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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



AS MY TENURE AS President of the Naval War College (NWC) draws to a close, I feel a deep sense of gratitude to our extraordinary community members and pride for the remarkable achievements we have accomplished together. Throughout its 138-year history, the NWC has evolved to meet the changing needs of our Joint Force, ensuring that our graduates have the knowledge and skills necessary to excel in an ever-changing world. In my final column in the *Naval War College Review*, I would like to reflect on the transformative initiatives that have defined our time together and share my optimism for the future of this esteemed institution.

The NWC's commitment to the Joint Force, war-fighting effectiveness, inter-agency collaboration, and international partnerships has shaped our programs and achievements. The resident-student program at the heart of the NWC continues to serve as the cornerstone of our joint professional military education (JPME) curriculum development. With a diverse student body representing all armed-service branches and many interagency and international partners, we have created a vibrant community of learners. On campus, our historic buildings embody the legacy of the NWC, where we prepare future leaders to navigate the complexities of warfare and strategy. Our academic programs are unparalleled in the PME world, with students from all branches competing to attend. Our Fleet Seminar Program, Graduate Degree Program, and fully online Naval Command and Staff Program reach thousands of students annually, fostering a diverse and inclusive community of scholars and leaders. Our mission to provide exceptional maritime-focused education and original research prepares our students for future success and delivers war-fighting advantage to our Navy and Joint Forces.

During my tenure, we aimed to support our high-performing team by promoting diversity, equity, and inclusion within the NWC community. By appointing a Chief Inclusion and Diversity Officer and expanding opportunities in these areas, we have created an environment that embraces the strength provided by diverse perspectives. In support of the Women, Peace, and Security (WPS) Act of 2017 and the Secretary of the Navy's direction to mainstream WPS principles across the PME curriculum, we demonstrated our commitment to the meaningful participation of women in the Joint Force and among partner nations and to protecting vulnerable populations during conflict and crisis.

On my arrival, I identified increasing trust and facilitating open communication between NWC leadership and faculty as a top priority. Building on the work of the College's inaugural Faculty Senate, our Faculty Advisory Council has played a vital role in this endeavor, especially during important policy revisions and planning for upcoming renovations. Our collaborative approach ensures a dynamic and supportive environment for both faculty and students; a productive relationship between the administration and the faculty; and—of interest

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Recognizing the importance of faculty development, the NWC continues to invest in ongoing development opportunities. We are committed

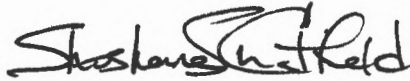
to allocating resources to empower our faculty members to stay at the forefront of their respective fields, which enriches the educational experience for all. Our commitment to excellence in education and research remains unwavering, and we are grateful to the Naval War College Foundation for its generous gifts that support these lines of effort.

Over the past four years, the NWC has implemented several internal programs and streamlined business processes to achieve organizational excellence. Noteworthy initiatives include the comprehensive command-security program, the fifteen-year infrastructure modernization and maintenance plan, and a new financial-management process. These endeavors have created a more efficient and effective Naval War College.

As David and I welcome Rear Admiral Pete Garvin and his wife, Sheryl, to Newport, we wish to express our thanks to the many people here in Newport, in Monterey, and at our many distributed locations who stepped through these past four years with us. Whenever we meet NWC alumni, we will think of our

time here and the lasting impact made by the talented and committed team at the Naval War College.

Fair winds and following seas.

A handwritten signature in black ink, reading "Shoshana S. Chatfield". The signature is written in a cursive style with a large, stylized initial "S".

SHOSHANA S. CHATFIELD

Rear Admiral, U.S. Navy

President, U.S. Naval War College