

**REPORT OF
THE NATIONAL DEFENSE UNIVERSITY
BOARD OF VISITORS MEETING
Held on February 21-22, 2018**



A public meeting was held on February 21-22, 2018 by the National Defense University Board of Visitors in Marshall Hall, Room 155, Fort McNair, Washington DC, 20319

Date of this Report: March 23, 2018

A handwritten signature in black ink, reading "Lloyd Fig Newton", is written over a horizontal line.

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

Chair



**National Defense University
Board of Visitors Meeting
February 21-22, 2018
MINUTES**



The National Defense University Board of Visitors (NDU/BOV) met at Fort Lesley J. McNair in Washington, DC on 21 and 22 February 2018. The attendance roster and the agenda are attached in Annex A and B, respectively.

Wednesday, 21 February 2018

1230: Call to Order, Colonel Richard Cabrey, USA (Retired), Designated Federal Officer

COL Cabrey: Good afternoon. I'm Mike Cabrey, the Designated Federal Official for the Board of Visitors of National Defense University. The National Defense University Board of Visitors is hereby called to order in accordance with the provisions of Public Law 92-463. This meeting is open to the public until 1630 this afternoon. Tomorrow the open portion of the session will be from 0830 to noon. NDU's Board of Visitors is chartered under the authority of the Secretary of Defense to provide "independent advice and recommendations on the overall management and governance of the National Defense University in achieving its mission." NDU's senior leaders are present to answer questions or to clarify information as well as to listen to the Board's recommendations. I'll ask the Board members to use the microphones on the tables and make sure the light is green. We are broadcasting the meeting to the Norfolk campus. Dr Yaeger will set the stage for the agenda. If there are no questions, I'll turn the floor over to General Newton.

1230-1235: Welcome and Administrative Notes, Colonel (Ret) Cabrey and General Lloyd "Fig" Newton, USAF (Retired), BOV Chair

Gen Newton: Thank you very much. Welcome. It's a real treat to be back on this lovely campus and this legendary institution. A few members will not be with us. Again, it's great to be here. Thanks for taking time from your busy schedules. We have an action-packed agenda, which is good. My definition of a good meeting is when you're completely tired at the end and got a lot of things done. A bad one is when you're tired at the end and got nothing done. Admiral, over to you.

1235-1315: State of the University Address, Vice Admiral Frederick J. Roegge, NDU President

VADM Roegge:

[Text of the address included as Appendix C]

Questions?

Gen Newton: Admiral, thank you very much. I can see you've been extremely active and busy. Let me go to my colleagues to see what questions they have.

Mr Solomon: Thank you for the overview. I have a question about Management Headquarters (MHQ) manpower reductions and its effect on budgeting. What should we be watching for?

VADM Roegge: Thank you for that. I'll ask General Kane to chime in, having been a veteran of that. The instruction I give my team is that no decision is ever truly done, there's no agreement that can't be abrogated. It will require our continual diligence to see that that database of billets affects fewer NDU staff.

Mr. Kane: I don't have much to add to what the boss says. While we are required to have some kind of MHQ element, ours should be small – no more than 10% of our overall civilians.

VADM Roegge: The language you put in the last Board of Visitors letter to the Chairman was spot on.

Gen Newton: It gives us things we can go back and refocus on. I'm so very pleased that the Chairman responds every time we send a letter over there. This is all about teamwork, about all of us working these things together, coming up with right focus and putting them in the right queue. Thanks again for bringing us up to date on the things taking place and what is to come. General Padilla was what we needed to stabilize; you are picking up speed and moving forward. Dr Yaeger.

1315-1330: Middles States Commission on Higher Education Update, Dr. John Yaeger, NDU Provost

Dr Yaeger: Good afternoon, it's a pleasure to be here. Before I start on the civilian academic accreditation, a bit about our military education. We have a couple of programs coming up for the next academic year: our National War College, and the ten-week program at the Joint Forces Staff College. The Commandants will provide an update at a future meeting.

A couple of highlights on the civilian standards, which went from 14 standards down to seven. The focus is being changed to a coherent student experience. The faculty are part of it, but not everything. The International Students Management Office (ISMO), the right researchers, wargaming, library staffing, IT – these should all be reflected in our new strategic plan.

Another big change is in the accreditation review cycle. It had been a ten year cycle. The problem with that is it's a snapshot in time. You had a periodic report that no one looked at, and when you come back to it ten years later, all our policies are ten years old and need to be updated. We're moving to an eight-year cycle and we want to keep it continually updated. We'll provide an annual institutional update, the first one in August of 2018 and in the spring thereafter. It will be similar to what we do in our annual report, with institutional demographics, metrics on student achievement and financial health, and updates on recommendations from the previous self-study. Then in the summer of 2019 we'll have the Midpoint Peer Review where a group of our peers will review our previous annual institutional updates and give us an analysis. Of course they could demand another report, another visit.

Any questions?

Gen Newton: The peers are from other institutions?

Dr Yaeger: Yes. It used to be a Middle States staff member, there was no feedback and never any action taken. I anticipate that other federal degree-granting institutions will be among them.

Dr Logan: It will still be a four year report? What about the big project about how you are going to change the cycle? Four years later you'll have the on-site visit?

Dr Yaeger: That is not a part of it.

Dr Logan: So four years in, you look at the prior four years?

Dr Yaeger: If you have a good strategic plan, that's your quality improvement. You're not looking at it in the four year reports

VADM Roegge: Another value is that it encourages us to keep an eye on our processes.

RADM Hamby: The Provost has been very supportive to us getting our faculty engaged, so we have been successful in getting them involved.

1330-1415: Information Technology Update, Rear Admiral Diane Webber, USN (Retired), Chief Information Officer

RDML Webber: Good afternoon. It is by design that I follow the accreditation report. As you know, IT was a significant shortfall in the last accreditation. We've made significant progress. To recap, we set off on a different path with our hiring, consolidating all IT under the Chief Information Officer (CIO). The Provost has ownership of everything else. In a Department of Defense (DoD) environment, that's important. We have it all together, we have the IT spend, and there is now little that happens in the IT world that doesn't go through the CIO.

We have to build partnerships with academic and business leaders to make sure the IT strategy aligns with the NDU strategy, since we are here to support the educational mission. The governance to make sure we're making the most effective use of scarce resources is in place. Our guiding principles – strategic fit, ergonomic, securable and sustainable – we do want to be aligned with the strategy, and I intend to watch that closely. Ergonomic: we still have some ungainly chunks, which we're working to improve. As always, the network has to be securable. We're working hard to get a baseline that accurately reflects what I have and what I need. Cybersecurity is pervasive: we have to consider it with everything we do. It requires a significant level of effort. We're not Harvard or Stanford; we are DoD. We have a great mission, but with it come some other exciting projects we have to deal with, that impact everything we do, and the technologies we put on line. We issued a paper last year that showed our shortfalls. I realized I had significant limitations: classroom technology was at the end of life, screens being held together with bungee cords. We are updating the technology in the classrooms and the closets. But we did not have money for the transformational things we want to do.

The program enhancements we need include these five rocks. First, modernization of infrastructure – we need new switches, to tighten the telecom closets, make room for growth to add NIPR [Non-secure Internet Protocol Router], SIPR [Secure Internet Protocol Router], and additional dot-edu lines.

Expand the infrastructure: the closets don't have room for new lines. Without that I can't expand much; it's a critical must-do. We must expand NIPR, SIPR, JWICS [Joint Worldwide Intelligence Communication System] so we can do more teaching in those spaces. The College of Information and Cyberspace (CIC) has taken the lead on this, though they are not the only component. We're mapping out a long term plan to make sure we are teaching in the right spaces with the right materials.

The Learning Center: we don't have a good resource to help students, faculty and staff get up to speed on learning technology. My team provides hands-on classes but we need to centralize it to a one-stop shop. As we update the curriculum, we realize we need to be teaching in different ways to adapt to how people really learn.

Experiential learning such as wargaming, learning by doing, is important, particularly to enhance integrating cyber education into the curriculum across the university. We partnered with Carnegie Mellon to build and grow experiential learning. My shop doesn't have the technical chops to do that on our own.

Learning ecosystem: we need a wrapper, an overlay to pull from the systems we have – for student records, research, the registrar, faculty talent management – into one product. Each time the software changes, we lose control because they are commercial products, and we can't integrate the information.

Last, cybersecurity. Pretty self-explanatory. Things expired; every 90 days something required an update, and it's labor-intensive. We need to be able to prove that these things are in place and the system is in mode. As with accreditation, a steady strain on the line is better.

Gen Newton: Let's pause here for questions.

Ms Fulton: Are you looking at some sort of learning records system? There's some work being done in the executive branch that will store information throughout an employee's life cycle.

RDML Webber: Dr DiPietro is looking at systems.

Gen Newton: I have a couple of questions. This is an area we all are focused on. How would you describe the students' response to the state of IT at this point?

RDML Webber: We've had some hiccups. They are a little shocked at some things we don't have. Over the summer we're going back to look for where we can improve. But it's better than it was. The help desk has been very responsive. They don't see the same churn the faculty and staff do. I have not gotten as many daggers as I did the first year.

VADM Roegge: A couple of thoughts. As I began reviewing the command climate data, although it was a year old, IT showed up on both the "what are we doing well" and "what do we need to improve" lists. We're doing better but still falling short. To your question, students recognize that we are not state of the art. The leadership team around you here are responsible to try to work with Diane to improve things. We want the churn to be at our level, and shield the students from "my class needs this or needs that."

BGen Jansen: This year's academic class came unknowingly into an environment of IT change – the Windows 7 to Windows 10 change; Google Cloud to Microsoft O365, a shift in an environment everyone depends on; upgrades to the seminar rooms in which they live. All the systems we depend on changed simultaneously. There was much anxiety on the students' and faculty's part, but they were pleasantly surprised at the outcome, pleasantly surprised with the Office 365 change. The biggest thing, requiring some messaging particularly for the faculty, was why did we have to do this in the middle of the academic year? An impressive amount of work went into it.

