

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

Held on May 21-22, 2019



A public meeting was held on May 21-22, 2019 by the National Defense University Board of Visitors in the Clarke Room (C-120), Normandy Hall, Joint Forces Staff College, Naval Support Activity Hampton Roads, Norfolk, VA 23511

Date of this Report: June 24, 2019

A handwritten signature in black ink, reading "Patrick Walsh".

**Patrick Walsh, Admiral, USN (Ret.)
Acting Chair**



National Defense University

Board of Visitors Meeting

May 21-22, 2019

MINUTES

The National Defense University Board of Visitors (BOV) met at the Joint Forces Staff College (JFSC) in Norfolk, VA on May 21st and 22nd. The attendance roster and agenda are attached in Annex A and B.

TUESDAY, MAY 21, 2019

The Joint Forces Staff College, Normandy Hall, Clarke Room

1230, Call to Order and Administrative Notes

Dr. Brian Shaw: Good morning. I am Brian Shaw, Deputy Provost for Academic Affairs and the Designated Federal Officer for the National Defense University Board of Visitors. I would like to welcome everyone to today's NDU BOV meeting. This meeting is open to the public until 1615 this afternoon, Tuesday, 21 May, 2019. Tomorrow, 22 May 2019, the open portion of this session of the BOV is from 1100 to 1145. The University appreciates the time and diligent work of our Board members in preparing for this meeting and for their forthcoming deliberations. I and the Board also wish to thank my NDU colleagues for all their efforts and the support of the NDU Foundation in preparing for this meeting. As the Designated Federal Officer (DFO), I serve as a liaison between the Board and the Agency. I am also responsible for ensuring all provisions of the Federal Advisory Committee Act are met regarding the operations of the BOV. Also, in my role as Designated Federal Officer for the Board, a critical responsibility is to work with appropriate Agency officials to ensure that all appropriate ethics regulations are satisfied. In that capacity, Board members have been briefed on the provisions of the Federal Conflict of Interest Laws. In addition, each BOV participant has filed a standard government financial disclosure report. I, along with Legal Counsel for NDU have reviewed these reports to ensure all ethics requirements are met. 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 NDU in achieving its mission." NDU's senior leaders are present to present significant issues, answer questions or to clarify information as well as to listen to the board's recommendations. We have a full agenda and as you will note, agenda times are approximate. So, be advised that we may not be able to keep to the exact times as noted, however, we strive to ensure adequate time for the University's presentations, public comments and Board's through deliberations. There is a public record for this meeting. Copies

of all meeting materials and public comments are, or will be available at <https://www.ndu.edu/About/Board-of-Visitors/>

You will notice that in addition to the scheduled time at the end of the session for the Board to ask questions of clarification to NDU and/or the principal presenters, questions are encouraged during the presentations. The Board will meet in closed administrative session to ensure independent deliberations and recommendations. According to FACA [Federal Advisory Committee Act], we scheduled a public comment period from 1100-1130 on Wednesday morning, offering the public (including the NDU presenters) the opportunity to provide comments about the topic(s) being considered before the Board today. I currently see no public visitors or requests for comments. For any public commenters that have not preregistered, please notify either myself or another member of the NDU staff if you are interested in making a comment or addressing the Board. In addition, public commenters, as available during the Board's discussion, may be asked to provide clarification of their comments to assist the Board in their review. As per FACA, minutes of this meeting will be prepared. The minutes will include a description of the matters discussed and the conclusions reached by the Board. As DFO, I prepare the minutes and ensure they are certified by the meeting Chair within 90 calendar days of this meeting. The minutes of today's meeting will be available via <https://www.ndu.edu/About/Board-of-Visitors/>. In addition to the Minutes, there will be an NDU BOV Meeting Report to the Chairman of the Joint Chiefs of Staff. The Board will prepare this report as a response to questions posed by the Agency. This report will include their review and analysis of materials presented and the advice and recommendations of the BOV. The fall meeting is tentatively scheduled be held at our main campus at Ft. Leslie J. McNair in Washington D.C. A notice of the exact locations, dates and times will be issued in the Federal Register. In closing, again, I wish to thank the Board for your participation in today's meeting. And with that, Mr. Chairman, The National Defense University Board of Visitors is hereby called to order in accordance with the provisions of Public Law 92-463.

Welcome

ADM (Ret) Patrick Walsh: Dr. Shaw, thank you, VADM Roegge, thank you. We're grateful for the full agenda and we have a number of issues to discuss: the progress we've made and not made since the last meeting, infrastructure, curriculum, future of JFSC and what they might mean in terms of a globally integrated operation for the future. I'll turn it over to you, VADM Roegge.

1245, State of the University Address, Vice Admiral Frederick J. Roegge, NDU President

The text of the State of the University Address can be found at Annex C.

Dr. Shaw: Thank you for the State of the University, VADM Roegge. Please note that AMB Chacon was not able to be in Norfolk but is attending through the phone. The minutes from the past meeting are in the agenda under Tab B. Are there any comments from the Board or suggested revisions?

Motion to Accept/Accepted.

1330, Updates on the NDU Budget, Information and Educational Technology, and NDU Facilities

NDU Budget-

Mr. Rob Kane: I'd like to introduce the Ellen Romines, the NDU CFO (Chief Financial Officer).

Ms. Ellen Romines: I'm sorry I missed you at December's meeting. This is a little bit different than our December budget brief. You'll see we also have our IT (Information Technology) budgets. We asked for the \$78 million and got it from FY 20-24. The alignment is now finalized. You'll see on the slide in green, that's the management headquarters element. NDU-P (NDU President) and some people from the Joint Staff have engaged with CJCS (Chairman of the Joint Chiefs of Staff) on this issue.

VADM Frederick Roegge: It's a great news story that the area in green has been reduced. The number of NDU billets counted toward headquarters was reduced so the management headquarters cuts are now being taken from a smaller base. CJCS, Gen Dunford continues to be distressed that his university, any academic institution, would be subjected to MHQ [Military Headquarters] tax which was intended to apply to operational forces. Before he leaves, he wants that to be resolved by ideally having us removed from whatever list would classify us at MHQ. We've been trying at the University level but there are elements of the Joint Staff that are faced with this same challenge and also consider that elements of their functions ought to be excluded. Intention here is that Joint Staff J7 will be leading this effort through reengagement with OSD (Office of the Secretary of Defense) to reduce elements of the joint staff that could be exposed to future rounds of cuts and to advocate for NDU's exclusion at the same time.

Ms. Romines: FTE reduction is not tied to the management headquarters tax. For NDU, our share is 14 FTEs (Full-Time Equivalents) in FY 20 and six more in FY 21. Then we've received some back in out years.

ADM (Ret) Walsh: Is this manageable with retirements or will there be some layoffs?

VADM Roegge: We'll get to that.

AMB Bismarck Myrick: Is there a reduction in here for IT?

VADM Roegge: What's been funded matches our request. You'll see more details in the report from the CIO (Chief Information Officer). In future years our request is frontloaded but they did approve everything we asked for and what we asked for fully funds our requirements.

