

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



THE NAVAL WAR COLLEGE (NWC) is a remarkably complex organization and is unique within the Department of Defense. The strength of our institution rests on the integration of many disparate entities into one highly productive team that is laser focused on mission accomplishment. The College's recently published *Strategic Plan* documents how we seek to create enduring strategic advantage by excelling in education, research and analysis, and outreach initiatives.

In this President's Forum, I want to highlight the impactful work being done by one of our primary fleet-engagement and international-outreach entities, the College of Maritime Operational Warfare (CMOW). CMOW provides education and assistance—in residence, on-site, and online—to improve the ability of fleet commanders and their staffs to plan, prepare, and employ naval, joint, and combined forces across the full range of military operations. The talented and dedicated CMOW team, composed of sixty faculty and staff members and contractors, executes this mission by providing a variety of courses, specialty communities of interest, and direct advice and consulting. Specifically, CMOW does the following:

- Facilitates the Joint Force Maritime Component Commander course for U.S. flag and general officers who have the potential to command at the fleet level, or the equivalent. This war-fighting course exposes these officers to operational-level-of-war concepts and considerations, and includes practical exercises as experiential learning events.
- Facilitates Combined Force Maritime Component Commander courses around the world, bringing together flag and general officers from our

partner nations and U.S. services to improve the ability of our maritime forces to work together to maintain free and open seas.

- Offers the Executive Level Operational Level of War Course, the Maritime Operational Planners Course, and the Maritime Staff Operators Course. These courses are focused on preparing staffs to expertly support planning within maritime operations centers (MOCs) at our fleet headquarters across the globe. Our staff courses incorporate various planning evolutions and a battle lab, leveraging experiential learning as a key component of andragogy (the methodology of teaching adult learners). In response to the growing demand for international partners to plan and operate seamlessly with the U.S. Navy, CMOW also provides the faculty for the International Maritime Staff Operators Course, to which officers from around the world come to learn how to plan and coordinate operations in the maritime domain.
- Maintains a Humanitarian Response Program, focused on the integration of civilian and military efforts in the protection of civilians in conflict zones and during disaster recovery. In partnership with a variety of civilian colleges and universities that include Brown, MIT, and Stanford, this group supports all our courses with instruction on working with the interagency, such as USAID and humanitarian organizations. Its vignettes and tabletop exercises have included scenarios involving pandemic operations in an urban environment, as well as complex disaster recovery and the impacts of rising sea levels.
- Supports the U.S. Fleet Forces Command in training and certifying MOCs, located at fleet headquarters. The assist-and-assess teams are composed of civilian and military faculty members who participate in exercises and other key training events in the MOCs. They represent a wide variety of skill sets, including logistics, information warfare, operational law, and intelligence, as well as line forces. Working side by side with the MOC staff, they instill the skills and best practices defined by the *Maritime Operations Center Standardization Manual* to ensure that our fleets are prepared to fight at the operational level of war and engage in great-power competition.
- Responds to the rapidly evolving complexity of information warfare and assists with its integration into planning processes and the workings of MOCs. These efforts included formation of the Rochefort Group, named after Captain Joseph J. Rochefort, USN, who was famous for his analyses of intelligence information and message intercepts that contributed to victory in the Battle of Midway and many other Pacific War engagements. The Rochefort Group draws from information-warfare expertise across the College to improve our collective ability to understand and employ information warfare at

the operational level of war. The effort includes such topics as cyberwarfare integration; maneuver in the electromagnetic spectrum; counterinformation, -surveillance, -reconnaissance, and -targeting (C-ISRT); and military deception. The Rochefort Group holds workshops with fleet experts to explore how best to integrate information warfare into the operations of MOCs and supports a variety of exercises and events across all our fleet headquarters. Additionally, the group teaches information warfare in NWC courses.

- Provides expert instruction and advice to various organizations and commands. Recently, the faculty supported the Bureau of Medicine and Surgery in a study of ways to operationalize the bureau's staff to meet the demands of the pandemic, and also assisted the Naval Meteorology and Oceanography Command as it sought to improve staff responsiveness. Our faculty members instruct in planning courses with partner nations and the U.S. Marine Corps, and facilitate tabletop exercises and scenario-based learning events around the world. Closer to home, CMOW faculty members participate in Naval War College-hosted war games as players, subject matter experts, and ethnographers.
- Assists in the Navy's periodic review of relevant publications and instructions. For example, CMOW led the recent review and major rewrite of *Navy Planning*, Naval Warfare Publication 5-01—the foundational reference for Navy planning. The volume establishes doctrine and puts forward the fundamental principles to guide Navy planning staffs within the framework of service, joint, and multinational operations.

A look back at the many changes the College made over the past eighteen months makes clear that CMOW adapted quickly to the COVID environment and found success by expanding into virtual environments in some areas. CMOW was able to deliver excellence in education by adapting its operational-level-of-warfare courses to include virtual instruction for the first few weeks of each course—during a “restriction of movement” period—before students entered the classrooms and battle labs for experiential learning. Reconfiguring classrooms and connecting them electronically enabled the teaching of a full-size class by assigning students to smaller cohorts to minimize contact and risk. When travel overseas was prohibited, the staff adapted the Combined Force Maritime Component Commander course into a virtual seminar, which attracted more than fifty participants—twice the size of a normal class! CMOW designed and delivered virtual instruction to many organizations and commands, and in the process its personnel gained skills and competencies they will use to pilot additional virtual courses in the future to meet increased demand.

The College of Maritime Operational Warfare is a critical component of our outreach and fleet-assistance efforts, and contributes robustly to the College's lines of effort in research and education as well. In the months and years ahead, our integrated and tightly focused CMOW team will continue to support the nation's maritime efforts to address the challenges of great-power competition.



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