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SUBJ/ACADEMIC YEAR 2026-2027 STRATEGIST, NATIONAL SECURITY, AND INNOVATION
FELLOWSHIPS AND GRADUATE EDUCATION SCHOLARSHIP PROGRAMS CALL FOR
APPLICATIONS//

REF/A/DOC/CNO WASHINGTON DC/23JUN10//
REF/B/DOC/UPR WASHINGTON DC/02JUN25//
REF/C/DOC/CNO WASHINGTON DC/18APR24/NOTAL//
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REF/I/DOC/CNO WASHINGTON DC/17JAN20//
REF/J/DOC/CNO WASHINGTON DC/26JUN08//
REF/K/DOC/SECNAV WASHINGTON DC/15MAY19//

NARR/Ref A is OPNAVINST 1500.72G, Navy Politico-Military Fellowships, Graduate Education Programs, and Community Sponsorship.
Ref B is Memorandum for Assistant Secretaries of the Military Departments for Manpower and Reserve Affairs: Cancellation of the Secretary of Defense Executive Fellow Program for Academic Year 2026-2027.
Ref C is Memorandum for the Record: Federal Executive Host Institutions for Academic Years 2025-2026, 2026-2027, and 2027-2028.
Ref D is NAVADMIN 011/15, Establishment of the Naval Strategy Subspecialty 2300X.
Ref E is NAVPERS 15839I, Manual of Navy Officer Manpower and Personnel Classifications, Vol I, dtd April 2023.
Ref F is OPNAVINST 1520.24D, Officer Scholarship Program.
Ref G is Office of the Deputy Secretary of Defense Directive-type Memorandum (DTM)-19-001 CH-3, Establishment of the Secretary of Defense Strategic Thinkers Program.
Ref H is NAVADMIN 223/21, Update to Senior Officer Graduate Education Requirements.
Ref I is OPNAVINST 1520.23C CH-3, Graduate Education.
Ref J is Memorandum for Council on Foreign Relations Fellows: Council on Foreign Relations Fellowship Charter.
Ref K is SECNAVINST 1320.1A, Secretary of the Navy Tours with Industry Program.//

RMKS/1. This NAVADMIN is the call for applications for the Academic Year (AY) 2026-2027 strategist, national security, and innovation fellowships and graduate education scholarship programs, and for the Class of 2027 Olmsted Scholar Program.

2. Programs. Per reference (a), the below programs develop leaders through exposure and learning opportunities at leading think tanks, academic institutions, and with industry partners. Talented officers who complete these programs form cadres of naval strategists and innovative thinkers capable of leveraging their experience and the key relationships to actively contribute to enhancing Navy warfighting advantage.

a. Type Commanders and community managers are encouraged to identify quality candidates and encourage these future leaders to apply for these competitive programs.

b. Applicable programs include:

(1) Secretary of the Navy Tours with Industry (SNTWI) Fellowship Program

(2) CNO's Fellowship at the Council on Foreign Relations (CFR)

(3) U.S. Navy Hudson Fellowship Program, University of Oxford

(4) Federal Executive Fellowship (FEF) Program

(5) Arthur S. Moreau (ASM) Program

(6) Secretary of Defense Strategic Thinkers Program

(STP)

(7) Naval War College Advanced Strategist Program (ASP)

(8) Politico-Military Master's (PMM) Program

(9) Olmsted Scholar Program.

c. Per reference (b), the Secretary of Defense Executive Fellowship (SDEF) Program has been cancelled for AY26-27.

3. Timeline. All AY26-27 applications are due to OPNAV N712 (copy to PERS 443 POC) NLT 08 September 2025.

a. All supplemental information to the selection board must be received NLT 22 September 2025.

b. The selection board will convene at PERS in late October 2025.

c. Results will be announced no later than December 2025.

4. Application process. Send requests for application templates and any questions to the OPNAV N712 POCs listed in this NAVADMIN.

a. Officers may apply for all programs for which they meet the eligibility requirements via a single application. Annotate which programs you are applying for in your application.

b. Please read program descriptions in their entirety.

