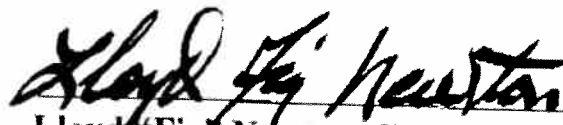


**REPORT OF
THE NATIONAL DEFENSE UNIVERSITY
BOARD OF VISITORS MEETING
Held on May 20-21, 2013**



A public meeting was held on May 20-21, 2013 by the National Defense University Board of Visitors in Lincoln Hall, Room 1105, Fort McNair, Washington DC, 20319

Date of this Report: June 12, 2013


Lloyd "Fig" Newton, General, USAF (Ret.)
Chair



Minutes of the National Defense University Board of Visitors Meeting May 20-21, 2013



Meeting Summary

The National Defense University Board of Visitors (NDU/BOV) met at Fort Lesley J. McNair in Washington, DC on 20 and 21 May 2013. The attendance roster and the agenda are attached in Annex A and B, respectively.

Monday, May 21, 2013 (Day One)

Welcome, Call to Order, and Administrative Notes: Dr. Brenda Roth, Deputy Vice President, Academic Affairs, NDU

Dr. Brenda Roth, FACA Designated Federal Official, called the National Defense University Board of Visitors (BOV) to order at 0900. She announced that the first order of business was to review the minutes from the last BOV meeting. Minutes were accepted by a show of hands. Dr. Roth then turned the meeting over to General Lloyd Newton USAF (Ret), Chairman of the BOV. Gen Newton expressed his thanks and announced that the BOV had three new members. He asked Major General Gregg Martin, NDU President, to introduce them. MG Martin introduced Dr. Ronald A. Rittenmeyer and Ms. Linda Robinson, and explained that the third new member, Mr. Douglas C. Doan, was not present. MG Martin then proceeded to deliver the State of the University address.

State of the University: Major General Gregg Martin, NDU President

MG Martin began by saying that it is great to have everybody here and I hope everyone had a good weekend. We have all these wise people who care about national security. This is open to the public, so we have put the word out far and wide. If I get a little boring, look at the pictures around the room. They really show the complexity and the depth of NDU. Officially, welcome to NDU, thank you, and congratulations to each of you on your lives. Each of you has really lived a life of great meaning, and you have even more to give, which is why you're here.

What do I hope to accomplish at this BOV meeting? I want you to leave here inspired and fired up to help NDU move forward; to take steps to help us, to lead this international treasure that we call NDU into the future. What I want you to know coming away from this is the huge opportunity that NDU has to improve national and international security. I want you to know how far we've come.

What do I want you to do when you leave here? Help us. Help us to imagine, create, and build our future here at NDU. Through your focused action, help us to connect the dots. The challenges before us are big, but the opportunities are huge. If we together understand the environment, the needs of our nation and our international partners, and we understand our potential, the future is bright - if we will take the time to lower our barriers to communication and think outside of our rice bowl, our stove pipe, our service, and we imagine what NDU can be, and work together. And how to help it be the NDU of the future. That not only helps our future leaders, but helps us build a more secure future.

I want to take a moment to honor Maj Gen Brown. We've had a lot of death here at NDU recently. The death of Maj Gen Robert Steel's (former NWC Commandant) son in Afghanistan and U. S. Ambassador to Libya J. Christopher Stevens, NWC graduate. Joe and Sue Brown embodied NDU and our profession. They are why we are here, what we should do. Joe was a bomber pilot, he flew nuclear weapons. He flew high above the ground and saw the big picture. But he never forgot that you see the picture by looking at the local details. You make friends and you grow trust. Along the way, they were great people, had friends, broke bread, had parties.

Let's think big: our potential for our country and our world; NDU 2020 and beyond. It's been a tough couple months – a tough couple years – for NDU. I'm just going to hit the high points. We have a revised

mission statement and lots of analysis on our new mission statement. We had our Middle States accreditation, and, unfortunately, we did not meet 2 of the 14 standards. We've been hit by serious budget cuts across the departments. We've been hit by a hiring freeze. Travel budgets have been significantly cut, either suspended or reduced, and this has affected our mission. For example, our international field studies have been curtailed. We suspended CAPSTONE for our flag officers. This will be curtailed for the next two sessions.

Tough choices are being made. I think it's going to get tougher; it's going to get harder. We are under tight scrutiny for hiring. We can only rehire if it's a mission-critical hiring. We are expecting further budget cuts, which will affect our faculty, our students. We have transition of key leaders. We have three new commandants coming on this summer. The first one is Admiral John Smith, the current commander at GTMO, United States Naval Station Guantanamo Bay. Brigadier General Thomas Gorry and Brigadier General Guy Cosentino will join us in a couple of months. We also spoke of the tragic unexpected death of Maj Gen Joe Brown, so Dean Dorsey has taken over as acting head of the Eisenhower School. We also have two Deans that we're replacing at NWC and JFSC. The UAE considers NDU the gold standard in the world, and hired away John Ballard, so we're going to replace the Dean of Faculty at the National War College. All of the hiring is complicated by the hiring freeze and the budget squeeze, as well as lots of transitions of senior leaders.

So, what does all this mean? The world is getting more and more complex. Things are going faster and faster. NDU is one the best places in the world to understand how the world is getting more and more complex. But gee, the money's going down! The dollars are going down! A great quote from one of our allied leaders in the past is 'gee, the money is going down, so maybe now we have to slow down and think.' Needs are going up, means are going down.

How does this affect the future of JPME? In a sea of educational change, the university environment is swirling and changing as the money is going down, and we have a new generation of leaders coming at us fast and furious. If we don't get out in front of that change, we're going to be blown away. It's coming at us.

So, here's just a big thought for you: Elihu Root and that generation of leaders – he had a vision of America, our role in the world. What they didn't have was the capability to connect that big picture. It's very paradoxical. Today, we have enormous capabilities. We have an enterprise of education – it's vast. My question is, do we have the vision? Do we at NDU have the vision to step up and think and lead the way Elihu Root envisioned the National War College, and if he was alive today, NDU, to adapt ourselves to what our nation actually needs.

We've made huge progress. I couldn't be prouder of our staff, our faculty. We've made huge steps forward in hard decisions. Lots of hard government works, hard government reforms. Some of the big documents we have made: the Way Ahead Memo, signed in November, for Joint Staff Action Plan (JSAP); the work of Task Force 2020, which has helped frame the issues; and the NDU Strategic Plan. John Yaeger, the Provost, helped lead, shepherd, and marshal a bottom up, organically grown plan. The faculty and deans built this. This plan is our guide. When we're talking about stuff, we look: where is it in the plan? If it's not there, we ask ourselves, why are we talking about it? Or, did we forget to put it in – let's put it in. We collectively have come together and created the Planning and Programing Guidance. This is a huge step forward. This is going to give the great ideas the way to last, to get inside the machine so that they happen.

What about our most valuable resource, our people? How do you create a human terrain map? How do you determine how to allocate scarce resources and break down barriers? Who decides? We have developed a set of human terrain documents that are really important. We have an off-site test pilot program for SOCOM in Tampa. Our approach is to do lots of little test pilot programs, see what works, and then grow and adapt them.

What's the future of NDU? Curriculum reviews. We need to talk about the climate here in D.C. in the letter from the BOV to the Chairman. In the past, the letters from the BOV to the Chairman have had a significant effect.

