

27 October 2017

Board of Advisors - NWC Sub-Committee Meeting

RADM Harley, Naval War College President, and Provost Duncan met with the Board of Advisors (BOA) on Wednesday, October 18, 2017, at the CNA Headquarters in Arlington, Virginia. The meeting was called to order at 1:30pm by Dr. Tom Gibbons, the alternate Designated Federal Official, who welcomed the BOA members and then asked RADM Harley to give his presentation.

RADM Harley provided an update on the College including a follow-up on issues addressed at the April 7, 2017 NWC sub-committee meeting. He discussed the following: College accomplishments; a strategic plan update; a discussion on diversity and the way forward; and the College's way ahead and challenges. During his presentation, RADM Harley solicited feedback and issues for discussion from the BOA members.

Chairman Jehn commended RADM Harley and Provost Duncan for the progress that they had made on the outstanding issues from the previous April sub-committee meeting in Newport. He also asked about the new restructured Leadership and Ethics curriculum. RADM Harley explained that the new curriculum would be approximately 21 modules spread throughout the academic year.

Chairman Gunn asked about facilities at the College. RADM Harley highlighted that the Flagship Institution initiative had been approved and that the College's funding for sustainment would be increased from 60% to 80% of the previously allocated amount and that \$15M would be given to the three flagship institutions to share for renovation projects. This is the first time since 2012 that the flagship institutions received renovation funding. The key is that this initiative provides the College with a stabilized funding stream for facilities maintenance.

Chairman Jehn asked whether faculty attrition was a problem like he had seen at the Naval Postgraduate School. RADM Harley responded that the War College model is fairly stable and that attrition was not really a problem. [Subsequent to the meeting, NWC staff provided two charts showing faculty gains and losses and reasons for losses for the years 2013 – 2017. The charts show a net gain of 32 faculty for that period with no notable pattern to the reasons for the losses.] Provost Duncan explained that the College already had been moving the hiring process to align it with civilian universities. This move has enabled the College to compete for leading talent.

Chairman Jehn also asked about the tenure issue that had been discussed at the April meeting. Provost Duncan answered that the College had established a faculty advisory committee to look at tenure and how it could be implemented. The committee is currently reviewing options to present to College leadership. Provost Duncan reported that the College will provide a report on the tenure process at the next BOA meeting in April 2018. RADM Harley also discussed the results of the recent college-wide faculty promotion committee and the first faculty awards for excellence.

Dr. McGrady asked about progress made on the legislative proposals since the subcommittee meeting in April 2017.

RADM Harley explained that the College has made progress on the Time and Attendance initiative. The BOA discussion elevated the issue and helped to move it forward. The Copyright issue is on hold but RADM Harley expects movement on it next year. Another issue that has been put on hold is the awarding of joint credit to Navy military faculty members working at the College. Faculty members in other Services receive joint credit. However, Navy military faculty members do not receive joint credit. Changing this policy would encourage more Navy officers to volunteer for positions at the College and help to improve the quality of the military faculty.

RADM Harley also encouraged the BOA members to continue to advocate for each of the Navy's academic institutions. He explained that this raises awareness and provides support when the institutions request exceptions to established Navy policy.

The Naval War College Foundation is still considered a "prohibited source" and RADM Harley explained the implications of that. Mr. Menzen reported that the issue is being worked by the OPNAV Staff. This issue also impacts the Naval Postgraduate School.

RADM Harley also outlined the specific actions taken by College leadership to move diversity forward. Three of the funded chairs are now filled by women. The College is conducting a national search for a Women in National Security and Diplomatic Affairs Studies Chair. Additionally, hiring committees are now constituted with members including at least 25% diversity. The College is in the midst of the 3rd round of compensation reform specifically reviewing compensation for women. He also explained that he recently conducted both a Female "All Hands" call and a Male "All Hands" call to talk about diversity in the workplace. RADM Harley showed slides that depicted the College's current gender and ethnic diversity and explained that the College is continuing to improve faculty diversity.

