

# CSF

## Current Strategy Forum

Strategy in Complex  
and Uncertain Times

Program of Events & Biographies

June 14 –15, 2016



## CONFERENCE PRECEPTS

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This year marks the 67th annual Current Strategy Forum (CSF) at the Naval War College in Newport, Rhode Island. The first CSF was held on 9 May 1949 under the title “Round Table Talks.” This event 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 years, the CSF has expanded to include a cross section of America’s civilian and military leadership to encourage a wide-ranging debate on national and international security. This year’s theme:

### *Strategy in Complex and Uncertain Times*

We describe today’s strategic environment as complex. We use terms such as globalization, new world order, cyber security, and disruptive technology that suggest that we need to think differently about our strategic approach in dealing with our nation’s challenges. But are these “times” really any different than the challenges that faced our nation’s leaders in the past? Do we really understand the geopolitical and economic component of the strategic environment?

We’ll attempt to answer these by seeking the advice of the classic theorists of Thucydides, Clausewitz, Mahan and Mao; what would they tell us about our environment and the choices we should make? We’ll explore how leaders in the past managed the complexities and uncertainties of their time. What strategies and leadership traits led to success while others failed? We’ll then seek to understand the implications for the Indo-Pacific region in order to better understand the strategic choices for the nation as it shifts its focus to this area of the world.

## TABLE OF CONTENTS

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Program of Events .....	1
Biographies	
U.S. Naval War College Leadership .....	2
Keynote Speakers .....	3
Panel 1 .....	6
<i>Lessons of the Masters</i>	
Panel 2 .....	8
<i>Success and Failures</i>	
Panel 3 .....	9
<i>The Strategic Environment / Challenges for the Indo-Pacific Region</i>	
History of the U.S. Naval War College .....	11
The Naval War College Foundation .....	12
CSF Seminar Locations .....	13



## PROGRAM OF EVENTS

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### **Tuesday, June 14, 2016** (Civilian – business attire / Military – summer white or service equivalent)

- 7:30 a.m. **Guest Registration**
- 8:30 **Administrative Announcements**
- 8:40 **Welcome and Introduction**  
Rear Admiral P. Gardner Howe III, U.S. Navy, President, U.S. Naval War College
- 8:45 **Keynote Address #1**  
The Honorable Janine Davidson, Under Secretary of the Navy
- 9:30 **Keynote Address #2**  
Dr. Andrew F. Krepinevich, Jr., Center for Strategic and Budgetary Assessments
- 10:15 **Break**
- 10:45 **Panel 1: Lessons of the Masters**
- ♦ Dr. James R. Holmes, U.S. Naval War College
  - ♦ Dr. Timothy D. Hoyt, U.S. Naval War College
  - ♦ Dr. Michael F. Pavković, U.S. Naval War College
  - ♦ Dr. Toshi Yoshihara, U.S. Naval War College
  - ♦ Moderator: Dr. Andrea J. Dew, U.S. Naval War College
- 12:15 **Lunch**
- 2:00 **Panel 2: Successes and Failures**
- ♦ Dr. Hal Brands, Duke University
  - ♦ Dr. Andrew J. Bacevich, Boston University
  - ♦ Dr. Paul Bracken, Yale University
  - ♦ Moderator: Prof. David A. Brown, U.S. Naval War College
- 3:30 **Adjourn**

### **Wednesday, June 15, 2016** (Civilian – business attire / Military – summer white or service equivalent)

- 8:30 a.m. **Keynote Address #3**  
Ambassador Robert D. Blackwill, Council on Foreign Relations
- 9:30 **Seminars**
- 11:30 **Lunch**
- 1:00 **Keynote Address #4**  
General Robert B. Neller, Commandant, U.S. Marine Corps
- 1:45 p.m. **Keynote Address #5**  
Dr. Elizabeth C. Economy, Council on Foreign Relations
- 2:30 **Break**
- 2:45 **Panel 3: The Strategic Environment / Challenges for the Indo-Pacific Region**
- ♦ Dr. Michael J. Green, Georgetown University
  - ♦ Dr. Emily O. Goldman, U.S. Cyber Command
  - ♦ Dr. Thomas J. Christensen, Princeton University
  - ♦ Dr. Ross Babbage, Strategy International
  - ♦ Moderator: Prof. Lyle Goldstein, U.S. Naval War College
- 4:15 **Adjourn**

## U.S. NAVAL WAR COLLEGE LEADERSHIP

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**REAR ADMIRAL P. GARDNER HOWE III** is the 55th President of the U.S. Naval War College. Rear Adm. Howe is a native of Jacksonville, Fla. He was commissioned in 1984 following his graduation from the United States Naval Academy.

Howe's operational assignments have included a full range of duties in the Naval Special Warfare and joint Special Operations communities. He commanded Naval Special Warfare Unit Three in Bahrain, Naval Special Warfare Group Three in San Diego, and Special Operations Command, Pacific in Hawaii. His service overseas includes multiple deployments to the western Pacific and Southwest Asia, and participation in Operations Earnest Will, Provide Promise, Enduring Freedom, and Iraqi Freedom.