RADM Hamby: For another perspective, within CIC we are the one school that can have a student enrolled for up to seven years. So we had some students who had experienced freedoms under the old systems that we aren't able to have now. So some think we have stepped backward, but they are in love with technology instead of using technology to think strategically. We can bring in other methods for experiential learning that are within our standard. Kudos to Diane for keeping us moving forward.

AMB Pekala: The War College students are taking it in stride. There was some anxiety and the usual amount of griping, but they handled it well. They like the system, love to have their own devices. They're okay with it.

RDML Ruth: IT is hard, harder in an IT constrained environment. I don't think there has been an impact. It could be better. The students get it; they've worked in DoD for a long time.

VADM Breckenridge: I applaud what the Admiral has done. When you look at the emphasis on

innovation in strategy, how do you balance training leaders for the future and the environment they'll be operating in behind the firewall of today?

RDML Webber: There will always be tension between the environment they will be fighting in and the tools they will be fighting with.

VADM Breckenridge: The University has the opportunity to offer balance. Sometimes we become too complacent inside the firewall. You are in a unique opportunity to help the system adapt.

BGen Jansen: It's a good example of finding ourselves on the leading edge. We want to help our students understand how markets work, so we want to bring Bloomberg terminal capability inside the firewall. It's being done elsewhere – Central Intelligence Agency, National Intelligence University – but we have some work to do get the validation authority to operate. Basically, a thin client that allows us to look at it now.

RDML Webber: I've never had to work so hard to spend money.

Mr Doan: Think about what NDU is doing internally, think about what you are doing to prepare your students. Our enemy is ahead of them technology-wise. That is your challenge.

VADM Breckenridge: The way the system works, it's our planning process. What does the enemy have, what are they using? How do you, as the force commander, use that information in a real time environment.

AMB Myrick: What is the coordination between the colleges on this subject?

RDML Webber: This slide captures my budget request. FY '19 has been approved, somewhere between 11 and 12 mil. That should give us enough to cut a contract next year for a student information system. I'm just waiting for the strategy to emerge so I can slide my stuff in.

Gen Newton: Back to the Learning Center, what is your biggest capability shortfall?

RDML Webber: We'd like to design a couple of rooms – spaces – for people to try new technologies and teaching methods, hands-on things that cause our students to apply things they are reading in class. We have classroom spaces but not collaborative spaces. It is dollars and time, but we also need to understand where the curriculum is going. I'm positive that the Joint Staff understands. They have not said no, and they've given us one year of funding.

Dr Yaeger: We are on track. The writing instructors are on board now, and the curriculum designers. It's more about time than dollars. The bigger investment is the rooms and facilities for technologies and development.

VADM Roegge: Admiral Hamby, you have had experience exposing your students to things outside the firewall. Is there anything relevant out there?

RADM Hamby: Here are a couple of examples. We hosted the first annual symposium on cyber security for Cyber Command. The focus was less about security of networks – fake news is out there – and more about how does a leader achieve a level of confidence in their own decision-making as they are staking a position in the fight. We could have students involved in the discussions; faculty helped develop the program; there was a high level of involvement. It dovetailed with class discussions about security in cyberspace, including deterring actions where cyberspace is involved. Students were able to see how their coursework is relevant. It was more about the policy- and decision-making implications than the technology.

Another example: the J7 asked for help developing learning objectives for bringing information into the JPME [Joint Professional Military Education] curriculum. We were able to add a full time person whose job will be how to share this kind of learning across NDU, which then becomes the cornerstone for the rest of military education.

Gen Newton: Let's take 15 and come back refreshed to look at the strategic plan.

1415-1430: NDU Strategic Plan: Review of Current Plan (AY 2012-2013 to AY 2017-2018) and an Overview of the Planning Process for the New Plan (AY 2018-2019 to AY 2023-202), Dr. Yaeger

Dr Yaeger: There are 527 institutions in Middle States. They all have to meet the same standards, but through the lens of their institutional mission. So let's take a look at their standard for missions and goals, and the criteria to meet the standard. This is what we need to do to meet the standard. It really has been a collaborative effort. The Executive Council came up with the standards, they turned it over to the working groups. The goals have to focus on student learning, the programs have to support them, have to be approved by the Board of Visitors. We need to keep it living, and it has to be resourced. Those are the goals.

We developed our plan in an entirely different strategic environment than the one we're in now. We had an election, and now we have a new National Security Strategy, a new National Defense Strategy, a new National Military Strategy, and new lines of effort. We wanted to keep it at a strategic level. It needs to reflect the new NDU [Instruction] 5100, NDU Organization and Functions. It can't be aspirational but transformative, and we have to have metrics.

The strategic baseline: there are three lines of effort, which we've been talking about today. With regard to the key assumptions in the baseline, we have already set the size and composition for next year's class. It will be a physically constrained environment, there won't be a big pot of money. On the core values and guiding principles: we changed the verbiage to reflect development from across the university. Regarding our current strategic goals, we've achieved all of those.

The teams will go into more detail on the three lines of effort. We need clear unambiguous mission statement – we have that. You'll hear the current capabilities and execution strategy. Dr Shaw [Deputy Provost] gives the example of Kodak. They had clear mission but did not evolve to meet the changing operating environment. The timeline is important because we will really need the Board of Visitors involved in this. We want to bring this back to the Board at the end of the year for a final blessing

Dr Logan: What I don't see, what would be helpful, I would like to see words like innovative, transformative, and critical. This institution has the ability to influence not only DoD but our international partners. It needs to be innovative, transformative.

Dr Trachtenberg: This is still Middle States, right? Seems to me they never made enough accommodation to our unique circumstances

Dr Yaeger: I think they have.

Dr Yaeger: In 2008, IT was highlighted as a symptom when it was more than that. We needed to focus on it.

Ms Fulton: We need to resource adequately to achieve our goals

1430-1534: New NDU Strategic Plan Line of Effort 1: Student Experience, Captain Miguel Peko, LOE 1 Working Group Lead

CAPT Peko: Good afternoon. I'm the director of the Joint Advanced Warfighting School (JAWS) at the Joint Forces Staff College. I'm here today to brief on LOE One, to "drive a transformative student experience." NDU is a gateway to future excellence. We need our students to be true national security experts when they graduate. We have to transform them into strategic thinkers, focused on the whole of government approach. The crises coming our way cut across commands, geographies, threats. The NDU student experience is based on rigorous academics, develops unique leadership character, and leverages a diverse faculty, staff, and student body. It produces resilient national security leaders who are able to think critically and develop innovative options to improve U.S. national and international security. Any questions on what we mean by the transformative student experience?

VADM Roegge: I'll admit to being a little provocative to leverage your experience here. Are we being sufficiently transformational? There's an argument to be made that we are doing all these things today; maybe we just do the same things, delivering the same output? Is there something broader, more aspirational?

Dr Logan: If you are already doing that, you need to keep doing it. Strategic plans are not to explain what we are already doing, they challenge you to go to the next level. You can easily check the box that you are doing these things now. So why is the country falling behind if we are providing them with leaders who can do these things, and how are you better than anyone else to do it?

Mr Solomon: You can emphasize continual learning, the ability to be adaptive; the momentum and energy.

Ms Fulton: Is there a space to look at what time frame you are looking at? Ten years from now? 20? Time frame is a constant challenge in the cybersecurity area.

VADM Roegge: We set our planning horizon in five years. It's intriguing that leaders we develop in the next five years will be still on active duty 20 years from now.

Ms Fulton: You're not training an O5 or an O6 right now to be Chairman, but to expand their horizons now.

VADM Roegge: This is great work and it's what we asked you for. Does this relate to the discussions within the working group?

CAPT Peko: "Are you already doing this?" is the second thing we said when we started the working group. So what are we transforming if we already feel good about our program. JAWS is looking to open up to non-Five Eyes members. Why not to other NATO members, why not Japan? We need to expand our alliances. The question is why are we doing everything?

VADM Breckenridge: Should NDU be established as an innovation lab for the Joint Staff? Where else in our system does an officer go to be exposed to the full range of things. I think there is a huge opportunity to help the system think more broadly because that's what we're going to need for the world.

AMB Myrick: I suggest you look at cultivating relationships in the education environment where you already are. Bring other agencies in.

VADM Roegge: We are establishing relationships with other non-DoD entities. We benefit from civilians.

Dr Yaeger: What we have in interagency partners is key. The experience is about relationships. Who are they sending us, how are we tracking that? Is it the right balance? That goes for the services as well. Having multiple perspectives within the curriculum enables us to move forward.

Gen Newton: Tell us about your team?

CAPT Peko: We have representation from everyone – all the schools, the international component.

Gen Newton: This is great work. Allow us to rip it apart and then we'll put it back together. How do we get the leaders who are coming to us to think differently about how to achieve these things, and how will that differ from the ones who will graduate two years from now? That's not a standard format, we have to get outside of that way of thinking.

CAPT Peko: We key on joint acculturation, not just on the services. We have Reserve and Guard within the services, interagency partners, international fellows – these are the primary means by which students get acculturated. They are working together as a team. We're trying to take advantage of all the centers of excellence within NDU. And we're joint, by definition, and we teach from a joint perspective.

Mr Solomon: That theme could be emphasized a bit more since it's so important.

Dr Yaeger: Comments from the Chancellors and Commandants on how we think differently?

Gen Newton: Let me go back to what we just heard. You just told me nothing I haven't heard before. Look at it from that perspective.

Dr Cushman: We wanted to ask the Board if we are grabbing on the right ideas. I'll get to that after the LOEs.

RADM Hamby: It's caused us to look at how we are doing stuff now and enhancing it. We need an assessment of what we think the environment of the future will be and what we are preparing students for – a gap analysis we haven't done yet. Where could we be in five years? We have to assess where we are now before we can do that.

Dr Logan: A gap analysis is critical. Thinking in the future is the right thing to do. You are not alone. The Army is thinking about standing up a Futures Command because people are not thinking ahead. You need to be thinking in the same way. What are the things coming that have not been planned for? For example, we have tanks so heavy we had to build special trucks to carry them. What are we going to replace them with in five years – bigger tanks? Drones? We have to prepare people to lead with that kind of ambiguity, make decisions quickly with little information. A different way of thinking is the only thing that will keep our country safe, and we are depending on you to do it.

