

Board of Advisors to the Presidents of the Naval Postgraduate School (NPS) and Naval War College (NWC) Board of Advisors Meeting Minutes

19 February 2014 / 12noon – 5:00pm (NWC Subcommittee)
20 February 2014 / 9:00am – 3:00pm (NPS Subcommittee)

4825 Mark Center Drive
Main Floor Multi-Purpose Room
Alexandria, VA

Board Members (or ex-officio alternate) Attending Meeting:

- | | |
|---------------------------|-------------------------------------|
| 1. Lee F. Gunn | 10. Walter Anderson |
| 2. Elisabeth Pate-Cornell | 11. David Fadok |
| 3. Paul Bracken | 12. Robert Fossum |
| 4. Thomas Murray | 13. Jan Kehoe |
| 5. Gordon Adams | 14. Kim Wincup |
| 6. Katherine McGrady | 15. Scott Lutterloh (for CNP/MPT&E) |
| 7. Christopher Jehn | 16. Walter Jones (for ONR) |
| 8. Jack Borsting | 17. David Funk (for AWC) |
| 9. David Frost | |

Board Members Absent:

1. Michael Bayer
2. Nancy Soderberg
3. Robert Pfaltzgraff

Guests Attending and NPS/NWC Staff:

- | | |
|---------------------------------------|------------------------------|
| 1. Russell Beland, Deputy ASN for MMP | 10. Walter "Ted" Carter, NWC |
| 2. Todd Stewart, AFIT | 11. Richard Menard, NWC |
| 3. Paul Speer, President CNA | 12. Leslie Sloodmaker, NWC |
| 4. Robert Murray, CEO of CNA | 13. James Kelly, NWC |
| 5. Ronald Route, NPS | 14. John Garofano, NWC |
| 6. Douglas Hensler, NPS | 15. Bill Spain, NWC |
| 7. Jerry Cannon, NPS | 16. Renata Turner, AU |
| 8. Jeremy Myers, NPS | 17. Juan Garcia, ASN M&RA |
| 9. Ernest Beinhart, NPS NCR | 18. Jacquelyn Panza, DFO |

Board Activities and Discussions

Wednesday, 19 February 2014

The day was devoted to activity and discussion on matters concerning the Naval War College. The meeting agenda is attached. The Designated Federal Official called the meeting to order at 12noon. In accordance with the Overarching NPS/NWC BOA Charter the Board Chairman, Lee Gunn presided over the meeting and informed the

Board members that this meeting was open to the public and was announced in the *Federal Register* on January 23, 2014 (Vol 79, No 15) and a corrected announcement (meeting location change) in the *Federal Register* on January 31, 2014 (Vol 79, No 21). After introductions of board members and all visitors, President Naval War College, RADM Ted Carter briefed the board on his reflections during his first six months at NWC. NWC is in its 130th year and growth remains steady. The linkage to the fleet is strong and getting stronger. There has been 120 years of war gaming performed by students at NWC.

RADM Carter announced that the Admiral Chester Nimitz war papers will be released by NWC electronically on February 24, 2014. There will be 8 volumes. This is quite an exciting time for NWC.

Board Members asked about Faculty and Staff morale. RADM Carter stressed that NWC is doing its best to protect its staff and faculty in light of furlough, sequestration, and other morale issues (i.e., having no tenure program). NWC has a committee looking into a tenure program. Faculty at NWC are evaluated every year and are given feedback. Current term lengths of faculty appointments are 5 years, however there are some faculty on 2-year appointments. NWC feels any bit of predictability benefits faculty and attracts new faculty. Currently, NWC is short ten faculty (vacancies), but looking at End Strength numbers and looking at contracting out some faculty labor.

The President NWC also related that the school has a good, very healthy relationship with the NWC Foundation. NWC has five endowed Chair positions which programs are being partially funded by NWC Foundation (not Chair salaries).

NWC is tracking what students are being educated in. Need to build the right Demand Signal in order to educate in the "right" areas. Identify these areas before the students walk in the door. There has been a slightly lower/reduction in student throughput.

