RADM Harley, Naval War College President, and Provost Duncan met with the Board of Advisors (BOA) on Wednesday, October 18, 2017, at the CNA Headquarters in Arlington, Virginia. The meeting was called to order at 1:30pm by Dr. Tom Gibbons, the alternate Designated Federal Official, who welcomed the BOA members and then asked RADM Harley to give his presentation.

RADM Harley provided an update on the College including a follow-up on issues addressed at the April 7, 2017 NWC sub-committee meeting. He discussed the following: College accomplishments; a strategic plan update; a discussion on diversity and the way forward; and the College’s way ahead and challenges. During his presentation, RADM Harley solicited feedback and issues for discussion from the BOA members.

Chairman Jehn commended RADM Harley and Provost Duncan for the progress that they had made on the outstanding issues from the previous April sub-committee meeting in Newport. He also asked about the new restructured Leadership and Ethics curriculum. RADM Harley explained that the new curriculum would be approximately 21 modules spread throughout the academic year.

Chairman Gunn asked about facilities at the College. RADM Harley highlighted that the Flagship Institution initiative had been approved and that the College’s funding for sustainment would be increased from 60% to 80% of the previously allocated amount and that $15M would be given to the three flagship institutions to share for renovation projects. This is the first time since 2012 that the flagship institutions received renovation funding. The key is that this initiative provides the College with a stabilized funding stream for facilities maintenance.

Chairman Jehn asked whether faculty attrition was a problem like he had seen at the Naval Postgraduate School. RADM Harley responded that the War College model is fairly stable and that attrition was not really a problem. [Subsequent to the meeting, NWC staff provided two charts showing faculty gains and losses and reasons for losses for the years 2013 – 2017. The charts show a net gain of 32 faculty for that period with no notable pattern to the reasons for the losses.] Provost Duncan explained that the College already had been moving the hiring process to align it with civilian universities. This move has enabled the College to compete for leading talent.

Chairman Jehn also asked about the tenure issue that had been discussed at the April meeting. Provost Duncan answered that the College had established a faculty advisory committee to look at tenure and how it could be implemented. The committee is currently reviewing options to present to College leadership. Provost Duncan reported that the College will provide a report on the tenure process at the next BOA meeting in April 2018. RADM Harley also discussed the results of the recent college-wide faculty promotion committee and the first faculty awards for excellence.
Dr. McGrady asked about progress made on the legislative proposals since the subcommittee meeting in April 2017.

RADM Harley explained that the College has made progress on the Time and Attendance initiative. The BOA discussion elevated the issue and helped to move it forward. The Copyright issue is on hold but RADM Harley expects movement on it next year. Another issue that has been put on hold is the awarding of joint credit to Navy military faculty members working at the College. Faculty members in other Services receive joint credit. However, Navy military faculty members do not receive joint credit. Changing this policy would encourage more Navy officers to volunteer for positions at the College and help to improve the quality of the military faculty.

RADM Harley also encouraged the BOA members to continue to advocate for each of the Navy’s academic institutions. He explained that this raises awareness and provides support when the institutions request exceptions to established Navy policy.

The Naval War College Foundation is still considered a “prohibited source” and RADM Harley explained the implications of that. Mr. Menzen reported that the issue is being worked by the OPNAV Staff. This issue also impacts the Naval Postgraduate School.

RADM Harley also outlined the specific actions taken by College leadership to move diversity forward. Three of the funded chairs are now filled by women. The College is conducting a national search for a Women in National Security and Diplomatic Affairs Studies Chair. Additionally, hiring committees are now constituted with members including at least 25% diversity. The College is in the midst of the 3rd round of compensation reform specifically reviewing compensation for women. He also explained that he recently conducted both a Female “All Hands” call and a Male “All Hands” call to talk about diversity in the workplace. RADM Harley showed slides that depicted the College’s current gender and ethnic diversity and explained that the College is continuing to improve faculty diversity.

Finally, Chairman Jehn commented that from his perspective the College has made a lot of progress over the past several months. He asked what would be needed to sustain that progress. RADM Harley said we must track our findings to ensure it comes into place, and we must explore issues that do not consider the unique attributes of a college (such as time and attendance, copyright, military faculty, and alumni associations).

RADM Harley responded that the bigger issue is how to enhance the value of our education provided at the College. What does it mean to get JPME and does everyone need to get a Master’s Degree? Mr. DiGiovanni and Mr. Menzen reported that these issues would be discussed at the upcoming AERB. Chairman Gunn reported that he would attend the AERB and report back to the BOA members.