Dr Logan: I don't see a focus on how you partner. Who are you partnering with? People in private industry, other parts of government? You're not alone in this. Strength can be brought in to help you achieve this.

Dr Yaeger: That's a valid point. In many areas we do need to look at other partners. First we have to get the goal right.

CAPT Peko: A few more specifics on the objectives. These are the key tasks within the objectives. For the first objective, rigorous academics, distribute best practices that improve rigor and achieve accreditation; explore the use of modern educational technology and the proper mix of curriculum

delivery techniques; ensure we meet the current Joint Learning Objectives; and ensure NDU educates and assists the Services in assigning the right students to the right component at the right part of their career.

Dr Logan: Be careful of your words. Any one of us could explore the use of modern technology to facilitate teaching with a few web searches. That is something that's easy to do. Say what you mean – "facilitate faculty teaching with modern educational technology." Make sure you require action that you can measure.

CAPT Peko: The second objective tasks: develop a University-wide writing program. We have a writing instructor at JFSC who's worth his weight in gold. We need a couple more of them. We need to teach students to do research, to take a thought and convince someone – an instructor, a future boss. The Combatant Command (COCOM) Scholar program has been very successful. It usually has a dozen students. It's definitely a win-win.

AMB Myrick: Is there any evidence that the results of this research has influenced any outcomes? Combatant Commanders' behaviors? The national security strategy?

Dr Junor: I can give you two examples. The faculty research – one of our faculty was detailed to Secretary Mattis, tasked to two projects for the Chairman on strategic leadership development. The Chairman wants to consider how chiefs are selected for positions. That will have a trickle-down effect. The other project is classified so I can't tell you about it, but it's very cool. Our faculty are evaluated on their ability to support education directly. The idea is to bring world class subject matter experts into the classroom. Their research is evaluated on the impact, not the quantity. They have to show policy relevance. It's enforced vigorously. On the student side, we work hard to bring the same caliber of research, focus, topic selection. The COCOM Scholars program is an excellent example. The hardest part of writing a thesis is determining the topic. Our faculty are among the most supportive in selecting and nurturing projects. Some student work does get published.

VADM Roegge: I'll segue off that briefly – how do you balance client needs against something more transformational, that they may not know they need?

Dr Junor: We try to balance task studies with "blue sky" research – what the Pentagon should be looking into if they had the time.

Dr Cushman: We ask our students every year, when you go home are you being put into jobs that put your skills to use? A sizeable percentage of our international officers tell us they have done things like write a law.

Ms Fulton: There's more going on here than is on the page. Think about being more aggressive with your language – "wicked problems," "driving policy change." Punch it up.

VADM Breckenridge: Research is covering the spectrum. Capture here that what's being done here is not being done anywhere else in government.

VADM Roegge: The real value of a plan is what we say we're going to do becomes our North Star. It needs to be as right as we can get it.

Dr Logan: Every one of these objectives should have a timeline, a qualitative and a quantitative measure. Take credit for the stuff you are doing! Say, every year we will publish X number of papers that solve a wicked problem.

Ms Fulton: How constraining was it that every bullet needs to apply to every institution?

CAPT Peko: That was probably our biggest constraint. The discussion so far applies to the war colleges, which is great, but we also have the JCWS and the JC2IOS courses, which are shorter programs. The direction does not in any way, shape or form limit their mission. The mission does not change.

Ms Fulton: In some cases your objective is to make them better, and in others it's to make them best. Obviously each institution will have their own goals. Is there a way to capture the best?

RADM Hamby: The understanding is that we will have our own strategic plans to support the university strategic plan, then come together to fit it together. Our students arrive with a focus on their professional niche. Our job is to make them think more broadly, place them solidly on a growth path. Experience transforms the student.

BrigGen Manske: Work on the LOEs was put on pause in December so the Admiral could look at it, not only at our connection to our outside partners but also how we leverage our alumni. We are bringing in experts so our graduates will be able to relate in an environment that is politically savvy. They were asked to develop a strategy for West and South Africa. We tell the students: we want you to write strategy; assume it will be used and not just sit on a shelf.

CAPT Peko: For Objective 3's tasks, national security leaders seek to engage with our students, faculty and staff; we partner with interagencies on mutually beneficial projects; we collaborate within NDU components and leverage DoD and Congress to invite speakers. You've heard a couple of examples of where that is actually happening. We're taking advantage of what we have.

Mr Doan: You have to get out of your comfort zone and take risks if you're going to be transformative. You could talk to Amazon about strategic thinking and why they don't allow PowerPoint. Ask Disney why they pop up Mickey when the cotton candy line gets too long. There's a book by a professional poker player on strategic thinking.

BrigGen Manske: Our international fellows visit nine American cities. In San Francisco, we spent a day being briefed at Twitter and Uber headquarters, Airbnb – companies whose business models are so foreign to our students. Each one said they are software companies. The trip expanded the students' minds. How to connect what they are learning with what they will be doing, what it takes to be a strategic thinker – that was the takeaway from that briefing.

Gen Newton: You just explained what we hoped you were trying to explain. Except – every one of our students needs to have this experience. Now you have really seen that strategic planning is tough if you are going to do it right.

Dr Trachtenberg: Think about novelists and science fiction writers too.

VADM Breckenridge: Could you do what's already on the page any better? Use the innovation piece as to how to do business differently. Looking at national security and military strategy and discussions of innovation, I don't see the private sector represented here. Use this innovation piece as an opportunity to do things differently.

VADM Roegge: To summarize where we are now, this is a planning opportunity that's been in progress for about six months. There's a lot of great intellectual fire power being put to use. As the new guy, I kept getting stuck on the first LOE. Anything further from the Chancellors and Commandants before we leave this topic?

Dr Cushman: Just what I'd like to do when it's my turn.

1534-1605: New NDU Strategic Plan Line of Effort 2: Quality Workforce, Mr. Ken Kligge, LOE 2 Working Group Lead

Mr Kligge: Thanks for the opportunity to speak to you today. What you're about to see is our baseline effort on how to integrate the workforce into the university. We have a ten-member team representing each of the five colleges, the Center for Applied Strategic Learning (CASL), Academic Affairs, the front office, and human resources. This LOE was initially called high value workforce, which we thought was a static condition. It doesn't look across time. So we changed the phrasing to high performing. The line of effort starts with how we get the best people on board, how we take advantage of what they bring across the university and not just within their stovepipe. How do we recognize and reward people who are here and working hard on current problems? How do we keep them focused? How do we value our people? We want to transform our workforce to focus on resiliency as we look at doing more with less, which isn't likely to change in the next few years. We need to harmonize across the university better than we have done in the past.

VADM Roegge: Would you consider how we are supporting our workforce.

Mr Kligge: I'd probably put it in under Objective Four at the moment, how to maintain resiliency. It should be woven throughout.

Dr Logan: It might be helpful to acknowledge the way the change is worked.

Mr Kligge: It's partially encapsulated, across all four objectives in the final document. We bring someone on, grow and sustain them, how do we capture the new needs of the organization as they spin down to leave.

Gen Newton: Any thoughts on sustainment and environment, the leaders of tomorrow? Have you looked at what kind of individual you want to bring on?

Mr Kligge: We've begun that conversation but haven't gone very far with it. We definitely need to give it attention. The baseline is on where the organization is today and where it is going in the future.

Dr Logan: Are you talking about positive feedback on a regular basis?

Mr Kligge: There's indirect reference to it, yes. We'll have to crosswalk the strategic plan and all the working group efforts with the Officer Professional Military Education Policy (OPMEP) and the NDU 5100.

Mr Solomon: How big a change is this perceived to be?

Mr Kligge: That's a very fair question. Our working group thinks it's achievable. It's not horribly aspirational, but it will take some care and feeding and consistent effort.

RADM Hamby: As we look at this, it's very much tied to LOE 1. Faculty areas of expertise will need to be aligned with what we will be teaching our students in the future. We need to develop faculty ahead of what we will need, and align with where the university is going to go.

Gen Newton: Getting this right is important. Within the DoD, Special Operations does this very well.

Mr Kligge: This slide shows the key tasks, which will adjust as we move forward. Recruit: make it clear that diverse is a broad term, focused on not just the demographics but incorporates Title 5, Title 10, contractors where appropriate, interns and volunteers. Orient: make sure we get the right people in

not just for today but for tomorrow. Retention: not completed. We do a relatively decent job of recognizing our top performers but we don't do enough. We need to be doing what's good not just for the individual but also for the University. We need to show we are a world class institution.

Strategic objective 2 – on professional development, what does the individual need for tomorrow as well as for today. We need to consider how to accelerate toward the future for more of our people.

Objective 3 is interesting – embracing the culture of recognition is one way we show that the University is doing what it's supposed to and is the leading edge. We're not sure how to capture this as an objective.

Objective 4. About seven years ago NDU took a look at itself and developed its process more fully. We comply with the US Office of Personnel Management. We need to see that our workforce can manage its time not only for assigned tasks but also for tasks that are meaningful to them personally

AMB Myrick: My question is, are people aware of this university, as compared to a military academy?

Mr Klidge: My personal take is that we need to look at our value proposition. Look at our shared goals and governance and make sure everyone understands where we are. People need an opportunity to voice their opinions. It's how the voices of the workforce are appropriately heard at senior leadership level.

VADM Roegge: A lot of the discussion for LOE One is applicable here as well. It's anticipating the way people will work, the environment they will be working in.

Mr Kilgge: My next plan is to throw PowerPoint out. We'll have to look at changing the language and tone.

Gen Newton: Let's take ten minutes.

1615-1645: New NDU Strategic Plan Line of Effort 3: Stable Foundation, Lieutenant Colonel Rob Gleckler, LOE 3 Working Group Lead

LTC Gleckler: I'm the Director of Operations at the National War College and the lead for LOE 3. Our approach as a working group was to define what a stable foundation actually means. Then once settled on that, we came up with objectives. The tasks are verbs which become objectives when completed. We relied heavily on the Middle States Commission on Higher Education for our definitions of infrastructure, processes, and resources. The draft tasks are not final, but are helping to define. This line of effort depends on the other LOEs. We separated infrastructure into IT and facilities. Facilities especially must think of time – five years is the blink of an eye for facilities. There's little you can do in a five year time line. Take any element of any objective – where along a range fan do you want to place it? Where we decide to go determines where we want to put our resources. Facilities are resident brick and mortar versus virtual.

