

14 February 2016

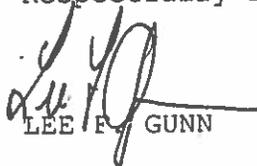
From: Chair, Board of Advisors, Naval Postgraduate School and
Naval War College
To: Secretary of the Navy
Via: (1) President, Naval Postgraduate School
(2) President, Naval War College
(3) Chief of Naval Operations
Subj: MEETING OF THE BOARD OF ADVISORS (BOA) TO THE PRESIDENTS OF
THE NAVAL POSTGRADUATE SCHOOL (NPS) AND THE NAVAL
WAR COLLEGE (NWC)
Ref: (a) Public Law 92-463, Federal Advisory Committee
Act
Encl: (1) NPS/NWC BOA Meeting Minutes
(2) Observations/Recommendations/Requests from NPS/NWC

1. In accordance with reference (a) the subject Board met concurrently with its two authorized Subcommittees 14 - 15 October 2015 in Arlington, VA. Meeting Minutes and attendees are listed in Enclosure (1). Enclosure (2) lists observations, recommendations, and requests. The next Board meeting will be held 19 - 20 October 2016.

2. This meeting of the overarching board of advisors was delayed twice because the annual approval of members was delayed by more than a year. The members were grateful at this October meeting to be able to return to this important work. The members hope that renewals of approvals (or denials) for us, as special government employees, will proceed quickly enough in the future to allow us to be of service to the presidents of these two vital institutions and to the Secretary of the Navy and other leaders of the Department of the Navy.

3. The next meeting of the NWC Subcommittee will convene on 7 - 8 April 2016 in Newport, RI. The next meeting of the NPS Subcommittee will convene on 20 - 21 April 2016 in Monterey, CA.

Very Respectfully submitted,


LEE F. GUNN

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Commandant, Marine Corps

SECNAV ASN M&RA

Vice Chief of Naval Operations

OPNAV N1/N4/N8

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NPS/NWC BOA Members



Meeting Minutes

(Open Meeting)

Naval Postgraduate School/Naval War College

October 14 – 15, 2015

Arlington, Virginia

Welcome. Chairman Lee F. Gunn welcomed the board members, NPS/NWC Leadership and Staff, and thanked CNA for hosting.

Meeting Attendees. Board members in attendance were Gordon Adams, Reuben Brigety II, David Frost, Lee Gunn, Christopher Jehn, E. Jan Kehoe, Katherine McGrady, Nancy Soderberg, G. Kim Wincup and ex-officio members (or alternates) Scott Lutterloh (NI), Walter Jones (ONR), Sivaguru Sritharan and Justin Shineman (AU), Mitch McCarthy (TECOM). NPS staff members in attendance were President Ronald Route, Provost James Newman, Matt Colpitts, Joe LoPiccolo, and Sheryl Burgmann. NWC staff members in attendance were President Gardner Howe, Provost Lewis Duncan, Tom Bayley, Tom Culora, Jay Hickey, Richard Menard, and Tim Schultz. Honored guests in attendance were Ann Rathmell Davis-Acting Assistant Secretary of Navy (Manpower and Reserve Affairs), Michelle Howard-Vice Chief of Naval Operations, and Robert L. Thomas-Director, Navy Staff.

Members absent. Paul Bracken, Elisabeth Paté-Cornell, Walter Anderson, Jack Borsting, Robert Fossum, and Robert Pfaltzgraff, Jr.

Opening Board Activities/Discussion. The NPS/NWC BOA meeting convened at 10:00am on Wednesday, October 14, 2015 in the CNA 2nd Floor board room in Arlington, VA. VADM (Ret) Lee Gunn, USN chaired the meeting. Chairman Gunn informed the board members that this formal meeting was open to the public and was advertised in the Federal Register on Thursday, September 24, 2015 (Vol. 80, No. 185). Ms. Jaye Panza, the Designated Federal Official attended the meeting and a quorum was met. Board Members received an Ethics Review. The complete meeting agenda is attached to these minutes.

Chairman Gunn congratulated the board members on their reappointment from the Secretary of Navy and Ms. Burgmann, Human Resources Specialist completed the board members' appointment affidavits.

After the Chairman gave an overview of the meeting agenda and activities, NPS President Route announced that NPS Provost, Dr. Doug Hensler has retired and introduced Dr. Jim Newman, the acting NPS Provost. A new Provost Search Committee has been launched at NPS. President

Route will keep the board abreast of the committee's efforts and will engage the board for their assistance in reviewing the provost nominations and candidates.