Ms. Romines: There is seed money in the first two or three years to fix our infrastructure and then we'll move into the sustainment portion. We ask for what we need based on our requirements. In the next slide, we think it's important to look at civilian pay. On the left side bars is our FTE [Full Time Employees] execution. If you look at what we have right now, we're in about 90% execution. We wanted to make sure that what we have in calculations in civilian pay is correct so we brought in the comptroller from Joint Staff and they approved that it's accurate. We will never hire to 100%. What we need to ask is, "how many civilians do we need? How many can we afford?" We will be monitoring average cost. With the average work year cost, how many FTEs can we afford? If we assume we are going to hire to 381, in FY 20 we could only afford 367. What if we hired 381? How can we reduce our average work year cost? We're looking at hiring and a performance compensation plan. We're also working at making sure that we hire reimbursable FTEs to the maximum allowed. The program review gave us a baseline of where we need to be compared to what we have. Going forward we need to make sure that we protect the budget and monitor civilian pay execution. We also need to continue with the strategy for the future that is going to be discussed today. One of the engagements we did recently was to educate OSD staffers about our budget and give them papers about our ITD budget.

ADM (Ret) Walsh: Can we go back one slide? For the reimbursable FTEs, are these hired from other agencies? And they're paid for?

Ms. Romines: Some agencies are lagging behind in terms of reimbursing us.

ADM (Ret) Walsh: Do we have the correct formula to be reimbursed for each FTE?

Ms. Romines: That's a great question. We're working with the Army Training Command to make sure that our cost model and the tuition rate are correct, to make sure that we have the right number of reimbursable FTEs. We're looking more closely at the money we're receiving. Aside from civilian pay, this is the sustainment of the program that we're talking about. This is a systemic issue, like IT, we had been living in a UFR [Unfunded Requirement] world for each execution year. As we're refining requirements and looking into what's best, this is where we say this is a must-pay. I think it's having a better baseline that we can plan for in order to have better sustainment.

VADM Roegge: To come back to the original question, ADM Walsh, we're working under the COO's [Chief Operations Officer] model to absorb the reduction. We won't have to do anything to negatively impact our current workforce but there are options we can offer such as early retirement. The current situation has more to do with living with some gaps on things that we would normally want to hire as a way of managing our civilian pay. We are striving for the first time in recent history to have the academic mission and support appropriately resourced and to be funded for the first time. You'll see some analysis with the COAs (Courses of Action).

ADM (Ret) Walsh: So this baseline discussion was not done in the past?

Mr. Kane: I'd say that's accurate. You can go all the way back to accreditation reports in 2002, and 2012, and 2013, where we got yellow cards and most of that was about lack of institutional decision-making. COO position was created to get at some of these weaknesses. Back in 15/16 we did the first really effective program review in years. We had been budgeting by organization, not by program, so some institutional parts of the program were not being resourced over the long haul.

ADM (Ret) Walsh: So that works until buildings fall into disrepair.

Mr. Kane: There are other institutional things here that we're touching on. We had a compensation study back in 2013 and we implemented some new models. The changes in pay bands, frankly, was not the best way to do it because it's different than basically all other senior PME institutions- at Air War College the compensation model looks very different. The way we managed it within the components wasn't the same. We went through the talent management cycle, the institutional review, and last fall we realized what the unintended consequences were. We began to look at how to correct the civilian pay problem.

ADM (Ret) Walsh: Are the steps you've taken supported by the OSD Comptroller?

Mr. Kane: Yes, we've had them validate them. Let me back up, the other part we needed to strengthen was the linkage between the performance model and the force structure and the compensation model so that over time we would understand what would be sustainable. We couldn't show that linkage. This fall we looked at all components together instead of just each one separately. That integration showed us how different each of them were and how that has created an unsustainable model.

Dr. Suzanne Logan: What's an example of which civilian billets are direct and what's indirect?

Mr. Kane: The baseline program is to fund U.S. military students and the professors are hired against that model. The international fellows are the additive to that program and that's funded by IMET [International Military Education and Training] or FMS [Foreign Military Sales]- those are the reimbursables. TRADOC [Training and Doctrine Command] would pay us. When the number of international fellows was doubled a few years ago we had so much direct money that we subsidized and we didn't correct the reimbursable model. When the new CFO came, she interpreted the rules differently, which is more in line with how I would have done it, so that now we're in the process of reviewing reimbursables again to ensure we get the full amount.

Dr. John Yaeger: Reimbursables include the WMD [Weapons of Mass Destruction] center, (CSWMD) and international fellows

ADM (Ret) Walsh: So these entities bring a big contribution to the life of the university, but without a sustainable cost model they bring wear and tear on the institution.

AMB Myrick: So the budget had been done by program and we know that strategically we need to think of revised ways to deliver which may call for additional resources. Where in our plan are we accommodating the possible need for additional resources and contingency?

Mr. Kane: We built that into the strategic planning for IT, it's a placeholder for now because we know we're going to do something, but we're going back to "what we're going to teach, how we're going to teach it, and how we're going to organize ourselves to deliver that."

Dr. Shaw: On the next slide, the classified space- it's an additional way of delivering that which we're not equipped for and that would require some capital. That's an example.

Ms. Romines: Then we can ask for more money if that's the decision. We're working on POM (Program Objective Memorandum) 21 now. We could also create an issue paper for POM 21 if we need to.

ADM (Ret) Walsh: You mentioned your time as Commandant for Air War College. When you look at what we're doing now, it is consistent with what other schools are doing?

Mr. Kane: The other service war colleges are very consistent.

Dr. Yaeger: Part of this is a result of our journey. We are joint, but we started out with campuses funded by different services. This is the first year that we're back to the Chairman's control.

Mr. Kane: The last time we did one of these program reviews, we called them mission programs. We can figure out what it costs to deliver those programs. The supporting costs for the programs is more difficult to capture. What we didn't do is look at the programs for whether they were relevant anymore. We have 14 mission programs. This time we have matured to a much greater extent. We're in an unprecedented place to look at the cost of delivering these programs the way we deliver them today. We're going to validate the relevance of every program and the student size and composition. What is the throughput that we can afford? We've never showed the Chairman the impact of trying to preserve faculty and student throughput. This is a watershed year in terms of institutional planning and investment. I'm proud to say that the team is doing really well. The collegial dialogue that we're having in terms of curriculum, faculty, overall infrastructure... I couldn't be more proud of the way that the team is dialoguing.

Dr. Logan: You're getting to the point of being able to say "with the money that comes into our budget and the cost of X program, we can afford to bring X amount of students through. If you want us to raise student throughput, then we need X more dollars." Does this also cover courses that are more elective in nature? Can we do the same and actually cost out each service per person for what they would pay to come?

Ms. Romines: Yes, we also have a cost model. If someone from the Army wants to send a student to JAWS (Joint Advanced Warfighting School), we came up with a cost. Same thing with

the Department of State and industry as well, so I think this is where we are right now. We know the program, the budget that we have, and we're aligning execution to programs. We might not have the money, but we have the process.

VADM Roegge: Having the process and having now defined our costs is the first step to being able to successfully compete for resources. This year we think we're postured to win at the Joint Staff, OSD, and Congressional levels. I give great credit to the COO's team and to all of our teammates sitting behind me in their work to understand our costs.

Ms. Romines: The relationship between NDU and the Joint Staff is really good right now.

Information and Educational Technology-

Mr. Kane: Next thing we'd like to do is to update you on IT. One of the most important parts of this is to introduce you to Neil Rahaman. When it came time to replace our CIO, Neil was the natural fit. Not only is he uniquely technically qualified, what's more important is his personality and his leadership style.