His key joint and staff assignments include current operations officer at Special Operations Command, Pacific; chief staff officer, Naval Special Warfare Development Group; assistant chief of staff for Operations, Plans and Policy at Naval Special Warfare Command; director of Legislative Affairs for U.S. Special Operations Command; and assistant commanding officer, Joint Special Operations Command.

Howe graduated from the Naval Postgraduate School in 1995 with a master of arts in national security affairs (special operations / low-intensity conflict), and from the National War College in 2002 with a master of arts in national security.



**DR. LEWIS M. DUNCAN** currently serves as Provost of the U.S. Naval War College, the preeminent advanced military education school in the world. As Provost, Dr. Duncan serves as the College's chief operating officer, overseeing the continuum of professional military education programs, residential and online, as well as operational administration of the institution.

Dr. Duncan is internationally recognized as an accomplished research scientist in experimental space physics and radiophysics, and as a leading scholar in study of the societal and ethical implications of emerging technologies.

Additionally, he serves on the Board of Directors of the Center for the Advancement of Science in Space, responsible for management of the U.S. National Laboratory of the International Space Station. He also is an Associated Fellow of the United Nations Institute for Training and Research, supporting the United Nations Operational Satellite Applications Technology (UNOSAT) program.

Previously, Dr. Duncan served for ten years as President of Rollins College. He also served as Dean of the Thayer School of Engineering and Professor of Engineering Sciences at Dartmouth College.

Dr. Duncan received his B.A. (1973) in physics and mathematics, M.A. (1976) and Ph.D. (1977) in space physics, all from Rice University. Among his past honors, he received the Alan Berman Award from U.S. Naval Research Laboratory and is a member of Phi Beta Kappa, Sigma Xi, Tau Beta Pi, and Phi Kappa Phi.

## KEYNOTE SPEAKERS

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(in order of appearance)

**DR. JANINE DAVIDSON** is the 32nd Under Secretary of the Navy. On behalf of the Secretary of the Navy, she is responsible for all Department of the Navy affairs to include Navy and Marine Corps integration, acquisition, finance, personnel, legislative affairs, and research and development. As Under Secretary, she oversees the management and oversight of an annual budget in excess of \$170 billion and is responsible for the health and well-being of nearly 900,000 Sailors, Marines civilians and their families. She also serves as the Chief Management Officer for the Department of the Navy, ensuring efficient management of the Department's resources through sound business practices.

Secretary Davidson has almost 30 years of experience in military operations, national security policy, and academic research. From 2009 to 2012, she served as Deputy Assistant Secretary of Defense for Plans, where she oversaw the formulation and review of military war plans and global force posture policy. Previously, she served as Director for Stability Operations Capabilities in the office of Special Operations and Low Intensity Conflict, where she was the founding Director of the Center for Complex Operations, an interagency organization focused on enhancing civilian and military performance in the field.

Following her earlier time in the Pentagon, Davidson served as a presidentially appointed member of the National Commission on the Structure of the Air Force, which recommended changes to service structure and management policies. She also served as a member of the Reserve Forces Policy Board and as a senior advisor to the Supreme Allied Commander, NATO.

As an analyst and academic, Davidson was most recently Senior Fellow for Defense Policy at the Council on Foreign Relations, where she is also a life member. She has taught national security policy and political science at Georgetown University, George Mason University, and Davidson College, and is the author of numerous articles across a range of defense issues. Her 2009 book, *Lifting the Fog of Peace: How Americans Learned to Fight Modern War*, examines organizational change and institutional learning in the U.S. military.

Davidson grew up in a Navy family in California and Virginia and was commissioned as an Air Force second lieutenant in 1988. She flew combat support, airdrop, and humanitarian air mobility missions in the Pacific, Europe and the Middle East in both the C-130 and the C-17 cargo aircraft, and also served as an instructor pilot at the U.S. Air Force Academy. She was a Distinguished Graduate of Air Force Squadron Officers' School and was the first woman to fly the Air Force's tactical C-130.

Davidson received her Master of Arts and a doctorate in international studies from the University of South Carolina and holds a Bachelor of Science degree in architectural engineering from the University of Colorado at Boulder. For her previous civilian government service, Davidson was awarded the Secretary of Defense Medal for Outstanding Public Service.

**DR. ANDREW F. KREPINEVICH, JR.** is president of Solarium LLC. He is also a distinguished senior fellow at the Center for Strategic and Budgetary Assessments (CSBA), which he founded in 1993 and where he served as president until March 2016. His service at CSBA was preceded by a 21-year career in the U.S. Army.

Dr. Krepinevich has served in the Department of Defense's Office of Net Assessment, and on the personal staff of three secretaries of defense. He has also served as a member of the National Defense Panel, and Secretary of Defense Robert Gates' Policy Board. He currently is a member of the Chief of Naval Operations Executive Panel and the Advisory Council of Business Executives for National Security.

A graduate of West Point, Dr. Krepinevich holds an M.P.A. and Ph.D. from Harvard University.

