



**The National Defense University
Board of Visitors
Washington, DC 20319-5066
November 29, 2011**

REPLY TO
ATTENTION OF:

NDU-BOV

General Martin E. Dempsey, USA
Chairman, Joint Chiefs of Staff
Room 2E872, The Pentagon
Washington, DC 20301-5000

Dear General Dempsey,

On behalf of the National Defense University (NDU) Board of Visitors (BOV), we congratulate you on your new position and look forward to developing a strong relationship with you as we serve you and the NDU President in our advisory capacity. Our nation is facing many challenges in the years ahead and we believe that education, especially joint and interagency, can be a catalyst for positive and productive change. It will be our privilege to serve with you to further the missions of NDU and to support your initiatives. Our spring meeting will be **May 2nd** and **3rd** and we sincerely hope you will attend.

We convened at Fort Lesley J. McNair on October 27 and 28, 2011 for our bi-annual meeting. Vice Admiral Rondeau and her senior leadership team continue to provide strong leadership and to create a collegial environment conducive to robust and productive discussions.

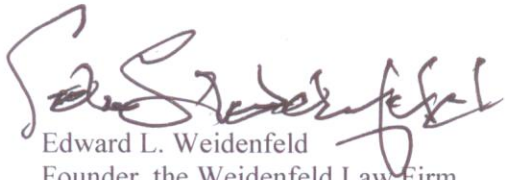
The Board identified three issues of significant importance for your consideration and support as you deem appropriate:

1. In March 2011, the Commandants' positions at the Industrial College of the Armed Forces (ICAF) and the National War College (NWC) were identified to be converted from military two-star billets to Senior Executive positions. The NDU BOV is concerned about the message this sends to our students and our international partners. A senior military officer as commandant provides a level of advocacy for the institution to the Services and Joint Staff that cannot be provided by a civilian in the same position. Military commandants also provide a regular, current operational refresh into the professional military education system that is extremely important. Lastly, these officers provide role models and mentors that greatly enhance the educational experience. The BOV recommends the decision to convert the Commandant Billets at ICAF and NWC be reconsidered.
2. The educational philosophy at NDU is to stimulate intellectual development through exposure to multiple perspectives. NDU provides a unique educational environment because the mix of students in small seminars allows for collaboration and maximum interaction. We believe the continued participation of international students in the mix at the University is essential. Nations send their finest leaders to NDU who will one day be among their elite leaders in either government or the military. We recommend that international students continue to be included in the mix of NDU classrooms and appropriate funding be provided as necessary.
3. Finally, the most recent Officer Professional Military Education Policy (15 July 2009) gives significant attention to cyberspace operations and identifies NDU as responsible for education in that

arena. While cyber policy is still in its infancy and major questions about roles and responsibilities remain unclear, it is exactly for this reason we think NDU can take a stronger leadership role in incorporating cyber in JPME and the NDU curriculum. Cyber is one of the most dynamic and important emerging national security challenges we have seen in some time. NDU is already taking cyber very seriously and has already done a great deal of good work in this area, as evidenced by the accolades the Information Resources Management College and related efforts have received. We recommend that we evaluate ways in which NDU can take more of a thought leadership role on national policy, interagency process, international coordination, and lead the academic debate on cyber.

Finally, we want to emphasize that NDU has significantly improved because of the leadership of VADM Rondeau. She has created a trusting culture where collaboration and cooperation is valued, innovation is encouraged, and change can occur. Specifically, the new NDU strategic plan and reorganization will allow the University to function more efficiently and collegially during this period of fiscal constraint.

Sincerely,

A handwritten signature in black ink, appearing to read "Edward L. Weidenfeld". The signature is fluid and cursive, with a large initial "E" and "W".

Edward L. Weidenfeld
Founder, the Weidenfeld Law Firm
Chairman

**REPORT OF
THE NATIONAL DEFENSE UNIVERSITY
BOARD OF VISITORS MEETING**

Held on October 27 - 28, 2011



**A Public Meeting was held on October 27-28, 2011 by the National
Defense University Board of Visitors at Marshall Hall, Room 155
Fort McNair, Washington, DC 20319**

Date of this Report November 29, 2011

**MINUTES OF
THE NATIONAL DEFENSE UNIVERSITY
BOARD OF VISITORS
MEETING**

The National Defense University Board of Visitors (NDU/BOV) met at Fort McNair in Washington, DC on 27 and 28 October 2011. The agenda and BOV attendee rosters are in Annex A and Annex B, respectively.

MEETING SUMMARY

Day One

Thursday, October 27, 2011

Dr. John Yaeger, FACA Official, called the National Defense University Board of Visitors to order at 1041. He announced that, in accordance with the provisions of Public Law 92-463, this meeting would be open to the public until 1715 that evening, and again open to the public the following day from 0800 until 1015. Fourteen members of the BOV were in attendance. Additionally, 13 members of the NDU senior leadership and 24 people in the general audience were present.

Dr. Yaeger turned the meeting over to Mr. Edward Weidenfeld, Chairman of the Board of Visitors. Mr. Weidenfeld extended a short welcome to all in attendance and announced a change in the agenda due to time constraints of the Under Secretary of Defense for Personnel and Readiness, Dr. Clifford Stanley, and turned the meeting over to Vice Admiral Ann E. Rondeau, President, National Defense University.

Vice Admiral Ann E. Rondeau introduced Dr. Stanley and thanked him for taking the time to address the Board. Dr. Stanley's biography is in Annex C.

The Future of Professional Military Education, Dr. Clifford Stanley, Under Secretary of Defense for Personnel and Readiness

Dr. Stanley acknowledged the Board members and thanked NDU President, Vice Admiral Rondeau, for the opportunity to address such an impressive audience.

Dr. Stanley opened by noting that he was asked to describe some of his biggest challenges. Secretary Gates had asked us to put money toward the reports needed. There are hundreds of reports being done— some have been around for a long time. The problem was that we are fighting two wars, and we still have to do other things. The Pentagon does not move quickly. There is a necessity for bureaucracy, but when people are spending time on such reports and other bureaucratic issues, they do not have the time to focus on the real issues.

Now we are focused on the budget. We have to establish priorities and identify our strategic focus as we wind down from a war footing. This was done once before in the 1990s. Another big challenge is ensuring that a hollow force does not occur. Secretary Panetta is in the Pacific, now, telling the forces that they are very important.

We have another huge issue – 46,000 troops wounded and over 6,200 troops killed. Many of the wounded have had such serious injuries that they would have likely died during previous conflicts. Many of these injuries, such as multiple amputations, traumatic brain injury, etc., are devastating, and the advanced improvements in the medical field have led to thousands of troops returning and many individuals experiencing an extraordinarily high number of rotations. The impact on families and communities has been significant. I have seen this impact firsthand. Also, personally as a marine, I am more familiar with the health care system than I wish to be.

As we go forward and look at health care, and we have heard many discussions about retirement, there is real anxiety and fear about changing anything. My deputy just testified this week on health care. Additionally, the retirement system was put in place for an all-volunteer force. Now, we have no problem in recruiting and retaining of troops, however, it could be an issue in the future. How do we take care of people we have made promises to, and how do we grandfather people? This is not just an academic study. It is very important to our nation. The

defense of our nation and the survival of our democracy will, to some extent, depend on decisions we make today.

We are very lucky to have had Secretary Gates. He did a great job. Now, we are also very lucky to have Secretary Panetta. His phenomenal background and education makes him the perfect person to make decisions and to make recommendations to the President.

With “Don’t Ask, Don’t Tell”, the decision still has people on the fence waiting for some “stray voltage,” with one side saying “over my dead body,” and the other side saying, “okay.” What I think we need is teamwork with everyone pulling together without affiliation. This is America, and we have enemies. We have people who want to take us down. They are looking for a seam or a crack. The challenge we have as Americans is that we seem to air our laundry routinely. I am being public about this because I am very proud to be an American. I hope that someday someone will understand that there is a way to do this without venom but with teamwork. We have good people, but we can do many things better. Dr. Stanley recited the oath of office to remind members that it does not contain any reference to Democrats or Republicans. He closed by noting that teams focus on the majority consensus. Everyone does not have to agree before a decision is rendered. But after discussion and deliberation, you salute and move forward.

Discussion

The NDU-P thanked Dr. Stanley for his remarks. She asked if he would comment on his vision for education within the DOD structures. Dr. Stanley noted that education is a personal priority. He told the Board that he is scheduled to be in Monterey next week to discuss education and its future. The big issue is how we educate formally as well as informally. We have never been very good at determining what should be next. We need many kinds of diversity – I am not talking just about race or gender. We put education at the very top – for our civilians and our military. Our educational institutions should have rigor and be challenging. It should not be an easy experience where students can simply kick back and relax. Education is deemed to be very important. It is being pushed very hard. I am

only hitting the wave tops and I do not want to get into too much detail. But education is a priority.

