NPS President’s Update

Board of Advisors Meeting
18-19 October 2017
Arlington, VA
• Secretary of the Navy Guest Lecture (SGL)
• NPS Accomplishments
• OPNAV/NPS Coordination
• NPS Community Engagement
• Command Climate Survey
• NPS Foundation Update
2017 Secretary of the Navy Guest Lecture (SGL) Series

• Dr. Robert Gates, Former SECDEF;
• LTG (Ret) Karl Eikenberry, Former U.S. Ambassador to Afghanistan;
• Dr. David Chu, President, Institute for Defense Analyses;
• VADM (Ret) Patricia Tracey, Former Deputy Assistant Secretary of Defense for Military Personnel Policy;
• ADM Harry Harris, Commander, U.S. Pacific Command;
• Ms. Leanne Caret, EVP, Boeing;
• Gen John Hyten, Commander, U.S. Strategic Command;
• ADM Philip Davidson, Commander, U.S. Fleet Forces Command;
• Mr. Leon Panetta, Former SECDEF;
• RADM (Ret) Tony Kurta, Acting Under Secretary of Defense (P&R)
NPS Accomplishments (CY2017)

• Conferred 866 degrees
  – 851 Master’s/15 PhDs

• Center for Executive Education
  – Delivered 44 Executive Education courses to nearly 800 Navy Senior Leaders

• Full Ship Shock Trials
  – NPS Team completed CNO directed review of benefit & options for ship shock trials – “Assessment of Ship Shock Hardening Validation Options”

• F/A-18 and T-45 Hypoxia Initiatives
  – NPS team coordinating with NAVAIR and NAWC TSD Orlando to survey aircrew and maintenance personnel and analyze databases.

• SECNAV’s Strategic Readiness Review (SRR) Participation

• Leadership in Cyber Efforts
  – All Hands General Cyber Course Established
  – Established cyber degree and certification programs
  – Led execution of HACKtheMACHINE in coordination w/ MIT
  – Participation in Cyber Endeavor
NPS Accomplishments (CY2017)

• Joint Interagency Field Experimentation
  – 6 COCOMs, 9 U.S. government agencies, 6 allied nations

• NATO Technical Team Participation
  – Dr. Jeff Appleget and COL Robert Burks were selected as U.S. members. “Course of Action Analysis for the 21st Century.”

• NPS Distance Learning (DL) Program Expansion
  – Network Operations & Technology Certificates (IS) – N2/N6 Community
  – Cyber Security Certificate (CS) – for IDC Officers
  – Data Science Certificate – Sponsored by NRO / USMC
  – Naval Energy Certificate – Sponsored by N45
  – EMBA Degree – Expanded cohort, model to serve Submarine community
  – Masters of Systems Analysis (MSA) – Doubled Naval enrollment
  – Systems Analysis Certificate (DL) – Increase Naval Enrollment
  – NC3 (Nuclear Command, Control, Comm.) Certificates & Degree
• Improved Business & Financial Management
  - Implemented the Workload Acceptance Process (WAP) and codified in an NPS instruction
  - Implemented the Reimbursable Work Order (RWO) process with coordination across Financial Management, Research and Sponsored Program Office and OGC
  - Executed over 1000 reimbursable funding documents and amendments in support of all facets of the command operations

• Continued Acquisition Process Improvements
  - All 51% non-compliant work has transitioned out of NPS
  - Mature Services Requirements Review Board Program since 2013
  - Acquisition Portal created to provide support to the NPS Enterprise
  - Zero Unauthorized Commitments since 2014
  - Satisfactory PPMAPs since 2013
  - GCPC rebates total $1.1M since 2012
NPS/NWC/USNA Acquisition Synergy

• FY16-FY17 Accomplishments
  - Long Term Indefinite Delivery/Indefinite Quantity Multiple Award Contracts
    ▪ Research and Education ($502M over 5 years)
  - Strategic Sourcing of Research and Education Services
  - Information Technology ($78M over 5 years)
  - Strategic Sourcing of Information Technology Services
  - Services Requirements Review Board Policy/Implementation

• FY16-FY17+ Collaboration Efforts
  - Standard Contracting Authority – Naval Supply Systems Command
  - Direct Cite Fund Lines of Accounting to NPS/NWC Contracting Office to advance Long Term Solutions

• FY18 Collaboration Plan
  - Work Flow Agility: Improve Customer Service/Knowledge Base
    ▪ Standard Procurement System – Underway
    ▪ STARS to SABRE Implementation - Underway
  - NHEITC Annual Meeting
    ▪ IT, Contracting, Comptroller & Library teams collaborate and identify areas for improved efficiencies, common constraints, then develop resolution strategies

Collaboration, Agility, Efficiencies across NPS/NWC/USNA

WWW.NPS.EDU
OPNAV/NPS Coordination

• NPS Work Acceptance Package (WAP) Instruction – Completed
  – Returned Level 1 and 2 WAP approval authority to NPS.
    • Working to return all non-4s to NPS decision through revision of 30DEC15 WAP Memo
• Reimbursable Funds Assessment – Completed
• NPS Mission, Functions and Tasks Inst. – in final routing OPNAV
• Modified Direct Cost Tuition – Continuing coord. with OPNAV
• RWO Instruction Interpretation
  – Progress made with OPNAV toward consideration of 51% rule waivers.
• NPS Conference Approval Authority
  – NPS now approved to host conferences up to $500k & approved for attendance of NPS at non-DOD conferences that are less than $500k.
• Mid-Year/End-of-Year Funding
  – NPS will continue coord. with OPNAV to highlight critical unfunded requirements.
• Team Monterey Consortium
• Panetta Institute Cooperation
• Monterey Bay Area Cooperative Library System & Pacific Library Partnership
• Multiple Education Partnership Agreements w/ Area Schools
• Multiple STEM Internship Programs
  – Community College Catalyst
  – Science, Engineering Apprenticeship Program
  – Monterey Bay Regional Ocean Science Research Experiences for Undergrads
• Monterey County Science and Engineering Fair Judging Panel
• NSAM/NPS Joint Community Activities
  – Concerts on the Lawn
  – NSAM/NPS “Discover NPS” Day
## Command Climate Update

### Improvements in the NPS Command Climate

#### COMPARISON OF NPS TO SERVICE LEVEL AVERAGES

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>Jan-16</th>
<th>Jul-17</th>
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<td>ORGANIZATIONAL COMMITMENT</td>
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<td>HAZING BEHAVIORS</td>
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*RED=BELOW SERVICE AVERAGE, BLUE=NEAR SERVICE AVERAGE, GREEN=ABOVE SERVICE AVERAGE*