Unique or additional application and selection requirements are set forth in subparagraph 'b' of each section.

c. Applications require a personal statement to the board, a curriculum vitae, biography, and endorsement letters from both your commanding officer and detailee, plus any unique or additional requirements specified for each program. The Olmsted Scholars Program requires an Olmsted Data Sheet in lieu of a curriculum vitae and biography.

d. Service obligation is defined in individual program descriptions below. Most of these programs incur a service obligation of three times (3x) the number of months served in the program. Service obligation begins upon completion of or withdrawal from the program. Individuals who would be unable to complete the service obligation are ineligible to apply.

e. Interested officers should submit applications for all programs via encrypted email or DoD SAFE to the PERS 443 and OPNAV N712 POCs listed in this NAVADMIN. Prior to submission, ensure electronic copies are clear, legible, and properly endorsed. A single PDF containing all documents is preferred, with the following naming convention: Lastname_Firstname_Application.

f. Additional information on graduate education and fellowship programs can be found in the program descriptions below.

5. Secretary of the Navy Tours with Industry Fellowship Program.

This is a fellowship program and does not confer a degree. This program is a unique and non-traditional opportunity for exceptional Sailors to work with partnering corporations. SNTWI fellows are immersed in industry to learn and observe corporate processes and best practices. The intent of SNTWI is for the fellow to achieve learning objectives that are important to both the individual officer and to his or her community. Fellows will be matched with a company based on the fellow's background, experience, and learning objectives. The company will then place the fellow in a position that will best meet the fellow's goals and objectives within their organization. Knowledge gained as a SNTWI fellow will assist in bringing innovative ideas and proven practices back to the Navy.

In the past, fellows have been assigned to Anduril, Amazon, Microsoft, Deloitte, Verizon, FedEx, Morgan Stanley, and Lockheed Martin (see reference (k)).

a. Eligibility:

(1) All active duty O3-O5 officers, other than the below exceptions.

(a) 1880 officers are ineligible to apply.

(b) 1440 officers do not apply via this call for applications and must contact their detailee directly for consideration.

(2) Training and Administration of the Reserves (TAR) officers are eligible for the SNTWI program.

(3) Officers must have a minimum of 5 years of service as of 01 September 2026.

(4) Enlisted personnel E-6 and above are eligible, but do not apply via this call for applications. A separate enlisted SNTWI call for applications will be forthcoming

b. Program information: Up to seven (7) Navy officers may be selected for the AY26-27 program by the PERS selection board. Fellowships will begin in August 2026 following a one-week orientation course at the Pentagon.

c. In-residence graduate education credit: A successful SNTWI tour combined with any previous or future non-resident master's degree from an accredited university will satisfy the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/Service obligation: SNTWI Fellows incur a service obligation that is three times (3x) the number of months of the fellowship. SNTWI tours are normally 12 months in length. SNTWI fellows will be assigned to a follow-on billet focused on innovation and transformation as soon as possible, but not later than the second subsequent shore tour. Some officers may serve in multiple such positions after the fellowship tour, subject to career timing and on a not-to-interfere basis with command or milestone tours.

e. Subspecialty Code/Additional Qualification Code: All officers who complete the SNTWI program will receive the 24G AQD code.

6. CNO's Fellowship at the Council on Foreign Relations. This is a fellowship program and does not confer a degree. The purpose of the CNO's Fellowship at the Council on Foreign Relations (CFR) is to provide senior-level officers the opportunity to increase their understanding of policy development and decision-making at the highest levels of government by participating as Fellows at CFR. The CNO's Fellow will study alongside renowned practitioners while conducting in-depth research into national security topic(s) of his or her choice.

a. Eligibility:

- (1) All active component O6 (and O6 select) officers.
- (2) TAR officers are not eligible.
- (3) Applicants should have a master's degree. A graduate degree in national security affairs, international relations, strategy, or related discipline is preferred.

- (4) The ideal candidate should possess a diverse background of warfare and academic excellence as well as politico- military experience and an interest in international affairs.

- (5) The candidate should have flag potential to allow for reutilization and provide maximum benefit to the Navy.

b. Program information: Up to three (3) nominees may be selected by the PERS selection board.