Objective 1, facilities infrastructure: NDU owns a lot of stuff. Where do we want to be at the five-year point on a ten-year plan? Balancing requirements – the facilities have to enhance the delivery of education. We'll look at sustainability there too. A long-term facilities strategic plan cannot be ignorant of what's going on in the environment where the facilities are located.

Objective 2, information technology – it needs to be scalable and agile. IT can't be hard-built into facilities so it's obsolete as soon as it's finished. If class sizes change with priorities, it will need to be scalable to that. We need to look beyond the student experience on campus to alumni, to capitalize on

the value of the NDU experience.

VADM Roegge: The CISA charter calls for maintaining relationships beyond graduation. No other colleges require that. The new National Defense Strategy wants PME to build alliances, it should be used as a strategic asset to maintain relations. Do we need to POM [submit in the Program Objective Memorandum] for resources to build our alumni network?

LTC Gleckler: Protection of Personally Identifiable Information (PII) is a concern for alumni tracking; of course we need to protect PII. We would need to discuss opt-out versus opt-in. Also, the alumni life span will outlast any database we could create.

Dr Yaeger: The main reason to do this is it is our most important feedback source of how we are doing. That will be the answer to whether we provide a transformative student experience. We need to be able to capture feedback on how students are doing after they leave.

RADM Hamby: Even prior to the National Defense Strategy (NDS), the Chairman's emphasis on lifelong learning was a big hook.

Mr. Kane: That was in the paper I presented

Dr Logan: The executive branch is doing that now also. There's another partnership opportunity.

BrigGen Manske: We have a robust alumni association that can do the opt-in/opt-out as a private organization. We know where nearly all the 13,000 War College graduates are.

VADM Roegge: With the understanding that this is a work in progress, at the end of which we will be able to maintain relations beyond their time on campus, are we resourced to do this or will we need help with it.

LTC Gleckler: Objective 3, processes and best practices, is the least flashy but the critical work of the LOE – I call it the “wouldn't it be nice if we could do these.” This is not aspirational – we need to implement the practices in the NDU Instruction 5100 that we said we should be doing. We need to make sure we don't lose sight of the processes that make the University run.

Objective 4 is about resources, without which you can't have the other objectives. We need a whole-of-University resource plan, to tie allocating resources to institutional planning, and assess effective and efficient use of resources. NDU being largely reliant on appropriations, it doesn't have the flexibility that private institutions do, so we need to work with the NDU Foundation on innovative ways to support research and engagement..

AMB Myrick: Is there a plan for prioritizing application of resources? Do you see all entities equal all the time?

LTC Gleckler: That's correct. We would need to refer to the POM processes for details.

Mr. Kane: We had described the processes we use to set priorities at a previous board meeting. I can bring you up to speed on that.

Dr Logan: You're not really talking about something stable. I haven't found the right word yet but there is something you can use to describe the institutional necessity.

Mr Solomon: Certainly “forward leaning.”

LTC Gleckler: It's one of the primary things we struggled with as an LOE.

Dr Logan: You have to be leaning forward.

LTC Gleckler: To summarize, whether it's facilities, IT, processes or resources, it's not either-or but where you put it on the continuum. And the other piece is the timeline.

1645-1700: Facilitated Discussion of NDU's Strategic Future, Board Members and Dr. Charles Cushman, Interim Chancellor and Dean of Academics, College of International Security Affairs

Dr Cushman: You've already given us a lot to think about. What are we missing? What will be affecting us in five years that we need to think about now? The first cut at thinking when we started five years ago was fairly straightforward then. PME was not a focus. Now, among other things, the Secretary has thoughts about PME that we will have to react to. We have to think about preparing our students to live in the new environment. The OPMEP has been maturing. PME is much more demanding now than it was five years ago, and it will be more challenging five years from now. Our students will demand more from us, they will have different expectations of what the classroom will look like. That is evolving and we need to get out ahead of that. This is just a thin sketch – what else should we be thinking about? What are we missing? We may need a fourth LOE for outreach, but that hasn't matured yet. What will the operating environment of the University look like five years from now?

VADM Roegge: The more richly we can describe that, the better we can define today what we will need to do.

Gen Newton: Let's get some initial thoughts from each of my colleagues, then take some time on this tomorrow morning after we have had a chance to sleep on it overnight.

Ms Fulton: Technology is a rich field. You are doing a great job with equality and diversity. We are looking at a tremendous upheaval around gender. It may not become a revolution, but also look at the growth in transgender, at the increased sanctions of violence; at scholarship on gender in warfare. You have a leg up on more siloed institutions. Think holistically around how gender will impact the world of 2023.

VADM Roegge: Think about how, across the world that populates our student body, we will need an environment that is inclusive.

Gen Newton: I agree that it will lead the agenda on social issues we will have to deal with both nationally and internationally, but it will put us in a position where we can deal with other issues we have to deal with in the social environment in this country. Is this a five year plan that only goes out five years, or is it a rolling five year plan? It needs to be a living document.

AMB Myrick: The purpose of this educational platform is to facilitate wars. Looking to the future, we have to look at the world in a different way. We have to recognize that our approach has to be more than local, more than regional. Our domain is vast. We have to deliver ways to have participants think about that. We have to separate ourselves – I'm not sure how - from using the current environment as a framework. What we talk about as new now will be ancient in five years. We'll have to think beyond five years from now to a world we can't imagine but will have to imagine if we are going to prevent wars or fight and win wars.

Mr Solomon: It's not about predicting 2023 as much as the trends – in the arts; advances in transportation, in biotechnology; more remote and distributed education; modular and bite-sized education versus semester-long; how people actually learn; Interdisciplinary ...

VADM Roegge: Tell me a little bit more on what you were thinking on that first one. What do you mean about that?

Mr Solomon: Art and theater as elements of the learning process. Language and culture, psychology influencing economics. Big data, machine learning and artificial intelligence. The integration of public and private, partnerships in how we train people and connect. Connecting with the sciences, bio- and health-related events. How will the investments in space travel affect how we think about our security. Migration is not going away.

Dr Logan: Obviously. Prepare people for the unknown. We have to think about the life cycle of what we are teaching. We can't rest on thinking that what we know today will be what we need to know tomorrow. How are we working together to solve some of these problems? A public-private partnership can be civilian-military partnership. The Executive Branch is looking at how to bring in expertise from the private sector that government doesn't have. Are we thinking about going to Mars? Do we really need a ten-month program, or should we be bringing it in in smaller bites? Should we bring in people more often for smaller periods? Do we really need a degree? The value that comes from what we are teaching is so important. Are we focusing on the right thing?

VADM Breckenridge: Whatever the appropriate amount of time, you have a unique niche here in relationship-building which has to be done face to face. Never lose sight of that. In addition to displaced persons, look at the polarization that is going on in societies across the world. What does that do to our partnerships? What is the role of business, not just US, in these worldwide problems if something big were to happen?

Dr Logan: I run a four-week program. Magic happens in two weeks. Design the two weeks carefully; it has to be hard, gut-wrenching within the first two weeks. Face to face is important, but the magic can happen in two weeks in a carefully-managed program. If you can do that, it lasts forever. Pay attention to the initial crucible event.

VADM Roegge: Our hybrid program combines limited face-to-face with a lot of online.

RDML Ruth: We are working hard to assess that. How much time together gets us to the acculturation piece. We're working with Carlyle to implement a tool to assess that.

Dr Logan: You have probably the right amount of time but the wrong place. I have experience with a program which was so exhausting that everyone wanted to go home after the first week but didn't at the end of the second. Force people to work hard in ways they haven't before. Pull them out of their comfort zone. The two weeks is what makes the difference. If you can get them there you will have a network that works forever.

Mr Doan: Seeds have been planted that you haven't seen already. Billion-dollar ideas don't come along every day. Invest more in the COCOM stuff; you already have that happening here. Put the full weight of the University behind one when you find it.

1700-1715: Day One Wrap Up, General Newton and Vice Admiral Roegge

Gen Newton: Anything else, Admiral?

VADM Roegge: Just my thanks. We are keenly interested in having fresh eyes on this.

Gen Newton: One more comment on the strategic planning, you did just the right thing: get it started, give it to us.

1724: Meeting Ends for the Day, Colonel (Ret) Cabrey

COL Cabrey: The meeting is ended as of 1724.

Thursday, 22 February 2018

0830: Call to Order, Colonel (Ret) Cabrey

COL Cabrey: The meeting is formally called to order again and will run to 1130. Do you want to revisit what you slept on last night?

Gen Newton: Good morning, everybody. I just went to sleep last night. Any opening thoughts? Suzanne?

Dr Logan: We are talking about the generations we are preparing. There's a new charter school in South Carolina. Its students who are 10th graders this fall could be at a command and staff school in about a decade. They will hand the students a computer when they walk in the door. They'll be working collaboratively, thinking differently, differently from the way we did things in school. You're talking about a five year plan – five years go by really fast. Five years isn't a very large window to get ready. Think about the crucible period to bring a group together. Education might be delivered in different ways – some might be resident, some might be online. You might want to consider, in the back of your minds, the value of offering a degree. Is there a different way to think about that? Should it be a ten month program – will that be the right thing ten years from now? In the Executive Branch we are not starting early enough to prepare leaders. How might you continue that in an episodic or modular way, to absorb and then come back for more? Our four-week program started fifty years ago as an eight-week program. Not a single student wishes they'd done it differently no matter how they did it – four weeks, six weeks, online. Think about alternative futures with opportunities to do the same things but in a different way.

Dr Trachtenberg: When Harvard College was founded in 1636, it took four years to get a bachelor's degree, because that was the norm in England at the time. A few years later, England switched to a three-year program, which they have retained to this day. What we think of as normative is merely a matter of circumstance. We are going to see three-year baccalaureate and medical degrees. Law will be three years too. Inflexibility is more vulnerable than ever.

