



THE UNITED STATES NAVAL WAR COLLEGE

STRATEGIC PLAN



NEWPORT, RHODE ISLAND

2022 – 2027





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BACKGROUND:

The United States Naval War College is a federally-funded graduate-level education and research institution that was established in 1884 to educate naval officers. It later welcomed joint-service and international officers and civilian government employees. It has evolved and expanded over the decades into a globally recognized institution of higher learning with a unique focus on national security issues viewed from a maritime perspective. The College provides a host of both degree and non-degree programs, which are accredited either by the New England Commission on Higher Education or by the Chairman of the Joint Chiefs of Staff.

Efforts to mitigate the impact of the worldwide COVID-19 pandemic resulted in significant modifications to College procedures during the latter half of academic year 2019-2020 and all of academic year 2020-2021. By embracing alternative teaching methodologies, utilizing virtual and hybrid learning technologies, and implementing a combined work schedule of in-person and telework practices, the College continued to carry out its assigned missions safely and effectively. Graduation and course completion rates met or exceeded pre-pandemic levels while sustaining high academic standards and achieving desired outcomes. During the pandemic lock-down period, the College's senior leaders conducted an intensive analysis of all aspects of the College's operations to identify shortcomings, challenges, and future opportunities. This Strategic Plan represents the culmination of these analyses and serves as a way-ahead as the College anticipates a return to normal public health conditions for the 2021-2022 academic year and beyond.

This plan begins with our vision, documents our assigned missions, and identifies the primary lines of effort we will pursue to achieve the outcomes we seek. It also delineates the College's values and identifies a series of objectives. We recognize the scope and scale of these objectives will be informed by our business plan and resource stewardship.

OUR GUIDING VISION:

We Inform Today's Decision-makers and Educate Tomorrow's Leaders

We provide today's decision makers and tomorrow's leaders with educational experiences and learning opportunities that develop their ability to anticipate and prepare strategically for the future, strengthen the foundations of peace, and create a decisive warfighting advantage.

The Naval War College is "... a place of original research on all questions relating to war and the statesmanship connected with war, or the prevention of war."

Rear Admiral Stephen B. Luce, 1884



OUR MISSION:

We Deliver Excellence in Education, Research, and Outreach

In today's dynamic security environment, even if numerical and technological superiority could be achieved, it would not be enough to ensure victory over an array of potential adversaries. We must also possess the mental strength and flexibility to out-think our competitors in all domains. At the Naval War College, we deepen the intellectual engagement of naval, joint, interagency, and international leaders and warriors to achieve that cognitive advantage. We value our faculty and staff's broad and relevant experience and are committed to investing in the professional development of all members of our diverse team. We embrace innovative educational delivery methods. We are responsive to the needs of our students, faculty, and staff and the requirement for sustainment and investment in our infrastructure. In our historic facilities in Newport, Rhode Island, and numerous locations around the globe, we deliver excellence in education, research, and outreach and are committed to building enduring relationships with our alumni, partners, and stakeholders.



OUR VALUES:

In implementing this strategic plan, the Naval War College pursues its objectives and conducts day-to-day activities which are consistent with the following values:

- We embrace diversity, inclusiveness, and open communication to foster a creative, collaborative, and high-performing team that treats all people with professionalism, dignity, and respect.
- Our respect for the expansive range of ideas, experiences, and scholarship within our community underpins our commitment to academic freedom.
- We are agile, intentional, and innovative in addressing emergent issues and changes in tasking and the external operating environment.
- We are committed to continually measuring and improving the quality of service provided to our stakeholders.



THE LINES OF EFFORT WE WILL PURSUE:

The Naval War College creates an enduring strategic advantage by excelling in the execution of education, research and analysis, and outreach initiatives. We do so by:

- Delivering an *education* that integrates rigorous and relevant curricula with world-class research and analysis. Our in-residence and distance learning modes align with our students' learning requirements and their full-time or part-time availability to engage in scholarly pursuits. We expand our students' capacity for strategically minded critical thinking, ethical decision-making, and creative problem solving.
- Engaging in cutting-edge *research* and analysis of concepts, plans, and mature and emerging technologies. Our data-driven approach to developing, testing, and validating concepts strengthens cognitive power in the face of uncertainty and complexity. Our interdisciplinary environment attracts scholars and experts from across the military, academia, government, and private industry and promotes original and applied research for scholarly publication, policy and doctrine review, and advancement of knowledge in the Profession of Arms.
- Conducting *outreach* and engagement with naval, joint, interagency, and international alumni, partners, and stakeholders to incorporate diverse perspectives, enhance interoperability, build partner capability and capacity, and foster a network of enduring relationships.

THE SOURCES OF STRATEGIC GUIDANCE:

The College's charter to deliver excellence in education, research, and outreach is derived from a number of strategic guidance documents, including the *Officer Professional Military Education Policy* (2020); *Developing Joint Officers for Tomorrow's Ways of War: The Joint Chiefs of Staff Vision and Guidance for Professional Military Education & Talent Management* (2020); the *Tri-Service Maritime Strategy* (2020); the *Chief of Naval Operations' Navigation Plan* (2021); and the *Navy Leader Development Framework 3.0*.