Mr. Weidenfeld followed up by asking about NDU and its professional military institutions. What might the future contours of professional military education look like? Dr. Stanley responded, noting that travel is very important. Our students need to go outside the United States as well as throughout the US. Students need to go beyond the traditional walls of academia. He also noted that language and culture associated with regional study programs are very important. Right now our overall education system is in blocks. A language institute is over here, and there is another program over there. The education systems should be more integrated. The education environment under DOD should be focusing on certain parts of the world. There is a need to have a reservoir of talent developed with language and cultural capabilities – almost a blend with the State Department. This is extremely important.

Dr. Stanley addressed another issue that deals with our service culture. At times, Service culture can be a strength, but it can also be a weakness. Somewhere in our training pipeline, it should remain critical that we become aware earlier of the Services' strengths and weaknesses. We don't even talk to each other very well. We now have fewer military people in our society. Things have not changed and the gap is not being addressed. There are people still teaching as they have always done. They are not focusing on critical things – like dealing with Congress or American society; addressing gaps in society that are clearly there.

Ms. France asked if the Joint Staff plays a great role in the oversight of these schools. She noted that a few years ago, his office had a chancellor for education. Do you see anything like that happening again? Dr. Stanley informed the Board that it has taken the better part of two years to put a position in place for a senior general or flag officer. This position will have in its blueprint the responsibilities for education and training for civilians. I have worked diligently for this position. It is now at the White House, and we are in the process

of making it happen. Almost everything I have focused on since arriving has dealt with the readiness portfolio – education, training, language and culture.

Mr. Weidenfeld asked if Dr. Stanley could offer any guidance for the Board as it reviews resource allocation for the University. Dr. Stanley responded with one issue he would put under the umbrella of efficiencies, namely that there are schools and colleges all over the place. In a world of efficiencies, we need to come up with a better way of educating our services and a better way of tracking our talent. Who do we select to go to the colleges? In some cases, someone is selected because there is no place for him but to go to school. For others, selection is based on an assessment that this person is likely to make flag or general officer and so this school is important to that person's career. How do we put selection guidance out to the Services? We need a better and more efficient system for educating our best and brightest. We need to educate officers who can think on their feet. You have heard of the term "strategic corporal." How do we train and educate the best, regardless of their rank? The Pentagon will not cooperate easily with decisions to combine institutions. It is heresy to some just to mention the names of two institutions in the same breath. But NDU can plant the flag – to lead on that vision. Too often, and one of the things that has frustrated me, is that we did things only when Congress told us to and not when we came up with our own idea. But you plant the seed for the vision and it won't happen next week, but it will happen. I hope that I have planted some seeds here today.

Mr. Weidenfeld thanked Dr. Stanley for his remarks and invited him to join the discussion.

Administrative Notes, Mr. Edward L. Weidenfeld

Mr. Weidenfeld asked the Board to approve the Minutes. One member made a motion to defer the vote until the following day. The motion was seconded. Mr. Weidenfeld noted that approval of the Minutes would be the first agenda item for the session on October 28, 2011.

NDU Organizations and Functions, Lieutenant Colonel George A. Pivik, U.S. Army, Deputy Chief of Staff, NDU

Lieutenant Colonel Pivik presented a series of slides to show the dynamic changes taking place at NDU. He opened his presentation with a slide showing the organizational chart of NDU prior to the reorganization. He noted that it reflects a very military-like structure. Although collaboration does happen, the organizational structure as it existed before the reorganization did not lend itself naturally to collaboration.

Lieutenant Colonel Pivik informed the Board that the NDU-P realized that there needed to be some important changes made at the University. She was mindful of the upcoming Middle States Accreditation, and so she focused her effort on three new plans – an Academic Plan, a Strategic Plan and a Research Plan. She then turned to her senior leaders and asked them to conduct various studies. One such study conducted by the Commandant of the Industrial College of the Armed Forces (ICAF), Major General Joseph D. Brown IV, was briefed to the Board last May. At the On-Site/Off-Site held in August, the senior leadership made some important decisions to reorganize, and Vice Admiral Rondeau signed the three plans. Last week she signed a memorandum authorizing the reorganization of the University. Additionally, a central document, 10-1 Organization and Functions, is currently being rewritten.

In this new plan, the University is aligning itself under three Vice Presidents along the lines of Teaching, Research and Outreach. One of the biggest changes is under the Vice President for Academic Affairs (VPAA). He now has academic authority over the five colleges, the four centers and one special program. This is a major change at the University.

Another change affects the Chief of Staff. In the previous organizational structure, the Chief of Staff was off to the side. He has now been re-designated as the Chief of Staff and Administration (COSA). He is not on par with the three Vice Presidents, but he is in the center of the organizational chart to emphasize his important supporting role for the entire University.

Additional major changes on the University staff including the following:

- The staff is flat line and aligned with organizations;
- Operations is now dissolved and a new organization called Events has been created;

- Engineering and Logistics were merged to create Facilities;
- Also a Deputy COSA (D-COSA) who is the tactical leader of the University's staff, synchronizes the needs of the components and aligns with the needs of the NDU-P. He synchronizes the activities of the three Vice Presidents and alignment with the Joint Staff and the Combatant Commands.

There is also a new administration cell – the single point of entry in and out of the University staff. In the future, a requirement will go to the administration cell and the cell sends it to the University as needed and then coordinates and sends the requirement up the chain to the NDU-P.

The governing structure of the University is close to final approval. The NDU-P is the decision-maker of the University. There are three points of entry for advising: the BOV, the Executive Council, and the NDU components and staff elements. The Executive Council provides input. Under this council, there are a number of other councils that are aligned to the Vice Presidents. These changes will be codified and placed in Regulation 10-1.

Vice Admiral Rondeau added that this is not a new layer, but a coordinating function. It functions like a roundhouse in a railroad system. Previously, NDU had no admin office and no instructions or procedures for admin activities.

Discussion

Mr. Weidenfeld noted that this is a very important and rational reorganization. One member asked if the Board could get a copy of the slides when they are approved. Vice Admiral Rondeau said it would be shared as soon as the senior leaders have had a final chance to comment. Another member asked how work flow and processes would be affected and changed by this reorganization. To a certain degree, some will be changed. But it also includes some codification of processes that exist. Vice Admiral Rondeau noted that she is absolutely optimistic because of the attitude of the senior leaders. For example, it was the commandants who suggested that the VPAA have academic oversight for academic content. This is absolutely unprecedented. Our senior leadership has come up with some very good

workable solutions. Major General Brown added that the time was right for change. For nearly twenty years, the University had worked in an ad hoc way. It was well overdue, and we had an alignment of thought among the senior leadership.

Another member asked what was the most controversial issue of this reorganization? Vice Admiral Rondeau asked Rear Admiral McAneny to answer. He noted that it is not controversial. It is simply a realignment of responsibilities that will require some individuals to take on additional responsibilities. This is an important step to provide better customer service to the components of the university – the customers at NDU from the staff perspective. Major General Brown noted that perhaps it is the question of whether these changes will last beyond the first administration. It needs to be codified. The second issue is the shifting of paradigms within the University in the ways we do business. It will force some integration and collaboration that has heretofore not happened. Previously, components ran their entities by themselves. Now they must work together. Brigadier General Ward offered that it was not an easy undertaking, but that we finally have it on paper. The proof will be in execution. The good news is that there is a spirit of cooperation and there is an opportunity for us to work together. Colonel Bell noted that it streamlines processes of communication and authority. We will need to create internal systems to draw that information and employ it internally. Dr. Robert D. Childs, Chancellor, IRMC, noted that institutionalization is key. The biggest hurdle was the oversight given to the VPAA over the College's curricula – that has been well resolved. Rear Admiral Pietropaoli added that we need to make the boxes on the organizational chart work – and that will require the right people and the right number of people. Mr. Cannon added that we are not as automated as we should be. We will have challenges with start up, but then it will work well.

Our next challenge will be managed by Brigadier General Joseph S. Ward, Jr., to look at how we do things internally for the Budget.

Mr. Weidenfeld noted that he would like to salute all those who worked on this. They have all pushed the University light years ahead. He invited the members of the Board for lunch and announced that the meeting would reconvene promptly at 1300.

