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- AY 2011-2012 FEF, Pol-Mil Masters and ASM selectees
- RDML Woods addresses current priorities.
- Highlights from OPNAV N51.

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Strategy and Policy: News and Notes

“The strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.” -- Sun Tzu

Strategy and Policy: News and Notes

The goal of the Strategy and Policy Division of Navy Staff (OPNAV N513) newsletter is to keep the strategists of the Navy up to date on current events within N51, the FEF program and the Pol-Mil community at large. Toward that goal, “News and Notes” will be produced on a semi-annual basis with one newsletter in the winter/spring season and one in the summer/fall season.

Our intent is to foster an active Pol-Mil community where members are involved in developing Navy strategy following their FEF/Pol-Mil programs. Contributions from members of the community to the newsletter are welcome.

FEF Mid-year Review- The 2010-2011 FEF mid-year review was held at N513 on February 24th. Following lunch at the Pentagon Dining Room, local FEF participants met with N51 strategists to learn about key Navy documents and initiatives. The review also served as a chance to provide feedback regarding the FEF program and for VADM Clingan (N3N5) and RDML Woods (N51) to answer questions and provide their visions for the future of the FEF program.

OPNAV N513 (CAPT Stuart Munsch) serves as Pol-Mil community coordinator with LCDR Teresa Elders (billets/utilization) and LT Sharon Stortz (education) as his primary staff.

New FEF Institutions Announced

N513 conducts a biennial review of the FEF program to ensure the aims of the program continue to be met. Several factors are considered, including location, access to senior leadership and institutional mission.

As a result of the 2010 biennial review, FEF billets at the American Enterprise Institute (AEI), RAND Corp. and Johns Hopkins Applied Physics Laboratory (JHU-APL) are being discontinued beginning academic year 2011-2012.

In their place, there will be two new billets at Harvard Kennedy School of Government and one new billet at the Fletcher School of Diplomacy at Tufts University.

Other billets at previous FEF institutions remain unchanged.

These changes are in line with the FEF program restructuring that began in 2008 and sought to balance the number of think tank billets against the number of billets at academic institutions.

POC: LT Sharon Stortz, (703) 697-4040.
“May you live in interesting times!”

As we witness and play a significant part in rapidly changing world events which will have lasting impact on the international landscape, it is more important than ever for the US Navy to have a strategic touchstone which shapes expectations and highlights the versatility of offshore response options.

The strategic imperatives and core competences articulated in CS-21 have been revalidated over the past eighteen months as the strategic direction of not only our military but our nation have been defined. The National Defense Strategy (NDS) was updated with the release of the 2010 Quadrennial Defense Review (QDR). Our Nuclear strategy was articulated and reaffirmed in the 2010 Nuclear Posture Review (NPR) including the signing and ratification of the New START Treaty. Our security objectives have been codified in the 2010 National Security Strategy (NSS). Lastly, we have set the military’s course with the release of the 2011 National Military Strategy (NMS).

As the “ends” defined in CS-21 have been validated during the creation of higher level strategic documents, we have also further articulated the “ways” by expanding the discussion of our core competencies in the 2010 Naval Operational Concept (NOC). The Navy’s “means,” of course, are laid out in the 30 year Ship Building Plan and 30 Year Aviation Plan, which are now updated every four years. Then the “means” are reaffirmed annually in the Program Objective Memorandum (POM) budget build.

As Navy strategists it is important to fully understand how our Maritime Strategy not only supports higher level strategy but drives our planning, programming, policy and operations. As we navigate increasingly challenging worldwide demands and fiscal environment, shaping expectations and defining risk by referencing our strategic touchstone will maintain the necessary alignment.

The Pol-Mil subspecialist community will be called upon with increasing frequency to provide this strategic insight to both manage expectation and risk.

RDML D. B. “Woody” Woods

N51 Organization

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Initiatives in the N51 Organization

Center for Naval Analyses Day (N511)
OPNAV N511 recently hosted a roundtable meeting with analysts and managers from CNA to discuss studies from the previous year. The group reviewed the scope and deliverables of work requested of CNA by the Navy. The meeting was the first in a new practice to meet regularly and develop ‘best practices’ for gaining the most of commissioned studies.

POC: LT Sean Powers, (703) 692-0458

Strategy Talks (N513) - Annually, OPNAV N3N5 meets with his counterparts from key ally nations’ navies to engage in focused discussions to coordinate long term strategic interests and intent. These talks facilitate the implementation of our strategy while shaping our allies’ strategic development.

POC: LCDR Kendall Bridgewater, (703) 693-2394

Air Sea Battle (N513) – ASB is a joint concept developed by the Navy, Air Force, and Marine Corps designed to better integrate the capabilities of both departments in response to growing high-end, asymmetric challenges to U.S. power projection capability. With the completion of ASB Spiral One development, ASB responsibilities are shifting from N513 to N3/N5 China Integration Team (CIT).