Finally, Chairman Jehn commented that from his perspective the College has made a lot of progress over the past several months. He asked what would be needed to sustain that progress. RADM Harley said we must track our findings to ensure it comes into place, and we must explore issues that do not consider the unique attributes of a college (such as time and attendance, copyright, military faculty, and alumni associations).

RADM Harley responded that the bigger issue is how to enhance the value of our education provided at the College. What does it mean to get JPME and does everyone need to get a Master's Degree? Mr. DiGiovanni and Mr. Menzen reported that these issues would be discussed at the upcoming AERB. Chairman Gunn reported that he would attend the AERB and report back to the BOA members.

Having received no comments from the public, the ADFO adjourned the meeting at 4:30pm

Meeting Minutes Certified electronically by: CHRISTOPHER JEHN, BOARD CHAIRMAN on 11/6/2017

Meeting Attendees:

-  = Parent Board Member
 = NPS Subcommittee Member
 = NWC Subcommittee Member

Board Members:

- VADM (Ret) Lee Gunn, USN   / 
- Dr. Katherine McGrady  
- Dr. M. Elisabeth Pate-Cornell   / 
- VADM (Ret) David Frost, USN 
- Honorable G. Kim Wincup 
- Dr. Robert Fossum 
- Honorable Christopher Jehn 

Ex-officio Members:

- Mr. Frank DiGiovanni and Mr. Dave Menzen, for N1   /  / 
- Dr. James Anderson, for TECOM   / 
- Dr. Jim Breckenridge, for AWC 
- Dr. Walter F. Jones, for ONR 
- Dr. Sritharan Sivaguru, for AU 

NPS Staff:

- President Ron Route
Provost Steve Lerman
LT Jeff Steiner

NWC Staff:

- President Jeff Harley
Provost Lewis Duncan
LT Robert Notari

Honored Guests:

- Honorable Richard V. Spencer
Mr. Robert L. Woods

Prospective Board Member Observers:

- Mr. Don Dixon 
- Dr. Gwen Hall  
- Dr. David Chu 

Designated Federal Official:

- Ms. Jaye Panza
Dr. Thomas Gibbons, Alternate



*Board of Advisors to the Presidents of the Naval
Postgraduate School and the Naval War College*



Meeting Agenda

October 18 & 19, 2017

Purpose of Meeting: *Annual Board meeting of the NPS/NWC Board of Advisors and its two subcommittees to elicit the advice of the boards on the Naval Service’s Postgraduate Education Programs; Leader development continuum, and any other matters relating to the operations of the NPS and NWC as the board considers pertinent.*

Host and Meeting Location: *CNA Building, Dr. Katherine McGrady, President and CEO of CNA
(for all events) 3003 Washington Boulevard, 2nd Floor Board Room, Arlington, VA 22201*

Parking: *3001 Washington Boulevard (Underground) – Daily Max \$10.00 – Closes at midnight*

Lodging: *Residence Inn Arlington Courthouse
1401 North Adams Street, Arlington, VA 22201 (703) 312-2100*

Shuttle Service: *American Chauffeur Services, LLC (202) 294-3434*

Navy Uniform: *Khaki (Service Equivalent)*

Civilian Dress: *Business dress (tie optional)*

For Dinner Event: *Jacket/Tie optional*

Action Officers/Designated Federal Official:

Ms. Jaye Panza (831) 656-2514 (office) or (831) 402-0587 (mobile)

Alternate Designated Federal Official: Dr. Thomas Gibbons (401) 841-4008 (office) or (401) 662-3297 (mobile)

Aide to NPS President Route: LT Jeff Steiner (815) 263-3032 (mobile)

Aide to NWC President Harley: LT Robert Notari (845) 721-4760 (mobile)