Source: 2017 NPS DEOCS Climate Survey
NPS Foundation Update

• Foundation support and relationship with NPS never stronger
  – Foundation Strategic Plan
    • Vision includes growth to $25M Foundation in five years
  – Defense Fellows Program

• Current legal restrictions significantly inhibit future growth
  – Non-Federal Entity (NFE) status prohibits advancing Foundation growth
    • NFE Exemption submitted by OJAG in early 2017
  – The NFE exemption underpins the NPS/Foundation partnership, growth and support levels and allows for efficiencies and synergy
  – VCNO visit agenda to NPS in September included Foundation

Foundation represents a unique opportunity to provide NPS future growth in support to set conditions to innovate and build research partnerships – the Board of Advisors could serve as advocate for relief of NPSF restrictions.
Strategic Plan Development

NPS Board of Advisors
October 2017
Steve Lerman, Ph.D., Provost and Academic Dean
Some Guiding Principles

- Core mission of NPS is graduate education of Naval and other military officers relevant to defense needs.
- Achieving this mission requires NPS to expose students not just to solutions to today’s problems, but to give them the critical thinking skills they need to solve future problems. Training prepares them for the known; education prepares them for the unknown.
- Research is an essential element of high quality graduate education. It provides students with important thesis opportunities, assures that faculty work remains relevant to Naval and other defense needs, and sustains excellence of the faculty.
- Future of graduate education is likely to require tailoring content, mode of delivery and structure of programs to meet needs of diverse defense-communities.
- NPS’s blended financial model (combining direct and reimbursable funding) fosters innovation and assures relevance of education and research to defense needs.
Strategic Planning Process

- Stakeholders meetings; Evaluation of strengths and weaknesses
- Development of Key Strategic Areas – *The initial list of these changed as we consulted with the faculty and staff.*
- Proposed Actions
- Resources for Implementation
- Monitoring and Revision
## Major Areas for NPS Strategy

<table>
<thead>
<tr>
<th>Talent Management</th>
<th>Educational Innovations</th>
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<tbody>
<tr>
<td>Autonomous Systems</td>
<td>Simulation, Visualization, Virtualization and Modeling</td>
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<tr>
<td>Culture of Innovation</td>
<td>Strategy, Diplomacy, and Cross-Domain Deterrence</td>
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<tr>
<td>Human Domain of Defense</td>
<td>Emerging Technologies</td>
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<td>Ethics and Decision-Making</td>
<td>Cyber Operations</td>
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<tr>
<td>Environmental Effects on Defense</td>
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Examples of possible actions

An incomplete list to stimulate discussion…

• Cluster hiring of new faculty in strategic areas, e.g. data science
• New hybrid educational programs (i.e. programs that combine in residence and distance learning)
• Building labs in quantum computing, additive manufacturing and cyber
• Degree programs organized as collection of “stackable certificates”
• Expanding interdisciplinary collaboration by increasing the number of academic groups that bring together faculty from diverse schools and departments
• Expanding partnerships with companies, universities and governmental organizations in Silicon Valley
Potential Resources

• Reorganized priorities within NPS budget
• NPS Foundation support
• New reimbursable funding in areas aligned with strategic priorities
• POM process
TT/NTT Gains & Losses

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<tr>
<th>Year</th>
<th>NTT Hired</th>
<th>TT Hired</th>
<th>NTT Lost</th>
<th>TT Lost</th>
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<tr>
<td>2012-2017</td>
<td>67</td>
<td>35</td>
<td>67</td>
<td>35</td>
</tr>
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</table>
Reasons for NTT Faculty Leaving NPS

Total=291
Reasons for TT Faculty Leaving NPS

Total=82
SECOND ENDORSEMENT on Lee F. Gunn ltr of 7 Mar 17

From: President, U.S. Naval War College
To: Secretary of the Navy
Via: Chief of Naval Operations

Subj: MEETING OF THE BOARD OF ADVISORS (BOA) TO THE PRESIDENTS OF THE NAVAL POSTGRADUATE SCHOOL (NPS) AND THE NAVAL WAR COLLEGE (NWC)

1. Forwarded.

[Signature]
JEFFREY A. HARLEY
Rear Admiral, U.S. Navy
FIRST ENDORSEMENT on Lee F. Gunn ltr of 7 Mar 17

From:  President, Naval Postgraduate School
To:    Secretary of the Navy
Via:   (1) President, Naval War College
        (2) Chief of Naval Operations

Subj:  MEETING OF THE BOARD OF ADVISORS (BOA) TO THE PRESIDENTS OF THE NAVAL POSTGRADUATE SCHOOL (NPS) AND THE NAVAL WAR COLLEGE (NWC)

1. Forwarded, with my sincerest appreciation for the board members efforts.

[Signature]
RONALD A. ROUTE
Vice Admiral, U.S. Navy (Ret.)
President
Naval Postgraduate School

Copy to:
Chair
Board of Advisors
Naval Postgraduate School
Naval War College
From: Chair, Board of Advisors, Naval Postgraduate School and Naval War College
To: Secretary of the Navy
Via: (1) President, Naval Postgraduate School
(2) President, Naval War College
(3) Chief of Naval Operations

Subj: MEETING OF THE BOARD OF ADVISORS (BOA) TO THE PRESIDENTS OF THE NAVAL POSTGRADUATE SCHOOL (NPS) AND THE NAVAL WAR COLLEGE (NWC)

Ref: (a) Public Law 92-463, Federal Advisory Committee Act

Encl: (1) NPS/NWC BOA Meeting Minutes

1. In accordance with reference (a) the subject Board met concurrently with its two authorized Subcommittees on October 19 – 20, 2016. Enclosure (1) contains the meeting minutes.

2. Our observations and recommendations are:

   a. The Naval Postgraduate School and the Naval War College are two of the finest educational institutions of their kind to be found anywhere. Both are in the hands of extraordinary teams of committed and capable leaders and staffs devoted to the mission of preparing officers of the U.S. Naval Services to participate in the design for maintaining maritime superiority. Additionally, the school and the college each put a world-class faculty on the podium. These men and women are professors and mentors of immense energy, talent, and academic reputation who are dedicated to helping Sailors and Marines, as well as students from the sister services, other branches of government, and future leaders of allied and friendly nations prepare for the complex challenges they will face in the years ahead. The school and college are the educational crown jewels of America’s military institutions.

   b. The school and the college are contributing to the excellence of every aspect of our military. They are focused on helping students to seek learning, to understand how to make tough decisions, and what the foundations are upon which this thinking and those difficult choices should be based. The students capitalize throughout their careers on their postgraduate and war college experiences: they help provide the edge in high velocity learning, they pitch into research and development, they employ gaming and strategy in planning and operations, they achieve new levels of leadership ability and ethical behavior. We believe that the return on the Department of the Navy’s investment in people, in Marines and Sailors, is enormous and is apparent every day and everywhere that America’s “away team” engages.
c. The Board of Advisors encourages the Secretary of the Navy and members of the new Navy Department secretariat to visit both institutions at their earliest opportunity. The chair of the Board of Advisors to the Presidents of the Naval Postgraduate School and the Naval War College is available to call on the Secretary of the Navy, the Under Secretary, the Assistant Secretary (M&RA) and any other members of the Secretariat at their convenience. The chair of the Naval Postgraduate School sub-committee and the chair of the Naval War College sub-committee are also.

