

Captain Robert C. "Barney" Rubel USN, Ret  
Professor Emeritus, US Naval War College

Captain Rubel, is retired and living in Monticello, Illinois. From May, 2006 to August 2014 he was Dean of the Center for Naval Warfare Studies at the US Naval War College. Prior to assuming this position, he was Chairman of the Wargaming Department. A thirty-year Navy veteran, he received his commission through the Naval Reserve Officer Training Corps at the University of Illinois. He subsequently became a light attack naval aviator, flying the A-7 Corsair II and later the F/A-18 Hornet. He commanded Strike Fighter Squadron 131 and also served as the Inspector General at U.S. Southern Command.

In his twenty years of flying, Captain Rubel amassed over 3000 hours of flight time and 880 carrier landings, 300 of which were at night. As a junior officer he was involved in the standoff between the US Sixth Fleet and Soviet Fleet during the 1973 Arab-Israeli War and the 1974 Cyprus Crisis. He became a nuclear and conventional weapons instructor and a landing signal officer. He served in both capacities as an instructor in Attack Squadron 174, the East Coast A-7 replacement training squadron, then under the command of now Senator John McCain. As a member of the Carrier Air Wing 7 staff he spent eight months in the Indian Ocean as a strike leader during the 1980 Iranian Hostage Crisis. In 1985 he was aboard USS Nimitz in the Mediterranean during the TWA Flight 847 crisis in 1985. As commanding officer of Strike Fighter Squadron 131, he deployed aboard USS Eisenhower to the Red Sea in 1990 right after Iraq invaded Kuwait.

Captain Rubel's shore assignments were principally involved with professional military education. He is a graduate of the Spanish Naval War College in Madrid and the U.S. Naval War College in Newport, RI. He completed three separate faculty tours at the U.S. Naval War College as a joint military operations instructor and ultimately as the Deputy Dean of the Center for Naval Warfare Studies. During these tours he served as the William F. Halsey Chair of Air Strike Warfare and later the Colin Powell Chair of Joint Warfare. He gained extensive experience with service and joint education policy through his participation as an accreditation team member on the Chairman of the Joint Chiefs of Staff Process for the Accreditation of Joint Education (PAJE) Team. He also served as the special assistant for joint education to the Dean of Academics. After retiring from active duty, he became director of the Research and Analysis Division within the Naval War College's Wargaming Department, and in 2004 became Chairman of the Department. In this position he transformed the department from a military staff to a civilian faculty culture. He also founded the Halsey and Gravely student advanced research groups. In addition, he was a visiting lecturer at a number of international professional military education institutions, including the German Armed Forces Staff College, the Mexican Naval War College, the British Joint Services Staff College and the Colombian Senior War College.

In 2006 he was appointed interim Dean of the Center for Naval Warfare Studies. Within a month the Chief of Naval Operations, Admiral Mullen, ordered the College to help the Navy Staff create a new maritime strategy. Professor Rubel designed and directed an eight month

effort that provided the logic and concepts that produced and underpinned the 2007 US national maritime strategy “A Cooperative Strategy for 21<sup>st</sup> Century Seapower.” Subsequently given permanent appointment as Dean, Professor Rubel increased student advanced research and developed new lines of inquiry including strategic cyberspace, unmanned systems, naval logistics and command via challenged networks. He also redirected the vector of the International Law Department from teaching maritime law to research on cutting edge law of war issues. He has published over thirty articles and book chapters on a number of subjects related to naval operational warfighting and strategy.

Captain Rubel continues to serve as a member of the CNO Advisory Board and is active in local American Legion activities.

Captain Rubel has an undergraduate degree in liberal arts from the University of Illinois and a master’s degree in national security and strategic studies from the US Naval War College. He is married to the former Donna Meece of Monticello, Illinois. They have two sons and five grandchildren.

**RESUME**

<b>Education</b>	<b><u>Master of Arts, National Security &amp; Strategic Studies</u></b> U.S. Naval War College, Newport, RI	Nov 1986
	<b><u>Diploma and Cross of Naval Merit First Class</u></b> Thesis: “Considerations Involving the Use of Anti-Ship Missiles” Spanish Naval War College, Madrid, Spain	Oct 1982
	<b><u>Bachelor of Science Liberal Arts Psychology</u></b> University of Illinois, Champaign-Urbana, Illinois	Feb 1971
<b>Experience:</b>	<b>Retired/Professor Emeritus, U.S. Naval War College</b> <i>August 2014 to present</i> Independent consultant, speaker and writer Volunteer	
	<b>Member, Chief of Naval Operations Advisory Board:</b> Navy Staff, Washington, DC. <i>February 2013 to present</i> Advise the Chief of Naval Operations on strategy and innovation.	
	<b>Dean, Center for Naval Warfare Studies:</b> U.S. Naval War College, Newport, RI <i>May, 2006 to July 2014</i> Directed a 150 person research and analysis organization composed of seven departments. Faculty and staff ranged from Navy enlisted and officers of all services through captain/colonel, noted civilian academics, former ambassadors and various technical personnel. Directed the nine-	