POC: CAPT Stuart Munsch, N513 (703) 692-8609 / CAPT Frank Ponds, CIT, (703) 571-2909


The 2011 Global N5 Conference, sponsored by OPNAV N511, was recently held at CNA in Alexandria, VA. This classified event was designed to gather O-5 and O-6-level staff representatives from N5 elements of OPNAV, US Fleet Forces Command, Navy Component Commanders (NCCs), and the numbered Fleets in one location to discuss ongoing initiatives, identify challenges, and cohere conceptual thinking. The conference was also meant to ensure NCCs are aware OPNAV’s N5-slated projects and priorities, while increasing OPNAV’s awareness of NCCs or perational challenges.

Despite the massive snowstorm which hit the area the afternoon of 26 January, there were approximately 75 attendees on Day 1 and 40 on Day 2. All NCCs were represented, several OPNAV Directorates, NWC, MCCCDC, NWDC, current FEF participants, and the US Coast Guard. Welcoming remarks were delivered by RADM Jeff Lemmons (OPNAV N52). Other senior participants included RADM Bruce Grooms (OPNAV N3/N5B) and RDML David Woods (OPNAV N51), both of whom provided invaluable strategic insight.

POC: LCDR Mike Desmond, (703) 693-2603

240 Billets

While the structure of billets to which the 240 AQD is assigned is currently under review, the dispersal pattern below should demonstrate the intended location of 240 (and related AQD) billets.

OSD 19
JCS 19
SECNAV 5
OPNAV 14
SOUTHCOM 2
CENTCOM 1
EUCOM 2
PACOM 2
NavSouth 1
NavCent 1
NavEur 2
PacFleet 1
USFF 2
C7F 1
NSS 5
State Dept 7

NAVADMIN ALERT

The NavAdmin announcing the FEF/PMM/ADM/SDCFP will be released in June 2011. Please help recruit the best possible candidates for these programs.
AY 2011-2012 Federal Executive Fellowship (FEF), Politico-Military Masters (PMM), Arthur S. Moreau (ASM), and SECDEF Corporate Fellows Program (SDCFP)

Congratulations to the selectees for Navy's premier Strategy and Policy programs!

Arthur S. Moreau Selectee:
Name       Rank   Desig
Dimmock, A. CDR    1310

Politico-Military Masters Selectees:
Name       Rank   Desig   Term
Ewaldsen, F. LCDR 1140   2 Yr
De Coster, D. LCDR 1130   1 Yr
Domenicic, C. LCDR 1130   1 Yr
Greven, N.   LCDR 1830   1 Yr

Secretary Of Defense Selectees:
Name       Rank   Desig
Carroll, C.  CDR  1110
Sardiello, C. CDR  1320

Federal Executive Fellowship Selectees:
Name       Rank   Desig
Hayes, C.    CDR  1310   Center for Strategic and International Studies
Hernandez, M. LCDR 1110   Hoover Institute at Stanford
Hannan, M.    CDR  1830   Atlantic Council of the United States
Spencer, J.   CDR  1120   Harvard Kennedy School of Government
Vincent, T.   CDR  1830   St. Antony's College at Oxford
Bridgewater, K. LCDR 1110   Center for New American Security
Oxley, A.      LT   1117   Brookings Institution
Farr, S.       CDR  1320   Harvard Kennedy School of Government
Gosnell, R.    LT   1110   Fletcher School at Tufts
Ring, A.      LCDR 1120   Harvard Weatherhead Center for International Affairs

FEF Blogroll and Publications
Recent publications by current and former FEFs. Please let N513 know when you write Fellowship-related blog entries or publications so we can spread the word about your work!

CAPT Anthony Calandra – Atlantic Council of the US, November 30, 2010
“West Africa Vital to Transatlantic Security”
http://www.acus.org/new_atlanticist/west-africa-vital-transatlantic-security

CAPT Lawrence Vasquez – Brookings Institution, November 4, 2010
“Time to Reevaluate the Role of Provincial Reconstruction Teams in Afghanistan?”

CDR Joshua Himes – Center for Strategic & International Studies, November 10, 2010
“Looming Reviews of the Afghan War Effort”
http://csis.org/blog/looming-reviews-afghan-war-effort

CDR Greg Parker – FEF Alumni, 2009
“The Future of Seabasing,” Armed Forces Journal
http://www.armedforcesjournal.com/2010/12/4997685

POC: LT Sharon Stortz, (703) 697-4040
As the OPNAV lead for innovative concepts and wargaming N511 has been engaged in a wide range of projects designed to improve the maritime services’ ability to meet our national strategic objectives.

N511 is leading OPNAV efforts to integrate Navy, Marine Corps, Joint and Allied concept development and wargaming. Each year, N511 either attends or coordinates Navy representation at dozens of Service Title X and Joint workshops and wargames.

Recent efforts include Army’s Joint Forcible Entry Warfighting Experiment, which focused on securing overseas lodgements in the face of armed resistance. N511 also participated in the Navy’s Global 2011 Wargame, which investigated the U.S. Navy’s ability to exercise sea control as necessary to support joint combat operations ashore via seabasing.