Naval War College Update. NWC President RADM Gardner Howe presented an overarching framework on how the college is being run—while operating on the bare minimum of resources. This creates multiple challenges to a dynamic world environment. He noted that the NWC received a ten-year accreditation and the school has expanded from a single masters degree to a dual one, as well as offering JPME I and II.

There was much discussion among Board members regarding the faculty at NWC. Ethnic and gender diversity is still a concern for the leadership. At present there is no official “faculty council” on campus at NWC. NWC Leadership is trying to define what is needed (what does this “council” need to look like), then open the process to the entire faculty. Presently, there is no promotion/tenure track process at NWC; however the institution does have funds available for faculty development.

Research Center Update. Dr. Culora gave an overview of the NWC Center for Naval Warfare Studies (CNWS). CNWS research primary priorities (regional) include China (South & East China Sea, Taiwan) and Russia (Global maritime implications); as well as (functional) maritime strategy (Global and Theater), operational and tactical warfighting, joint and coalition warfare, cyber and international law. Secondary (regional) priorities include Iran (and the surrounding region) and the Korean Peninsula; and functional areas of war escalation and termination, war gaming community of practice, deterrence (nuclear and conventional) and counter-terrorism.

Defense Planning Guidance. Dr. Tim Schultz discussed the 2015 Defense Planning Guidance tasking for PMW I/II Institutions from the Secretary of Defense. He provided a summary of the Joint and NWC responses that were provided to the Defense Department Directorates.

ASN M&RA Visit. Ms. Anne Davis, Assistant Secretary of Navy for Manpower & Reserve Affairs joined the meeting and discussed the Force of the Future, both the military piece and civilian piece. She indicated changes were coming to the personnel system, giving more flexibility to military personnel. There are a number of options being discussed that would be tailored over the officer's career to include working with industry, such as an executive development program. Changes have been proposed for military career paths, tenure, lateral entry, technical tracks, as well as developing flexibilities between personal and military life. The recruiting and retention world of the future will be different than it is today since the economy continues to improve. The navy is asking what tools are needed to anticipate the recruiting challenges we are beginning to face.

She indicated that the navy is also discussing and encouraging innovation in the civilian workforce sector and trying to eliminate excess bureaucracy. A team called “Task Force Innovation” has been formed to help equip navy leaders to assess their civilian employees' ability to innovate and to record that ability in evaluations; the goal is to support making sure the

navy has these skills and talents in the workforce. Ms. Davis says the navy must adapt in order to achieve a difference in smart recruiting.

Mr. Lutterloh (NIB) stated that in the both Task Force Innovation and Force of the Future there is a different view of graduate education that bodes well for the NPS/NWC. However there is also greater enthusiasm in the officer community for opportunities in civilian institutions. Navy is increasing the annual quotas for civilian institutions by about 30, but not to create competition for NPS/NWC. This decision should not come at the expense of any navy student quotas established by navy sponsors. NI has protected very adamantly the navy student quota numbers, even with downsizing.

NI values the input from the board of advisors. He sees that the board of advisors can help the NPS and NWC make inputs that will be required for our navy schools to be fully competitive with the best civilian graduate educational institutions. He notes especially the advantage of graduate teaching and learning at NPS and NWC that aligns specifically with military missions.

The meeting was temporarily adjourned for the afternoon at 4:30pm and reconvened from 7:00pm – 8:30pm that evening for a working dinner.

VCNO Visit. Vice Chief of Naval Operations ADM Michelle Howard, USN joined the dinner meeting and gave her remarks on how the navy sees the future of naval graduate education. Admiral Howard applauds the graduates of both institutions and acknowledges their accomplishments and contributions to not only the navy, but to the country as we continue to tackle the world's greatest problems. She indicated that the navy has been successful in identifying the core mission at NPS. The navy has resized the FTE associated with the core mission and has made a commitment in support of that number (594 FTE). Hiring authority has been delegated back to the institution for enduring mission core work. Now Navy leaders are identifying the research and reimbursable piece and making sure we understand level of effort and its auditability. The focus is on new, future work (FY16). She is currently working on putting a process in place as we move forward. She realizes that research and professional growth attracts and retains faculty and keeps the curricula robust.

She also commended the board for their support and values their service to the institutions.

The dinner meeting was adjourned at 8:30pm.

The board meeting reconvened Thursday, October 15th, 2015 at 9:00am in the CNA 2nd Floor board room in Arlington, VA.

