

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

Held on December 11, 2020



**A virtual public meeting was held on December 11, 2020 by the National
Defense University Board of Visitors**

Date of this Report: February 5, 2020

Patrick M. Walsh

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



**National Defense University
Board of Visitors Meeting
December 11, 2020
MINUTES**

The National Defense University Board of Visitors (BOV) met virtually on December 11, 2020. The attendance roster and agenda are attached in Appendix A and B.

Friday, December 11, 2020

**1000 Call to Order
Dr. Brian Shaw, Designated Federal Officer**

DR. SHAW: Good morning. I am Brian Shaw, the Designated Federal Officer for the National Defense University Board of Visitors under the provisions of Public Law 92-463 and 41 CFR Parts 101-6 and 102-3, "Federal Advisory Committee Management; Final Rule."

I would like to welcome everyone to today's virtual board meeting.

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 address significant issues, answer questions or to clarify information as well as to listen to the board's recommendations.

This meeting is open to the public until 3:15 pm this afternoon, 11 December 2020. The public comment period is scheduled from 2:00 to 2:30 pm.

The University appreciates the significant and conscientious time and 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.

Regarding the Meeting Operations: Public participation in the NDU Board of Visitors meeting will be through Livestream. This is a simultaneous broadcast of the main meeting occurring via Blackboard.

Participants in Livestream will be able to pose questions or comments throughout the meeting by sending an email to BOV@ndu.edu. Please start the subject line of the email with "QUESTION/COMMENT." You may send email before, or at any point during, the meeting. All submissions received before the end of the Public Comment Period will be read aloud in the meeting.

Verbal questions and comments may be made directly to the board members during the Public Comment Period. To do so, email a request for instructions on how to log into the Blackboard meeting during the Public Comment Period to BOV@ndu.edu. Please start the subject line of the email with "BLACKBOARD REQUEST."

Comments/questions may also be submitted via fax. Please fax them to Joycelyn Stevens, Subject Line: Question/Comment to the NDU BOV at (202) 685-3920.

All emailed questions and comments will be preserved as public records of the meeting.

There is a public docket for this meeting. Copies of all meeting materials and public comments are, or will be available at www.ndu.edu/About/Board-of-Visitors/

BOV Meeting Minutes: 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. Audio recording will be used to assist in preparing the minutes. No video will be recorded. The minutes of today's meeting will be available via the NDU BOV web site.

In addition to the Minutes, there will be an NDU BOV Meeting Final Report.

The Board will prepare this report as a response to questions posed by the University. This report will include their review and analysis of materials presented and the advice and recommendations of the BOV.

NDU will announce the Board review and subsequent approval of its report from this meeting on the NDU BOV website.

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.

1000-1005 Administrative Notes

Dr. Shaw; Admiral Patrick Walsh, USN (Retired), BOV Chair

ADM (RET) WALSH: Thank you, Dr. Shaw. I'm happy to report that the full board is here today. Thank for you being here despite the rising COVID numbers. I will now turn it over to the President of National Defense University, Vice Admiral Roegge.

DR. SHAW: We do need to approve the minutes of the last meeting.

ADM (RET) WALSH: There is a motion to approve the minutes from the last Board of Visitors on May 11th, 2020. Does anyone second that motion?

DR. CHRISTOPHER HOWARD: I do.

ADM (RET) WALSH: Excellent. So moved, seconded, and approved. Thank you. With that, VADM Roegge, over to you.

1005-1030 State of the University
Vice Admiral Frederick J. Roegge, NDU President

For the full submitted written remarks, see Appendix C.

VADM ROEGGE: Thank you, ADM Walsh. Good morning to all the Members of the Board, Ladies & Gentlemen. As always, I look forward to your thoughts and advice today, and I recognize that each of you have unique perspectives and expertise. As we approach the end of the year, and of my tour, I appreciate your counsel to me and the Chairman of the Joint Chiefs of Staff regarding his university. GEN Milley has noted his reliance on the BOV's valuable advice, and I want to echo his sentiments.

