Board of Advisors Meeting
September 29-30, 2011

Attendees: Anderson, Bayer, Borsting, Carr, Christenson (NWC), Dallas (TECOM), Fadok, Ferrari (NPS), Fossum, Frost, Gunn, Lutterloh (N15), Oliver (NPS), Peters (NWC), Soderberg, Spanier, Wincup, Yaeger (NDU), Bearor (TECOM), Bracken, Kehoe, DFO.

Summary of Board Discussion re President Oliver NPS Update

- Briefed the AERB in May on tuition. Have been raising tuition since 2003. We participate in annual tuition meetings to set.
- Foreign student rate is between $31 – 36K. Other services pay $20K.
- Subspecialty Review, conducted by N15 (Scott Lutterloh) drives graduate education requirements. Need to understand this better for greater use of investment.
- Of the 45K Officers, more than half are URL
- Wounded Warrior & Spouse program. Need to change Title 10 (congress). Don't want to look as if we are competing with civilian institutions. Proposal was not supported by ASN M&RA as written.
- Need BOA participation in developing Strategic Plan.
- Growth of civilian and DL students at NPS
- Private funding. Working with foundation to increase flexibility for endowed chairs, scholarships.
- Contracting warrant authority back to NPS/Returning Human Resources functions back to NPS/New timekeeping system/Ability to lease space external to the main campus.
- New Programs: International/Cyber/Energy. Proposal for Master's in Public Administration.
- Annual Hall of Fame inductions in December on track.
- Pleased with COF Report.

Gunn — How does the Board select the issues we report? What is the role of the Board?

Summary of Board Discussion re: Committee on the Future Report

Borsting — Invite BoA members to all honorary doctorate events, hall of fame, distinguished alumni, etc.

Haska — Make sure all BoA members receive *In Review*. Some board members said they do not receive it.

Spanier — Ask SecDef, SecNav, CNO to task BoA with establishing task force to develop report implemementation plan. Then BoA would go ahead and do it.

Re charter status – lots of mechanisms to get to a more flexible operating environment. Greater autonomy for state universities is not a new concept. Most good ones have it.

Penn State is not "of the state of Pennsylvania" – it is an instrumentality of the State. Oregon institutions just requested and got increased flexibility.

Regarding argument that NPS would be competing with other universities. Will be at meeting with many of the California institutions in two weeks (also others like MIT). Would take letter to Dan Oliver for the Presidents to sign saying they endorse our efforts and do not see NPS as competing with them.

Universities should have ability to hire/contract/build buildings/renovate laboratories.

Oliver	Asked Christine Haska to get charter from Rutgers.
Fossum	Research Foundation is needed. Dean of Research can be President of Foundation.
Borsting	Time is right. CNA was formed because GS system is too hard to hire the right people quickly to do the job needed.
Anderson	Focus on quality, authority and substance. Should NPS be private? This board cannot tell the President to do something.
Spanier	SecDef or SecNav should send letter to BoA to direct charter.
Carr	NPS should focus on core competencies in STEM. NPS sweet spot is in its contributions to STEM.
Fossum	We need to move on this issue now.
Spanier	2 action items: (1) draft letter from BoA to SecNav (2) draft letter from university presidents to President Oliver (regarding no competition issue)
Anderson	The BoA report to CNO, SecNav should be all about this. Dan Oliver should socialize first.
Borsting	Message – in order to serve in an optimal fashion, NPS needs agility.
Yaeger	The future is full of uncertainty. To deal with uncertainty, institutions need to be agile.
Fossum	Faster is a strong story. We graduate 4 times a year.

Bayer	Flexibility means the ability to do things differently. 20% cut in DoD will mean we will have to do things differently.
Wincup	Only ask for what is doable. NWC – add their requirements. Is Energy the focus for NPS?
Frost	Agree in concept for the need for greater autonomy. Identify top ten practical recommendations that SecNav has to approve.
Oliver	Went over presentation to CNO in May 2011 that describes issues. CNO tasked N1 with response.
Gunn	Asked that BoA receive the taskers.
Fossum	We need to respond quickly on this.
Gunn	Don't forget speed is an important factor and advantage for NPS.
Bayer	Position yourself. Ask yourself, "What do I wish I had done during the past three years."

Summary Notes on VCNO Ferguson Presentation

- CNO asked VCNO to focus on future education needs. To focus on strategic importance of higher education for the Navy. Invest now for future leaders.
- Post-conflict DoD generally sees 15-25% budget reduction.
- Navy has 55-60% of its forces underway. 40% deployed.
- Tempo is high – middle east and western pacific (putting aside iran and N. Korea for the moment)
- Instability is high in the middle east
- Lawfare – rising maritime power issues with China
- Challenges are primarily maritime
- Typically cust are 1/3 Army, 1/3 Air Force and 1/3 Navy – may need to revisit appropriateness of this schema
- CR – November 18 – deficit is shadow over this situation
- Super committee has 3 options (1) agree, (2) disagree or (3) endorse proposal that does not make substantive changes but is in language loopholes
- Future focus: anti access/anti denial
- Air missile defense, land based missile defense in Europe.
- Lower priority: humanitarian relief, maritime awareness
- Growth areas: cyber, air and missile defense, Sub/ASW, 10th Fleet
- Former CNO quote: "out of $ so we have to think"

- Specific items to NPS:
  - Produce the Leaders to lead in the challenges = Education
  - 56 more submariners to NPS (50 more aviators to NWC)
  - SECNAV needs more socialization for enrollment flexibility for NPS (spouses, wounded warrior, senior enlisted)
  - Spanier: praised CoF report. Flexibility is the key. We have to give NPS more flexibility to make it more responsive, more agile. Are you willing to be supportive of these initiatives? BOA believes a holistic package is best. VCNO said yes.
  - Asked President Oliver about status of Military Personnel retirement study (alternatives, readiness, restructure to save $ on retirement system)
  - Bring COF Report to next AERB. Asking how should board engage?