Shifting gears, I want to say that if I could invest in one place, to develop the type of strategic leaders and thinkers we need, it would be NDU. This is the place I'd invest it. But you have to step back, and go to a white board approach. Why NDU? Let's pretend we have zero dollars – go back to nothing – and if we had to start over with no infrastructure or anything. Our goal is to imagine, create, and secure a stronger peace – a more stable world. I want my kids to grow up in a safe world where they can be all they can be. There's a lot more to what we do here than just intellectual academic development work. We're asking these men and women to do the hard, thankless work. They didn't join the military to do this stuff; they joined to do the "cool stuff", to fly the fighter plane, fire artillery, or whatever. We have to inspire them to do the heavy thinking. If we don't do it, who's going to? They're way too busy to in the Pentagon. We have leaders coming in who are hungry to learn, and hungry to go and serve.

We need to keep the best of what we do and either adapt or get rid of the rest. The best may be sitting under a tree with Thucydides and drinking a cup of coffee. It may not have anything to do with computers. Lots of our best stuff costs almost nothing. Most of what we have is a result of the industrial age that served us well in the Cold War. It's not right for us anymore. Our resources should be available on demand, worldwide, 24/7. If we hone ourselves that way, we'll be much more relevant.

Think of where we've come from: back in 1903, we started with the War College after the fiasco of the Spanish-American War. We needed a place to fix that. After WWI, we formed the Joint Forces Staff College. After WWII, and we saw stove pipes don't work, we formed the joint National War College. After the Cold War, the iCollege was formed. After 9/11, CISA was formed.

The opportunity here at NDU is unique. At the end of the day, as they say in the real estate business, it's all about location, location, location. We can do conferences almost at a drop of a hat, and people will come. We cannot afford to sit on our laurels. We need to help leaders think about what is important to our national security. I'm not saying we can fix everything, but we can better understand these important issues, talk about them, and influence them. Our influence has only grown. I think our ability to influence strategic thinking is growing. Our ability to influence is on the way up.

What are the challenges? I think it's very busy. We've done really well in the past, and it's hard to change when you're doing well. I think we owe it to the services to figure out who we educate, when we educate, and how we educate.

I think I'm the biggest fan in the world of NDU. We have a bit of an image problem. All the good things I've said – they're all true, but we have people holding a polar opposite image. People in D.C. or the Pentagon are hearing about problems from months or years ago for the first time, but are asking about them now, even though we've already fixed things. In this environment, much of my job is countering these negative perceptions. The key to us is good communications.

I'm going to wrap this up and open up to Q&A. We're best on the planet at teaching strategy and strategic leadership. We need to practice ourselves what we are so good at teaching. You can help us.

I'm going to leave another image in your mind: cost and value. This is probably unfair, but it comes up a lot. Think of the WWII leaders. NDU's George Marshall Hall is named after General Marshall. We spent very little on those leaders. They stayed junior officers for a long time, and did weird things, led the CCC or learned a new language. We hadn't even started to go to Berlin or Tokyo and were already road mapping post-war reconstruction. Think about how good they were. Fast forward and think about post 9/11. I'll leave it to you. We've spent trillions of dollars. Are we more secure? We have been saying for a decade or two that we've not been spending enough on strategic leadership. But we've kept doing that. We owe it to the American taxpayer. One of the things we do here in addition to education is the building of friendships and networks. We don't have an NDU wide forum for strategic network building. We are the wellspring reservoir of strategic capability.

One of the finest pieces of strategic thinking has come from one of our current faculty: Michael Mazarr. I think that his paper could be a foundational document for our faculty, our students, and the Joint Staff.

Discussion:

VADM Crea asked MG Martin about his relationship with the J-7. MG Martin replied that the short answer is that he reports directly to the Director of the J-7. It's collegial and friendly, but also a tough professional relationship. All that said, it is a much more complex world than just the J-7. We have interaction with J-5, and interaction not only with defense department but outside of it. We have lots of international interactions. We have got to make sure that at the end of the day, all of these feed into the core mission of leadership development. MG Martin said he needs to get more people over here to visit. I don't do command briefings anymore; I show people around and they are just blown away. We are better understood by our allies around the world than our folks here because our allies visit and hear our NDU story. Our biggest shortfall on both the BOV and other external and internal studies is we need to improve on communication, internal and external. VADM Crea asked, with relation to the J-5, whether they listen to NDU or if NDU listens to them. MG Martin stated that, in the past, there was lots of interaction, but that it has been carved back. He doesn't talk to the J-5 very much, and needs to do more. Lots of our people are doing work in support of the J-5; MG Martin says he has to expand his work with the J-5.

MSCHE Monitoring Report: Dr. Brenda Roth, Deputy Director, Academic Affairs, NDU

Dr. Roth began by saying that we need to narrow our focus to Middle States Commission on Higher Education (MSCHE) Monitoring Report to set the stage of today's discussion. While we are not exactly where we want to be, we are on our way to getting there. In this overview, I will tell you what we have done in the tactical sense in response to the required changes. The MSCHE has 14 standards that we are measured against and this is how they determine how we are doing. In the latest review, MSCHE saw some gaps in standards 3 and 5 (including: comprehensive technology acquisition, replacement and operations plan, current and future technology needs and qualified staffing). Representatives from MSCHE visited NDU in March 2012 and in June 2012 we received a warning letter saying that our accreditation was in jeopardy. To put this in perspective, institutions such as NDU receiving a warning letter is relatively common today. If an institution does not meet two standards, then they get a warning letter. For NDU, we didn't have standards 3 and 5 under control. While we have always had a strategic plan, we weren't adhering to it. We also had to look harder at our IT and budgeting. MSCHE said that we didn't have a budgeting process; while we did have a process then, we have improved it because of their guidance. Because we owe MSCHE answers and evidence to these questions, we can now better show sustainability and adherence to all of their standards.

Discussion:

Mr. Ronald Rittenmeyer asked if there were weaknesses on all of the areas listed on the first PowerPoint slide, and if there was confusion about what had been done? Dr. Roth stated yes to both questions, noting IT as an example that did not previously line up with the NDU Strategic Plan.

NDU Strategic Plan: Dr. John Yaeger, Provost NDU Vice President of Academic Affairs

Dr. Yaeger began by saying that for Goal 1, we have two parts. Right now, we're in fairly good shape. Tomorrow, you'll have an opportunity to see the product. For Goal 2, we have some challenges in that area. MG Martin earlier held up 2 books that NDU personnel have written and/or contributed to and that NDU has published (Convergence: Illicit Networks and National Security in the Age of Globalization and Leading at the Strategic Level in an Uncertain World). How do we disseminate the knowledge we've created? There's the challenge of knowing what expertise we have. There's the challenge of not being able to hire. There's the challenge of curtailed travel, both for student travel and professional development. The longer we sit around, not able to go out, the further we will fall behind. We're in yellow, heading towards red in relation to the progress on meeting this goal.

Discussion

Gen Newton inquired if there was a time frame on the duration of the hiring freeze, or if it was indefinite. Rear Admiral Stephen R. Pietropaoli (RET), Interim Senior Vice President, explained that there was no clear time frame, and that the biggest problem is the unknown status of the FY2014 budget. Pietropaoli observed that he did not want to manage by having fewer and fewer people, but at the moment, that is what

NDU has been doing. The freeze is indefinite, and the institution can only get exceptions for mission-critical positions.

