

9 June 2012

Naval Postgraduate School Board of Advisors Subcommittee Meeting
25 - 26 April 2012
Monterey, CA

Board Members in attendance:

Honorable Michael Bayer
Honorable Jack R. Borsting, Ph.D.
Lt Gen David S. Fadok, USAF
MajGen Raymond C. Fox, USMC
VADM Lee F. Gunn, USN (Ret)
Walter F. Jones, Ph.D. (for RADM Matt Klunder)
Professor E. Jan Kehoe, Ph.D.
Mr. Scott Lutterloh (for VADM Scott Van Buskirk)
Professor M. Elisabeth Paté-Cornell, Ph.D.

Designated Federal Official:

Ms. Jaye Panza

Wednesday, 25 April 2012

Board members received their annual ethics and standards of conduct training before receiving an update on the institution by President Dan Oliver. President Oliver briefed on administrative changes with staff, including Provost Leonard Ferrari stepping down to accept a 2-year position with ONR Global in London. Ferrari will retain tenure at NPS and will be working part-time concurrently at NPS on special research projects. An Executive Vice President and Provost Search committee is being chaired by NPS Professor John Arquilla. Other personnel changes include the standing up of a Vice President and Dean of Research search committee to find a replacement for Dr. Karl Van bibber. That committee is chaired by Phil Durkee. (Professor Jeff Paduan has subsequently been selected.) Oliver introduced the new NPS Director of Outreach, National Capital Region, RADM (Ret) Moira Flanders.

NPS/AFIT MOU is becoming outdated. Need to look at all issues that may emerge as it relates to possible BRAC rounds. Get out ahead of any scrutiny on effectiveness and efficiencies of the two institutions that may come about. President Oliver provided a listing of NPS – AFIT Faculty Joint Research efforts to the board.

President Oliver announced the Honorary Annual Hall of Fame inductees for last December 2011 (Admiral (Ret) Stanley Arthur and Jack London) and for upcoming December 2012 (Admiral (Ret) Eric Olson and Walter Havenstein). King Abdullah of Jordan will receive an Honorary Doctorate and speak in September 2012.

President Oliver provided a review of the most recent Advance Education Review Board meeting held 6 April. Current NPS challenges brought to the attention of the AERB were: KFS and Financial Systems; contracting process and workflow; indirect guidance; Navy-A/F MOA being outdated; and potential BRAC consideration by Congress.

Preparing for possible BRAC - Current Navy leadership seems committed to the strategic importance of NPS.

President Oliver's concluding remarks indicated the next budget cycle will be challenging. Some difficult resource decisions are ahead. Cost effectiveness must be a priority. NPS is strong, with support from SECDEF, SECNAV, and CNO.

Provost Leonard Ferrari briefed on new programs and mission priorities, to include: the Cyber Systems and Operations curriculum managed by Cyber Academic Group; NSA asking NPS for a satellite education and research program in Maryland; the school's piloting a Navy enlisted program this year; and the launch of an energy education program as a result of SECNAV's and CNO's vigorous commitment to Navy's energy future.

The International student resident program is shrinking. It seems to be a financial issue. This is somewhat problematic as there is a loss to NPS of \$3.2M annually. Losses of seats, loss of faculty members result from the change too. The current enrollment is 218 students from 46 countries.

Prof. Peter Purdue updated the Strategic Plan. The Plan was distributed to board members in draft form. NPS needs there to be an Operational Plan as well as a Strategic Plan. The staff is looking forward to the Board's input before the Strategic plan is finalized. Jack Borsting believes it should be a Navy/DOD Strategic Plan and would like to see more metrics included. He asked NPS to reconsider putting metrics in the document, as most Strategic "Plans" or Strategic "Visions" have metrics. President Oliver stated that NPS will have an Operational Plan in addition to the Strategic Plan.

Elisabeth Pate-Cornell strongly suggests that NPS be able to identify all resources precisely and be prepared to indicate where all resources come from.

Lee Gunn believes the action plan/timeline for the Strategic Plan is good. He noted that we should talk about the preeminence of teaching, of improving the warfare capability of students. The board would like to see that emphasis eventually carried on through the personnel evaluation systems. The phrases should describe the war fighting standards that we want students to meet, and the role of NPS in helping students achieve those standards. Alignment of the NPS curriculum with those war fighting standards would be most helpful in certifying the importance of an NPS education to all military members.

The Board was given a National Capital Region overview by RADM (Ret.) Moira Flanders. Her primary duties are: strategic communication and outreach; partnership building within academic DOD organizations, and federal agencies; and working to increase the number of International students coming to NPS fulltime. Her efforts are coordinated and combined somewhat with the research of Virginia Tech.

