



**NWC Board of Advisors Semi-Annual Meeting
Newport, RI**

*Unless noted, all events will take place in Connolly Hall, Room C-210
Lodging at Hotel Viking, 1 Bellevue Ave, Newport, RI 02840 401.847.3300*

April 5 – 6, 2018

Thursday, April 5, 2018

- | | |
|-------------------|---|
| 7:45am – 8:00am | Refreshments, Welcome by PNWC and Board Chairman –
Introduction of new Members |
| 8:00am – 9:40am | Board meets with PNWC and Provost |
| 9:40am – 10:00am | <i>Break</i> |
| 10:00am – 11:40am | Board meets with PNWC and Provost, discussion continues |
| 11:40am – 12:00pm | <i>Break, travel to Strasser Dining Room</i> |
| 12:00pm – 1:15pm | Luncheon with Students |
| 1:15pm – 1:30pm | <i>Break, travel to classrooms</i> – DFO will escort |
| 1:30pm – 2:30pm | Attend Elective Classes – TBD |
| 2:30pm – 2:45pm | <i>Break, return to C-210</i> |
| 2:45pm – 3:30pm | Meet with Faculty Members |
| 3:30pm – 3:45pm | <i>Break</i> |
| 3:45pm – 4:15pm | NWC Foundation Discussion, Ms. Wendy Skinner |
| 4:15pm – 4:45pm | Annual FACA Board Member Ethics Update, CDR Pilling |
| 4:45pm – 5:30pm | <i>Personal time and travel to PNWC Quarters</i> |



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Friday, April 6, 2018

7:55am	Group Photo – Connolly Hall 2 nd Floor
8:00am – 8:30am	Welcome and Refreshments
8:30am – 10:00am	Board Meeting and Chairman Lead Discussion
10:00am – 10:30am	Break, prepare for CNO visit
10:30am – 11:30am	Chief of Naval Operations, Admiral John M. Richardson, USN
TBD	Adjourn

***Next BOA Meeting Date*:**

October 17 – 18, 2018 Arlington, VA

MEETING MINUTES FROM BOARD OF ADVISORS, NWC SUB-COMMITTEE MEETING ON APRIL 5 – 6, 2018

Board of Advisors Member Attendees: Honorable Christopher Jehn (Chairman, NWC Subcommittee); Ms. Elizabeth Gracia (OPNAV N12 representing the N1); LtGen Willie Williams (NWC Subcommittee Member); Dr. David Chu (NWC Subcommittee Member); VADM(ret) Lee Gunn (NPS/NWC Parent Board Chair); Dr. Katherine McGrady (NPS/NWC Parent Board Member); Dr. Elizabeth Pate-Cornell via telephone (NPS/NWC Parent Board Member); Ms. Jaye Panza, Designated Federal Officer (DFO); and Dr. Thomas Gibbons, Alternate DFO.

NWC Attendees: RADM Jeffrey Harley; Dr. Lewis Duncan.

Background: RADM Harley, Naval War College President, and Provost Duncan met with the Board of Advisors (BOA), Naval War College (NWC) Subcommittee on Thursday, April 5th, the first day of their visit. After the Designated Federal Official called the meeting to order, RADM Harley provided an update on the College including a discussion on his top 15 ways to improve education (see attached). Subsequently, the BOA members ate lunch w/ students, attended elective seminars, met with faculty members, received a presentation about the NWC Foundation from Ms. Wendy Skinner, and their annual ethics brief by CDR Justin Pilling.

The NWC Sub-Committee of the BOA reconvened at 8:00am on Friday morning, April 6th joined by Chief of Naval Operations, ADM John M. Richardson.

Discussion:

Chairman Jehn welcomed the BOA members and commented that the students he met seemed enthusiastic and honored to be here. He also said that he noticed a striking difference in the faculty members this year because they seemed more positive and optimistic compared to last year.

Dr. McGrady had the same reaction to the faculty and agreed they were positive yet a little nervous about impending changes.

RADM Harley highlighted that it was an uncertain time and that change is not a welcome paradigm. The issue of tenure is in the spotlight and some faculty may be worried that they do not meet the bar. This could be a source of tension.

VADM(ret) Gunn asked about faculty who failed to get tenure and how they would be treated.

RADM Harley provided background on the tenure issue and explained that tenure was primarily for the academic scholars. Practitioners, not tenured, would remain at the College. He also told the BOA members that the College would establish a Teaching Excellence Center to help young professors in their quest for tenure.

Provost Duncan mentioned that more than half of all faculty positions in civilian colleges and universities today are not tenure track. He also highlighted the AAUP criteria dealing with tenure. The faculty committee that worked the tenure plan struggled because there are so many different types of faculty members including academic scholars, practitioners, researchers, and active duty military to name a few. It was difficult to design tenure criteria that satisfy each different group.

RADM Harley explained that all current full professors were granted tenure. The College leadership expects that tenure will provide a recruiting benefit especially with young academic scholars in search of tenure-track positions.