Time	TUESDAY, October 17, 2017 Event	Location
Various Times	Traveling Members Arrive <i>(Obtain taxi or metro to hotel)</i>	Airport
Lodging	Residence Inn by Marriott Arlington Courthouse	1401 N. Adams Street Arlington, VA 22201 (703) 312-2100

Time	WEDNESDAY, October 18, 2017 Event	Location/Speaker
7:30am and 7:45am	Depart Hotel (front steps) for CNA	ACS Shuttle to 3003 Washington Blvd Arlington, VA
8:00am	Breakfast Basket and Fruit Tray	CNA 2 nd Floor Boardroom
8:30am	 Naval Postgraduate School Subcommittee Meeting Begins <ul style="list-style-type: none"> ➤ Welcome/Introductions ➤ Administrative Business/Chairman Instructions 	Call to Order/DFO Chairman David Frost
9:00am	<ul style="list-style-type: none"> ➤ President's Update <ul style="list-style-type: none"> ◦ SGL Series ◦ Accomplishments ◦ OPNAV/NPS Coordination ◦ Community Engagement ◦ Command Climate Survey ◦ NPS Foundation Update 	President Ron Route
10:00am	<i>Break</i>	
10:15am	<ul style="list-style-type: none"> ➤ Provost's Update <ul style="list-style-type: none"> ◦ Strategic Plan/Institutional Advancement ◦ Faculty Update 	Provost Steve Lerman
11:15am	Board Discussion	Chairman Leads
12:15pm	<i>Break</i>	
12:30pm	  Luncheon for all participants	CNA 2 nd Floor Boardroom
1:30pm	<i>Break</i>	

Time	WEDNESDAY, October 18, 2017 Event (<i>Continued</i>)	Location/Speaker
1:45pm	 Naval War College Subcommittee Meeting Begins <ul style="list-style-type: none"> ➤ Chairman Remarks/Instructions ➤ President's Update <ul style="list-style-type: none"> ◦ Accomplishments ◦ Strategic Plan ◦ Diversity—Way Forward ◦ Challenges 	<p>Call to Order/DFO</p> <p>Chairman Chris Jehn</p> <p>President Jeff Harley</p>
2:45pm	<i>Break</i>	
3:00pm	Board Discussion	Chairman Leads
5:30pm	Meeting Adjourns	Shuttle to Hotel available
6:00 – 8:30pm	See DFO for event	

Time	THURSDAY, October 19, 2017 Event	Location/Speaker
7:30am and 7:45am	Depart Hotel (front steps) for CNA	ACS Shuttle to 3003 Washington Blvd. Arlington, VA 22201
8:00am	Continental Breakfast	CNA 2 nd Floor Boardroom
8:30am	 <p>Joint NPS/NWC BOA Meeting Begins <i>(with both Subcommittees in attendance - breaks to be called by Chairman)</i></p> <ul style="list-style-type: none"> ➤ Chairman Remarks ➤ Officer Career Paths/Graduate Education and PME ➤ Out briefs from Subcommittees ➤ Discuss topics raised from Subcommittee meetings ➤ Membership Update ➤ Write Report 	<p>Call to Order/DFO</p> <p>Chairman Lee Gunn</p> <p>Mr. Frank DiGiovanni</p> <p>Chairmen Lead</p> <p>Mr. Menzen/DFO</p> <p>Chairmen Lead</p>
12:00noon	Meeting Adjourned	ACS Shuttle to Hotel
	Depart CNA for Hotel or Airport	Taxi or Metro to Airport
<u>FOR YOUR CALENDAR - Future Meetings:</u>		
NWC BOA Subcommittee April 5 - 6, 2018 (Newport, RI)		
NPS BOA Subcommittee April 25 - 26, 2018 (Monterey, CA)		
... Fall 2018 Joint Meetings October 17 - 18, 2018 (Arlington, VA)		



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Update Briefing to the Board of Advisors

