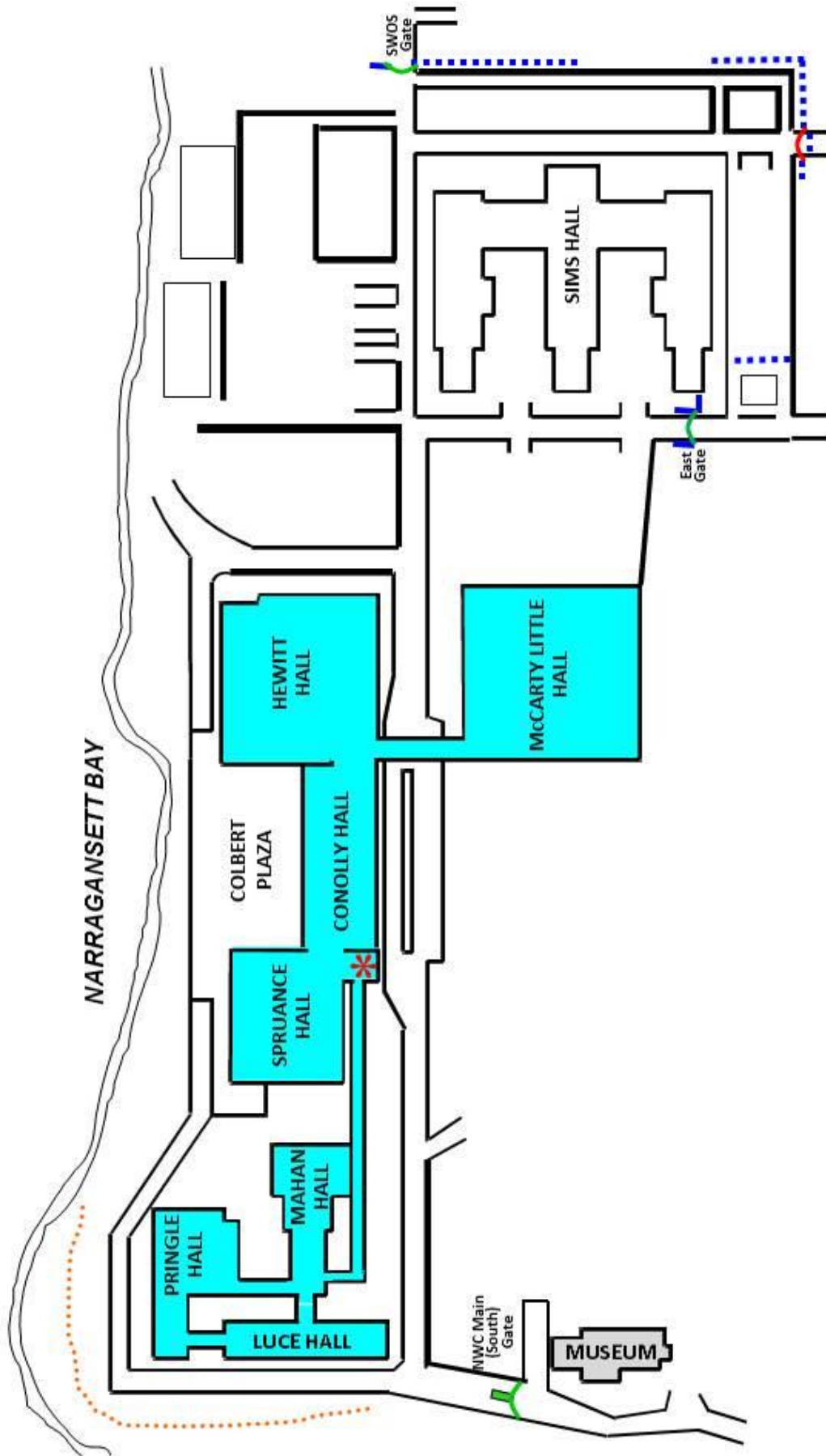
Lieutenant General Wissler was born at Camp Pendleton, California and raised across the country, settling in Brooklyn Park, Minnesota. He graduated with honors from the United States Naval Academy with a Bachelor of Science in Ocean Engineering and was commissioned a Second Lieutenant on 7 June 1978.