As mentioned in previous board meetings, NWC has been designated by the CNO to take charge of all Leadership and Ethics Training and Education for the Navy. The Senior Enlisted Academy is also located at NWC and is doing well.

The President NWC will brief the board on IG outcomes as soon as those are available—or at the next board meeting, but foresees no issues at this time.

Dean James Kelly then briefed the board members on some War Gaming activities and operations and cited several examples.

Professor Bill Spain spoke to the board members about the upcoming NEASC Accreditation. NWC is in the self-study phase now and the accreditation team will come out to visit the campus Spring 2015. NPS Board member, Jan Kehoe suggested that the NWC work now with the accreditation team on the various caveats afforded to military schools. NWC was unaware that they could request this and were grateful for this advice.

Professor Spain gave an update on the facilities and the need for repairs to some buildings and needs for new buildings to accommodate existing programs.

Topics discussed for the board's report to the Secretary include:

Infrastructure – MILCON – Facilities
Strategic Studies Group and Command Leadership School
Value of Education for intermediate and senior officers
Faculty Development
Quantity and Quality of Students
Need for planners in the Navy
Portable Classified War Gaming

The Secretary of the Navy was scheduled to speak to the board members during this time, but had a conflict at the last minute and sent his sincerely apologies. Meeting was adjourned for the day at 5:00pm.

There was a dinner meeting held at 7:00pm and the Assistant Secretary of the Navy for MPT&E spoke to the board members and attendees for 30-40 minutes. He had a question and answer period. ASN Juan Garcia first addressed his remarks toward the NWC. The Secretary of the Navy is still committed to the Senior Enlisted Academy—all Chiefs will go to NWC. Also supports the CNO's announcement that the NWC IS the Navy's leadership concentration center.

The majority of ASN Garcia's remarks focused on the NPS. He began his remarks by announcing the news that Rear Admiral Jan Tighe will be promoted to Vice Admiral and be assigned to take over the 10th Fleet. Prior to this assignment, she was interim President of NPS. He gave an update on the IG Working Group. Of the 89 IG issues only 3 personnel-related issues are pending. All should be wrapped up within the next few weeks. He explained that the Secretary worked very diligently in finding the best leadership team for NPS in Ron Route and Doug Hensler. ASN believes the present restructure of the NPS organization is fine. The working group felt that the role of research at NPS was proper and did not detract from the NPS mission. Research is a critical strength of NPS. Working group feels the business model is appropriate and that the mission statement is consistent with Title 10.

ASN Garcia realizes that the Indirect Cost Recovery was a problem and feels that this issue will soon be resolved.

ASN Garcia told the board members that the Secretary of the Navy is still committed to NPS and feels that NPS is a jewel—uniquely precious to the navy. There is no intent to scale down graduate education for the navy. The Chief of Naval Operations remains NPS oversight (and not the SECNAV).

Speaking specifically about the memo (SECNAV Memo of 24 Jan 2013) outlining the advisory responsibilities of the board of advisors. There has been rethinking of this memo as it was a result in the aftermath after the IG report.

The dinner portion of the meeting adjourned at approximately 8:30pm.

Thursday, 20 February 2014

This day's focus was on matters related to the Naval Postgraduate School. The board members reviewed SECNAVINST 1524.2B before beginning the day's briefings. President Route described the new NPS organizational structure and leadership roles. He provided some faculty and student success stories since October 2013 when he arrived as President of NPS.

President Route indicated that the NPS Strategic Plan is currently under review to "refresh and update". The faculty handbook (Pink Book) is also being reviewed and revised.

President Route spoke of the End Strength issue NPS is facing. Presently, NPS is about 300 over executed on civilian end strength. NPS is working on in-house ways to bring the end strength back into balance, as well as asking navy for some relief. The ES and FTE issue is driven by OSD. More on this issue will be addressed at the next NPS BOA meeting in April in Monterey, CA.

Non DOD-conference participation and travel restrictions for NPS faculty continue to be somewhat problematic. Most travel for conferences are funded by reimbursable sponsors. The board would like to recommend a waiver for non-DoD conference participation for faculty members.