AMB Myrick: You need more cultivation of a culture of realizing that you are a whole of government agency, inclusive in what we do and how we think. We are mandated to do joint, and we do it well, but we need to do more about cultivating what other elements of government do beyond having representatives from other agencies participate in seminars.

Gen Newton: Thank you for offering these good ideas. Let's turn them into productive policies. General Jansen?

VADM Roegge: Let me offer as context, there's great work being done every day across the colleges, without being slaves to the planning process. General Jansen and his team at the Eisenhower School

recognized a gap between what the nation needs and what we are providing. I've asked him to take some time to tell you about what he's doing.

0830-1000: New Initiatives at the Eisenhower School, Brigadier General John Jansen, Commandant, Eisenhower School

BGen Jansen: Thank you. First I want to recognize my Eisenhower School team and the support that we've had for the program, and Admiral Roegge and John Yaeger for their support for the conference we are proposing to take it to a level that the nation truly needs. Thanks to General Kane for providing facilities and money, and to Admiral Webber for the load she has shouldered with J6 policy requirements.

The key is about service. Let me give you some context for recognizing the role of the Eisenhower School. I've spent a lot of time in the Pacific AOR, which is under increasing pressure from China. I was given 12 days to report to my new assignment as Commandant of the Eisenhower School. My experience is almost exclusively operational. I've had one assignment at the Pentagon – with no experience with money, I was perfect for the job. I'm not a graduate of NDU. The Eisenhower School mission statement – to prepare selected military officers and civilians for strategic leadership and success in developing national security strategy – told me all I needed to know. It talks about not just understanding strategy but marshaling it, creating it. Its mission design was authorized by Congress, including relations with industry. This school is unique. The national conversation is what the Eisenhower School does. We need to maintain our posture in a very dynamic world.

Our current program has all the necessary pieces of structure to deliver what the nation requires, by way of graduates and of content, but it needs a serious reexamination of its core functions. There's a lot of unique content and some unique concentrations, like macroeconomics, acquisitions (where we're overly invested in relations with the Defense Acquisitions University [DAU]), collective defense, supply chain management, a mandated senior acquisition course with DAU; European studies. Right now we're heavily into our industry studies. There's a strategic imperative to change the school at a good clip. I would offer that based on the strategic challenges we're facing, this nation is way back on its heels, ten years behind. All of our competitors have unmasked – China at the 19th Party Congress and in the South China Sea; Putin in Crimea and the Ukraine; North Korea wants capability rather than provocation; Iran is doubling down after sanctions were lifted. Our companies that went to China thinking "I'm going to get market share, baby" are realizing that they have been had. That's not happening.

VADM Roegge: I'll add one other data point: we were fortunate to host the STRATCOM commander last week where he unveiled his role in implementing the nuclear posture. It highlighted the difference from the previous posture review, with four basic assumptions – such as great power rivalry is over, the US will lead by example – that all four assumptions are wrong. That's largely the strategic context we're in now reviewing where we need to be.

BGen Jansen: These are things the Eisenhower School is charged with looking at. We're in a tough spot with the budget we have now. There's demand for an industrial base strategy with a new relationship with industry. How does commerce provide for the common defense? We then model whatever that is for our students so they understand how business thinks, figure out the nexus of value to keep our people safe. We need graduates with an analytic framework to see things others do not; critical thinkers, at a level of complexity greater with each year's class. We've been looking at things through a single lens, though the lens has changed. Now we have four different actors. If we fight

one, regardless of which, it will go global. I recommend reading Eisenhower's farewell address. The big piece is policies.

Academic year '19 will be about getting to the core of what we do; we're starting now to look at AY '20. This academic year, no one knew that the National Security Strategy and National Defense Strategy would drop; we have an obligation that the students read them. We're modernizing the Industry Analytics program; we've shifted to a Harvard Business School case-study model which is very demanding. We're working to get Bloomberg finance intelligence in to the school. There's a lot you can do with open source in this world. I want them to understand markets and intervention in markets. We do a number of national exercises. We've created more capacity for faculty and staff. I've pulled some students out of the industry studies program into an assessment cell to look at how we are doing business now, what are their frameworks. We're adding a mobilization cell – we stopped teaching it in the late '90s when the nation stepped that back. I want to inventory US policies in World War II when we were really good; see what does it look like in other countries, with existential threats. How do we design something to get it back in the curriculum?

VADM Roegge: Everything has changed. Industry has changed, the commercial sector certainly has, and policy has changed. It changes what we require from industry. We want to introduce the possibility of a major power competition that we may not have prepared for, to understand the relationships required with industry to support a conflict. I'm not trying to predict the future, but we are responsible to prepare our students to face it.

BGen Jansen: Imagining mobilization in a future as well as a modern context is what I want them to understand. Mobilization is repurposing a society to come out of a conflict with its society intact. Two oceans no longer keep us safe. I also want to focus on the organic industrial base. We've met with a number of entities in business and industry. NDU's authorized industry fellows program is underutilized.

VADM Roegge: It also obligates an internal conversation: are we offering industry something of value to them, or are we not communicating it well enough.

BGen Jansen: Ten months out of the office is a long time in industry. We need to offer options. France has industry coming in 2-3 times a week.

Gen Newton: You are really touching the heartbeat of the issues. Let's just talk about industries for a minute. This is much broader than the University, it's driven by the value proposition in the building. They don't see the value to their industry. That's the difference between now and World War II. It also has to do with the Hill. I'm not sure how to get those two groups to see things as you see them. I remember when I worked on the Hill, there was a committee that worked on the base. No one is working on it now. You have to have that at the leadership levels. We have to find a way to do it here and convince them to buy into it. Corporate boards that deal with the military, now, want more than the 8% profit the Pentagon limits them to. They have little incentive to play.

BGen Jansen: That's what the Eisenhower Conference is all about.

VADM Breckenridge: You have a unique opportunity. Emergency response has industry at the table. There are already relationships that can be leveraged beyond the region and the state.

Mr Doan: The barriers to entry for industry fellows are the length of the program and the cost.

BGen Jansen: We have a task to examine the congressionally-mandated requirement that industry pay full freight. We're looking at the cost model – can we get it down to circa sixty-five thousand dollars from seventy-five to ninety thousand. The value accrues to the federal government, so why are we charging them? The framework, courtesy of IBM – what does a CEO do? A big job is making decisions to deploy capital. There are distinct defense and commercial markets in each industry. The students look at how business people think about things, what are the barriers to entry, and trace that back to government policy. Government currently is painful to work with on account of the regulations. We want to drive a national conversation on understanding policy in great powers competition, between laissez-faire and full-on government planning. The end state: our graduates are sought after, our faculty is recognized.

The intent for the conference is to convene leadership from industry, the government, think tanks and academia to discuss how we resource national security and how to educate a new generation of senior leaders who can do that. To have a strategic conversation requires both the structure and the right people, people of consequence who will only come if there are other people of consequence there. We need the Chairman to participate, to sign the invitation. We'd like to close with an out brief to the SecDef. We envision a collective conversation that organizes a national strategy.

VADM Roegge: What is the feedback you're getting from the industry reps? Do they find this compelling?

BGen Jansen: Yes, sir. The feedback we're getting is pretty impressive. It's starting to dawn on them that this is a national conversation that we need to have and this is a good place, a safe place, to have it. The foot race is to get it going, starting with the invitations.

VADM Roegge: To tease the outcome, if the Board shares our view and is willing to endorse it as value added in your report, we'd like the senior leader participation.

BGen Jansen: General Dunford steered us over to the J8. He had them do a study across capability areas: what are the areas we are losing and need to catch up. It tied in with the White House to study mobilization and strategic materials. We're aligning the industry studies as quickly as we can to these issues. We're talking with a lot of universities also. We've seen some interesting teaching methods, such as an executive studio. The whole idea of innovation is now understood in silos, including our industry studies, but it's not just one of those silos, it's about how they all combine to prevent war or win it if we can't prevent it. We do have to focus on Asia. We're trying to tailor it so it will inform what we're doing and how we're doing it. We're looking at a wide range of invitees so we can get the correct conversation. We've sized companies by market size and sales to get a good mix, and we've also included a couple of failed companies. We're trying to get reps from the innovation base – SpaceX or Amazon or MIT. The agenda will include innovation, global markets, education and trade policy and how they intermingle to grow the right workforce for the future. Immediate outcomes include examining the requirement for a new conversation between government and industry, reestablishing habitual relations between industry and the Eisenhower School, identifying where we need a collective examination of U.S. government policies toward industry, and examining the requirement for a national strategy for industrial base security. Mid-term, we'll reinvest the immediate outcomes to redesign the Eisenhower School experience and strengthen relationships with OSD, the Joint Staff J8, the Department of Commerce; long-term, we're looking at establishing an Eisenhower School board of advisors and examining the value of an annual conference.

VADM Breckenridge: Have you looked at the states, which have huge relations with international entities, to participate?

BGen Jansen: No, we have not. That's a great idea

Mr Solomon: Thinking about who should be part of the conversation, the financial sector seems underrepresented.

BGen Jansen: I think we have a couple listed. We want to get someone in here to talk about capital and financial markets to the students but have had no luck.

Mr Solomon: Include all aspects of finance – insurance, for instance.

Gen Newton: We should use our contacts to help make this happen. This is really big. How do you start to get the right sized bite to get this started, to get things done? Think about the folks you want to come and be keynote speakers, people with great visibility. You've mentioned a couple of departments. You need someone from the Hill but it might better be a senior staffer who can talk about the issues rather than the politics. My thought is to be very careful.

BGen Jansen: For a large corporation, we're thinking about a senior vice president for strategy; a CEO for the smaller ones. The invitation list is mapped out by position at this point. We'll send it out to the Board and ask for your feedback on whether this is the right person and do you know someone who can ask that person.

VADM Roegge: We do feel there is a need for speed with respect to the national challenge. We're very interested to know if the construct sounds right, do we have the right industries, companies, individuals. Does the agenda sound right? We welcome your perspectives.