Lieutenant General Wissler's command assignments began with service commanding landing support (shore party) and combat engineer platoons, completing two 31st Marine Amphibious Unit (MAU) deployments to the Western Pacific and Indian Ocean. He deployed with MAU Service Support Group (MSSG) 31 with the MSSG Landing Support Platoon supporting OPERATION EAGLE CLAW in the Persian Gulf, and next commanded the Battalion Landing Team 3/3 Combat Engineer platoon. Lieutenant General Wissler also served as the Executive Officer, Engineer Company, Brigade Service Support Group, 1st Marine Brigade. His next command assignments occurred in 1st Combat Engineer Battalion, 1st Marine Division, where he served as Commanding Officer for Headquarters and Service Company, "B" Company, and Engineer Support Company; deploying to Honduras with "B" Company and 2d Battalion 5th Marines as part of the I MEF Air Contingency Battalion. Field Grade command assignments began with service as the Executive Officer, Marine Wing Support Squadron 172, Marine Wing Support Group (MWSG) -17, 1st MAW, Okinawa, Japan; and continued with his assignment as Commanding Officer, 2d Combat Engineer Battalion, 2d Marine Division. Lieutenant General Wissler commanded twice as a Colonel, commanding 2d Transportation Support Battalion, 2d Force Service Support Group (FSSG), which served as the nucleus of Task Force Pegasus, providing operational and tactical level battlefield distribution capabilities in support of I Marine Expeditionary Force during Operation Iraqi Freedom during the liberation of Iraq; and as Commander, 2d FSSG Forward, II MEF Forward (MNF-W) for Operation Iraqi Freedom (OIF) 04-06. General Officer command assignments have included Commanding General, 2d FSSG (Fwd) and 2d Marine Logistics Group, II MEF; Deputy Commanding General, MNF-W during OIF 09; Deputy Commanding General, II MEF; and Commanding General, 2d Marine Expeditionary Brigade.

Lieutenant General Wissler's staff assignments include Facilities Maintenance Officer for Marine Corps Recruit Depot (MCRD), San Diego; Battalion Operations Officer, 1st Combat Engineer Bn; Commandant of the Marine Corps' Amphibious Plans Study Group in support of Operation Desert Storm; Marine Corps Aide to the President from July 1991 to August 1993 serving Presidents George H.W. Bush and Bill Clinton; Operations Officer and Executive Officer for MWSG-17, 1st MAW; Division Engineer, 2d Marine Division, II MEF; Deputy Director and Director, Strategic Initiatives Group, Plans, Policies & Operations Department, Headquarters, U. S. Marine Corps where he headed the War Room for General James L. Jones, 32d Commandant of the Marine Corps; Assistant Chief of Staff, G-3, 2d FSSG; and Senior Military Assistant to the Deputy Secretary of Defense (The Honorable Gordon England). While serving the Deputy Secretary of Defense, at the request of the Vice Chairman of the Joint Chiefs of Staff, Lieutenant General Wissler deployed to Iraq for two months in support of the Joint Forces Command Enabling Force Study that preceded "The Surge."

Lieutenant General Wissler has completed the Amphibious Warfare School non-resident program while in the Special Education Program; graduated with honors and was identified as a Distinguished Graduate at the Air Force Institute of Technology (AFIT), receiving a Master of Science in Industrial Engineering and being awarded the AFIT Commandant's award for exceptional thesis research; is a distinguished graduate from the Marine Corps Command and Staff College Resident Program; completed the Armed Forces Staff College (now Joint Forces Staff College) at Norfolk, Virginia; and served as a Commandant of the Marine Corps and Federal Executive Fellow at The Brookings Institution in the Foreign Policy Studies Branch.

CSF SEMINAR LOCATIONS



NEW HAMPSHIRE
FIELD

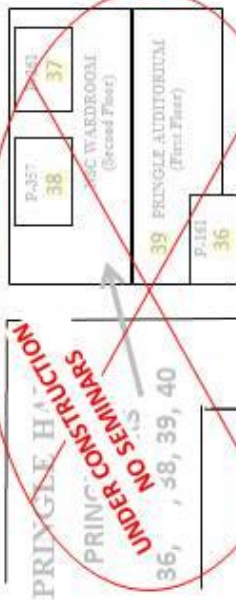
GYM 109

* NWC Quarterdeck

LUCE, PRINGLE, MAHAN, CONOLLY, & HEWITT HALLS SEMINAR LOCATOR (SEMINARS 1 THRU 46)