Naval Postgraduate School Update. President Ron Route provided an update on the NPS Mission and Strategy—including the school's strategic principles and goals. He explained the multi-tiered work acceptance/review and approval process for routine business and for new/increased business. He gave an overview of NPS faculty attrition. Board members

inquired about faculty morale. President Route announced that NPS will be performing a command climate survey for all employees by the end of the 2015 calendar year. Results from this survey will be compared to the last one done in 2013 to see if the implemented improvements are working. This time, the “targeted” questions on the survey will be open ended instead of directed.

NPS has made strides in re-instituting faculty awards (monetary) and recognizing faculty accomplishments on the NPS intranet. He indicated that NPS subcommittee board members would have the opportunity to speak with faculty members (and students) when they visit Monterey for their next meeting in April 2016.

President Route discussed NPS Navy Programs, such as the Systems Engineering distance learning program with the Navy Test Pilot School—in its pilot or design/development stage. He also provided information on several new programs established since 2012 (both certificate and degree programs). Other opportunities include EMBA and Cyber Distance Learning degree programs. NPS is doing wargames—not traditional ones, but video, some on internet with other countries participating.

IG Update. Out of the eighty-nine recommendations from the 2012 report there are four secretariat items outstanding (AFIT MOU being one) and only one NPS item outstanding (involves long-term authority matrix, attorneys have it for action). The General Counsel of the Navy has come to NPS to review the school’s efforts to put processes in place to sustain the improvements. NPS continues to work on issues from the report and is continuing to make progress—assist visitors agree.

NPS asked for an IG staff assist visit in August 2015 to look at implementing an OPSEC intelligence program, as a prelude to the official inspection in March. All should be under control before the formal inspection.

Research. NPS Research brief was given by Mitch McCarthy, Associate Dean of Research. The OPNAV Review Studies Program is now the NPS Research Program. The program provides realistic issues for students and faculty to study. Sponsors meet to pitch issues to interested students/faculty and proposals go to a review board. NPS has received over 150 proposals this year. Tremendous benefits are being realized by synchronizing faculty and students to tie their research back into the operating forces in the fleet. Significant reinvestments are also being realized.

Cyber. Mr. Joe LoPiccolo, NPS Chief Information Officer provided the board members with information on the challenges of defending NPS networks. One of the major challenges to defense is with hiring and retaining highly trained personnel. NPS is involved with a lot of partnerships and cost sharing (i.e., protecting Army’s Defense Language Institute—sharing a common network).

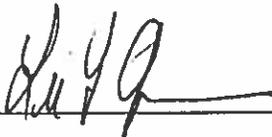
Board discussion. Board members discussed concerns about the lingering effects of the IG report and bureaucratic administrative actions, things that continue to have a negative effect on the morale and professional advancement opportunities of tenure track faculty. The board members sincerely hope and recommend an FTE number be settled upon soon—within 6 months at most. The lack of certainty isn't helping morale and NPS needs help in retaining its high-quality faculty.

Board asked NPS President Route if there was a statistical way to analyze or capture the cumulative effects of administrative turbulence on the faculty and any related changes in the quality of education due to faculty loss, effects of: the IG Report of 2012, continued travel restrictions (for conferences), the end strength issue, and rules that inhibit faculty opportunities. The board realizes there have been improvements and understands some progress has been made. They applauded the progress made by NPS in also establishing working groups after the last command climate survey.

Overarching Board Chairman Gunn welcomed any comments from the public. There being none, he asked for concluding remarks.

The DFO announced the dates for the next board meetings (April 7 – 8, 2016 for the NWC Subcommittee; April 20 – 21, 2016 for the NPS Subcommittee; and October 19 – 20, 2016 for the Joint Overarching/Subcommittees meetings). The BOA subcommittees will meet at the appropriate institutions and the Overarching BOA meeting will again be held in the Washington, DC area to once again garner attendance and participation from navy leadership.

The Presidents of NPS and NWC thanked CNA for hosting the board meeting and thanked the board members for their support and efforts in behalf of their institutions. The DFO adjourned the meeting at 3:15pm on Thursday, October 15th, 2015.