First, an overview of our agenda and how we are managing our succession plan. I would like to highlight upcoming leadership changes. Biographies are available but I'll allow them to introduce themselves, starting with Dr. Drimmer:

DR. ALAN DRIMMER: Yes, thank you. I appreciate this opportunity. I've been at NDU now for five months, but a quick bio on me first. I've had lifelong interest in adult students and have been a Provost and leader at civilian universities focused on adult students. I was at University of Maryland as Provost and at the University of Phoenix. In any case, I'm happy to be here and look forward to more conversation today.

VADM ROEGGE: And now our new Commandant at Joint Forces Staff College (JFSC), Major General Seeley.

MAJGEN WILLIAM SEELY: Good Morning, Ladies & Gentlemen. My name's Bill Seely. I'm came out of Iraq for my last tour so it's a big change to be here at Norfolk. I'm excited to be on the team and look forward to where we are going with our university.

VADM ROEGGE: MajGen Seely is our first Marine Corps Commandant at Joint Forces Staff College! Next, Brigadier General Joy Curriera at the Eisenhower School (ES) is on TDY today, so next will be Ambassador John Hoover.

AMBASSADOR JOHN HOOVER: Thank you, and Good Morning. Welcome to the Board of Visitors. It's a pleasure and honor to meet all of you even if we're virtual. I'm a career Foreign Service Officer, and I joined NDU from the State Department in July. Being a relative newcomer, I look forward to our discussions today, and to collaborating with you in the future.

VADM ROEGGE: And he just returned from his previous job as Deputy Chief of Mission in Islamabad, Pakistan; his experience there will be a valuable resource at College of International

Security Affairs (CISA). So welcome to you. And now to our new Facilities & Engineering Director, Tom Griffin, who has been here since September. Looking forward to working with you.

MR. TOM GRIFFIN: Good Morning Board of Visitors, I'm Tom Griffin. I joined in September. I'm absolutely thrilled to be here, and I look forward to leading our facilities mission.

VADM ROEGGE: Finally, most recently, Kathryn Kolbe as Chief Operating Officer (COO).

MS. KATHRYN KOLBE: Good Morning and thank you, Sir. I'm happy to be joining the NDU team. As a graduate of NDU, I understand the value and importance of the NDU mission to our national security, and I look forward to working with the entire team.

VADM ROEGGE: Also, a couple of more updates: Ambassador Chacon will be able to stay with us for another year. We welcome this news. I'd also like to thank Dr. Schafer as our outgoing Chair and welcome Dr. David Auerswald as our incoming Chair [Faculty Advisory Council]. And Ms. Kelly Hart, our Registrar, is now our acting Chair [Staff Advisory Council].

NDU's closest partners on Joint Staff are in the J-7. Last meeting, we were joined by the DJ-7 LtGen Dan O'Donohue. He is now replaced by VADM Stuart Munsch, who is unable to join today, but his staff are here. I would also like to add that for the last 17 years, Jerry Lynes has been one of our biggest advocates. He will retire this month after providing what could be best described as "concierge" service to us for so long. I want to thank Jerry for his service as he readies to retire.

For departures, Dr. Yaeger will be changing seats to lead re-accreditation. He is a great source of institutional knowledge. We'd also like to bid farewell to Rob Kane after six years as Chief Operations Officer. He was always willing to ask the hard questions and challenge processes. Thank you, Rob.

Now, please review our Milestones paper, which documents our significant achievements over the past 10 years. NDU has made progress through challenging times, and this document really shows how far we've come.

Finally, I'm pleased to report that the President has nominated my replacement, Lt Gen Plehn from SOUTHCOM. Pending Senate Confirmation, I expect a small physical event due to COVID.

COVID continues to define our operating environment. We have thus far mitigated the risk. I appreciate the faculty who have seen the OPPORTUNITIES as well as the challenges in virtual instruction, opportunities that will likely play a role even post-COVID.

