

**Undersea Warfare Division
Executive Board Meeting
July 14, 2010
(Coincident with Summer Roundtable)**

Crystal City, VA

EB/AC Attendees

Ron Blue
 Jerry Bradshaw
 Tom Casey
 Phil Davis
 Tom Dion
 Jim Fitzgerald
 Eric Holmes
 Wayne Jakubowski
 Jurgen Keil
 William Key
 Bill King
 Ron McKenzie
 Peter Mikhalvesky
 Joe Natale
 Dave Nelson
 Paul Normand
 Don Randall
 Jose Rio
 Mike Sharp
 Amy Smith
 Bruce Spear
 Paul Sullivan
 Rich Talipsky
 Mike Tucker
 Rick Udicious
 Ray Witter
 Bob Zarnich

name	name	name
	yes	Diamond, Dick
Blue	yes	Blue, Ron
Jim B	yes	Bradshaw, Jerry
	no	Brandes, John
	no	Butler, John
Casey	yes	Casey, Tom
Davis	yes	Davis, Phil
Dion	yes	Dion, Tom
	no	Epstein, Larry
Fitzgerald	yes	Fitzgerald, Jim
Holmes	yes	Holmes, Eric
	no	Holmes, John
	no	Jones, Dennis
	yes	Jones, Tom
Jakubowski	yes	Jakubowski, Wayne
Keil	yes	Keil, Jurgen
Kenny	yes	Kenny, Mark
Key	yes	Key, William
King	yes	King, Bill
	no	Kittridge, Bob
McKenzie	yes	McKenzie, Ron
Mikhalvesky	yes	Mikhalvesky, Peter
	no	Miler, Samuel (Skip)
Natale	yes	Natale, Joe
Nelson	yes	Nelson, Dave
Normand	yes	Normand, Paul
	no	Padgett, John
Randall	yes	Randall, Don
Rio	yes	Rio, Jose
Rosbatt	yes	Rosbatt, Paul
	no	Salki, Denise
Sharp	yes	Sharp, Mike
	no	Sirmalis, John
Smith	yes	Smith, Amy
Spear	yes	Spear, Bruce
Sullivan	yes	Sullivan, Paul
Talipsky	yes	Talipsky, Rich
Tucker	yes	Tucker, Mike
Udicious	yes	Udicious, Richard
Walckwicz	yes	Walckwicz, J.J.
Witter	yes	Witter, Ray
Young	yes	Young, Charlie
Zarnich	yes	Zarnich, Bob

Agenda

- Chairman's Comments – Rick Udicious
- Action Item Review – Rick Udicious
- Committee Reports
 - Nominations & EB/AC Status – Tom Casey
 - Spring Conference – Wayne Jakubowski
 - Fall Conference – Paul Normand
 - Undersea Sensors – Jose Rio
 - Mine Warfare – Eric Holmes
 - Undersea Warfare Vehicles – Rich Talipsky
 - Aviation USW – Dave Nelson
 - C4I & Combat Systems – Bob Zarnich
 - Wargame Executive – Tom Jones
 - Publications – Tom Dion
 - Academic Fellowship – Chuck Zentner
 - Awards
 - Roundtable – Mike Sharp
- Adjourn Board Meeting for Roundtable & Reception

Chairman's Remarks

- Studies Dispositions TBD Pending Navy JAG Resolution
- “First Breakfast” Challenges will Impact Our Industry
- How to “Do More Without More”
- Must Widen Navy Stakeholder Engagement
- Focus on Conference Feedback & Planning
- State of USW & UWD ... Soon another Biennial Report
- Recommend Submittal of “Top Issues” to NDIA

Turn Challenges into Opportunities!

NDIA Top Issue Submittal Recommendation

- 1. Align Requirements, Priorities, and Budgets**
- 2. Sustain a Competitive Defense Industrial Base**
- 3. Ensure the Integrity of Defense Acquisition**
- 4. Maintain Balance – Large, Small, Public, Private, Government, Academia**
- 5. Revise the Export Regulations**