**AMBASSADOR ROBERT D. BLACKWILL** is Henry A. Kissinger senior fellow for U.S. foreign policy at the Council on Foreign Relations (CFR). His current work focuses on U.S. foreign policy writ large as well as on China, Russia, the Middle East, South Asia, and geoeconomics. Blackwill served as counselor to CFR in 2005. Most recently, he was senior fellow at the RAND Corporation in Santa Monica, California, from 2008 to 2010, after serving from 2004 to 2008 as president of BGR International. As deputy assistant to the president and deputy national security advisor for strategic planning under President George W. Bush, Blackwill was responsible for government-wide policy planning to help develop and coordinate the mid- and long-term direction of U.S. foreign policy. He also served as presidential envoy to Iraq and was the administration's coordinator for U.S. policies regarding Afghanistan and Iran. Blackwill went to the National Security Council (NSC) after serving as the U.S. ambassador to India from 2001 to 2003. He is the recipient of the 2007 Bridge-Builder Award for his role in transforming U.S.-India relations, and the 2016 Padma Bhushan Award from the government of India for distinguished service of a high order.

Prior to reentering government in 2001, Blackwill was the Belfer lecturer in international security at Harvard University's John F. Kennedy School of Government. During his fourteen years as a Harvard faculty member, he was associate dean of the Kennedy School, where he taught foreign and defense policy and public policy analysis. He was faculty chair for executive training programs for business and government leaders from Saudi Arabia, Kuwait, the Palestinian Authority, Israel, and Kazakhstan, as well as military general officers from Russia and the People's Republic of China. From 1989 to 1990, he was special assistant to President George H.W. Bush for European and Soviet affairs, during which he was awarded the Commander's Cross of the Order of Merit by the Federal Republic of Germany for his contribution to German unification. Earlier in his career, he was the U.S. ambassador to conventional arms negotiations with the Warsaw Pact, director for European affairs at the NSC, principal deputy assistant secretary of state for political-military affairs, and principal deputy assistant secretary of state for European affairs.

Blackwill is author and editor of many articles and books on transatlantic relations, Russia and the West, the Greater Middle East, and Asian security. He edited the CFR book *Iran: The Nuclear Challenge* (June 2012). His best-selling book coauthored with Graham Allison of the Harvard Kennedy School, titled *Lee Kuan Yew: The Grand Master's Insights on China, the United States, and the World* (MIT Press, February 2013), has sold 180,000 copies. He coauthored, with Ashley J. Tellis of the Carnegie Endowment, the Council Special Report *Revising U.S. Grand Strategy Toward China* (April 2015). His newest book, *War by Other Means: Geoeconomics and Statecraft*, coauthored with Jennifer M. Harris, will be published in April 2016 by Belknap Press, an imprint of Harvard University Press.

He is a member of the Council on Foreign Relations, the International Institute for Strategic Studies, and the Aspen Strategy Group; a non-resident senior fellow and on the international board of Harvard University's Belfer Center for Science and International Affairs; senior advisor to the Rector of Kazakhstan's New Economic University; and on the board of the American University of Iraq, Suleimani.

**GENERAL ROBERT B. NELLER**, is the 37th Commandant of the United States Marine Corps. Prior to his current assignment, he served as the Commander, Marine Forces Command from July 2014 to September 2015 and Commander, Marine Forces Central Command from September 2012 to June 2014.

A native of East Lansing, Michigan, General Neller graduated from the University of Virginia and was commissioned in 1975. He has served as an infantry officer at all levels, including command of Marine Security Force Company Panama during Operations JUST CAUSE and PROMOTE LIBERTY; 3d Light Armored Infantry Battalion during Operation RESTORE HOPE; 6th Marine Regiment; and 3d Marine Division.

General Neller also served as Deputy Commanding General, I Marine Expeditionary Force (Forward) during Operation IRAQI FREEDOM (05-07); Assistant Division Commander for 1st and 2d Marine Divisions; and President of Marine Corps University.

His Joint assignments include service in the Policy Division of Supreme Headquarters Allied Powers Europe (SHAPE) in Casteau, Belgium, and as the Director of Operations (J-3) of the Joint Staff in Washington, D.C.

General Neller is a graduate of the Armor Officer Advanced Course, Marine Corps Command and Staff College, NATO Defense College, and the Armed Forces Staff College. He holds a master's degree in Human Resource Management from Pepperdine University.

**DR. ELIZABETH C. ECONOMY** is the C.V. Starr senior fellow and director for Asia studies at the Council on Foreign Relations. She is the award-winning author of *The River Runs Black: The Environmental Challenge to China's Future*. Her most recent book, with Michael Levi, is *By All Means Necessary: How China's Resource Quest is Changing the World*. Dr. Economy has published articles in foreign policy and scholarly journals including: *Foreign Affairs*, *Foreign Policy*, and the *Harvard Business Review*; and op-eds in the *New York Times* and *Washington Post*, among others.

Dr. Economy serves on the boards of Swarthmore College and the Asia Foundation. She served as a member and then vice chair of World Economic Forum's (WEF) Global Agenda Council on the Future of China from 2008 to 2014. Dr. Economy received her BA with honors from Swarthmore College, her AM from Stanford University, and her PhD from the University of Michigan.