Mr. Neil Rahaman: Back in 2014, the then CIO encouraged me to come here for the great and challenging work. I didn't realize just how great and challenging it was. I came to NDU at a time when the ATO (Authority to Operate) was almost expired which means our network was going to be shut down, we had a service contract protest, etc. and we couldn't plan for the future because it was based on uncertain funding. We were forced to make tough decisions. Consequently, we had no way to measure the impacts of our decisions. We have achieved the ATO and we have made solid improvements in how we manage infrastructure, but we still have a long way to go. We are more like a hybrid ".mil" but need to become more of a ".edu." We're fully funded across the FYDP [Future Years Defense Plan]. We're seeing a lot of progress with the Help Desk now that the protest has been wrapped up and we have a new team. Now we can proactively plan instead of trying to plug holes. We can evolve into a data-driven department now and this is where we wanted to be. With decaying infrastructure we have a long road ahead and so we need to plan it. The team continues to grow but it still feels like we're building the plane as we fly. I'm documenting all of the decisions we make, I'm targeting skill sets. We have better PMPs (Project Management Professionals), better CORs (Contracting Officer Representatives). We're looking for more automations, such as in our onboarding process for example. I want to design IT to keep pace with the spirit of the university and facilitate you doing your job. There is a movement within the DoD institutions to partner to reform IT. We pay DoD pricing whereas other educational institutions pay cheaper costs. In February, 16 universities came together and briefed the DoD CIO about what we need.

VADM Roegge: Credit to Neil; our hosting of this working group provided opportunity for the 16 universities to show how different they are in terms of legacy systems and they did a good job of communicating what is unique about being in a ".edu" as we straddle that and the ".mil"

environment. They convinced OSD that they need to spend time better understanding the “.edu” requirements.

AMB Myrick: Historically, this Board has repeatedly supported the directions and enhancements of IT capability, so it’s impressive what you have done in a relatively short period of time. I wonder, though, do we have the capability of linkage to a non-DoD IT system? Do we have linkages and conferences? Do we invite them to NDU?

Mr. Rahaman: We’re planning another working group meeting in September. We’re starting to build more consensus.

VADM (Ret) Jody Breckenridge: Has the decision been made that we will be a hybrid?

Mr. Rahaman: We have to determine what we want to become. We’ll be sitting down with our approving official on May 24th and we’re going to help them understand the technical capabilities that we need to put in place. We’re the only institution without an in-house approving official so that makes us a bit different. We’re looking to bring that in-house.

ADM (Ret) Walsh: I would imagine one of the challenges in migrating into “.edu” is the security requirements. How does the Executive Agent play?

Mr. Rahaman: Yes, we’re finding out that people don’t really understand what the “.edu” mission is.

ADM (Ret) Walsh: If you’re successful, then you can open the door to the conversation about alternative delivery models.

VADM Roegge: We looked at academic tools that were very valuable and their assessed cyber risk. There are things we wish we could continue to use but that in the interest of “.mil” security standards we had to forgo. We still are the only DoD PME (Professional Military Education) institution whose authority to operate is in the “.mil” environment. There is great opportunity in the “.edu” consortium but there is risk. The challenge is for Neil to identify solutions that enhance our ability to support the mission.

Mr. Rahaman: The main focus is to get a common security baseline which we can all operate to meet our mission.

Dr. Yaeger: Parallel to this, the Chief Academic Officers from schools are looking at the learning management systems, the student information systems, etc. Can we get together to get a common system?

Dr. Logan: OSD CIO, last July, approved a single provider for the learning ecosystem throughout DoD. Is that something that you have the ability to take advantage of?

Mr. Rahaman: Yes, we’ve heard of that. We’re trying to get all of the documentation to review.

VADM Roegge: Before leaving this slide, I want to point out that the same potential risks as I briefed to you last December. The challenge here is for Neil to continue to operate in this environment in ways that hopefully can identify solutions of mutual benefit and not in directed solutions which create risk to mission.

Mr. Rahaman: Let's look at the next slide of analytics. I'd like to highlight the 94% authentication and also the decaying infrastructure.

VADM (Ret) Breckenridge: Could you talk a bit about your work force? Where you think you are right now and if you're manned appropriately?

Mr. Rahaman: When we lost the cyber force, we sent out project managers to do the cyber stuff and that was a steep learning curve. We're going to use contractors to offset the workload because now we need more PMs. The workforce is going to spread out in certain ways. The govies will do the oversight. Once we get the decaying infrastructure to a better point then we'll get into a normal lifecycle refresh. Then we'll shift to rolling out capabilities and new technology. I think I can get there by 2020. A lot of the applications we're looking to move into the cloud- that does a lot of things for the workforce.

ADM (Ret) Walsh: How many people are on your team?

Mr. Rahaman: Right now 34, but we're manned to be up to 46.

VADM Roegge: The IT contract is still ramping up hiring, too.

Dr. Shaw: You might discuss the difficulty recruiting.

Mr. Rahaman: I was recruited from Amazon. We cannot outpace those paychecks, but the great thing is that they burn through people very quickly, so we may catch them on the other end.

ADM (Ret) Walsh: If you follow migration to ".edu", it opens doors.

VADM (Ret) Breckenridge: I think it'll also help your recruiting- there are a lot of people who are familiar with ".edu" but maybe who are scared off by the ".mil."

Mr. Rahaman: There is also a difference in the recruiting in terms of the timeline as well as the pay. We may get some people who come here for the mere fact of the work itself and the gratification. The next slide is the projects slide. We have many old systems- 1400 devices that are over 6 years old. It's an hour of wasted time each time the personnel swap computers. Next, we'll look at the modernization. We're using a very labor-intensive student information system that we feel is not meeting the mission. NDU should have a comprehensive ecosystem. If there's one thing I could ask of you, it's to encourage the ".edu" system. A common baseline would be helpful.

VADM Roegge: We're operating ahead of profile in a good way. With this year's appropriations we have a fully funded FYDP. Credit to the team.

NDU Facilities

Mr. Kane: If I could draw your attention to Tab N first. The Army did manage to find some funding for some initial work in the HVAC (Heating, ventilation, and air conditioning) system. That work will commence here shortly. The schedule is a really rough initial plan. We think that in a cycle we will be moving certain parts of the building out and into Lincoln or Marshall Hall as necessary. After the fall semester, the building will be empty. This is only the HVAC; we still need additional funding for mold remediation and other components. Could be that the students are out for the full semester or it could be that they're out for three years depending on what the cycle looks like for that funding. VADM Roegge also mentioned that we funded an engineering study. Tab M shows the summary information from the draft report. This is what the Army is saying needs to be done. They own it and will need to secure the funding. Over the period of time through FY 25, it looks like \$165 million is what they'll have to find. VADM Roegge has been doing some great work with all the players to highlight what the issues are. Now, we'd like to focus on facilities at the south campus.

Mr. Sean Stewart: Good afternoon. This presentation is designed to tee up your walk-about. I have a staff of about 15 engineers and mechanics that support the day to day operation. JFSC is located on 29 acres. It has two main academic facilities, six support facilities, and sixty eight housing units. JFSC struggles to maintain facilities. The college is treated the same way as common office space. Navy manages the funds as the executive agent. We reach out through the special projects of the navy. We submit projects through the chain and compete against 16 other regional installations for funding.

AMB Myrick: Does Navy installation command manage all 16?

Mr. Stewart: Yes. Normandy Hall is 67 years old. The Gateway Inn Suites (NGIS) are in a poor state of repairs. Refresh of classrooms is another issue. Housing was built in 1962, updated in 1994, but there are problems with the roofing and the mechanical.

AMB Myrick: Are you saying the roofs haven't been replaced since 1967?

Mr. Stewart: Yes, Sir, not unless we've done it ourselves.

VADM (Ret) Breckenridge: Are Navy boot campus and training schools treated with the same prioritization as JFSC?