RADM Jeff Harley
President

Washington, DC
18-19 October 2017





President's Update

- **Ongoing Issues (7 April Subcommittee)**
- **College Accomplishments**
- **Strategic Plan Update**
- **Diversity: The Way Forward**
- **The Way Ahead and Challenges**



Ongoing Issues

➤ Faculty

- President's Two-year Tour → Three Years
- Diversity of Faculty
- Tenure
- Legislative Proposals
 - Copyright, Time and Attendance, Prohibited Source
- Workload for Faculty and Students



Ongoing Issues

- **Resources and Funding**
 - **Flagship Institution Status**
 - **Foundation as a Prohibited Source**
 - **Contemporary Issues in Higher Education**
 - **Digitize Archives**



Ongoing Issues

➤ Outreach

➤ College of Distance Education

➤ Greater than 285,000 Students

➤ Elevated to a Deanery

➤ “Sun Down” of CDROM-based Program

➤ Outreach Program and Related Concerns



Ongoing Issues

- **Board of Advisors**
 - **Routing of Board of Advisors' Report**
 - **Inviting SECNAV to Board of Advisors**
 - **NWC Updates to Board of Advisors**



College Accomplishments

- **Increased Warfighting**
- **First College-Wide Faculty Promotion Committee**
- **First Faculty Awards for Excellence (Teaching, Research, Service)**
- **Conferred First “University Professors”**
- **Two Rounds of Compensation Reform...
3rd Round in Progress**



College Accomplishments

- **Indefinite Appointments - All Full Professors**
- **Class Compositions**
- **College of Operational and Strategic Leadership (COSL) →**
 - **College of Maritime Operational Warfare**
 - **Leadership and Ethics**
- **John B. Hattendorf Maritime Center for Historical Research**



College Accomplishments

- **Iterative Gaming + Increased Analytical Rigor**
- **Increased Permanent Military Professors**
- **Diversity Strategy**
- **Flag Officer Development**
- **Stabilized Funding Streams**



Strategic Plan Update

➤ Operationalize

- Wargaming (TS Level)
- Ops Analysis
- Virtual Community of Practice (vCOP)

➤ Navalize

- Sea Power and Sea Control
- Final Exam
- Gaming in the Classroom



Strategic Plan Update

➤ **Futurize**

- **Cyber / Space / Unmanned Systems**
- **Future Warfighting Indoctrination for New Students**

➤ **Internationalize**

- **Four CNO Distinguished International Fellows**
- **Regional Symposia**

➤ **Normalize**

- **Legislative Proposal**
- **Compensation**
- **Tenure**



Diversity: The Way Forward

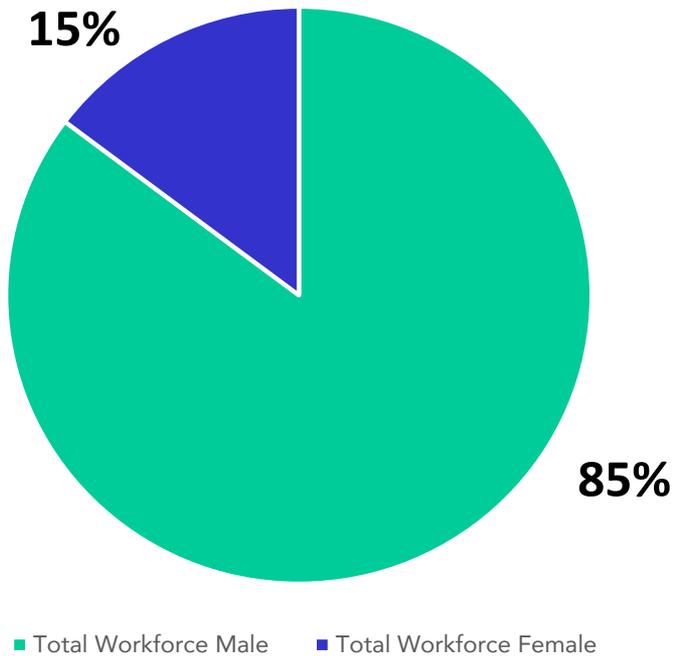
➤ Specific Actions:

- Three Funded Chairs Now Filled by Women
- National Search for Women in National Security and Diplomatic Studies Chair
- Hiring Best of Post-doctoral Candidates
- Hiring Committee Composition – 25% Diverse (→ 50%)
- Annual Compensation Review
- Female “All Hands Call”



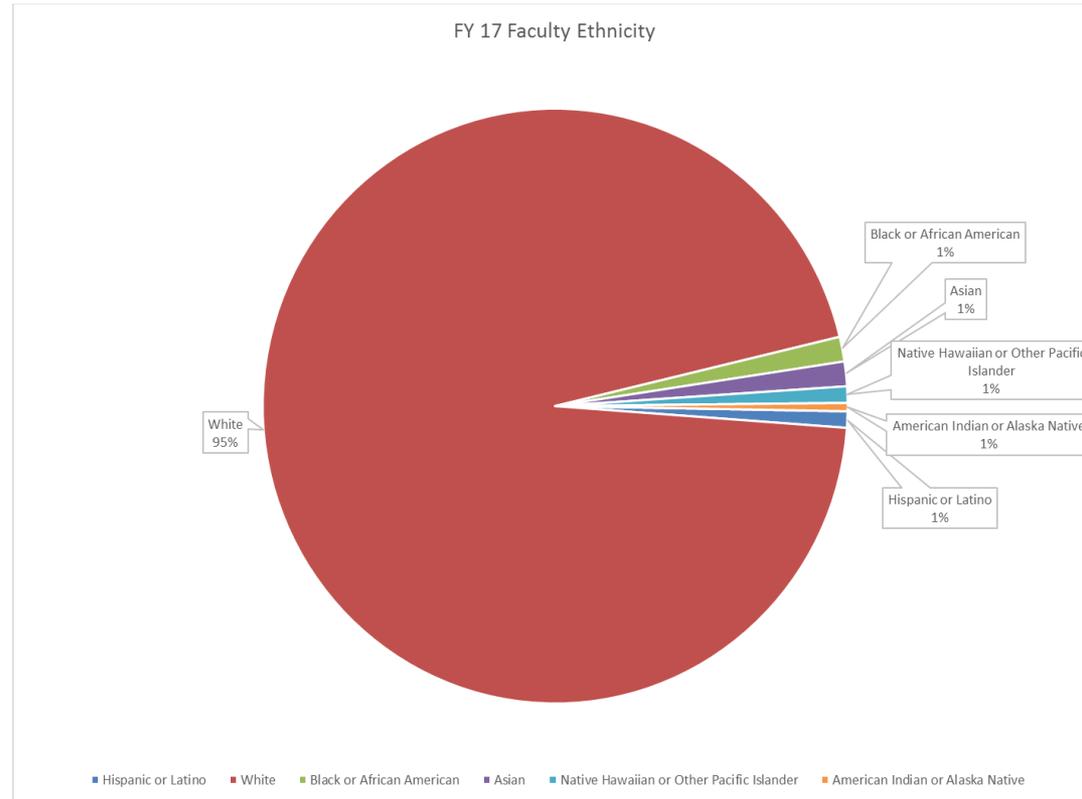
Diversity: Faculty 2017

FY 17 Faculty Gender



Gender

FY 17 Faculty Ethnicity



Ethnicity (Self-reported)



Way Ahead and Challenges

- **Way Ahead – “Great to Greater”**
 - **Reform Leadership and Ethics**
 - **Cyber and Innovation Center**
 - **Resource our Support Teams**
 - **Process Improvement**



Way Ahead and Challenges

➤ Challenges:

➤ Resources

➤ Manpower cuts

➤ Renovation funding

➤ Faculty – Quality of the Military Faculty

➤ Education as a Public Good



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Questions?