3. The next meeting of this board will be held October 18 – 19, 2017 in Arlington, VA. The next meeting for the NWC BOA Subcommittee will convene on April 6 – 7, 2017 in Newport, RI. The NPS BOA Subcommittee will meet in Monterey, CA on April 26 – 27, 2017.

Very respectfully,

LEE F. GUNN

Copy to:
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Vice Chief of Naval Operations
OPNAV N1/N4/N8
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NPS/NWC BOA Members
MEETING MINUTES FROM BOARD OF ADVISORS, NAVAL
POSTGRADUATE SCHOOL AND NAVAL WAR COLLEGE
ON 19 – 20 OCTOBER 2016

Member Attendees:
VADM (Ret) Lee Gunn (Parent Committee Chair)
VADM (Ret) David Frost (NPS Subcommittee Chair)
The Honorable Christopher Jehn, (NWC Subcommittee Chair)
Mr. Walter Anderson (NPS Subcommittee)
Dr. Robert Fossum (NPS Subcommittee)
The Honorable Kim Wincup (NPS Subcommittee)
VADM Robert Burke, USN (Parent Committee and NPS and NWC Subcommittees)
Mr. Dave Menzen/Ms. Elizabeth Gracia (Representing CNP)
Dr. James Anderson (Representing USMC TECOM)
Dr. Todd Stewart (Representing President, Air University)
CAPT Gary Powe, USN (Representing Chief of Naval Research)
Dr. GK Cunningham (Representing Commandant, Army War College)
Ambassador (Ret) Dr. Nancy Soderberg (Parent Committee and NWC Subcommittee)
Ambassador (Ret) Dr. Reuben Brigety, II (NWC Subcommittee)
Dr. Gordon Adams (Parent Committee)

Others in Attendance:
Dr. Lewis Duncan, NWC Provost
Dr. Phil Haun, NWC Dean of Academics
RADM (ret.) James Kelly, NWC Dean, College of Operational and Strategic Leadership
Prof Tom Culora, NWC Dean, Center for Naval Warfare Studies (CNWS)
VADM (Ret) Ron Route, NPS President
Dr. Steve Lerman, NPS Provost
LT Kelly Blake, USN, NPS Staff
Ms. Christine Kays, NPS Staff
Ms. Jaye Panza, Designated Federal Officer (DFO)
Dr. Thomas Gibbons, Alternate DFO

Honored Guests:
The Honorable Franklin Parker, Assistant Secretary of Navy (M&RA)
Admiral Bill Moran, USN, Vice Chief of Naval Operations

Call to Order
The Meeting was called to order at 8:30am by the DFO on Thursday, October 20, 2016.

DFO gave a brief on the Board membership, how the process works for nominating new board members.
Mr. Menzen explained the role of the Nominations Review Panel and how it comes up with prospective candidates. It was noted that there is a need for more board members with engineering experience. More STEM representation is especially desired on the NPS Board. People who understand STEM issues. Board members have agreed to provide some names of candidates if desired. Board members also expressed some concerns with the length of time it takes for their annual renewals. Board members are only able to function if their appointments are approved in a timely manner.

To reflect the value the Navy places on NPS and NWC fully, the BoA believes the Navy needs to take the following steps to ensure these institutions remain strong and fulfill the important missions the Department of the Navy has assigned them:

Noting particularly that the schools compete with operational requirements and assignments for high quality students. The schools compete also for resources against those same operational requirements. The sense of the BoA is that the Navy needs to be especially sensitive to that competition and do everything possible to ensure that both institutions are equipped and populated to perform their missions.

Specifically, the Navy should reinstate (and properly define the meaning of) the concept of Flagship Institution status. This important issue is, for instance, directly tied to accreditation and is relevant for maintenance and modernization of labs.

The BoA understands that work is underway to relax DoD restrictions on conference travel, copyrights, and outside employment of faculty and staff; still the BoA emphasizes that the schools must be able to support professional growth and development of their people in order to remain competitive in the marketplace of ideas and recruitment and retention of their dedicated and talented people. This too, like the condition of labs and the physical plants of the schools directly relates to accreditation.

VCNO and CNP/N1 visit:

Admiral Moran themes:
Thanked the board members for their service. Addressed budget challenges. Need for a bigger Navy; world demands are off the charts. Busier now than ever, even at the end of 15 years of combat. Doing what we can to support challenges and Navy. Country is getting great value for our money from NPS/NWC. Everything we do is more and more expensive. Money is tight, systems we are buying are more expensive, people are more expensive, and moving people around is more expensive, making it harder and harder to do what we want to do. Trying to determine what we can do in light of changing administration, once again starting new FY under another continuing resolution. Navy needs to value education more and more than it does. FY17 budget reaffirms, buttresses what we have. The Navy places emphasis on graduate education. Message from CNO is he is fully committed to making NPS and NWC world class flagship institutions. From the physical plant, classroom environment and quality of instructors; to the number of opportunities beyond NPS. TYCOM leadership headed in the right direction valuing graduate education.
NPS doing a great job getting on a sustainable path over the last few years. Fiscal challenges providing full auditability across DoD. CNO supports High Velocity Learning (HVL) and feels it's obvious where NPS/NWC fit in. A lot going on with HVL with how to implement, how to inculcate it with partners across the industry and in the fleet.

Ambassador Brigety asked about diversity, specifically how is the CNO thinking about diversity as it relates to career progression, tracking career path, providing opportunities for promotion at the Flag level?

CNP focus is on different as well as diverse. Looking at mentorship opportunities for minority sailors. Challenge is getting enough individuals to move in that direction. The Navy's approach is purposely, not affirmatively. From recruiting to career management, trying to provide the right opportunities for the skill sets. Navy giving it a robust effort. Good naval leaders are thinking about inclusion from a diverse perspective.

VCNO indicated that "Flagship" status not documented anywhere within the Navy, it's an understanding that the institutions are maintained at a level higher with support for facilities and laboratories.

