

June 26, 2019

MEETING MINUTES FROM BOARD OF ADVISORS, NWC SUB-COMMITTEE MEETING ON APRIL 4-5, 2019

Board of Advisors Member Attendees: Honorable Christopher Jehn (Chairman, NWC Subcommittee); Mr. David Menzen (OPNAV N12 representing the N1); LtGen (ret) Willie Williams (NWC Subcommittee Member); Dr. David Chu (NWC Subcommittee Member); Dr. Craig College (NWC Subcommittee Member); Dr. Joseph McCarthy (NWC Subcommittee Member); Dr. Katherine McGrady (NPS/NWC Parent Board Member); Dr. Elizabeth Pate-Cornell via telephone (NPS/NWC Parent Board Member); Mr. Steve Deal (Special Assistant to the Under Secretary of the Navy); Ms. Jaye Panza, Designated Federal Officer (DFO); and Dr. Thomas Gibbons, Alternate DFO.

NWC Attendees: RADM Jeffrey Harley; Dr. Lewis Duncan.

Background: RADM Harley, Naval War College President, and Dr. Lewis Duncan, Provost, met with the Naval Postgraduate School-Naval War College Board of Advisors (BOA), Naval War College (NWC) Subcommittee on Thursday, April 4. Following a presentation by Mr. Deal about the Navy's Education for Seapower (E4S) Study, RADM Harley and Provost Duncan provided board members with an update briefing on the College. Subsequently, the BOA members ate lunch with students, received their annual ethics brief from LCDR Dennis Westman, JAGC, USN (SJA), participated in a round-table discussion with RADM Harley and Provost Duncan, and attended a reception at RADM Harley's quarters.

The NWC Sub-Committee reconvened on Friday morning, April 5, to continue the board meeting. LtGen (ret) Williams and Dr. McGrady did not attend this session. Dr. Elizabeth Pate-Cornell participated via phonecon.

Discussion:

Chairman Jehn welcomed the BOA members, RADM Harley, and Provost Duncan.

Chairman Jehn requested that RADM Harley and Provost Duncan provide an information paper on the health of the College's faculty with different categories and metrics including racial, ethnic, and gender diversity. Dr. Chu asked about intellectual diversity among the faculty members. Jehn also requested that meetings with faculty members be a regular agenda item for all future meetings of the BoA.

Chairman Jehn commented that the E4S briefing provided many interesting ideas but there was a lot of work still to be done. In particular, the BoA members believe the new position of Chief Learning Officer should be responsible for a number of key functions necessary to implement the E4S recommendations. Chief among these will be initiatives to change Navy culture to better value education within the Navy. These and other

responsibilities of the CLO will require resources including staff. The BoA believes it cannot overemphasize the importance of the CLO's role and that the CLO receive requisite support from Navy leadership. RADM Harley explained the Navy's goal to "value education" so that the institution does not become minimized by competing budget constraints in the future.

The President also noted that E4S was a zero-sum effort in terms of personnel. Several E4S areas, including the Navy Community College concept, would be challenging because of competing demands for resources. Moreover, until the Navy achieves its goal of valuing education and sees its importance to the fleet, it simply will not be a priority.

Chairman Jehn agreed and commented that the fundamental problem is that the Navy does not reward Sailors who work to improve their education. It will require a sea change in order to fundamentally alter the Navy's culture concerning education. He requested that the College continue to track the quality of USN students in the NWC senior class.

RADM Harley mentioned that there needs to be a forcing function in place to compel officers to seek out educational opportunities, especially JPME, offered at the PME schools. He said that receiving resident graduate education prior to assuming O6 Major Command is a positive step, although he believes Year Group 15 is too distant to have meaning. RADM Harley also supports a selection board across the Navy to select officers for resident JPME education rather than having the communities select their officers.

Dr. Chu told the group the promotion and selection board precepts need to be written to make sure that they are specific enough to be understood and subsequently enforced. RADM Harley reiterated the value of the Navy University system because within E4S the Naval War College is the only institution with a Joint voice.