Gen Newton asks about the relationship between NDU's goals and the MSCHE standards. Dr. Yaeger explained that MSCHE cares that NDU has a process to get to where it is going. Dr. Roth explained that underneath Standard 2, NDU did have a plan, and the reason that NDU had a problem was more to do with the fact that it had recently received a new mission statement.

Dr. Yaeger said that for Goal 3, we will hear from enablers this afternoon. For Goal 4, the paper of Dr. Michael Mazarr (Associate Dean of Academic Programs, National War College) is a way forward towards improvement. Dr. Yaeger felt fairly comfortable with this goal, but believed that there is still a ways to go.

Budget, Sequestration and Academic Impacts of Limited Resources: Mr. Jay Helming, Director, Resources

Mr. Helming started the dialogue by saying that he was going to talk through a bit of the University's financial history, our current budget for fiscal year 2013, and then delve into some of the challenges ahead. For your awareness, there was a significant amount of growth in 2009 and 2010 through resource management that brought in funds that supported programs at NDU in the range of \$100 million through 2010-2012. Changes took place within the budget as challenges began looming in 2013; we started off thinking that we would have \$95 million, but then were cut to \$85 million. We went through a very detailed mission analysis and pushed those through to the J-7 Joint Staff Action Process (JSAP) on how to live within the \$85 million budget. Then the sequester occurred in addition to a \$3 million decrease, due to a miscommunication on our part, which brought us down to a \$75 million budget.

We currently have robust reimbursable programs, such as students which attend NDU from the Interagency, Operations in the College of International Security Affairs (CISA), and several other research programs which are funded by other organizations. Our budgeting is an interesting process to work through because we get funds throughout the year, and given the budget cuts throughout the government, we have been concerned that we may not get those expected funds; however, we have continued to receive funds from different parts of the Pentagon, so that speaks to the value that we bring.

Discussion

Gen Newton asked when NDU moved from \$85 million to \$75 million and why did congressional mark go the way it did. Mr. Helming responded by saying that the sequester was challenging because it adjusted our budget by about 8%. The Office of the Secretary of Defense (OSD) issued us \$85 million, so initially our sequester target was the same as our budget. Of course, there was the possibility of our budget getting cut further, and that is exactly what happened. We didn't see the true budget of \$75 million until February of this year. As for the congressional marking, we showed growth within our budget so they cut funding out. At that point, we didn't understand the detailed NDU budget; but we understand it now and how it reads when it goes over to the hill. Just three weeks ago we briefed the Senate Armed Services staffers and briefed them through our budget; they had no concerns. We now know have a much greater understanding of how our budgeting works.

MG Martin clarified by saying that we got marked \$3 million for a picture that we inadvertently painted, which was inaccurate. Gen Newton asked if we could get that money back? Mr. Helming said that yes, the ding was only for that particular year. Further, he said that we are not surviving on a \$75 million budget and that the budget that we do have is still being altered, for example, through expected furloughs. For NDU, each day of furlough is worth \$200,000, which will provide a projected \$2.2 million-\$2.3 million in savings. We will have an executable budget of \$83 million. The new IT contract will save another \$2 million and there are other areas where we are not spending any money, like in professional development.

Mr. Helming said that right now, we are saving money in several other areas; as for our staff, we have gone from 467 to 390 civilians since January of 2013. We have had to cancel overseas studies for both ES and

NWC and curtailed our faculty development. Across the University, every expense is being scrutinized. Yet the challenges of 2014, 2015 and out remain.

Gen Newton said that there is a lot more discussion about 2014 and 15 that we haven't gotten to yet. There is sequestration and then there is budgeting. These are two separate things. The new fiscal year will bring budgets back up. Can you explain this further?

Mr. Helming said that the 2014 budget is being reviewed by the Pentagon right now. The review had slipped to the right by 2 months because of sequestration and furlough discussions. The 2014 budget was originally submitted without a sequestration requirement, and that included \$84.9 million. The CISA budget bumps up our budget for next year, and eventually we will have to look at sequestration realities. A continuing resolution for fiscal year 2014 is likely. We will submit our budget to Congress through OSD, just like the services do. However, within a service you have a lot to talk about; there are a lot of places to look for cuts, however we don't have that option. Sixty-three percent of our budget goes to civilian pay and we are bound within that requirement. The real issue is this: we want to ensure that we have a plan in place to handle paying civilians if sequestration takes place. (i.e. our budget comes in at the true \$75 million level). In reality, we lived with an \$80 million budget, so a \$75 million will be difficult for us to handle; strategic decisions will have to be made.

Ms. Leong-Hong asked what the unaccounted \$3 million growth was for. Mr. Helming explained that NDU staff built a budget and were given a month to determine what cuts were going to be, and that a decision was made to do across the board cuts. There was one "plus up," so they just took it. They were looking for \$3 million and it was an easy place to get it. The OSD comptroller understood.

Mr. Fraser commented that budgeting is like walking a tightrope because the University survived on \$75 million, so it can do it again; they will look for redundancies. This requires a big communication and lobbying effort. Mr. Helming responded by saying that yes, the University made a series of decisions about reductions and the J-7 made a significant contribution to this effort. The submitted fiscal year 2014 budget had a great amount of detail in it so we could defend our budget. We are preparing for FY2015 now and defending FY 2014 on the hill

MG Martin mentioned that he is an eternal optimist, but even this budget is not real. The services are going to have to reduce manpower at the officer 05 and 06 levels. They will likely cut the most senior ones, which means that a lot of the military faculties are likely going to be cut. Similarly, many of our great interagency partners will likely be unable to send their faculty here. These staff members are not costing us much, but are contributing a lot; this will be another shoe that drops.

Dr. Yeager mentioned that NDU has two types of faculty; the Title 10's, which we pay for, and the others that we don't. We are already seeing changes in many aspects of the University because of the limited staffing available. For example, the Capstone course will be 3 weeks this year; previously it was 5, and before that it was 6. Sequestration alone will affect 6 weeks of the academic year. Furloughs will allow us to only schedule class up to 32 hours a week for students. We will see changes in the Distinguished Lecture Series, library hours of operation, and many others. Dean Dorsey stated that contact hours have decreased; we have to cut 3 hours of contact time, therefore, students did not get the program that was approved and content is coming out along with the decreased budget. Mr. Helming also mentioned that with the expected furloughs, which are set to begin the week of 8 July and extend through 30 Sept., staff and faculty will be operating on 4-day weeks, further cutting down on what can be accomplished in a week and hours of operations for particular parts of the University.

Gen Newton asked if all staff will be furloughed on the same day or staggered, and whether or not NDU was mandated on how to carry out the furloughs. Dr. Yeager said that no, the staff would not be staggered. Mr. Helming mentioned that NDU would like to have the flexibility to group the furlough days, but OSD directed that we need to stay within 2 days per pay period in an effort to avoid inadvertently punishing any one person if furloughs were cancelled mid-way through the furlough period.

Ms. Leong-Hong asked if OSD were to find money to decrease the furlough days, how might that affect things and is it worth going back to the OSD comptroller? Mr. Helming said that NDU will still have to execute the budget even if we don't have the time to do it. We are reaching the point of no return and thus need to execute the funds that we have. Our ability to execute funds gets more and more difficult as more time passes. Additionally, the Annual Planning Programming Cycle is out, which provides a new compensation structure for our Title 10 staff. This new cycle has enabled us to make huge progress in programing and planning guidance based on the strategic plan. It would be great if we had a year to do this, but we don't. This is what Middle States is looking for and we didn't have anything like this in the past. Additionally, we are benefited by teaming with the Joint Staff; we will be using Enterprise Budgeting that will really help us, starting 1 Oct. It will give us a better ability to conduct our budgeting in an automated fashion. Gen Martin mentioned that we had a great discussion during the break. This is something that we should have done a long time ago, but because we didn't, we have had to rapidly do a lot of high-level structural work simply because we had to.