Vice Admiral Burke (CNP) spoke about "Sailor 2025" and ready relevant learning, inclusion and diversity. One focus is on life/work balance for sailors. Strengthening the quality of work, quality of life, health and wellness for sailors. Mid-level in career focus is on engineering and technical; senior level career focus on strategy and political science. NPS is for mid-level officers; NWC at the senior-level strategy high level. He asked if this was still a good model. Still an adequate investment? This will be discussed at next 4-star conference. Need to start to develop strategists early. Find the right mix.

Chairman Gunn received and discussed the minutes (below) from the two Sub-committees and asked if there were any additional comments from them or public. There being none, the DFO adjourned the meeting at 12noon.
MEETING MINUTES FROM BOARD OF ADVISORS, NAVAL POSTGRADUATE SCHOOL (NPS) SUB-COMMITTEE MEETING ON 19 OCTOBER 2016

The meeting was called to order by the DFO at 8:30am. VADM (Ret) David Frost (Chair) welcomed all in attendance. The members respectfully acknowledged their colleague, Dr. Jack R. Borsting who passed away two months ago. Jack was eulogized in the extended comments of several members. We all were very fortunate for having known him and we expressed our profound gratitude for his service and his contributions over these many years.

NPS President’s Update

After the tribute given in memory of Dr. Borsting, President Route introduced Dr. Steve Lerman, the new NPS Provost. Other leadership changes included the hiring of a new Director of Business Operations, Mr. Les Martin, a retired US Navy Supply Corps Captain. The board members will meet Mr. Martin at their next meeting in April 2017 in Monterey. Mr. Martin is responsible for day-to-day management of the Comptroller and Contracting Office. The Comptroller and Contracting Officer still maintain direct access to the President as required by statute.

President Route offered his update in two segments—“Looking Back” at NPS Events and Accomplishments in FY16; and “Looking Forward” to the Challenges and Focus for FY17.

Looking Back:

The FY16 IG Inspection (board members were provided a copy of the inspection report and it was also sent to them via email). To summarize, the NAVINSGEN stated the “The NPS of 2016 is no longer the NPS of 2012”. The findings included: the NPS Financial Management is rigorous and sound; legal counsel and staff are included in planning; local IG functions are highly effective and well synchronized with the Managers Internal Control Program (MICP); the NPS Foundation and the NPS Gift Fund program is operating in full compliance. Past culture of resistance to fiscal controls has been replaced by a culture of total compliance.

President Route and Provost Lerman provided an update on the NPS Work Acceptance Process (WAP). Working with OPNAV, the WAP facilitates a compliance requirement by which NPS takes in proposals from various organizations to determine whether or not to accept the proposed work. While keeping within the 51% rule, NPS may determine to accept any proposed work that falls within its core mission. Mr. Menzen (OPNAV N12) noted that the school is doing a good job with this WAP process. The Board agreed it is a good process and is glad to see the issue resolved.

Mr. Menzen confirmed that President Route has the “green light” to begin hiring to the new FTE number of 1047 in order to balance the workforce. NPS will no longer be required to send hiring waivers to N1. In order to hire to these controls, NPS needs to have the work to support the FTE. Where applicable, the work will require Memoranda of Agreement and
reimbursable funding documents in order to hire to those controls. There are presently over 100 hiring actions in process. Many are administrative positions to support academic areas and faculty. There was discussion of the WAP in relationship to the new FTE controls.

NPS can start rebuilding and strengthening its capabilities in two understaffed areas by filling the most significant positions in the administrative structure area and in faculty/academic support.

Looking Forward:

NPS strategic thinking and planning is focused on four strategic goals:
1. Transform NPS students through excellent education programs consisting of relevant and innovative instruction and research experiences.
2. Build and maintain excellence in instruction and research in faculty, and professional development for our educators.
3. Leverage the opportunities created by sponsored activities to benefit the education of naval students.
4. Relentlessly pursue organizational effectiveness and efficiency, such as how NPS provides support to its academic departments; interfacing with sister services; and effective management of the .edu domain.

Faculty Issues: The Board discussed the ability of the Navy and the school to maintain a high quality faculty with President Route and his staff. Many factors bear on this important issue including a difficult period of reductions and attrition, frustrations with the travel approval process, the inability to offer competitive salaries, and recent limitations in administrative support. These issues will be matters of ongoing concern but are receiving full management attention. The Board continues to be concerned about faculty morale and intends to continue its review of the issue at the April meeting in Monterey.

The non-DOD conference attendance approval process still needs improvement. NPS leaders are doing everything they can internally to streamline faculty conference attendance. This is an important issue to the faculty in an institution of higher education. The Navy’s approval process is not fully adapted to the unique needs of the NPS faculty. The Board intends to inquire further into potential solutions.

Discussion continued on a number of relevant topics including:

- Reinforcement of NPS Academic Research Programs
- General Naval Education Programs
- The target audience for NPS education. The Vice Chief of Naval Operations reinforced the concept that NPS also educates joint and allied officers.
- The list of notable NPS graduates (list provided to board members via email on Oct 26, 2016)
- The methods for communicating the needs for research and advanced study into naval mission needs by Navy organizations to NPS… and the methods for communication of results back to the Navy.
- Filling quotas, payback tour policies, and related management issues.
• NPS Hot Future Program Areas:
  - High Velocity Learning
  - Modeling & Simulation
  - Cyber readiness
  - Wargaming and Innovation
  - Unmanned Systems

VADM (Ret) Frost asked if there were any other comments or remarks from the Committee or the public. There being none, he thanked the attendees and the meeting was adjourned at 12 noon.
MEETING MINUTES FROM BOARD OF ADVISORS, NAVAL WAR COLLEGE (NWC) SUB-COMMITTEE MEETING ON 19 OCTOBER 2016

The DFO convened the meeting at 1:00pm. The Honorable Christopher Jehn (Chair) welcomed all in attendance.

Provost

Dr. Lewis Duncan addressed the designation of the Naval War College Foundation as a “prohibited source” under the law and how, to many, this is a deleteriously negative connotation. For each of our institutions, these foundations are formed for the purpose of providing support to their associated schools. Their members provide needed financial support throughout the year. Dr. Duncan highlighted that NWC is interested in pursuing legislation to relieve foundations from this language by designating them as an excepted source, and that this is perhaps best addressed for both NWC and NPS through the AERB.

Dr. Duncan also provided an update on Faculty Normalization. The Naval War College competes with civilian institutions to attract and retain the best faculty members available. Current policies make it difficult to accomplish that. These include policies on copyrights, faculty conference travel, outside employment versus conflict of interest, and time accounting policies that treat faculty as hourly workers. Faculty members are professional educators and should be treated with the trust and respect appropriate to their professional service. Many of these policies can be addressed broadly through the Military Education Coordination Council (MECC) and the Advanced Education Review Board (AERB) and are being worked. Unfortunately, these policies are having growing impact on NWC’s ability to attract and retain civilian faculty members. NWC is also advancing legislative language changes specific to the Naval War College and the Marine Corps University (by virtue of sharing the same authorizing legislation).