In addition, the CNO has formally and specifically assigned the following five mission areas to the U.S. Naval War College:

- Educate and Develop Leaders
- Support Defining the Future Navy and Associated Roles and Missions
- Support the Navy in an Era of Great Power Competition
- Strengthen Global Maritime Partnerships
- Promote Ethical Leadership Across the Force

“There’s been no other educational institution that has made a larger impact on my career than the Naval War College. As I look back on the faculty, my classmates and the curriculum, they all opened the doors to ideas that I hadn’t explored, perspectives that I’d lacked as a Lieutenant Colonel and the disciplined way of thinking about the world and the worldview.”

*General John W. “Jay” Raymond
Chief of Space Operations
NWC Graduation, November 2020*



EDUCATION, RESEARCH, AND OUTREACH OBJECTIVES

The College accomplishes its missions, functions, and tasks to deliver excellence in education, research, and outreach by achieving a series of mutually reinforcing objectives. These target **refining** the services and products we currently provide, **innovating** new services or products, and **enabling** programs and processes that support all activities in each line of effort.



LINE OF EFFORT #1

EDUCATION

REFINING EDUCATION

- Complete the transition of JPME I and JPME II residential programs to the outcomes-based professional military education (OBPME) approach required by DoD, achieving full certification at milestone five within six years. (NLT June 2027)
- Establish Operational Objectives for AYs 2022-2027 based on recommendations and requirements of the 2021 Navy-wide Education Program Review. (NLT June 2022)
- Strengthen alliances and partnerships by expanding the range of educational opportunities for international officers. (NLT June 2023)

INNOVATING EDUCATION

- Develop a robust and sustainable technical capability to conduct virtual and hybrid educational activities in unclassified and classified environments. (NLT June 2022)
- Develop and implement a pilot program for senior officers to instill a habit of wargaming as a tool to enhance warfighter development. (NLT June 2022)
- Establish a process that will integrate and balance evolving priorities in strategic studies, faculty expertise, and student interests in developing the electives curriculum. (NLT June 2022)
- Increase iterative wargaming and other experiential learning as modalities to develop critical thinking skills. (NLT June 2022)
- Consistent with the 2021 Navy-wide Education Program Review results, develop options to address unmet demand for courses that provide “Individualized Learning Environments,” delivering short courses, transferable credit, and certificate programs (stackable certificates) for all eligible leaders. (NLT June 2024)

ENABLING EDUCATION

- Improve and expand professional development programs for Naval War College faculty and staff. This program will include both external opportunities (e.g., research, conferencing) and internal components to improve workforce skills for all employees. (NLT June 2022)
- Hire a Chief Diversity Officer and establish a Diversity Committee that includes members who represent all NWC Stakeholders. (NLT June 2022)
- Develop detailed cost models of all educational activities to support Resource Sponsor (N7) decision-making for prioritizing these activities with available resources. (NLT June 2023)
- Develop pre-course educational modules designed to support and improve students' capacity to acquire, synthesize, and analyze new knowledge. (NLT June 2024)
- Create a unified instructional design center that meets curricula developmental requirements for the entire NWC. (NLT June 2025)



LINE OF EFFORT #2

RESEARCH

REFINING RESEARCH

- Conduct institution-wide research and analysis that addresses issues and concerns in the contemporary strategic and operational environments and anticipates the nature and demands of the future warfighting environment, including AI/Machine Learning, cyber, and space. (Annually NLT June)
- Ensure that faculty are fully informed and engaged on the Department of the Navy's prioritized research needs and that the College enables opportunities for institution-wide collaboration and transparent sharing of information on individual faculty research areas. (Annually NLT June)

INNOVATING RESEARCH

- Develop a robust and sustainable technical capability to conduct virtual and hybrid research activities in unclassified and classified environments. (NLT June 2022)
- Effectively manage and communicate knowledge gained through research in a format and method best suited for the needs of decision-makers and warfighter development. (NLT June 2023)
- As pillar lead for the Naval Analytic Working Group, build an effective process that integrates research findings from within NWC and across the naval research enterprise that assists the fleet and OPNAV with solving their most challenging problems and develops concepts for integrating wargaming across the Naval education continuum. (NLT June 2024)
- Create and sustain a Center for Strategic Deterrence to produce focused research and targeted education on deterrence and warfighting from the conventional through tactical and strategic nuclear realms. (NLT June 2024)

