Board of Advisors to the Presidents of the Naval Postgraduate School and the Naval War College
Annual Joint Meeting of the Subcommittees: Board of Advisors to the President, Naval Postgraduate School and Board of Advisors to the President, Naval War College
17 – 18 October 2012

Meeting Location:
Naval Postgraduate School National Capital Region facilities, 900 N. Glebe Road, Arlington, VA

Meeting Attendees:
Bobby Towery; Tim Lawrence; Walter Anderson; David Frost; Michael Bayer; Leonard Ferrari; Scott Van Buskirk; Dan Oliver; Lee Gunn; Mary Ann Peters; Elisabeth Pate Cornell; William Mullen; Kim Wincup; Robert Fossum; Reuben Brigety; Jan Kehoe; Walter Jones; Scott Lutterloh; Jaye Panza.

The Designated Federal Officer opened the meeting at 12-noon on 17 October with a working lunch as the NPS sub-committee board members reviewed SECNAVINST 1524.2B. During the lunch hour, Mr. Scott Lutterloh (Director, Training and Education Division OPNAV N15) briefed and provided an update on the actions taken since the last AERB (Advanced Education Review Board). The AERB was originally put in place as a result of governance issues that came out of the last Western Association of Schools and Colleges (WASC) visit to NPS; he explained how the AERB is useful for three other reasons: it provides a direct connection with the Chief of Naval Operations on institutional issues; it provides a formal, twice yearly forum for discussion of the institutions' issues with funding and infrastructure sponsors; and it serves as an important element of the conversation of the schools' accreditation, policies, issues, and programs. David Frost asked Mr. Lutterloh for an update on the Navy's subspecialty system which Mr. Lutterloh provided. He added that recommendations from the last NSS Review were implemented in February 2012. The next AERB meeting is set for 7 November in Washington, DC.

The afternoon discussions primarily focused on the Naval Postgraduate School. NPS President Dan Oliver gave the board members a current fiscal overview of the school and provided an update on outstanding issues since the board met last. NPS received a 5.25% budget reduction (a lesser reduction than was applied to most of the non-operational Navy). NPS is still seeking guidance from the Navy Staff on Indirect Cost Recovery and will provide specific cases that illustrate the problem that the lack of resolution of the issue causes for NPS operations. NPS leaders are talking to Air Force Institute of Technology (AFIT) leaders to coordinate the rewriting of the Memorandum of Agreement between the two institutions. Jan Kehoe, former Chair of the Air University Board of Advisors is standing by to assist with this effort. Board members suggest involving the Army in the effort also. Kim Wincup strongly suggests getting ahead of the MOA revision before any BRAC talks.

President Oliver asked the board for guidance and help in drafting or suggesting the way ahead with the NPS Honorary Doctorate Degree Program. The board will work with NPS as they develop objectives and identify criteria. The board recommends being very clear that there must be an academic component in the criteria. Chairman Lee Gunn would like to form an ad hoc sub-committee of two or three board members to propose and/or nominate candidates as potential recipients of NPS honorary doctorate degrees.

The board asked about the status of the ongoing Naval Inspector General Investigations. The board would like to see closure to this process, citing the importance of a resolution (a full time civilian NPS Inspector General will join the staff on 22 October 2012). The Board of Advisors respectfully acknowledges and values the inspection and analysis by the IG of the business procedures of the Naval

Postgraduate School, an examination that has been ongoing for more than a year. No substantial information or conclusions have been shared with the board, or evidently with the school, to date. The Board of Advisors, as well as the school's administration, looks forward to an appropriate and timely conclusion to the IG's efforts. All are eager to review recommendations and guidelines the IG staff proposes to assure strict compliance.

Another item from the board's last report was addressed, the Wounded Warrior and Spouses proposal. Legislation on this was postponed (no reason given), however the board continues to recommend approval of the program to legitimize these new and important categories of students.

Finally, President Oliver addressed a significant loss at the school. The unexpected death of the Dean of Students was very traumatic for the staff and students.

On a more positive note, President Oliver introduced Colonel Mitchell McCarthy, USMC the new senior Marine Corps representative for NPS. Col McCarthy presented information on current initiatives (Marine Chair positions, semi-annual thesis selection/research workshops). Also, it is hoped that a new NPS Provost to replace Dr. Leonard Ferrari will be named by 1 November.

The Board was very impressed with the facilities (the location of this board meeting) and programs at the NPS National Capital Region (NCR), directed by RADM (Ret) Moira Flanders. Board members applaud the concept and are pleased with the school's presence in this region and the options that are afforded students by virtue of having access to NPS in the region. Director Flanders provided an overview and tour of the portion of the building occupied by NPS personnel. Space, however is at capacity premium. Director Flanders needs more space for classrooms, labs, and instruction and there is no SCIF available for use by students and faculty, which presents some concerns. As an aside, the ICollege will stay as is where it is and not be able to house NPS NCR; also, NPS President Oliver, NPS CIO Dr. Christine Haska, and Director Moira Flanders will meet with the DoD CIO, Ms. Teri Takai on 18 October to discuss information management and options for relocating NPS NCR in the region.

Several faculty members from the NCR provided excellent briefings to the board on their programs of research. Among those who were introduced to the board, or who gave briefings were:

John Delaroderie, a National Science Foundation scholarship for service candidate.