Mr. Menzen mentioned that Faculty Normalization would be an agenda item at the upcoming AERB with the VCNO.

Dr. Duncan provided information about the NWC Resources Committee and explained how the deans each prioritize their positions and needs, and following discussion then vote on allocation of discretionary resources across the College.

Dean, CNWS

Dean Tom Culora discussed CNWS research priorities for FY 2017-2018. For the research, analysis, and gaming function, the Dean of CNWS directs the development of concepts concerning national security and strategic thought, and of ideas for the current and future employment of joint and naval forces in peace and war. His duties include coordinating all advanced research activities at the College. The CNWS research priorities for FY 2017-2018 include the following:
- Geographical – China (South and East China Sea, Taiwan, Silk Road and Belt), Russia (All Theaters), Iran, Indian Ocean, and Korean Peninsula

Dr. Brigety questioned why other areas of the world, i.e. Africa or Europe, were not listed as geographical priorities. Dean Culora answered that he only has a fixed amount of resources. However, there are faculty members and students at NWC who study these areas and there are electives offered that focus on them.

Dean Culora also addressed the new Russia Maritime Studies Institute (RMSI). The RMSI was established on August 31, 2016 in response to the changing security environment and based on interest from CNO and other senior flag officers. RMSI’s mission is to conduct unclassified research into Russian maritime issues on behalf of the U.S. Navy and our NATO partners. Resources for RMSI are currently modest. Developing a plan to grow the institute will be based on the needs of the Navy and the Fleet. NWC is currently adjusting internal resources to meet this demand. NWC will POM for other resources as RMSI matures. There will be a small number of students involved in student level research to complement the work.

Additionally, Dean Culora highlighted the Wargaming Virtual Community of Practice. The SECNAV Memorandum on Wargaming dated 5 May 2015 did several things. Among them, it mandated establishment of “a virtual community of practice for Sailors, Marines, and Civilians with interest in wargaming to further develop and expand this competency across the DON.” The CNO identified the NWC’s War Gaming Department (WGD) as the appropriate entity to organize and house the VCoP. The Naval War gaming VCoP will:

- Conduct periodic meetings and conferences;
- Focus on application of wargaming methodology and avoidance of war-gaming pathologies;
- Extend availability of professional war gamer expertise through an on-line environment;
- Conduct training classes at NWC and virtually;
- Become the vehicle and venue for potential Online and Virtual Gaming;
- Act as the single repository for Naval War College game reports but also build and maintain the database and reference portal for other warfighting research that contributes to, and is related to, wargame content.

The VCoP site content is currently under development. The goal is to make the site inclusive, informative, and useful.
**Dean of Academics**

Dean Phil Haun provided an update on the initiative to bestow a master’s degree upon selected international officers upon graduation from NWC. International officers attending the NCC and NSC resident programs currently do not receive a master’s degree like their colleagues in the College of Naval Warfare and College of Naval Command and Staff. There is concern that the Naval War College is losing talented international officers to other professional military education schools. As with the United States, other nations value graduate education for their future senior officials.

Approximately 25% of international officers attending the College already enroll in master’s degree programs at civilian schools such as Salve Regina University. This additional coursework takes time away from the students’ studies at the College. The additional costs of these programs are borne by the students or their nations.

A faculty committee is developing appropriate acceptance criteria for the international master’s degree.

**Dean, International Programs**

Dean Tom Mangold was not able to attend this subcommittee meeting. In his place, Dean Tom Culora provided a brief update on the recent International Seapower Symposium (ISS).

The CNO hosted the 22nd ISS at the US Naval War College during the period 20-23 September 2016. 105 different countries (including the United States) were represented by 197 delegates and their spouses. 45 (23%) of the delegates were NWC alumni. The theme of the ISS this year was “Stronger Maritime Partners.” The CNO, SECNAV, and DEPSECDEF all provided remarks during the ISS.

NWC staff and faculty provided critical support in the planning and execution of the symposium.

The ISS occurs every other year. It can be difficult for NWC to receive funding because the ISS is not an annual event. Dr. Duncan mentioned that NWC is pursuing an annual funding allocation to stabilize the ISS funding.

**Dean, College of Operational and Strategic Leadership (COSL)**

Dean James Kelly discussed each of the elements of his organization and what they do. This includes: the faculty at the Maritime Staff Operators Course (MSOC), the Maritime Operational Planners Course (MOPC), the Executive Level of War Course (ELOC, the Joint Force Maritime Component Commander Course (JFMCC), and Combined Force Maritime Component Commander Course (CFMCC). Dean Kelly also spoke about the Assess and Assist Team (AAT) and their role in helping the fleet.
Dean Kelly then described the Leadership and Ethics team and what they are doing. NWC remains responsible to CNO for curriculum oversight on leadership and ethical development across the Navy. Working with CNO ADM John Richardson, we are in an iterative process of developing a Leader Development Framework which will put the Navy Leader Development Strategy (signed by former CNO ADM Jonathan Greenert) into action. This is closely linked to the GOLD Level of Effort (“Strengthen Our Navy Team for the Future”) in “The Design for Maintaining Maritime Superiority” (DMMS) which recognizes the important role leadership plays. Additionally, NWC now has the lead for the GREEN Level of Effort (“High Velocity Learning”) which recognizes a need to ensure the culture of the Navy is fertile for planting the seeds to accelerate institutional learning in order to outpace any competitor. This all requires leadership involvement and consequently leader development is critical to enabling the vision expressed by DMMS.

In this effort, we continue to work across all Navy communities with the Leader Development Continuum Council (LDCC) to align and synchronize the various efforts. The role of the LDCC may also be evolving to include the many Sailor 2025 initiatives to ensure alignment, reduce redundancy, and add re-enforcement where necessary. Flag level representatives are on the LDCC from each of the Navy communities.

**Discussion**

Initially, the discussion focused on how to get the best US Navy officers to NWC as Navy students. There is a perception that other Services send their best and brightest officers to the NWC while the Navy does not. Dean Haun disagreed and expressed that the US Navy officers in the CNC&S class are extremely talented and among the best in the Navy. However, there is room for improvement in the quality of US Navy officers in the CNW class.

Mr. Jahn asked on what issues or problems could the BOA realistically help the institution.

Dr. Duncan highlighted Faculty Normalization and Prohibited Source legislation and then asked the Deans for input.