Having received no comments from the public, the ADFO adjourned the meeting at 4:30pm

Meeting Minutes Certified electronically by: CHRISTOPHER JEHN, BOARD CHAIRMAN on 11/6/2017
Update Briefing to the Board of Advisors

RADM Jeff Harley
President

Washington, DC
18-19 October 2017
President’s Update

- Ongoing Issues (7 April Subcommittee)
- College Accomplishments
- Strategic Plan Update
- Diversity: The Way Forward
- The Way Ahead and Challenges
Ongoing Issues

- Faculty
  - President’s Two-year Tour → Three Years
  - Diversity of Faculty
  - Tenure
  - Legislative Proposals
    - Copyright, Time and Attendance, Prohibited Source
  - Workload for Faculty and Students
Ongoing Issues

- Resources and Funding
  - Flagship Institution Status
  - Foundation as a Prohibited Source
  - Contemporary Issues in Higher Education
  - Digitize Archives
Ongoing Issues

- Outreach
  - College of Distance Education
    - Greater than 285,000 Students
    - Elevated to a Deanery
    - “Sun Down” of CDROM-based Program
  - Outreach Program and Related Concerns
Ongoing Issues

- Board of Advisors
  - Routing of Board of Advisors’ Report
  - Inviting SECNAV to Board of Advisors
  - NWC Updates to Board of Advisors
College Accomplishments

- Increased Warfighting
- First College-Wide Faculty Promotion Committee
- First Faculty Awards for Excellence (Teaching, Research, Service)
- Conferred First “University Professors”
- Two Rounds of Compensation Reform… 3rd Round in Progress
College Accomplishments

- Indefinite Appointments - All Full Professors
- Class Compositions
- College of Operational and Strategic Leadership (COSL)
  - College of Maritime Operational Warfare
  - Leadership and Ethics
- John B. Hattendorf Maritime Center for Historical Research
College Accomplishments

- Iterative Gaming + Increased Analytical Rigor
- Increased Permanent Military Professors
- Diversity Strategy
- Flag Officer Development
- Stabilized Funding Streams
Operationalize
- Wargaming (TS Level)
- Ops Analysis
- Virtual Community of Practice (vCOP)

Navalize
- Sea Power and Sea Control
- Final Exam
- Gaming in the Classroom
Strategic Plan Update

- Futurize
  - Cyber / Space / Unmanned Systems
  - Future Warfighting Indoctrination for New Students

- Internationalize
  - Four CNO Distinguished International Fellows
  - Regional Symposia

- Normalize
  - Legislative Proposal
  - Compensation
  - Tenure
Diversity: The Way Forward

Specific Actions:

- Three Funded Chairs Now Filled by Women
- National Search for Women in National Security and Diplomatic Studies Chair
- Hiring Best of Post-doctoral Candidates
- Hiring Committee Composition – 25% Diverse (→ 50%)
- Annual Compensation Review
- Female “All Hands Call”
Diversity: Faculty 2017

**Gender**
- Total Workforce Male: 85%
- Total Workforce Female: 15%

**Ethnicity** (Self-reported)
- White: 95%
- Hispanic or Latino: 1%
- Black or African American: 1%
- Asian: 1%
- Native Hawaiian or Other Pacific Islander: 1%
- American Indian or Alaska Native: 1%
Way Ahead and Challenges

- Way Ahead – “Great to Greater”
  - Reform Leadership and Ethics
  - Cyber and Innovation Center
  - Resource our Support Teams
  - Process Improvement
Way Ahead and Challenges

Challenges:

- Resources
  - Manpower cuts
  - Renovation funding
- Faculty – Quality of the Military Faculty
- Education as a Public Good
Questions?
Diversity: Faculty 2016

Gender

- Female: 11%
- Male: 89%

Ethnicity (Self-reported)

- Hispanic or Latino: 3%
- White: 98%
- Black or African American: 1%
- Asian: 1%
- Native Hawaiian or Other Pacific Islander: 1%
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:

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. Sritharan, 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
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.

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 Subcommittees 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

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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 Jhn, (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. FY’17 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.
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 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 officers.