Mr. Helming began discussion of the FY 14/15 by saying that attrition is driving our skill set. A significant report will come out at the end of May that will look at the programing process for OSD, and asked that if the BOV has ideas on compensation strategies that will help NDU, that would be most helpful. As for the current budget, IT upgrades are the priority. Additionally, operations are improving; contracting vehicles are better given the multi-award contracts (the Joint Staff is now helping NDU with the contracting). Additionally, Mr. Helming supervises all financial staff across the university, which allows for the steady development of a professional budgeting staff across the institution that will be accustomed to the new enterprise accounting system, and while complicated, will be an improvement.

Ms. Robinson asked about the current budget, saying that if 63% is civilian pay, and IT is after that, then what are the other large expenses of the University? I'd like to get more educated about where the money is. Is there a pie chart in our materials? Mr. Helming responded by saying that Civilian pay is \$52 million, IT is \$10 million, Travel (field studies) is \$6 million, approx. \$1 million goes toward contracts and then after that there are supplies and operating costs.

Strategic Goal One: Education and Leader Development: Dr. Michael Mazarr, Associate Dean of Academic Programs, National War College (NWC)

Dr. Mazarr began by stating that NWC has recently completed a comprehensive, bottom-up curriculum review. This is, simply put, looking at ways to do what we do better. Our objective is preparing senior leaders for high-level positions in strategic leadership. Our curriculum focuses on high-level leadership. There are six core courses, and a whole lot of work went into reviewing how well the courses work. We change around 25-30% of each course each year during our annual review process, and then also run the bottom-up review of the curriculum every five years.

Our review involved faculty interviews and dialogues; student surveys of both current students and alumni; surveys of senior leaders; research in literature on learning, teaching, and curriculum; visits to counterpart institutions; and interviews with centers of innovation. Roughly 91% of those surveyed either "agreed" or "strongly agreed" that the curriculum was doing well. What we do need to improve is the depth of strategic/critical analysis, and deepen the intellectual rigor. We need more focus on doing strategy, rather than just talking about it, with focus on "practitioner realism". We need to emphasize depth over breadth, improve the synergy of curriculum integration, and improve the curriculum's treatment of strategic leadership. Faculty had a strong belief that we could do better, and are seeking to improve the use of best practices in learning, specifically: learning to solve problems in context, learning in collaborative groups, a shift from transmission of facts to development of analytical and life skills, a reliance on feedback, and the use of different approaches for different students.

NDU is doing better than most educational institutions with respect to the ability to measure programmatic outcomes; unfortunately, though not unique to NDU, key outcomes are the least measureable. We have a number of avenues to improvement: making the command climate more intellectually demanding, increasing the depth and sophistication of strategic analysis, modeling challenges of senior leaders with active

learning processes, focus on the application of instruments of power, and a focus on depth over breadth. There are a variety of building blocks for improvement from the curriculum review: enhancing substance, improving treatment, organizing substance, and improving the presentation of substance. One of our goals is to have students working on a yearlong practical strategy problem for an office outside NDU. We have a highly motivated faculty, excited about improving and moving forward with the implementation of the review's recommendations.

Discussion

Dr. White observed that Dr. Mazaar never mentioned the challenge of getting the right people coming in as faculty. Dr. Mazaar replied that, as a faculty, NDU has a much more limited ability than most universities at determining who is coming in. Dr. White asked if that is a polite way of saying we have the wrong faculty, to which Dr. Mazaar replied that that was always a risk. NDU has robust programs that help develop faculty; the institution has enough practice with this to have confidence the faculty will be able to execute the curriculum. Dr. White asked about faculty in the future. Dr. Mazaar observed that it is related to this, but that if the faculty had any major changes, that would affect any NDU curriculum.

Mr. Rittenmeyer asked if the NDU academic leadership "compared notes" with the Army War College. MG Martin replied that the short answer is that NDU and the AWC do get together twice a year during the Military Education Coordination Council (MECC); this collaboration was hugely improved with the J-7 going from a one star to a three star position. In between the biannual meetings, deans and provosts from both schools do meet. In MG Martin's opinion, this collaboration should happen more.

Capt Fraser asked if NDU couldn't differentiate itself and prove that it is not redundant and is relevant through team teaching. Dr. Mazaar replied that team teaching is happening, with the core course directors and numerous teachers getting together at least once a month. Dr. Yaeger added that NDU is working on rewarding collaboration, a process being coordinated through the Provost's office.

Dr. Tanner asked what collaboration might be done between the National War College and the Eisenhower School, within the framework of budget cuts, and what effect that would have on accreditation. Dr. Mazaar replied that at NDU, electives are university-wide. While collaboration should increase, unless the student-to-faculty ratio changes, the outcomes are unlikely to change. Dr. Tanner asked about the possibility of using adjuncts. Dr. Mazaar replied that it had been considered, but rejected given the extensive set of obligations for faculty. The NWC is going to a level where there are only 19 civilian faculty members on Title 10. He observed that if you try and cut further, you will hollow out academic rigor.

Maj Gen Ward observed that JSFC has complete integration of the schools within the college, and that it has been very helpful. Dr. Mazaar replied that at NWC, in order to integrate, faculty would have to drop something else they were doing. If NDU were integrated into a "super-school", you'd lose the NWC curriculum. In the NWC's view, it is advantageous to have discrete programs. Maj Gen Ward observed that this is the fiscal reality we're dealing with, to which Dr. Mazaar replied that you would not see a resource improvement unless you increased faculty workload.

Gen Newton observed that if NDU doesn't have a product coming out at the end, this is all for naught. He inquired how we could look for continuous improvement, stating that you don't want "folks to get locked into that because that's what we did yesterday or yesteryear." Dr. Trachtenberg asked, "if NDU didn't exist, and somebody came along and asked you to invent a school, and gave you \$75M or \$60M, would you get what you've got or something different?" Dr. Mazaar replied that those questions were asked during the bottom-up curriculum review; that mindset and spirit was what was attempted.

MG Martin stated that one of the things that strikes him is the huge advantage of NDU is the uniqueness of the programs. Nobody does grand strategy the way NWC does; nobody does industry integration the way ES does. He does not think it would be good to homogenize it. He believes there should be a real strategic approach of looking at what the country will need into the future, and then aligning capabilities with the requirements.

Gen Newton observed that Dr. Mazaar mentioned making the programs even more intellectually demanding, and then asked how the faculty keeps it exciting for the students while making it demanding. Dr. Mazaar replied that it will be a living process of learning while we go. The curriculum review asked some of the top students how the faculty could do their job better. The answer was they wanted to be challenged more. The faculty is working to integrate the idea of debate wherever they can in the curriculum. Additionally, there is a push for a handful of experiences that “go way out of the box”, such as visiting Arena Stage, or National Ball Park to learn how one manages other organizations. The faculty is very aware of the challenge of making the programs exciting, and wants to push the students a bit harder.

Meeting breaks for lunch.