## PANEL 1: LESSONS OF THE MASTERS

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**DR. JAMES R. HOLMES** is professor of strategy at the Naval War College and senior fellow at the University of Georgia School of Public and International Affairs and a former U.S. Navy surface warfare officer.

Jim is a Phi Beta Kappa graduate of Vanderbilt University (B.A., mathematics and German) and completed graduate work at Salve Regina University (M.A., international relations), Providence College (M.A., mathematics), and the Fletcher School of Law and Diplomacy at Tufts University (M.A.L.D. and Ph.D., international affairs), where he was the A. Eiken Hohenberg Scholar. He earned the McGinnis Family Award in 1994, signifying the top graduate in his Naval War College class.

His most recent books (with long-time coauthor Toshi Yoshihara) are *Strategy in the Second Nuclear Age* and *Red Star over the Pacific*. Designated an *Atlantic Monthly* Best Book of 2010, *Red Star over the Pacific* has been named to the Navy Professional Reading List as essential reading. Copies have been placed aboard every major ship, squadron, and shore installation in the U.S. Navy. Translations have appeared through the Chinese Academy of Social Sciences, Beijing, and through houses in Japan, South Korea, and Germany. An additional translation is underway in Taiwan. Under contract are *Naval Diplomats: The U.S. Asiatic Fleet* and *Japanese Sea Power in the 21st Century*.

He has been a visiting scholar at National Chengchi University, Taiwan, and the Institute for Defense Studies & Analyses, India. He has testified before the U.S.-China Economic and Security Review Commission and spoken at such institutions as Brown, Duke, Harvard, and Vanderbilt universities; the Lowy Institute for International Policy, Sydney; the Aspen Institute, Berlin; the Woodrow Wilson International Center for Scholars, Washington, DC; the French Institute of International Relations (ifri), Paris; the Clingendael Institute of International Relations, The Hague; and the Chinese Council for Advanced Policy Studies, Taipei. In October 2013 he addressed the International Fleet Review in Sydney, Australia.

**DR. TIMOTHY D. HOYT** is the John Nicholas Brown Chair for Counterterrorism Studies.

Dr. Hoyt earned his undergraduate degrees from Swarthmore College, and his Ph.D. in International Relations and Strategic Studies from The Johns Hopkins University's Paul H. Nitze School of Advanced International Studies.

Before joining the Naval War College's Strategy and Policy Department, he taught at Georgetown University's School of Foreign Service. He has testified before subcommittees of the House Committee on International Relations regarding terrorism in South and Southwest Asia, and is regularly involved in discussions on security issues in those regions with the U.S. and other governments.

Dr. Hoyt's recent publications include studies on the war on terrorism in South Asia, the limits of military force in the global war on terrorism, the impact of culture on military doctrine and strategy, military innovation and warfare in the developing world, U.S.-Pakistan relations, and the impact of nuclear weapons on recent crises in South Asia.

Dr. Hoyt served previously as Co-Chairman of the Indian Ocean Regional Studies Group at the Naval War College. He is the author of *Military Industries and Regional Defense Policy: India, Iraq and Israel*, and over 40 articles and chapters on international security and military affairs. He is currently working on a book on the strategy of the Irish Republican Army from 1913-2005, projects examining U.S. relations with India and Pakistan, studies on arms control and arms racing during and after the Cold War, and analyses of irregular warfare and terrorism in South Asia.

**DR. MICHAEL F. PAVKOVIĆ** currently serves as Chair of the Strategy and Policy Department and the Vice Admiral William Ledyard Rodgers Professor in Naval History at the College. He received his B.A. in History and Classics from the Pennsylvania State University and his Ph.D. in history from the University of Hawai‘i at Mānoa.

Before joining the Naval War College, he served as an associate professor of history at Hawai‘i Pacific University, where he also coordinated the programs in Diplomacy and Military Studies. He has presented papers at national and international conferences and has also published a number of articles, book chapters, and reviews on topics relating to ancient, early modern and Napoleonic military history. He is co-author of *What is Military History?* (Polity Press, 2nd edition, 2013). He is currently completing a book on sea power in the ancient world. He has held summer fellowships at West Point in Military History and at Harvard University’s Dumbarton Oaks Center for Byzantine Studies.

**DR. TOSHI YOSHIHARA** holds the John A. van Beuren Chair of Asia-Pacific Studies and is an affiliate member of the China Maritime Studies Institute at the Naval War College. Before joining the College faculty, he was a visiting professor in the Strategy Department at the Air War College. Dr. Yoshihara has also served as an analyst at the Institute for Foreign Policy Analysis, RAND, and the American Enterprise Institute. He holds a Ph.D. from the Fletcher School of Law and Diplomacy, Tufts University, an M.A. from the School of Advanced International Studies, Johns Hopkins University, and a B.S.F.S. from the School of Foreign Service, Georgetown University. He is co-author of *Red Star over the Pacific: China’s Rise and the Challenge to U.S. Maritime Strategy* (Naval Institute Press, 2010), *Indian Naval Strategy in the Twenty-first Century* (Routledge, 2009), and *Chinese Naval Strategy in the 21<sup>st</sup> Century: The Turn to Mahan* (Routledge, 2008). He is also co-editor of *Strategy in the Second Nuclear Age: Power, Ambition, and the Ultimate Weapon* (Georgetown University Press, 2012) and *Asia Looks Seaward: Power and Maritime Strategy* (Praeger, 2008).