Our curriculum is now focused on Grey Power and AI. We also want to increase our international students by 50% in the next five years. In that, we are on task. There is also a defense-wide review (DWR) affecting the University to find cuts to programs. We will continue to focus on our core mission which the Chairman of the Joint Chiefs of Staff (CJCS) defines as “joint delivery of professional military education.” The National Defense Authorization Act has been passed by the House and will be viewed by the Senate by next week. It prohibits any changes to programs until the Secretary of Defense (SECDEF) reviews are complete, however, the money is already harvested. A government shutdown may occur tonight.

We will also focus on “outcomes-based education.” Dr. Drimmer will talk about this, so we are not locked into outdated metrics. He will also speak about some of our new offerings in electives.

This is also Dr. Shaw’s last Board of Visitors, so I’d like to thank him for all his hard work over the years. With that, I will take questions.

ADM (RET) WALSH: We have one question. Sue?

MS. SUE FULTON: One question: You said something new to me. You said that that the SECDEF had asked NDU what colleges they could consolidate or eliminate and a plan for that, but my recollection from that meeting is that the plan to consolidate and eliminate CISA and the College of Information and Cyberspace (CIC) was initiated by your office and THEN the SECDEF asked for a plan. Could you clarify?

VADM ROEGGE: Absolutely. A year ago in August, I asked the BOV for advice on different proposals that involved the possibility of improving our university vertically. That idea had nothing to do with divesting or reorganizing. It was about streamlining. We started on that path, but nothing more came of that effort. But that same week that the BOV provided written feedback, the SECDEF launched his defense-wide review initiative. The data led the SECDEF’s staff to direct us to provide a plan to eliminate CIC and CISA. I was not in the room. These tasks were given to us from the SECDEF’s office and the Joint Staff. My understanding of how that came about was: 1) look for consolidation opportunities, and 2) focus on our core task of Joint Professional Military Education (JPME). So, as I look at the data, what CIC and CISA have been contributing, by divesting what is NOT JPME, they had a small portion of officers conducting JPME. My initial foray into answering those tasks was “we are delivering products that we think we have stakeholders for who are looking for what we deliver,” but this was noted, and then we responded to the tasks we received from the SECDEF. Does this answer your question? I’m happy to expand further.

MS. FULTON: No, I’m going to have to process this. Perhaps I’m remembering differently. I think I’m still not completely clear but let’s move on.

ADM (RET) WALSH: Admiral, you highlighted some of our transitions in your remarks. I would be remiss in not expressing the Board's appreciation for those departing and welcoming the newcomers on our new team.

VADM ROEGGE: Thank you, Sir. We have been well served by the team that has gotten us this far. We've come a long way, we have a long way to go, but I'm happy with new colleagues I introduced today, and we have the right people to get us to where we need to be.

ADM (RET) WALSH: Thank you for your efforts to get us to the Change of Command in February. Let us proceed to the next item on the agenda.

1030-1100 NDU Transformation Vice Admiral Roegge

VADM ROEGGE: Thank you, Ms. Fulton, for the opportunity to provide a little more context on how we got here. We were also tasked to focus on our JPME mission. We had largely completed engagement with the Combatant Commands and were in discussion with Congress when it became clear that Congress was not in the same place as the Secretary. The Secretary also tasked us to look at our competitors and to increase our international students by 50% over five years. We currently have 128 students from 65 countries this year. We are on the right glide path.

The next slide is a summary of the NDAA conference report. The elements and milestones are as listed here. This is great news to have the Secretary validate what we provide. It's very difficult without a piece of paper with the Secretary's signature, an external authority to support what we are doing here. Having them actually define requirements in the fields well served by CISA and CIC as a Secretary-approved requirement is good. It's more supply-based than demand-based. My hope is that, by defining requirements that the SECDEF will sign his name to, it will mean that he will provide the resources to support them, and that will facilitate better budgeting. It appears from my perch that those involved with making budget decisions, including cuts that are understandable given the operating environment, do not consider all the implications. Budget cuts are understood, but they have to align with the mission.

