Thursday, April 4, 2019

8:45am – 9:00am  Welcome by PNWC and Refreshments – Room H-129
9:00am – 10:30am Education for Seapower Presentation by Mr. Deal – Room H-129
10:30am – 10:45am Break
10:45am – 11:45am Meeting w/ PNWC and Provost – Room H-129
11:45am – 12:00pm Break, travel to Strasser Dining Room
12:00pm – 1:15pm Lunch w/ students – Strasser Dining Room
1:15pm – 2:00pm Annual Ethics Brief w/ LCDR Westman – Room H-129
2:00pm – 4:00pm Meeting w/ PNWC and Provost – Room H-129
4:00pm – 5:30pm Personal Time
5:30pm – 7:00pm Reception

Friday, April 5, 2019

8:00am – 8:30am  Welcome and Refreshments – Room H-129
8:30am – 11:00am Board Meeting and Discussion – Room H-129
11:00am – 11:15am BOA Photo – Conolly Hall 2nd Floor
11:15am – 12:00pm Lunch – Strasser Dining Room
12:00pm    Adjourn

*Reminder of Annual Fall Meeting*

October 16 – 17, 2019
Arlington, VA
Board of Advisors

RADM Jeff Harley
Provost Lewis Duncan

4-5 April 2019
Agenda

• Past Business
• Accomplishments
• Strategic Plan
• Challenges
• Human Capital Strategy
• 15 Ways to Improve Education
• The Future
Past Business

- Legislative Initiatives
  - Time and Attendance
  - Intellectual Property Rights (Copyright)
  - Prohibited Source
- Tenure and Promotions
- More Active BOA Role – SECNAV Interest
- Faculty Diversity
Faculty: Diversity

- The percentage of women on the faculty increased from 6% to 17% from 2014 to 2019.
- The percentage of women in leadership roles is higher than the overall percentage of women on the faculty.
  - 25% of Deans or Dean Equivalents are Women
  - 42% of Endowed Chairs are Women
- Selection committees now at 50% gender equity representation.
- Ethnic diversity is still challenging.
Diversity Way Ahead

- Faculty Hiring Policy
  - Selection Committee Composition 50%
- Faculty Compensation Adjustment
- Women as Endowed Chairs
- Lean-in and Mentoring Program
- Increased Gender Diversity of New Hires in Past Couple of Years
Accomplishments

- Faculty Senate
- Naval War College Press
- Three rounds compensation reform
- Indefinite Appointment – Full Professors
- Faculty Promotion Committee
- Faculty Awards for Excellence
- University Professors
- Class Compositions
- Diversity Strategy
- COSL to CMOW
- Hattendorf Center
- Cyber & Innovation Policy Institute
- 3 Distinct Graduate Certificates
- Associate Provost, WR&D
- CD-ROM Sundown
- Russia Maritime Studies Institute
- Increased Permanent Military Professors
- Stabilized Funding Streams
- Final Compensation Reform
- Future Warfighter Symposium
- Tenure
- Hiring Policy
- Public Recognition
- Increased Endowed Chairs
- Phase I Reduction
- Faculty Promotions
- Associate Director, Teaching Excellence Center
- I-MSOC
- College of Leadership & Ethics
- Holloway Group
- Rochefort Group
- Alumni Engagement Strategy
- 2- and 3-Star Leadership & Ethics Courses
- Turner Lecture Series
- Increased China Focus
- Strategic Communications Office
- Teaching Excellence Center
- Writing piece

Naval War College
Strategic Plan Update

- Operationalize
  - Wargaming Renaissance
  - Ops Analysis Integration

- Navalize
  - Shift in Focus
  - Teaching Sea Control

- Futurize
  - Cyber, Space, Unmanned Systems
  - Future Warfighting Symposium
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

Naval War College 5-Year Plan

Year 1 (2016-17) Relevancy

OPS ANALYSIS Integration
Compensation Reform
Senior Class Quality
Increase Warfighting
Navalize

Year 2 (2017-18) Process / Normalize

Tenure
Hiring Policy
IMSOC
Joint Credit
Teaching Excellence Center
Cyber Policy & Innovation Center
Russia Gaming
Billet Reallocations
(3 week warfighter)

Year 3 (2018-19) Leadership

College of L&E
Faculty Senate
Faculty Development Policy
Increase China Focus

Year 4 (2019-20) Stabilize

Promotion Policy
Phase I Optimized

Year 5 (2020-21) Consolidate

University System (?)
Increase Course Length
Increase Gaming Capacity
Centralize Strategist Selection