Lee Gunn asked Board members to consider what particular issues with regard to positioning of NPS, or management, or funding and resourcing of NPS are of special interest to them (realizing of course that uncertainties abound):

- Scott Lutterloh believes NPS has had solid financial support from Naval leadership for the last several years, in times of intense fiscal pressure. He stated that there is always going to be some friction between an expansive strategic view and the focus on the mission of educating

Naval officers. When you get down to mission of the University, we should focus on Army, Air Force, and other agencies to the extent required in educating naval officers. He noted that it's relatively inexpensive to send officers to civilian institutions (CIVINS) and asked how do we characterize the value of the NPS investment?

- Ray Fox is of the opinion that the design of curricula offered at NPS cannot be compared with CIVINS with the same name (i.e., electrical engineering). An education that officers receive at NPS directly contributes to the nation's defense and we should be able to measure that. He asks if we getting the "right" students--coming from the "right" areas? Does the Strategic Plan take us to whom we are targeting?
- Walter Jones says he sees the uniqueness of officers who understand technology and how it fits in with the overall national security picture. NPS students are working on technologies in their theses that they will use in the fleet. There is value here that we cannot get in any other place.
- Jack Borsting would like to see updates on quality in research, quality in teaching, quality in programs. He says NPS should be prepared to answer how the University will maintain quality in the face of fiscal/budget cuts.
- General Fadok is pleased that NPS is getting ahead of the Memorandum of Understanding (MOU) with AFIT. He applauds the school for being out front vice being reactive. He also realizes there will be tough discussions of who does what without jeopardizing the institutional effectiveness at either school. President Oliver will meet with the Chancellor, Dr. Todd Stewart, during the AFIT sub-committee meeting in May and wants to make it clear to outsiders that NPS/AFIT are collaborating, not duplicating (nor competing) in their efforts.

The Board Members were provided thesis briefs by NPS Students at a working lunch. Students who briefed were LT Timothy Rochholz, USN; LT Deak Childress, USN; and LT John Taylor, USN.

Professor John Arquilla, Head of NPS Provost Search Committee introduced his committee and provided detailed timelines on the committee's efforts. He noted that NPS will have Dr. Ferrari's replacement here and/or identified by the next NPS BOA meeting in October. He invited board members to be included in the "of counsel" individuals group. The Board members are very interested in this process and will support NPS in their endeavors.

Lee Gunn noted three things in particular the committee should be looking for in a candidate--academic strength, managerial skill, and entrepreneurial instincts.

Jack Borsting suggests sending only one name, or perhaps ranking the several applicants that will go forward to the CNO (President Oliver believes the CNO will want to see more than just one name).

Elisabeth Pate-Cornell suggests listing what connections, if any, the applicants have with the Navy. Several Board members asked about the compensation package. Professor Arquilla noted that the compensation is not what will draw applicants. He has told each candidate that accepting a position at NPS will enable the individual to do something that matters and make a difference to their country. The new Provost will be coming here to serve.

Walter Jones noted that Dr. Ferrari is leaving some big shoes to fill. He (Walter) does not want to lose the momentum at NPS when the Dean of Research and Provost positions are filled.

Board members boarded a bus to the Monterey Pines research facility and were given a tour of the Mechanical and Aerospace Engineering spaces by Knox Millsaps, Chris Brophy, Dave Dausen, and others.

Upon returning to the campus, Board members participated in discussing the day's events.

Elisabeth Paté-Cornell believes NPS is well equipped to make a contribution in Cyber Security.

Lee Gunn sees the value of NPS and the Naval War College having a merged Parent Advisory Board. It is beneficial in that the Board gets to look at different phases in officers' careers and different approaches to the same kind of topics (energy/environment, cyber).

Meeting was adjourned for the day at 1700. A reception hosted by the NPS Foundation at the home of Gordon & Rhonda Eubanks followed.

Thursday, 26 April 2012

Before convening the meeting for the day, NPS faculty were invited to participate in a continental breakfast providing interaction with the Board members.

Christine Haska briefed on NPS Institutional Advancement and provided copies of the NPS Value Book for the board members to view. She said the Value Book helps us tell the story of what we do. Volume 1 collects existing reports and analyses; Volume 2 contains biographies and testimonials from NPS Hall of Famers, NPS alumni and NPS "friends/supporters"; Volume 3 contains data (benchmarking, peer analysis studies, accreditation preparations, annual reports; and on-going self-assessments); and Volume 4 focuses on surveys (from graduates, alumni) and NSF research analyses. A hard copy of the book(s) will be kept in the Dudley Knox Library and a virtual/searchable form is in development. Board members will be given the opportunity to have access to the data as well as to provide input.

Jack Borsting loves the idea and effort of the Value Book(s). Because some may be critical, he cautions making sure of the accuracy in the event BRAC and IG teams view. If you're going to put out a volume you must be transparent and prepared to defend your statements.

