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President's Forum

Shoshana Chatfield Rear Admiral, U.S. Navy, President, Naval War College
The U.S. Naval War College

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Rear Admiral Shoshana Chatfield is the fifty-seventh President of the U.S. Naval War College and a career naval helicopter pilot. A native of Garden Grove, California, she graduated from Boston University in 1987 with a bachelor of arts in international relations and French language and literature. She received her commission through the Naval Reserve Officers Training Corps in 1988 and earned her wings of gold in 1989. Chatfield was awarded the Navy's Political/Military Scholarship and attended the Kennedy School of Government, receiving a master in public administration from Harvard University in 1997. In 2009, the University of San Diego conferred on her a doctorate of education in leadership studies.

PRESIDENT'S FORUM



IN ADDITION TO PROVIDING world-class education to our students through tailored in-resident, nonresident, and focused short courses, the Naval War College also serves as a source of unbiased and independent expertise in areas of interest to leaders of the Navy, the Department of Defense, and the operating forces. Our network of interconnected colleges, centers, and subject-specific study groups routinely provides analysis, commentary, and subject-matter expertise to individuals and organizations across the entire national-security apparatus. Examples include the following:

- At the direction of the Secretary of the Navy, the director of the College's Arctic Studies Group (ASG), Dr. Walter A. Berbrick, currently is leading the development of the Department of the Navy's first Arctic Strategy—a forward-thinking and forward-leaning strategy that charts a new course for American naval power in the Arctic in the decades ahead. In October 2020, the ASG sponsored the Newport Arctic Scholars Initiative and wrapped up its ten-month collaborative research project with a report, "Conflict Prevention and Security Cooperation in the Arctic Region: Frameworks of the Future." Led by Professor Berbrick and Rear Admiral Lars Saunes, former chief of the Royal Norwegian Navy, eighteen sailors and scholars from Arctic nations presented and discussed virtually the findings and recommendations of their work with regional heads of navies and defense leaders. In late October 2020, the College hosted James P. DeHart, the State Department's coordinator for the Arctic region, for a virtual lecture of opportunity entitled "U.S. National Security Interests and Priorities in the Arctic Region."

- Our College of Maritime Operational Warfare (CMOW) has adapted its direct fleet support as a result of the ongoing pandemic. Recent activities have included the following:
 - Five Maritime Staff Operators Course, one International Maritime Staff Operators Course, and one Maritime Operational Planners Course classes have been completed in socially distanced face-to-face sessions, graduating more than 160 students, since the Navy-wide pandemic stop movement order was lifted in July 2020.
 - A virtual senior leader seminar was conducted for the Navy's Fifth Fleet in October 2020, as a way to stay engaged with our partner-nation flag officers on items of mutual interest.
 - A virtual flag-tailored education program has been provided to twelve flag officers since March 2020, using both unclassified and classified systems to ensure that these flag officers could have meaningful discussions with the College's leading faculty to prepare them for their future positions.
 - A team recently traveled to Bahrain for the Fifth Fleet maritime operations center (MOC) certification, the first such certification to be performed since the pandemic halted military travel.
 - The Humanitarian Response Program conducted a virtual Civilian-Military Humanitarian Response Seminar in partnership with Brown University, bringing together experts from around the globe for a variety of discussions.
 - The first virtual Executive Level Operational Level of War course for senior officers hosted more than twenty-five participants from around the world for classified discussions on leading at the operational level of war.
 - At the direct request of the executive director for the Navy's surgeon general, CMOW faculty members have been consulting with leaders of the Navy Bureau of Medicine and Surgery (BUMED) as they consider adapting maritime headquarters / maritime operations center (MHQ/MOC) structures, processes, and procedures to increase the efficiency and effectiveness of their organization and the BUMED enterprise as a whole.
 - CMOW's deputy dean, Professor Sean Henseler, continues to consult with the leaders of the Navy Judge Advocate General's Corps as they implement recommendations from a comprehensive review committee. His efforts have included discussions with the judge advocate general of the Navy, his deputy, and a handpicked O-6-level planning team.

- Despite the challenges imposed by the pandemic, the Strategic and Operational Research Department (SORO) has been engaged actively on numerous analytical fronts in support of the Navy and the Department of Defense. SORO was the only outside actor the Secretary of Defense (SECDEF) brought in for the Future Naval Force study, a major, time-sensitive research effort co-chaired by the Office of the Chief of Naval Operations (OPNAV), the Office of the Secretary of Defense (OSD) Cost Assessment and Program Evaluation office, and the Joint Staff. SORO helped design and execute two weeklong tabletop exercises (TTXs) for more than twenty Navy and Marine Corps flag officers in Quantico. The results of the TTXs directly informed SECDEF's recently unveiled Battle Force 2045 and the forthcoming thirty-year shipbuilding plan.
- The China Maritime Studies Institute (CMSI) published four China Maritime Reports on subjects as varied as the People's Liberation Army (PLA) Navy (PLAN) Type 055 cruiser; the PLA base in Djibouti; China's port project in Gwadar, Pakistan; and the PLAN's growing role in naval diplomacy. CMSI also has translated and published a dozen articles of interest from Chinese primary sources on strategic/maritime issues as well as providing advisory support to the National Security Council; OSD; the Joint Staff; OPNAV; the Office of Naval Intelligence; Commander, Pacific Fleet; and others.
- The Advanced Research Programs (ARPs)—Halsey A, Halsey B, and the Holloway Group—have continued their focused research and war gaming with the help of a select cohort of students. For each of their respective geographies, the ARPs have directly informed fleet and OPNAV planning for great-power competition and high-end war-fighting contingencies. Their reputation for analytical rigor and unmatched institutional knowledge has made them the go-to source for Navy analysis on numerous operational and strategic problems in the Pacific, Europe, and the Middle East.
- The Cyber and Innovation Policy Institute (CIPI) has published peer-reviewed research in scholarly journals and several essays in the highly regarded *War on the Rocks* blog and on the Defense One website. While conducting ongoing research and teaching, CIPI faculty also have co-led the OPNAV N7 working group on emerging technology and the working group on adversary education. Their research has provided input to the Navy Strategy Division (N50/72) on the "Advantage at Sea" strategy, has provided red-team subject-matter expertise for OSD and the Office of Net Assessment on alternative future strategies, and was briefed to the Deputy Chief of

Naval Operations for Warfare Dominance (N2/N6) and the Defense Threat Reduction Agency.

- As the executive agent for the Chief of Naval Operations (CNO) Professional Reading Program, Professor John Jackson led a team of Naval War College faculty and staff members in developing a major revision to one of the CNO's primary professional-development initiatives. After gathering input from the Naval Academy, the Naval Postgraduate School, the office of the master chief petty officer of the Navy, and the 21st Century Sailor office, a slate of seventy-three titles was approved in October 2020. These books soon will be available for digital download as e-books from the MWR Digital Library. Additional information about the revised program can be found in the Reflections on Reading article at the end of this issue of the *Review*.

The initiatives and actions mentioned above represent only a small portion of the vitally important work being done throughout the College. Recaps of other efforts will be reported in future issues of the *Review*. The takeaway is that the Naval War College continues to be a respected and valued resource that is accessed frequently by warfighters, leaders, and decision makers across our federal government and by our maritime partners who are dealing with the most important issues of our times. We stand ever ready to answer their call.



SHOSHANA S. CHATFIELD

Rear Admiral, U.S. Navy

President, U.S. Naval War College