CMOW / L&E
Alumni Programs
Funding Streams

HHC

Future Forces Gallery
Diversity Impacts

Normalize NWCF

ISS

CMC JPME
EXPAND PMP PROGRAM
NLEC/SEA Character Touchpoints
PHD PROGRAMS
ISS

Education for Seapower Review

Newport China Conference

Naval War College
Challenges

- Valuing education
- Joint Issues (faculty, Phase 2)
- Financial Stability gets 5.5M
- Faculty Opportunity
- Student Time Compression
- Diversity
- Mission Creep
- Facilities
- Consolidating Change
- Furlough
- Black Swans

Naval War College
Education for Seapower

- Selection Board Process in 2019?
- Requirement for Major Command?
- Flag Officer Requirement
- Funding for Sustainment and Renovations / Full Funding
- College to University System?
# Top 15 Ways to Improve Education

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action Taken</th>
<th>Needs</th>
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</thead>
<tbody>
<tr>
<td>1. IMPROVE THE QUALITY OF STUDENTS ATTENDING NWC</td>
<td>SELECTION BOARD</td>
<td>CROSS NAVY BOARD VICE COMMUNITY BOARD</td>
</tr>
<tr>
<td>2. VALUING EDUCATION</td>
<td>MAJOR COMMAND REQUIREMENT?</td>
<td>ELIMINATE YG 15 REQUIREMENT</td>
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<tr>
<td>3. CREATE A CYBER POLICY AND INNOVATION CENTER</td>
<td>ADM JAMES R. HOGG CYBER &amp; POLICY INNOVATION INSTITUTE</td>
<td>FUNDING</td>
</tr>
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<td>4. INCREASE INTEGRATION OF OPS ANALYSIS</td>
<td>ANNUAL CONFERENCES</td>
<td>INTEGRATE WITH N7</td>
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<tr>
<td>5. NORMALIZE EDUCATION</td>
<td>TENURE, PROMOTION, SENATE</td>
<td>TIME AND ATTENDANCE, COPYRIGHT</td>
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<tr>
<td>6. INCREASE COURSE LENGTH</td>
<td>ADDED FUTURE WARFIGHTING SYMPOSIUM</td>
<td>REVIEW OPTIONS</td>
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<tr>
<td>7. IMPLEMENT CHARACTER TOUCH POINTS</td>
<td>COLLEGE OF LEADERSHIP AND ETHICS</td>
<td>NEWPORT CONFERENCE</td>
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<tr>
<td>8. INCREASE CHINA FOCUS</td>
<td>ADDED WEEK IN S&amp;P PLUS SYSTEM ATTACK</td>
<td>TEACHING EXCELLENCE CENTER</td>
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<td>9. INCREASE WRITING PROWESS</td>
<td>LEADERSHIP ESSAY</td>
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Naval War College
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<tr>
<td>10. CREATE A UNIVERSITY SYSTEM</td>
<td>E4S REVIEWING</td>
<td>JOINT VOICE</td>
</tr>
<tr>
<td>11. INCREASE WARGAMING CAPACITY</td>
<td>NON</td>
<td>FUNDING</td>
</tr>
<tr>
<td>12. CREATE NWC PhD PROGRAM</td>
<td>CERTIFICATE PROGRAM</td>
<td>EXPANSION REVIEW</td>
</tr>
<tr>
<td>13. CENTRALIZE SELECTION OF NAVY STRATEGISTS</td>
<td>REVITALIZE DEFUNCT ENTERPRISE</td>
<td>N7 REVIEW</td>
</tr>
<tr>
<td>14. RESOLVE JPME PHASE I &amp; II DIFFERENCES</td>
<td>PHASE 2 COURSE?</td>
<td></td>
</tr>
<tr>
<td>15. GRANT JOINT CREDIT FOR NAVY AND USMC INSTRUCTORS</td>
<td>VCNO INVOLVED</td>
<td>CONTINUE PRESSURE</td>
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Short-Term Way Ahead

- College of Leadership and Ethics (CLE)
- Hattendorf Historical Center (HHC)
- Alumni Programs
- Master Chief Education In-Residence
- Teaching Excellence Center
- Strategic Communications
The Future

- BOA Changes
- E4S Implementation
- Stabilize and Consolidate
- Provost and PNWC Succession
  - PNWC as Graduate?
Questions?