RADM Harley also highlighted that there were currently four vacancies on the NWC BOA subcommittee. Efforts to get additional BOA members nominated have been unsuccessful because the responsible offices are not accepting the nominations. He solicited BOA members' support in getting vacancies filled.

RADM Harley told the group that the Joint Forces Staff College would have a 75% reduction in billets soon and that the Navy would see an imminent reduction in the number of JPME Phase II quotas there.

One of the BOA members reported that students during lunch had told him to expect a backlash from the other Services because the Navy was not providing Navy students to their institutions. If so, this would affect the new E4S initiatives. Additionally, the lack of Navy students reduces the joint acculturation at those institutions, in turn risking their accreditation.

RADM Harley expressed his thanks to the BOA members for their support for an initiative to keep the President at the College for more than 1-2 years. He believed that the leadership stability has a positive impact on the institution, the faculty, and the students.

Moreover, he requested BOA support an initiative to require future Presidents to be a resident graduate of one of the PME schools (preferably the Naval War College). RADM Harley felt that his experience as a resident student at the NWC was invaluable to him and to the institution.

Chairman Jehn asked the other BOA members if they had anything to add to the discussion.

Dr. McCarthy told the group that he was interested in determining the metrics for success. What do we look for in our NWC graduates at graduation? Additionally, he explained that he had developed a flow chart for faculty planning at Harvard to track academic faculty members throughout their careers.

Dr. College asked about the value of adult education to the Navy.

Chairman Jehn discussed the process and timeline used to select the Navy's new Chief Learning Officer (CLO). He also appreciated the E4S presentation and expressed that he and the other BOA members will be glad to assist with the E4S implementation. Jehn highlighted that funding at NWC seems to remain a challenge and that the Navy could enhance the E4S initiatives by continuing to promote the health and stability of the three flagship institutions. Additionally, he asked the board members, RADM Harley, and Provost Duncan what the board could change to contribute better in the future.

The Board Chairman asked if there were any additional comments from the members or the public. There were no additional comments and the DFO adjourned the meeting at 10:30 AM.

The next meeting of the NWC Subcommittee will be held on October 16, 2019 in Arlington, VA.

Meeting Minutes certified

Christopher Jehn

CHRISTOPHER JEHN

6.26.2019

April 1, 2019

**NWC Board of Advisors Meeting
April 4 – 5, 2019**

Thursday, April 4, 2019

8:45am – 9:00am Welcome by PNWC and Refreshments – Room H-129
9:00am – 10:30am Education for Seapower Presentation by Mr. Deal – Room H-129
10:30am – 10:45am Break
10:45am – 11:45am Meeting w/ PNWC and Provost – Room H-129
11:45am – 12:00pm Break, travel to Strasser Dining Room
12:00pm – 1:15pm Lunch w/ students – Strasser Dining Room
1:15pm – 2:00pm Annual Ethics Brief w/ LCDR Westman – Room H-129
2:00pm – 4:00pm Meeting w/ PNWC and Provost – Room H-129
4:00pm – 5:30pm Personal Time
5:30pm – 7:00pm Reception

Friday, April 5, 2019

8:00am – 8:30am Welcome and Refreshments – Room H-129
8:30am – 11:00am Board Meeting and Discussion – Room H-129
11:00am – 11:15am BOA Photo – Conolly Hall 2nd Floor
11:15am – 12:00pm Lunch – Strasser Dining Room
12:00pm Adjourn

Reminder of Annual Fall Meeting

**October 16 – 17, 2019
Arlington, VA**



Education for **SEAPOWER**

Secretary of the Navy Decisions

Secretary of the Navy
Action Memorandum
<https://www.navy.mil/strategic/EASSECNAV/memo.pdf>
Education for Seapower Report
<https://www.navy.mil/strategic/E4Sfinalreport.pdf>



