

MEETING MINUTES FROM BOARD OF ADVISORS, NWC SUB-COMMITTEE MEETING ON 8 APRIL 2016

BOA Member Attendees: The Honorable Christopher Jehn, Acting Chair; VADM (ret.) Lee Gunn (NPS/NWC Parent Board); Dr. Katherine McGrady (NWC/NPS Parent Board); Mr. Dave Menzen, Representing the DNS; Dr. Reuben Brigety (via telecon); Ms. Jaye Panza, Designated Federal Officer (DFO)

NWC Attendees: RADM Gardner Howe, President; Dr. Lewis Duncan, Provost; Dr. Jay Hickey, Associate Provost; Prof Tom Culora, Dean CNWS; Dr. Phil Haun, Dean of Academics; CAPT John Griffin, Dean of Students; Prof Tom Bayley, Deputy Dean CNWS; Prof Tom Mangold, Dean International Programs; Mr. Rick Menard, Alternate DFO/Chief of Staff to the Provost

DFO called the meeting to order at 0834.

RADM Howe welcomed the participants.

Agenda reviewed.

1. CNWS Update:

Internal Review Adaptations -- Six Months Later

Key recommendations we have addressed or accomplished:

- o Published Annual Research Plan and Year in Review
- o Quarterly Progress Reviews
- o Peer Review Process established and exercised
- o Regular Lectures to the Faculty and Students (increased)
- o Cross Department Communication
- o Reassess Admin Support distribution
- o Budget Transparency
- o Combine Strategic Research Dept and WAR Dept (SORD)

Key recommendations still outstanding:

- o Website Development

- o Expanded engagement outside CNWS and the College
- o Bi-Annual Road Show

Wargaming

- Virtual Community of Practice
- Navy Enterprise Governance
- JMO Curriculum

Dean of Academics Update:

Focusing on the NWC's mission of educating and developing leaders.

The new Dean discussed his leadership philosophy: Leaders 1) provide the vision/set the ethical standards for an organization 2) make the essential decisions, which include the delegation of decision authority to the appropriate level 3) Communicate their vision, ethics, and decisions to persuade those above, below, and alongside the chain of command. The NWC does not teach leadership; rather we take leaders and help develop their leadership skills further by studious reflection on ethics, critical analysis, and extensive practice with oral and written communication.

Addressing the issue from the October 2015 BOA with reference to overcoming learning obstacles. Reinforcing the issue of the quality of officers with a discussion of the changing representation of the officer corps, in part due to 9/11, with the Services' increased reliance on prior-enlisted now serving as mid-career officers. These officers benefited from their experience in the ranks, but many received degrees thru on-line and night course work and did not have the benefit of a traditional in-residence 4 year degree through the Academy or ROTC. These officers are now at the age of attending the NWC. Some of these officers have not developed adequate reading, writing, and research skills. As a result, some of these officers are challenged to meet the standards of a graduate education. To address this issue the NWC has taken several actions.

The new Writing Center is charged with proactive engagement with the incoming student body. The new Director and the new Professor of the Writing Center were in large part selected for not only their experience in writing, but also their ability to build and oversee programs. The intention is to identify at-risk students at the commencement of classes and develop programs to assist their transition into graduate work. The Writing Center will focus not only on students, but also on faculty development, as many military faculty have not had prior experience in teaching writing skills to students. The Writing Center will also examine the curriculum with regard to writing assignments to coordinate the different writing assignments in the curriculum. There has been an increased emphasis on active/experiential learning, the most noted examples being NSA's FX and the JMO ILC course's new syllabi which employ wargaming as a capstone event.

- Continued focus on improving the connections across departments, the NWC, and with other institutions.
The initiation of a faculty exchange between NSA and S&P last fall was a success and faculty have been identified to continue the exchange for next year. Investigating exchanges between deaneries and NWC at NPS.
- The integration of CDE faculty into the teaching of the departments ILC courses to facilitate the communication between departments and to identify challenges with translating the residence syllabi into distance learning formats.
- The commencement of a PostDoc fellowship in Strategy and Policy with the intention of reinstating the fellowships that used to take place with the SECNAV fellows program. The intent is to increase networking with top graduate programs by providing their students with postdoc opportunities.
- Distinguished Visiting Professor in Economics in NSA. Provide sabbatical opportunities at Newport for civilian faculty. Increase emphasis on economics by bringing in professors from a variety of fields that can emphasize the relationship between economics and international security.