Request Board Approval to Submit per Revised Draft with Reviewer Comments

Action Item Review

- Need to widely engage N8, N2/N6 and NUWC – committees at appropriate staff levels
- ✓ Assign a Wargame Executive to the UWD leadership team – Nominating Committee
- Due to recent changes in the C2 area, e.g. COMCYBERCOM/COMTENTHFLT and N2/N6, committee leaders must update their contact plans to engage new stake holders
- Update & submit the AUG 2009 C4I Study under formal cover letter from NDIA
 - **Update: Hold study until JAG decision on studies**
- Committee leaders actively seek new studies to stimulate “thought leadership” with liaisons
 - **Update: On hold pending outcome of JAG decision on studies**
- Committee leaders address 2 questions/comments from RADM Drennan - Due MAR 2010
- Resolve procedure for access and archive of classified material needed, used, generated by study teams
- ✓ Address/resolve overlap/redundancy between NDIA MIW Committee Session and Expeditionary Warfare Conference
- Assess engagement strategy for PEO C4I based on Spring Conference feedback and leadership changes



Nominating Committee Report

Tom Casey, Chair

John Brandes

John Padgett

Don Randall

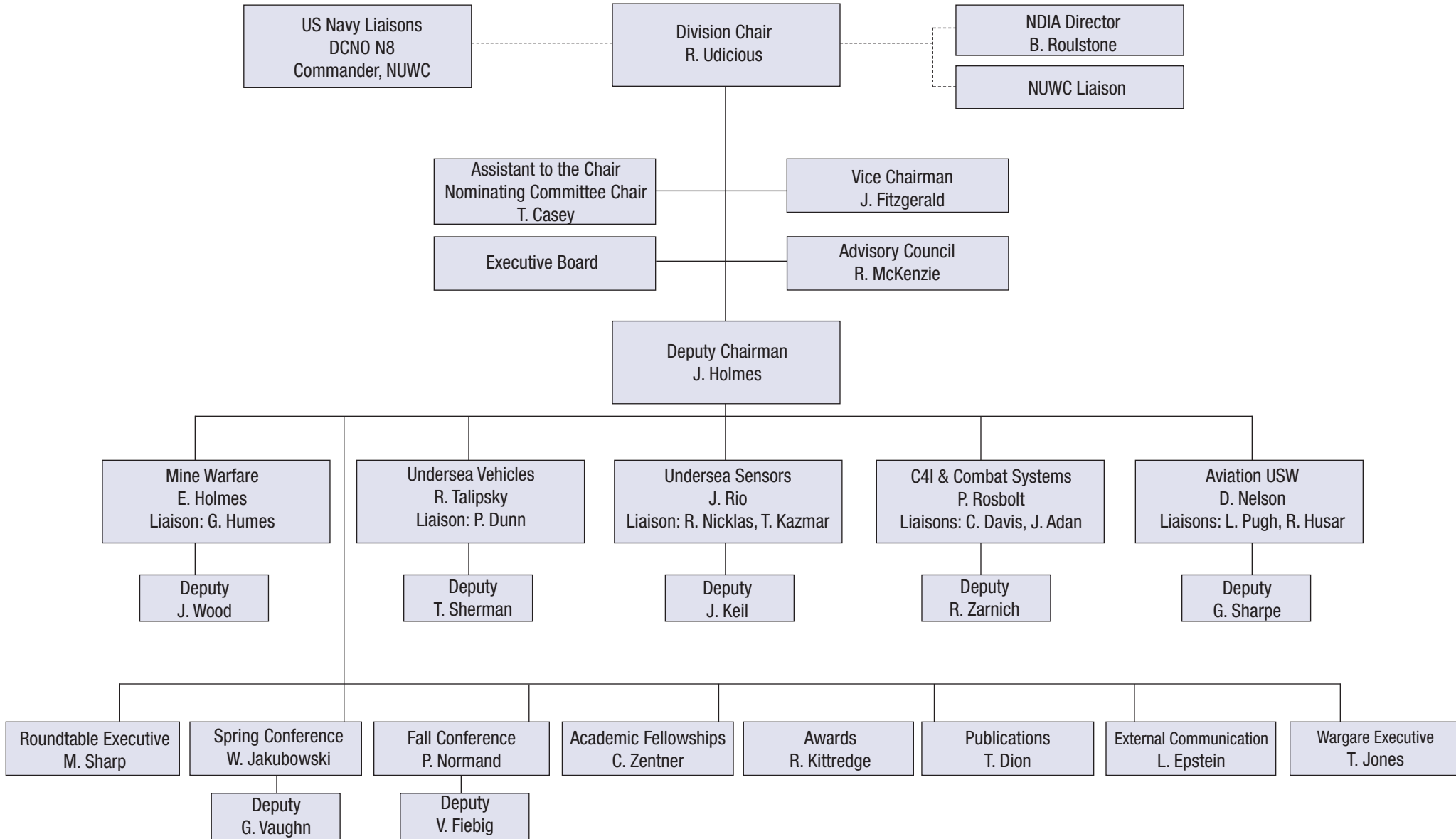
Ray Witter

Open Positions Status

- **Jerry Bradshaw** added to Awards Committee
- **John Padgett** added to Nominations Committee
- New MIW Committee Deputy Chair **Jon Wood**
- New Aviation ASW Committee Deputy Chair **Glen Sharpe**
- Spring Program Chair Deputy **Greg Vaughn**
- Fall Program Chair Deputy **Vic Fiebig**
- Wargame Executive **Tom Jones**
- External Communications **Larry Epstein**
- **New Committee liaisons being identified**



NDIA Undersea Warfare Division Management Team



Joint Undersea Warfare Spring 2011 Conference Report

Wayne Jakubowski
Conference Chair

Greg Vaughn
Co-Chair

Initial Planning

- March 28-31, 2011 Hyatt Islandia
- Co-Chair (Greg Vaughn) added
- Theme inputs welcome
- Dates established and initially vetted
 - [28 – 31 March 2011]
- Working on approach for improving 3 Star support to the conference (ideas welcome)
- Long term conference calendar place holders with Navy leadership in process

Format Update