OPNAV N7 Director of Warfighting Development

- ▶ Strategic leader and Resource Sponsor of Navy Education, Experimentation, Wargaming, and Analytics
- ▶ Partnered with the Marine Deputy Commandant for Combat Development and Integration for greater naval capacity



Chief Learning Officer for Naval Education (DON Secretariat)

- ▶ Senior advisor to SECNAV, CNO, and CMC on all matters regarding naval education
- ▶ SECNAV personal representative for all education programs during the programming and budgeting process
- ▶ Strategic conduit to civilian academia and private sector for increased organizational learning
- ▶ Operational by June 1, 2019



Develop Naval University System

- ▶ Align and orchestrate academic efforts and resources of all naval education activities
- ▶ Enables common strategic intent, enabling integration of technology leadership and strategic studies



Centralized Educational System Technical Advisor

- ▶ Unification of design, development, acquisition and execution of all digital delivery systems
- ▶ Operational by October 1, 2019



Naval Community College

- ▶ First priority in establishing the Naval University System
- ▶ Accredited associate's degrees for our enlisted in academic fields that directly impact our National Defense Strategy
- ▶ Uses universal transcripts and all resources of the Naval University System (NUS), along with civilian institutions and partners
- ▶ Operational by January 1, 2021



Naval Educational Strategy

- ▶ Comprehensive strategy with unified intent encompassing wargaming, team learning and continual learning
- ▶ Comprehensive curriculum review coordinated with OPNAV N7 and DC CDI
- ▶ Recapitalize and refocus on S&T research within the NUS and expand private/public partnerships
- ▶ Due by December 31, 2019

"I am convinced, now more than ever before that the intellectual development of our naval leaders is the most critical warfighting capability for our national security" — Secretary of the Navy, Richard V. Spencer