College of Operational and Strategic Leadership Update:

COSL remains focused on supporting “Combat Readiness” mission of the NWC. This goes back to 2005 when CNO was interested in “reinvigorating the operational level of war” for the Navy (and recognizing that Goldwater-Nichols had shifted responsibility for Navy operations to the Fleet Commanders via the Combatant Commanders (vice CNO). This focus brought about the Maritime Operations Center (MOC) concept for our fleet headquarters which NWC was instrumental in working with the Fleet to bring about as NWC was only Navy institution focused above the tactical level. Additionally, tasking was to examine developing leaders for the future above the tactical level.

Since our last meeting, our courses remain fully engaged in supporting needs of the Fleet. Glad to report that this FY we officially started the 11 week Maritime Operational Planner's Course (MOPC) as it became a program of record for FY16 for NWC. It is currently in session with over two dozen students who will be planners going back to the fleet after 5 May. This year we will convene one class, eventually growing to three classes per year.

Our 1-week Executive Level Operational Level of War Course (ELOC) continues for O-6's at Fleet Headquarters and will start next week. Although not officially funded by OPNAV, we continue to operate this course to address heavy demand by Fleet Commanders for their O-6's. This also has proved to be a great networking opportunity which bore fruit for us in Humanitarian Assistance/Disaster Relief (HA/DR) learning when a Reserve O-6 attended the course two years ago. In his civilian role, he is the Assistant Director of the Harvard Humanitarian Initiative (HHI) that works on the civilian side of HA/DR with NGO's and IO's. This resulted in an MOU with HHI where we support each other's courses and will include a joint student field exercise at the end of the month simulating a HA crisis requiring both military

and civilian responses. This HA/DR effort at NWC has also branched out with partnerships at Yale School of Public Health, Stanford Hoover Institute, MIT Lincoln Labs, Uniformed Services University of the Health Sciences, Oxford, and the UN. Additionally, two of our faculty have been requested to serve on a Drafting Committee and Advisory Group which is developing new guidelines for Civil-Military Standards within the UN.

Our Assist & Assessment Team (AAT) remains out and about with our fleet, gaining insights and assisting our fleet headquarters around the globe. We currently have a large contingent in Bahrain, supporting the Fifth Fleet Commander's efforts in the International Mine Countermeasures Exercise involving over 40 countries. The AAT continues to serve a vital role in gathering and sharing knowledge about Navy operations across the fleet as well as bringing information back to NWC for keeping curriculum current, credible, and relevant with the latest issues and insights.

COSL is heavily invested across NWC. Next week essentially all our people in Operational Level Programs who are in town will be supporting JMO classes in understanding Maritime C2 and the role of the MOCs. Our Stockdale Chair of Military Ethics is working with the DOAA faculty in updating core curricula to better address the area of military ethics. Additionally, we have loaned faculty members to MAWS and JMO to support faculty shortages this academic year.

On the Leadership & Ethics (L&E) side of COSL, we remain actively engaged in supporting PNWC in his responsibility to the CNO for leader development in the Navy. This includes chairing the FO level Leader Development Continuum Council (LDCC) with representatives from all Navy communities (as well as the MTPE Enterprise) to bring about a Fleet Centered Leader Development (FCLD). PNWC continues this effort with frequent dialogue with the CNO as this effort serves a foundational effort of the Navy's recent "Design for Maintaining Maritime Security" concept. We also maintain a regular dialogue as the Navy's rep to the Secretary of Defense's Assistant on Military Professionalism (SAMP) as DoD remains focused on improving on the development of our personnel as valuable members of the Profession of Arms.

International Programs Update:

Discussed numbers for next AY. Discussed the development of the Maritime Staff Operators Course (MSOC) for International Officers currently in development, still pending final approval from PNWC. Targeting first class for 2018.