ENABLING RESEARCH

- Integrate broader interagency support to NWC wargaming and research to increase the value of wargames, reports, and other publications. (NLT June 2022)
- Work with Chief of Naval Personnel to strengthen the tracking of NWC graduates who are experienced wargamers; help the Navy build a community of interest that can support follow-on assignments that utilize skills gained and exercised through repetitive gaming. (NLT June 2023)
- Develop a capacity-driven business model to conduct wargames that meet the prioritized analytical requirements of the DON and DoD and deliver timely, rigorous analysis to support decision-makers. (NLT June 2023)
- Develop Knowledge Management capabilities that capture relevant research products and analytic results and feeds these results into the systems, platforms, and processes of the Naval Analytic Working Group. (NLT June 2023)



LINE OF EFFORT #3

OUTREACH

REFINING OUTREACH

- Recast Alumni Symposia, both domestic and international, to inform the structure and focus of the biennial International Seapower Symposia. (NLT June 2022)
- Increase coordination between College Departments, the Public Affairs Officer, and Alumni Programs to capture, repackage, and disseminate relevant content that establishes the NWC Alumni Programs website as a go-to platform for maritime and defense professionals seeking to remain engaged with our academic community. (NLT June 2022)
- Expand the development and availability of information that provides value to alumni and strengthens their long-term relationship and affiliation with the College's Alumni Program. (NLT June 2023)
- Incorporate DoD's Women, Peace, and Security Strategic Framework and Implementation Plan across all programs. (NLT June 2024)

INNOVATING OUTREACH

- Develop a robust and sustainable technical capability to conduct virtual and hybrid outreach activities in unclassified and classified environments. (NLT June 2022)
- Coordinate and synchronize international and fleet engagement programs to present a coherent engagement plan. (NLT June 2022)
- Develop options to help Navy communities achieve Navy Leader Development Framework and Task Force One Navy objectives in the area of behavioral science to advance warfighter development. (NLT June 2022)

- Solicit routine input from alumni on how NWC programs can be improved based on their post-graduation experiences and, as applicable, document and share how we have incorporated their diverse perspectives into our curricula, programs, and content development. (NLT June 2023)
- Align outreach activities with the Navy's international engagement priorities and share insights and analysis of these activities through regional studies groups in an organized, accessible format. (NLT June 2023)
- Create and sustain a Center for Ethical Leadership that provides a place for scholars and practitioners to discuss, research, publish, and apply their thinking on ethical leadership. (NLT June 2025)

ENABLING OUTREACH

- Leverage existing Navy outreach opportunities to highlight our educational programs and the quality and depth of our faculty. (NLT June 2022)
- Conduct outreach at higher education venues and hiring conferences to expand our networks, reduce barriers to entry, and attract a broader and more diverse pool of future applicants for faculty positions. (NLT June 2022)



ORGANIZATIONAL EXCELLENCE

Achieving excellence in education, research, and outreach requires strong institutional practices and a culture committed to continuous improvement. Increased organizational performance through enhanced internal programs and business processes is foundational for achieving the objectives described in this strategic plan. In pursuit of organizational excellence, we will develop a set of transparent and repeatable internal business practices, including:

- Comprehensive command security program (NLT June 2022)
- 15-year infrastructure modernization and maintenance plan (NLT June 2022)
- Digital workflow management system (NLT June 2022)
- Work Scheduling Policy to realize benefits of telework, flexible work schedules, remote work, and hoteling office space (NLT June 2022)
- Comprehensive human capital strategy (NLT June 2023)
- Financial dashboard (NLT June 2023)



MONITORING PROGRESS

Specific responsibilities, metrics, targets, and milestones will be published separately in the NWC Strategy Implementation Framework. Using this iterative framework, progress toward achieving each operational objective will be assessed and briefed to the President, U.S. Naval War College quarterly. We will choose suitable comparators, establish benchmarks, measure progress, and hold ourselves accountable for results. Successful implementation of this strategy requires each Dean or Department to be accountable for driving consequential outcomes by achieving specific, measurable, relevant, and timely results.



IN CONCLUSION



This strategy was developed during the COVID pandemic and published as many members of our campus community are returning to regular office and classroom work after more than a year of disrupted routines. Plans that had been made in FY20 were overtaken by the COVID response. FY21 was a transitional year with remarkable outcomes across our three lines of effort as our proficiency and productivity peaked in the virtual realm. As we exit the COVID environment, we take on the difficult work of rebuilding routines, refining the practices that worked for us in the past, and innovating around new ideas and opportunities exposed through our experimentation with new technologies and changes in the global security environment. We are called to consider the implications of great power competition as we approach our important work with a sense of urgency. We face FY22 and beyond with optimism and a renewed commitment to our values and mission. It is an honor to serve with each and every member of this vibrant War College community which carries such a deep legacy of service to our Navy and our nation.

RADM Shoshana Chatfield, USN
President
U.S. Naval War College



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The motto of the Naval War College is

“Victory through Sea Power.”

The trident rising from the water symbolizes mastery of naval activities—its three tines are evocative of naval warfare on sea, air, and land. The pilot wheel atop the shield alludes to the mission of the college—education in naval warfare. The wheel’s eight spokes symbolize honor, duty, leadership, command, strategy, tactics, logistics, and weapons. The laurel wreath represents achievement of the mission.

