

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
- Functional – Operational and Tactical Warfighting, Joint and Coalition Warfare, National Maritime Strategy, Information Warfare (Cyber and Space), War Gaming Community of Practice, International Law, Deterrence (Nuclear and Conventional), Gray Zone Conflict, War Escalation and Termination, and Maritime History.

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. Jehn 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.

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

Meeting minutes certified by: Christopher Jehn, Chair