VADM Roegge: Each service needs to have its own score card. Training is usually treated higher than education as they are considered to have a higher impact on readiness than education facilities.

VADM (Ret) Breckenridge: I would argue that there are things within the training center that we should be looking at in terms of assumptions because I think they're equal to NDU. We could be using similar arguments for more funding for facilities. They're readiness centric.

VADM Roegge: That certainly is the argument we have been making. In my State of the University, I quoted Gen Dunford's testimony. That was a suggestion to talk about the importance of what we do. Training is generally considered to have a bigger impact on readiness, I would argue in the short term, but education has a long term impact on readiness, but that isn't well-reflected in the service score cards.

ADM (Ret) Walsh: This is an example of a system that bifurcates readiness.

Mr. Stewart: We have an industrial hygiene assessment done every two years. We're in fairly good shape. Not a high enough concern.

VADM Roegge: The previous industrial hygiene survey at Eisenhower determined it was not an immediate risk, but that has changed. Perhaps not surprisingly, we suffer in that we are not a Navy organization, we're a joint organization. Services tend to focus on service organization.

ADM (Ret) Walsh: This is what an executive agent would do.

Mr. Stewart: Looking at the facilities condition slide, we're trying to get the Navy to do this for us. Housing is in poor condition. We fight and struggle every day to maintain those to the condition that our students need. It's a quality of life issue. We augment what is provided with my staff every day.

VADM (Ret) Breckenridge: Have we included in our packages that we've been patching leaky roofs for a long time? Are we giving them the data that shows a series of patches will eventually lead to a failing roof and an unusable building?

Mr. Stewart: Yes, we've given them that data. The Navy's plan is to tear down some of these buildings and create green space. They're not going to give them priority with investment.

VADM Roegge: Our argument is that a bit of investment today will prevent larger investments down the road. However, that doesn't seem to go that far because there are many facilities that need work and not enough dollars to do it all. Good news is that we're not that bad, but bad news is that we're not that bad.

ADM (Ret) Walsh: As long as this is a story about a building, it will be a story about a 1962 building. As soon as we tie people and their health to it, it becomes Walter Reed. That's not much of a stretch- especially because of the mold we see. It starts with a service decision that said we're going to close this facility and there are people in it, and the government approach is to lessen funding in anticipation of a future closure. We need to talk about just how we approach this strategically from the funding perspective.

VADM Roegge: If I could talk for just a minute about alternatives with respect to housing. There is ongoing discussion with respect to housing and one of Sean's earlier slides identified that perhaps it is a COA to be considered, that perhaps this housing is not adequate.

Dean Jay Kennedy (JFSC): We were looking at a public/private venture. There were some initial discussions about that and how standing up of the 2nd Fleet and NATO command took precedence. They're looking at closing 14 housing units to build a new building. I'm not sure how that will affect our students. I don't know what the priority will be. Public/private housing was our best option and right now that's on hold.

VADM Roegge: One of the COAs to be considered is that the students who are assigned here would be housed out in town.

Mr Kennedy: That detracts from the students' experience. Living out in town affects the acculturation goals of the school.

VADM Roegge: Yes, it does have an impact on the experience we're delivering and the relationships that are important to the time spent here. Commandant, do you have anything to add?

MG Lewis Irwin: We weren't working just internally. We also have been working through the Consortium for federal related activities here in Hampton Roads. We had interest from the outside that we thought we'd be able to bring together but then the disruption to JCWS (Joint Combined Warfighting School) put this on hold, and then the 2nd Fleet stuff came in, too. Depending on how these conversations go in terms of inventory of space, there may still be room for public/private venture but it's tabled for the time being. The JFSC team has been supporting quality of life improvements, providing immediate response on water heater and HVAC issues where it would have taken time to work through NGIS. In the past Sean and his team have done that work directly, but they are now prohibited from providing that service. Initial impact is going to be direct and it's going to be degradation of quality of life for the students. In the longer term, we don't know how NGIS is going to respond to this. They have to fund themselves through fee-driven support. This goes into effect in the fall and we just don't know what the impact is going to be. We've living death by a 1000 cuts rather than waiting for a building to fall out. We're beyond the economic life of these facilities, it's just a matter of when it becomes bad enough. Frankly, within NDU, we're not the worst off.

VADM (Ret) Breckenridge: Have we thought about talking to other institutions and using our people story?

VADM Roegge: That's a great point. I appreciate you mentioning that.

VADM (Ret) Breckenridge: I think collectively we'd have a much better chance rather than each component asking separately. Maybe that can be the momentum to have a better baseline and there could be some common ground developed.

VADM Roegge: Certainly in the interim we can ensure that we are a very demanding customer as NGIS responds to the new responsibilities.

ADM (Ret) Walsh: At some point, this affects throughput of students. I think the COCOMS (Combatant Commanders) would be very interested if their expectations on the number of graduates is affected by the condition of the facilities.

VADM Roegge: As well, if you just look at the housing issue, if we get to a point where students sent down here no longer have housing on campus there is an impact on the experience and it will create a TDY (Temporary Duty) bill that they're not budgeted for.

Mr. Stewart: We are leveraging a partnership with the Navy. Currently we have a design in progress that should be complete in two weeks to redistribute power between the two buildings.

Mr. Kane: Thank you, Sean.

1500, Strategy for the Future

Dr. Yaeger: We've had a great discussion on resources, but I want to shift the discussion back to the student experience and where we're going. I'm really looking forward to the discussion tomorrow with JAWS students. When we have this discussion today, I want to focus on what we need to do, but I don't want to imply that things are broken or wrong. Since we last met, we've been given a new mission statement. I'd like to discuss the Chairman's vision and where he wants to go and how we fit into that. The changes to our mission statement- "national security professionals" is changed to "joint warfighters." They've added "critical thinking" and "creative application of military power" and "in order to conduct war."

VADM Roegge: That came from a discussion between Secretary Mattis and the Chairman and they were adamant that "to conduct war" is articulated. I agree with everything there but I would ask that we be explicit and state that we are about preparing the nation to conduct war.

Dr. Yaeger: Dr. Mike Bell pulled a group together from across PME and had quite a few meetings to draft a vision for what the future of PME would be. They had personnel folks at the table for that discussion which is key. Their draft has gone through the Chairman and he has made a couple of changes to it. It's currently out to the services for staffing and the goal is to have a session with all of the service chiefs in July. This is a high priority for the Chairman. I didn't want to put the draft document into the public domain, but I'd like to discuss the highlights here. So, a couple of key points: How do we transform leader development? It's going to require a change in talent management so that we get the right students in the right courses and programs at the right time in their careers. There are a couple of domains that are highlighted- cyber domain and space domain. We have a lot of work to do across the university in these areas. We had a great discussion led by MG Irwin about this last time. When we

talked about globally integrated operations last time it was different in that we talked about it being multi-domain but we need to frame it as all domain. That's an important change. The Desired Leader Attributes have been validated. We need to focus on "sets and reps," to insert more war gaming as it's important to the ability to anticipate and respond to surprise and uncertainty. We need to look at whether we're focused on the right outcomes to gain and maintain the intellectual overmatch. This slide shows some of the questions that will be asked in the tank session in July.

ADM (Ret) Walsh: When I look at it, what's missing is that it's one thing to understand the security environment and it's another to know how to leverage instruments of national power.