Ron Carlson, who provided an overview of the Systems Engineering (Masters and PhD) DL Programs. There are eighteen different domain tracks within the SE program. Students attend a two week kick-off at NPS in Monterey, participate in two industry trips, and attend graduation week at NPS. One of the key value propositions of the program is "collaboration", not only within- and across the military services, but also with defense industry partners.

CDR John Looney, a Permanent Military Professor assigned as the Director of the NPS Distributed Program Office in Norfolk, VA. He provides teaching, thesis advising, student mentoring, and research support for over 800 students.

Center for Cyber Warfare Professor Dave Garren, who gave a brief to the board on the Cross-domain Multi-INT Activities. He and Professor Jim Scrofani work together on instruction and research with biometrics, maritime domain awareness, radar exploitation, and space situational awareness.

Provost Leonard Ferrari, who highlighted NPS Programs (Cyber, Energy, CRUSER, and International).

Discussions continued at dinner, around Naval Service, NPS, and NWC issues. Some of the discussion was led by members of the board and the schools' staffs, other topics were enriched by some visitors:

Chief of Naval Personnel, VADM Scott Van Buskirk addressed the board at dinner and gave a fiscal overview to the joint committee. He said he would review the status of POM-14 unfunded items at the next November 2012 AERB meeting. He also offered to speak at an upcoming NPS graduation.

Ernest Beinhart, NPS Program Coordinator for the International Masters Degree Program in Public Administration spoke to board members at the working dinner about this developing program, designed for mid-career military officers and civil servants. The program enables students to develop the leadership skills needed to be effective in confronting the major challenges of our time, including those in homeland security, human trafficking, cyber warfare, maritime security; and economic development.

Board members were delighted to meet just prior to dinner with Major General Muhammad Inuwa Idris, the Deputy Commandant of the National Defence College (NDC) in Abuja, Nigeria. During his discussions with board members he learned from NWC Provost Mary Ann Peters of the upcoming NWC Capstone Exercise in the Nigerian setting next month. He will be requesting to send five of his senior naval officers from his directing staff (among them former NWC graduates) to participate. The board agrees this participation would facilitate and enhance a potentially important institution-to-institution relationship. Also, it would afford the opportunity for the NWC students to experience and share new contextual perspectives.

General Idris would also like to arrange similar agreements with the NWC and the NPS for future institutional collaborations. The Nigerian NDC is in the process of developing a maritime strategy for the Gulf of Guinea and hopes to collaborate with the NWC and NPS on this effort.

Other topics discussed for the remainder of the joint session included leadership, cyber at NPS and at other institutions (Carnegie Mellon), and the NPS international cooperation and relevant education brochure distributed by NPS Provost Leonard Ferrari.

On 18 October, the NWC Subcommittee opened the morning session with Ambassador Mary Ann Peters, NWC Provost's update on the status of the school's efforts to attract a diverse faculty. NWC leadership pleads for help with this effort to draw women and persons of color to their staff and faculty in the fields of Political Science, History, and Strategic Thought. How can they overcome the impediments? The board will dedicate itself to being of such assistance as it can in coming years.

RADM (Ret) James Kelly briefed the board on the NWC Navy Leader Development Continuum (LDC), a council developed as a result of the VCNO's charge to "Develop and provide oversight for a leader development continuum from accession through the entire careers of our Sailors, officer and enlisted, that focuses on the attributes, behaviors, and ethos of the Naval profession." A Leader Development Continuum Council has been established and a charter completed. The LDC Council will submit a final draft of their strategy at the next AERB in November. The board offered comments and suggestions but was most enthusiastic about NWC, with the Senior Enlisted Academy and others, undertaking this important set of tasks.

The remainder of the meeting was an open discussion by the board members and NWC leadership on the Capstone Concept for Joint Operations (CJCS Joint Education White Paper of 16 July 2012). To be completed by 1 March 2013, NWC will use this paper to define the Joint Ed Continuum to meet JF2020 joint leader development goals by determining common and JPME outcomes and milestones for officers and enlisted personnel. Kim Wincup suggested mentioning the Air Force's efforts in the document.

The meeting was concluded with a working lunch and subsequent informal board conversations.

Meeting minutes certified by Lee F. Gunn, Board Chair

11/27/2012

Naval Postgraduate School Board of Advisors Subcommittee Meeting

17 October 2012

Meeting to be held at:

Naval Postgraduate School
National Capital Region
Falls Church Function Area
900 N Glebe Road
Arlington, VA

Wednesday, 17 October 2012 ***Navy Uniform: Khaki (Service Equivalent)***
Civilian Dress: Business dress (jacket/tie)

Time	Event	Place/Detail/Briefer
12:00 Noon	Open Meeting/Welcome lunch	Designated Federal Official (DFO)
1230	Agenda Overview	Overarching Board Chairman, Lee Gunn
1300	Review Minutes from last SubCommittee Meeting/Updates on issues	Board Chair, with NPS Personnel involvement
1330	IG Update	President Oliver
1400	NPS Update	President Oliver
1500	National Capital Region	Moira Flanders, NCR NPS Faculty
1600	Highlight NPS Programs	Provost Ferrari
1700	Personal Time	
1800 - 2100	Pinzimini Restaurant (Westin Arlington)	

NEXT NPS BOA MEETING
24 - 25 April 2013
Monterey, CA