Gen Newton: Think critically about who you want to influence, what department do you want to influence, and structure around that. Thinking out loud, what would an ideal world look like from the Eisenhower School perspective?

Dr Logan: A hundred thirty is a lot of people. You'd have forty per breakout session and that won't get a lot of good conversation. Cutting the numbers would get a better benefit. Start with the most critical ones, then go to the second tier to fill out for the ones you can't get.

Mr Doan: This is the most interesting thing I've seen in my four years on the board. Keep it smaller but bring in bigger guns. We have connections. Go after folks like Jamie Dimon and Jeff Bezos. This is a challenge for senior leadership and for the board.

Mr Solomon: This is about a series of relationships and dialogue. Use this as a forcing mechanism, an investment in building the relationships. We need to be thinking more long-term, which I'm sure you are.

Dr Yaeger: This is a good example of how the strategic plan is changing to reflect the changing focus. Is it the type of thing all our colleges would want to do?

Gen Newton: Make those two points very clear to the participants: this is step one on the journey. We know we are not going to solve this on one occasion.

VADM Roegge: Any concern that this is too ambitious? Is it going to be too much time for the C-suite? Is our ask going to be off-putting?

Gen Newton: I think so. Can you do this in a day, and then spend the evening in a more relaxed setting? The Chairman is not going to stay for two and a half days, so why would the chairman of Lockheed?

Dr Logan: Think about something to attract the people you want to attract, say to come in for five hours to talk with the Chairman. That would provide an opportunity for people to come. The administration might get into that. Talk about is there a need for a national industrial strategy – they will all have an opinion. Once you get their attention and interest they can select the right person in the organization to come.

Gen Newton: They select their top strategy person to accompany the CEO, and that person will now know what the boss is thinking.

Mr Doan: What is the rest of government doing? See the Defense Science Board, which does great things but they have no legs after they go home. You are picking up the pieces and making it work.

BGen Jansen: What we have at the Eisenhower Conference is repeatable over time.

VADM Roegge: Based on everything that has informed our journey to this point, do you have any other questions or concerns? How do we further the discussion from this point?

BGen Jansen: Your observations are spot on – a consistent presence of very senior defense officials, a gathering place for people one step down. We do need to do some culling. How much is the Chairman, the SecDef, the deputy SecDef going to think that this is the place to be? There's a lot of potential for risk and it requires additional thought. We need to do this right. But time is getting short.

VADM Roegge: We've given ourselves an arbitrary suspense, seeing the first available opportunity in May. We can certainly do it later if that will help make it better.

Gen Newton. Get your gut feel and see how you want to play it. No one can say this is the best time. You may not want to start at the CEO level. We don't know what we don't know.

RADM Hamby: Our experience in CIC launching Cyber Beacon may provide some reassurance. We approached it from where did we want to be. We didn't get the heavies the first year, but we did get them at the next event. We did it in a 13-week sprint. I think the Eisenhower School can do it.

AMB Myrick: We can buy in that it has value.

Gen Newton: Thanks for a very informative presentation. We'll take a little more than 15-minute break.

1020-1115: BOV Member Feedback, Board Members and Dr. Yaeger

Gen Newton: Dr Yaeger, you're on, sir.

Dr Yaeger: I'll just review a couple of things. We updated you on where we are with accreditation and IT, and we wanted to get your input on the Eisenhower School and the conference. We've set this time aside to see if there are any topics of concern or any unfinished business, and open it up to Board members since we have the senior leadership here. Any questions, issues, concerns?

Gen Newton: Let me just say it seemed like we had great discussions on some very needy subjects. Hopefully, we offered some thoughts that will generate some conversation at the staff level, in for instance, putting the strategic plan together. I want to thank the board members for what you bring to the table to make this happen. This morning we had discussion about some things we've wanted to get to for some time, where we can see that you're working on things where we can provide input, things that will move the mission of the university forward very quickly. That has been very important, I think. With reference to the strategic plan, that is absolutely the bedrock of the organization, from where you start every day. I think you're on the right track to lay that out well. But when you make that picture clearer, it shows there's a lot more work to be done to create the environment where you can be successful in your academic role. By the time of the next meeting we'll be able to take a giant step for the leaders of tomorrow.

Let me take a minute to get some thoughts from my colleagues.

VADM Breckenridge: I want to commend everyone at the university. This is only my second meeting but what I heard here is very exciting. Often in government we fail to take a step back. We don't zero base and think strategically with the opportunities of a new strategy and changes in the administration and the school. It gives us the opportunity to look at its vision and where it's trying to go. You are doing this. I do think where you're headed with this Eisenhower conference is a strategic imperative. I don't think all chains of command realize that yet, but hopefully we can help you get there.

Mr Solomon: We've heard a lot of really compelling things from each of the schools, each of the LOE leaders. How does that wrap into an overall message? Examples of innovative learning experiences don't come through strongly enough. It's been exciting to hear, and we can all work on how NDU tells its story. We need to capture the rigorous academics, all the innovative things the different groups are working on. That's where I think the future will be and that's where I think the real progress can be made.

Dr Logan: The mission statement about rigorous academics is critical. This is also a marketing piece for you. We've just heard that the Eisenhower School has had problems getting some of the partnerships they need to create these rigorous academics. How do you sell the university beyond its strong academic base? There's another message that is not getting out. The amazing things you are doing are heard on a small platform, not the larger one it needs to be heard on. The Eisenhower conference can help with that, it can be a reputation-building piece. It's that piece you need to get the right people here. I hadn't thought of it until this minute but that might be something worthwhile for you to take your senior leaders into an innovation lab to work on.

Dr Trachtenberg: The subject I've been thinking about most of my time on the board is the broken conversation between the American military and the American higher education community. It's been underscored in a variety of small and big ways. I've had the opportunity to do some searching for new leadership for some universities. They have an allergic reaction to a suggestion that they engage a retired military person. I'm talking about people who've earned a Ph.D. while they've been in the service, some who've been administrators of defense colleges, who can actually speak the academic jargon. Notwithstanding, the professors on the search committees are fearful. This has been compounded on campuses with undergraduates – alienation between undergraduates and the government, undergraduates and the military, is as bad as it's been since the Vietnam War. I was on an advisory panel that helped Mike Mullen engage with the presidents of Harvard and Columbia to get ROTC reestablished on their campuses. I think this is getting worse rather than better, and it occurs to

me that NDU has an opportunity to contribute to the resolution, to the healing of this situation. I'm going to give the subject additional thought, but I think to the extent that we can reach out not only to America's business community but also its academic community it would be a real service to the nation. Since we eliminated the draft, there's been a real shift in the socioeconomics of who goes into the military which is not a good thing. I'll continue to think about this in my spare time and maybe come back with some sort of proposal.

Gen Newton: I will add that you're not alone in this thinking. The relations between the military and civilian, and certainly academic populations need discussing.

AMB Myrick: I'm assured that you are doing very impressive and commendable work, making great contributions to our government and people. I'm encouraged in terms of image projection by the ability to project a holistic view of your functions across the colleges. It takes a tremendous amount of work to do that. Although we have a mission statement, at least for me the projection of the totality of it and the substance of all its parts is missing. I'm not sure how you'd fix it but when you talk about the National Defense University, does your mission statement really capture it? I have some doubts.

Ms Fulton: You're doing the right work. I've seen some great stuff. On the strategic plan, I think you might want to think about freeing yourselves from the constraint that every word in the strategic plan has to apply to the whole university. It may constrain us more than we need. You're building a brand. The stronger you build the brand the easier it's going to be to build those partnerships that we as a nation need you to build. The strategic plan should be daring. NDU may be uniquely positioned to solve the civil-military divide. I think it should be intentional and overt about that role. I don't have all the answers but this is just something that I'd like to see you consider – one of those really out-of-the-box ideas that is breathtaking.

Gen Newton: You've mentioned at various time being more profound and energetic in the wording. Can you say more about that?

Ms Fulton: The plan will be only as effective as you live it. Forgettable language is difficult to live. If you're just reflecting the stuff you're already doing, you don't need to write it down. You want to find phrases that capture the imagination, so your students and staff and faculty feel that what they are doing is unique and special, so they feel that brand. That will make the whole process pay off for you.

Gen Newton: When they leave here, you want them to say "Wow, that was an experience." That doesn't mean it was easy, but I'll tell you my experience here was one I'll never forget.

Ms Fulton: I think they're having that, so reflect it.

Gen Newton: If there are no other comment, are there any from the audience? Admiral, you're on.

1115-1130: Wrap-up and Closing Remarks, General Newton and Vice Admiral Roegge

Dr Yaeger: There's one question from earlier from Dr Logan that I want to address: do you need to be accredited. There are some people who think we don't need to. You could say Yes, the law says we should be accredited," but we all know the law can be changed. We're in competition for students and faculty. The international students come for the degree. Before we had accreditation, the board said we should be rigorous, the law said we should be rigorous, but having this independent body to provide insight and critique is very valuable. If we didn't have accreditation, we wouldn't be here today.

VADM Roegge: While we're still on the record, are there any things you particularly want to bring before the board? Things where you think we would benefit from particular support or advocacy. I'd encourage you to raise that now.

Dr Cushman: What you taught us yesterday was extremely helpful – tons of great insights that will help us with the next phase of the strategic plan. Please reach out to us with anything else that comes up. It will make a better strategic plan

RADM Hamby: I wanted to share one more thought on the potential of shorter courses versus 10 month courses, and I would suggest there's no need to look at it in a binary fashion. I would suggest that we potentially look at younger students. The opportunity to pull in students on a more itinerant basis over time I think is very important. The last piece I think, as we evaluate what we do, don't forget that a subpart of our mission is to help our students be promotable to their next jobs as well as prepared for their next jobs. The services will look at whether they have that masters' degree.

BGen Jansen: Thanks very much for your advice and counsel.

AMB Pekala: On behalf of General Manske, thank you very much. I want to pick up on our external outreach. I strongly agree that we need to do better at making our brand famous, for the international community, for the rest of the community, for the think tanks, and really demonstrate the value of the institution. As we demonstrate it, the students know it, we know it, but we can get more support and create a virtual cycle of creating the quality and conveying the quality.