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. Jeln 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. Jeln 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 Jeln
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERVIEW</td>
<td>3</td>
</tr>
<tr>
<td>VISION: EDUCATING AND DEVELOPING FUTURE LEADERS</td>
<td>4</td>
</tr>
<tr>
<td>OPERATIONALIZE EDUCATIONAL AND RESEARCH EFFORTS</td>
<td>4</td>
</tr>
<tr>
<td>EXPAND THE NAVALIZATION OF NWC CURRICULUM</td>
<td>6</td>
</tr>
<tr>
<td>INCULCATE AN UNDERSTANDING OF FUTURE OPERATING ENVIRONMENTS, TECHNOLOGIES, AND OPERATIONAL CONCEPTS</td>
<td>6</td>
</tr>
<tr>
<td>FURTHER INTERNATIONALIZE</td>
<td>7</td>
</tr>
<tr>
<td>ATTRACT AND RETAIN TALENTED AND EXPERT FACULTY AND STAFF</td>
<td>8</td>
</tr>
<tr>
<td>HOW WE WILL ACHIEVE THE PLAN</td>
<td>8</td>
</tr>
</tbody>
</table>
“The War College is a place of original research on all questions relating to war and to statesmanship connected with war, or the prevention of war.”

—Admiral Stephen B. Luce
OVERVIEW

The U.S. Naval War College operates today in keeping with the traditions and vision first established by our founding President, Rear Admiral Stephen B. Luce, USN, who in 1884 founded the U.S. Naval War College to serve as “a place of original research on all questions relating to war and to statesmanship connected with war, or the prevention of war.” Vice Admiral Stansfield Turner, USN, the College’s thirty-seventh President, added focus and specificity to that description of the character of the institution with the following injunction: “Any new improvement in the College’s courses of instruction must support the objective of the U.S. Naval War College, which is to enhance the capability of naval officers to make sound decisions in both command and management positions. To do this the College will emphasize intellectual development and academic excellence.” Although much about the world’s international challenges has changed, the essence of the U.S. Naval War College’s mission remains the same.
VISION: EDUCATING AND DEVELOPING FUTURE LEADERS

The main priority of the College will always be to educate and develop future leaders through the development of strategic perspective, critical thinking, and cultural awareness, as well as enhancing the capability to advise senior leaders and policy makers. Our other missions in support of educating and developing leaders are helping to define the future Navy and its roles and missions; supporting combat readiness; strengthening global maritime partnerships; promoting ethics and leadership throughout the force; contributing knowledge to shape effective decisions through our Maritime History Center expertise; and, through the Stockton Center for the Study of International Law, providing expertise and advice to the international legal community.

To accomplish these missions, the College must preserve a current and relevant curriculum, a world-class faculty and staff, and the best and brightest joint student body educated both during time spent at the College and through a robust alumni program of lifelong learning afterward.

To anticipate and respond to changes in our strategic environment and best fulfill our mission, the College will do the following:

* The College will continue to operationalize our educational and research efforts to maximize near-term support to the Fleet. In particular, the College will provide greater focus on understanding today’s threats, while further enhancing combat readiness through expanded teaching of maritime warfare. In his “Design for Maintaining Maritime Superiority,” the Chief of Naval Operations charged the Navy with testing and refining naval power concepts “through focused wargaming, modeling, and simulations” that will connect directly to Fleet exercises and training. Implicit in this charge is the challenge that operations research and analysis across the Navy enterprise must be conducted in a cohesive or holistic man-
ner that is sufficient for Navy leadership to make fully informed decisions.

- To that end, the College is committed to increasing the connections between experimentation, campaign analysis, and wargaming.
- Warfighting initiatives in the College of Operational and Strategic Leadership will expand focus on emerging technologies and changes within the strategic environment.
- In addition to our mature and dynamic China Maritime Studies Institute, the College will continue to expand its Russia Maritime Studies Institute. This institute occupies a unique space at the nexus of the academic, policy, and operational communities and will follow the proven methodologies of all of our College institutes.
  - Recognizing the importance of enabling the United States and its partners to develop a clear understanding of the strategic and operational factors that shape Russia’s approach to maritime issues and that drive Russian military and foreign policy decision making, the Russia Maritime Studies Institute will develop and execute a broad research agenda. Included will be a wide variety of issues, such as naval policy, strategy, and operations; maritime technologies; shipbuilding; maritime law; deterrence; and naval diplomacy. It will widely disseminate finished research to Navy leadership and the Fleet.
- The College will continue to study the importance of warfare, to include the important dialogue on irregular warfare and the prevention of conflict.
The College will work to normalize funding streams for the Center on Irregular Warfare and Armed Groups so that the College is better able to meet current and future maritime challenges in irregular warfare.

The College will explore mechanisms to expand the study of conflict prevention in line with the vision established by Admiral Luce.

In addition to ensuring an education founded on joint requirements, the College will expand the navalization of our curriculum to best maximize understanding of sea control. The strategic environment of today presents access challenges that make sea control more critical than ever before.