**DR. ANDREA J. DEW** holds a B.A. (Hons.) in History from Southampton University in the United Kingdom, and an M.A.L.D. and Ph.D. in International Relations from the Fletcher School of Law and Diplomacy, Tufts University. In addition, she also lived in Japan for eight years where she studied advanced Japanese at the Kyoto Japanese Language School. Professor Dew has served as a Research Fellow at the Belfer Center for Science in International Affairs at Harvard University, and Senior Counter-Terrorism Fellow at the Jebson Center for Counter Terrorism Studies at the Fletcher School. She is the co-author of a book on armed groups, entitled *Insurgents, Terrorists, and Militias: The Warriors of Contemporary Combat* (Columbia University Press, 2009). Her most recent publications include “Exploiting Seams and Closing Gaps: Lessons from Mumbai and Beyond,” *Journal of Strategic Studies*, and a co-edited book entitled: *Deep Currents, Rising Tides: The Indian Ocean and International Security* (Georgetown University Press, 2013). Dr. Dew is the Co-Director of the Center on Irregular Warfare and Armed Groups (CIWAG) at the US Naval War College.

## PANEL 2: SUCCESSES AND FAILURES

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**DR. HAL BRANDS** is Associate Professor of Public Policy and History at Duke University. He is the author or editor of several books, including *What Good is Grand Strategy? Power and Purpose in American Statecraft from Harry S. Truman to George W. Bush* (2014). His most recent book is *Making the Unipolar Moment: U.S. Foreign Policy and the Rise of the Post-Cold War Order* (2016).

**DR. ANDREW J. BACEVICH** grew up in Indiana, graduated from West Point and Princeton, served in the army, became an academic, and is now a writer. He is the author, co-author, or editor of a dozen books, among them *American Empire*, *The New American Militarism*, *The Limits of Power*, *Washington Rules*, *Breach of Trust*, and, most recently, *America's War for the Greater Middle East: A Military History*.

**DR. PAUL BRACKEN** is a leading expert in global competition and the strategic application of technology in business and defense. His most recent book is *The Second Nuclear Age*.

He recently was included by *Princeton Review* in their book *The Best 300 Professors in the United States*. Bracken teaches *The Global Corporation* which examines the multinational corporation's strategy; and *Strategy, Technology, and War*, a signature Yale course drawing students from Yale College, the professional schools, and virtually all parts of the university.

A member of the Council on Foreign Relations, he serves on the Chief of Naval Operations Executive Panel.

Before joining the Yale faculty, Professor Bracken was on the senior staff of the Hudson Institute for ten years where he worked closely with Herman Kahn. He grew up in Philadelphia, and was educated at Columbia University (engineering) and Yale University (Ph.D. operations research). He enjoys golf and ham radio (K3SOC).

**PROF. DAVID A. BROWN**, Colonel, U.S. Army (Retired), is an Associate Professor and the Executive Director of the Advanced Naval Strategist Program (ANSP) at the U.S. Naval War College. A decorated combat veteran and former designated Army Strategist, he holds a BA in Philosophy, a diploma for studies in the Greek language, a diploma from the Army's Command and General Staff College, a MMAS from the Army's School of Advanced Military Studies Program (SAMS), a MS from Long Island University in Counseling and Leader Development, and a MA in National Security and Strategic Studies from the Naval War College. COL Brown's career spanned over 30 years in combat arms units and a variety of command and staff positions in the United States and overseas. His operational experience includes nuclear weapons programs, combat experience in DESERT STORM and IRAQI FREEDOM, and operational planning experience at Battalion, Brigade, Division and Theater levels to include operations in Bosnia, Kosovo, and Iraq. In 2008 he served as the senior military advisor for the 2nd Iraqi Army Division in Mosul. Professor Brown taught for seven years in the college's Strategy and Policy Department and has also taught in the Maritime Advanced Warfighting School (MAWS) for joint war planners.

## PANEL 3: THE STRATEGIC ENVIRONMENT / CHALLENGES FOR THE INDO-PACIFIC REGION

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**DR. MICHAEL J. GREEN** is senior vice president for Asia and Japan Chair at the Center for Strategic and International Studies (CSIS) and chair in modern and contemporary Japanese politics and foreign policy at the Edmund A. Walsh School of Foreign Service at Georgetown University. He served on the staff of the National Security Council (NSC) from 2001 through 2005, first as director for Asian affairs, with responsibility for Japan, Korea, Australia, and New Zealand, and then as special assistant to the president for national security affairs and senior director for Asia, with responsibility for East Asia and South Asia. Before joining the NSC staff, he was senior fellow for East Asian security at the Council on Foreign Relations, director of the Edwin O. Reischauer Center and the Foreign Policy Institute, and an assistant professor at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University, research staff member at the Institute for Defense Analyses, and senior adviser on Asia in the Office of the Secretary of Defense. He also worked in Japan on the staff of a member of the National Diet.