Associate Provost Update:

Dr. Hickey gave a short overview of the College's three lines of educational effort and the rigorous "culture of self-assessment" it has developed to continually improve the programs of instruction. He then noted that, since 2013 the College has undergone four major external reviews by the Navy, our regional accrediting body, and the Joint Staff. Since the last Board meeting, the final review by the Joint Staff took place.

In November, the College of Naval Command and Staff and the College of Distance Education, the resident and non-resident intermediate-level programs were examined by the Joint Staff (J-7) and a team of peer examiners. Both programs were fully reaccredited for six years, the maximum possible. The programs were seen to be providing a high quality joint education and the quality of the faculty was specifically acknowledged. Some concerns were raised regarding military faculty qualification and service mix, a known issue that the College is working with the Joint Staff to mitigate. Additionally, multiple inspections have raised concerns about institutional agility given increased demand on the College's talent and resources.

A short update on the ongoing Defense Planning Guidance review of academic rigor was provided. Of note, the initiative to "normalize academic life for civilian faculty," first articulated by the College, has gained considerable traction with the other PME institutions and is actively being worked by OSD and the Joint Staff. Conference approval remains an issue for some and initiatives are also being worked to refine copyright law for PME academics. It remains to be seen how ongoing Goldwater-Nichols Act (GNA) reform currently underway within OSD and on the Hill will impact any of these initiatives.

Annually, the Naval War College Foundation provides a significant contribution to the College, providing a "margin of excellence" above and beyond what normal operating funds will allow. For this calendar year, the total gift was more than \$1.2 million. These resources currently fund five endowed chairs, a number of academic conferences, outreach opportunities and, significantly, provided more than \$200,000 in funds for ongoing faculty development. One challenge, however, is that current regulations limit what the College can do in support of the Foundation. To help solidify this relationship, the College is developing a legislative proposal which could potentially result in a change to the Joint Ethics Regulation thus allowing the College to formally endorse the Foundation.

Strategic Issues Discussion:

Topics included student selection for in-residence JPME. The Navy process vs. other services; ways to improve the quality of the student body; and changing the culture surrounding "taking a year off" for school.

Provost Duncan discussed the neuro-science of learning and how we need to explore how we can improve the learning process for our students, by including more war gaming and experiential learning experiences.

The Associate Provost provided a short review of the significant mission growth the College has experienced in the last decade and a half. In addition to workload concerns, on the part of both faculty and staff, the College is finding its infrastructure strained to capacity. The College is currently utilizing space in building deemed substandard or not economically feasible to repair/upgrade. One possible solution, the construction of the P-479 academic building remains in the FY-19 installations plan, but given current budgetary strain may be at considerable risk.

To highlight how the College is struggling under the cumulative stress of incremental mission growth, and periodic downward budgetary pressures, the Associate Provost examined the impact of these twin challenges with relation to FY-17. Over the last five years, the College was POM'd for \$15.8 million of mission growth. During this same period, periodic "takes" resulted in a loss of \$8.8M in top-line budget. Effectively, the College will enter FY-17, if no other changes occur, with \$7.0M of funding (44%) to undertake \$15.8M of new missions. While the organization has found efficiencies to cover much of the shortfall, it will enter the year with roughly \$2.5M less than required to accomplish mission – hard choices will need to be made.

Meeting concluded with a discussion of the Board's role and Board members' expectations regarding their contribution. The erratic nature of the Board's authorization and meeting schedule was cited as a hindrance to effective use of the Board. Board members are concerned that Navy leadership may not value their potential contribution. NWC leadership present emphasized their strong interest in a productive Board. For example, NWC leadership and Board members could propose and discuss challenging issues facing NWC, particularly, but not only, those where Board-member expertise and experience would be especially valuable. Board members welcomed that idea and suggested that such discussion would be most productive at the time of a meeting if Board members were given a concise statement of the issue and appropriate background material well in advance of the meeting.

Finally, several Board members raised issues they had heard at their lunch with NWC students. Most important, students had noted one of the most valuable courses they took was "Critical Thinking." That led the Board to wonder whether the critical thinking course is an elective and if it is, why? Given that critical thinking/thought is a stated educational outcome for both the intermediate and senior programs, it would be useful at a future meeting to hear from faculty or NWC leadership how critical thinking skills are incorporated in the curriculum.