Lee Gunn suggested that the Value Book would be a valuable tool for Provost candidates, prospective faculty members, BRAC preparation, and discussions of the cost effectiveness of NPS.

Dr. Pate-Cornell strongly suggested that NPS to make sure the accounting is straight. Make sure we have the flow of money into the school accounted for and the money the school actually spends is accurate. She would also recommend creating a website for faculty to post their publications for other students and faculty members in order that they may communicate their efforts with others across the campus. This provides opportunities for collaboration also. For the Value Book, she suggests selecting a few papers that have an impact on the Navy that have been used and implemented by the Navy as good examples of effectiveness. She would like to see a recommendation letter from Mike Mullen presented.

Michael Bayer would like NPS to develop a matrix to quantify grad ed at NPS. Make distinctions between “in house education” (\$70K for 1st grader in a DOD school) and civilian universities (CIVINS). There are lessons that can be learned from prior BRACs--from the efforts of experienced BRAC personnel who are in leadership positions now. We need to extract lessons learned from those personnel.

Also, would like NPS to think about the 50 key people who could have the most influence. Who are your best allies? Since we have the large National Guard training center here, for example, when there is budget downturn, the Services begin to get reminded of how powerful the National Guard is politically. Come up with a more coherent strategy to align the Army to NPS. Within the next 3 or 4 years, is there anything NPS can do to get a stronger relationship with the Army?

Lee Gunn would like NPS to arrange for the Board to go down to Camp Roberts and Fort Hunter Liggett on a future visit, as well as having a future site visit to the Air Force Institute of Technology in Dayton, OH.

Scott Lutterloh believes seeing metrics is useful/important and agrees we need to be careful how we characterize CIVINS. Would like to look at second order analysis—what does the \$25-30M premium spent per year on grad ed (at NPS) get me (Scott/CNP) as resource sponsor?

Elisabeth Paté-Cornell cautions NPS to “tone down” any statements that CIVINS can’t provide the same/similar education in some disciplines.

Dr. Doug Moses provided a detailed brief of NPS Energy Programs and noted that NPS is not “setting up a MS degree in Energy”, but building energy tracks onto four existing programs. Concurrently, NPS is working with N1 on curriculum development and subspecialty system coding. The four programs that will have Energy tracks built-in are: Electrical Engineering, Mechanical Engineering, Financial Management, and Ops Analysis. In the future NPS may package other tracks in other curricula (Systems Engineering, etc). We have not received any additional funding for the stand-up of the program. (\$2.8M is what’s being asked for out of FY12 reprogramming funding.) NPS was doing energy research long before SECNAV’s kick off of this program. Much of this is being integrated within our existing programs.

Michael Bayer suggests reaching out to the natural gas industry, the utility industry, renewable and solar practitioners to form public/private partnerships. No one else has the stature in the area of the management of engineering. Perhaps it would be better to suggest this idea at the SECNAV’s executive education forum?

Elisabeth Pate-Cornell asked if NPS has any interaction, bi-lateral, or collaborative efforts with others? Have we looked at what is being done at Stanford, Cal Berkeley, MIT to collaborate, not duplicate or reproduce what’s already being done? She suggests we be aware of what is being done elsewhere.

Doug Moses provided an accreditation portfolio (regional and program) for the University. The regional status review/report is due to WASC in 2014 on how we’ve progressed since being awarded an 11-year reaccreditation in 2012. We are preparing our response.

Dr. Cynthia Irvine gave the board a presentation on NPS Cyber Programs and Facilities. General David Fadok offered that Air University would like to collaborate with NPS on executive cyber education.

Elisabeth Pate-Cornell said she believes that there is a social science component to cyber and asks "who will provide that part"? Social networks, psychology—do you have researchers who are collaborating on the conduct of experiments?

Michael Bayer suggests there is a contractor component in cyber (doesn't just affect DOD civilian and military) and he notes that contractors are doing most of this work that is getting done. Perhaps there is a way to get revenue out of that. What are the possibilities of reaching out to private corporations? And, how do we get the contractors into the program? He suggests there are individuals such as Jack London at CACI who have plenty of funds to devote to cyber education. How does he get his workforce trained? Defense Business Board to possibly help NPS with this?

Doug Moses provided the 15-item CNO Task List to the Board. The Board feels NPS is moving in the right direction with the planned way ahead.

Jack Borsting suggests inviting possible NPS Foundation donors on campus to speak with students--in particular, William F. "Bill" Sharpe, Nobel Laureate. NPS will follow up.

CAPT Gerral David's briefing gave the board members a virtual tour of the installation and facilities. Jack Borsting notes a big improvement in facilities and grounds. It's an indication and statement of quality, in addition to the education and academic efforts. He also noted that the service provided at the pass and ID office was superb.