Dr. Green is also currently a nonresident fellow at the Lowy Institute in Sydney, Australia, and a distinguished scholar at the Rebuild Japan Initiative Foundation in Tokyo. He is a member of the Council on Foreign Relations, the Aspen Strategy Group, the America Australia Leadership Dialogue, the advisory board of the Center for a New American Security, and the editorial boards of the *Washington Quarterly* and the *Journal of Unification Studies* in Korea. He is also an associate of the U.S. Intelligence Community. Dr. Green has authored numerous books and articles on East Asian security. His current research includes a book project on the history of U.S. strategy in Asia; a survey of elite views of norms, power, and regional institutions in Asia; and a monograph on Japanese strategic culture. He received his master's and doctoral degrees from SAIS and did additional graduate and postgraduate research at Tokyo University and the Massachusetts Institute of Technology. He received his bachelor's degree in history from Kenyon College with highest honors. He holds a black belt in Iaido (sword) and has won international prizes on the great highland bagpipe.

**DR. EMILY O. GOLDMAN** is Director of the US Cyber Command / National Security Agency Combined Action Group. She previously served as Deputy Director for Interagency Coordination, Office of Communication, USCENTCOM; Strategic Communication Advisor to the Coordinator for Counterterrorism, U.S. Department of State; Associate Director, Support to Public Diplomacy, U.S. Department of Defense. She received her PhD from Stanford University and was Associate Professor of Political Science at the University of California, Davis from 1989 to 2008. She has published on strategic, military, and arms control policy; military innovation; revolution in military affairs; organizational change; and defense resource allocation. She has received awards and fellowships from the MacArthur, Olin, Pew and Smith Richardson Foundations, and the U.S. Institute of Peace, the Woodrow Wilson Center and the U.S. Naval War College. Her book, *Power in Uncertain Times: Strategy in the Fog of Peace* was published by Stanford University Press in 2011. In 2012 she launched the *Cyber Analogies Project* to develop analogies to improve understanding of the cyber environment. *Cyber Analogies* was co-edited with John Arquilla and published by the Naval Postgraduate School in 2014.

**DR. THOMAS J. CHRISTENSEN** is the William P. Boswell Professor of World Politics of Peace and War and Director of the China and the World Program at Princeton University. From 2006-2008 he served as Deputy Assistant Secretary of State for East Asian and Pacific Affairs with responsibility for relations with China, Taiwan, and Mongolia. His research and teaching focus on China's foreign relations, the international relations of East Asia, and international security.

**DR ROSS BABBAGE** is Chief Executive Officer of Strategic Forum Ltd, a not-for-profit organisation committed to fostering high-level discussions and debates on the primary security challenges confronting Australia and its close allies. Dr Ross Babbage is also Founder of the Kokoda Foundation and Managing Director of Strategy International (ACT) Pty Ltd.

Dr Babbage served for 16 years in the Australian Public Service holding several senior positions, including Head of Strategic Analysis in the Office of National Assessments and leading the branches in the Department of Defence responsible for ANZUS and global strategic policy and then Force Development. He has also worked at senior levels of the corporate sector and as Head of the Strategic and Defence Studies Centre at the Australian National University. In addition he served on the Council of the International Institute for Strategic Studies in London for a maximum six year term.

**PROF. LYLE GOLDSTEIN** is an associate professor in the China Maritime Studies Institute (CMSI), which was established at U.S. Naval War College in October 2006 to improve mutual understanding and maritime cooperation with China. He served as the founding director of CMSI from 2006 to 2011. For this service, he was recently awarded the Superior Civilian Service Medal.

He is currently also a visiting fellow of the Watson Institute of International Studies at Brown University.

Proficient in Chinese and Russian, Professor Goldstein has conducted extensive field research in both China and Russia. His research on Chinese security policy, especially concerning maritime development, has been published in *China Quarterly International Security*, *IISS Survival*, *Contemporary Southeast Asia*, *Journal of Strategic Studies*, and U.S. Naval Institute *Proceedings*.

Professor Goldstein's first book, which compared proliferation crises and focused particularly on Chinese nuclear strategy, was published by Stanford University Press in 2005. He is the co-editor of the books *China's Future Nuclear Submarine Force* (2007), *China's Energy Strategy: The Impact on Beijing's Maritime Policies* (2008), *China Goes to Sea: Maritime Transformation in a Comparative Historical Context* (2009), *China, the US and 21st Century Sea Power: Defining a Maritime Partnership* (2010) and *Chinese Aerospace Power: Evolving Maritime Roles* (2011).

Recently, his research has focused on various quandaries in U.S.-China relations, including the imperative to enhance maritime cooperation.

He earned a PhD from Princeton University in 2001 and has an MA from Johns Hopkins School of Advanced International Studies.