Lee F. Gunn, Board Chairman

Enclosure (1)



Board of Advisors



*Naval Postgraduate School and the
Naval War College*

Meeting Agenda 14 - 15 October 2015

As of 10/14/2015

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: Dr. Katherine McGrady, President and CNO of CNA
·3003 Washington Boulevard, Arlington, VA 22201

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

Navy Uniform: Khaki (Service Equivalent)

Civilian Dress: Business dress (Jacket/Tie)

For Social Hour/Joint Session: Jacket/Tie

Designated Federal Officer: Ms. Jaye Panza (831) 656-2514 (office) or (831) 402-0587 (mobile)

Alternate Designated Federal Officer: Mr. Rick Menard (401) 841-3589 (office) or (401) 871-1324 (mobile)

Attendees:

NPS/NWC Board Members:

Dr. Gordon Adams (NPS/NWC)

Ambassador Reuben Brigety, II (NWC)

VADM David Frost, USN Retired (NPS)

VADM Lee Gunn, USN Retired (NPS/NWC, NPS)

Dr. Christopher Jehn (NWC)

Dr. E. Jan Kehoe (NPS)

Dr. Katherine McGrady (NPS/NWC)

Ambassador Nancy Soderberg (NPS/NWC, NWC)

Honorable G. Kim Wincup (NPS)

Ex-officio members

Mr. Scott Lutterloh, for VADM William Moran, USN, CNO - MPT&E, (NPS/NWC, NPS)

Dr. Walter Jones, for RADM Mathias Wirtter, USN, Office of Naval Research (NPS)

Dr. Sivaguru Sritharan, for Lt Gen Steven Kwast, Air University (NPS)

COL Mitch McCarthy, USMC, for USMC TECOM (NPS/NWC)

NPS Staff:

VADM Ronald Route, USN Retired, President
Dr. James Newman, Provost
LT Matt Colpitts, USN
Mr. Joe LoPiccolo, Chief Information Officer
Ms. Sheryl Burgmann, Human Resources Specialist

NWC Staff:

RADM Gardner Howe, USN President
Dr. Lewis Duncan, Provost
Dr. Tom Bayley, College of Operational & Strategic Leadership
Professor Tom Culora, Dean, Center for Naval Warfare Studies
Dr. Jay Hickey, Associate Provost
Mr. Richard Menard, Chief of Staff to the Provost
Dr. Tim Schultz, Acting Dean of Academic Affairs

AFIT Representative:

CAPT Justin Shineman, USN

Designated Federal Official:

Ms. Jaye Panza, NPS Management Analyst

Honored Guests:

Ms. Anne Rathmell Davis, Acting Assistant Secretary of Navy (Manpower and Reserve Affairs)
Admiral Michelle Howard, USN, Vice Chief of Naval Operations
Vice Admiral Robert L. Thomas, Jr. USN, Director, Navy Staff

TUESDAY, 13 October 2015

Time	Event	Location
Various Times	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

WEDNESDAY, 14 October 2015

Time	Event	Location
9:15 am 9:30 am	Depart Hotel for C N A	ACS Shuttle to 3003 Washington Blvd Arlington, VA
9:30 am	Breakfast Basket and Fruit Tray	C N A 2 nd Floor Boardroom
10:00 am	  Joint NPS/NWC Boards Meet <ul style="list-style-type: none"> ➤ Welcome/Introductions/Chairman Instructions ➤ Swearing in of Non-federal Members/Ethics Review 	

11:00 am



Naval War College Subcommittee Meeting Begins

- Accreditation/Space/(P-479)
- Research Center Update

12:00 pm

Working Lunch for Board Members and Participants

- Board Discussion

1:00 pm

Break

1:15 pm

Subcommittee Meeting Continues

- NWC Participation in Defense Planning Guidance Process
- Leader Development Continuum

3:00 pm

Break

3:15 pm

Board Discussion

4:30 pm

Meeting Adjourns until 6:00pm

ACS Shuttle

4:30 pm

Depart C N A for Hotel

4:45 pm

6:00 pm

Depart Hotel for Dinner Meeting at Boulevard Woodgrill

ACS Shuttle to
2901 Wilson Blvd.
Arlington, VA

6:30 pm

6:00 pm

Social Hour

7:00 pm



Joint NPS/NWC Boards Dinner Meeting Begins

Boulevard Woodgrill

8:30 pm

Dinner Meeting Adjourns

8:30 pm

Depart Boulevard Woodgrill for Hotel

ACS Shuttle to Hotel
1401 N. Adams Street
Arlington, VA 2201

8:45 pm

Return to Hotel – Evening at Leisure

THURSDAY, 15 October 2015

Time

Event

Location

8:15 am

Depart Hotel for C N A

ACS Shuttle to

8:30 am

3003 Washington Blvd.
Arlington, VA 22201

8:30 am

Continental Breakfast

C N A
2nd Floor Boardroom

9:00 am



Naval Postgraduate School Subcommittee Begins

- NPS Mission and Strategy
- End Strength/FTE Update

11:30 am

Break

12:00 pm

Working Lunch for Board Members and Participants

- Board Discussion

1:00 pm

Break

1:15 pm

Board Meeting Continues

- NPS Program Direction
- IG Update
- Cyber Security-IT Risks Update

3:00 pm

Meeting Adjourned

3:00 pm

Depart C N A for Hotel or Airport

ACS Shuttle to Hotel

3:15 pm

Taxi or Metro to
Airport

**BOARD OF ADVISORS TO THE PRESIDENTS OF THE NAVAL POSTGRADUATE
SCHOOL AND THE NAVAL WAR COLLEGE
OBSERVATIONS, RECOMMENDATIONS, REQUESTS**