OPNAV N3N5N7 will submit the nominees' information to CNO, who will personally select the one (1) officer who will serve as the CNO's Fellow at CFR. The CNO's Fellowship at CFR will begin in August 2026 following a two-week orientation course at the Pentagon.

c. In-residence graduate education credit: A successful CFR tour combined with any previous or future non-resident master's degree from an accredited university will satisfy the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/Service obligation: CNO Fellows at CFR incur a service obligation that is three times (3x) the number of months of the fellowship. CNO's Fellowship tours are normally 10-12 months. The CNO's Fellow will serve at least one utilization tour in a validated naval strategist billet as soon as possible, but not later than the second subsequent shore tour. Some officers may serve in multiple strategy positions after the fellowship tour, subject to career timing and on a not-to-interfere basis with command or milestone tours.

e. Subspecialty Code/Additional Qualification Code: Unrestricted Line (URL), Foreign Area Officers (FAO), and Information Warfare Line (IWL) officers who complete the CNO's Fellowship at CFR will receive the 2300S subspecialty code and the 24E AQD code. All other officers who complete the CNO's Fellowship at CFR will receive the 2000S National Security Studies subspecialty code and the 24E AQD code.

7. U.S. Navy Hudson Fellowship Program, University of Oxford. This is a fellowship program and does not confer a degree. Hosted by St. Antony's College at the University of Oxford, the Hudson Fellow will attend the Changing Character of War (CCW) program, led by the History Faculty at Oxford. CCW brings together representatives of the United Kingdom Armed Forces, Government, and multi-national organizations to provide practical knowledge in the interdisciplinary study of war and armed conflict. The U.S. Navy Hudson Fellow will study alongside renowned practitioners while conducting in-depth research into national security topic(s) of his or her choice.

a. Eligibility:

- (1) Active component O5-O6 officers with the following designators: 1110, 1120, 1130, 1140, 1310, 1320, 1710, 1810, 1820, 1830, and 1840.

- (2) Preference will be given to post-command officers.

- (3) TAR officers are not eligible.

- (4) Applicant must have a master's degree. A graduate degree in national security affairs, international relations, strategy, or related discipline is preferred.

b. Program information:

(1) Applicants for the Hudson Fellowship must include a 2-page research proposal with their application. The research proposal template can be requested from the OPNAV N712 POCs listed in this NAVADMIN.

(2) One primary and up to two alternate nominees will be selected by the PERS selection board. OPNAV N3N5N7 will submit the primary and alternate nominees' names, CVs, biographies, and research proposals to the University of Oxford for final selection of the one U.S. Navy Hudson Fellow for AY26-27.

The U.S. Navy Hudson Fellowship will begin in August 2026 following a two-week orientation course at the Pentagon.

c. In-residence graduate education credit: A successful Hudson tour combined with any previous or future non-resident master's degree from an accredited university will satisfy the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/Service obligation: Hudson Fellows incur a service obligation that is three times (3x) the number of months of the fellowship. Hudson fellowship tours are normally 10-12 months. The Hudson Fellow will serve at least one utilization tour in a validated naval strategist billet as soon as possible, but not later than the second subsequent shore tour. Some officers may serve in multiple strategy positions after the fellowship tour, subject to career timing and on a not-to-interfere basis with command or milestone tours.

e. Subspecialty Code/Additional Qualification Code: Officers who complete the Hudson Fellowship will receive the 2300S subspecialty code and the 24D AQD code.

8. Federal Executive Fellowship Program. This is a fellowship program and does not confer a degree. The FEF program provides selected due-course officers an opportunity to improve their understanding of the national security decision-making process through a one-year assignment at a world-class research organization or academic institution. Federal Executive Fellows study alongside renowned practitioners while conducting in-depth research into national security topic(s) of their choice.

a. Eligibility:

(1) Active duty O4-O6 officers with the following designators: 1110, 1120, 1130, 1140, 1310, 1320, 1650, 1710, 1810, 1820, 1830, and 1840.

(2) TAR officers are eligible for the FEF program.