This slide reviews – this is what I briefed in May – how we could project some potential savings, not through integrating or eliminating but by divesting that which is not JPME for about \$7 million in savings; the Program Objective Memorandum (POM) 22 directed eliminating \$10 million a year and 50 positions. That's about 10% of our top line. As October approached, we started looking for a reclama opportunity, to point out that we had identified where we could save, but it would require Congressional approval that wasn't in evidence, so please restore some money; absent that, what guidance would you provide? We have a mission, we know what it costs, where's the money? The Joint Staff said there would be no restoral to the top line, but they did provide some guidance.

The next slide is on how to balance mission requirements with resources. Goldwater-Nichols [Act] requires academic rigor, but there is some room for defining what that is. We said, we are proud of the programs and the academic experience we offer and provide; we think we have defined and identified the cost of delivering that program. If that's what you [the Joint Staff] want, that's how much money we will need. The reply was, why don't you think of how you could do things differently, in particular affecting student travel. Student travel is an opportunity to meet this bogey. When I sat in meetings at the Pentagon, there were a lot of 2-3 star NDU graduates in the room for that discussion, who I thought might have my back and rally to my defense of student travel, but who instead all said they greatly benefitted from their NDU experience, and thought the international travel was great, but maybe was not essential to meeting outcomes.

Maintaining student throughput: Studies in the conference report give us an opportunity to study that. We'll preserve civilian pay and full-time equivalent (FTE) positions where possible, but if we can't do anything there, we'll have to look at non-pay. Information Technology (IT) will be important. We'll have to accept some risk in the velocity of modernization, and we will have to get a student information system. And we'll try to anticipate potential efficiencies. With a good investment now, we can achieve a greater return in the future. We are seeing some of these savings now with only a little risk.

The next slide is a quick overview of funding and what our sources look like. Looking at the pie chart, where can we find \$10M? Clearly by preserving Civilian Pay and IT, there's not much left. Other areas are for care and feeding—maintenance, grounds, etc. Almost 80% of funding goes to the largest wedges. So there was a quick turn from "No," to a reclama, to guidance, to huddle together to get a budget in place. I would like to tell you this was an entirely ground-floor, bottom-up process, and it was to some extent. And a tribute to the great work of everybody across the university conducting program reviews over the past couple of years. Every dollar is dear. But finally, the late-breaking news; although the Joint Staff is not receptive to the idea, the Office of the Secretary of Defense (OSD) Comptroller is interested in exploring our justification for a restoral of monies to do what we want to do. That will be helpful.

Next steps will be to meet the same outcomes with a different academic experience, like no international travel, which will affect teaching regional perspectives. We have experience with this, having canceled all travel last spring and likely to have to this spring as well. We have figured out how to graduate students. The virtual experience is creating challenges for students. There is work to be done to innovate the curriculum. We are sensitive to the drivers – we'll wait as long as possible to execute what we want to execute; to meet academic outcomes without travel. As soon as we can decide, it will free bandwidth for faculty. We'll be able to repurpose the suddenly available funds. The other tension is getting to a decision point to repurpose funds to the highest priorities, not just what's there to be done. We are in a dynamic environment in conditions of disruptive change. We have tremendous opportunities to align our mission with our resources.

ADM (RET) WALSH: Ms. Fulton, you have a question.

MS. FULTON: As I read elements of the NDAA, it is clear it rejects your plan to eliminate CIC/CISA, but it also goes on to suggest removing CIC from underneath NDU. How are you going to regain the confidence of Congress and the Joint Staff and assure them that these colleges are viable, and that you are able to supervise these programs given budgetary constraints? The budget is a challenge.