- Consideration being given to the following
 - Tuesday Plenary
 - Wed morning Technical Plenary
 - Each Navy Code presenting their programs and plans for the future (O-6 Level Briefs)
 - Awards close the session
 - Wed afternoon starts break-out technical sessions.

Joint Undersea Warfare Fall Conference Report

Paul Normand
Conference Chair

Fall 2010 NDIA Conference

- Held 20-23 Sept 2010
- Number of attendees anticipated >1100
 - 500 Government and 600 Industry
- Theme
 - “Undersea Warfare: Leveraging the Undersea Environment”**

Fall 2010 NDIA Conference

Monday 20 Sept.

- 1700-1830 Pre-conference reception at the Mystic Marriott Inn and SPA
- 1900-2130 Speaker's Dinner at the Seaman's Inne, Mystic, CT

Tuesday 21 Sept

- 0830-1200 Plenary Session
- 1200-1330 Lunch
- 1300-1700 Plenary Session
- 1900 Clambake North Lake Groton Submarine Base

Fall 2010 NDIA Conference

Wednesday 22 Sept

- 0800-1200 Plenary Session
- 1200 Lunch - Technical sessions begin.

Thursday 23 Sept

- All day Technical sessions
- Forum is classified Secret US Citizens only.

Fall 2010 NDIA Conference

Speakers

- Keynote: ADM Gary Roughead, Chief of Naval Operations
- ADM Kirkland Donald, Director Naval Nuclear Propulsion Program
- VADM Jay Donnelly, Commander Submarine Force
- VADM Kevin McCoy, Commander Naval Sea Systems Command
- RADM Wendi Carpenter, Commander Navy Warfare Development Command (Regret)
- RADM Nevin Carr, Chief of Naval Research
- RADM Doug McAneny, Commander Submarine Force Pacific Fleet
- RADM Frank Pandolfe, Director Surface Warfare Division
- RADM Willy Hilarides, PEO Submarines

Fall 2010 NDIA Conference

- RADM Steve Eastburg, PEO Air Anti-Submarine Warfare, Assault and Special Mission Programs
- RADM Scott Hebner, Commander, Naval Mine and ASW Command
- RADM Mike Connor, Director Submarine Warfare Division
- RDML Dave Johnson, Deputy Commander Undersea Warfare Technology (SEA 073)
- RDML William Moran, Deputy Director Air warfare Division, N88B (invited)
- RDML Jerry Burroughs PEO C4I SPAWAR
- RDML Matthew Klunder, Director ISR Capabilities, OPNAV N2/N6
- RDML Tom Wears Commander Naval Undersea Warfare Center
- Mr. Donald McCormack, Executive Director Naval Undersea Warfare Center