Dr. Chu told the group that the faculty members he met had the usual list of complaints with one exception ... the issue of NWC's continual struggle to get resources from within the federal budget. He suggested that the College leadership take advantage of the current bias in favor of education and develop and recommend a process to guarantee a resource base that transcends the differences in budgeting from year to year. In other words, a formula to secure long-term resources for the institution.

RADM Harley commented that this would be a great idea. NWC was recently granted "flagship status" along with the Naval Postgraduate School and the Naval Academy. This means we will receive 80% of the requirements for facilities funding instead of 60%. Additionally, the College will receive \$7.5M for renovations every other year. Compensation is always an issue and the flagship status makes it more difficult to divert resources away. The NWC Foundation also provides funding for faculty development that includes attendance at sabbaticals and conferences. The Foundation is generous and supports the College in many other ways.

The Provost commented that it may be difficult to get the Navy to provide additional funds in the future and that the NWC Foundation's funding stream is improving. He also noted that the endowed chairs have resources to distribute to faculty members.

RADM Harley told the BOA members that his job is to get resources for the College and communicate better to the Navy what NWC provides. He plans to add a Strategic Communications team to help with this initiative. He explained that requesting additional funding is often problematic and the College is initially forced to pay "out of hide" for new programs. The Russian Maritime Studies Institute (RMSI) is a good example. Resources must be re-allocated from other areas to where they are most needed at the time. RADM Harley also mentioned that mission creep requires additional resources.

VADM(ret) Gunn told the BOA members that education was a personal interest to the four most senior members of the Navy and DOD and that the time is right to take advantage of it. The CNO, SECNAV, CJCS, and SECDEF all want to improve and highlight the value of education. He told the group that this is a Golden Moment for improving the quality of Navy education.

Ms. Gracia concurred and mentioned that none of the three flagship institutions had done well recently in the POM process. Facilities and lack of funding for routine maintenance has been a bill-payer for several years.

VADM(ret) Gunn said that the facilities at USNA were facing serious long-term issues. The funding to make these improvements is minimal in the overall Navy budget.

LtGen(ret) Williams said that he echoed all that was already said. Resources and strategic communications are both important. Based on RADM Harley's earlier presentation, there were no surprises from the faculty or the students. The students were impressive and glad to be here. Many of them wanted to get their academic degrees for life after the military.

Dr. McGrady commented that the students she met felt that the quality of the US Navy students at the College was not as good as that of the other Services. She agreed that a selection process for the Navy would help to improve the quality of Navy students in the future. She added that some students were concerned that there were few female leaders studied in their coursework and many of the leaders that were studied lived long ago. She suggested that the BOA members could assist in getting contemporary leaders with diverse backgrounds to come to the College to talk about leadership.

RADM Harley responded that the CNO recognized the quality of future US Navy students and the new selection boards would put the Navy on par with the other Services in getting students to the College. He also commented that the leadership electives at the College are among the best offered. He is aware of the issues with the Leadership sub-course. The new College of Leadership and Ethics will help in getting speakers and a new curricula dealing with leadership and ethics for the next academic year. RADM Harley also mentioned the outstanding Women, Peace, and Security program in place at the College.

Provost Duncan highlighted that GEN Lori Robinson (USAF) was the College's Distinguished Graduate this year.

RADM Harley reiterated that Navy students be made aware that attendance at the Naval War College is not simply a check in the box for PME attendance.

Ms. Gracia mentioned that the upcoming board selection for Navy officers is approximately a year away. The new requirement for Navy officers to attend resident PME prior to being eligible for major command will help to increase the quality of Navy students at the College.

Dr. Chu questioned how the Navy would prepare a cyber expert to become an O6 in the Navy. How would the transformation work? How do you give someone off the street with a critical skill set the expertise and credibility acquired during a 15-20 year Navy career?

Provost Duncan responded that it is difficult to develop peer respect for someone in the conventional career paths even though their experience in other areas may be deep.

Dr. McGrady added that all of the Services have been dealing with the problem of managing special type forces. However, the Services need their expertise.

RADM Harley stated that he liked the idea of the Golden Moment. He told the group that there were converging forces trying to encourage the Navy to more highly value education in the future. In addition, we are at a point to take advantage of raising our support structure base to near 100%.

Secretary Modly is considering a "university system" similar to some of the other Services. RADM Harley discussed the potential value of creating an overall Navy University System. It would level the playing field with the other Services, create synergy for education initiatives, and create a mechanism where education drives manning NOT manning driving education. A 3-star flag officer could command the Navy University system, similar to what the other Services have in place. RADM Harley said that the Navy should look at education holistically and address all issues with one voice.

Provost Duncan concurred with RADM Harley and added that the upcoming "clean sheet review" of education in the Navy provides both an opportunity and a threat. Advances in technology have changed the face of education. Are we doing the best we can do or are there better models?

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 10:05am.

Meeting Minutes certified


CHRISTOPHER JEIN



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 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