(3) Applicants should have a graduate degree. A graduate degree in national security affairs, international relations, strategy, or related discipline is preferred.

b. Program information: Thirteen officers will be selected for the AY26-27 Federal Executive Fellowship program by the PERS selection board. The fellowships will begin in August 2026 following a two-week orientation course at the Pentagon. One naval officer will be assigned by OPNAV N3N5N7 to each of the thirteen FEF institutions, noted below:

- (1) Atlantic Council, Washington, DC
- (2) Brookings Institution, Washington, DC
- (3) Brown University, Watson Institute, Providence, RI
- (4) Center for Strategic and Budgetary Assessments (CSBA), Washington, DC
- (5) Center for Strategic and International Studies (CSIS), Washington, DC
- (6) Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS), Honolulu, HI
- (7) Institute for Defense Analyses (IDA), Alexandria, VA

(8) Massachusetts Institute of Technology (MIT) Security Studies Program, Cambridge, MA

(9) RAND Corporation, Arlington, VA

(10) Stanford University, Hoover Institution, Stanford, CA

(11) Stimson Center, Washington, DC

(12) Tufts University, The Fletcher School, Medford, MA

(13) United States Naval Institute (USNI), Annapolis, MD

c. In-residence graduate education credit: A successful FEF tour combined with any previous or future non-resident master's degree from an accredited university will satisfy the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/service obligation: Federal Executive Fellows incur a service obligation three times (3x) the number of months of the fellowship. FEF tours are normally 10-12 months.

Unrestricted Line (URL), Foreign Area Officer (FAO), and Information Warfare Line (IWL) FEFs will serve at least one utilization tour in a validated naval strategist billet as soon as possible, but not later than the second subsequent shore tour. Some officers may serve in multiple strategy positions after the fellowship tour, subject to career timing and on a not-to-interfere basis with command or milestone tours.

e. Subspecialty Code/Additional Qualification Code: URL, FAO, and IWL officers who complete the Federal Executive Fellowship will receive the 2300S Naval Strategy subspecialty code and the 24C AQD code. Public Affairs Officers (PAOs) who complete the Federal Executive Fellowship will receive the 2000S National Security Studies subspecialty code and the 24C AQD.

9. Arthur S. Moreau Program. This program leads to a doctoral degree (PhD). The ASM program is a two-year program for candidates seeking to complete a PhD or to achieve an 'All But Dissertation' status in a politico-military related field.

a. Eligibility:

(1) Active component O4-O5 officers with the following designators: 1110, 1120, 1130, 1140, 1310, and 1320.

(2) TAR officers are not eligible.

(3) ASM candidates must already possess a master's degree in a politico-military related field such as national security affairs, international relations, strategy, or related discipline.

b. Program Information: One officer may be selected for the ASM program. The selected officer in the ASM program will carry a full academic load during both academic years. GRE scores are optional for inclusion in the application package but may be required for university admission. Applicants are responsible for applying to schools. School application dates vary and may occur before board results are released. Approved AY26-27 institutions are listed below.

(1) Harvard University, Cambridge, MA: John F. Kennedy School of Government.

(2) Johns Hopkins University, Washington, DC: School of Advanced International Studies.

(3) Old Dominion University, Norfolk, VA: Graduate Program in International Studies (GPIS).

(4) Princeton University, Princeton, NJ: Princeton School of Public and International Affairs.

(5) Tufts University, Medford, MA: The Fletcher School.

(6) University of California, San Diego (UCSD), San Diego, CA: School of Global Policy and Strategy.

(7) University of Chicago, Chicago, IL: Department of Political Science.

(8) University of Virginia, Charlottesville, VA:
Department of Politics.

(9) University of Washington, Seattle, WA: Henry M.
Jackson School of International Studies.

(10) Massachusetts Institute of Technology (MIT), Cambridge, MA:
Department of Political Science.

c. In-residence graduate education credit: The ASM program satisfies the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/Service Obligation: ASM graduates incur a service obligation equal to three times (3x) the number of months in the education program, up to five years total, as per reference (i). ASM graduates will serve at least one tour in a validated naval strategist billet, subject to career timing and on a not-to- interfere basis with command or milestone tours.

e. Subspecialty Code/Additional Qualification Code: ASM graduates will earn either the 2300P or the 2300D Naval Strategy subspecialty code and the 24B AQD code. The Educational Plan (EP) for ASM scholars must be in compliance with the 2300P ESRs.

10. Secretary of Defense Strategic Thinkers Program. This program confers a Master of International Public Policy (MIPP) degree. The STP program is a one-year master's program at the Johns Hopkins University School of Advanced International Studies (JHU SAIS) campus in Washington, DC, where students will develop advanced analytical and strategic thinking skills.

a. Eligibility:

(1) Active duty O4-O5 officers in the following designators: 1110, 1120, 1130, 1140, 1310, 1320, 1810, 1820, 1830, and 1840.