HEWITT HALL
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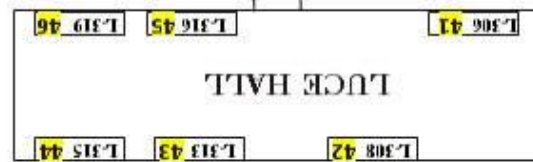
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MAHAN HALL
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33, 34, 35

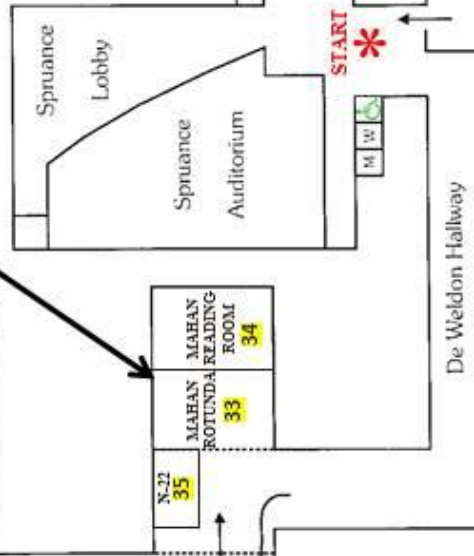


CONOLLY HALL
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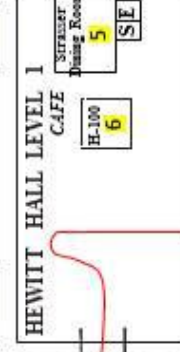
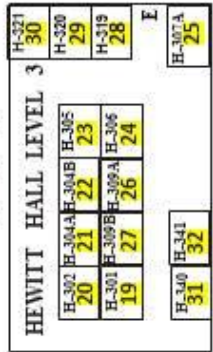


LUCE HALL
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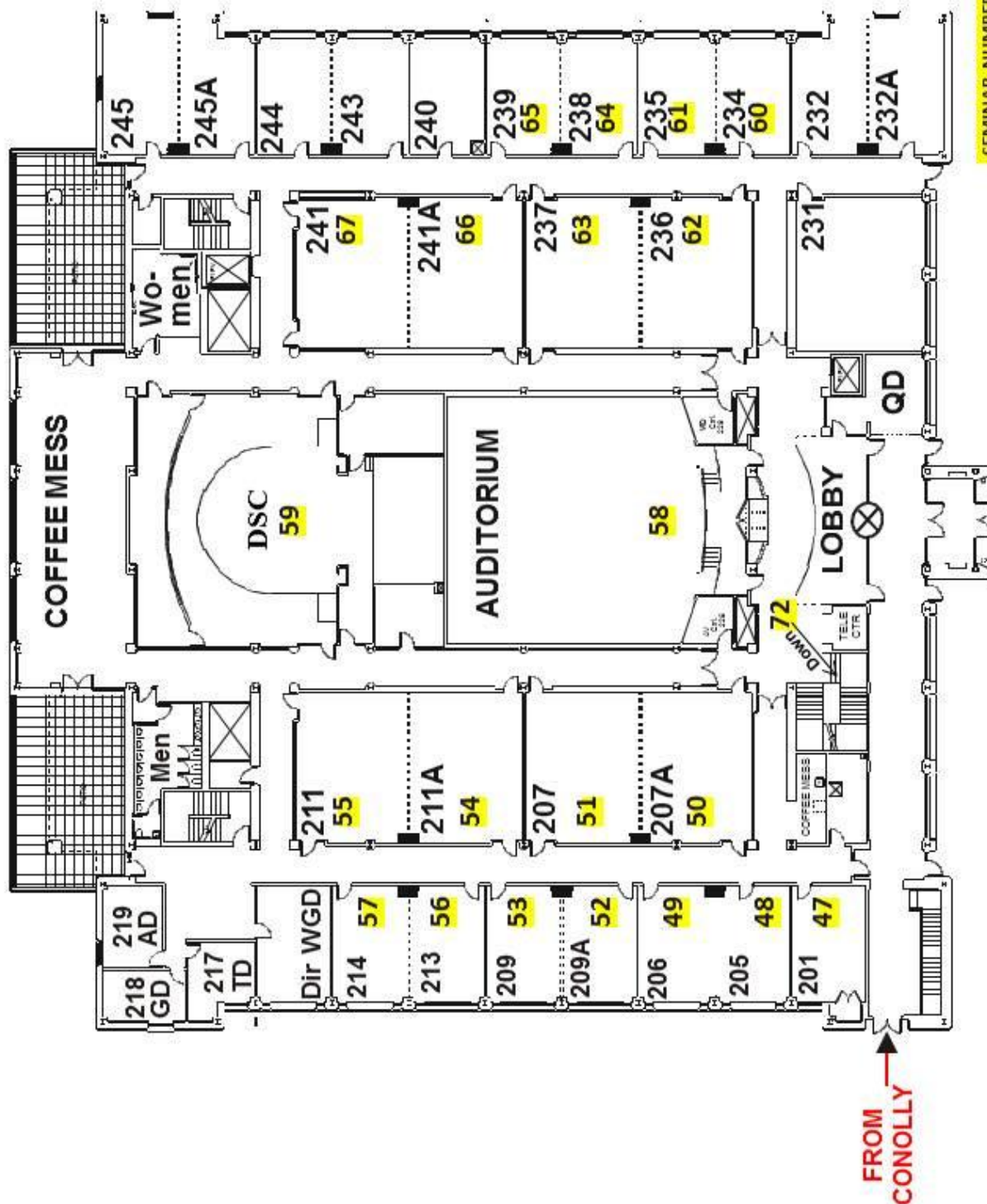
M - Men
W - Women
S - Stairs
E - Elevator