RDML Ruth: I have nothing to add. Thanks for the stimulating conversation, and I'll echo what Chuck Cushman said.

Dr Trachtenberg: On the business of accreditation. Look, it's bull, but we live in a world in which we're not going to change that. Don't waste time debating it. We have to live with the weather – take an umbrella. An awful lot of the stuff that goes on in academia – we need to take it seriously but not too seriously.

Mr. Kane: I'd like to thank the board for the support over the past couple of years that have helped us stabilize the institution so we can now have these conversations.

AMB Hammer: A few thoughts. Many of the things you said resonate. The whole of government piece and the interagency – I really benefited from the experience at the War College. I really appreciate the opportunity to come back and I see that so much good work is being done to advance the collaborative effort that needs to take place in the current environment. I think the core elements of what we've been discussing – going back to the stakeholders, addressing the wicked problems, including the State Department – does help the students feel that they are relevant during their student experience. I'm very positive about the direction. It's very helpful to hear the feedback, it is daring to be bold. We need to continue to build on the institution's reputation. The vision for Eisenhower is daring and bold, and it is what's needed. I've come to appreciate that the people here are dedicated to making a difference. You can rest assured that from everything I've seen there is tremendous will. Thank you for helping us get there. My only complaint is it's not as well-known as it needs to be. I've traveled the country and made presentations and most of the people I talk with have not heard of NDU. Once they start learning about it they become interested. In terms of the career progression: identify the really talented folks and start them on the way to connect their experience here to their next assignment so that they can be helpful right away. At State we don't do that. It'd be great if we're

better able to push along those we know are destined for greatness. I look forward to seeing where we go from here.

VADM Roegge: I want to thank the board for your time and insight. I wasn't eager to leave Hawaii, but I can think of no better job across the joint force than leading NDU. I hope it has become clear from our discussions that there has never been a better or more important time to be leading this institution. Leadership has now told us what they expect from education. And leveraging off General Kane's comments, we are probably in a circumstance now where we no longer have to staunch bleeding. We've stabilized many things and therefore we can have the discussions about how we are going to grow, to do more, to do better. I hope you have come away with appreciation that for all the right reasons we have spent several years inwardly focused but are now in a better position to devote bandwidth to communicating our value proposition externally. I'm surprised to continue to find a lack of understanding even at the Pentagon that there is the gem here that advances the nation's strategy. I hope you walk away with an understanding that we are cognizant of the challenges in the defense strategy. That is a challenge to NDU. I hope it's clear we are moving out aggressively to dispel the notion that professional military education is stagnant. All of our colleges, components and directorates are trying to stay ahead of this threat. Thank you for the feedback on how we are addressing the challenges in the NDS, in our curriculum, in the outreach conference, and most importantly with our strategic plan. It is the most important work we have to do, and the most difficult.

Gen Newton: To all the folks in attendance, thank you all for taking the time to come and to participate. Let me make a couple of comments: Admiral, please share with the staff that prepares for the board meetings that they do a tremendous job for us. This is going to be my last board meeting particularly in this position. I will be departing, and probably Admiral Walsh will take over. This experience is right at the top of rewarding experiences in my career. Though I'm not going to be the Chair and not on the board, I am not going away. This is exciting, important stuff and a discussion we need to be having. For my colleagues, thank you, I want to say that very publicly – you bring a lot to the table, so just keep doing the great things you're doing. A final thought: this is all about the team. Be sure you're speaking to the entire team when you're thinking about and preparing and delivering messages about this great institution, which is what we do as a military force anyway. Every player needs to feel like a full player.

1115: Meeting Ends, Colonel (Ret) Cabrey

COL Cabrey: The meeting is formally closed at 1115.

**Appendix A: National Defense University
Board of Visitors Attendance Roster
February 21-22, 2018**

1. Vice Admiral Jody A. Breckenridge, USCG (Ret)
2. Ms. Brenda Sue Fulton
3. Dr. Suzanne Logan
4. Ambassador Bismarck Myrick (Ret)
5. General Lloyd W. Newton, USAF (Ret)
6. Mr. Ian H. Solomon
7. Dr. Stephen J. Trachtenberg



**National Defense University
Board of Visitors Meeting
Feb 21-22, 2018
AGENDA**

Military: Class A Uniform
Civilian: Business Suit

Wednesday, 21 February 2018

Room 155A/B, Marshall Hall

1230	Call to Order	Colonel Richard Cabrey, USA (Retired), Designated Federal Officer
1230-1245	Administrative Notes (DFO comments/overview of agenda)	Colonel (Ret) Cabrey; General Lloyd "Fig" Newton, USAF (Retired), BOV Chair
1245-1315	State of the University Address	Vice Admiral Frederick J. Roegge, NDU President
1315-1330	Middles States Commission on Higher Education Update	Dr. John Yaeger, NDU Provost
1330-1415	Information Technology Update	Rear Admiral Diane Webber, USN (Retired), Chief Information Officer
1415-1430	NDU Strategic Plan: Review of Current Plan (AY 2012-2013 to AY 2017-2018) and an Overview of the Planning Process for the New Plan (AY 2018-2019 to AY 2023-202)	Dr. Yaeger
1430-1500	New NDU Strategic Plan Line of Effort 1: Transformative Student Experience	Captain Miguel Peko, LOE 1 Working Group Lead
1500-1515	BREAK	
1515-1545	New NDU Strategic Plan Line of Effort 2: High Performing Workforce	Mr. Ken Kligge, LOE 2 Working Group Lead
1545-1615	New NDU Strategic Plan Line of Effort 3: Stable Foundation	Lieutenant Colonel Rob Gleckler, LOE 3 Working Group Lead
1615-1700	Facilitated Discussion of NDU's Strategic Future	Board Members and Dr. Charles Cushman, Interim Chancellor

As of 20 February 2018

Page **1** of **2**

and Dean of Academics, College
of International Security Affairs

1700-1715 Day One Wrap Up

General Newton and Vice Admiral
Roegge

1715 Meeting Ends for the Day

Colonel (Ret) Cabrey

Thursday, 22 February 2018

Room 155A/B, Marshall Hall

0830 Call to Order

Colonel (Ret) Cabrey

0830-1000 New Initiatives at the Eisenhower School

Brigadier General John Jansen,
Commandant, Eisenhower
School

1000-1015 BREAK

1015-1115 BOV Member Feedback

Board Members and Dr. Yaeger

1115-1130 Wrap-up and Closing Remarks

General Newton and Vice Admiral
Roegge

1130 Meeting Ends

Colonel (Ret) Cabrey



**DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066**

Office of the President

Dear Board of Visitors,

Thank you for taking time out of your busy schedules to support the National Defense University (NDU). I greatly appreciate the advice you provide to me and to the Chairman of the Joint Chiefs of Staff (CJCS) regarding his university. The following is a written copy of my State of the University Address for 21 February 2018:

I would like to start by thanking the Board of Visitors (BOV). Your perspectives, thoughts, and advice are invaluable, and I intend to take advantage of them — especially as we work towards the NDU of the next decade.

But for the NDU of today: I have spent my first weeks as President diving more deeply into our colleges and components, then engaging with our many external stakeholders, and, most recently, with our entire team through a series of Town Hall listening sessions. These engagements have confirmed the opinion that NDU continues to be the nation's preeminent institution for educating joint warfighters and other national security leaders. During this BOV meeting, you'll hear from our leadership what we're doing to continue to improve our institution to provide the best possible student experience and outcomes.

Organizational Updates

Since our last meeting we have added several new members to the NDU team. Ambassador Mike Hammer became the acting Senior Vice President after Ambassador Don Yamamoto was recalled to the State Department to serve as the Acting Assistant Secretary of State for African Affairs. Ambassador Hammer, an alumnus of National War College, had returned to NDU in 2016 as the Deputy Commandant for Eisenhower School (ES) and was also dual-hatted as the Deputy Chancellor for the College of International Security Affairs (CISA). Brigadier General Chad Manske, US Air Force, who audited the last BOV meeting, became the Commandant of National War College this past July; Brigadier General John Jansen, US Marine Corps, became the Commandant of Eisenhower School in August. I am also pleased to report that Brigadier General Jansen has been nominated for appointment to the rank of major general.

Dr. Laura Junor was promoted to be Director of Research and Strategic Support/Institute of National Strategic Studies (RSS/INSS). Ambassador Makila James recently became the acting Director of the International Student Management Office (ISMO) after previously serving as a member of the National War College faculty. Dr. Brian Shaw was hired as our Deputy Provost, coming to NDU from his previous post as Dean of the National Intelligence University. Mr. David Gansz joined NDU as Dean of Library & Learning Center Services. Ms. Ellen Romines is our new Chief Financial Officer (CFO) and Director of Resource Management. Dr. Tom Karnowski is our new Director of Support Services.

We also are in the process of hiring two Deans of Faculty and Academic Programs to replace Dr. Mary McCully, who retired last year from the College of Information and Cyberspace (CIC), and Dr. Dave Tretler, who will retire from National War College in the coming year. We wish them well and thank them for their service to the University. My name also gets added to the list of new team members: I relieved Major General Fred Padilla in September. Fred has returned to the US Marine Corps, supporting the Commandant as the Director of the Marine Corps Staff. I am personally thankful for the time and effort Fred devoted to providing me a thorough turnover, but even more thankful for his leadership and its positive results now in evidence across the University.

Drs. Mike Bell and Rich Hooker are still detailed to the National Security Council. Dr. Frank Hoffman has recently returned from his detail to the Office of the Secretary of Defense (OSD), where he provided direct support to the writing of the National Defense Strategy (NDS).

Mission Updates

NDU's 2017-2018 academic year kicked off with 692 students in master's degree programs, including 113 International Fellows from 66 countries.

The new National Security Strategy (NSS), NDS, and Nuclear Posture Review (NPR) highlight a security environment with strategic competitors. A future conflict with a near-peer competitor could require mobilization of the nation's industrial base to an extent not seen in decades. Eisenhower School is revitalizing its program to better understand the readiness of industry to support a call from government to mobilize in today's globalized environment. Brigadier General Jansen will update the BOV on this important initiative during tomorrow's session.