Summary Notes on Provost, NPS Presentation (Ferrari)

- Cyber Degree (Frost: Most Ambitious) Program on-going
- Frost: What is the focus—the technical side? Or Operations side?
- Provided the course matrix for Cyber and Energy programs.
- Regarding strategic need mission statement: "The NPS vision is to be the national resources for the study and design of secure and resilient cyber systems and the conduct of cyber operations"

Board: change "the" to "a". Perhaps take out the word, "design".

- Tremendous opportunity to partnership with Air University. Not overlapping in anyway, but complimentary.
- Faculty Quality retention of tenure track much improved; faculty mix evolving
- Cluster hires in Materials; future cluster hires in Cyber
- Provided a listing of faculty awards and recognitions

Summary Notes on NWC Presentation

- NWC reports directly to CNO
- NWC budget tripled in 10 years and faculty numbers doubled in 10 years.
- NWC flexibility needed – enroll NGO officers (Red Cross, Doctors without Borders, etc.)
- Naval War College and a publication: Naval War College Review
- Up for Reaccreditation in 2014. (CJCS and NEASC)
- Would like to see more members added to the BOA
- Plea for more space and more diversity.
- Have 80K from foundation for endowed chair(s).
- Help with strategic thinking.

Meeting minutes were approved and certified by Board Chair, VADM Lee Gunn on 06 October 2011

Signature: _____

Naval Postgraduate School Board of Advisors Subcommittee Meeting

29 September 2011

Meeting to be held at:

Office of Naval Research
875 North Randolph Street
Suite 1435
Arlington, VA 22203

Thursday, 29 September 2011

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

Time	Event	Place/Detail/Briefer
0730	Continental Breakfast	Suite 1435
0800	Open Meeting/Welcome	Designated Federal Official (DFO) Jaye Panza
0800-0815	Introductions/Agenda Overview/Elect Chair	Overarching Board Chair VADM (Ret) Lee Gunn
0815-0830	Overarching Committee & Sub-Committee Membership Update/Future Meeting Schedule	
0830-0845	Charter Renewal Committee/Sub-Committee Bylaws	Chair/DFO Lead
0845-0930	NPS Update • Q-team summary • Succession plan • Board chair eligibility (retired flag)	President Dan Oliver
0930-1030	Committee on the Future	RADM Jerry Ellis, USN (Ret)
1030-1045	Break	
1045-1200	Board discussion	Chair leads
1200-1300	Lunch	
1300-1315	Break	
1315-1415	Institutional Advancement • Value Book	Dr. Christine Haska

	• NPS/DLI IT	
1415-1515	Faculty Quality/Intellectual Health	Dr. Leonard Ferrari
	Programs Update • Cyber • Energy	
1515-1530	Board Discussion	Chair Leads discussion
1530-1600	Board Award/Board Recognition	
	Meeting Adjourned until 1800	
1800 - 2100	Official Dinner Meeting for both subcommittees	Dan & Brad's Hilton Arlington

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

29 September 2011

Official Dinner Meeting to be held at:

Dan & Brad's

Arlington Hilton
950 North Stafford
Arlington, VA

Thursday, 29 September 2011 **Attire:** ***Business dress (jacket/tie)***

Time	Event	Place/Detail/Briefer
1800 - 2100	Official Dinner Meeting for both subcommittees	Dan & Brad's Hilton Arlington

Naval War College Board of Advisors Subcommittee Meeting

30 September 2011

Meeting to be held at:

Office of Naval Research
875 North Randolph Street
Suite 1435
Arlington, VA 22203

Friday, 30 September 2011

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

Time	Event	Place/Detail/Briefer
0730-0800	Continental Breakfast	Suite 1435
0800-0805	Open Meeting/Welcome	Designated Federal Official (DFO) Jaye Panza
0805-0830	Introductions/Agenda Overview/Elect Chair Overarching Committee & Sub-Committee Membership Update/Future Meeting Schedule Expectations	Overarching Board Chair VADM (Ret) Lee Gunn
0830-0915	Budget Pressures on MPTE Outlook for NWC & NPS	ADM Mark Ferguson, USN
0915-1015	NWC Command Brief • Facilities • Accreditation	
1015-1030	BREAK	
1030-1145	Board Discussion	
1145-1200	BREAK	
1200-1300	Lunch	
1300-1315	BREAK	

1315-1330	Faculty & Personnel Quality/Intellectual Health • Cost of Living • Pay Caps for Faculty	
1330 - 1500	Review of Strategic Plan	President or Provost
1500 - 1600	Charter Renewal Committee/Sub-Committee Bylaws	Chair/DFO Lead