Dr. Linton Wells II, Interim Director of Research and the Institute for National Strategic Studies (INSS)

Dr. Wells opened by saying that the Institute for National Strategic Studies (INSS) conducts research projects that are aligned under the NDU strategic plan. This research is also aligned with the curriculum, though the subject has been a point of criticism in the past. We are asking “what can we do better to tie things together?” A review of this subject has produced a number of actions, so we asked what research can contribute to the MECC and how can we support the warfighters and decision makers?

There are 14 different guidance documents that we have looked at and we have focused on the concepts that are overlapping. We have concentrated a lot on requirement setting and acquisition. We are using the One University approach with the Task Force 2020 work, joint enterprise integration, J-7 guidance, and related joint doctrine to identify the areas that we support. Additionally, there are a series of joint education leader attributes that we have combined with what the MECC found and are responding to that. Subject areas include cyber, climate change, bioterrorism; these are the kinds of complex issues that our students must be able to address when they leave.

We are also aware of the Review of Educational Tools and Methodologies in the Joint Education and Leader Development Review from 3 May 2013. Other research opportunities include globally integrated operations, integrating cyber, and lastly space, air, and sea together. These are complex things. The Pacific Command (PACOM) is now referring to their AOR as the Indo-Asia-Pacific. The OSD, from an academic point of view, would like us to tackle research problems, such as how to better understand how we can better link acquisition to operational planning, because we don’t have the ties that hinder us like they do across the river.

We do need to improve our communication efforts at the Pentagon. Perhaps we can follow suit with the information session that the Eisenhower School (ES) planned and executed at the Pentagon to share who they are and what they do. The ES is doing more to communicate with the community. We need to do better with cross cutting issues and deep dives; this is what we have the bandwidth to do. We, as an institution, also need to be aware of other potential NDU initiatives; there has been an explosion in innovation at private education institutions, and, while not all of these will be relevant to what we do and how we operate, some of them will be.

Discussion:

Ms. Robinson said that she wanted to learn more about the evolution of INSS over the research centers and if that was part of Dr. Wells’ responsibility as the Director of INSS? Dr. Wells said that key organizational changes were made over the past year; INSS currently has 6, which is down from 10, research centers, all of which support the NDU mission to support JPME. Additionally we think about how to do both current and future leader development.

Dr. White asked if INSS and the school houses cooperated in the beginning. Dr. Wells said that we are doing our best to do that. We have got to work together and to best understand the battle rhythm to support the curriculum with the best assets we have as a university. We have to better understand the needs in order to appropriately train and get new professors up to speed. We are trying to make better use of the resources we have in a resource-constrained environment.

Gen Newton asked if INSS has more than is needed and Dr. Wells said that some of this work is reimbursable. The question that we are doing our best to address is this: “If we are doing work for the Secretary of Defense, then is that work something that can also benefit the University?” The answer that we are trying to get to is yes; essentially we are trying to kill two birds with one stone. Gen Newton said that NDU would have to be very careful with how you tell the story, so that it doesn’t get translated into another \$3 million cut.

Strategic Goal Three: Institutional Enablers: Colonel Stewart Liles, NDU Chief Information Officer

COL Liles said that since the last meeting, a couple of big things have happened. From an IT perspective, with relations to MSCHE, we’re ready. We have a comprehensive plan, in which we talk about where we want to go and how we plan to get there. We’re being prioritized, and this is completely nestled inside of the Strategic Plan for NDU. In the last year, we have implemented the ITD transformation, which is consolidating one IT enterprise for the Norfolk campus and the DC campus. With relation to the support contract, we were able to change the way we motivate the contractor and have added modernization lines in the contract.

You can’t do twenty-first century IT with twentieth century infrastructure. We’re working to bring that infrastructure online. The Command Cyber Readiness Inspection (CCRI), which will happen in September, is an audit of our compliance with DOD standards for IT. We have changed every piece of technology at the North campus, and by September will have touched everything at the South campus. We haven’t forgotten about the students. We’re still flying the airplane while we’re rebuilding it. We have Student Information Systems, SharePoint, and Google Apps for Government.

We have planning for AY14, Strategic Plan Implementation, and the Program Objective Memorandum (POM). We’re trying to get from where we were, which wasn’t really functional, to ‘good’. We’d like to get to ‘great’, but we’re still working on ‘good’. Sometimes it’s not as useable as we want it to be, but right now the priority is the CCRI. There is a checklist for the CCRI, and not one of the items on it has to do with usability.

Discussion:

Gen Newton asked, “How do we get to where we’re going and do what we’re trying to do? How are you going to sustain it?” Col. Liles replied that NDU is taking advantage of the Cloud, which allows for economy of scale. He states he’s lucky to have 2000 people online at a time, which is just too small for economy of scale.

Ms. Leong-Hong asked how this is being handled given budget cuts. Col. Liles replied that IT’s funding has remained flat despite NDU’s budget cuts, which means IT’s funding has gone up as a percentage of NDU funding. Part of this is because of how the contract has been reorganized. Mr. Rittenmeyer asked about networking, bandwidth, and security for the Cloud. Col. Liles explained that we’re increasing the bandwidth out to both ends, and running a dedicated line between the two campuses. Col. Liles observed that a lot of what is being done up front is foundational work that will allow IT and users to do the “cool stuff” down the line. He also observed that IT is actually a little ahead of schedule.

Dr. Tanner observed that IT is doing a lot of cost-saving operations, and asked whether the money will be moveable to elsewhere in the university. Col. Liles observed that he doesn’t get to choose whether he can keep the money or not. Additionally, you don’t get 100% of the money back, since you may need to pay elsewhere to support the new infrastructure.

COL Liles mentioned that for the FY15 plan, he’s aiming to put operational (.mil), in a separate environment from academic (internet only), separate from simulation (JTEN). He stated that right now the library is in the secure, operational area, despite the data all being publically available – something which is causing IT to spend a lot of money on protecting information it doesn’t need to. At the moment, the priority is working on the CCRI; it is “an existential bump to get over”. Failure on the CCRI could result in NDU’s network being disconnected. IT is on track to pass the CCRI, and Col. Liles believes they are moving in the right direction.

Joint Staff Discussion: Major General Michael S. Stough, Interim Director, Joint Force Development (J-7)

Maj Gen Martin introduced Maj Gen Stough by saying that we are grateful to have him here as an excellent teammate. We appreciate you coming over and we are looking for your perspective on the view of us from the Pentagon.

Maj Gen Stough began his brief to the BOV by saying that he appreciates the BOV being available to provide attention and time. This is really important. I am the interim/acting J-7; that means that my mandate is to do no harm. My replacement can't come soon enough, but I am going to get through it in the best way I can. Please feel free to ask questions as I continue.

The relationship between NDU and J-7 is good and getting stronger all the time. We have weekly meetings and are reaching the point where we are going from oversight to collaboration. We don't want to limit agility; we want to enhance it. We are developing a working partnership and assistance that we can support. We do have concerns, such as those with the IT compliance review, as this is required in this day and age. The J-7 owns the Joint Training and Experimentation Network (JTEN) and we are doing our best to move to the cloud environment with the Defense Information Systems Agency (DISA), and we think that we can get there. Norfolk is also getting ready for that. We are involved in helping NDU manage their contracts. We want to be helpful, and we try to be. We are here to help, and you know what that means sometimes.

