

## **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 1<sup>st</sup> 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

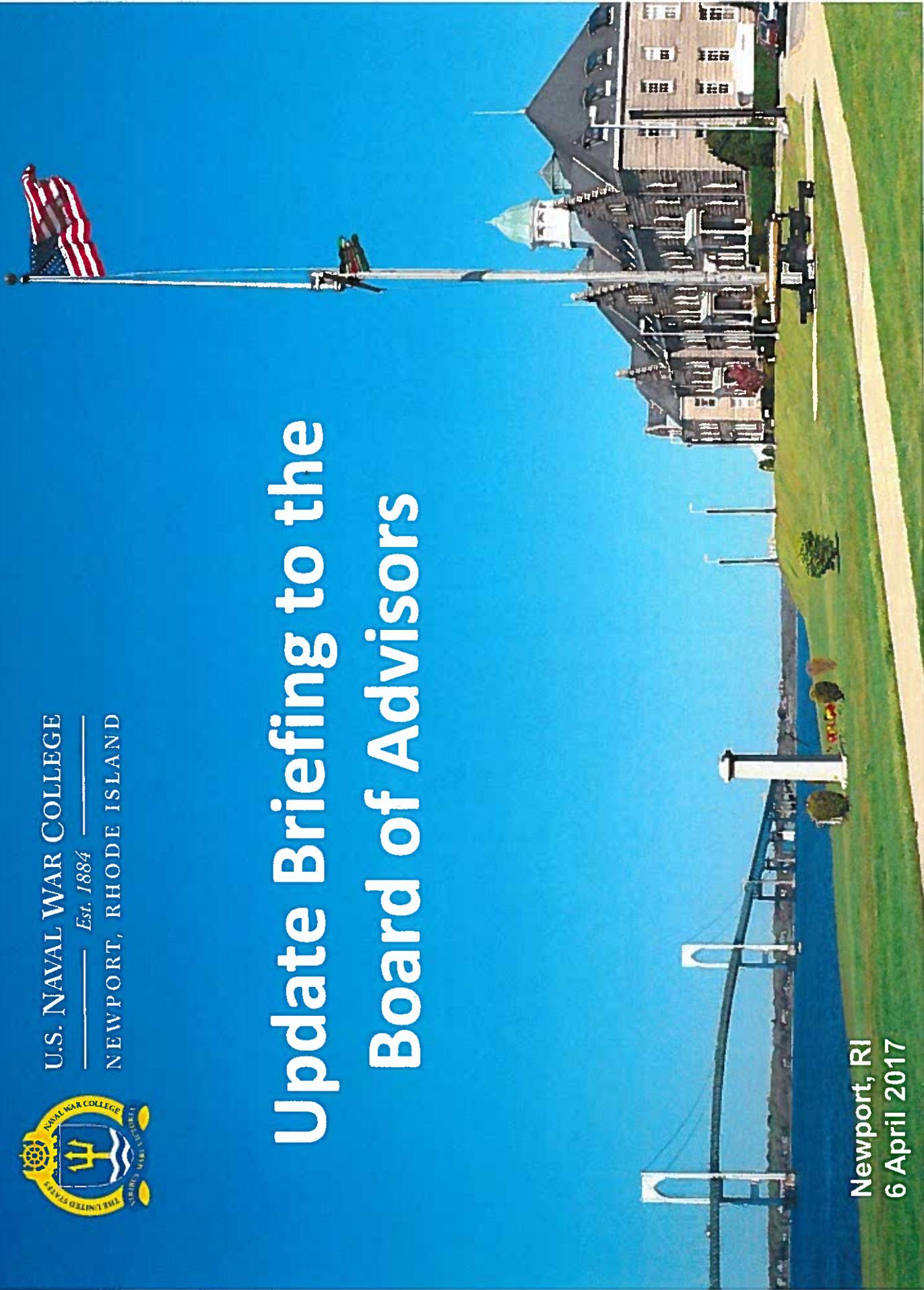
11 JUNE 2017



U.S. NAVAL WAR COLLEGE  
— Est. 1884 —  
NEWPORT, RHODE ISLAND

# Update Briefing to the Board of Advisors

Newport, RI  
6 April 2017





# President's Overview

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- **Progress to Date:**
  - **Strategic Plan**
    - Operationalize
    - Navalize
    - Futurize
    - Internationalize
    - Normalize
  - **Institute for Future Warfare Studies (IFWS)**
  - **Russia Maritime Studies Institute (RMSI)**
  - **Cyber Curriculum**
  - **International Fellows**