The Board reconvened at 1300

Mr. Weidenfeld introduced Vice Admiral Ann E. Rondeau, President, National Defense University (NDU-P), for her “State of the University” address.

State of the University Address, NDU-P

The NDU-P informed the audience that she would like to review a few important issues.

This institution is all about institutional improvement. The first thing is to set up a cultural improvement or tone. The cultural tone has been terrific, and now we need to make institutional improvements. We are looking at ourselves internally. This morning you were briefed on the reorganization of NDU. The concern expressed this morning is the execution and implementation. Every component has an implementation plan, and we are adjusting these plans to the strategic plan.

You will also be briefed on the self-study for our accreditation plan. The August Off-Site/On-Site put everything on the table. NDU-P asked Ambassador McEldowney to discuss the event. She noted that at the end of a very long day, my conclusion was that, first, coming from the State Department, I was well accustomed to budget cuts, and, two, that there was an incredible synergy among that senior leadership at the University. It is not an exaggeration. Something important has happened at this University. Dr. Binnendijk agreed that the process was difficult. Dr. Reichart agreed, noting that in his sixteen years at NDU he has never seen such a constellation of leaders at one place at one time. Difficult choices do not have to be zero sum games. Brigadier General Ward noted that the hard part is just beginning. It is a budget tsunami that is coming our way. The University needs to make some changes and get out in front in proactive ways.

Our next annual report will have a theme of strategic partnerships. I would like to give you some examples.

- Dr. Hanlon is at U.S. Institute of Peace as a visiting scholar this year. Dr. Hanlon noted that she is part of the staff at the Academy at USIP, which is the training component at USIP. Dr. Hanlon noted that she is working with USIP to expand their relationship with Army Special Operations Forces and otherwise contributing to building relationships between USIP and NDU.
- We have a panel to select rotating faculty at NDU who will go every semester to the CENTCOM AOR to support whatever the CENTCOM Commander needs.
- I am sending Dr. Binnendijk to Indonesia.

We could do more of this if we could fund it.

The ICAF name change. It was in NDAA 2012 but it is now in NDAA 2013. It is on track as far as I know. We are working with the Eisenhower Foundation and the Eisenhower family to work it in conjunction with the Eisenhower dedication on the mall. The Eisenhower family is fully supportive of the name change.

The NDU Foundation has been a concern of mine. I am so pleased with those who are in the Foundation and those who have been helpful with the Board. Leaders matter and the person who now leads the Foundation is Mr. Zimmerman. NDU-P asked him to introduce himself, talk about his exceptional collection of awards, and then discuss the Foundation and the way ahead.

Comments from Mr. Albert Zimmerman, Acting President and CEO, NDU-F

The Foundation is here to support the Colleges, the Research Institutes, and the University. In the beginning of September our president left, and so I have been wearing two hats. What needs to be done to have the Foundation move up the ladder?

- First, we need to reach back to the donors and to invite them to events at the University that are open to the public. If there are events, we will ask to see who is sitting at particular tables. We need to give back.

- We have new funding initiatives. I have spoken to Ambassador Walter Stadler to find companies that can substantially support the Foundation and the University. We are going to start establishing relationships at a different level. We are going to tell them about the great work that is being done here.
- I have also enlisted Professor Alan Gropman, who has taught for the University for years, to give four seminars across the country. Steve Forbes has also agreed to participate.
- Additionally, Vice Admiral Rondeau and Ambassador McEldowney have offered to host an outreach, not a fundraising session, to let more people know about this University.

We are going to get aggressive and move forward. We have a limited staff. I think we can make a big difference in a short period of time. This year, we have the best group of folks attending the Patriot Awards—an incredible list of VIPs, including Senator McCain, Admiral McCraven, General Petraeus, General Odierno, as well as members of the HASC and SASC.

NDU P then asked Mr. Charles Fanshaw to give an overview of NDU facilities.

Comments from Mr. Charles Fanshaw, Director of Engineering, NDU-E

- The top thing on our list is the creation of a facility department through the merger of Engineering and Logistics. We will look at best practices as well as inputs from clients and employees. We are looking to serve the University properly.
- We have two new strategic planning studies. One is for the library. It is twenty years old – and the view of technology then was much different. We are looking at how the library serves its clients in today’s world. The use of technology and the use of computers are completely different, as is the use of research staff at the Library. This is a master plan to look at how the library can better serve the community in the future.
- The next item is Building 47 on Fort McNair. It was the Alpha Company Barracks at the north of the parade field. They have moved to Fort Meyers and there are no more troops there. We made a bid to take over 47 as the expansion facility for NDU

– this will enable us to grow. We are looking at what functions could be placed in that building. What can the facility handle? What structurally can we put into it? It is about 60,000 square feet. In the interim, MDW will use it for inauguration support for the next year and a half. Then it will become available for us. We should then have an idea of what projects we can launch from there.

- Eisenhower Hall needs serious attention. We are currently installing a new intercom system and a new fire alarm system. We are also replacing and repairing the roof system which is leaking, and there is mold in the building.
- Other projects include Marshall Hall – two major projects. First, we will wrap up the renovation and second, we will work on the outdoor patio outside the old cafeteria. The patio will be pushed out and there will be a shelter so we can use it for the University for events.
- As for completed projects, the interior design improvements in Lincoln Hall were completed this summer. Also, in the early fall we removed the bottom steps in front of Roosevelt Hall to prevent water from coming into the annex.

Discussion

One Board member asked if they were using any special resources for the Library Design, which is an ambitious project. Mr. Fanshaw reassured the Board that the project is carefully thought out and that we are using a library design firm for the project. Additionally, we also have a chairman's collection – we now have the personal items and papers of General Petraeus, Admiral Mullen, General Casey and Admiral Stavridis. We don't have space for this. Admiral Mullen was going to give everything to the USNA. The NDU-P suggested that items from his time as Chairman go to NDU and that items from his time as the CNO go to the US Naval Academy. There will be more things coming. This includes additional records for the Conflict Center from Iraq, the First Gulf War, Panama, and possibly others as well.

NDU P introduced Meg Tulloch and asked her to give her presentation on the library.

Ms. Tulloch showed some slides and then brought out a sample of items from the University's Special Collections, including General Casey's uniform from Iraq in 2004, a copy of the Iraqi Constitution with annotations, and General Casey's collection of coins.

Comments from Ms. Meg Tulloch, Director, NDU Library

- From General Petraeus, we have a plaque from his time in Iraq, a coalition plaque, a vase from Afghanistan from the Helmand Province Governor, and his helmet just prior to retirement. Our collections do not just go into vaults or archives – our collections are for researchers to view and study.
- The library is at a crossroads. We are very fortunate to have Grant Hall here and we were fortunate to have a champion, Dr. Binnendijk, who was instrumental in saving the building for us. Ms. Tulloch showed a panorama of the courtroom – we have taken out walls to recreate the original look of the courtroom. We also received a truckload of props from the movie, “The Conspirator.”

Ms. Tulloch asked Dr. Binnendijk to discuss his role. He told the Board that NDU received \$4.5 million to restore the building and to recreate the trial scene. In February it will be completed – there will be a shell of a building. We will be able to fill it with various props from the movie. Additionally, Mr. Zimmerman from the Foundation will raise funds to bring historical items from that period to create a small museum in the two rooms next to the courtroom. I would like to suggest to Vice Admiral Rondeau that we hold an event there for the BOV at the spring meeting.

NDU P thanked Mr. Fanshaw, noting that he never says “no.” He was in an office of 1.5 people – he now has two. It is a small office but they have managed to do some great things. There is a quote by General Powell at ISMO – I mentioned it two weeks ago, and he was able to get General Powell's approval and to put up the lettering in less than two weeks.

International Partners Panel Discussion – Chaired by Ambassador McEldowney, Senior Vice President, NDU

Panelists: Ambassador James Larocco, Director, Near East South Asia Center for Strategic Studies (NESA), Colonel Michael Bell, Chancellor, College of International Security Affairs (CISA), and Mr. John Charlton, Senior Director, NDU-ISMO

Ambassador McEldowney started with an overview of the framework for all of these relationships and activities – this is particularly important as we work under budget constraints. One of the most important is our international fellows. We have well over a hundred fellows at our five teaching schools from 85 countries. We also have some brand new countries represented – such as South Sudan – as well as countries in the center of the Arab Spring – Morocco, Egypt and Jordan. We also have a first ever country represented – Vietnam – as well as countries with whom we have had or been involved in conflict – Serbia, Kosovo, Iraq, and India. Next year we hope to have both an Israeli and a Palestinian student at NDU.