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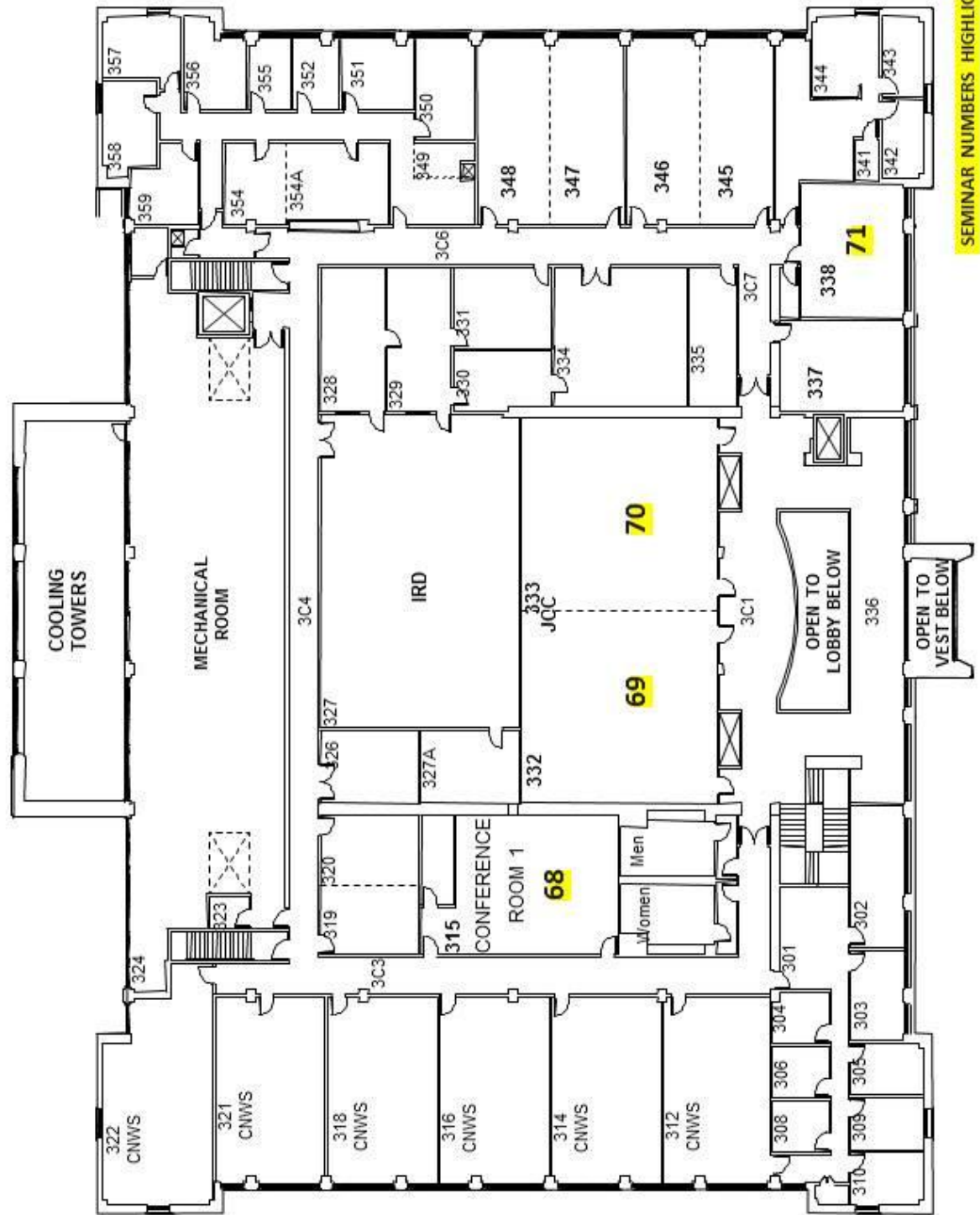
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SEMINAR NUMBERS HIGHLIGHTED YELLOW