The Chairman chartered the JPME review and over the last year, the coordination council composed of the presidents and commandants of the schools got together and reviewed military education to figure out if we are teaching the right things to the right students at the right times. Desired leader attributes were developed and we focused on the following: national power; uncertainty and surprise; change and transitions; operation and intent. The Chairman also wanted to focus on ethics and the profession of arms. MECC members also wanted to focus on thinking critically and strategically. The question "which attributes are important during which parts of a leader's career, when do they apply, and in what situations?" was discussed at length. We also discussed how we could deliver education in a way that can ensure we are developing leaders who can embody all of these important attributes. The desired attributes of senior Non-Commissioned Officers (NCOs) should be looked at separately, and they are doing that now.

As for the budget, we are all facing some uncertainty. We don't know what next year will hold. Unfortunately, I don't think we are going to overcome sequestration, so we have been asked to form a budget with that in mind. What I care about is this: when we get through the uncertainty, we will make the choices that we have to. NDU has done a great job of dealing with what has been put in front of them. There are still some structural issues, but overall NDU is moving in the right direction. The most important thing that happens here is the education of our future leaders. I'm a 2003 graduate of the NWC.

Now on to the Capstone redesign; we had to cancel a class even though it is a statutory requirement for all flag officers. We had a conversation with the Chairman and he agreed with us that for the next two years, travel will be limited. We are taking advantage of the operational pause to take a hard look at what we really want the students to learn. We may decide that it is exactly what it was before, but we have to be able to justify that in the future budget reality. Travel budgets are also being looked at throughout the JPME system. We have to balance the dollars that we spend with the value that we get. It is my intent to have the leaders here at NDU develop ways to best educate its students and they will present to us their recommended course of action.

Another topic of interest at NDU is ethics. We had some lapses with senior leadership that were very public. The Chairman looked at this issue before he became the Chairman and as such, this is a topic that has been important to him for a long time. The actions of a few can tarnish the reputation of the many. We are trying to strengthen the ethics in the Profession of Arms. Ethical decision-making was just war theory and now we are trying to pull this into the individual realm. This policy topic as it relates to NDU is more about gifts, travel, and other policies that provide our staffs with the best guidance we can.

Discussion:

Mr. Louis Kun, an NDU faculty member, asked how many classes Maj Gen Stough took on cyber security and Maj Gen Stough said none. Mr. Kun then proposed that students today are also graduating without experience and understanding in cyber, as well as biological, chemical, nuclear subjects. Mr. Kun said that if you want to use the tools that you talked about in the beginning of this talk, we don't currently have the staff to deal with this. Maj Gen Stough responded by saying that there is a fine line between training and education. When you talk about the tools upfront, they need to understand the capabilities and not the tools. We have challenges in Chemical, Biological, Radiological and Nuclear (CBRN); how much of that goes into the specifics of the threat? We should be training our people to handle complex problems, of which CBRN is one. There is room to look for trends that are relevant and we teach to the subjects. Dr. Yeager mentioned that this is something we have talked about. Each of the schools will tailor the subjects differently.

Ms. Leong-Hong said that the budget-constrained environment is our reality. As we move forward, how can we gain some of the resources that we have lost? Is there a stronger role that the institution can play in this budget allocation process? Maj Gen Stough said that it is unlikely to see anyone getting money back that was lost. We still have personnel costs and big-ticket acquisition costs. Even though we as a Department say that education is important, we are going to be grateful to retain the funding that we currently have. The most important thing I am trying to do is preserve the funding that we have. It would be good if you could control your destiny. We need to have leaders that can deal with these complex problems and they only way they can do that is if they are educated. This is our story.

Gen Newton said that we understand the Chairman's guidance and we are committed to doing that. We are here because we think this is important. We have been through this institution and we believe in the value of National Security education. We appreciate the relationship we have with the J-7 and are committed to this. We look forward to working with you, and all others in the J-7.

Maj Gen Stough said that yes, these relationships and discussions are important. We need to have deep-dive sessions to further promote the Profession of Arms, as this is important to the Chairman. I also want to mention a new JPME program; Congress has given us a 5-year pilot program. This is a satellite program that will cover no more than two combatant commands. We will provide feedback to Congress on how it worked and what we would do if it became permanent. This program is a 10-week course at McDill Air Base; one class has already graduated and one is in session right now. We will start a new session at the end of June. This type of training is another option in how to deliver JPME.

MG Martin said that we as a nation spend a lot of resources for current JPME. Do you think that the military services' HR departments will create a streamlined approach that targets the requirements and capabilities, thus integrating HR and education to make JPME more efficient and effective? The real question here is: Are we getting the appropriate return on investment? What do the Chairman and OSD level folks think about this? Maj Gen Stough said that they haven't had the bandwidth to do that. These questions are being discussed at the MECC. We as practitioners are the ones to make this happen; it is not currently coming from the top. VADM Crea said that the human resources departments within the services need to be more collaborative because currently there is not a Joint HR command. Maj Gen Stough said that we are talking about the Joint Education Review; we are about integration and interdependency and we need to get feedback in this process early. We need to look at the requirements early so we can bring the personnel issue into the discussion. Currently, education requirements are set in the services. This is a great question; I don't know who that would be, we have a J1 on the Joint Staff, but it is certainly something to look into further.

Strategic Goal Three: Institutional Enablers: Ms. Meg Tulloch, Director, Library

Ms. Tulloch opened by saying that libraries are definitely challenging, as they are huge users of money and people. The library has four areas that are priorities: teaching and learning, scholarship, community, and librarian expertise.

There are two libraries: one in D.C. and one in Norfolk. Starting in 2004, the two libraries have shared purchasing and managing systems, and over the last six months we've been working to significantly integrate

them. We spend a lot of time thinking about the students. Inevitably, they've been out of school for a long time, and are worried about using the library. Much is in the online library. Most of us can plug terms into Google, but a lot of students and even professionals don't know how to do the complex searches. Last year, as part of the bring-your-own-device program (in which users download content onto their personal devices), the library held a "technology petting zoo" to familiarize students with various platforms. While the move to bring-your-own-device over purchasing machines for students was made as a money-saving endeavor, it also forces a student in the 39-49 year-old age group to participate in 21st century technology. To some extent, it is cheaper, but it's not so much an either/or as it is a change. It's cheaper in that NDU isn't buying equipment, but it is not in that we have to use more manpower to think about the change. It's a good direction, but it's different. In terms of education, the library also has museum-type exhibits in all the buildings, something for which the special collections librarian is repeatedly thanked by students.

Scholarship is another thing I am very, very passionate about. For the Eisenhower School and National War College (but not the iCollege), we have student papers. We also have started putting faculty publications into a giant database, linking to full text wherever possible. We have extensive electronic collections, including eBooks. There is a very niche academic perspective on eBooks. Two-thirds of the library's budget is spent on online resources. MERLN (Military Education Research Library Network) is an in-house creation. In MERLN, resources from the public, government, and think-tanks are all correlated and made publically available. Finally, we have many special collections.

The library is a common place for working together collaboratively. It is for the entire NDU community – everyone: faculty, staff, student, or intern. Great libraries take great librarians and staff to build them. We have been cutting back, and positions have been frozen for over two years. The Skelton library went from fourteen staff to twelve and now to eight. I have zero acquisitions staff at the moment, and the person who is doing it right now will retire in the next year. We have combined the reference and MERLN staff. In our feedback from students this year, we've been consistently asked "why isn't MERLN being updated more?" and "why aren't you doing more programs?" We keep shrinking – we can do less and less for the university. The ball is round, and the direction has changed, but it has changed so fast we're really just trying to figure out where we are and where we're going next.