Dean Haun pointed out that the SECNAV Fellows Program at NWC has been discontinued in recent years. He pointed out that this program could have value for the US Navy, the individual, and the NWC overall and that he would support starting it again.

Dean Haun also mentioned that the Fleet Seminar Program on Capitol Hill allows military officers and Congressional aides to get the NWC education. There is a waiting list for Congressional aides that funding for additional seminars would alleviate.

Dean Culora requested support to keep the civilian faculty salaries competitive with civilian universities. The faculty is one of the strengths of the institution and it’s important that faculty salaries remain competitive to retain current faculty and hire new faculty members.
Mr. Jehn asked if there were any other comments or remarks from the Committee or the public. There being none, he thanked the Committee and the NWC representatives.

The DFO adjourned the meeting at 5:30pm.

All above meeting minutes certified by:

Lee F. Gunn
David E. Frost
Christopher Jehn
MEETING MINUTES FROM BOARD OF ADVISORS, NWC
SUB-COMMITTEE MEETING ON 7 APRIL 2017

Background: RADM Harley, Naval War College President, and the College Deans met
with the Board of Advisors (BOA) on Thursday, 6 April, the first day of their visit.
RADM Harley gave an update on the College including the progress to date on the
College’s Strategic Plan; the Cyber Curriculum; the Institute for Future Warfare Studies;
the Russia Maritime Studies Institute; and the International Fellows program. RADM
Harley and the Deans also discussed some of the difficulties the College faces with
regard to civilian faculty hiring policies and solicited feedback and other issues for
discussion.

On Thursday, 6 April, BOA members also attended classes with the Joint Military
Operations Department, attended luncheon with students, met with faculty, received
briefings from the NWC Foundation director and the library director, and toured the
Wargaming facility, the Learning Commons, and the library archives.

The NWC Sub-Committee of the BOA met as a group on Friday morning, 7 April.

Board of Advisors Member Attendees: Honorable Christopher Jehn, Chairman; Mr.
Frank DiGiovanni, OPNAV N1B representing N1; VADM (ret.) Lee Gunn (NPS/NWC
Parent Board Chair); Dr. Katherine McGrady (NPS/NWC Parent Board); AMB Nancy
Soderberg (NPS/NWC Parent Board); Ms. Jaye Panza, Designated Federal Officer
(DFO); Dr. Thomas Gibbons, Alternate DFO/Associate Professor; and Mr. David
Menzen, OPNAV N12.

NWC Attendees: Dr. Lewis Duncan, NWC Provost; Mr. Rick Menard.

Discussion:

Meeting was called to order at 1000 hours on Friday, 7 April, after which Chairman Jehn
welcomed the BOA members and others and solicited feedback and issues for discussion.

AMB Soderberg observed that a lack of the College’s ability to be effective in strategic
planning and execution were greatly limited because the president was only on a two-
year tour. She believed that the NWC president should be in place for at least five years
to be effective. She also pointed to a lack of diversity on the faculty (female and
ethnicity). Finally, she mentioned that the College should find a source for possible
funding to help digitize the library’s extensive archive holdings.

Dr. McGrady mentioned that it definitely looked like NWC had made progress on some
issues since the BOA meeting last year but that it was at a snail’s pace. She pointed to
the legislative initiative regarding faculty member Intellectual Property and
recommended that NWC solicit support and advice from Rep. Randy Forbes, now
serving on the faculty. NWC should take advantage of his expertise and presence on the faculty to help drive legislation through the OMB and the Congress.

The Provost explained that NWC had done most of the groundwork for the legislative initiative and that it was now being staffed through both USNA and NPS. NWC was in the process of tracking its progress. The Provost pointed out that the timecard issue and being treated like hourly workers is an irritant to the faculty.

Several board members mentioned that they also complete hourly timecards and they were not sure that NWC would get blanket authority to complete the timecards.

AMB Soderberg urged clarification of the term “prohibited source” for the NWC foundation. She said that this issue was discussed at length during their meeting with the Executive Director of the NWC Foundation and encouraged ensuring a resolution on any grey areas of use of Foundation funds.

The Provost explained that the term “prohibited source” strains the relationship between NWC and the Foundation. He mentioned that it has a negative connotation and it’s ironic because the NWC Foundation was established solely to support the College.

Mr. Menzen pointed out that this issue was addressed at the most recent AERB with the VCNO and that VADM Crawford, Navy Judge Advocate General, was working this issue. It will be addressed at the next AERB.

Dr. McGrady asked whether tenure was an issue because it had been discussed in the Board’s meeting with NWC faculty.

The Provost explained that a faculty committee convened by RADM Harley would look at tenure. He thought it was a more complex issue because the concept of tenure is a double-edged sword with the “seven years up or out” provision. Those not awarded tenure within seven years are released. The Provost also opined that the military faculty do not have any interest in tenure. He noted that the best equivalent of tenure at NWC was the indefinite appointment.

The Provost also highlighted that, unlike many civilian institutions, NWC does not have a faculty senate. However, the College has made progress in shared governance, with faculty becoming more involved since the last NEASC accreditation. It would be healthy to resolve this matter of tenure rather than letting the different views between the faculty and administration go unresolved.

Dr. McGrady also questioned the workload for both students and faculty. She said that it came up during the meeting with faculty and again during the lunch with students. The students, administration, and faculty appear to have very different views of whether the workload at NWC is excessive, specifically, the amount of required reading.
The Provost said he believed students do not think they have as much white space on the calendars as they need. He pointed out that students are in a compressed program and receive their master’s degree in a year which is less than many other master’s degree programs. He also mentioned that NWC is in the process of implementing a pilot program for international officers to receive a master’s degree.

The Provost also explained that very few of the civilian faculty members have outside employment and they expect to receive a 12-month salary. Unlike civilian institutions, where faculty members do research and writing during the summer months, NWC civilian faculty work 12 months. Additionally, unlike the other PME institutions, NWC faculty actually teach two different courses and levels of PME.

Mr. Menzen recommended the workload issue for students be addressed at the student orientation.

The Provost provided information about his lecture series bringing in outside speakers to address contemporary issues in higher education and experiential learning. He also explained that the leadership was taking a hard look at learning outcomes.

Mr. DiGiovanni concurred and thought this was a good idea.

The Provost addressed faculty hiring and mentioned that in searches the NWC is getting spectacular potential faculty members interested. Unfortunately, the military institutions are often not their first choice for hiring.

Dr. McGrady mentioned that during the lunch with students that she heard a lot about older history being presented in the courses. She questioned whether the faculty should be spending more time on recent examples and current events.

The Provost responded that the faculty translates lessons that come from the past.