MCCARTY LITTLE HALL 3RD FLOOR **SEMINAR LOCATOR (SEMINARS 68 THRU 71)**



SEMINAR NUMBERS HIGHLIGHTED YELLOW

TRANSPORTATION SCHEDULE

To: Naval War College

**On: Tuesday morning
June 12, 2012**

Shuttles depart as follows:

- **Courtyard by Marriott**
6:30 and 7:25 a.m.
- **Hampton Inn**
6:15 and 7:00 a.m.
- **Holiday Inn Express**
6:15 and 7:10 a.m.
- **Hotel Viking**
6:00 and 6:50 a.m.
- **Howard Johnson**
6:15 and 7:00 a.m.
- **Mainstay Inn/Best Western**
6:30 and 7:00 a.m.
- **Newport Harbor Hotel**
6:15, 6:45 and 7:15 a.m.
- **Newport Inn & Spa**
6:05 and 7:00
- **Newport Marriott**
6:15, 6:20, 6:50 and 7:10 a.m.
- **Residence Inn by Marriott**
6:15 and 7:00 a.m.
- **CBH/Newport Chalet & Navy Lodge**
6:30, 6:55 and 7:25 a.m.

Buses will be available to provide transportation to and from lunch.

Buses depart Naval War College for hotels immediately following completion of afternoon session.

To: Officers' Club

**On: Tuesday evening
June 12, 2012**

Shuttles depart as follows:

- **Courtyard by Marriott**
6:05 and 6:50 p.m.
- **Hampton Inn**
5:50 and 6:30 p.m.
- **Holiday Inn Express**
5:50 and 6:35 p.m.
- **Hotel Viking**
5:50 and 6:45 p.m.
- **Howard Johnson**
5:50 and 6:30 p.m.
- **Mainstay Inn/Best Western**
6:15 and 6:45 p.m.
- **Newport Harbor Hotel**
6:15, 6:45 and 7:15 p.m.
- **Newport Inn & Spa**
6:15, 6:45 and 7:15 p.m.
- **Newport Marriott**
6:10, 6:50 and 7:05 p.m.
- **Residence Inn by Marriott**
5:50 and 6:30 p.m.
- **CBH/Newport Chalet & Navy Lodge**
6:15, 6:45 and 7:15 p.m.

Buses will depart the Officers' Club for hotels at 8:30 p.m.

Shuttles will be available from 7:00-9:00 p.m. between the Officers' Club and hotels.

To: Naval War College

**On: Wednesday morning
June 13, 2012**

Shuttles depart as follows:

- **Courtyard by Marriott**
6:30 and 7:25 a.m.
- **Hampton Inn**
6:15 and 7:00 a.m.
- **Holiday Inn Express**
6:15 and 7:10 a.m.
- **Hotel Viking**
6:00 and 6:50 a.m.
- **Howard Johnson**
6:15 and 7:00 a.m.
- **Mainstay Inn/Best Western**
6:30 and 7:00 a.m.
- **Newport Harbor Hotel**
6:15, 6:45 and 7:15 a.m.
- **Newport Inn & Spa**
6:05 and 7:00
- **Newport Marriott**
6:15, 6:20, 6:50 and 7:10 a.m.
- **Residence Inn by Marriott**
6:15 and 7:00 a.m.
- **CBH/Newport Chalet & Navy Lodge**
6:30, 6:55 and 7:25 a.m.

Buses will be available to provide transportation to and from lunch.

Buses depart Naval War College for hotels immediately following completion of afternoon session.

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