# President's Overview

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- **Issues:**
  - **Flagship Status**
  - **Student Quality**
  - **Civilian Climate**
  - **Policies**
    - **Hiring**
    - **Compensation**
  - **OPS vs. Leader Development**

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**Naval War  
College**

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# President's Overview

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- **Issues:**
  - **Conflict Prevention**
  - **Flag Officer Development**
  - **LOE Green**
  - **Wargaming Iteration**
    - **VCOP and OPS Analysis**
    - **War Plan Red**
  - **Contours**



# CNWS Update

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## ➤ **Wargaming:**

- Expanding the capability to conduct TS/SCI/SAP level gaming (Sims center wing SCIF expansion)

## ➤ **SORD:**

- Continuing to develop capability of Russian Maritime Studies Institute (RMSI) and Center for Cyber Conflict Studies (C3S)
- Future Fleet Architecture
  - Faculty from SORD and Wargaming have been supporting N81's analysis of the 3 independent Future Fleet Architectures (USN, CSBA and MITRE) mandated by Congress. In addition, SORD faculty have been supporting N3/5's future security environment study that is feeding a 2045 look at fleet architecture and design guidance.

- **Continue to develop and expand research into the future of Grey Zone**

## **Conflict**

- CMSI leading research into China's Grey Zone operations; topic of biannual conference here in early May

**Naval War**

**College**

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# Academic Update

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- **Normalization of the faculty**
  - Copyright/compensation/workload
  - Funding for longer duration faculty research
- **Funding for reconstituting the SECNAV Fellows program**
- **Quality of officers at Naval War College**
  - Students
  - Faculty



# COSL Update

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- **Navy Leader Development Framework**
- **Flag Officer Development**
- **Joint Force Maritime Commander's Component Course (April 23-28)**
- **Combined Force Maritime Component Commander's Course (Naples June 25-30 )**
- **3 Week "War Fighter Course"**



# International Programs Update

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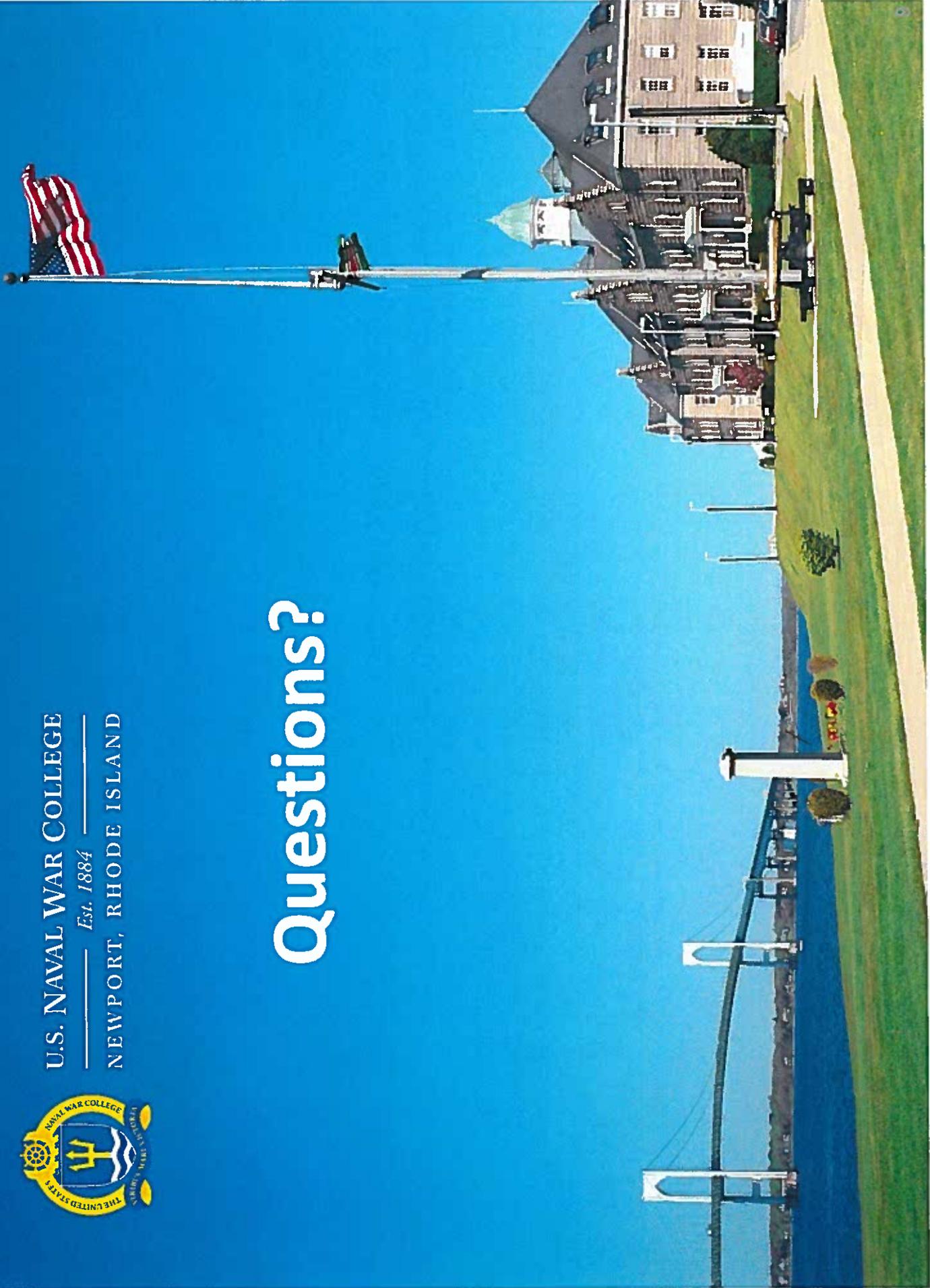
- **Expanding NWC's Engagement Role:**
  - **Normalize ISS Funding Stream**
  - **Fund All Five CNO Distinguished International Fellows**
  - **Create 6-man "AOR Fellows" Team**
  - **Expand NWC Alumni Engagement and Networking**
  - **Institutionalize Mil-to-Mil Student Exchanges**
  - **Provide More International Course Options**
  - **Secure more U.S. Flag Officer Participation**