Second, we have a large international presence at our components – a Pakistani national at CISA, a French civilian at NWC. On the research side we have a similar diversity. CTNSP has an Armenian researcher and INSS has a Japanese Civilian Fellow. Field studies at NWC, ICAF and CAPSTONE are also important to this outreach. As an Ambassador, when these groups visit, it has a great impact.

Third, there are also special projects we do at the request of the Pentagon or of a Combatant Command. These include efforts to revive important international dialogues. Dr. Childs has hosted large international conferences in UAE, Bangkok, and elsewhere. These have had a great impact. They also offer courses internationally. For example, they have held courses in Moldova and for the Swedish Defense Ministry.

Ambassador John Herbst, Director of the Center for Complex Operations has done extensive work in Afghanistan looking at how work on agriculture can further the US effort. He has worked closely with the Shura.

Our Institute for Ethics and Leadership has engaged extensively with countries of the former Soviet Union and in Eastern Europe.

A fifth set of broad categories is the institutional relationships. NDU has an extraordinary number of counterparts. Any country that has a national defense university comes to NDU and seeks faculty exchange and curriculum development. There are two areas where we have been asked by the Chairman or the Secretary of Defense to do work. One example is China. In May we hosted the chairman equivalent and he gave his only US public addresses at NDU. In June we hosted the Chinese leader of what is known as the “dragon course,” their senior course. These engagements allowed us to open new avenues of dialogue. It also allows us to have a conversation about what transparency means. We also have had growing relationships with Vietnam. Vice Admiral Rondeau has engaged extensively with her counterpart in Vietnam. Recently, DOD concluded an MOA with Vietnam, and they recognized the importance of the dialogue with NDU in this important effort.

Sixth, NDU has maximized its efforts involving Afghanistan and Pakistan. We are helping them set up their own NDU equivalent in Afghanistan and to support curriculum development at the Pakistan NDU-equivalent. Vice Admiral Rondeau’s relationship with her counterpart has had positive effects, and the President of their national defense university will come to NDU in November to discuss the Pakistan approach to counterinsurgency.

Ambassador McEldowney then turned the discussion over to the panelists.

Comments from Ambassador James Larocco, Director, Near East South Asia Center for Strategic Studies (NESA)

Ambassador Larocco noted that since he began engaging with the region in 1973, there has never been a year like this one. It is a period of transition and the stakes for the United States are absolutely enormous. Our engagement and outreach are more important than they have been in a long time. Thanks to what is being done at NDU we are beginning to restore our relationships. On January 25, 2011 during the uprising in Cairo, I was asked what the Egyptians were going to do. We contacted our Egyptian military alumni and they told us that they had been trained by us and that they were not going to shoot. More needs to be done in the area of professional military education for this region, and more needs to be done in

the area of strategic communications. This is people-to-people contact, and we all have a role to play.

Now is the time for this University to carry out our role in difficult budget times, but this work is essential. This University is truly a global university with a global reach. NESAs has four Combatant Command Stakeholders. Ambassador Larocco briefed the Board about NESAs's programs focused on Afghanistan, the Silk Road Initiative, India, Pakistan, and Iraq. Additionally, he noted that NESAs is hosting a group of ten Tunisians here in December, and we are supporting Libyan institutional capacity-building. We also include Iranians at all conferences in the region. Turkey has been an active participant in our programs – they have essentially adopted us – and we are planning a conference entitled “Turkey 360” in the spring. Yemen and Lebanon are our two biggest programs. Our Yemen program is a five year program, and it has trained over 350 Yemeni strategic planners. He closed by noting that, now more than ever, support for NDU programs is vital for our national interests.

Comments from Colonel Michael Bell, Chancellor, College of International Security Affairs (CISA)

Colonel Bell noted that the College is the flagship for building partnership capacity and counterterrorism at the strategic level. We have an “AfPak Hands” program for military officers who have signed on for a five year program and who will redeploy to the region after graduation. We have recruited some impressive faculty for the program. Colonel Bell gave a brief overview of some of the AfPak students, noting that they bring an interesting perspective on building partner capacity. He added that CISA anticipates that there will be 35 students in that program next year.

Our International Counterterrorism Fellowship (ICTF) Program includes both international military students and interagency civilians. It includes three Pakistani students from the “lost generation.” We also have two other programs – a four-month International Homeland Defense Fellowship (HDF) program and the JFK Special Warfare Center and School at Fort Bragg, NC. CISA's global network now includes 427 alumni from 85 countries who can

engage on a password protected website – 96 percent of our graduates remain in touch with CISA and with each other upon graduation.

Comments from Mr. John Charlton, Senior Director, NDU-International Student Management Office (ISMO)

Mr. Charlton showed the growth of international students since 9/11. What is interesting is that NDU is actually very well known overseas – perhaps even more so than in the United States. The consistent theme of building partnership capacity – the annual address by the Chairman of the Joint Chiefs of Staff – these kinds of engagements are central to the program. It is as much about engagement as it is about education.

In the last few years, there has been more of an effort to refine the target of our outreach effort. Each year the Chairman gives guidance on what countries should be emphasized in outreach efforts. The US COCOMs play the main role in selecting students. For some countries, it is difficult to find students who have the English skills to complete the graduate program here. Of Pakistan's 51 alumni, 47 have attended NDU since 2003. There are no Chinese students due to US government policy. This year, new countries include Cameroon, Gambia, Liberia, Mauritius, South Sudan, and Vietnam. The challenge for us is to demonstrate that these expensive programs produce a “return on investment.” Last year, Academic Affairs helped us run surveys to capture the success of our students and to demonstrate what they have learned.

Discussion

Ambassador McEldowney noted most of our international fellows do not discuss this as a fun time or an informational experience – they refer to it as a transformational experience. They want to take ownership, and they are energized when we talk about civil-military relations or military professionalism. NDU-P noted that most of our students who are sent here go on to senior positions in their countries. One member asked about the relationship between the regional centers and the University. Ambassador Larocco noted that most of this is done through relationships. We are hosting fellows who have graduated from NDU's colleges to complete research projects in four-month programs after graduation. Admiral

Crea asked if NESAs had any equivalent partners. Ambassador Larocco responded that NESAs have a number of partnerships, for example with IISS in Oman, the Italian Foreign Ministry think tank, and Italian energy companies on security issues in North Africa. We have 28 international partnerships. One Board member enthusiastically relayed his experiences on one of the international student trips, and he strongly urged members of the Board to participate in ISMO's travel programs.

One member asked how CISA protects the identity of its international students. Colonel Bell noted that CISA works carefully to protect the identity of its students. Another member asked how CISA tracks the small number of alumni that do not respond. Colonel Bell suggested that they are from countries where it may not be wise or possible to respond to such surveys at the moment. Others raised questions about the budget for NDU's international programs. Mr. Charlton noted that IMET funds are likely to decrease.

IRMC Update – Dr. Robert D. Childs, Chancellor

Dr. Childs opened his presentation with the remark that we no longer just look at IT – we look at IT-Cyber. Cyber has been talked about as the fifth domain in the new battlefield. There is legislation that will make Cyber Command responsible for senior Cyber education. We currently have a senior level program in Cyber, and we would be a perfect fit. We have 1,300 graduates a year and over 16,000 graduates in total. We have many cutting edge new programs, including one in Cyber Leadership. We also recently received approval to offer a Master's Degree.

Dr. Childs called on Mr. Doug Raymond to give some comments. He noted that a major trend is the move to cloud computing – moving away from the client to the cloud. Virtualization and social media are two critical new programs. Dr. Childs added that cloud computing, virtualization and social media are three cutting edge programs we offer that are in demand. Our programs are also in demand overseas. For example, Brazil is very concerned about cyber, particularly with it hosting the forthcoming Olympics. Some will come looking for theory to buttress policy expertise. Georgia has asked us to help deal with cyber issues. At our last

conference in Dubai we had 40 senior level alumni, and in Bangkok we hosted 70 military officers who had graduated from NDU programs.

The *IRMC* has many stakeholders, including the DOD CIO and the Armed Services, the Cyber Commands, the Combatant Commands, the National Security Agencies, and international defense ministries. We have seven courses we take to the COCOMS, and all our labs are mobile too. Our collaborative efforts have been grouped into five categories – Cloud/Virtualization, Security, Business Analytics, Mobility and IT Integrators. Collaborative relationships exist with such organizations as Google, McAfee, Symantec, Sprint and HP, to name a few.

