

Transformation Chairs Network

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The Transformation Chairs Network of the Office of Force Transformation and Resources was hosted by the Naval Postgraduate School at the Armed Forces Communications and Electronics Association/US Naval Institute (AFCEA/USN1) West 2008 Conference at the San Diego Convention Center of Feb 6.

Retired Vice Adm. Arthur K. Cebrowski, who died November 12, 2005 was appointed in 2001 by then Secretary of Defense Donald Rumsfeld as Director of the newly formed Office of Force Transformation. During his four-year tenure, he created the Transformation Chairs Network.

In creating the Network, Cebrowski, an NPS alumni for whom the Cebrowski Institute is named, championed the concept that security in the information age requires out-learning the competition, as well as creating structures to encourage cooperation and collaboration.



“He understood the power of sharing information,” said Sue Higgins, the Deputy Director of the NPS Cebrowski Institute and Transformation Co-Chair for NPS, a position she shares with Defense Analysis Department Prof. John Arquilla. “Cebrowski also appreciated that our educational institutions are critical to growing information-age leaders.”

Cebrowski funded the Transformation chairs Network and tasked it to meet regularly at the DoD schools. This created a network of people at the faculty level who could start making connections and evoking change through collaboration. “Creating social networks that criss-cross the DoD schools is really what this Transformation Chairs Network is all about,” said Higgins.

Living up to Cebrowski’s vision, the Transformation Chairs Network conversations during the AFCEA/USN1 Conference focused on opportunities for collaboration across schools and also targeted ways to use the network’s influence to fine tune the administrative side of the schools to help create openings in curriculum and policy.

“I think the transformation chair meeting in San Diego was one of the most successful events in that we agreed to collaborate on a fixed project and pursue a number of initiatives collaboratively,” said John J. Gartska, the Assistant Director of Concepts and Operations of at the Office of Force Transformation.

“Transformation is foremost a continuing process.” Cebrowski once wrote. “It does not have an end point. Transformation is meant to create or anticipate the future.”