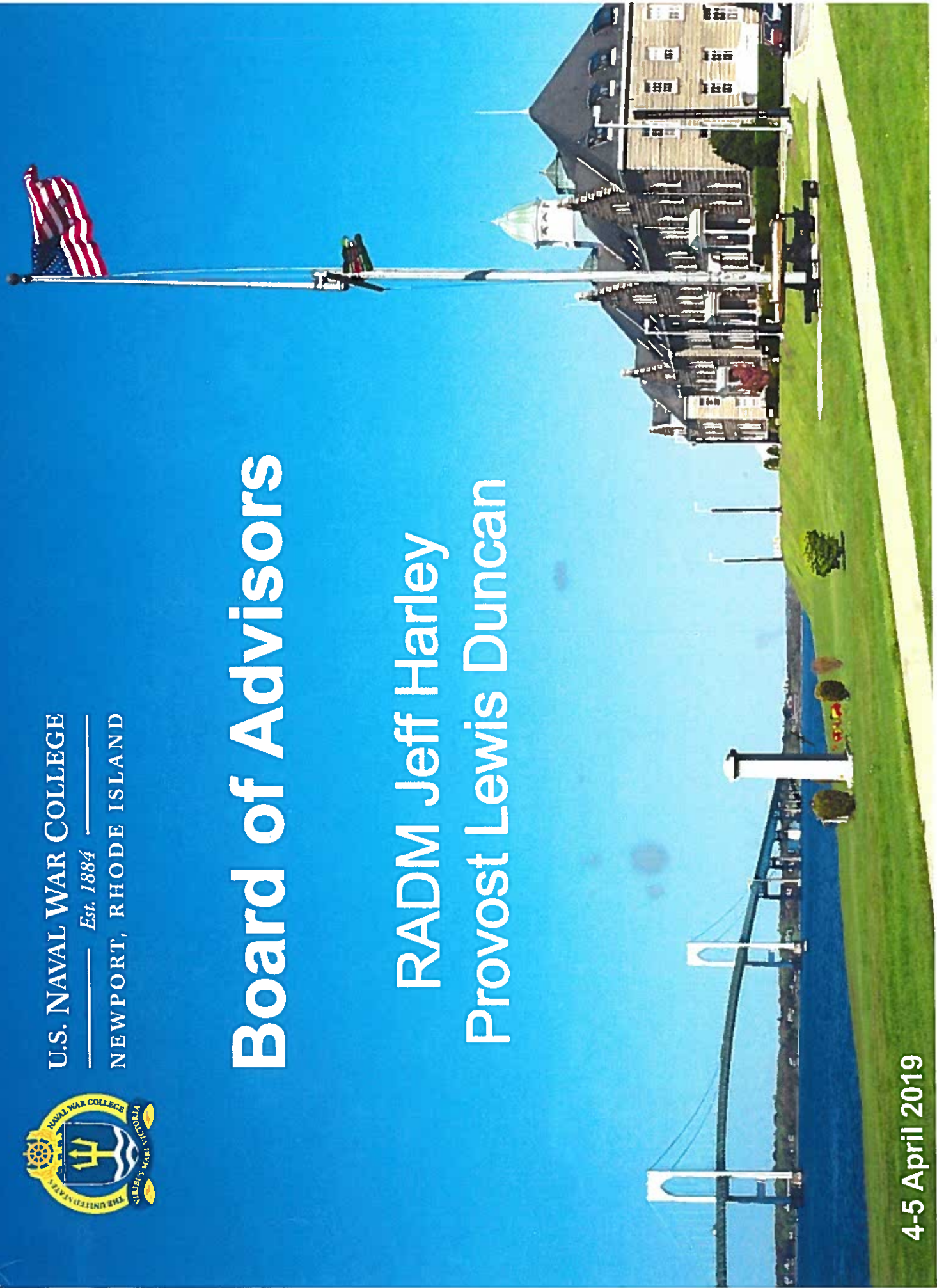
Jaye Panza



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

Board of Advisors

RADM Jeff Harley
Provost Lewis Duncan



4-5 April 2019



Agenda

- Past Business
- Accomplishments
- Strategic Plan
- Challenges
- Human Capital Strategy
- 15 Ways to Improve Education
- The Future



Past Business

- Legislative Initiatives
 - Time and Attendance
 - Intellectual Property Rights (Copyright)
 - Prohibited Source
- Tenure and Promotions
- More Active BOA Role – SECNAV Interest
- Faculty Diversity



Chairs

Faculty: Diversity

face, gender, intellectual

What is
health of faculty
gender, retirement

- The percentage of women on the faculty increased from 6% to 17% from 2014 to 2019.
- The percentage of women in leadership roles is higher than the overall percentage of women on the faculty.
 - 25% of Deans or Dean Equivalents are Women
 - 42% of Endowed Chairs are Women
- Selection committees now at 50% gender equity representation.
- Ethnic diversity is still challenging.



Diversity Way Ahead

- Faculty Hiring Policy
 - Selection Committee Composition 50%
- Faculty Compensation Adjustment
- Women as Endowed Chairs
- Lean-in and Mentoring Program
- Increased Gender Diversity of New Hires in Past Couple of Years



Accomplishments

- Faculty Senate • 3 Distinct Graduate Certificates • Faculty Promotions
- Naval War College Press • Associate Provost, WR&D • Associate Director, Teaching Excellence Center
- Three rounds compensation reform • CD-ROM Sundown • I-MSOC
- Indefinite Appointment – Full Professors • Russia Maritime Studies Institute • College of Leadership & Ethics
- Faculty Promotion Committee • Increased Permanent Military Professors • Holloway Group
- Faculty Awards for Excellence • Stabilized Funding Streams • Rochefort Group
- University Professors • Final Compensation Reform • Alumni Engagement Strategy
- Class Compositions • Future Warfighter Symposium • 2- and 3-Star Leadership & Ethics Courses
- Diversity Strategy • Tenure • Turner Lecture Series
- COSL to CMOW • Hiring Policy • Increased China Focus
- Hattendorf Center • Public Recognition • Strategic Communications Office
- Cyber & Innovation Policy Institute • Increased Endowed Chairs • *Writing Center* Teaching Excellence Center
- Phase I Reduction • *Writing piece*