Joint Forces Staff College's (JFSC) delivery of its Joint Professional Military Education II (JPME II) 10-week program via satellite at combatant commanders' (COCOM) headquarters is now in a scheduled operational pause to provide an opportunity for program assessment. In the satellite program, the JPME II curriculum is taught to a seminar of students gathered at the COCOM, concurrent with the rest of the cohort's instruction in seminars in residence at JFSC. The assessment will look at the advantages and disadvantages of the satellite course in order to inform future execution of JPME II. We will provide an update at a future BOV meeting.

In September, NDU hosted the 5th Quadrennial International Fellows Security Seminar and Reunion at Ft. McNair. Attendees included 194 international alumni from 77 countries, including six current chiefs of service, one current chief of defense, and several former chiefs of defense and service. NDU also inducted five international alumni into the NDU International Hall of Fame, all of whom recounted the importance of their academic experience and the continuing relevance of the relationships they formed. The next regional IF Security Seminar and Reunion is being planned in coordination with US Africa Command to be held in Morocco in June 2018. The Baltic Defense College has offered to host a 2019 event at their campus in Estonia.

We are in the process of planning several events to improve our external engagement and highlight NDU's mission and value. We hope you can join us for these important events:

- In April, NDU will host an event with ambassadors and defense attaches from the countries which provide NDU with our International Fellows. We intend to also invite senior members of State Department and DoD, Members of Congress and their professional staffers, NDU Foundation Board of Directors, and members of this Board to gather with NDU's senior leaders and our current International Fellows to share an informational evening together.
- Every year, NDU students, staff, and faculty join together to celebrate significant events such as the birthdays of each of the military services; however, despite the significance of our relationship with the Department of State, we've never had a similar event to recognize the contributions of our diplomats. This spring we will host NDU's first Foreign Service Day to commemorate the birthday of the State Department, and we plan to align this with an NDU Hall of Fame induction ceremony to honor distinguished alumni from the State Department.
- In May, NDU will host a conference with senior leaders of industry and government to better understand the readiness of industry to support a call to mobilize in today's globalized environment. Discussions with OSD, Joint Staff, and industry represented by the National Defense Industrial Association, the Aerospace Industries Association, and Business Executives for National Security all concur that there is a vital need for this timely conversation. We are coordinating dates based upon the availability of the Secretary of Defense (SECDEF), Deputy SECDEF, CJCS, and VCJCS.
- Finally, the NDU North Campus graduation week festivities, including the annual NDU National Hall of Fame induction ceremony, the International Fellows Graduation Dinner, and the North Campus graduation will be the week of 4 June 2018. Commencement for JFSC's Joint Advanced Warfighting School will be 15 June 2018.

Fiscal Environment

We remain optimistic but diligent regarding the fiscal situation of the University, and the Chairman is committed to ensuring NDU is appropriately resourced.

Our information technology issue paper, mentioned at our last meeting, was the Chairman's number one priority the Joint Staff submitted to OSD. NDU received our request for over \$11 million for FY19; however, the out-years FY20-23 were not resourced. NDU and the Joint Staff were advised to update and resubmit the issue paper for the FY20-24 POM and we are working with the Joint Staff Comptroller to develop a strategy to secure multiple-year funding of our critically needed IT infrastructure upgrades. Our Chief Information Officer, RDML Diane Webber, US Navy (Ret.), will update you on IT topics during tomorrow's BOV session.

The Chairman has been consistent in his direction that NDU not be subjected to Management Headquarters Activity (MHA) manpower reductions, and there is agreement that that will result in

\$12.4M restored to our FY18-23 budget. Meetings between NDU, Joint Staff, and OSD's Deputy Chief Management Officer (DCMO) have agreed on the plan to adjust the MHA/non-MHA baseline numbers in the DCMO database during the POM 20-24 season. We continue to watch this closely.

Operational Challenges

We continue our efforts to complete and have approved our NDU Enterprise Information Systems Authority to Operate (ATO). This is a major undertaking and along with the J7 and J6 teams, we anticipate receiving an approved contingent ATO this month and to operating a compliant network under Risk Management Framework guidelines. While we assess and improve NDU cybersecurity protocols, we also continue to believe that it would be beneficial to have DoD enterprise-level IT reforms across all ".edu" institutions. Such reforms could address the unique challenges of ".edu" organizations operating within the DoD system holistically and so achieve economies of scale that could produce better solutions at lower costs.

Aging infrastructure remains a challenge with the potential to impact the student experience. Even as we are upgrading IT infrastructure in our classrooms we are discovering new limitations, such as IT closets with insufficient size, power, or cooling to support necessary expansions. Our IT issue paper submission is a first step, and we will look to further develop a program objective memorandum (POM) submission for necessary facilities improvements. For major facility renovations, the Army is the executive agent for North Campus, and the Navy is the executive agent for South Campus. NDU has not consistently had a disciplined process by which to identify our needs to our executive agents; that has changed. Our Chief Operating Officer leads the process that will help the Services to help us by developing a POM submission to inform their budget submissions.

Special Initiatives

Our COCOM Scholars' Program has been expanding over time, with increasing COCOM requests for our students' theses to address their most challenging security problems. Students are mentored throughout their individual research project by faculty members and sometimes receive support from the COCOM for travel. Scholars have conducted out-briefs to COCOMs' Deputy Commanders, and some of the scholars' follow-on assignments can also be influenced by their COCOM thesis. This has been a mutually beneficial program which gives our students a relevant research topic and provides COCOMs an additional resource for their wicked problems. My engagements with COCOMs' Deputy Commanders reveals uneven awareness of the opportunities of this program which we are addressing through a more formal staffing process. Also, Ambassador Hammer and I recently met with the Deputy Secretary of State, and he embraced the idea of State Department joining the Scholars program. We've begun a dialogue with Deputy Secretary Sullivan's team to help them to identify State Department research topics for next academic year.

We are hard at work across the University digesting the new NSS, NDS, and NPR in order to update our curricula and our programs. Of particular relevance to NDU is this from the NDS:

"PME has stagnated, focused more on the accomplishment of mandatory credit at the expense of lethality and ingenuity. We will emphasize intellectual leadership and military professionalism in the art and science of warfighting, deepening our knowledge of history, while embracing new technology and techniques to counter competitors. PME will emphasize independence of action in warfighting concepts to lessen the impact of degraded/lost communications in combat. PME is to be used as a strategic asset to build trust and interoperability across the Joint Forces and with allied and partner forces."

This clarion call challenges us to ensure that our ongoing review is sufficiently self-critical. We must ensure that our Strategic Plan will chart the course for where PME must go in order to meet SECDEF's mandate.

The BOV was briefed in July on NDU's revised mission and vision which the Chairman has approved; these form the basis of our next Strategic Plan. This process has required that we deeply examine our fundamental assumptions, the unique value propositions of each of our programs, and the strategic advantage we create for the nation. In this planning process, Line of Effort (LOE) #1 focuses on the Student Experience. An appropriately transformative and relevant student experience will address the NDS's on PME and form a virtuous cycle that reinforces NDU's other two lines of effort, LOE #2 – Quality Workforce and LOE #3 – Stable Foundation. We will provide you an update on this effort later today and look forward to your feedback. Please help us to see our blind spots so we can truly deliver the education our future national security leaders need. When General Jansen briefs you tomorrow, you should see that the Eisenhower School is already moving out to create a transformative student experience, and in ways that actually anticipated some of SECDEF's concerns.

Command Climate

During my initial Town Hall meetings, I used the results from the March 2017 command climate survey to stimulate discussion on residual concerns. Communication was a consistent theme, and I shared my commitment for our leadership to be transparent, inclusive, and collaborative. Based on these engagements, in January 2018 I directed a more detailed follow-up survey to try to better understand concerns for which we might take action in the areas of sexual harassment, discrimination, and equal opportunity. Once again, we had a high rate of response — nearly 70% — the majority of which reported neither experiencing nor observing any untoward behaviors. The high response rate suggests to me that our people feel strongly about their NDU experience, they trust that we're listening, and they expect us to take action — and action is required whenever any of our shipmates senses an unprofessional work environment. We're now finalizing our To-Do list, which I expect to communicate across NDU next week.

How the Board Can Help NDU

I would like to ask for your continued support of the National Defense University and that you continue to serve as advocates for NDU during your engagements with our many stakeholders. Thanks to MajGen Padilla's success at stabilizing the University following a challenging period, there's now an opportunity and a need for our NDU leadership to improve our engagement with

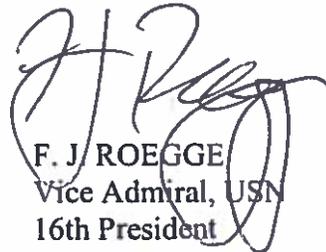
all of NDU's strategic stakeholders. As we describe our own engagement and transformation efforts, I will greatly appreciate your insights to ensure we are appropriately focused on the most important goals, and we are leveraging all available resources.

As mentioned previously, we are writing our next Strategic Plan that will lead NDU for the next five years. I have been clear that this is my #1 priority for our leadership team. I share the view expressed by MajGen Padilla last July that if NDU looks the same in 2023 as it does today, we will have missed an opportunity to develop the national security leaders that the nation will require in an increasingly challenging strategic environment. We also run the risk of this institution losing relevance. We greatly appreciate your thoughts on how NDU can best support the nation's security into the future as we continue to refine our strategic plan.

Thank you for your support; I know that you are all busy senior leaders with many competing demands for your time. The support you provide the Chairman's University is an investment in our nation's future — and it matters. For example, your recommendations are now reflected in NDU's talent management process and in the organization of the University; your advocacy is reflected in Joint Staff support for our IT infrastructure investment, our MHA determination, and even in restoring the NDU President billet to the grade of O-9.

I look forward to working with you to face the challenges and seize the opportunities to advance the Chairman's vision for NDU. Thank you again for your time and for your partnership in this important endeavor. Subject to your questions or your comments, we can continue with the agenda.

Very respectfully,



F. J. ROEGGE
Vice Admiral, USN
16th President