VADM (Ret) Breckenridge: In thinking about this context, I have a side comment. I wouldn't change any of what you're doing, but note to self- there's an underlying assumption that if you go to war the whole of government is involved and everyone else will show up with their skills and capabilities. Quite frankly, though, outside of DoD, when was the last time you saw a national security strategy? We need to remind ourselves that all of this is important, but if some things don't change, the assumptions could be of high risk to the DoD warfighter.

ADM (Ret) Walsh: We've seen some of that in the past with the interagency approach. In the post 9-11 response, when joint interagency groups had seats on COCOM staffs there was terrific synergy and a broader understanding of capabilities, but where it fell apart was reimbursable funding. We weren't able to fund the really good ideas.

Dr. Logan: When we talk about whether PME should focus exclusively on warfighting and strategy development, the answer is yes, but what do we mean? You're never going to be an expert in every domain- you may have an understanding of it, but what you have to have is the ability to lead a domain and to make a decision that brings all of the best of each of the capabilities together. I don't mind the wording in the new mission, warfighting and strategy is important, but I don't see leadership anywhere in here.

AMB Myrick: The idea is to give new emphasis to developing leaders who can think intellectually and strategically through warfighting. Clausewitz and other philosophers should inform us. Have we not already been doing that?

Dr. Yaeger: We are really focused on preparing 3-stars, but the journey starts at the junior college. Talent management hasn't really been matching up. To back up to what I said earlier as far as teaching about cyber and disruptive technology- those are very broad, and we could go down rabbit holes, but my personal opinion is that we need to give students a heavy dose of learning about risk management. Do we spend enough time preparing officers for Joint Staff assignments?

ADM (Ret) Walsh: I was here in this building during the Cold War and the picture of the conditions of the building look similar... I think back on the curriculum of what we did then. It was intensely focused on war fighting and all the ways we had to support the warfighter. I

understand SECDEF Mattis's emphasis on bringing back the word "warfighter." The use of "exclusive," without putting blinders on everything else, may be appropriate.

Dr. Laura Junor (INSS): The context of the chairman's vision was based on leadership development. It's written that way because focusing only on a ten month course is not sufficient, so yes, we need to revamp PME and also bring in personnel management to make this happen throughout their careers. Fifteen years ago there was a different description of the nature of war. We should focus on the business of the Department but the character of warfighting is changing so what we should prepare our future leaders for is also evolving.

VADM Roegge: The service PME schools have a strong view of some of these elements in ways that might be fundamentally different than what an NDU perspective would be. Some of what makes our programs unique is the broader focus and broader demographic. As we move forward, we will focus where the Chairman wants us to focus, but in appreciating all domain and whole of government we will need to be careful to advocate about what we're uniquely positioned to do.

Dr. Yaeger: In the past, we led the movement to go to a thesis and the advantage there is the back and forth you get with the professor to pull out the critical thinking skills. The Chairman wants to have his Staff take a wicked problem and come up with some options in a short amount of time. They don't have ten months to answer him. Are we putting the students through those paces?

VADM Roegge: We've heard from the Chairman about how he thinks NDU graduates are doing. A lot of them are effective and do just fine, but not all of them, so he needs us to raise the floor. His focus is very much about what we produce in terms of critical thinkers and the ability to apply that skill in production of staff products.

Dr. Yaeger: The Chairman wants to know who our best people are and he asked us to identify them by the end of December in order to meet follow-on talent management needs. We received the tasker, gave the students two hours to come up with a product and they were blindly graded. We identified our top six and three of those students have been assigned to top roles by the Chairman.

ADM (Ret) Walsh: The services have a lot of differences in terms of how they approach education. We can put a bit of pressure on this by continuing to push the attachment of value to research and publication.

Dr. Yaeger: That's what we're trying to do here. We have students doing fabulous work in scholars programs and it's not captured anywhere. Wouldn't it be great for them to know that this particular student did great work on this thorny problem? We don't earmark skill sets.

Dr. Junor: One of the NDU Scholars, for example, was a Marine LtCol who had no research experience, but took one of the Chairman's research topics and he wrote one of the best

papers in his spare time. That was by accident, not by design. What if we could intentionally use this talent?

Dr. Yaeger: The services do need flexibility. Another point I want to make is that I'm very happy with the military faculty that we get. One of the benefits at NDU is that our faculty get joint credit and we have great military faculty.

VADM Roegge: But the promotability of our military faculty is "below the fleet average." The services don't always reward the academic contributions.

ADM (Ret) Walsh: How often do visiting delegations pass through NDU?

VADM Roegge: We've had 50 such engagements from 30 some countries.

ADM (Ret) Walsh: It might be fascinating to retrace our steps and retrace their perceptions. Miscalculation can be the real crux of the problem.

VADM Roegge: Yes, we have explicit guidance to be employing historically based case studies in our curriculums.

Dr. Yaeger: If we look at the PME outcomes slide it's very similar to what the Chairman had told us before when he visited. The sequence will be that we'll have a vision published, then we're going to re-write the OPMEP. NDU can't afford to wait for a new OPMEP. We ask the faculty to teach, teach, teach, but we don't give them white space to do other things to ensure their relevancy and make sure they're doing appropriate research. So we need to give them some time and resources to do that. We are looking at compensation for scholarship and other contributions. We're working on that across the University.

ADM (Ret) Walsh: Is there a pay and tenure system in place? Are there metrics in place where the faculty can see their evaluations?

Dr. Yaeger: That's what we're working on. Different colleges do different things and we're working on performance based metrics to use across the University.

VADM Roegge: We saw this play out in the last talent management cycle. You saw it in terms of budgets and FTEs in ways that over the years, explains the difference in average work year costs.

Dr. Yaeger: It's really important for each unique academic program to talk about what they need.

Dr. Shaw: To place this in context, we must acknowledge that we're slaves to the one year academic cycle where all traditional views of scholarships and research are hammered because we get two weeks off per year and we don't have the rolling support of student assistants because our programs are one year. It's a challenge, but it's critical to address so that the faculty remain professional and not just teaching machines.

AMB Myrick: Within the NDU enterprise, we can regard PME as a strategic asset, but do we have strategies for projecting that to other communities so that others buy in?

VADM Roegge: That is a larger challenge than I had appreciated when I started this journey. Across DoD, my sense of their view of what this means is exchanges of students, and that's great, but in my view that's very tactical. PME as a strategic asset is where PME leaders can be used as a way to advance national security strategy.

Dr. Yaeger: We're working on developing the Chairman's PME vision. We're further down the road with analyzing what we teach. We discovered an awful lot of commonality across all five unique Master's programs. We want to preserve the uniqueness of the programs. So then, how much is common core? The deans have been working on that. Leadership and ethics are clearly very important. Eisenhower has the most mature leadership department and program. They are looking to reorganize it to a slightly different model next year. If we look at who are the best across the University in whatever subject and then use them across the University we can give other folks some time to research. I like piloting ideas. For the class of '20, we'll have our university core courses at the beginning and then specialize in the uniqueness of the college. We're working through how that looks. We want to be informed by what JFSC has done because they've really moved the ball forward.

RADM (Ret) Gerard Mauer (Capstone): We are seeing some voids. What the Chairman wants are folks who make that intellectual leap. It's not how you talk about it, it's how you use it. What are the second and third order effects? Inside Capstone, that's what we have to think about. The other question I have is... we keep using "intellectual overmatch." What does that mean and how do we know we have it? Are we going down the right road to create it? I'm wrestling with this.

Dr. Yaeger: If there's a void at the one-star level, then I think, what are we doing at the O-5 and O-6 level that contributes to that?