2010 Clambake

- Soliciting support from industry for reception at Nautilus Submarine Museum
 - POC: Mike Riegel
Executive Director
Submarine Force Library & Museum Association
Mike.Riegel@sflma.org
860 448 0893
- Developing detail agenda
- RSVP for Speaker's Dinner

Undersea Sensors Committee

Jose Rio, Chairman

J. Keil, Deputy Chairman

CAPT. M. Byman USN, Liaison

Effective 30 July 2010

Undersea Sensors Committee

Initial Submissions slow:

- USW Sensors has received 18 submissions as of 12 July 2010 – This is less than half the usual number at this time in the sequence.
- We have received calls from people asking whether to submit so there is the expectation that there will be more but at this time the response is underwhelming.
- In light of the fact that the submissions have been slow in coming we have extended the deadline to 23 July 2010 and this should improve the response but from all appearances this one will be light.

SUPPORT:

- Support from our USW Sensors Deputy Chair is outstanding and he is checking NUWC as one of the strong contributors to our conference.

Aviation USW Committee

Dave Nelson, Chairman

Deputy TBD

Liaison TBD (new PMA 264)

Aviation USW Committee

- Spring '10 synopsis
 - Broad agenda with a good mix of material
 - Several key events regarding airborne systems since fall '09 conference
 - PMA's provided comprehensive platform status – both legacy and emerging
 - Abstracts cover board range of:
 - Active acoustic sensors
 - Distributed multi-static system processing
 - Non-Acoustic and environmental sensing technologies
 - Unmanned airborne systems
 - QDR results very positive on airborne USW
 - Move to consolidate Airborne USW messages (ongoing w/OPNAV/Norfolk/Pax)

Aviation: In what areas are we losing critical expertise which will not be sustained or reconstituted by existing programs of record or planned industry investment?

- PB-11 appears to sustain Aviation USW recapitalization (H-60/P-3 sustainment/P-8)
- Potential for USW “training gap” as these platforms perform “multi-missions”, irregular warfare, etc.
- BAMS program of record will add a needed strategic dimension to persistent ISR/USW

Aviation: What products/technologies exist today for which an incremental expense could deliver it as operational capability to the fleet?

- All “platforms” have potential (and plans) for incremental capability enhancement
- This appears to be the “accepted” OSD strategy (80% solution quicker, incremental upgrades)
- Software, Networks upgrades are “planned” for most if not all aviation platforms

Aviation: Review and Assess liaison contact plans which may need a revised engagement approach due to Navy realignments (N2/N6), C10F

- Need new technical liaison (working new PMA 264)
- Interesting division of labor between N8 and N2/N6
 - Most aviation USW stayed with N8, ISR/Unmanned to N2/N6
 - Been challenging for industry to approach new N2/N6 org until dust settles
 - Follow the money

Mine Warfare Committee

Eric Holmes, Chairman
Jon Wood, Deputy Chairman
Donna Carson-Jelley, Liaison

14 July2010

MIW Committee Status

- Spring Conference Report
 - Full agenda, quality briefs, good mixture of Government and Industry
 - Attendance continues to be excellent
 - Topics included LCS, MIW Open Architecture, advanced sensors, Advanced Undersea Weapon, and port and harbor surveys
- Fall Conference Planning
 - Current abstract submission is very slow
 - Soliciting support from ONR, PEOLMW, NMAWC and NSWC-PC
 - Technical committee meeting at lunch on Thursday; expect Navy participation
- Coordination of with the NDIA Expeditionary Warfare Division's Littoral and Mine Warfare Committee
 - Focus area is very shallow water, surf zone and CLZ
 - Planning a classified breakout session at NSWC-PC for Fall EW Conference
- Significant turnover in MIW leadership positions; N85/N85B, NMAWC and PMOs
- Closure of UWIED Study; will complete and await direction

UWIED Study Status – 14 July

- Study in Review including *Draft of (an unquantified) National Requirements (NR) Statement to Keep Ports and Harbors Open*
 - NMAWC has clearly stated that there is no National Requirement for the prevention of UWIED events and is not aware of associated interagency discussions at NORTHCOM in support of a National Requirement
 - NMAWC cannot establish a National Requirement regarding Mine and UWIED Events in US Ports and Harbors; needs DHS and NORTHCOM support
 - NORTHCOM's responsibility is for DoD-related ports (mine clearance and restoration of the maritime transportation system), except if the event is a mine, then they have responsibility for responding no matter what the port
 - Study Steering Group after more than 2 yrs has seen little support from those who should be responsible for setting and meeting a National Requirements, though there is significant concern among members of the MIW community
- Steering Group: NMAWC, DHS, NAVO, NPS, JHU/APL developed draft Executive Summary & Recommendations
 - Updating the Executive Summary with NMAWC comments
 - Will organize study materials which support the Executive Summary in anticipation of providing a briefing and report to NMAWC