Final thoughts from the board before they adjourned:

- Jan Kehoe on the subject of accreditation: With the new curriculum programs (energy/cyber/test pilot degree), AU started a test pilot master's program and has given the first degrees so there may be some cooperation from them in structuring the curriculum and getting through accreditation. Also, as these programs are coming on line, are we are checking back with the substantive change process for the programs? Don't want to miss getting approval by accreditation agencies. Jan volunteered to help with re-writing the NPS/AFIT MOU.
- Michael Bayer reiterated: "What is the uniqueness of what's going on at NPS vs. everywhere else?" What are the adjacencies here that uniquely position the school as a national security educational platform? The geographic connections are enormous. NPS is close to significant ports as DOD trying to pivot to the Pacific. He suggested that we may want to note that NPS is the "hub" for the surrounding activities, such as FLTNMOC/DMDC/DLI/Camp Roberts/Fort Hunter Liggett.
- Michael suggests opening a dialog with the Chief of the National Guard Bureau and Reserve Forces Policy Board (Arnold Punaro) in order to help fill open seats at NPS in a sustaining way.
- Several Board Members would be interested in being interviewed for Inside NPS News on the Pentagon Channel, hosted by NPS's Alan Richmond.

Lee Gunn gave closing remarks about future meeting logistics, board member renewals, and board term limits. The meeting was adjourned at 12noon.

All presenter briefings may be found at:

<http://www.nps.edu/Administration/BoardofAdvisors/newboameetinginformation.html>

Next NPS Subcommittee meeting will be held on 17 – 18 October 2012 in Washington, DC in conjunction with the Parent Committee. Next NPS Monterey, CA meeting will be held 23 - 24 April 2013.

Certified Meeting Minutes by Chairman Lee F. Gunn on 9 June 2012



Naval Postgraduate School Board of Advisors Subcommittee Meeting

25 - 26 April 2012

Meeting to be held at:

Naval Postgraduate School
Herrmann Hall, Didactic Room #410W
1 University Circle
Monterey, CA 93943

Wednesday, 25 April 2012

Navy Uniform: Khaki (Service Equivalent)
Civilian Dress: Business dress (jacket/tie)

<u>Time</u>	<u>Event</u>	<u>Place/Detail/Briefer</u>
0730	Continental Breakfast (Board Members)	Didactic Room Kitchen 409W
0800	Open Meeting/Welcome	Designated Federal Official (DFO)
0800 - 0815	Agenda Overview/ Elect Subcommittee Chairman	Overarching Board Chairman, Lee Gunn
0815 - 0830	Ethics Briefing/Standards of Conduct Annual Training	Kath Ashton, Counsel
0830 - 0915	NPS Update	Dan Oliver
0915 - 0945	Mission Priorities	Leonard Ferrari
0945 - 1000	BREAK	
1000 - 1100	Strategic Plan Subcommittee Results	Peter Purdue
1100 - 1130	National Capital Region Director	Moira Flanders
1130 - 1150	Board Discussion	Chairman Leads
1150 - 1200	Travel to Lunch Location	ECR/Herrmann Hall Mezzanine #M9
1200 - 1300	Lunch (Board Members Only) Thesis Briefs	ECR/Herrmann Hall Mezzanine #M9
1300 - 1315	BREAK - Return to Didactic Room	410W
1315 - 1345	Provost Search Committee	John Arquilla
1345	Depart for Mechanical and Aerospace Engineering Tour	Bus to Monterey Pines

1400 - 1600	Tour/Site Visit	Knox Millsaps
1615 - 1630	Depart for NPS	Bus
1630 - 1700	Resume Board Meeting/Discussion Wrap Up	Didactic Room 410W
1700	Meeting Adjourned for the day	
1700 - 1800	Personal Time	
1815	Depart for Social	Front of Herrmann Hall
1830 - 2030	Reception	Eubanks' Residence Pebble Beach
2030 - 2045	Depart for NPS Remaining of evening at Leisure	



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**Naval Postgraduate School
Herrmann Hall, Didactic Room #W410
1 University Circle
Monterey, CA 93943**

Thursday, 26 April 2012

**Military Uniform/Civilian Dress:
Traveling Attire**

<u>Time</u>	<u>Event</u>	<u>Place/Detail</u>
0730 - 0800	Continental Breakfast (Board Members)	Didactic Room Kitchen, 409W
0800 - 0900	BRAC Preparation	Christine Haska
0900 - 0930	Energy Programs Initiatives	Doug Moses
0930 - 1000	Cyber Program Update	Cynthia Irvine
1000 - 1030	CNO Initiatives	Doug Moses
1030 - 1130	Campus Facilities Update	Gerral David
1130 - 1200	Wrap Up Discussion	Meeting Minutes
1200	Meeting Adjourned	

Next Meeting:

17 - 18 October 2012

**National Capital Region/
Virginia Tech Ballston Offices**