

June 9, 2012

Naval War College Board of Advisors Subcommittee Meeting
12 – 13 April 2012
Newport, Rhode Island

Board Members:

Professor Paul Bracken, Ph.D.
Major General Raymond C. Fox, USMC
Dr. Robert L. Pfaltzgraff, Jr.
Ambassador Nancy Soderberg, (Ret)
Vice Admiral Scott R. Van Buskirk, USN

Invited Attendees:

VADM Lee F. Gunn, USN (Ret), Parent Committee Chair
Dr. Reuben E. Brigety II, Prospective Member
Dr. David S. C. Chu, Prospective Member
Rear Admiral John N. Christenson, USN, President, Naval War College
Ambassador Mary Ann Peters (Ret), Provost, Naval War College

Designated Federal Official:

Ms. Jaye Panza
Mr. Richard Menard, Alternate Designated Federal Official

Thursday, 12 April 2012

Attendees were invited to attend an Address to NWC Students given by General Martin Dempsey, USA, Chairman, Joint Chiefs of Staff. General Dempsey told students how important the profession of arms was to him. He also spoke of future budget challenges (asking the audience also to think of the US military needed in 2020 and look back at the actions needed to obtain that military). Board members and invited attendees were guests at a luncheon with General Dempsey and the Stockdale Leadership Group. General Dempsey spoke of the Afghanistan transition, as well as his concern over unfavorable things that cause the public to lose respect/support for our mission. Those are: civil military leaders becoming political; engaging with special interest groups; hazing/sexual assault and non-adjudication thereof; and former senior military leaders using their former titles (as if speaking officially) publicly.

Board Members were treated to a tour of the NWC campus and museum by Professor John Hattendorf.

NWC Faculty invited to participate in afternoon Board discussions were Professors Jim Holmes and Drew Winner, Ambassador Deborah Jones and Dean John Garofano.

Defense Strategic Guidance/Emerging Priorities

Board members discussed the recently issued Department of Defense strategic guidance articulating priorities for a 21st century defense that sustains U.S. global leadership.

Regarding how science & technology are integrated into the NWC program, one issue is that NWC doesn't have sufficient time in the curriculum (or sufficient faculty) to cover all the topics relevant to security studies, such as economics, energy and environment.

It is also important to teach skills that make it possible to operate across cultures. Global war gaming is important in this regard. Dr. Bracken recommends taking account of all NWC assets, some of which (like the presence of international students) are underutilized. Dr. Brigety spoke of piracy off the coast of Africa where there are large gas/oil reserves. We need more attention global attention especially to Somalia.

Leadership Development Discussion:

Dr. Bracken sparked the discussion by asking "What is the NWC's definition of leadership." There was agreement that rules have changed. Present day mistakes being made are in the realm of personal misconduct (vice ships running aground, etc). Ethics is critical to developing leaders. Other issues that provided food for thought included how leadership development is tied to fleet priorities and how the Navy awards NWC (and NPS) degrees.

VADM Van Buskirk noted that most officers are not going to be commanding officers. Are we developing Cos, or leaders? Great leaders are self-aware and will ask themselves: "How do my behavior and my choices affect the people I am leading?" VADM Van Buskirk also wondered aloud if we are dealing with leadership issues or behavioral issues?

It was pointed out that the Army requires officers to attend Command and General Staff College at Fort Leavenworth if they want to be promoted but there is no similar model for the Navy. Navy officers' careers focus on operational competence in a particular skill set. The board wondered if it would be possible for the Navy to send every officer to NWC for the study of history, for decision-making, problem-solving, etc.

Need more study of our Leadership Path. Focus on Leadership vs. Management; and on complexity.

VADM Gunn's opinion is that great leaders are already self-aware by the time they are mid-grade officers and that we should focus more on their hits as opposed to misses in our instructional practices.

President Christenson's three leadership priorities: 1) officers who know military history and the strategy of conflict/war; 2) officers who understand how national security policy is formulated; and 3) officers competent at the operational level of war.