Undersea Warfare Vehicles Committee

Rich Talipsky, Chairman

Tom Sherman, Deputy Chair

Navy Liaison, Jim Griffin, NUWC, Newport

Undersea Warfare Vehicles Committee Report

- Conference agenda
 - Abstract submissions slow
 - Program/Senior Manager Presentations
 - CAPT Knapp (PMS415), CAPT Kearney (PMS404)(confirmed)
 - CAPT Siegrist to retire July (relief?)
 - Technical Committee Meeting – Thursday at Lunch
 - UMS Technology Study
 - Waiting sponsor authorization to release
 - Joint NUWC-NDIA UUV-USW Symposium

C4I & Combat Systems Committee

Paul Rosbolt, Chairman

Bob Zarnich, Deputy Chairman

Joe Natale, Senior Member

CAPT Charles Davis, PEO IWS-5, Liaison

C4I & Combat Systems Report

- 6 abstracts to date. Beating the bushes, but not concerned.
- IWS-5 requested study on net-centric ISR inputs to improve USW-DSS situational awareness on hold pending resolution of Navy study policy.

War Game Report

Tom Jones
War Game Chair

NDIA USD War Games Report

- NDIA participation in Title X War Games ended with Naval War College's suspension of Title X War Games in 2001
- Title X War Games resumed in 2008
 - Industry participation was coordinated by LM and had a representation of 7 companies
 - 2009 was a classified War Game and did not include industry
 - CNO concern about industry driving solutions based on capabilities vice requirements

NDIA USD War Games Report

- War Gaming staff is reviewing possible roles for NDIA in the future
 - In the past NDIA participants helped the staff do a dry run of the War Game
 - Also participated by forming technology cells
 - Need to determine if there is a requirement for concurrent technology cell or if after the fact is as beneficial
- Upcoming Title X War Games
 - 2010 War Game focuses on information sharing for MDA and is focused primarily on policy
 - 2011 War Game focus on Sea Control
 - Sea base with a joint fight ashore

NDIA USD War Games Report

- Dr Bundy no longer works with War Games but is involved in scenario based concept developments
 - Currently working with NDIA on sea based missile defense
 - GRAVELY research group works with NDIA/industry to “operationalize” capabilities
- Face to face meeting at the war college is planned for next week
 - Meet with War Game director and Title X leads
 - Meet with Dr Bundy

Publications

Tom Dion, Committee Chair



The Year of Momentum – RADM Frank M. Drennan, Commander, Naval Mine and Anti-Submarine Warfare Command (NMAWC)



RADM FRANK M. DRENNAN,
 USN, COMMANDER, NMAWC

Once again, I'm pleased to provide the introduction to the NDIA Undersea Warfare Division's Spring Newsletter. Upfront, I'd like to thank the division's leadership and members for another year of invaluable association with the Naval Mine and Anti-submarine Warfare Command. As Commander of the Navy's Center of Excellence for MIW and ASW, I value our association with NDIA and its members and believe a continuing strong partnership is crucial to

the long-term effort to achieve and sustain our goal of dominance in the undersea domain.

Our partnership has in no small measure been a factor in what we achieved in 2009, which, by many measures the Navy uses to assess the health of MIW and ASW, was a year of progress. In 2009, key fleet performance measures showed improving trends, more capable systems arrived in the fleet, and there was unprecedented focus and alignment of effort by stakeholders on MIW and ASW challenges. As a result, we began 2010 with considerable momentum toward our goal.

Through various engagement venues throughout the year, NMAWC seeks to provide industry with an understanding of the threats, the elements of current MIW and ASW doctrine to counter those threats, how the elements are carried out in relevant operational situations, and lastly the gaps in capability to achieve mission objectives. I'm convinced that understanding our capability gaps within the context of our threats and tactics helps industry partners provide solutions that can be applied to a wide range of undersea challenges.