month gaming and analysis effort that produced the 2007 national maritime strategy. Established several key advanced student research groups that currently produce key warfighting analyses for the fleet. Through calculated risk hires of key leadership of my departments, elevated the reputation of the College and changed the strategic direction of research. Conducted direct research and education related engagement with international naval leadership.

**Chairman, Wargaming Department:** U.S. Naval War College, Newport, RI

*April, 2004 to May, 2006*

Directed an 85-person department in the conduct of more than 80 research and education wargames and projects for the Navy and a range of Department of Defense and US Government customers. Drove innovation efforts to adapt wargaming techniques to explore an opposed networked environment. Conducted direct international liaison with various foreign governments aimed at improving their wargaming capabilities. Managed a \$2.5 million budget that included strategic investments in new wargaming capabilities and strategic restructuring of the department.

**Director, Research and Analysis Division, Wargaming Department:** U.S. Naval War College, Newport, RI.

*April 2001 to April 2004*

Directed an advanced analytic effort to analyze wargame results, conduct command and control experiments and perform detailed warfare analyses on current and future issues. Also designed and directed large-scale games involving both joint and international stakeholders.

**Deputy Dean, Center for Naval Warfare Studies:** U.S. Naval War College

Newport, RI

*August, 1999 to present*

Assisted the Dean in the management and development of a research and war gaming organization. Prepare and execute a \$1.8 million budget. Oversaw the hiring, assignment, performance and morale of 152 personnel; military, Title V and Title X civilians, and contractors. Developed organizational strategies and performed staff work as assigned for the Dean, Provost and President.

**Instructor and Colin Powell Chair of Joint Warfare:** U.S. Naval War College, Newport, RI

*July, 1998 to August, 1999*

Instructed military students in joint and naval operational art. Advised President, Naval War College and academic departments on all matters

pertaining to the integrated employment of U.S. military forces. Maintained liaison with the Joint Staff and ensured NWC curricula reflected current joint doctrine. Promoted and advised student research on joint and naval matters. Also advised Dean of Academics on joint education policy matters.

**Inspector General:** United States Southern Command  
Quarry Heights, Panama  
*July, 1996 to June, 1998*

Provided leadership, management, assessment and strategic planning to maintain operational readiness through inspection and assessment of subordinate joint commands and the headquarters staff; investigated allegations of fraud, waste and abuse; rendered assistance to personnel who requested it; and coordinated inspection and assessment activities of outside agencies. Worked extensively with State, Justice, Transportation and other U.S. government departments.

**Instructor/Accreditation Team Member:** U.S. Naval War College  
Newport, RI  
*October, 1991 to June, 1996*

Instructor for military planning and decision making using various methodologies. Participated on Joint Chiefs of Staff accreditation team as Navy representative; assessed the organization and methods of U.S. military staff and war colleges, including the Naval Postgraduate School. Developed curriculum, including structure and methodologies. Researched military history and strategy and published articles in professional journals. Designed and executed war games.

**Executive Officer (Dec 88-Jun 90) Commanding Officer (Jun 90-Sep 91)**  
Strike Fighter Squadron 131, Naval Air Station, Cecil Field, FL  
*December, 1988 to September, 1991*

Commanded a squadron of 230 personnel and 12 F/A-18 Hornets. Personally accountable for over \$300M worth of equipment and managed a yearly operations and maintenance budget of over \$4M. Participated in Desert Shield and successfully engineered transition to a new model aircraft under conditions of austere support.

**Skills:**

**Spanish:** Capable in Spanish. Achieved 3/3 professional level qualification in Spanish through Defense Language Institute. Able to conduct business in Spanish without interpreter. Wrote and orally defended in Spanish a thesis-length paper on anti-ship missiles.

**Strategic Planning:** Extensive strategic planning experience through study, teaching and writing on strategic and campaign planning, as well as application during war games, exercises and actual military operations.