VADM Roegge: There is recognition that NDU will touch many officers twice. That means that what we do needs to be cognizant and we need to find ways that it makes unique sense and we need to do that in conjunction with the services.

ADM (Ret) Walsh: I see the difference in thinking vertically versus thinking horizontally. At some point we are experts that go can go very deep, but at a higher level you have to be able to employ things that are not in your expertise.

Dr. Junor: As far as intellectual overmatch, the fight's not supposed to be fair. We had prided ourselves on technical overmatch, and intellectual overmatch was an extension of that. There's no way that with rote knowledge and technical skills that you can be able to win in modern warfighting. Critical thinking is what we want. We have a lot of work to do in regaining our technical overmatch but we also have work to do to gain the intellectual overmatch.

VADM Roegge: If we ever found ourselves in a fight where technologically our adversaries were equal, we would still expect to find ourselves in a position where we're more familiar with context and more ready.

Brig Gen Chad Manske (NWC): To RADM Mauer's point, when I was at Capstone, I know they surveyed us a year later. Maybe we should find some good researchers to put into place to find out how the NDU experience was and how it prepared our graduates.

Dr. Yaeger: We're just about out of time, but we have a number of slides left. With respect to wargaming, in general war games are underutilized. We just had a worldwide COCOMwide war game and we were able to have a person in the room. This will help inform us about what they're doing so that we can make better students.

VADM (Ret) Breckenridge: The other thing when you're looking at talent management is to ask whether NDU is becoming part of the larger talent management process? You're going to see things in the classroom and you owe it to the larger system to participate in the process.

Dr. Yaeger: Yes, that's the idea.

VADM (Ret) Breckenridge: But it has to be in the service's systems.

Dr. Yaeger: That's the challenge and I think this next Chairman is going to push for that.

Dr. Cynthia Watson (NWC): As Deans, we are hearing that we need to add, but it's a zero-sum game. We're not capable of doing it all with every one of our students. What do we need to take out? It would help if we took a look at what we can take away.

Dr. Yaeger: To go back to Brig Gen Manske's point, maybe the question is, "What did we spend time on that you're not using?" We do have some choices to make about what we teach and how we teach it.

ADM (Ret) Walsh: I had to do this with a previous curriculum review. We started with the outcome and that the outcome had to have a greater emphasis in certain areas. That really put pressure on decisions with what we did with the hours in the week and exposed inefficiencies with how we put everything together. Then we had the internal debate about what we could start to combine. If you do get a ".edu" approach there is a certain baselining at first. You have to justify brick and mortar now in a way you didn't use to have to. The process is just as important as the outcome.

Dr. Shaw: Any last questions? Thank you all very much. The public meeting has ended.
(1619pm)

WEDNESDAY, MAY 22, 2019

The Joint Forces Staff College, Normandy Hall, Clarke Room

1130, Public Comment Period, Board of Visitors Member Feedback

Dr. Glenn Jones (JFSC): Good morning members of the BOV and distinguished guests,

I am Dr. Glenn Jones of the Joint and Combined Warfighting School. I would like to read a brief prepared statement to the Board as a means to prevent the potential of my rambling.

It is a great pleasure to have the Board of Visitors hosted here by JFSC. Our sincere thank you to Vice Admiral Roegge for making this happen. In our collective memories, this is the first time in our 37 year association with NDU that the BOV has met at what is often referred to as the South Campus or Norfolk Campus.

Recently, several of our faculty, along with Dean Amy Lonas, had the privilege to spend a Saturday morning with Mr. Tang, a key donor to the NDU Foundation. We spent the morning providing a Yorktown tour to Mr. Tang, much as we do for over 900 students and several military organizations each year. He came to Yorktown to understand how an 18th Century Battle can be absolutely relevant to today's warfighters (much as it was for Gen Marshall who visited during the throes of WWII and General Mattis during OEF and OIF). While there, Mr. Tang noted he had previously learned very little about JFSC during his many visits to Ft McNair. But during the Yorktown tour, and accompanying college briefing, he came to understand the importance of the mission, the battle, and the passion with which the faculty deliver relevant and hard-hitting real JPME. For Mr. Tang, the "quiet professionals" made a lasting memory.

To this point, JFSC's faculty and staff are an amazing collection of professional military experience, civil service, and academia. Many have endured a variety of Terminal Degree programs after a full and demanding military career to pursue a passion.....or more appropriately, a calling; Joint Acculturation. This is the reason we exist. It is not something tangible, or ever fully achievable. It is fleeting and dissolves as rapidly as new officers join our ranks. It requires hard work, innovation, improvisation, and constant updates to an ever evolving curriculum. We do this without pause and we do this for our nation. It is the vision and calling of two great "Ikes"; General Eisenhower and Congressman Skelton. We are their legacy.

Over the last several months, JFSC endured much unpredictability and unsettling change. Always ready and willing to rapidly evolve to meet the needs of the joint force, JFSC was a bit off balance as the critical JPME II mission was nearly sacrificed in order to provide personnel to the Joint Staff J7's new Joint Force Development and Design Center. Faculty, both military and civilian, continued with the teaching mission but felt as though the importance of that mission was not understood or appreciated. Faculty and students, along with the Services, Combatant Commanders, and our alumni mobilized to question the necessity of stripping faculty and

decreasing student load in order to come up with a few dozen billets for an emerging Joint Staff effort.

Having caught wind of the drastic cutbacks and dramatic student throughput reduction, especially the greatly reduced JPME II opportunities at the O4 level, the House Armed Services Committee (HASC) intervened and asked to see the data that justified such significant reductions in JFSC programs. JFSC continues to operate in an environment of uncertainty as we await the results of the HASC intervention. The faculty and staff continue to deliver world class education graduating annually more than 50% of JPME-II students and 20% of all JPME, with the continued air of uncertainty. Nonetheless, be assured that JFSC will weather this storm, as we have done before, and continue to be the quiet professionals who prepare our future joint staff officers and joint leaders for tomorrow's challenges.

I ask that when you have time that you take a few minutes and read the Joint Forces Quarterly Issue 92 Article "Toward a More Lethal, Flexible, and Resilient Joint Force by JFSC Professors Charles Davis and Frederick Kienle and the HASC Letter to the Chairman to fully understand the passion and impacts of recent events.

Again, thank you for venturing to South Campus, the Norfolk Campus of NDU. We welcome you to the continuation of the vision started 75 years ago through the personal efforts of GEN Eisenhower and ADM Nimitz that resulted from a Globally Integrated Campaign that history records as World War II. Their observations and post-war actions are as relevant today as they were in 1946 when they envisioned a joint institution of higher education focused on the Operational Level of War. We vow to keep their vision alive, and then some. While you are here, talk to our students, meet with our faculty and interact with our staff - they are our credentials and they all appreciate your efforts to keep JFSC the preeminent JPME II institution that it has been and will remain.

Thank you for your patience this morning and for your service to this great University.

ADM (Ret) Walsh: Dr. Jones, thank you for your commentary and your observations. I know from personal experience that this is a launching point for many in their careers. Those of us who were on this campus prior to our first experience in combat found ourselves well-prepared to operate in a coalition environment. There is great value to the future force here. I want to solicit your ideas and ask what recommendation you might make to the Board.

Dr. Jones: Obviously the changing threat environment is something we have to embrace and understand. All components of JFSC approach this with looking at how to be ahead. Our curriculum changes and adapts to the environment as fast as possible. Our numbers have normalized, but it might be time to look at the length of JCWS and go back to the 12 week vice 10 week model. Those two weeks add great value- also opens time at the end of the year for faculty to reach out and participate in outside exercise programs. Incorporating some more flexibility would be beneficial.