Discussion

One member noted that Cyber Command was stood up last October to integrate all these activities. The Command has created a plan, and it was approved in October. Education is only one element of this plan. Another member noted that the *IRMC* is very technology leading-edge focused, but who is responsible for deploying handheld IT systems. Dr. Childs noted that the US has now stated that the US will use cyber offensively. Another noted that there are so many issues associated with Cyber – for example, if a cyber warrior uses a US IP address, then the military will have to turn the defense over to the police. These cyber warriors are increasingly sophisticated. Another member noted that Cyber Command is trying to do both the offensive and defensive aspects, but we are stymied by law. But the strategy piece – not the technology, which changes daily – is the important one: what is the overarching national strategy for taking on this thing that is called Cyber. It has not been decided at the highest level. Dr. Childs responded that within NDU, we are looking at hosting a Cyber chair at one of our colleges. Another member noted that we started the discussion of cyber security a few meetings ago. Part of the issue is that there needs to be a great deal of interdisciplinary activity going on. Perhaps there would be greater synergy if something is done jointly.

But in discussions at the Joint Staff, the discussion goes a different direction, one member noted. How does *IRMC* fit into professional military education? Another member asked if the *IRMC* is thinking about JPME for the future, and if Cyber should be a big part of this.

One member noted that this discussion is too technology focused—there should be more discussion on cyber security strategy.

Manpower Overview – Brigadier General Joseph S. Ward, Jr., Commandant, JFSC

Brigadier General Ward introduced himself to the Board as JFSC’s newest Commandant and related a story about setting up his email account at both the north and south campus. In doing so he dealt with help desks at both campuses. He then realized that there is a great deal of duplication on the two campuses. For example, NDU has 25 different registration functions. After my study, I developed 13 recommendations. Some of these are hard, but if we do this, perhaps we can get ahead of the budget crunch that is coming.

Through my discussions, I noticed how much we are saving by going paperless. By using Blackboard, we have significantly reduced the amount of paper we use. Next year we will no longer supply laptops.

Discussion

Vice Admiral Rondeau noted that Brigadier General Ward has been a clinically detached observer of our processes. We are very grateful for his work.

Self-Study: Report to Middle States – Dr. John Yaeger, Vice President for Academic Affairs, NDU and Dr. Gerry Gingrich, Director, Advanced Management Program, IRMC

Dr. Yaeger informed the Board that he was called into a meeting to talk about self studies last year. Self studies need to be internal, critical and analytical documents. We have finished the draft of the self study and we have sent it to the evaluation team, the chair, and Middle States Commission on Higher Education (MSCHE). They will give us recommendations before we turn in the final report in February. It will be critical to have a few BOV members here when Dr. Rice visits us. The first person he will talk to is the University President. The team visit will be in March.

Past studies have identified three areas of concern. We have recalibrated them as “essential tensions.” These are 1) rotation of both leadership and faculty, 2) the different culture of government and academia, and 3) many different stakeholders. It is very important that this self study is faculty driven. There are a number of challenges that we face. Since it is an 18 month process, it is hard to keep people energized. Sharing information is another challenge. We also had to develop University-wide conclusions, and we have to implement the recommendations we conclude from our self-study. There are fourteen standards, and we have broken them into four groups, each with co-chairs from across the University components.

Dr. Gingrich will give us the findings. Dr. Yaeger noted that some of these may appear negative. However, it is important to note that we did find issues and we need to fix those.

Working Group 1 Findings and Recommendations:

Dr. Gingrich reviewed the major findings of the self study from Group 1. The following are the recommendations that flow from these findings:

- Define measures that indicate how well strategic planning is tied to resources.
- Reinvigorate a University assessment board at the University level to measure such things as University climate.
- Define the role of IT and more adequately support it in the University.

Working Group 2 Findings and Recommendations:

After a review of the findings dealing with leadership, governance and administration of the University, Dr. Gingrich briefed the following recommendations that flow from these findings:

- Continue to refine and improve governance and leadership processes.
- Continue to create and communicate plans, policies and procedures to the NDU community.
- Create a faculty advisory group, much like a faculty senate.
- Update and integrate various component planning documents.

Working Group 3 Findings and Recommendations:

This group of topics deals with all aspects of student services. We are able to retain students of extremely high quality and they are matched to the mission of the University. The following recommendations flow from the findings:

- Develop clear guidance on the retention and disposition of student records.
- Implement and fund life cycle replacement plans for fitness equipment and facilities.
- Solicit student feedback via surveys and other methods to assess the quality of student support services.

Working Group 4 Findings and Recommendations:

This group looks at faculty, curriculum, educational services, and assessment of student learning. It is clear that there is high quality faculty at NDU, but we also have turnover because we bring faculty in from the field. We have a strong culture of assessment at the course, program and university levels. However, there is no overall university guidance on tracking university outcomes. The following recommendations flow from the findings:

- Streamline the process for hiring qualified faculty and research professionals.
- Continue to support the professional development of faculty and staff.
- Create a standardized University process/model for developing and ensuring the quality of new offerings and assessing existing offerings.

Discussion

One member asked if the report captures the change in students from combat to more combat support students at our JPME institutions – a trend that our faculty have noticed. Dr. Yaeger responded that the data is too immature to identify as a clear trend, but it is noted in the self study, and we are looking at it closely. Another asked about the marketing effort mentioned. Dr. Yaeger responded that we do have authorization for 30 students for private industry at NWC, ICAF and CISA. We need to ensure that we can recruit the right kinds of students. Another member suggested that perhaps the term “marketing” is simply the wrong word. Perhaps there is a better way to capture what we mean about recruiting students. One member noted that touting a culture of assessment while recommending the need to develop

a standardized University process appears to conflict, and recommended the report be amended or reworded.

Mr. Weidenfeld thanked the two presenters for the work they have done. The Board appreciates your effort and we are happy to participate with the visit by Dr. Rice.

Mr. Weidenfeld announced that the photo of the Board would be delayed until the following morning. The meeting adjourned at 1715.

At 1730, NDU-P, SVP and DFO hosted an icebreaker and dinner for members of the Board and select faculty in the new International Student Management Office Center in Marshall Hall 154.

Day Two

Friday, 28 October 2011

The second day of the meeting was convened at 0820 by the Chair of the Board of Visitors, Mr. Weidenfeld. Mr. Weidenfeld noted that the first item of business was the approval of the minutes from the last meeting. The Board adopted the minutes by unanimous vote.

Dr. Yaeger read the following message submitted to NDU following publication of the Board's agenda. The message reads as follows:

“Dear Board Member,
Greetings to you and your board of the National Defense University, GAMBLEPIE are approaching you on humanitarian grounds regarding the proven harms and growing impacts of Gambling Addiction on US military as the attached documents indicate the direct effect and implications for US personnel has emerged from US Veterans themselves, coupled with international experience from other sources warrants your attention, review and action [sic].”

We suggest an educational initiative to create via research a knowledge base into the effects of Gambling Addition [sic] on US Military personnel and for a training module to be created. We make this suggestion to further US military aims, rather to reduce the number of Gambling Related Deaths and harms to US Military and Families.

I thank you for your consideration in this matter,

Yours sincerely,
Timothy Coffey

NDU Programs Review – Mr. Michael Cannon, Chief of Staff, NDU, Dr. John Yaeger, Vice President for Academic Affairs, NDU, and Dr. Hans Binnendijk, Vice President for Research, CTNSP

Mr. Cannon noted that on the fourth of June, the Secretary of Defense issued a letter calling for efficiencies. At the end of the last fiscal year, our budget closed out at \$ 97.7 million. We took a directed reduction of \$ 5.5 million. We start this year at \$ 93.3 million. We expect to receive a directed reduction from Congress at some point this year. Last year it was a ten percent reduction, so we are planning for a 10 percent reduction for this fiscal year. Unlike last year, we have the ability to plan how to absorb this reduction. In addition, our Fiscal Year 13 budget was submitted a month ago with the ten percent reduction embedded in it. The budget will be \$85.3 million.

We are employing work force shaping techniques to shape NDU's manpower. We have had 18 employees take advantage of VERA and VSIP. There are no cost of living increases for the next two years.

The Joint Staff has asked us to prioritize our programs. We have done so under three pillars of teaching, research, and outreach. We are prioritizing in each pillar of our mission. Dr. Yaeger will discuss the teaching piece, Dr. Binnendijk will discuss research, and I will talk about administration and outreach.

Comments from Dr. John Yaeger, Vice President for Academic Affairs, NDU

Dr. Yaeger presented a slide showing the distribution of full time students from AY 2000-2011. There are significant jumps in 2005 with JAWS and in 2007 with CISA's first classes. Throughout this period of growth, the number of military faculty has stayed the same since we were created as a university. The changes have been in agency and Title Faculty, but not in the number of military faculty. Agency faculty are essentially "borrowed" faculty from various federal government agencies and departments.