Naval War College

Observation NWC10-2015-01: Department of Navy makes huge investment in the Naval War College. Navy has, in the College a high quality institution that provides truly relevant intellectual value for the development of leaders. If the Navy doesn't get full value from these educational investments, it's at least in part because the number of Navy officers attending NWC is too small, or because too many of those who do attend are not competitive (based on their records) for advancement or for assignment to key, impactful positions, or are too close to the ends of their careers.

Observation NWC10-2015-02: Regarding JPME/Officer Development: Defence Planning Guidance asked an important question. Are graduates "intellectually prepared to contend with increasingly sophisticated adversaries . . .?" The question may have been prompted by difficulties in finding effective strategies in recent complex conflicts.

• **Recommendation NWC10-2015-01:** NWC certainly thinks carefully about this issue and is willing to be self-critical in measuring results. But based on material presented, a qualitative answer to the question was not provided and there appears to be room for more innovative approaches to improving results in this area. This will be a topic of further discussion at April's meeting of the NWC subcommittee.

Observation NWC10-2015-03: In light of questionable performance outcomes in the field—Afghan T & E; Iraq T & E; Syrian opposition T & E, Mali coup; Burkina Faso coup attempt—it is timely to start designing performance measures for our professional education of non-American military officers. There has not historically been anything approaching a systematic evaluation of the outcomes of these expensive efforts. We talk of numbers of people, countries, but these are all input measures. Are we getting what we want, or expect, in terms of performance outcomes? What is it we want? Are our desired outcomes achieved in five, ten, twenty years, or ever? NPS/NWC could be leaders in performing such evaluations (perhaps informing discussions of other FMS initiatives too) and the possible redesign of programs tailored to outcomes/goals.

Recommendation NWC10-2015-02: Consider establishing a Faculty Council at the NWC in order to enhance transparency of leaders' decisions and shared faculty/administrative governance.

Recommendation NWC10-2015-03: There is presently no tenure process for faculty at the NWC. Consider establishing one in line with the American Association of University Professionals (AAUP).

Request NWC10-2015-01: The Board requests NWC develop a way for students and graduates to report the learning obstacles they encounter(ed) at NWC? What ideas, then, does NWC have for removing those obstacles and sharing results with the entire NWC community?

Naval Postgraduate School

Observation NPS10-2015-01: The previous meeting of the NPS sub-committee was held eighteen months ago in April 2014 in Monterey. As a result of discussions with faculty, students and staff at that meeting, the sub-committee became concerned about faculty morale. A number of factors had combined by that time that negatively affected faculty attitudes. While the President and his staff were doing everything within their authority to address the issue, there was evidence the problem would continue and possibly get worse. As a result, the board wrote a letter to the Secretary of the Navy describing the issue as we knew it and making recommendations. No reply to the letter was received.

Subsequently, the appointments of most sub-committee members expired so the sub-committee could not meet until appointments were renewed and no follow up was possible. The October 2015 meeting was held in Washington, DC. Developments regarding faculty morale in the interval between meetings were discussed. Since faculty and student interviews were not possible due to the location of the meeting, however, conclusions regarding the current state of faculty morale could not be reached. The sub-committee intends to revisit the issue at the next meeting scheduled in April at Monterey.

Request NPS10-2015-01: The position of Provost is an important one at NPS. The former Provost resigned unexpectedly after a short tenure. The sub-committee requested to be kept informed on the effort to find a new Provost. President Route agreed to

keep the board abreast of the NPS Provost Search Committee's efforts and will engage the Board for their assistance in reviewing the nominations and candidates.

Observation NPS10-2015-02: The size of the NPS staff (primarily the number of authorized FTEs) has been under review for more than two years. This issue directly affects to the scope and quality of activities the School can undertake. The uncertainty surrounding the review process is also a factor in faculty morale. The sub-committee was briefed on the status. We are aware that this issue is being actively addressed at the School, the Navy staff, and the office of the Secretary. The sub-committee will review the issue again at the April 2016 meeting. Recommendations will be made at that time if appropriate.

Enclosure (2)