(2) TAR officers are eligible for STP.

(3) Per reference (g), completion of JPME I, and graduation in the top 20 percent of one's JPME class (or a favorable letter of recommendation from a professor, if a distance-learning course), is required.

(4) A minimum of ten years of active duty service is required.

(5) Officers who have already participated in a Department of Defense-funded graduate education program are not eligible.

b. Program information: Up to two Navy officers may be selected for the AY26-27 program by the PERS selection board. OSD will review the Navy selections and make the final approval. STP selectees will be required to provide a second letter of recommendation in addition to the CO's endorsement. STP selectees will carry a full academic load during the academic year.

Additional information can be found at <https://sais.jhu.edu/>.

GRE scores are optional for inclusion in the application package, but may be required for admission to JHU SAIS. Proof of JPME I completion (as described above) must be submitted as part of the application package.

c. In-residence graduate education credit: The STP program satisfies the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/Service obligation: STP graduates will incur a service obligation equal to three times (3x) the number of months in the education program, up to 36 months total. STP graduates will serve at least one tour in a validated naval strategist billet, subject to career timing and on a not-to- interfere basis with command or milestone tours.

e. Subspecialty Code/Additional Qualification Code: STP graduates will earn the 2300P Naval Strategy subspecialty code and the 223 AQD code.

11. Naval War College Advanced Strategist Program. This program confers a Master of Arts in National Security and Strategic Studies and JPME Phase II certification. The Advanced Strategist Program

(ASP) is a specialized track at the Naval War College in Newport, RI to develop officers skilled in formulating, developing, and executing strategy at various leadership levels in order to fill key billets in Navy, Joint, and high-level political staffs.

a. Eligibility:

(1) Active duty O5-O6 officers with the following designators: 1110, 1120, 1130, 1140, 1310, 1320, 1810, 1820, and 1830.

(2) TAR officers are eligible for ASP.

b. Program information: Up to five Navy officers will be selected for the AY26-27 Advanced Strategist Program by the PERS selection board. Officers must also be screened by their community for resident senior-level war college in order to participate in ASP. The 13-month program is completed in conjunction with the College of Naval Warfare curriculum. Additional information can be found at <https://usnwc.edu/>. Preference will be given to those applicants with strong academic backgrounds, particularly in Political Science, History or Economics, and officers with proven track records of performance, who are capable of serving at the highest level of the U.S. Government, such as the White House, NSC, or the Navy Staff and the Joint Staff (in designated strategist billets).

c. In-residence graduate education credit: The Naval War College ASP program satisfies the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/Service obligation: ASP graduates incur a service obligation of two years, as per reference (i). ASP graduates will serve at least one tour in a validated naval strategist billet, subject to career timing and on a not-to-interfere basis with command or milestone tours.

e. Subspecialty Code/Additional Qualification Code: NWC ASP graduates will earn the 2300P Naval Strategy subspecialty code.

12. Politico-Military Master's Program. This program confers a master's degree. The PMM program provides officers a graduate education in strategy and politico-military affairs at leading civilian universities. The PMM program educates naval strategists who will be utilized in subsequent strategy and policy-related billets.

a. Eligibility:

(1) Active component O3-O4 officers with the following designators: 1110, 1120, 1130, 1140, 1310, 1320, 1710, 1810, 1820, 1830, and 1840.

(2) TAR officers are not eligible.

(3) Officers who have already participated in a Department of Defense-funded graduate education program are not eligible.

b. Program information: Up to eight officers may be selected for the one-year PMM program. Selected officers will carry a full academic load during the academic year. GRE scores are optional for inclusion in the application package but may be required for university admission. Applicants are responsible for applying to schools. School application dates vary and may occur before board results are released. Approved AY26-27 institutions and their associated degree programs are listed below.

(1) Harvard University, Cambridge, MA: Mid-Career Master in Public Administration, John F. Kennedy School of Government.

(2) Johns Hopkins University, Washington, DC: Master of International Public Policy, School of Advanced International Studies.

(3) Princeton University, Princeton, NJ: Master in Public Policy (MPP) - International Relations, Princeton School of Public and International Affairs.

(4) Tufts University, Medford, MA: Master of Arts, The Fletcher School.

(5) University of California, San Diego (UCSD), San Diego, CA: Master of Advanced Studies in International Affairs (MAS- IA), School of Global Policy and Strategy.