Strategic Goal Three: Institutional Enablers: CAPT Frank Schenk, Director, Center for Applied Strategic Learning (CASL)

Capt Schenk said that the benefit of going last is that I get to tie in a lot of the points that you have heard throughout the day. The Center for Applied Strategic Learning's (CASL) mission is to support NDU JPME through experiential learning and we are the only gaming center at NDU. We offer tabletop exercises, wargames, and other experiential learning activities to the different colleges. Our priorities are the college's priorities. We bring gaming tools to assist the school houses in reinforcing their course material, whether it be through a single or multiple path game or a negotiation exercise. We also have an active facilitation program. We are tied into the gaming community of interests, Military Operations Research Society (MORS), and the annual external Connections conference, which we hosted last year. Enabling the students to take an active role in the application of their education is where you get the most bang for your buck in adult learning. We support JPME through the big five schools. We also help support other aspects of the University and non-NDU DoD entities, but the later is our second tier. We do our best to support whoever comes through our door, as best we can. Our level of effort is calculated by looking at the number of students we touch, how long a game takes to develop, and how much time the game is played.

Discussion:

Ms. Robinson asked if Capt Schenk could discuss the claim about being the only gaming center, saying that there are other gaming centers within the JPME system. Capt Schenk responded by saying that CASL is the only gaming center at NDU, not within the JPME structure. Dr. Yeager said that NDU did have three gaming centers and we are consolidating into one integrated center.

Gen Newton said that each one of the services has gaming centers and then asked if CASL has relationships with them. Capt Schenk said that CASL does have relationships with them and that we share information and exercises when we can. The connections conference is one venue for us to do this. The Joint Land, Aerospace, and Sea Simulation (JLASS) is another example of a collaborative exercise where we worked with Air Force Gaming centers.

Strategic Goal Four: University Improvement: Dr. Michael Mazarr, Associate Dean of Academic Programs, National War College (NWC)

MG Martin introduced Dr. Mazaar, explaining that he has led a whole-of-NDU effort to build a paper that is very important both as educators and leader developers, and for thinking about national security strategy.

Dr. Mazaar began by stating that that the Joint Staff told NDU that ‘you guys have been great on the diagnosis; what’s the cure?’ Using functional and regional scholars, months of prep time, three months of work time, we produced “Discriminate Power: A Strategy for a Sustainable National Security Posture” (which is one of a number of examples of great cross-university collaboration). One piece of the report is support to decision-makers. We briefed policymakers, including the White House. We are actually doing outreach to promote the report when it comes out in the next few days. Within NDU, how do we use this? We’re taking some of the broad areas that are isolated in the report, such as the future of forward deployment, and using those areas for future investigation and research by students and faculty. There are a variety of ways to use it to form a good foundation for support to policymakers. I think this is a great example of collaboration in our One University.

Discussion

Gen Newton asked Dr. Mazaar to clarify that he was speaking of the short-term strategy review paper, which was correct. MG Martin commented that he sees huge potential in this for the alignment of students and faculty. The other big thing, in his view, is talking about alignment of personnel. That’s huge, but can only be taken in little bites: working one person at a time. That’s what this represents. Gen Costentino asked if this review is done yearly. Dr. Mazaar replied that we’re just beginning to shape a follow-up piece. Experience has shown that having a committed sponsor makes all the difference: the times that it works best is when someone says, ‘I need help on this, give me an answer.’ Ms. Robinson asked if the report was going to be published; it is, online first, and then in hardcopy.

Strategic Goal Four: University Improvement: Dr. John Yeager, NDU Vice President of Academic Affairs

Dr. Yeager said that NDU will take the lead in JPME. In last year’s defense authorization language, it required that DOD give Congress a copy of the Joint Education review. A couple of things came out of that will affect NDU. The BOV hasn’t seen it yet, since the Chairman is reviewing it. There are three things. First, there’s the continuing education piece (i.e. using things down the line). Second, there’s the prior learning assessment. The problem is we don’t give credit for what people have done experientially – for example, someone who already has a PhD in economics still has to take economics coursework. We’re trying to deal with this in the pilot program, where everyone gets the same curriculum. If you test out of something, you wouldn’t need to take it. Third, what is it that we teach? How can we deliver this education differently?

The meeting was adjourned for the day.

Tuesday, May 22, 2013 (Day Two)

Dr. Roth called the meeting to order at 0900. Pie charts from Jay Helming’s presentation on Monday were provided to the Board members.

Strategic Goal One: Education and Leader Development: Dr. Michael Bell, Chancellor, College of International Security Affairs (CISA)

Dr. Bell began by saying that I will give you an overview of the AF/PAK Hands program (a name which never sits well with our Afghani/Pakistani Students). When we go into the classrooms, which we will do shortly, you will see some of the student panels and this will help you to understand what we are doing.

Basically, CISA teaches about the contemporary security environment and the strategy of combating terrorism and irregular warfare. We are all over the map; you probably know about our ICTFP and JFK Special Warfare Center and School, and MA Program, among others. We do a Central South Asia Security Studies program that is 10 months, which begins at the start of the academic year so our students will graduate at the same time. Our students are selected by the Joint Staff and they are in between tours in Afghanistan or Pakistan. This program was started in the spring of 2009 and the idea was how can we leverage greater results in the Afghanistan/Pakistan regions and better handle the problems they have. Gen McCrystal said that he was sorry that we didn't start this program 10 years ago. Our programs constitute a growth industry in the President's budget; it is now a direct funded program so we plan to continue this program for the future. The intent of our program is to better use our students' experiences serving in Afghanistan and Pakistan. Experience without reflection doesn't get us anywhere and this is what our program remedies. The U.S. students study alongside our International Counterterrorism Fellows. The students also have areas of concentration in South and Central Asia and irregular warfare; each student also studies the methods of analysis and argumentation and writes a policy article.

Gen Newton asked how CISA assesses its success and Dr. Bell said that thus far, CISA has only had one cohort graduate, and they are now back in Afghanistan and Pakistan. We survey the alumni and this is the validation we need. The next step is to survey the supervisors on the capabilities of the students. The class size is increasing and we have to maintain the quality. This is key. Dr. Bell provided three "case study" examples of students, who had been through the program, the topics they chose to research, and how the program had affected their ability to effectively do their job. Dr. Bell closed his presentation by saying that CISA will be better able to measure the effectiveness of this course after they return from their next deployment.

Discussion:

VADM Crea asked if there was any possibility of bringing the students back to NDU in order to talk about the most effective aspects of the course. Dr. Bell said that this would be most beneficial. CISA primarily has Lieutenant Colonels and Majors that attend the AF/PAK courses, and that it would be difficult to get many of them to return after their final deployment because they will be called back to their services. However, because of their feedback, we incorporated a more robust language component. Political Islam is also a course that we have ramped up. This helps the students to frame a lot of the issues that are really important in the South Central Asia region. Regional context is so important to understand.

MG Martin stated that CISA's programs are an extreme case study of pure goodness, doing the exact things that the Chairman has called for. If I could keep one program alive it would be CISA. The Department of Defense bureaucracy hates this program. They won't give them JPME credit because it doesn't fit the model. This is akin to Steve Jobs running into IBM in the 1950's. It takes extreme attention to keep the bureaucracy from killing this because it doesn't fit the mold. Our biggest advocate is Adm William McCraven, and before that Adm Mike Mullen, but those underneath them don't support it. CISA students do great work and work unbelievably hard. This is a case study in what Secretaries Hagel and Rumsfeld have talked about when they say that the system is killing the system.