Another chart showed the group of non-Masters students during AY 2000-2011. We see growth in the blended program – the Advanced Joint Professional Military Education program – for Reservists.

Comments from Mr. Michael Cannon, Chief of Staff, NDU

When we gave a brief to Lieutenant General George J. Flynn last week, we were told that the Department of Defense will have to cut the DOD budget even beyond what has been publicized. General Flynn also said that the four services are looking at a start point of 2001 – what did you look like before 9/11 and what do you look like today. We have been asked the same question. Mr. Cannon showed a slide chart that reflects the both direct funds and reimbursable funds per FY. There are two significant jumps—the absorption of Joint Forces Staff College in 2004 and the opening of Lincoln Hall in 2008. This is the new normal—we were instructed to differentiate between wants and needs. We will then brief this to Vice Admiral William E. Gortney next week.

This will also affect our hiring. Each director was able to brief their program to General Flynn. We will show you how we shaped that briefing. Each component had two slides that addressed the directives that created the program and a discussion of why the program is important.

We will begin with the teaching pillar. The top four entities are established in Goldwater-Nichols Department of Defense Reorganization Act of 1986 and are the subject of many studies. These include Capstone, ICAF, and NWC and JCWS.

The second tier is the College of International Security Affairs. It is a 100 percent reimbursable organization. NDU receives \$ 1.8 million from CISA in reimbursable funds.

The third tier is the Center for the Study of Weapons of Mass Destruction. They are also a 100 percent reimbursable organization. They conduct research projects

Discussion

Mr. Raymond asked what it means to be reimbursable. Vice Admiral Rondeau noted that if a reimbursable organization is funded by someone in a DOD organization, then it is still viewed as DOD money and is part of the study. If it comes from other sources, then the question is whether the component or program is valued enough to be direct funded. This requires trade-offs. However, the reimbursables are fully loaded. We are held to the FTE cap for reimbursable organizations. We have asked the Pentagon why this is so. Our reimbursable FTE issue has opened up an entire area – there are reimbursable FTEs throughout the building. Over the time, it will probably not be counted. For example, look at DARPA. They would like to pay for activities at NDU. There is no answer, no vector and no guidance on how to handle this.

Another member asked whether the budget numbers Mr. Cannon provided earlier included the reimbursable organizations. Mr. Cannon responded that they did. Dr. Binnendijk added that most research is now reimbursable. Dr. Binnendijk emphasized that reimbursables pay NDU—a tax if you like. They are also set up such that if the funding stops, the entities either downsize or go away. If the money stops, the function ends. It is a market system and we work hard to get the programs. Vice Admiral Rondeau also added that our Research is being wrapped up in the R&D discussion. There is a proposal to freeze all R&D for two years.

A member asked why IRMC is not considered to be a reimbursable. Dr. Yaeger noted that it is not because it has both direct and reimbursable funds. Another member asked if reimbursable funds are used to cover costs elsewhere at the University. Colonel Bell responded that CISA brings \$1.8 million to the University each fiscal year. Mr. Cannon added that the University spreads the overhead costs across the components. Another member noted that at the Pentagon there is discussion about running DOD more like a business. Reimbursables are businesses. NDU-P added that General Flynn had agreed to put the reimbursables on the table and that if there were an entity that wished to pay for the reimbursable activity, then he supported it.

Another member questioned why the IRMC was placed at the bottom of the priority list. Dr. Yaeger responded that he used Joint Professional Military Education as a dividing line and the IRMC is not a Joint Professional Military Education college. He pointed out the Joint Professional Military Education components are in title X legislation, articulated in the Chairman's policy for NDU and also have standards and requirements stated in the Chairman's Officer Professional Military Education Policy (OPMEP). The Board member asked Dr. Yaeger if he based his priorities on components covered in the OPMEP and Dr. Yaeger said yes. Vice Admiral Rondeau added that IRMC has worked outside of JPME. Now NDU has to account for why IRMC would rank above organizations that are in the OPMEP. Dr. Yaeger added that the fifth priority is Center for the Study of Weapons of Mass Destruction (CSWMD). A week ago, there was a meeting of all the academic deans of the JPME institutions. It was decided that CSWM would assist those interested in reviewing the curricula of all colleges to ensure that it includes key WMD issues as required in the OPMEP. The next categories include CJSL, Senior Enlisted JPME, KEYSTONE and PINNACLE. The requirements for these programs are not as strong as the JPME programs in the first category. Then we have AJPME. It is ranked further down on the list because the 4-6 faculty billets that are supposed to be filled by Reservists have not been filled in a number of years. This suggests that the program is not valued. We are going to meet with the Reserve community to see if these billets can be filled. Below that is the JAWS program. If we look at return on investment, there are concerns. JAWS has 40 graduate students a year. There are also 40 graduates at Fort Bragg. The Fort Bragg program has only 6 faculty and 2 support staff. The JAWS structure is huge in comparison. And then, where do the students go? If you look at ICAF, high 90 percent of graduates are going to acquisition. The JAWS graduates should be going to joint operational planning billets. Very few a year do go.

Vice Admiral Rondeau added that the other program that will be getting feedback is the Senior Enlisted JPME. What does the building believe about these things? Brigadier General Ward added that the Services are not doing a good job putting JAWS graduates in the right places. I repeatedly get asked, "How do I get more JAWS graduates?" We need to

do a better job of placing the graduates. Dr. Yaeger noted that we need to capture those requests.

Finally, Dr. Yaeger continued, the courses at are the bottom – JFSC’s non-JPME courses, JRAC, and the NATO Staff Orientation course. The SecDef Corporate Fellows will not be funded in the FY 13 budget. For the SecDef program, OSD is the sponsor but the SecDef has never been involved in the program since Secretary Perry.

Another member asked why NDU has programs that outrank colleges? NDU-P responded that JFSC has an aspect that is Joint Training and Joint Education—but they have to make up their minds. They are both a technical school and a college. They became a place that JFCOM sent things to—so there are many different programs. There is a potential that, in raising the issue, JFSC could grow. With JFCOM gone and J7 having to do training, then there is a potential that JFSC will grow.

Dr. Yaeger showed the Board an example of the threefold slide that NDU provided to the J7. It addresses why the component was created, who it supports, why it should be at NDU, and what difference it makes. The second slide then shows the investment that supports the argument. Mr. Fuchs suggested that the question to ask is if the college/component was not at NDU, what would be missing. That is a way to articulate value—show what is lacking if something is not offered. Colonel Bell noted that there are competitor programs in Beijing and Moscow for our international students. Vice Admiral Rondeau added that when the law was changed and the Service colleges began teaching JPME 2, the Service Chiefs could question why they need NDU. NDU can argue that we have a truly joint environment. Right now personnel policies affect where people go. Service Chiefs can control where their students go upon graduation from a Service College but not at NDU. So the Services are incentivized to send their best and brightest to their Service Colleges and not NDU. Who would change this policy? Vice Admiral Rondeau noted that she had raised this issue with Dr. Stanley two years ago.

A member raised the issue of the intangibles that are arrived at in having these kinds of programs. The value of some of these courses is the relationships and fellowship that are nurtured in the cohort environment and which will affect future US policies and relationships. That was brought out very well in the presentation yesterday and needs to be verbalized in the discussion going forward. Intangibles do not mean much to budgeters. It has to be put in language that will matter. The intangible of a joint program is that when you go to war, you do not go as a single service. Vice Admiral Rondeau noted that no one is saying to cut the international program.

Comments from Dr. Hans Binnendijk, Vice President for Research

Dr. Binnendijk opened his portion of the brief with an organizational chart to show how the research tier of the University has been reorganized. Some of these centers have legislative mandates and some are entirely reimbursable with no legislative mandate.

Mr. Weidenfeld asked Dr. Binnendijk to finish his presentation after Lieutenant General George Flynn, Director for Joint Force Development, had made his presentation to the Board.

Vice Admiral Rondeau introduced General Flynn. She informed the Board that General Flynn is a warrior who has come to us with a rich background in training and education. He came from Marine Corps University. He is incisive and fair minded and has put us through a good drill that has made us know ourselves better. He was happy to come to talk to the Board when I asked him a few days ago. We are grateful that he is here to talk to the Board of Visitors today.

DJ-7 STRATEGIC REVIEW, Lieutenant General George Flynn, Director for Joint Force Development

Two days ago I was invited by the NDU-P to come speak. Two years ago I was invited to be a fellow at the Council on Foreign Relations. This past summer I was assigned as the first 3-star J7 on the Joint Staff. This is the first time we did away with a Combatant Command. It was spread out throughout Joint Directorates. A good portion of what they did went to the J7. We

also did away with the J6. There was a lot of change that went into this. We are moving around the functions. We are now working on how the command will function.