The College will align parts of our curricula to teach through a maritime and sea power lens. Future warfighting will no doubt be conducted as joint and combined operations, but the U.S. Naval War College’s legacy and recognized role as the Navy’s intellectual center for considering issues related to maritime-focused warfare at and from the sea must be the sine qua non of our educational and research efforts. To understand how sea control can be contested, and best assured, a serious study of history is required.

Through myriad futurization initiatives, the College will inculcate an understanding of future operating environments, technologies, and operational concepts to continue to prepare our students for the ever-increasing scope and pace of change.

- Key elements of our core course offerings and our wide-ranging electives and directed research programs will be “future focused” in content and in the analytical case studies used to generate thoughtful consideration of alternatives.
- The growing importance of unmanned and robotic systems, space security, information/cyber operations, directed energy weapons, and man-machine interaction will be addressed campus-wide and will be prioritized and resourced as necessary to ensure that students are knowledgeable on these topics.
• The College will critically assess cutting-edge advancements and innovations in higher education theory and practice and rapidly adopt those that show promise for our students.

Accelerating a process that was begun over forty years ago when the First International Seapower Symposium convened in Newport, the College will strive to further internationalize itself so that it becomes the veritable locus of international maritime cooperation. The participation of topflight international officers and senior enlisted personnel in the classroom greatly broadens and enhances the educational experience of all U.S. students. A series of initiatives will increase the capability and capacity of the College to turn episodic engagement events into a purposeful program that leverages its reputation for neutrality and inclusiveness to build a network of reliable partnerships. Key steps include these:

• Implement a pathway to enable select, highly qualified international students to receive a master of arts degree.

• Expand the Presidential Fellows Program to four former heads of Navy. In addition to writing, teaching, and mentoring students, they will advise the President of the College and, in coordination with the dean of International Programs, develop and execute a plan that maintains policy momentum between the regularly scheduled International Seapower Symposia.

• Expand the College’s alumni engagement efforts with an emphasis on increasing U.S. alumni engagement with international alumni.

• Institutionalize student military-to-military exchange efforts with China and other nations.
• Bring the International Maritime Staff Operators Course to full output by 2020.
• Normalize funding streams for the International Seapower Symposium series so that the College is better able to meet the challenges of the Navy’s premier engagement event.
• Increase the frequency of Regional Alumni Symposia and the effectiveness of the Regional Alumni Symposia Program.

The fifth component of the College’s vision for the future is to attract and retain talented and expert faculty and staff through a rational and incremental approach to normalizing the conditions under which our professional faculty and staff are enabled to conduct their teaching and research efforts. This series of initiatives recognizes the fundamental differences that currently exist between the rules, regulations, and norms that apply to educators in the nongovernmental sector and those that apply to Navy Title 10 faculty.
• This effort is vitally important since the U.S. Naval War College must recruit from the same pool of qualified applicants as civilian academia, and must create a work environment that is conducive to retaining a world-class faculty. While there are likely to be some unalterable and counterproductive policies and procedures inherent in service as federal government employees, we will seek to minimize such instances and seek to make duty at the Naval War College as similar to work in other top-tier graduate institutions as possible.

HOW WE WILL ACHIEVE THE PLAN

The vision outlined above should animate and inform the agendas of all departments within the College. To this end, deans, chairs, directors, faculty, and staff are charged with understanding this plan and implementing the vision it expounds by developing supporting objectives and monitoring progress toward their achievement. Periodic assessment of our tangible results will play a critical role in prioritizing future endeavors.
Progress toward accomplishment of the missions and plans identified in this document will be monitored and periodically assessed. The assessment of our progress in meeting our strategic objectives will be promulgated to the faculty and staff and resources adjusted as necessary to ensure successful completion of each element of the vision.

In the years covered by this Strategic Plan, the College will be required to navigate through a web of competing demands, emerging requirements, and uncertain resources. Hard choices and tough decisions lie ahead. To guide our judgment, we will follow these three priorities:

• In all actions we take, we will protect the academic integrity of our educational and research programs.

• We will maintain our relevancy to the needs of the Navy and the Department of Defense.

• We will respect the worth of every individual on our College team, and we will demand the highest levels of ethical behavior from all.

Since 1884, the U.S. Naval War College has played a key role in the professional development of the men and women who have served with distinction in support of the nation in peace and in war. We are firmly committed to steering a steady course that will provide value to the Navy and to the national security establishment at large. This is difficult and challenging work, but we welcome the task and seek the rewards such efforts will generate for future generations.

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