Strategic Goal One: Education and Leader Development: Dean Harry Dorsey, Commandant, Eisenhower School for National Security and Resource Strategy (ES)

Dean Dorsey began by saying that I'm going to give a brief overview of the piece of the program that you're going to look at this morning, what we refer to as "cross-briefing", which is the industry study program. It is helping the government and private sector understand each other better. It is an integral part of our national resource strategy.

In the fall semester, we have an integrated team-teaching approach. In the spring, we have the resourcing part of the national security dialogue focusing on acquisition. Industry analytics is where one gets in the head of a businessman. We use tools to assess the health of industry, where it fits in context, assess how it affects government policy and is affected by policy, and how this affects national security. Traditionally, this is followed by a field study, and, up until this year, followed by an international field study. Due to sequestration, the international portion of the field study was cancelled by the Chairman. Instead, we did an enhanced domestic

field study as a roughly equivalent mitigation strategy. Our vision for the future is a global industry study, where we will visit the best company, wherever they might be in the world. We were cut down to one-third given resource constraints. We are hoping for better targeting because of the scale-down.

Students are broken into twenty industries. You will see this morning the electronics out-briefing and the land combat out-briefing: peer-to-peer cross-briefing of what they've learned over the past few months. The policy impact of this is that students each year will write policy papers. In past years, these papers have resulted in significant documents, such as major DOD papers on acquisitions. This is a serious study across the nation; it is an outreach program for the Department; it is hands-on applied practical learning for the students; and it is professional development for the faculty (this is how the faculty stay cutting-edge and ahead of the power curve). Last year the statistics were that we visited about 800 companies/institutions/organizations on four continents.

Discussion:

It was asked about whether there are dedicated faculty and/or staff for this program. Dean Dorsey replied that there is a Program Director, that faculty members do additional time for the program, that there is significant matrixing out of fall term faculty, and part-time administrative support.

MG Martin said that this is a very good program, and that there is nothing like this in the JPME system. In his opinion, if we could get HR effectively aligned, we could get acquisition systems changed for the good. Asked for clarification, MG Martin explained that we don't just want the acquisition folks, but the pure operators as well, because they run the acquisitions.

The Board (and any public audience members who requested to go) visits the CISA South and Central Asia Program Symposium and the ES Industry Study Cross-Briefs, before returning for wrap-up and closing remarks.

Wrap-up and Closing Remarks: General Lloyd Newton, USAF (Ret)

Gen Newton began the final session by saying that the Board had an opportunity to visit the seminars and classrooms. Does anyone have anything to say? Ms. Leong-Hyong said that she was impressed with the depth of the research that she witnessed. The folks at CISA were very impressive and one of the students at CISA said that she would like to come back to the college after her next tour. Dr. White mentioned that he was very pleased with the quality of the briefings he saw from the students; that they were very professional and had great camaraderie amongst themselves. Gen Newton expressed thanks to both CISA and ES for their students' presentations, saying that it helps the BOV to better understand the details of what takes place at NDU; that NDU is more than just the policy. Dr. White said that the colleges are doing the right thing by teaching across the process, not a specific policy; the real emphasis should be on the process. VADM Crea mentioned that they asked the students if they were receiving the education that would be useful in their next path and the answer was yes; there was a lot of validation.

Gen Newton asked for suggestions and or comments from the audience. One person said let us hire people. We are losing talent. The cuts that we have had are sustainable for this year, but after that it's going to get really bad. There were no additional comments from the audience so Gen Newton asked if there were additional comments from the BOV. Dr. White requested more information about the accreditation and how NDU balance's the Middle States' needs with the JPME needs as a military institution. Gen Newton said that this subject could be discussed at a later time.

MG Martin expressed thanks to the BOV for their dedication, saying that you know and value NDU as a national treasure. There is nothing like it in the world. It is in my view, across the board, a fabulous investment in smart power and you have just been immersed in it. As the world gets more complex and the resources decrease, this institution is going to be more important than it has ever been. It has been a tough journey over the past few years. We are coming out of it, tougher and stronger, and we have a better understanding of ourselves. We appreciate your efforts on this!

Gen Newton expressed thanks to the NDU staff that put on the BOV event.
The public BOV meeting adjourned at 12:15, 21 May 2013.

Appendix A: National Defense University Board of Visitors Attendance Roster

1. Vice Admiral Vivien Crea, USCG (Ret)
2. Captain John H. Fraser, USN, (Ret)
3. Ms. Belkis Leong-Hong
4. General Lloyd W. Newton, USAF (Ret)
5. Mr. Ronald A. Rittenmeyer
6. Ms. Linda Robinson
7. Dr. George L. Tanner
8. Dr. Stephen J. Trachtenberg
9. Dr. John White

Appendix B: National Defense University Board of Visitors Agenda, May 20-21, 2013

Monday, May 20, 2013

Room 1105, Lincoln Hall

0900	Call to Order	Dr. Brenda Roth, Designated Federal Officer (DFO) and Deputy Vice President for Academic Affairs
0900-0905	Administrative Notes	Dr. Brenda Roth General Lloyd Newton, USAF (Retired)
0905-0920	Introduction of New Board Members	General Lloyd Newton, USAF (Retired)
0935-1005	State of the University	Major General Gregg F. Martin, Ph.D. 14 th President, NDU
1005-1020	MSCHE Monitoring Report	Dr. Brenda Roth
1020-1035	NDU Strategic Plan	Dr. John Yaeger, Provost, NDU
1035-1135	Budget, Sequestration and Academic Impacts of Limited Resources	Mr. Jay Helming, Director, Resources Dr. John Yaeger
1135-1220	Strategic Goal One: Education and Leader Development	Dr. Michael Mazarr, Associate Dean of Academic Programs, National War College (NWC)
1230-1330	Lunch Break	
1345-1415	Strategic Goal Two: Scholarship	Dr. Linton Wells II, Director of Research and the Institute for National Strategic Studies (INSS)
1415-1445	Strategic Goal Three: Institutional Enablers	Colonel Stewart Liles, Chief Information Officer (CIO) Ms. Meg Tulloch, Director, Library CAPT Frank Schenk, Director, Center for Applied Strategic Learning (CASL)
1445-1530	Remarks	Major General Michael S. Stough Interim Director, Joint Force Development (J-7)
1530-1545	BREAK	
1545-1630	Strategic Goal Three: Institutional Enablers (continued)	Colonel Stewart Liles Ms. Meg Tulloch CAPT Frank Schenk

1630-1700	Strategic Goal Four: University Improvement	Dr. Michael Mazarr Dr. John Yaeger
1700-1715	Day One Wrap-up	General Lloyd Newton
1715	Meeting Ends for the Day	Dr. Brenda Roth

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0900	Call to Order	Dr. Brenda Roth
0900-0925	Strategic Goal One: Education and Leader Development	Dr. Michael Bell, Chancellor, College of International Security Affairs (CISA) Dean Harry Dorsey, Commandant, Eisenhower School for National Security and Resource Strategy (ES)
0930-1015	CISA South and Central Asia Program Symposium	Various
1030-1130	ES Industry Study Cross Briefs	Various
1145-1215	Wrap-up and Closing Remarks	Major General Gregg Martin and Board Members
1215	Meeting Adjourns	Dr. Brenda Roth