VADM ROEGGE: We'll talk later about the biggest challenges—facilities, personnel, which are a concern of the Board. It's the biggest handcuff on how we will move forward. I've tried to make clear that there is nothing that these two colleges do that we do not appreciate, but with my guidance I need to make sure we are doing what we are supposed to do doing, and hopefully do it even bigger and better. I think your read of the congressional report is spot on, and I will take full responsibility for not communicating more clearly. I don't work on the Hill anymore, but I certainly understand there is some kind of principled concern that anything that came out of defense review was dealing with Congressionally mandated monies. Fundamentally, I think this is my failure to clearly communicate my intentions, internally and externally, and bring along my partners in OSD. I never had a written piece of paper. I never had an OSD representative saying that this is what the Secretary wants. This was a plan I had and then they took the money.

MS. FULTON: Will we hear a briefing on what you've done to support staffing?

VADM ROEGGE: Yes, Ma'am.

MS. FULTON: That's it for me.

DR. HOWARD (Question): I'm thinking about travel and faculty trying to determine their pedagogy going forward. I'm curious, when does your leadership plan on putting out milestones and timelines to make these decisions and backwards planning?

VADM ROEGGE: Thank you, Dr. Howard. The thing that is most discrete about that is the ability to repurpose funds. No later than the end of January, we need to know. I should point out, particularly with international student travel, that may prove to be unlikely this year. The other consideration is the best use of our faculty time. We had initially given ourselves a planning milestone of "in December" if it was going to be fruitful to plan for travel/non-travel. Dr Drimmer do you have anything to add?

DR. DRIMMER: In the near-term, this academic year we are holding up the possibility of travel if we can. For the long term, we have produced guidance in general in the spring. This year we will move that up to the February timeframe (including student travel). We're having a conversation with the Colleges on how to do without student travel. We have the time to plan for this in a deliberate way. We have a general timeline and will be tightening it up.

VADM (RET) JODY BRECKENRIDGE: (Question): Good Morning, VADM Roegge, thank you. In the assessments you are doing, classroom vs remote, I'm wondering if you are looking at your programs and how they contribute to whole of government and the importance of partnerships. The on-campus experience so elevates those two elements and builds the underlying foundation of trust so important to those two elements. Are you considering any of that in the assessment?

VADM ROEGGE: A great point, Admiral, and you're absolutely right. I firmly believe that our programs are great, but the thing that will have real lasting value for our international security enterprise is the relationships that are made...preferably on our campus. We have challenged them to try to create virtual community and relationships, things that formerly would be done in social hours at Ike's, etc. at the same time; however, our components know that they can propose in-person student gatherings focused on academics or on student relationships. We have executed a few of those, but we are erring on the side of safety. To your point, though, we are absolutely trying to assess that impact of building relationships in-person vs virtually.

VADM (RET) BRECKENRIDGE: Thank you. I think that sometimes gets lost and I'm encouraged—not surprised—but encouraged you are keeping that in mind. Make sure that stays on the table.

ADM (RET) WALSH: Thank you for the dialogue. We're ready to move on to the next item.

VADM ROEGGE: Provost, over to you.

1100-1200 NDU Strategic Plan: Past, Present, and Future

Dr. Alan Drimmer, NDU Provost

DR. DRIMMER: I omitted earlier that my academic preparation is in national security studies, so in many ways this is a return to my roots. While I haven't served in the military, this subject has always been an interest of mine, and this is one of the most exciting places one could possibly be. It's very refreshing to see the dedication, the mission focus of the whole institution, without cynicism. We have done very well over the years in teaching critical thinking and judgment—even in today's remote fashion we do an excellent job—and that's a real strength of the university.

To switch to my formal slides, I've framed my remarks around the strategic plan we've had for about a year – what we've accomplished, what remains to be done, and my observations. It's a very elegant document – what the university teaches, how it teaches it, with emphasis on experiential learning.

You know, strategic plans sometimes just sit on the shelf, some have metrics and scorecards – this one sits somewhere in between. We are starting to work on our self-study for the Middle States Commission on Higher Education – we should focus on that, and on the requirements of

the Officer Professional Military Education Policy (OPMEP). This will give us guidance for the next steps. My point is we should not rush out to revise the strategic plan.