The Advanced Concepts Branch is also responsible for coordinating the Policy and Operation section of the CNA Studies Annual Plan. CNA performs studies each year on topics related to strategy, policy and operations based on requests from OPNAV and Navy Component Commanders.

The CNO’s futures program is also being spearheaded by N511 in close coordination with CNA and the Naval War College. The project will inform and shape CNO transition, Navy’s strategic vision, and POM via the Navy Strategic Plan-14. The futures program is Navy’s approach to strategically managing uncertainty by conceptually developing a framework to bridge CS-21, Joint Operating Environment 2010, Capstone Concept for Joint Operations, and other efforts to the vision of the future. It will also coherently link future global developments with Navy’s strategic imperatives and capability plans while synthesizing existing futures work.

POC: LCDR Mike Desmond, (703) 693-2603


Our daily efforts also include coordinating Navy inputs for various SECNAV, Joint Staff and OSD products such as Combatant Commander Theater Posture Plans, the Global Defense Posture (GDP) Report to Congress, the Unified Command Plan (UCP), the Joint Strategic Capabilities Plan (JSCP), and Proliferation Security Initiative (PSI).

Global Defense Posture and BMD Policy have seen the largest growth in importance and activity recently; we influence and inform Navy leadership, including CNO, VCNO, and Deputy CNO for Operations, Plans and Strategy (N3N5) through position papers and briefings on these critical issues. One of these ongoing efforts is a Report to Congress on the force structure requirements of the major combatant surface vessels with respect to ballistic missile defense. This report discusses the current and planned Aegis BMD-capable surface ships, Aegis Ashore, the process for determining Combatant Commander requirements for BMD-capable ships, and the multi-mission functionality of these ships.

POC: CDR Andy Garlington, 703-692-7656
N513: Strategy CAPT Stuart Munsch, Branch Head

Strategic Laydown
The 2011 Strategic Laydown and Dispersal (SLD) outlines the strategic rationale for homeporting decisions in the 2021 timeframe. The document provides a set of criteria and factors to develop CNO homeporting recommendations to SECONAV for existing and future operational assets, including LCS, BMD ships, JSF, P-8 and BAMS among others. Strategic documents underpin the SLD, including QDR, NOC, Force Structure Assessments and the FY11 Shipbuilding Plan (Report to Congress). Strategic Laydown and Dispersal informs overseas force structure change and host nation notification processes utilized by the Joint Staff and OSD (Policy) when implementing global posture and engagement strategies.

POC: CDR Mark Holzrichter, (703)614-5234

Defense Planning and Programming Guidance (DPPG)
Published by OSD, the DPPG guides DoD planning and programming by establishing the Department’s priority missions, force sizing construct, major force planning assumptions and key capabilities to size and shape the future force.

The DPPG is developed by OSD-Policy and is intended to sustain the rebalance and reform agenda instituted in the POM. It combines guidance formerly contained in the Guidance for the Development of the Force (GDF) and the Joint Planning Guidance (JPG). The DPPG provides guidance to the Services and Service Secretaries on the direction in which the Secretary of Defense wants to guide the military. N513 coordinates Navy input to the DDPG.

POC: CDR Greg Parker, (703) 692-7731

Warfighter Talks
The primary objective of the Warfighter Talks is to provide a forum for Service to Service dialogue on critical warfighting, strategy, and programmatic issues facing the naval service. The talks also provide direction to commanders and staffs for resolving bi-Service issues and foster mutual respect and confidence among the Services. The talks usually last a full day in Washington with a social event the night prior to the talks. There are typically 15-20 GO/FO attendees per Service including Deputy Chiefs of Naval Operations and Fleet Commanders. The most recent talks were the USN/USMC Warfighter Talk on 3 February. The next talks will be with the Air Force in July 2011.

POC: LCDR Robert Lightfoot, (703) 614-9620 / CDR Greg Magee, (703) 692-3223

N514: Nuclear Policy – New START and NPR CAPT Geoffrey DeBeauclair, Branch Head

New START (NST)
The New START Treaty was ratified by the U.S. Senate in December 2010 and entered into force on 5 February. This Treaty continues a tradition of nuclear arms control reductions with the Russian Federation and demonstrates a U.S. commitment to its Article VI obligation under the NPTBy May of this year, U.S. and Russian Inspectors will once again be able to verify each other’s nuclear arsenals through the various verification mechanisms of the Treaty.

The Treaty limits each country to 700 deployed delivery vehicles, 800 deployed and non-deployed delivery vehicles, and 1550 warheads.

POC: LT Patrick Lobner, (703) 693-2706

N3N5 Mission
To serve as the principal advisor to CNO on joint operations and the development of joint strategies, plans, programs and policies; to implement CNO responsibilities for the development and dissemination of Navy Strategies, plans and policies; to serve as principal advisor to SECONAV and CNO on strategic planning, National Security Council affairs, international politico-military matters, and the current operational status of naval forces; and to serve as principal advisor to CNO on technology transfer, security assistance, foreign disclosure, and international program policy issues.