The Surest Way to Influence  
Future International Naval Leaders  
Is through their Professional Military Education



U.S. NAVAL WAR COLLEGE  
*Est. 1884*  
NEWPORT, RHODE ISLAND

# Questions?



# Naval War College Foundation

John E. Odegaard  
Executive Director

# Overview

- Purpose
- Board of Trustees
- Members
- Financials
- Areas of Support
- NWCF Activities
- NWCF

# Purpose

- Founded in November 1969
  - Solicit funds to provide support for the students and faculty of the Naval War College

# Board of Trustees

- Distinguished citizens from across the U.S.
  - 23 current Trustees (authorized up to 32)
  - 3 served in military for a career
  - 9 never served in the military
- Meet twice per year (Newport & New York)
- Committees meet more frequently
- Collectively provided over \$800K in support
- 3 year terms. Term limits.

# Members

- Corporate
  - 87 members
    - Levels: \$10k; \$5K; \$2.5K; \$1K; \$0.5K
- Individual
  - 1282
- Graduate
  - GM: 617
  - GLM: 2763

# Financials

- Endowment
  - As of 31 Dec 2016: \$29,492,974
  - For CY 2017, 4.5% of rolling 12 quarter average
    - 2017 GFB: \$1,211,400
    - 2016 GFB: \$1,264,000
    - Board more conservative in 2017
    - ~ 60% Restricted; 40% Unrestricted
- Solid process for control of Gift Funds

# Areas of Support

- College Support 2017
  - Endowed Chairs (\$584,000)
  - Conferences, Workshops, etc. (\$95,000)
  - Faculty Research/Book funds (\$175,100)
  - Evening Lectures (\$50,000)
  - Electives (\$28,500)
  - Named Professors (\$54,000)
  - Regional Studies (\$25,000)
  - Student Awards (\$24,800)
  - NWCF Distinguished Visiting Scholar (\$175,000)

# NWCF Activities

- Outreach Events around the nation
  - Florida, San Francisco, Atlanta, Houston, Chicago
    - Supported by NWC faculty
  - Local Newport area during winter
    - Faculty lecture at O'Club at 6:00pm
- Summer Symposium
  - August timeframe (summer residents)
- Graduation week activity
  - Annual Members' meeting
  - Celebrate the Naval War College Gala (Rosecliff)
- Board meeting in New York City in Nov/Dec

# NWCF

- 4 Star Rating by Charity Navigator
- Staffing
  - Executive Director
  - 4 Full Time employees
  - 2 Part Time employees
  - 3 Part Time Museum Store employees