## HISTORY OF THE U.S. NAVAL WAR COLLEGE

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Founded in Newport, Rhode Island on October 6, 1884, the U.S. Naval War College is the oldest war college in the world. Commodore Stephen B. Luce, the first president, organized the War College as a place to study the highest aspects of the military profession, defining it as “a place of original research on all questions relating to war and to statesmanship connected with war, or the prevention of war.” These foundations were built upon by Captain Alfred Thayer Mahan, second president of the College, who was selected by Luce to initiate the course in Naval History. Of all the men who were to influence the institution in its early years, none was to have a more profound impact. Mahan’s views deeply affected such leaders as Henry Cabot Lodge and Theodore Roosevelt and through them and others helped shape the United States’ destiny at the turn of the twentieth century. Mahan’s Naval War College lectures, published as *The Influence of Sea Power Upon History, 1660–1783* (1890), gained worldwide acclaim and first established the U.S. Naval War College as an internationally respected institution. Other early faculty members made pioneering contributions to areas of enduring interest for the College. Among them were Charles Stockton, who drafted the first international law code for naval warfare in 1898, and William McCarty Little, who developed the art of naval war gaming between 1886 and 1914.

Functioning continuously since 1884, the War College numbers among its graduates such distinguished naval officers as Admirals Sims, Spruance, King, Nimitz, and Halsey, in addition to many others who today are holding prominent positions, such as General Mark A. Milley (Chief of Staff of the Army), Admiral Paul Zukunft (Commandant of the U.S. Coast Guard), Admiral William E. Gortney (Commander, U.S. Northern Command), General Robin Rand (Commander, Air Force Global Strike Command), and General David M. Rodriguez (Commander, U.S. Africa Command).

From its initial single course of instruction, the U.S. Naval War College has evolved into four resident colleges with more than 500 students graduating annually. The student body consists of U.S. military officers from all branches of the armed forces, career civilians from a variety of government agencies, and international naval officers. The College of Naval Warfare (CNW) is the senior U.S. school, and its counterpart for senior international officers is the Naval Command College (NCC). The College of Naval Command and Staff (CNC&S) and the Naval Staff College (NSC) are for mid-grade U.S. officers and civilians, and international officers, respectively. Each of these colleges offers a course of study which is ten months long.

The curriculum is divided into trimesters which examine Strategy and Policy (the study of fundamental military strategy with emphasis on maritime applications, foreign policy, and their interrelationships), National Security Affairs (contemporary national and international security studies, including international relations, foreign policy analysis, and leadership concepts), and Joint Military Operations (the study of the application of military forces to the national and maritime strategies in joint and combined operations).

Also part of the curriculum, the Electives Program offers approximately 105 separate courses which complement the core curriculum. Courses include subjects ranging from military theory, operations, tactics, and logistics to area studies and international relations, management, philosophy, and law. The objective of the electives program is to provide students with a variety of professionally relevant subjects



in addition to those in the prescribed curriculum. The program also utilizes the talent of the faculty and staff by offering them the opportunity to teach independent courses in their fields of specialization, thereby diversifying and enriching the entire curriculum.

In addition to the four resident colleges, the Naval War College extends its academic program off-campus through the College of Distance Education in a series of correspondence and web-based courses and an off-campus Fleet Seminar Program. Annually, over 2000 students are enrolled in the College of Distance Education. Each year the War College also offers three, 12-day Reserve Officer Courses in National Security Affairs, Strategy and Policy, and Joint Military Operations to reserve officers selected by the Chief of Naval Reserve.

The Center for Naval Warfare Studies (CNWS) serves as a focal point, stimulus, and major source of naval strategic and campaign thought; links strategic concerns with technological developments; and integrates strategic campaign, and tactical warfighting concepts, and tests and evaluates these concepts through gaming methodologies. Over the last decade the CNWS has contributed to the development and articulation of the Cooperative Strategy for 21st Century Seapower and has been at the forefront of efforts to assess the nature of the changing national security environment. Studies, simulations, conferences and participation in national or international policy forums by members of CNWS have explored the whole spectrum of political-military issues ranging from the national security strategy interservice and interagency coordinated actions, multinational cooperation, oceans law and policy, and naval policies and strategies. The departments of the CNWS have responsibility for student and staff research and gaming and for policy and strategy analysis for the unified and service commands and agencies of the U.S. government.

The work begun more than one hundred years ago by Luce and Mahan continues today. As graduates well know, the curriculum is both demanding and rewarding. For the military professional, the unique education provided by the Naval War College is unrivaled. In recognition of the academic rigor and educational excellence of its program, the College has been accredited since 1991 by the New England Association of Schools and Colleges to award a Master of Arts degree in National Security and Strategic Studies.