ADM (Ret) Walsh: Who has the authority for that decision?

Dr. Yaeger: It would require a legislative change to go back to 12 weeks.

Dr. Jones: When we had JCWS three times per year for 12 weeks it was to get the right students at the right time.

ADM (Ret) Walsh: We have some very strong guidance from former Secretary Mattis and leadership. From your perspective, are there elements of faculty development that the Board should take into consideration?

Dr. Jones: Most importantly, I think, the bandwidth that we can set aside for the faculty to reach into opportunities to see what's going on at COCOMs and maintain professional contacts. We have a battle rhythm here that is 44 weeks of contact time every year and there just isn't much time left. I believe the biggest consideration is the tempo of the operations here. On that note, it's also probably one of the things that keeps us most motivated.

ADM (Ret) Walsh: Any other questions from the Board?

Dr. Shaw: Are there any other public comments? The Board now has an opportunity for follow up questions on all issues we've discussed yesterday and today. I would remind the Board that all of these discussions are public record.

Dr. Yaeger: As I understand the chairman's letter, there is going to be a review of JFSC and JCWS and I would think the length of the program will be considered.

VADM Roegge: I think it's an opportunity to look at JPME more broadly than just JCWS as well. We have opportunities to try to support and inform how the CJCS will go about responding to the request from Chairman Smith [House Armed Services Committee]. As MG Irwin laid out and summarized in the draft memo, you'll see a more holistic approach to future JPME. Let me add one other thing here. I want to commend the JFSC leadership and the faculty and staff here for the work they've been doing to refresh curriculum, to advance in management of faculty and staff, while moving out on some of the challenges that MG Irwin summarized. So thank you. I appreciate the work that MG Irwin has been doing and with a foot in NDU and a foot in the Joint Staff. It's a great opportunity for us to support the Chairman in ways that also supports the advancement of the academic mission.

AMB Myrick: We do realize the seriousness of the challenges you are faced with and we appreciate the professionalism. We commend you for it.

VADM (Ret) Breckenridge: Thank you for the read-aheads. I think we've worked through a number of substantive issues. I really appreciate this professionalism and the staff work. I especially enjoyed, and learned a lot during the session with the students.

Dr. Logan: I agree with all of the comments to this point. I think the thing we want to honor and support is not only the work that the administration has done for the school but that you, ADM

Roegge, have certainly tried to move the university from the place that you found it to a better place before you leave it. We appreciate that work and we can see evidence of that happening. We also want to thank each of the Commandants as well as the faculty. The review of what you're doing is a hard task to undertake- especially to do it in an objective way. You aren't taking the challenges as threats, but are seeing the ability for growth and change. I want to thank Dr. Jones for the attention to continuous development of the individual. Thank you for understanding the need for that and pushing for that and sometimes sacrificing for that. We're going to try to make it less painful. Thank you.

ADM (Ret) Walsh: 31 years ago, after 11 years in the cockpit, I had my first exposure to JPME on this campus and I learned the construct of theory and practice. What you esteemed colleagues do here to bring value to the joint force needs to be reinforced and reviewed. The leaders have an obligation to recognize that we're at a strategic crossroad where we can craft a win-win opportunity. I think you have the right team in place here and it's a matter of us being your advocate and us going forward and being able to communicate that. I thank you for what you're doing here. I'm grateful to be able to come back here to express it.

Dr. Shaw: Thank you very much. I want to personally thank the JFSC team who made this happen. Having the Board meet here is a privilege and certainly something we've been trying to do for some time. The Board will meet in administrative session following the close of the official meeting. If there is no other official business, in accordance with public law I hereby close the meeting of the National Defense Board of Visitors.

**Appendix A: National Defense University
Board of Visitors Attendance Roster
May 21-22, 2019**

1. Vice Admiral Jody A. Breckenridge, USCG (Ret)
2. Dr. Suzanne Logan
3. Ambassador Bismarck Myrick (Ret)
4. Admiral Patrick Walsh, Ph.D., U.S. Navy (Ret)

Appendix B



National Defense University Board of Visitors Meeting May 21-22, 2019 **AGENDA**

Military: Class A Uniform

Civilian: Business Suit

Tuesday, 21 May 2019

Normandy Hall, Clarke Room (1st Floor, Room C-120)

1230	Call to Order	Dr. Brian Shaw, Designated Federal Officer
1230-1245	Administrative Notes <i>DFO comments/overview of agenda</i>	Dr. Shaw; Admiral Patrick Walsh, USN (Retired), BOV Chair (Nominated)
1245-1315	State of the University Address	Vice Admiral Frederick J. Roegge, NDU President
1315-1330	Review of Past Meeting Minutes and the Chairman of the Joint Chiefs of Staff's Response to the Letter from the BOV	Dr. Shaw; Admiral Walsh
1330-1430	Updates on the NDU Budget, Information and Educational Technology, and NDU Facilities	Major General Robert Kane USAF (Retired), Chief Operating Officer; Ms. Ellen Romines, Chief Financial Officer; Mr. Neil Rahaman, Chief Information Officer; and Mr. Sean Stewart, Director of Support Services (South Campus)
1430-1445	BREAK	
1445-1615	Strategy for the Future	Dr. John Yaeger, NDU Provost
1615	PUBLIC MEETING ENDS FOR THE DAY	Dr. Shaw

Wednesday, 22 May 2019

Normandy Hall, Clarke Room (1st Floor, Room C-120)

1100	Call to Order	Dr. Shaw
1100-1130	Public Comment, BOV Member Feedback	Board Members and Dr. Yaeger

1130-1145	Wrap-up and Closing Remarks	Admiral Walsh and Vice Admiral Roegge
1145	Meeting Ends	Dr. Shaw

Appendix C



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066

Dear Board of Visitors,

Thank you for your continued support of the National Defense University (NDU). I deeply appreciate the counsel 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 May 2018:

I would like to begin by thanking our Board of Visitors (BoV). In his February letter to Admiral Walsh, General Dunford noted that “The BOV provides outstanding advice to NDU, and I am certain its superb performance will continue under your stewardship. Please express my gratitude to the other members of the BOV for their excellent work.” Your insight, perspectives, and advice are vital to ensuring this university continues to make its critical contribution to our national security enterprise. I intend to take full advantage of your views as we work together toward the NDU of the future.

As you have seen from the agenda, during this board meeting we intend to provide you with updates on key infrastructure and resource issues that have been a recent focus. We’ve also dedicated some significant time today for the Provost to brief the latest in the development of the Chairman’s vision and guidance for Joint Professional Military Education (JPME). I hope and expect that that will then facilitate a healthy dialogue on the fundamental question that results: How to ensure that NDU continues to deliver the JPME that our graduates will need to successfully lead through the increasingly difficult challenges of the future. Finally, our convening here at NDU’s South Campus provides the opportunity for the BoV to understand and appreciate the important contributions of the Joint Forces Staff College (JFSC), and the Commandant will provide you an update to his brief to the BoV last fall on the maturing Joint Force Design and Development Center (JFDDC) and its potential synergies with the expertise resident within NDU and JFSC.