Dr. McGrady was impressed by the fact that an NWC team won 1st Place in the recent Cyber competition. She met students from the team during lunch.

The Provost stressed the impact of the College of Distance Education (CDE) to the board members. He highlighted that CDE has more than 267K students on an annual basis compared to the approximately 600 resident CNC&S and CNW students at the College. He said that the College plans to focus more resources on distance education in the future and he wanted the BOA members to be aware of this.

Board members approved and encouraged this initiative with distance education because of the broad impact on the overall institution.

Mr. DiGiovanni asked the Provost to look at the outreach program that the Naval War College Foundation had established with sending faculty members out to talk to the
public. He and other Board members were concerned with the perception that faculty members are supporting the Foundation with fund-raising.

Chairman Jehn asked about the status of the white paper on flagship institutions and that this issue came up Thursday with RADM Harley.

The Provost responded that NPS is working the white paper and will push it to the other institutions for coordination.

Chairman Jehn also asked about the routing of the BOA Report. Does it go through the CNO?

Ms. Panza responded that the BOA report is routed to the SECNAV via the CNO.

Mr. DiGiovanni requested that the BOA report also go to the N1 so that he has visibility on it and is in a better position to aid the College.

VADM (Ret) Gunn concurred and said that should not be a problem.

AMB Soderberg recommended that the SECNAV be invited to the next BOA meeting in October in Washington, DC. Other board members concurred. The SECNAV, CNO, and CMC are always sent invitations to attend the October meeting in the Washington, DC metropolitan area.

AMB Soderberg also asked the Provost what he thought about NWC presidents having a term of 2 years or less. Could the president get anything done in a short term like this?

The Provost concurred and opined that it is challenging for the institution to have presidents with short terms.

Chairman Jehn questioned what else the BOA members could do for the institution and whether more frequent contact would be desirable and practical. How can BOA members play a more active role to help the institution in the future? After a brief discussion, VADM(Ret) Lee Gunn said he would raise this issue at the NPS Subcommittee later in the month.

Ms. Panza responded that the NPS President sends board members his biweekly updates to the CNO.

The Provost replied that he believed that RADM Harley would not have a problem sharing his notes to the CNO with the BOA members.

Chairman Jehn asked the board members to think about ways that they could be more active and that it would be discussed at the next BOA meeting in October.
The Board Chairman asked if there were any additional comments from the Board or the public. There being none, the DFO adjourned the meeting at 1105 hours.

**Open Issues and Recommendations:**

- Provide updates on legislative initiative for prohibited source designation, intellectual property rights of faculty, and faculty timecards. Consider getting assistance from Rep. Forbes.

- Consider additional outside funding sources for library archives digitization. BOA will follow-up.

- Provide the numbers that indicate faculty diversity.

- Provide information on the status of faculty tenure.

- Suggest ways for the BOA members to play a more active role in the NWC.

- Assess costs and benefits of lengthening the President’s tenure, as is now the practice for the President, NPS and often for the Superintendent, USNA.

Meeting Minutes certified

CHRISTOPHER JEHN

11 JUNE 2017
Naval Postgraduate School (NPS)
Board of Advisors Subcommittee Meeting Minutes
April 26 – 27, 2017
Open Meeting

Executive Briefing Center
Herrmann Hall
Monterey, CA 93943

Presentations of Agenda Items

**Background:** The Designated Federal Official to the Board of Advisors to the President of the Naval Postgraduate School Subcommittee (NPSBOA) called the meeting to order at 8:00am on April 26, 2017 in the Executive Briefing Center in Herrmann Hall at the Naval Postgraduate School. NPS Provost, Dr. Lerman welcomed the Board Members to NPS and introduced the NPS staff who were attending the board meeting.

The Board Chairman, VADM(Ret) Frost gave opening remarks after which the NPSBOA members received their annual Ethics and Standards of Conduct training by NPS Counsel.

**Status and Briefs by NPS Leadership:** NPS President, VADM (Ret) Ron Route gave a status report on NPS Programs and Activities, including resources—funding trends; reimbursable portfolio; FTEs; Civilian Personnel (faculty and staff); Research Programs; Graduate Education Programs and Student Enrollment; and the Executive Education Program. He invited the Board Members to attend the Annual Acquisition Research Symposium (after their meeting) which is being held concurrently where he gave opening remarks.

Mr. Joe LoPiccolo then demonstrated the new, modern updated NPS webpage. The primary web audiences are NPS students, sponsors, and other public universities.

President Route and Provost Lerman also discussed future challenges NPS faces such as Strategic Plan Shaping; NPS Reimbursable Model/Reimbursable Work Order Environment; Naval Education Programs; Addressing Declining Naval Enrollment.

**Strategic Plan:** The plan will be sufficiently detailed to not only set a direction and identify priorities, but also to identify those areas of current or potential activities that don’t align as well with the core mission. Provost Lerman
discussed plan development. It includes a process to identify and consult stakeholders including students, resource sponsors, potential partners (including Silicon Valley), the BOA, faculty, alumni, and others. The plan will identify areas for growth, including:

- Cyber warfare.
- Unmanned autonomous vehicles.
- Emerging defense related technologies, including artificial intelligence.
- Irregular Warfare, defense analysis, special warfare
- Defense manpower planning and management.
- Adapting national security strategies to the evolving global security environment.

The plan will also address areas where resources may be diverted into activities better aligned with the school’s mission. Finally, the plan will outline implementation details.

**Discussion with NPS Deans:** Faculty morale shows signs of improvement although issues remain. Faculty still feels the reaction to the 2012 IG Report was extreme. There has been a general feeling that Washington staff cared only about compliance and not about the value of research, or the quality of education at NPS. As a result, the perception has grown that faculty are treated more like civil servants than academics. Navy leadership is beginning to respond positively to faculty concerns, but some deans and faculty do not yet feel the effects.

Other issues raised by the deans include:

- Earlier than planned retirements are the primarily reason for faculty losses in some schools. There is a shortage of economics instructors, a highly competitive field in which recruiting is difficult. In one school, the Dean teaches 3 or 4 courses a year due to lack of faculty.
- Some faculty feel that further clarification is needed over mission. The balance between activities that support the joint force versus activities that are focused on Navy support is a topic of frequent discussion.
- Business processes is an area needing improvement. Ideas for making HRO, contracting, and comptroller support more efficient were discussed.
- The processes for accepting research projects is still an issue. Some faculty members believe they have been told not to do any additional research and they regard it as overly restrictive. Also, every funding document that comes into the school requires 51% of the budget to be done “in house”. This policy seems inappropriate in an academic environment. At the very least, it is difficult to interpret and manage in a dynamic research
environment. The Work Acceptance Process (WAP), which is about to be finalized, needs to allow faculty sufficient flexibility and may be a matter of interest to accreditation boards.