In terms of what we have accomplished – I have seen that we have included, have made real progress with incorporating the study of technology, by creating a concentration structure and electives, giving it a chance to work. We changed the academic calendar to give balance between core courses and electives. We are giving it a chance to work. The third point about the curriculum work – this was a huge piece of work, with credit to Dr. Yaeger – to develop learning outcomes. We use Institutional Level Outcomes (ILOs), Program Level Outcomes (PLOs), and Course Level Outcomes (CLOs). This is not shelf ware. This is real work the faculty have taken to ensure that Learning Objectives are, number 1: tiered, that there are rubrics, assessments put in place, and a process for evaluating that over time. This is a huge undertaking. It will be the foundation of our assessment going forward. We're using a tool called Tk20, which is a standard across universities, a flexible tool. It's not the prettiest, but it's no small task that we have it, use it, and it is working. I give the institution a lot of credit for this and using the Tk20 tool. The fourth thing I'll mention is experiential learning, which is something the OPMEP has directed. Civilian institutions talk about it, some promote it, but the core of the OPMEP document is to create outcomes-based assessments – what students actually learn from it. I'm not totally aware of everyone, but I believe that most have a mindset—across the Deans and Faculty—that it's a good thing. I see a question from Ian Solomon.

MR. SOLOMON (Question): It's quite useful to hear this. How are you getting feedback on the new curriculum that you've introduced and what is the feedback? What surprises have you received? On the experiential rubrics, I'm thrilled to hear about this, I'm excited to see it in greater detail, that could be a great contribution. Who's helped develop them, and if you can share this, I'd be happy to receive that.

DR. DRIMMER: On the first question: what assessment? First of all, we've really just started this. We've haven't really gathered feedback in a structured way yet. We're developing the framework to use the data we're collecting, but we don't have systematic data yet. I want to make sure we have this assessment infrastructure in place. But what I'm hearing really is that "it's mixed." I think some of the faculty and the Deans believe that carving out Monday/Tuesday for electives takes time from core curriculum. We do need to look at this in a more systematic way and we do need to give some things more time to work, and to listen to everybody, not just the most vocal. And we also need to know what students know. With respect to outcomes-based rubrics, how we do it, on the civilian side, every institution has a different way of doing it. OPMEP has a 100-page manual. That document is very specific about what needs to be included. For example, the outcomes-based education rubrics need to work at both assignment and learning objective (LO) level. You can evaluate an assignment using an experiential lens, and you can look at it to ask, "are we achieving learning objectives?" We are on a collective mission here. I hope that answers your question?

To finish up on rubrics, we're talking to the colleges, finding out where are the challenges. We have a fine institutional research function, which we are using. The Deans are thoughtful and serious and have great observations. Moving on to other areas where there's still room for work. For International Fellows (IFs) we have been given a mandate to increase that program, and we are. When Ambassador Robinson started there were about 100, now we are at 130 and perhaps next year 140. The reason there is continued work to be done is because growing a program as fast as we are doing does tax the organization. They are working in order to develop plans on "how do we do this"? I met with that staff last week and this is a plan where in the coming months they will have a more robust plan. The logistics of increasing your size by 50% are challenging, not impossible, but positive.

The last area where we have room is linking Accreditation – Middle States – with JPME, which are usually completely separate. Middle States Accreditation and JPME could be viewed as two different things, but when you peel it back a little you see there are lots of similarities and overlap. We want to bring an awareness of where the two overlap so we don't create stovepipes. There's assessment in both – and, Mr. Solomon, I know your question was about assessment. Both have standards. The process for peer reviews is similar across both. At a higher level, alignment of institutions with mission, which is important anywhere but particularly with JPME. There are many different assessment techniques. There is a lot of overlap, and we are trying to create structure for sharing between these Lines of Effort. We're creating shared documents so we can work smartly.