Organizational Updates

Before moving on with the agenda, I would like to highlight some recent and upcoming leadership changes across the university. This summer, we will bid “Farewell” to Brigadier General Chad Manske at the National War College and Mr. Ricardo Zuniga of our International Student Management Office. Both Chad and Ricardo have done superb jobs in these key leadership positions and I want to publicly thank them for their service. Rear Admiral Cedric Pringle, US Navy will be reporting this Fall as Chad’s replacement, and Ricardo will be replaced by Ambassador Todd Robinson, who served as Ambassador to Guatemala and most recently was the senior advisor to the Assistant Secretary of State for Western Hemisphere Affairs. In response to employee feedback from the climate survey I briefed you on in December, we hired Dr. Taharee Jackson as our Program Manager for Diversity, Equity, and Inclusion to develop and provide diversity-oriented programs and training for the NDU workforce. Since our last meeting, Rear Admiral Diane Webber has retired as our Chief Information Officer, and her Deputy CIO,

Mr. Neil Rahaman, was hired as her replacement. You'll hear more from Neil in a few minutes. In addition to a new CIO, we also are in the final stages of selecting a new Chief Human Capital Officer.

Operations Updates

In the December 2018 board meeting, we discussed the NDU budget, Information Technology (IT), and facilities, and these were reported upon in the Board's letter to Chairman Dunford. Thanks to your advocacy and to the strong leadership of the Chief Operating Officer's (COO) team, I am pleased to report that we have made progress in all three areas. In particular, the COO and our Chief Financial Officer, Ms. Ellen Romines, have led us through a just-completed review of each of NDU's programs, which has given us an unprecedented understanding of our costs and their results, such that we now have an unprecedented opportunity to improve our effectiveness and our efficiency.

Ellen will give you an update that includes positive developments with respect to our IT funding and re-characterization of our management headquarters baseline. She will also describe the impacts of an efficiency reduction that was directed by the Office of the Secretary of Defense that will affect our topline full-time equivalent employee (FTE) levels across the FYDP, putting additional pressure on our efforts to create an overall coherent and balanced university academic program. Finally, in an effort to preempt last year's congressional mark to our IT requirements, we have engaged the appropriations staff in both the House and Senate as part of DoD's Congressional staffer day to educate them on the strategic importance of our mission and the business case for our requested IT funding.

Neil Rahaman will update you this afternoon on the progress we are making to improve our IT and Educational Technology. The budgetary success we've enjoyed to fund our IT requirements has now created the desirable challenge of executing those funds, and Neil will describe his progress at putting those dollars to work. At our December meeting I mentioned a nascent DOD initiative to look across all of DOD's PME institutions; Neil will brief you on NDU's equities in this new DoD-wide ".edu Consortium" which is intended to develop, advise, and coordinate IT standards, policies, and procedures to support current and future requirements for the academic community across the Department. Neil's positive contributions to this effort have resulted in him being named a co-chair, which means NDU is well-positioned to shape this effort to achieve our objectives.

The state of NDU facilities was a focus during the Board's previous meeting, and we are working closely with our landlords (the Navy at Norfolk and the Army at Fort McNair) to help them prioritize these issues and include them in the Program Objective Memorandum (POM) to ensure consistent funding for facilities maintenance into the future. As you know, NDU funded an engineering study with the US Corps of Engineers to scope and price the highest-priority work projects at North Campus. We received the draft results of this study earlier this month and have included some of the executive summary information in your read-ahead material.

One immediate positive result is that Army provided funding for initial work on the Eisenhower Hall HVAC systems. As a result of this funding and recent contract award, we are developing a plan to relocate faculty, staff, and students to allow for Army-sponsored work to be

conducted as efficiently and effectively as possible. Moving forward, we are hopeful that additional funding can be found to continue with the restoration projects necessary to bring Eisenhower Hall back to a fully functioning condition.

The Imperative for Change

During our last meeting we solicited your thoughts on our draft strategic plan, and I appreciated your feedback and also your positive endorsement in your letter to General Dunford. This afternoon the Provost will brief the latest developments in the Chairman's vision and guidance for JPME, and we'll appreciate your thoughts on how to ensure that NDU prepares every student for the challenges they will face in the future. Our current work is to describe the core elements that every NDU graduate needs in order to be a successful strategic leader in an increasingly complex, dynamic, and uncertain security environment.

I realize that asking this question immediately after a discussion about resources could imply that this curriculum review is a resource-driven exercise. It is not. We should be seeking to enhance our relevance, even if we faced no resource challenges. If anything, resource issues make this more complicated, but they are not the primary driver of our transformation effort.

Instead, this effort is driven by changes in both the security environment and the character of war. These are characterized by the return of great power competition, declining competitive advantage for US forces against those competitors and demands upon the US military that exceed our capacity - all exacerbated by budget instability with negative impacts upon readiness, and the increasingly trans-regional and all-domain nature of this competition. General Dunford has challenged the entire joint force that if we accept those characteristics, then the need to change should be explicit and imperative. We see the Chairman and the Joint Staff moving with urgency on initiatives that recognize this imperative; for example, the establishment of a new Joint Force Design and Development Center that Major General Irwin will describe is being created from internal resources amid many important competing priorities. That imperative is also reflected in my agreement to allow him to be dual-hatted as both Commandant and as that Center's Director.

NDU's current effort to review our curriculum must proceed with similar urgency. To respond to these changes, the US requires innovative national security leaders who can outthink adversaries by holistically leveraging all instruments of national power across all domains of warfare (land, sea, air, space, and information) at all levels of conflict, in a complex and uncertain security environment with transregional threats. This requires continued innovation to ensure educational programs meet changing real-world needs, along with investment in systems and infrastructure that enable program delivery. We know that technological superiority is important, but insufficient to deliver the warfighting advantage our national security demands and our service members deserve. NDU must deliver graduates who can deliver intellectual overmatch against any adversary. In his 2019 posture statement, Gen Dunford testified that, "No investment is more important to the effectiveness of our future force than the development and education of our future leaders. The nation's ability to compete, deter, and win requires leaders who have the vision, intellect, and critical thinking skills to employ, develop, and design the future Joint Force."

How the Board can help NDU

I would like to ask for your continued, strong support of the National Defense University and that you continue to serve as advocates for NDU during your engagements with our many stakeholders. I will greatly appreciate your insights on all aspects of University operations which we will discuss, and in particular on our approach to the Chairman's imperative for change to ensure we are appropriately focused on the most important goals, and we are leveraging all available resources.

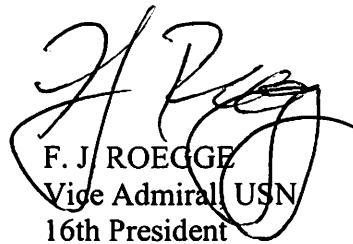
The Board can assist the University by continuing to advocate for resources and resourcing stability so that NDU deliver upon our vitally important mission. While we have been successful in obtaining funds to improve our IT infrastructure and have now finally achieved a stable funding profile over the FYDP, NDU also needs further investment in our facilities to ensure we are providing our students with an environment in which learning can thrive. Deferred investment in our infrastructure today only begets a greater bill in the future while simultaneously posing an ever-greater challenge to our ability to accomplish our mission.

In conclusion, I want to thank you once again for your support; I know that you are all busy senior leaders with many competing demands for your time. The support you provide us is an investment in our nation's future, and I've already highlighted some of the specific, positive steps that have resulted from your advocacy.

I look forward to working with you to face the challenges and seize the opportunities to advance the Chairman's vision for NDU. Your presence and efforts over the next two days are critically important to helping NDU achieve its mission. Thank you again for your time, your perspective, and your partnership.

Subject to your questions or your comments, we can continue with the agenda.

Very respectfully,



F. J. ROEGGE
Vice Admiral USN
16th President