The J7 is significant because it now not only supports the Chairman but it is also responsible to the Chairman for producing a product – joint warfighting capabilities. When General Dempsey took over, each director received guidance. My guidance noted that I was to push joint interdependence deeper and sooner. I also received specific guidance – 1) not to let Jointness be jettisoned during the budget review; 2) develop a comprehensive plan to promote the knowledge, skills and attributes and behaviors that define our profession of arms, keeping leadership as a foundation. 3) learn the lessons of the last decade of the war, and 4) lead a reexamination of joint education. We have a new model of Joint Force Development. The “why” of J& is Jointness. The “how” is through the joint force development cycle. The “what” is a trained, adaptable and responsive joint force of today and the joint force of 2020. DJ& discussed both his Joint force Development Vision (50 copies distributed) and the 90-day plan, both of which have CJCS approval.

Joint Forces Command was a forcing function before Goldwater-Nichols. With JFCOM gone, the Chairman is now responsible for Jointness. The other forcing function for Jointness was education. The reorganization is a good way to put the Chairman at the hub of this.

Regarding resources, we are entering a period of what I call the “new normal.” We have to think our way through the reality that although “ends” will not change, “means” will diminish and that will cause us to re-examine our “ways”.

I have worked closely with Vice Admiral Rondeau since I came onboard. I have said that this is “the new normal.” Our ends are not likely going to change. What is going to change is what we have to accomplish that. Our ways have to change. Ends are the same, means are going to decrease, and our ways will have to adapt. The future will be about choices. We have to make informed decisions. We are making decisions. DJ& summarized the effort in collecting NDU’s data over the last six weeks, explaining the method of deconstructing NDU activities (teaching, research outreach, overhead), the desire to understand the source authority of the activity, what the activity “produced”, and how much it cost (in terms of people and money.) He cited his understanding of the non-appropriated resource stream but asked “what do you do if other people’s money dries up?” We asked the services to do the same thing. We have worked

with the staff at NDU to look at some of the choices. In 2001-2002, NDU had a faculty of 136, and today it is 211; a core budget of \$60 million that grew to \$80 million; now it is a \$90 million core that goes to about \$140 million when you add reimbursable. We looked at funding flows and what is direct funding; we are looking at reimbursements. We wanted to understand what happens when someone stops paying for functions – what do you lose and could you put it in core? We took a look at the critical tasks across the board in the three key areas – what is the function performed, what directed the function (some in law; some in Memoranda or OSD Instruction), what does it cost in terms of money and people, and what is provided at the end. We now have 54 slides of data that lay that out. We have made no choices yet.

This is something that every director is doing on the Joint Staff and something all the Services are doing. We are trying to do the right things with what we will have – not doing more with less. I have learned a great deal when I worked with NDU. I have also had to look at my own priorities. We all have a ten percent cut. We can only go so far with efficiencies and sooner or later we have to stop a function. It is critical to define what is important to us and what it costs before we have to do it. Often the decisions happen fast and furious. It is better to make educated choices – they will be the right ones. I see this as the glass half full – we have the opportunity to do good here. We can move forward from here.

Discussion

One member noted that when we look at the chart of appropriated and reimbursed money, the delta is almost 50 percent. Would the decisions that are made affect those programs that are reimbursed or paid by other customers besides the Joint Staff? General Flynn responded that we do not know this yet. We are just racking and stacking right now. There have been no decisions made. This has been data collection exercise for us to map out the challenges. Ambassador McEldowney added that this exercise has been a good one—institutions have to make decisions to prioritize otherwise they risk having a weaker version of what they were. General Flynn reiterated that no decisions have been made.

Ms. France noted that it is important to bring in the stakeholders. General Flynn responded that they would be included once it's time to look at decisions. Ms. France added that at

DOD, there is a constant push to act like a business. Are the reimbursable not business-like? General Flynn noted that the problem is that one of the client agencies put the program before their budget line. So what happens if that money goes away? Another member thanked General Flynn for his presentation today.

Dr. White asked how these processes will be cross walked with functions done by the services. General Flynn responded that we are about to start doing this—it is in my tasker to look at the educational institutions. That effort will get to that question.

General Newton thanked General Flynn for the presentation. He noted that I get the sense that you are doing something very different. I think you are trying to truly have a level playing field that is completely open so that we can really make a difference. There are all kinds of games that people play in these kinds of times, and I really appreciate your effort to get all the data on the table to make a decision. All that we try to do in this institution is driven by requirements for the war fighter. We need to have strong emphasis on what those requirements are, and the Combatant Commanders have to inform us what they value most. General Flynn responded that the key thing is getting all the facts on the table. Where did the funding come from? I have not seen a budget challenge like this ever. When you go to a meeting, the bogey is continually shifting higher and higher. We had great teamwork from all the colleges. We put them through a hard nut roll. When we make decisions, which will include stakeholders, we won't be shooting in the dark.

Ms. France noted her concern that the decision is being guided by the OMEP. She wants to be sure that the programs that are not JPME but are still valuable to DOD and other stakeholders are not sidelined by the OPMEP-driven process. She added that some of this work at NDU is important for the larger good. She asked why these things are lower on the priorities list. General Flynn responded that we have to stop defending what we do and start deciding what is important. Another member added that as we look at 21st century requirements and needs of the war fighter, we need to take into account things that may not be codified in the OPMEP. Several of us are interested in the cyber security issues and we want to ensure that the training and education associated with developing a warrior of the

future is included in the priorities of the University. Vice Admiral Rondeau added that the cyber piece is not yet fully formed in the building, and if it is the future, how do we know to prioritize it higher?

General Flynn noted that General Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, wants us to define the Joint Force out to 2020. What are the requirements of the Joint Force of 2020? One thing we will look at is what will change in warfighting? One major muscle movement is the interagency piece. We recognize the importance of the interagency. Maybe I won't be training joint task forces, but joint interagency taskforces? The integration of special operations into conventional force operations is also changing. How does our capstone concept capture this? What is Cyber going to do—whether it is an environment or a domain? We are looking at how to integrate it. I understand the importance of Cyber. Does not mean we are doing this the right way. I personally believe that Cyber operators of the future will need at least 2-4 years to meet the requirements to be Cyber operators. I fully understand the impact of Cyber, but what we are doing today is not necessarily the right thing. We have to look at where we are going to be in 2020. I should also reiterate that we are not linked to any method to prioritize. At one point, we will have to prioritize. What is the best method and means to make those choices.

Vice Admiral Rondeau has asked how NDU can help. How can we help define the 2020 force? Dr. Childs invited the General's staff to see what the IRMC is doing. Mr. Treanor asked if General Flynn could explain the framework for prioritization at NDU. I assume that if there are legislative mandates, NDU will have to do those. Then step down to SECDEF directives and joint staff directives. In your process, do you examine the directives or do we take those as given, and must we continue to do those? General Flynn responded that we do not have a prioritization process down yet. What we have done is a first shot. The legislative requirement, and there aren't many, does not take an activity off the table. It only means that it is a harder challenge to decide not to do that activity. Is there something that is being done here that can be done somewhere else more effectively or efficiently? Or is there something that is being done here that is done elsewhere and that is sufficient capacity? The sooner we can come up with a priority list the better off we will be

because budget decisions will have to be made between now and January 2012. The first round of budget decisions between now and December are just the first cuts. There will be more resource challenges with each POM cycle. For the next two to three POM cycles we will have to justify what we do. If I can justify what we do, then I am going to be in a good position for the budget fights ahead.

Another member asked if General Flynn could describe the next steps in the process. General Flynn responded that we will go with NDU to the Director of the Joint Staff in two weeks. Right now the Strategic Choices group in the building is working on making choices. That too will shape this. General Flynn added that we are entering an environment that we have never seen before. I don't know what the environment will be next year fiscally. We may be self-examining again next year. Can we operate at the right speed? I believe that our concept development process is not fast enough. I think that applies elsewhere too. We have to be quicker on our feet and we can't be tied to legacy processes. We won't be able to adapt fast enough.

Ms. France asked if it would be possible to meet with the DOD CIO to have some recommendations included. General Flynn responded that we are not ready for submitting recommendations at this point.

Mr. Weidenfeld thanked General Flynn on behalf of the Board for taking the time to discuss these important issues affecting NDU. He thanked General Flynn for his integrity and insights and assured him that the Board had received his message.