The board asked about geographic bachelors: If the spouses won't come, why? This will be addressed in future meetings.

Dr. Pfaltzgraff pointed out that leaders decide what is to be done; managers get it done.

Meeting was adjourned for the day at 1600. A dinner hosted by President Christianson followed.

Friday, 13 April 2012

Faculty Diversity

Faculty/Staff who participated in the discussion were Professors Olenda Johnson and Paul St Laurent and Dean of Students CAPT Ray Keledei.

Current enrollment ~600 students of whom 1 in 6 is an international student; 80% are white and 10% are women (mostly civilian).

A member suggested that, if NWC is not getting the results it wants, perhaps we should ask different questions. Dr. Bracken asked if the problem of diversity in the student body could be "gamed out". Dr. Pfaltzgraff pointed out that civilian institutions also have difficulty recruiting minority faculty.

Dr. Johnson suggested more mentoring of faculty. She pointed to research showing that cross-race mentoring has proven to be effective.

Dr. Brigety noted that the reality is that there are too few minorities in the PoliSci pool. There are two ways to attract a diverse faculty: 1) target directly; 2) target students who could come back later (or stay on). He suggested that NWC could ask CNP for a list of every female/minority officer getting a graduate degree with a 3.5 GPA or better and send those officers letters asking them to consider joining the NWC faculty.

Dr. Johnson suggested the College take it one step further – think 20 years out and decide how it wants to look then; she also suggested involving the naysayers in discussing routes to a solution.

Education and Research Priorities

Several aspects of cyber were raised, including the importance of international law. Water and Climate Research are emerging issues but not yet priorities. Dr. Soderberg suggested they should be. She recommends sharing OSD Indian Ocean Strategy, South China Sea, (and any other non-classified) studies.

Admiral Van Buskirk shared his thoughts on the Law of the Sea. What are the lines in the sea, battle spacing, maneuverability? Territorializing the sea is not a good idea. Human nature doesn't change, which suggests that war is inevitable.

Wrap-Up Discussion:

Dr. Bracken's recommended three priorities: 1) nuclear weapons, nonproliferation and deterrence; 2) defense economics and, 3) acquisition and how to prioritize resources based on priorities.

Dr. Pfaltzgraff believes a strong distance learning program enables the College to tap into a market of people we should reach out to.

Board believes the Navy should sculpt a naval officer's career – go to NPS first, and NWC later in career.

Parent Committee Chair, VADM (ret) Lee Gunn gave closing remarks about future meeting logistics, board member renewals, board term limits, and new nominations. Board members said they would like a roster of all committee members and member contact information.

Next NWC Subcommittee meeting will be held on 18 October 2012 in Washington, DC in conjunction with the Parent Committee. Next NWC Newport, RI meeting will be held 11-12 April 2013.

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

Agenda for NPS/NWC Board of Advisors

NWC Subcommittee

12 – 13 April 2012

Thursday, 12 April 2012

- | | |
|-------------|---|
| 0830-0930 | Morning Refreshments (Turner Conference Room) |
| 0930 – 1045 | (Optional) Attend Address by GEN Martin Dempsey, USA
Chairman, of the Joint Chiefs of Staff (CJCS) |
| 1100 – 1200 | (Optional) Walking Tour of the NWC Campus |
| 1215 – 1345 | Lunch w/ CJCS, President, Provost & Stockdale Leadership Group |
| 1400 – 1600 | Discussion of Recently Issued Defense Guidance |
| 1800 – 2100 | Dinner at President's Quarters (Qtrs AA) |

Friday 13, April 2012

- | | |
|-------------|---|
| 0800 – 0830 | Continental Breakfast |
| 0830 – 1000 | Faculty and Student Diversity |
| 1030 – 1200 | Education and Research Priorities in the 21 st Century |
| 1200 – 1330 | Lunch w/ Students (Café) |
| 1400 – 1500 | Open Discussion Period |
| 1500 | Adjourn |