(6) University of Chicago, Chicago, IL: Master of Arts, Committee on International Relations.

(7) Massachusetts Institute of Technology (MIT), Cambridge, MA: Master of Science in Political Science.

(8) Carnegie Mellon University (CMU), Pittsburgh, PA: Master of Science in Security, Technology, and International Relations, Carnegie Mellon Institute for Strategy and Technology.

c. In-residence graduate education credit: The PMM program satisfies the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/Service Obligation: PMM graduates incur a service obligation equal to three times (3x) the number of months in the education program, up to 36 months total. PMM graduates will serve at least one tour in a validated naval strategist billet, subject to career timing and on a not-to-interfere basis with command or milestone tours.

e. Subspecialty Code/Additional Qualification Code: PMM graduates will earn the 2300P Naval Strategy subspecialty and the 24A AQD code. The Educational Plan (EP) for PMM scholars must be in compliance with the 2300P ESRs.

13. Olmsted Scholars Program. The Olmsted Scholar Program offers outstanding young military leaders an unsurpassed opportunity to achieve fluency in a foreign language, pursue graduate study at an overseas university, and acquire an in-depth understanding of foreign cultures, thereby equipping them to serve in positions of greater responsibility as senior leaders. This unique scholarship opportunity supports the DoD emphasis on developing language skills and regional cultural knowledge across the force.

a. Eligibility:

(1) Active component officers with the following designators: 1110, 1120, 1130, 1140, 1310, 1320, 1810, 1820, 1830, and 3100.

(2) TAR officers are not eligible.

(3) Applicants must have at least three years of Active Federal Commissioned Service (AFCS) and no more than 12.5 years of total Active Federal Service (AFS), with both periods of service calculated as of 01 April 2026.

b. Program Information: The Navy is seeking applicants who display the warfighting and intellectual qualities of dedicated career officers who aspire to command. Applicants should be available to commence language training in summer 2026 at the Defense Language Institute Foreign Language Center in Monterey, CA or Washington, DC, begin two years of study at a foreign university in 2027 and complete their studies in 2029. Olmsted notifications will occur in two phases. Navy nominees will be notified via email following the Navy selection board in November 2025. Scholars selected by the Olmsted Foundation Board of Directors will be notified via email following the selection board in March 2026. GRE scores (taken within five years of 01 April 2026) and DLAB scores are required.

c. In-residence graduate education credit: This program may confer a master's degree, which would satisfy the in-residence graduate education requirement for major command (see reference (h)).

d. Reutilization/Service Obligation: Olmsted Scholars incur a service obligation equal to three times (3x) the number of months in the education program, which will be calculated based on the number of months the officer is assigned to an overseas university.

e. Subspecialty Code/Additional Qualification Code: Olmsted Scholars will earn the 219 AQD code. Additionally, if they complete a degree in a politico-military field they may earn a 2XXXP subspecialty code and become eligible to fill validated subspecialty-coded billets.

14. Points of Contact. Contact the POCs listed below for program- specific details and questions.

a. OPNAV: Ms. Jennifer Rigdon Teter, N712 Acting Branch Head, 703-692-1934, jennifer.c.rigdonteter.civ@us.navy.mil; LT James Tully, N712 Action Officer, 571-256-4784, james.p.tully8.mil@us.navy.mil; Ms. Hannah Olivieri, N712 Contract Support, 703-693-0450, hannah.g.olivieri.ctr@us.navy.mil.

b. NAVPERSCOM: LCDR Jenna Quist, PERS 443, 901-874-4060, jenna.m.quist.mil@us.navy.mil.

c. OLMSTED: N712 POCs above plus Mr. Christopher Hobson, Navy Olmsted Scholar Program Manager, 805-452-3692, christopher.m.hobson7.civ@us.navy.mil.

d. NWC: Prof. David Brown, ASP Lead, 401-841-7364, david.brown@usnwc.edu; Ms. Amanda Allen, ASP Contract Support, 401-856-5497, amanda.allen.ctr@usnwc.edu.

15. Released by VADM D. W. Dwyer, Deputy Chief of Naval Operations for Operations, Plans, Strategy, and Warfighting Development (N3N5N7).//

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CLASSIFICATION: UNCLASSIFIED/