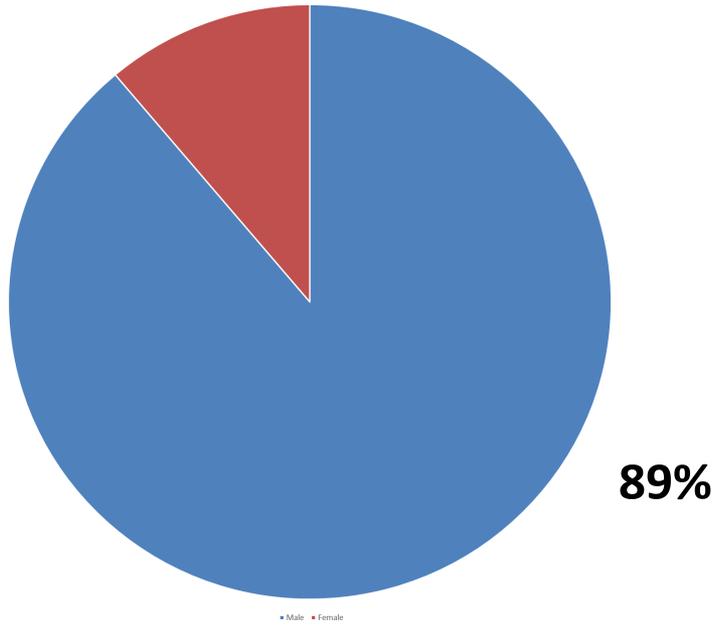




Diversity: Faculty 2016

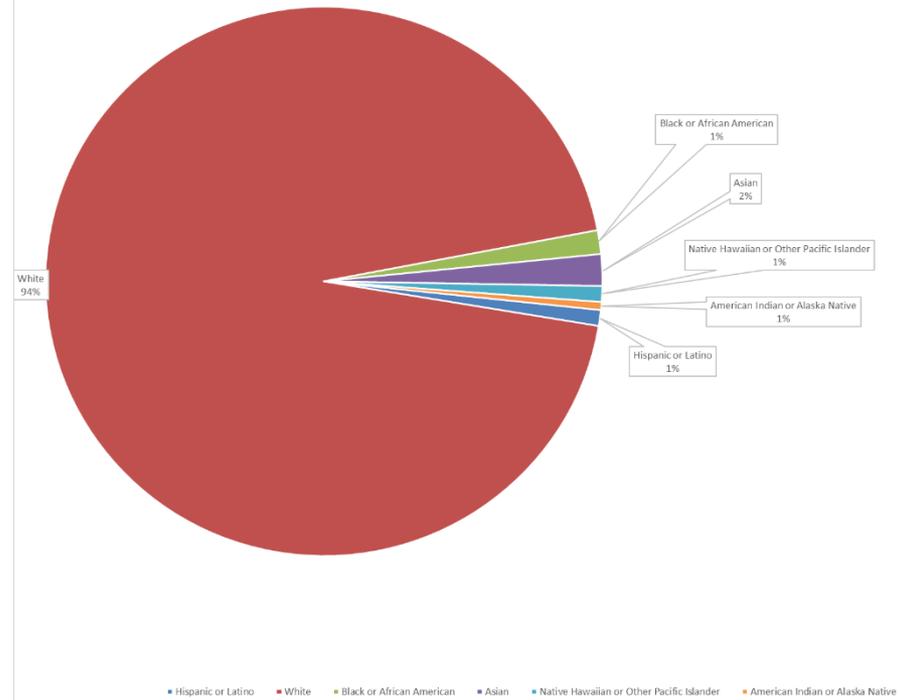
11%

FY 16 Faculty Gender



Gender

FY 16 Faculty Ethnicity



Ethnicity (Self-reported)