## THE NAVAL WAR COLLEGE FOUNDATION

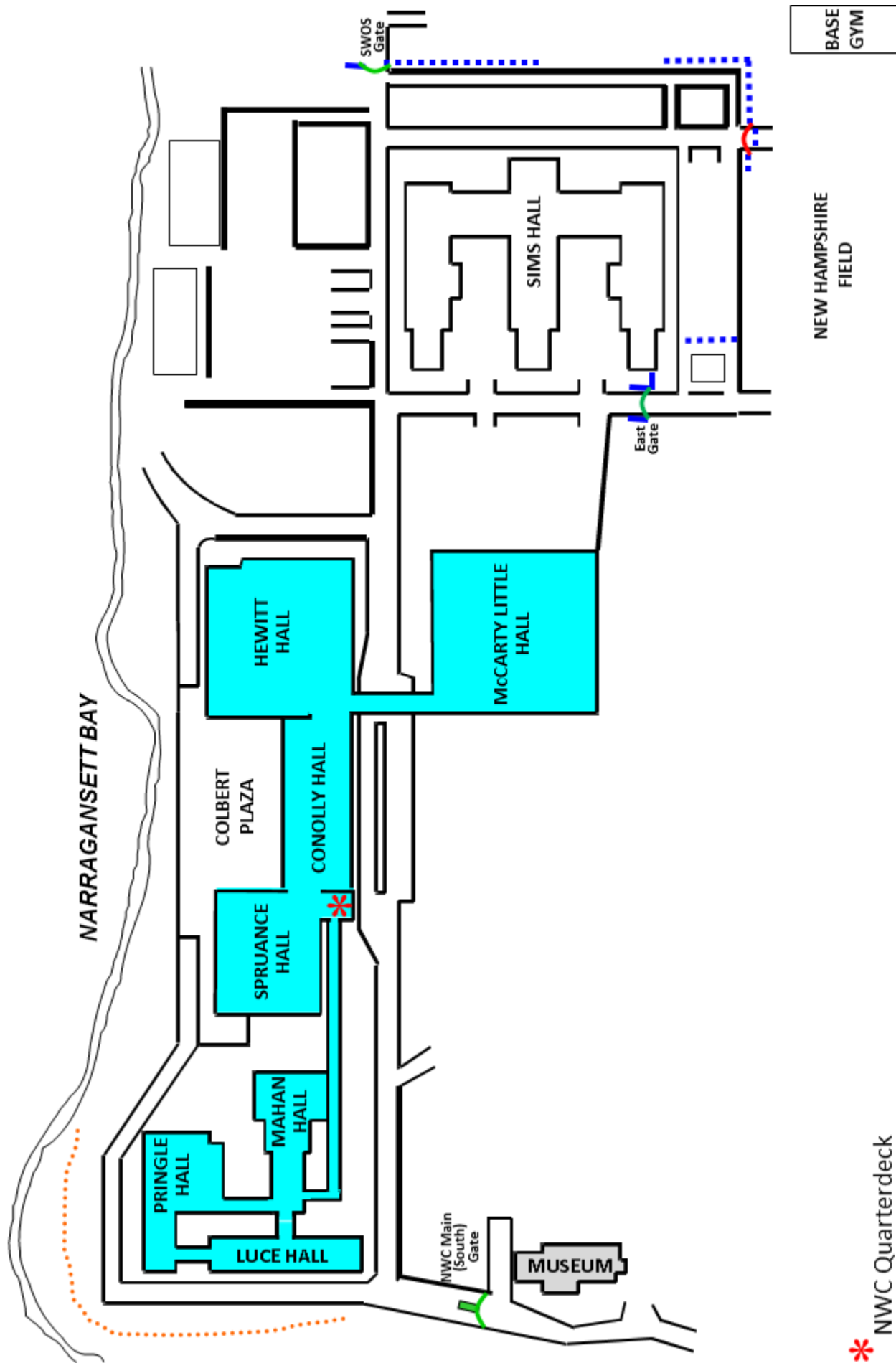
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For 45 years, the Naval War College Foundation has worked to enrich and further enhance Naval War College programs. The Foundation provides financial support to Board of Trustee-approved projects at the College for which public funds are not available. These projects range from enabling faculty research and curriculum development to providing nationally-recognized speakers for the College's evening lecture series and academic awards to recognize outstanding student achievement.

The Foundation is very proud to currently endow five academic chairs for the College. The Foundation also provides financial support for specific symposia and conferences including the Current Strategy Forum; Center on Irregular Warfare & Armed Groups; Center for Cyber Conflict Studies; China Maritime Studies Institute; Ethics; Women, Peace, and Security; and present and future worldwide international law conferences.

The Foundation is a non-profit 501(c)(3) organization. Funds are derived from individual and corporate membership contributions and grants received from individuals, other foundations and organizations.

# CSF SEMINAR LOCATIONS



\* NWC Quarterdeck

## This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is no text or other markings on the paper.

## INDEX OF BIOGRAPHIES

---

Babbage, Ross .....	10
Bacevich, Andrew J. ....	8
Blackwill, Robert D. ....	4
Bracken, Paul .....	8
Brands, Hal .....	8
Brown, David A. ....	8
Christensen, Thomas J. ....	9
Davidson, Janine .....	3
Dew, Andrea J. ....	7
Duncan, Lewis M. ....	2
Economy, Elizabeth C. ....	5
Goldman, Emily O. ....	9
Goldstein, Lyle .....	10
Green, Michael J. ....	9
Holmes, James R. ....	6
Hoyt, Timothy D. ....	6
Howe, Gardner P. III .....	2
Krepinevich, Andrew F., Jr. ....	3
Neller, Robert B. ....	4
Pavković, Michael F. ....	7
Yoshihara, Toshi .....	7



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