**Assessment:** Five years' experience in assessing various types of organizations; diagnosing strong and weak areas and developing recommendations for improvement.

**Multi-national Operations:** Over the course of 29 years of Service, worked frequently with Spanish, British, Egyptian, German and Latin American officers in planning and conducting exercises and war games.

**Awards:**

**Civilian Superior Service Medal (2 awards)**

Awarded for design and leadership of Navy strategy development effort resulting in "A Cooperative Strategy for 21<sup>st</sup> Century Seapower." Second award for leadership of NWC research producing significant beneficial effects for the USN.

**Joint Superior Service Medal**

Received for strategic planning and assessment efforts in developing an all-encompassing military-diplomatic engagement plan for Latin America

**PUBLICATIONS**

**Monograph**

Writing to Think: The Intellectual Journey of a Naval Career, Newport Paper 41, June 2014  
[http://www.usnwc.edu/getattachment/c9139743-0da5-4000-aa01-629b7a159432/NP\\_41\\_Rubel-Web-\(1\).pdf](http://www.usnwc.edu/getattachment/c9139743-0da5-4000-aa01-629b7a159432/NP_41_Rubel-Web-(1).pdf)

**Book Chapters**

The Transition to Jets, (in One Hundred Years of U.S. Navy Airpower, Douglas Smith, ed., US Naval Institute Press, 2010)

Defense of the System (in Twenty-First Century Seapower: Cooperation and Conflict at Sea, Robert Ross, ed., 2012)

**Peer-Reviewed Journal Articles**

Gettysburg and Midway: Historical Parallels in Operational Command. (NWC Review, Winter 1995:96–110)

War-Gaming Network-centric Warfare. (NWC Review, Spring 2001:61–74)  
<https://www.usnwc.edu/getattachment/f3eccde2-a54e-4fef-a6c8-8774da200a88/War-Gaming-Network-centric-Warfare---Rubel,-Robert>

The Epistemology of War Gaming. (NWC Review, Spring 2006:108–28)  
<https://www.usnwc.edu/getattachment/5fce9410-594b-47bf-af57-4cf5e406e634/Epistemology-of-War-Gaming,-The---Rubel,-Robert-C->

The New Maritime Strategy: The Rest of the Story. (NWC Review, Spring 2008:69–78)  
<https://www.usnwc.edu/getattachment/fa06d674-2859-44b6-a3eb-2025d14e149d/New-Maritime-Strategy,-The--The-Rest-of-the-Story->

The Navy's Changing Force Paradigm. (NWC Review, Spring 2009:13–24)  
<https://www.usnwc.edu/getattachment/1f786f96-3e22-4b09-87ce-d24978893a15/The-Navy-s-Changing-Force-Paradigm---Robert-C--Rub>

The U.S. Navy's Transition to Jets. (NWC Review, Spring 2010:49–59)  
<https://www.usnwc.edu/getattachment/76679e75-3a49-4bf5-854a-b0696e575e0a/The-U-S--Navy-s-Transition-to-Jets>

Navies and Economic Prosperity (Corbett Centre Paper No. 11)  
<http://www.kcl.ac.uk/sspp/departments/dsd/research/researchgroups/corbett/corbettpublications.aspx>

Talking about Sea Control. (NWC review, Autumn 2010:38–47)  
<https://www.usnwc.edu/getattachment/86e309fe-1627-4335-9984-c0887fab945c/Talking-about-Sea-Control>

The Future of Aircraft Carriers. (NWC Review, Autumn 2011:13–27) <http://www.usnwc.edu/Publications/Naval-War-College-Review/2012---Autumn.aspx>

Command of the Sea: An Old Concept Resurfaces. (NWC Review, Autumn 2012)  
<http://www.usnwc.edu/Publications/Naval-War-College-Review/2012---Autumn.aspx>

Getting a Grip on Tailored Deterrence. (Orbis, Vol 56, No 4, Autumn 2012) pp 676-691.

