

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