**AFIT Brief:** Air Force Institute of Technology (AFIT) Provost, Dr. Todd Stewart delivered remarks about AFIT’s mission and indicated there is significant potential for mutually beneficial collaboration between AFIT and NPS. He reported that while former agreements have expired between the service secretaries and institutions, current collaboration is working well.

**NPS Foundation:** Chief of Staff, CAPT Tony Parisi updated the Board on the relationship NPS has with the NPS Foundation. NPS is looking forward to resolution on the recommendation of the designation of preferred status for NPS Foundation.

**Facilities Update:** CAPT Rich Wiley, Commanding Officer of the Naval Support Activity Monterey provided a facility update and discussed improvement priorities and upcoming projects. Some academic buildings are falling into disrepair. Safety and security of the installation are the first priority. Several buildings are slated for fire protection installation, asbestos removal, and roof repair. Funding has been deferred for the Naval Research Lab Complex HVAC, electrical improvements, fire and security upgrades, and IT updates. Efforts are already in process for the renovation of the historic Del Monte Hotel (Herrmann Hall) and approval for the construction of a new Del Monte Café in the student quad area.

**Board Member Discussion:**

**Strategic Plan:** Discussion on the strategic plan included the following points:

The frequency for re-assessing and updating the plan is a consideration. Significant workload goes into the process and it is possible to go beyond a point of diminishing returns.

The degree of involvement by external partners and stakeholders should be considered. Key entities for potential inclusion include SECDEF, SECNAV, CNO, UNSA, NWC, and Silicon Valley companies.

There was a discussion of how the space domain should be treated in the strategy. The Navy is highly dependent on space capabilities but space has become a contested warfare environment.
Given the importance and ubiquitous nature of the cyber domain, the idea of more effective coordination among NWC, USNA, and NPS in this area was discussed.

**Faculty Issues:** Faculty retention, recruitment and morale have been a concern of the board since the 2012 IG investigation. NPS has historically enjoyed a faculty of exceptional quality and dedication. It goes without saying that the faculty is the foundation upon which the school depends to accomplish its mission. Since NPS cannot provide competitive salaries and other compensation, faculty morale is a vital issue. Discussion regarding faculty issues included:

- Some distinguished professors and some next-generation distinguished professors-to-be are gone due to the continuous challenges in their ability to do research. A continuous focus on improving faculty support and succession planning is important. The fact the federal government does not operate on an academic calendar and the timing of funding, approval of contracts, and filling of positions does not mesh and complicates the problem. NPS leadership is committed to supporting the faculty. Communicating its efforts toward addressing faculty concerns is always important.
- The long-standing uncertainty over the FTE issue has just recently been resolved. This was an important step and opens the door to many decisions, including the balance among faculty positions, research positions and support staff. While much work lies ahead, there is an opportunity to alleviate faculty frustrations over support and other issues.
- The Work Acceptance Process (WAP) is also nearing acceptance and promises an opportunity to streamline the decision process regarding research projects. This is another opportunity to resolve and remove significant faculty frustration.
- Research is vital to faculty health and development. Faculty need to be able to hire research assistants. Care is important in striking the right balance between hiring research and administrative personnel.
- Capturing and understanding trends in faculty morale is important. The creation of, and emphasis on, a more formal exit interview program was discussed and recommended.
- Methods for obtaining desired faculty diversity were discussed.

**Student Population:** The Board briefly discussed issues regarding the student population including the reduction in STEM enrollees, the declining numbers of international students, and the complex issue of fitting in-residence postgraduate education into the career paths of Navy and Marine Corps officers.
AFIT Relationship: Board members discussed whether the AFIT agreement needs to be re-established. Consensus is that effective collaboration is most important and the current relationship appears to be working well.

NPS Facilities: The Commanding Officer, Naval Support Facility is aggressively tracking facility issues. Funding is a continuing problem and despite efforts, some parts of the facility suffer from under investment. In some cases, there may be a risk to integrity or accreditation. Methods for prioritizing needs and providing visibility to problems were discussed.

NPS Foundation: The NPS Foundation exists to provide support the NPS mission and can be an extraordinary resource. The Board understands and accepts the need for strict compliance with existing rules governing these arrangements. Nevertheless, the Board perceives that interpretation of the rules may have gotten overly conservative since the 2012 IG investigation. Other organizations with supporting foundations have found ways to take full advantage of this support and stay within the rules. The board intends to follow this issue and to obtain a better understanding of the appropriate ethics rules that apply.

Board Member Appointment/Renewal Process: Board members commented on the slowness of getting new Board members approved by the Secretary of Navy and Secretary of Defense. Several board members are close to reaching mandatory term limits. An effective board is a requirement for accreditation and there is concern that vacancies can be filled before the next regional accreditation in 2020.

The meeting was adjourned at 12noon on April 27, 2017

Next meeting will be held on October 18 – 19, 2017 in Arlington, VA.

Approved:

[Signature]

David E. Frost
Chairman

Appendix 1

Board Members (or ex-officio alternate) in Attendance:
Mr. Walter Anderson
VADM(Ret) David E. Frost
VADM(Ret) Lee F. Gunn
Mr. Walter Jones (for Chief of Naval Research)
Dr. Katherine McGrady (NPS/NWC Overarching Board Member)
Mr. David Menzen (for Deputy CNO/MPT&E)
Mr. Frank DiGiovanni (for Deputy CNO/MPT&E)
Dr. M. Elisabeth Pate-Cornell
AMB (Ret) Nancy Soderberg (NPS/NWC Overarching Board Member)
Dr. Todd Stewart (for Air University)
Dr. E. Jan Kehoe
Col Scott E. Erdelatz, USMC (for TECOM)
Dr. David D. Dworak (for Army War College)

Others in Attendance:
Dr. Sivaguru S. Sridharan, Air Force Institute of Technology
Ms. Elizabeth Gracia, OPNAV N12
VADM(Ret) Ron Route, President NPS
Dr. Steve Lerman, NPS Provost
CAPT Tony Parisi, NPS Chief of Staff
Ms. Kath Ashton, NPS Counsel
Mr. Joe LoPiccolo, NPS Chief Information Officer
Mr. Les Martin, NPS Director
Dr. James Wirtz, NPS Dean
Dr. Jeff Paduan, NPS Dean
Dr. Gordon McCormack, NPS Dean
Dr. Clyde Scandrett, NPS Dean
Dr. Bill Gates, NPS Dean
Dr. Doug Moses, NPS Vice Provost for Academic Affairs
Ms. Jaye Panza, Designated Federal Official
NPS Foundation staff