National Policy and the Post-Systemic Navy (NWC Review, Autumn 2013)  
<http://www.usnwc.edu/Publications/Naval-War-College-Review/2013---Autumn.aspx>

A Theory of Naval Air Power, (NWC Review, Summer, 2014)  
<https://www.usnwc.edu/getattachment/ad629041-432c-4579-aa05-8f8934da9c73/A-Theory-of-Naval-Airpower.aspx>

Deconstructing Nimitz's Principle of Calculated Risk (NWC Review, Winter 2015)  
[www.usnwc.edu/getattachment/e0c936f8-6add-4653-8163-627244ed890f/Deconstructing-Nimitz-s-Principle-of-Calculated-Ri.aspx](http://www.usnwc.edu/getattachment/e0c936f8-6add-4653-8163-627244ed890f/Deconstructing-Nimitz-s-Principle-of-Calculated-Ri.aspx)

The Home Fleet, (Corbett Centre Paper #16, June 2015),  
<https://www.kcl.ac.uk/sspp/departments/dsd/research/researchgroups/corbett/corbettpaper16.pdf>

Connecting the Dots; Capital Ships, Command of the Sea, the Littorals and the World Order (NWC Review, Autumn 2015) <https://www.usnwc.edu/getattachment/ef0bd246-9183-459f-9b87-e2fece589f9b/Connecting-the-Dots--Capital-Ships,-the-Littoral,-.aspx>

### **Other Articles**

A Dazzling Vision of Antiseptic Warfare. (Book review, NWC Review, Winter 1994)

Security Assistance Engagement Plan Development (DISAM Journal, Fall 2000,; 61-67)  
[http://www.disam.dsca.mil/Pubs/Indexes/v.23\\_1/rubel.pdf](http://www.disam.dsca.mil/Pubs/Indexes/v.23_1/rubel.pdf)

Principles of jointness, (Joint Force Quarterly, 27, Winter 2000-2001) pp.45-49.  
<http://www.dtic.mil/doctrine/jfq/jfq-35.pdf>

Slicing the Onion Differently. (Joint Force Quarterly, 1<sup>st</sup> Quarter, 2012)  
<http://www.ndu.edu/press/seapower-levels-of-war.html>

What if Jiang Was Right? (CMSI Conference Paper, May, 2012)

Pigeonholes and Paradigm Shifts. (US Naval Institute Proceedings, July 2012)  
<http://www.usni.org/magazines/proceedings/2012-07/pigeonholes-or-paradigm-shifts>

Show of Force or Just For Show (US Naval Institute Proceedings, April 2013)  
<http://www.usni.org/magazines/proceedings/2013-04/show-force%E2%80%94just-show>

Cede No Water: Naval Strategy, the Littorals and Flotillas (Proceedings, September 2013)  
<http://www.usni.org/magazines/proceedings/2013-09/cede-no-water-strategy-littorals-and-flotillas>

Seeing the Maritime Forest for the Trees (Proceedings Magazine, April, 2014)  
<http://www.usni.org/magazines/proceedings/2014-04/seeing-maritime-forest-trees>

Straight Talk on Forward Presence (USNI Proceedings, March 2015),  
<http://www.usni.org/magazines/proceedings/2015-03/straight-talk-forward-presence>

The Emperor's New Clothes; The Self-Delusions of American Naval Power, War on the Rocks (Blog), 1 Oct 2015, <http://warontherocks.com/2015/10/the-emperors-new-clothes-the-self-delusions-of-american-naval-power/>

In-Fighting, A Needed Naval Capability, (Proceedings, November 2015)  
<http://www.usni.org/magazines/proceedings/2015-11/fighting-needed-warfighting-skill>

## **Media**

NWC Ethics Conference Panel: Forms of Warfare  
<http://www.youtube.com/watch?v=d81pHupZicM>

NWC Centennial of Naval Aviation Presentation  
<http://www.youtube.com/watch?v=mPAOMHq9QNw>

US Naval Institute Unmanned Aerial Vehicles Panel  
<http://www.youtube.com/watch?v=7GCZULJkJzA&feature=relmfu>

Is China the real Mahanian maritime power of the 21st century? (Information Dissemination Blog 12 June 2012) <http://www.informationdissemination.com>

Sea Control (Commander Salamander Blogtalk Radio, 28 February 2010)  
<http://www.blogtalkradio.com/midrats/2010/02/28/episode-10-sea-control>

Revisiting Some Old Concepts (Commander Salamander Blogtalk Radio 6 June 2013)  
<http://www.informationdissemination.com>

The Fifth Element: Enhancing Conventional Deterrence in East Asia (Information Dissemination Blog, 31 January 2014) [http://www.informationdissemination.net/2014\\_01\\_01\\_archive.html](http://www.informationdissemination.net/2014_01_01_archive.html)

Fleet Architecture and Strategic Efficiency (Commander Salamander Blogtalk Radio, 2 January 2016) <http://www.blogtalkradio.com/midrats/2016/01/03/episode-313-fleet-architecture-and-strategic-efficiency-with-barney-rubel>