President Route and the board members recognize the tension of trying to operate an educational operation within government regulations. Some metrics used are insufficient; do not mesh well in academic environment. With some constraints, sometime you cannot manage well.

President Route indicated that current NPS response (as well as the Working Group response) to the IG report findings will be available in the April timeframe in time for the next BOA meeting.

Mr. Lutterloh indicated that there should be a decision in May 2014 on whether it would be possible to raise End Strength or allow a 'management to budget' approach.

President Route continued provided a snapshot of NPS 2013 Direct Obligation Uses and Reimbursable Obligation Sources. He provided the numbers of current faculty, staff, and students (by service) and gave a breakdown of the total annual NPS operating budget.

In summary, President Route said his focus is shifting away from resolving the immediate issues and toward a more determined look at the future. He asks the question, "What should NPS look like in the future?" He looks forward to working with this Board and values greatly their advice.

Provost Douglas Hensler addressed the Board next and gave an overview on student enrollment (both in resident and distributed learning). He indicated a 5% reduction in student enrollment.

Dr. Hensler provided the board with a breakdown of faculty by type (tenure/tenure track, non-tenure track, military faculty).

He gave an accreditation update: all interim reports or re-accreditation actions are on track.

Provost Hensler also outlined how NPS is responding to Navy Strategy and Navy Education Strategy by providing flexible delivery methods and innovative curricular options in emerging disciplines such as, Cyber Programs; Energy Programs; Strategic Studies; and others. He then highlighted the Naval Studies Program Goals and gave a status update.

A serious concern for NPS leadership continues to be faculty morale. Compensation levels are not competitive with private and public universities. They are somewhat competitive at the junior faculty level, but significantly low at senior faculty levels. Also concerning NPS faculty members were: the negative tone of the recent IG report, Sequestration and Furloughs, Hiring Freeze, Travel Restrictions, End Strength cuts and FTE issues, and Publication restrictions. Some faculty members are frustrated because they are not authorized to replace departed staff. The Board asked about the faculty members who have left NPS since they last met and would like to see the numbers.

Some topics for input in the Report to the Secretary:

Obtain full closure on IG
Morale of faculty and staff and the uncertainty
What is the plan for the E/S, FTE Issue
Need closure of the Indirect Rate Issue
Curriculum Sponsor Involvement in Resources
Faculty Salary Cap, Retention/Relocation/Recruitment Incentives, Cost of Living
Focus on Intellectual Capital
Further discussion on Navy sending enough students into the hard science curricula.
STEM under represented. Make the education fit the career path.

Meeting minutes certified by:

 4/4/14

Lee F. Ginn, Board Chairman



U.S. NAVAL WAR COLLEGE
Est. 1884
NEWPORT, RHODE ISLAND

Naval War College Board of Advisors Subcommittee Meeting

19 February 2014
1200 – 1700

Meeting to be held at:

4825 Mark Center Drive
First Floor/Multi-Purpose Room
Alexandria, VA

Wednesday, 19 February 2014
1200 - 1700

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

<u>Time</u>	<u>Event</u>	<u>Place/Detail/Briefer</u>
1200 – 1215	Call to Order Welcome/Introductions of New Members Select Chair Elect for next meeting	Chairman Leads
1215 – 1330	President's Update (Reflection on first six months/IG Report Summary/ Tenure Committee/Faculty Diversity/Mission Readiness/ Travel & Conference Restrictions)	President Carter
1330 – 1415	LDC/CLS/Ethics Update	Dean Kelly
1415 – 1500	Accreditation Update	Professor Spain
1500 – 1545	Academic & Naval Strategy	Dean Garofano
1545 – 1600	BREAK	
1600 – 1630	Prepare for Secretary of Navy Visit	Chairman Leads (Chairman, PNWC, PNPS meet escort Secretary Mabus into meeting)
1630 – 1645	Secretary of Navy Update	
1645 – 1700	Q & A Time with Secretary Mabus	