"In 2009, key fleet performance measures showed improving trends, more capable systems arrived in the fleet, and there was unprecedented focus and alignment of effort by stakeholders on MIW and ASW challenges."

In order to maintain the momentum we gained we'll continue to rely on our industry partners' strengths at combining new technologies with world-class engineering to address our capability requirements. Through our Warfighting Improvement Programs,

fleet ASW and MIW stakeholders identify and prioritize the gaps in capability known as Integrated Priority Capability Lists. Once approved, these IPCLs provide fleet consensus on near-term requirements needed to accomplish MIW and ASW mission.

Generally speaking, the IPCLs point to gaps in the following areas: solutions to enhance detection and classification of increasingly stealthy undersea threats; tools that help our operators more efficiently and effectively find these threats amongst enormous amounts of ambiguous

NMAWC LETTER CONTINUED ON PAGE 5

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NDIA UNDERSEA WARFARE DIVISION SPRING 2010, NUMBER 27

Spring Undersea Warfare Division Conference:
 9-11, 2010

- **RDML Wears (COMNUWC) and Don McCormack (NUWC TD) will provide Liaison letter for Fall 2010 Newsletter**
- **NMAWC letter provided by RADM Drennan for Spring 2010 Conference**
- **Email sent 7 Jul requesting all Fall 2010 Newsletter inputs by Fri, 20 Aug, to support posting to Website by Mid-Sep**

HEADQUARTERS
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NDIA UWD NEWSLETTER
 Published periodically to communicate activities and plans.
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Academic Fellowship Report

Dr. Charles R. Zentner
Fellowship Chair

Academic Fellowship Committee Report

- The established NDIA fellowship approach was followed for the 2009-2010 academic year:
 - the stipend was established at \$6,000 per year at each university for the 2009-2010 academic year
 - the universities continue to express their appreciation for the generous support of the NDIA
 - market performance has improved; investment proceeds since February have been \$2,271

Academic Fellowship Fund Status

- 4 September 2007 \$240,884
- 22 July 2008 \$234,456
- 4 September 2008 \$233,247
- 7 January 2009 \$195,303
- 30 July 2009 \$207,027
- 24 February 2010 \$227,974
- 7 July 2010 \$230,245
- Earnings for the period 24 February 2010 to 7 July 2010 were \$2,271 (+2.7% APR)
- A 4% return on the 7 July amount would yield \$9,210 annually

The fund has returned limited earnings. We continue to require funding the fellowship out of conference fees.

Funding for 2010-2011 Academic Year

- Recommendation - fund the Fellowship as follows:
 - \$18,000 from conference fees as we did last year
 - Allow the Fellowship fund to continue to grow while retaining the proceeds.

Award Recipients for 2010-2011 Academic Year Status

- Universities are currently engaged in the selection process
- Awardees to be selected by 15 August 2010 and will be announced at the Clambake
- Publicity photos will be available for the UWD newsletter
- Following these events, Fellowship chair will request information on recent awardees

Fall 2010 Awards Report

Bob Kittredge, Chair

Juergen Keil & Jerry Bradshaw

14 July, 2010

Awards Committee Report

- Bronze Nomination Letters sent on 15 Jan 2010
- 13 Bronze Award nominations received on 1 May from 6 activities
- Awards Committee selected 6 nominees for awards

Awards Committee Report

- Soliciting EB/AC Nominations for Spring 2011
- eMail will be sent to EB /AC on or about Sept 1st , Reply NLT 15 November
- Tell us “ Why “ they walk on water and provide draft Citation
- Please respond to ONLY awards Comm ; Do NOT “reply all”
- Major Awards:
 - Martell-Bushnell : ASW / USW *Technical Prowess*
 - Exceptional contributions in the field of ASW and/or Undersea Warfare technology
 - Outstanding achievement(s) in scientific R&D of ASW and/or Undersea Warfare systems

Awards Committee Report

- **Major Awards:**
 - **Martell-Bushnell** : *ASW / USW Technical Prowess*
 - Exceptional contributions in the field of ASW and/or Undersea Warfare technology
 - Outstanding achievement(s) in scientific R&D of ASW and/or Undersea Warfare systems
 - **Weakley**:
 - Meritorious service or noteworthy contributions to effective Government / Industry communications in the field of USW.
 - One nomination expected from COMNAVSEA
 - One re-cycled from '10
 - **Ringenberg**:
 - Outstanding services and noteworthy contributions to the UWD.
 - Must serve, or have served, in the NDIA UWD or predecessor organizations