The Board Chair welcomed any comments or remarks from the public. There being none, the Chair gave concluding remarks and the DFO adjourned the meeting.

Meeting Minutes certified: Christopher John
CHRISTOPHER JOHN
26 MAY 2016

DRAFT

BOARD OF ADVISORS AGENDA

7-8 APRIL 2016

(Current as of 14 March 2016)

Thursday, 7 April 2016

- 1700 Evening Lecture – Mr. Steve Spear, author of *The High Velocity Edge*
- 1830 Reception Qtrs AA (By Invitation)

Friday, 8 April 2016

- 0800-0830 Welcome and Morning Refreshments (C-210)
- 0830-1000 College Update w/ Deans Part 1 (C-210)
- 1015-1130 JMO Seminars
- 1145-1315 Lunch w/ Students (Mahan Rotunda)
- 1315-1400 Tour ending at Learning Commons (LC) (Prof Hattendorf)
- Short presentation from IRD and Library Directors on LC Concept
- 1400-1430 NWC Foundation (C-210) Executive Director / Mike Sherlock
- 1430-1600 College Update Part 2 (C-210)
- Strategic Issues, High Velocity Learning, Re-inventing the College
- Gaming & Simulation
 - High Velocity Learning
 - Prioritizing our Missions
 - Prioritizing Resources
- 1600-1630 Board Business (C-210)
- The Board's Expectations
 - Future Members
 - Cycle of Membership
 - Tee-up October Meeting: "Re-conceiving the College", aka "Erase that Blackboard"

U.S. Naval War College Evening Lecture Series

Spruance Auditorium, U.S. Naval War College, Newport, RI



Announcing a lecture by

Steven J. Spear

Author, *The High Velocity Edge*

Thursday, April 7, 2016

5:00 – 6:30 p.m.

Today, sustainable competitive advantage has to be won by creating the internal capacity to improve and innovate – fast and without letup. Steve Spear will share his insights on what separates high-performing organizations in a complex and fast-moving environment. His assessment, that high-performing organizations outlearn their competition, has valuable lessons for the military.

Steven J. Spear is a Senior Lecturer at the MIT Sloan School of Management and is a Senior Fellow at the Institute for Healthcare Improvement. His book, *The High Velocity Edge*, has won numerous awards including the Philip Crosby Medal from the American Society for Quality (ASQ) in 2011.

Spear is an internationally-recognized expert about leadership, innovation, and operational excellence, and he is an authority on how select companies—in high tech and heavy industry, design and production, manufacturing and services—generate unmatched performance by converting improvement and innovation from the rare kiss of inspiration to repeatable, broad-based, skill-based disciplines.

Spear's research has been exceptionally well acknowledged with five Shingo Prizes and a McKinsey award from Harvard Business Review. Spear's "Decoding the DNA of the Toyota Production System" and "Learning to Lead at Toyota," are part of the lean manufacturing canon. His "Fixing Healthcare from the Inside, Today" and articles in *Annals of Internal Medicine* and *Academic Medicine* have been on the forefront in health care improvement. He has contributed to the Boston Globe and New York Times, has appeared on Bloomberg TV and radio, CBS, and elsewhere. His clients have included well-known corporations like Intel, Lockheed Martin, Intuit, Novelis, Alcoa, General Electric, Memorial Sloan Kettering, and Beth Israel Deaconess Medical Center.

Among other accomplishments, Spear helped the Pittsburgh Regional Healthcare Initiative create its 'Perfecting Patient Care System.' That has been credited with eliminating horrible complications like central line infections and thereby improving care quality while reducing cost. The Alcoa Business System, which he helped design and launch, is regularly credited with hundreds of millions of dollars in annual savings. Other clients have dramatically compressed time and cost for marketing processes, new product development and software design.

Steve Spear's presentation is one of the College's academic year 2015-2016 Contemporary Civilization Lectures. This lecture is sponsored by the Naval War College Foundation through the generosity of Drs. Daniel and Susan Thys in honor of LT Michael P. Murphy, Medal of Honor recipient.