Board of Advisors

RADM Jeff Harley
Provost Lewis Duncan
Agenda

• Accomplishments
• Strategic Plan Update
• Academic Goals – Near-Term
• Challenges
• Sea Change
Faculty: Diversity

• The percentage of women on the faculty increased from 10% to 16% from 2014 to 2018.
• The percentage of women in leadership roles is higher than the overall percentage of women on the faculty.
  – 22% of Deans or Dean Equivalents are Women
  – 40% of University Professors are Women
  – 45% of Endowed Chairs are Women
• Ethnic diversity is still challenging
Diversity Way Ahead

• Diversity Dialogue
  o Gender Equity Engagement Project (outside facilitators)
  o NWC All-Hands Calls

• Faculty Hiring Policy
  o Selection Committee Composition 30% with 50% goal

• Faculty Compensation Adjustment

• Women as Endowed Chairs

• Lean-In and Mentoring Program

• Increased Gender Diversity of New Hires in Past Several Years
## Accomplishments

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Three rounds compensation reform</td>
<td>CD-ROM Sundown</td>
<td>I-MSOC</td>
<td></td>
</tr>
<tr>
<td>Indefinite Appointment – Full Professors</td>
<td>Russia Maritime Studies Institute</td>
<td>College of Leadership &amp; Ethics</td>
<td></td>
</tr>
<tr>
<td>Faculty Promotion Committee</td>
<td>Increased Permanent Military Professors</td>
<td>Holloway Group</td>
<td></td>
</tr>
<tr>
<td>Faculty Awards for Excellence</td>
<td>Stabilized Funding Streams</td>
<td>IP Master’s Degree</td>
<td></td>
</tr>
<tr>
<td>University Professors</td>
<td>Final Compensation Reform</td>
<td>Alumni Engagement Strategy</td>
<td></td>
</tr>
<tr>
<td>Class Compositions</td>
<td>Future Warfighter Symposium</td>
<td>2- and 3-Star Leadership &amp; Ethics Courses</td>
<td></td>
</tr>
<tr>
<td>Diversity Strategy</td>
<td>Tenure</td>
<td>Turner Lecture Series</td>
<td></td>
</tr>
<tr>
<td>COSL to CMOW</td>
<td>Hiring Policy</td>
<td>Increased China Focus</td>
<td></td>
</tr>
<tr>
<td>Hattendorf Center</td>
<td>Public Recognition</td>
<td>Strategic Communications Office</td>
<td></td>
</tr>
<tr>
<td>Cyber &amp; Innovation Policy Institute</td>
<td>Increased Endowed Chairs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategic Plan Update

• Operationalize
  – Wargaming Renaissance
  – Ops Analysis Integration

• Navalize
  – Shift in Focus
  – Teaching Sea Control

• Futurize
  – Cyber, Space, Unmanned Systems
  – Future Warfighting Symposium

The “-izes” Drive Relevancy of the College
Strategic Plan Update

- Internationalize
  - CNO Fellows
  - Masters Degree
  - International Training Courses

- Normalize
  - Compensation Reform Complete
  - Tenure in Progress
  - Senate (Advisory)

The “-izes” Drive Relevancy of the College
# 5 Year Plan

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>RELEVANCY</td>
<td>PROCESS / NORMALIZE</td>
<td>LEADERSHIP</td>
<td>STABILIZE</td>
<td>CONSOLIDATE</td>
</tr>
<tr>
<td>Operations Analysis</td>
<td>Tenure</td>
<td>College of Leadership &amp; Ethics</td>
<td>Faculty Senate</td>
<td></td>
</tr>
<tr>
<td>Integration</td>
<td>Hiring Policy</td>
<td>Faculty Development</td>
<td>Hiring Review</td>
<td></td>
</tr>
<tr>
<td>Compensation Reform</td>
<td>Promotion Policy</td>
<td>Handbook</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Class Quality</td>
<td>Warfighting</td>
<td>Phase I vs. II</td>
<td>Increase China Focus</td>
<td></td>
</tr>
<tr>
<td>Navalize</td>
<td>I-MSOC</td>
<td>Cyber Policy &amp; Innovation Center</td>
<td>Teaching Excellence Center</td>
<td></td>
</tr>
<tr>
<td>WGD</td>
<td>Joint Credit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russia Gaming</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IFWS</td>
<td>Billet Reallocations</td>
<td>Increase Gaming Capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3-Week Warfighter Pilot</td>
<td>Alumni Programs Expansion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CMOw / CLE</td>
<td>Funding Streams</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase Course Length</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future Forces Gallery</td>
<td>Strategic Communications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Impacts</td>
<td>Centralize Strategist Selection</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normalize NWCF</td>
<td>Facilities Renovation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newport China Conference</td>
<td>Time &amp; Attendance</td>
<td>120/180 Waivers</td>
<td>Copyright</td>
<td></td>
</tr>
<tr>
<td>International Seapower Symposium XXIII</td>
<td>CMC JPME</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PhD Programs</td>
<td>Expand PMP Program</td>
<td>International Seapower Symposium XXIV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education for Seapower Review</td>
<td>Character Touch Points</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Academic Goals – Near-Term

- Tenure
- Promotion Criteria Defined
- Faculty Senate
- Teaching Excellence Center
Challenges

- Long-term Funding Stream/Budget
- Lack of Joint Acculturation Risks Accreditation
- Diversity
- Furlough Stabilization
- Military Faculty Quality – Joint Credit for Navy/USMC
- Legislative Proposals
- CDE Futures
- University System
- Unique Attributes of a College
Sea Change

- Selection Board Process in 2019
- Requirement for Major Command
- Funding for Sustainment and Renovations
- Education for Seapower
- College to University System?