Mr. Weidenfeld then asked Dr. Binnendijk to continue his presentation.

Continuation of Comments from Dr. Binnendijk

Dr. Binnendijk informed the Board that the research budget has been 10-12 percent of the University budget. He assured the Board that there has been no crowding out of NDU programs. The total direct funded budget is \$10.7 million. And \$5.4 million is the original research budget. The delta is money that was moved to the NDU POM for NDU to do specific tasks – for

example for the Center for Complex Operations (CCO). This money was taken out of the budgets of their institutions and put in the NDU POM.

The other component is the reimbursable funding. The answer to the question of what happens if that money goes away is that those functions go away. The only way it would move into the core budget is if another agency transfers a portion of its budget to the NDU POM. Almost all of the reimbursable money is DOD money – about a dozen sources. There is a small amount from the Department of Homeland Security. Is it a push from their end or a request for funding from us? It is a push, although I expect it will be less so in the future. We do have a lot of support, and we will be a top priority for our partners to fund.

Discussion

A member asked Dr. Binnendijk whether it would be fair to say that the reimbursable funds for research, if they are given to NDU, would not be spent at Federally Funded Research and Development Centers (FFRDCs). Dr. Binnendijk noted that the research centers have provided products for our clients at a good rate. He noted that he expects the research centers to continue to receive reimbursable funding. The amount will probably be \$8 million next year, which is more than half of what it was.

Dr. Binnendijk concluded that the research centers have clear priorities. It is good for the University to have these centers because they attract people and funding. A center is also a valuable tool to attract world class people to the University. We have been asked to prioritize our research and we have created twelve themes which we have prioritized. Dr. Binnendijk showed the Board a series of slides with the themes and their priorities. The first one is “designing affordable and balanced defenses,” followed by “creating success in relations with the Islamic world,” and “shaping future policies of China and Russia.” Dr. Binnendijk added that for example, the Center for Strategic Research has some very senior researchers who work very closely within senior, DASD-level officials at the Pentagon.

Vice Admiral Rondeau suggested that Board members look at the slides more closely and contact Dr. Binnendijk with any further questions.

Mr. Weidenfeld noted that there were a few items of business remaining before the executive session.

Board Governance – Mr. Weidenfeld, Chairman, NDU BOV

Mr. Weidenfeld informed the Board that, according to the by-laws adopted last year, the Chairman and Vice Chairman of the Board must be elected by Board for two year terms. He informed the Board that it is his intention not to stand for reelection as Chairman of the Board. He furthermore informed the Board that he would like to create a nominating committee so that at the spring meeting members will be able to elect a Chairman and Vice Chairman. Dr. Millard and Dr. White agreed to serve on the committee with Mr. Weidenfeld. Mr. Weidenfeld proposed the motion. It was moved and seconded with no one opposed. Mr. Weidenfeld informed the Board that the Committee would report back to the Board at the spring meeting.

Mr. Weidenfeld asked if there were any further issues to discuss. There were none, and Mr. Weidenfeld announced the adjournment of the meeting at 1020.



**National Defense University
Board of Visitors Meeting
AGENDA
October 27-28, 2011**

Thursday, Oct 27, 2011

1030	Call to Order	Dr. John Yaeger, DFO
1030-1045	Administrative Notes Review and Approval of Minutes	Mr. Edward Weidenfeld
1045-1100	NDU Organizations & Functions	LTC G.A. Pivik
1100-1130	The Future of Professional Military Education	Dr. Clifford L. Stanley Under Secretary of Defense for Personnel and Readiness
1130-1245	Break for Luncheon	Lincoln Hall~Room 1301
1300-1400	State of the University Address -NDU Foundation -Facilities Update -Library: Unique Collections & Courtroom Re-creation	VADM Ann Rondeau
1400-1530	Panel Discussion: International Partners	SVP Nancy McEldowney
1530-1545	BREAK	
1545-1645	iCollege Update	Dr. Robert Childs
1645-1700	Manpower Overview	Brig Gen Joseph Ward
1700-1715	Honorary Degree Nomination	Dr. John Yaeger
1715	Meeting Day one concludes	

Friday, Oct 28, 2011

0800-0845	Self-Study: Report to Middle States	Self-Study Co-chairs; Dr. Gerry Gingrich Dr. John Yaeger
0845-0915	NDU Programs Review	Mr. Michael Cannon; Dr. Hans Binnendijk Dr. John Yaeger
0915-0930	BREAK	
0930-1015	DJ-7 Strategic Review	LtGen George Flynn Director for Joint Force Development
1015	Fall Meeting Adjourns	Dr. John Yaeger, DFO

BOV Member
Attendance Listing for
27 and 28 October 2011 Meeting

BOV Member	27-Oct-11		28-Oct-11	
	Lecture	Meeting	Lecture	Meeting
AMB Johnnie Carson	NO	NO		NO
Vice Admiral Vivien Crea, USCG	YES	YES		YES
Rear Admiral Earl Gay	NO	NO		NO
Mr. John Fraser	YES	YES		YES
Mr. Sidney E. Fuchs	YES	YES		YES
Ms. Belkis Leong-Hong	YES	YES		YES
Mr. Stephens F. Millard	YES	YES		YES
Mr. Lloyd Newton	YES	YES		YES
Amb Nancy J. Powell (Ex officio)				
REP: AMB Marguerita Ragsdale	YES	YES		YES
Mr. Douglas Raymond	YES	YES		YES
Mr. Robert Spring	YES	YES		NO
Dr. Clifford L. Stanley (Ex-officio)	YES	NO		NO
Dr. George L. Tanner	YES	YES		YES
Dr. Stephen J. Trachtenberg	NO	NO		YES
Ms. Teresa Takai (Ex officio)				
REP: Ms. Joyce France	YES	YES		YES
Mr. Mark Treanor	NO	NO		YES
Dr. Lemuel Watson	YES	YES		YES
Mr. Edward L. Weidenfeld	YES	YES		YES
Dr. John White	YES	YES		YES



Dr. Clifford L. Stanley

Dr. Clifford L. Stanley was sworn in as the Under Secretary of Defense for Personnel and Readiness on February 16, 2010. He is the senior policy advisor to the Secretary of Defense on recruitment, career development, pay and benefits for 1.4 million active duty military personnel, 1.3 million Guard and Reserve personnel, 680,000 DoD civilians, and is responsible for overseeing the overall state of military readiness.

Before assuming his current position, Dr. Stanley was President of Scholarship America, the nation's largest nonprofit, private-sector scholarship organization. Prior to assuming this position at Scholarship America, he served on the senior leadership team of the University of Pennsylvania as the Executive Vice President. In that capacity, he was responsible to the president for the non-academic functions of the university, such as business, finance, facilities maintenance, and campus security.

Secretary Stanley, a retired United States Marine Corps infantry officer, served 33 years in uniform, retiring as a Major General. His last position was as the Deputy Commanding General, Marine Corps Combat Development Command, Quantico, Virginia. Additionally, he served as the Marine Corps Principal Representative to the Joint Requirements Board which supported the Chairman of the Joint Chiefs of Staff in carrying out his responsibilities.

Other leadership positions included: Commanding General, Marine Corps Air Ground Combat Center, Twentynine Palms, CA; Director of Public Affairs, Headquarters Marine Corps, Washington DC; Assistant Deputy Chief of Staff for Manpower and Reserve Affairs, (Manpower Plans & Policy); Commanding Officer, 1st Marine Regiment, Desk Officer in the Office of the Assistant Secretary Of Defense, East Asia and Pacific Region; Advisor to the Secretary of Defense on POW/MIA Affairs; Special Assistant and Marine Corps Aide for the Assistant Secretary of the Navy; and instructor at the US Naval Academy. Secretary Stanley was also a White House Fellow where he served as Special Assistant to the Director of the Federal Bureau of Investigation.

Throughout his career, both in and out of the military, Dr. Stanley has helped men and women exceed their expectations while building cohesive teams dedicated to high achievement and selfless service. Dr. Stanley has a proven track record of being a visionary and inspirational leader dedicated to diversity, families, and a true sense of taking care of others. Dr. Stanley is a graduate of South Carolina State University. He received his Master of Science degree from Johns Hopkins University, graduating with honors. His formal military education includes Amphibious Warfare School, the Naval War College, Honor Graduate of Marine Corps Command and Staff College, and National War College. Dr. Stanley earned his Doctorate Degree from the University of Pennsylvania, and holds Doctor of Laws degrees from South Carolina State University and Spalding University. He also holds a Doctor of Science, honoris causa, from The Medical University of South Carolina.