Strategic Plan Update

- Operationalize
 - Wargaming Renaissance
 - Ops Analysis Integration
- Navalize
 - Shift in Focus
 - Teaching Sea Control
- Futurize
 - Cyber, Space, Unmanned Systems
 - Future Warfighting Symposium



Strategic Plan Update

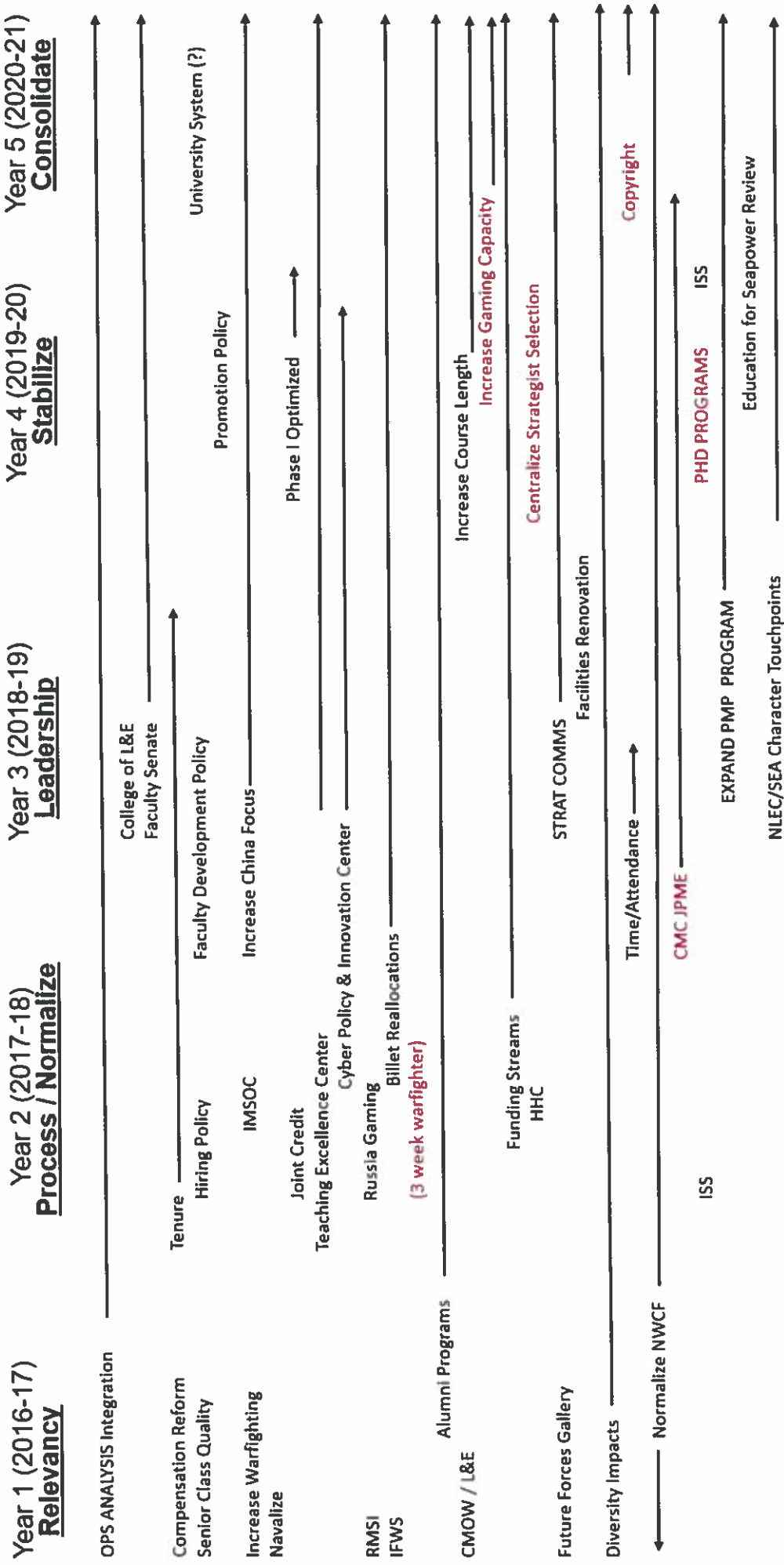
- Internationalize
 - CNO Fellows
 - Masters Degree
 - International Training Courses
- Normalize
 - Compensation Reform Complete
 - Tenure in Progress
 - Senate (Advisory)