Strategic Communications as Global Command
# Top 15 Ways to Improve Education

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. IMPROVE THE QUALITY OF STUDENTS ATTENDING NWC</td>
<td>SELECTION BOARD</td>
</tr>
<tr>
<td>2. SUPPLY/DEMAND PROBLEM OF STUDENTS MAJOR COMMAND REQUIREMENT</td>
<td></td>
</tr>
<tr>
<td>3. CREATE A CYBER POLICY AND INNOVATION CENTER</td>
<td>ADM JAMES R. HOGG CYBER &amp; POLICY INNOVATION INSTITUTE</td>
</tr>
<tr>
<td>4. INCREASE INTEGRATION OF OPS ANALYSIS ANNUAL CONFERENCES</td>
<td></td>
</tr>
<tr>
<td>5. CREATE WARFIGHTING COURSE FOR STAFFS TESTED JUNE 2018</td>
<td></td>
</tr>
<tr>
<td>6. INCREASE COURSE LENGTH</td>
<td>ADDED FUTURE WARFIGHTING SYMPOSIUM</td>
</tr>
<tr>
<td>7. IMPLEMENT CHARACTER TOUCH POINTS ELD &amp; DH COURSE</td>
<td></td>
</tr>
<tr>
<td>8. INCREASE CHINA FOCUS</td>
<td>ADDED WEEK IN S&amp;P PLUS SYSTEM ATTACK</td>
</tr>
<tr>
<td>9. INCREASE WRITING PROWESS LEADERSHIP ESSAY</td>
<td></td>
</tr>
</tbody>
</table>
Top 15 Ways to Improve Education

Remaining Issues

10. CREATE A UNIVERSITY SYSTEM

11. INCREASE WARGAMING CAPACITY

12. CREATE NWC PhD PROGRAM

13. CENTRALIZE SELECTION OF NAVY STRATEGISTS

14. RESOLVE JPME PHASE I & II DIFFERENCES

15. GRANT JOINT CREDIT FOR NAVY AND USMC INSTRUCTORS
A Bright Future...
Faculty Rank Distribution

Civilian by Rank (245)

- University: 119 (2%)
- Admin: 27 (11%)
- Full: 65 (26%)
- Associate: 21 (50%)
- Assistant: 5 (9%)
- Instructor: 6 (2%)

As of: 11 Oct 18
Average Salary – Full-time Faculty (5 Oct 2018)

2018 Salary Cap: Step 56 ($174,500)

Steps:
- Step 20-28
- Step 27 (Scholars (19) and Practitioners (3))
- Steps 29-40
- Step 33.5 (Scholars (21) and Practitioners (102))
- Steps 42-Cap
- Steps 46.5 (Practitioners (26))
- Step 44.5 (Scholars (42))
- Steps 48-Cap
- Step 50 (26)

Academic Rank:
- Asst. (AD-3)
- Assoc. (AD-5)
- Full (AD-7)
- Admin. (AD-9)

Salary ($K)

<table>
<thead>
<tr>
<th></th>
<th>Newport</th>
<th>Monterey</th>
<th>Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 27</td>
<td>$105.6</td>
<td>$115.4</td>
<td>$106.2</td>
</tr>
<tr>
<td>Step 33.5</td>
<td>$120.2</td>
<td>$131.2</td>
<td>$120.9</td>
</tr>
<tr>
<td>Step 44.5</td>
<td>$147.7</td>
<td>$161.4</td>
<td>$148.6</td>
</tr>
<tr>
<td>Step 46.5</td>
<td>$152.8</td>
<td>$166.9</td>
<td>$153.7</td>
</tr>
<tr>
<td>Step 50</td>
<td>$161.5</td>
<td>$174.5</td>
<td>$162.5</td>
</tr>
</tbody>
</table>

AD-1 Instructors (6): Ave. $65,907
Faculty: Ethnic Diversity

2014: 92% White

2018: 95% White
Top 15 Ways to Improve Education

1. Consider Options to Improve the Quality of Students attending NWC
2. Assess Talent Demands that Influence the Supply / Demand Problem of Students
3. Create University System
4. Create a Cyber Policy and Innovation Center
5. Increase Wargaming Capacity
6. Increase Integration of Ops Analysis
7. Create Warfighting Course for Staffs (June 2018)
8. Resolve JPME Phase I / II Differences
Top 15 Ways to Improve Education

9. Consider Increasing Course Length
10. Grant Joint Credit for Navy and USMC Instructors
11. Centralize Selection of Navy Strategists
12. Implement Character Touch-Points
13. Increase Writing Prowess (August 2018)
14. Increase China Focus (August 2018)
15. Create a NWC PhD Program