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President's Forum

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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



AS I WRITE THIS COLUMN, we have reached the one-year anniversary of the COVID-19 pandemic, which has impacted people, families, organizations, and societies significantly worldwide, including here in Newport, in Monterey, and in the Navy's many other dispersed distance-learning environments. I continue to be amazed by the flexibility and creativity of our students, faculty, and staff, who have adapted so well to ensure that the College has been able to continue to execute effectively its education, research, and outreach missions. The College's value and contribution to the entire Navy / Marine Corps enterprise continue to be recognized, and I thought I would highlight several initiatives that demonstrate the College's relevance and significance to the maritime services' future success.

Most recently, in January 2021, the Chief of Naval Operations (CNO) released his Navigation Plan (NAVPLAN) that charts the course for how the Navy, Marine Corps, and Coast Guard will execute the *Tri-Service Maritime Strategy*. The NAVPLAN outlines the challenges the nation and the Navy face, the Navy's unique role in meeting those challenges, and the four priorities that will focus the Navy's efforts. These priorities are identified as Readiness, Capabilities, Capacity, and Our Sailors. The educational, research, and outreach expertise of the Naval War College (NWC) is vital to meeting the challenges delineated in the NAVPLAN, particularly in the areas of Capabilities enhancement and Sailor development. The complete NAVPLAN can be found by searching "Navy NAVPLAN 2021" using any search engine. There is much to learn from its fifteen skillfully written pages!

During calendar year 2020, a major reorganization within the CNO's staff resulted in the establishment of the position of Deputy Chief of Naval Operations

(DCNO) for Warfighting Development (known as N7). The DCNO (N7) directs the development of Navy strategic concepts by applying strategic guidance, aligning strategic activities, and prioritizing analytic efforts. The goal is to improve the Navy's ability to develop warrior-scholars and war-fighting ideas and to deliver war-fighting advantage. Of particular interest to all of us at NWC is the defined mission to "align the naval education enterprise with strategy and improve how the Navy utilizes its flagship educational institutions." We are working closely with key leaders within N7 to refine our educational and research products to serve the Navy's needs better. The College also is being tasked to play a leading role in providing higher-fidelity, decision-quality information to Navy leadership.

All of us are aware that many key decisions must be made in the near term to shape the Navy of the future. To this end, the Office of the CNO (OPNAV) Warfare Development Division (N72) has developed a naval Analytic Master Plan (AMP) as an enterprise-level means of supporting informed decisions by the CNO and other senior leaders. By following the AMP, all key stakeholders will be kept apprised of the full range of analytic tools (such as war games, exercises, fleet experiments, modeling and simulation, etc.) that Navy commands and organizations are using to evaluate new technologies, techniques, platforms, weapons, and other potential solutions to emerging challenges. The AMP has the following seven main "pillars":

Intelligence—led by the Office of Naval Intelligence

Studies—led by OPNAV N72

Exercises—led by Fleet Forces Command

Fleet Experiments—led by the Navy Warfare Development Command (NWDC)

Test and Evaluation—led by the Operational Test and Evaluation Force

Modeling and Simulation—led by OPNAV N81

Wargaming—led by NWC

The primary purpose of the AMP is to bridge gaps and identify redundancies in naval analysis that have occurred previously owing to the lack of an overarching coordinating structure and inadequate information sharing and knowledge management.

As the Wargaming Pillar Lead, NWC is spearheading efforts to integrate all research activities within the naval wargaming enterprise and facilitating the promulgation and integration of research findings across the naval analytic community. The goal of this integration is to create a faster-learning organization that produces the high-fidelity information our leadership needs to make critical

decisions in a time- and resource-constrained environment. Our partners in this effort include NWDC, the Naval Postgraduate School, the Marine Corps Warfighting Lab, the systems commands (e.g., the Naval Undersea Warfare Center), and the Office of Naval Research.

I am happy to report that rapid progress has been made in meeting the goals of the AMP. In February 2021, NWC hosted a virtual, two-day event to launch a series of recurring discussions within the Wargaming Pillar and across the analytic pillars of the naval enterprise. This research summit convened more than a hundred stakeholders, all of whom are working toward a shared understanding of the total capacity for gaming within the maritime services. They embody the wide range of capabilities available to support the CNO, the Commandant of the Marine Corps, and fleet commanders. In addition, this first summit addressed opportunities for collaboration and research integration in support of a long-term, analytic campaign that addresses future-force design.

The impressive amalgamation of talented and dedicated gamers will convene for a second summit in late March 2021 to refine the governance of the Wargaming Pillar and agree on issues such as the need for a recurring call for research, prioritizing problems for examination, allocating scarce wargaming capacity, and scheduling analytic events. Additionally, the second summit will introduce a new Title 10 war game on future-force design that will nest within an extended (eighteen-month) campaign of analysis across the AMP. This research approach will be both iterative and integrated and will draw from all corners of the research enterprise to provide high-fidelity analysis for use by senior decision makers.

As noted, one of the primary challenges the CNO faces relates to future-force design, and the AMP will integrate the efforts of the overall Navy research community to inform CNO guidance and decisions. Since one of NWC's principal missions is to "define the future Navy and its associated roles and missions," the College is well positioned to contribute to this effort. The research, analysis, and gaming conducted here in Newport produce focused, forward-thinking, and timely research that anticipates future operational and strategic challenges, develops and assesses strategic and operational concepts to overcome those challenges, assesses the risk associated with these concepts, provides analytic products that inform the Navy's leadership, and helps shape key decisions about the design of the future fleet and other strategic challenges.

As I mentioned in the opening paragraphs of this column, NWC has done remarkable work under the constraints brought about by the pandemic response. In the summer of 2020, the Strategic and Operational Research Department within the Center for Naval Warfare Studies (CNWS) supported an effort by OPNAV N81 to identify key components and capabilities of the future naval force in response to direction from the Deputy Secretary of Defense. This project

laid the foundation for NWC to develop a long-term “arc of research” that will be undertaken over the next several years to gain a deeper understanding of the technologies, capabilities, and requirements the Navy will need to deter, defend against, and defeat potential adversaries in the future.

Another demonstration of our College’s expertise in executing complex games was CNWS’s exceptional conduct of the Northwest Pacific (NWPAC) War Game 2021. The wargaming team expertly designed and executed a distributed, classified war game with Seventh Fleet and our Japan Maritime Self-Defense Force allies. Breaking new ground in areas of collaboration across CNWS and the College, as well as pushing the technology to execute a distributed game across fourteen time zones, NWPAC 21 set new standards that will influence all war games going forward. Commander, Seventh Fleet reported that the game yielded a significant number of actionable issues on which U.S. and Japanese navy commands already are beginning to work. This distributed game was designed to reduce the risk of transmitting COVID-19, and required the support of many people to send two key team members to Japan safely.

Over the past two years, CNWS has been reshaping its approach to research and analysis by realigning efforts, strengthening internal collaboration, hiring and aligning faculty, and establishing partnerships across the enterprise in anticipation of the emerging analytic requirements of the fleet and the CNO. These initiatives, coupled with the foundational work accomplished by the center, have poised NWC to lead the Wargaming Pillar and to make major contributions to the AMP and the research enterprise.

In his closing comments in the 2021 NAVPLAN, CNO Admiral M. M. Gilday, USN, told all hands, “I am counting on you to take in all lines and get us where we need to go—and do so at a flank bell!” Be assured, the Naval War College is ready, willing, and able to do so!



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