The “-izes” Drive Relevancy of the College



5 Year Plan

Naval War College 5-Year Plan





Navy
best/
brightest

Challenges

not enough electives

Reading (some learn diff)
text books - can't keep
audit courses
Int'l field trips - families can't go
3 day weekends - right before
breaks exams

Golden Age
(Mathus was SecNav, Under, CNO)

* writing center staff
3 visits/trimester
need more staff

- Valuing education
- Joint Issues (faculty, Phase 2) milfac don't receive joint credit for teaching

- Financial Stability gets 5.5M

- Faculty Opportunity

- Student Time Compression

Next generation
of learning

- Diversity

Won't fit into
today's

- Mission Creep

ASN RDA

- Facilities

- Consolidating Change

- Furlough

- Black Swans

Naval War
College



Education for Seapower

- Selection Board Process in 2019?
- Requirement for Major Command?
- Flag Officer Requirement
- Funding for Sustainment and Renovations / Full Funding
- College to University System?



Top 15 Ways to Improve Education

Foundation gij ^{RS DM Year}
Action Taken

<u>Issue</u>	<u>Needs</u>
1. IMPROVE THE QUALITY OF STUDENTS ATTENDING NWC	CROSS NAVY BOARD VICE COMMUNITY BOARD
2. VALUING EDUCATION	ELIMINATE YG 15 REQUIREMENT
3. CREATE A CYBER POLICY AND INNOVATION CENTER	FUNDING
4. INCREASE INTEGRATION OF OPS ANALYSIS	INNOVATION INSTITUTE ANNUAL CONFERENCES INTEGRATE WITH N7
5. NORMALIZE EDUCATION	TENURE, PROMOTION, SENATE TIME AND ATTENDANCE, COPYRIGHT
6. INCREASE COURSE LENGTH	ADDED FUTURE WARFIGHTING SYMPOSIUM REVIEW OPTIONS
7. IMPLEMENT CHARACTER TOUCH POINTS	COLLEGE OF LEADERSHIP AND ETHICS
8. INCREASE CHINA FOCUS	ADDED WEEK IN S&P PLUS SYSTEM ATTACK NEWPORT CONFERENCE
9. INCREASE WRITING PROWESS	LEADERSHIP ESSAY TEACHING EXCELLENCE CENTER



Top 15 Ways to Improve Education

<u>Issue</u>	<u>Action Taken</u>	<u>Needs</u>
10. CREATE A UNIVERSITY SYSTEM	E4S REVIEWING	JOINT VOICE
11. INCREASE WARGAMING CAPACITY	NON	FUNDING
12. CREATE NWC PhD PROGRAM	CERTIFICATE PROGRAM	EXPANSION REVIEW
13. CENTRALIZE SELECTION OF NAVY STRATEGISTS	REVITALIZE DEFUNCT ENTERPRISE	N7 REVIEW
14. RESOLVE JPME PHASE I & II DIFFERENCES	PHASE 2 COURSE?	
15. GRANT JOINT CREDIT FOR NAVY AND USMC INSTRUCTORS	VCNO INVOLVED	CONTINUE PRESSURE



Short-Term Way Ahead

- College of Leadership and Ethics (CLE)
- Hattendorf Historical Center (HHC)
- Alumni Programs
- Master Chief Education In-Residence
- Teaching Excellence Center
- Strategic Communications



The Future

- BOA Changes
- E4S Implementation
- Stabilize and Consolidate
- Provost and PNWC Succession
 - PNWC as Graduate?



Questions?