Award History

- Major Award Selections:

Martell - Bushnell

Weakley

1979	Joseph Kelly, Westinghouse Elect. Charles T Weisbusch, Westinghouse Elec	
1980	James R Howard ;NADC	
1981	Russell J. Mason; General Electric	
1982	Earle L Messere;NUSC	
1983	VADM Ed. C Waller;USNA	
1984	Charles G Beatty, NOSC	Robert M Akin, Hudson Wire
1985	RADM Dempster Jackson, USN(ret)	Gerald A Cann, GA Cann Inc
1986	Dr Victor C Anderson, MPL	Leonard P Gollobin, Presearch
1987	Stanley G Lemon, Gould Edward H Lesinski, NUWES KPT	ADM Kinnaird McKee,USN
1988	Dr. Wm Von Winkle, NUSC	Radm Richard F Pittenger,USN
1989	Walter Clearwaters, NUSC	ADM James R Hogg,USN
1990	Leo Treitel ,Magnavox Electric Gene Robertson, Magnavox Electric	VADM Charles H Griffith,USN(ret) Syscon
1991	Dr Daniel H Kiely, ARL/PSU KyrillKorolenko,NUWC, Newport	Harvey D Kushner, Kushner Mgt
1992	Dr. M. Sevik, David Taylor Res Ctr	Ronald J McKenzie, Presearch
1993	The Hon Gerald A Cann, ASN	Radm E. Wesley Jordan, USN

Award History (cont.)

- Major Award Selections:

	Martell-Bushnell	Weakley	Ringenberg	NPS
1994	Dr John R Short, NUWC Castaldi, NAWC	Thomas Waller, Lock-Mart	Radm James R Fitzgerald, USN Vadm Edward C	
1995	Dr John E Simalis, NUWC Dr David Morin, Naval Command	Edward Zdankiewicz, DASN		
1996	Control and Ocean Surveillance Ctr	Richard C Chapman, NUWC		
1997	Dr Howard Schloemer, NUWC Dr Don Pickrell, Jr., Pickrell Assoc Dr	John Keane (posthumus), Allied Signal		
1998	Edward Liszka, ARL/PSU	Radm John Shipway, USN, NUWC	Tom Casey, Lockheed Martin	
1999	Juergen Keil, NUWC	Roger Smith (deceased), NAVSEA	Dr Brad Becken, Raytheon	
2000	Paul Stevens, NAVSEA	Dr. Mike Pestorius, ONR	Radm Dempster Jackson, USN (ret)	
2001	Tim Douglass, NAVSEA	Bruce Spear, NUWC	John Schilling	
2002	Dr Dan Viccione, Raytheon (NUWC)	None	Terry Corcoran, Raytheon	
2003	Richard Bonin, NUWC	Radm John Butler, USN	Vadm Dan Wolkensdorfer, USN (ret)	Ens. Robert P. Holt, USNPS
2004	John Schuster, OPNAV N774	Radm Mike Sharp, USN	Charles Fox, ARL/PSU	
2005	Dr David Skinner, NSWC PC	James Thompson, NAVSEA	Ms Jean Witter, APL/JHU	
2006	Dr Ernie Holmboe, APL/JHU	Dr Paul Temple, NUWC	Edward Conant, General Dynamics	
2007	Dr Henry Cox, Lockheed-Martin	Capt. Frank Unetic, CO SSD -San Diego	John Fleischmann,	Lt Michael S. Reed, USS Buffalo
2008	Dr Arthur B. Baggeroer, MIT	Vadm J Guy Reynolds (Ret), NSL	Ted Hack, General Dynamics	Lt Michael Dolbec, USS Alexandria
2009	Dr Ira Dyer, MIT	Richard R McNamara	Ron Blue, LMCo.	Lt David E. Hudson, SWOS
2010	Dr Robert Spindel, APL/UW	James E. Thomsen	Richard Talipsky, SEA Corp	Lcdr Jilleen Bushnell
2011	??	??	??	??

Roundtable Session

Mike Sharp
Chair

Today's Guest - The Honorable Robert O. Work, Under Secretary of the Navy

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).

Updated: 4 June 2009