For the next strategic plan, on my own work and to address Sue Fulton's question on staffing – we do have a staffing challenge. We have a process called TMRB, [Talent Management Review Board], out of which along with the budget we have to make some hard choices. We're working hard to ensure that all the Colleges have adequate staffing in critical areas such as institutional research. The library is another area where we have vacancies. We can't fill all of them. For faculty, we won't be able to do as much as we want, but we will be able to fill some critical vacancies. We have a prioritized list for both faculty and non-teaching faculty. It's a big priority of mine. We're also looking at academic and business support.

My focus aside from staffing – which is critical – is academic technology, such as Blackboard that we're using here, Microsoft Teams, and outfitting the classrooms. We've made a big investment in academic tech. Having the tools themselves is not enough. We need a discussion on how we use these tools. The technology has to do more than just allow us to see each other. We need to do more to share across schools on best practices for using tech. I'll be leading task forces on that. The formal infrastructure on academic tech (IT Strategy Council) will include Deans and I will co-chair along with the Chief Information Officer (CIO) so that it has proper visibility. We will focus on our Student Information System, which is a critical piece of infrastructure. The second piece is "what best practices do we have." We can do more sharing across schools about what's working in how we teach. I'll be creating task forces to look at that. Of course, there is immense value in relationship building and face to face learning. We need to see how we can promote that, technology notwithstanding, or technology included, rather.

A second area is thinking about our pedagogy – we can do more sharing across the schools about what works. We’re creating some task forces to look at that. To the heart of what Jody Breckenridge was talking about, is there a role for that, a chance to talk to one another.

The third area – the University has some history with instructional design but in general we have shied away from this – we need to be piloting it. The faculty are the ones with subject knowledge and need to be the driver, but instructional designers know how to get it to where the students can use it. Some pilots would be helpful – it is a craft, a skill, and they know things. It would be healthy for us, if we’re not going to have international travel for students, they can be helpful with compensating for the lack of travel. Our curriculum is like a closet. If you keep putting things into the closet and never take things out, how does that look? This is a craft, not just a skill. If we see that we are not going to have international student travel, are we just going to replace that with Zoom/Blackboard? We need to know what we are going to replace that with. Instructional designers are important.

DR. HOWARD: Yes, I would encourage this. Instructional designers are in hot demand, so I would look into this sooner rather than later, because they are getting lapped up by the civilian side as we speak. Being at NDU gives you a unique position.

DR. DRIMMER: I personally have lots of experience in this, and I agree there is a lot of demand. I would appreciate any guidance or best practices. Also, we need buy-in from our faculty as well. The other challenge, to be candid, is to be open to these changes. Some faculty are not receptive.

DR. HOWARD: I have an organization I’ll recommend to you after this meeting.

DR. DRIMMER: Yes, and we have a community here in DC. Blackboard was founded here. Strayer. But as you mentioned they are a hot commodity these days.

DR. SUZANNE LOGAN: I agree with what’s been said. What happened at the Federal Executive Institute: We went to a particular group where you pay for the project. We selected 3 different instructional designers to come in and work with our faculty and that turned out to be absolutely amazing and turned out to be an opportunity to learn about the area and become conversant on this. We did that very successfully. I can share the group info with you as well.

DR. DRIMMER: I would love to continue the conversation. We need to build a coalition of the willing and bring people along. There’s the challenge of staffing.

MR. SOLOMON: I also want to offer to be helpful. As part of your task force you put together, there is no need to reinvent the wheel. We can work together. Coalition of the willing. I can find you four faculty members within the hour who would love to talk the pros/cons of this process, including assessments.

DR. DRIMMER: I'll take you up on it. Dr. Wolf?

DR. AARON WOLF: I'm curious, you said there was some faculty resistance on instructional design? And the question on rubrics/metrics: In testing on our end, we found we also have to test how useful moving to rubrics/metrics is? Students report a squashing of creativity when writing reports towards rubrics...

DR. DRIMMER: Yes, my feeling is you can address the problem if it's done the right way, I think. You can address that problem. The whole point of rubrics is to try to find a way to bring some objectivity to a subjective experience, to capture something that seems intangible. You can have a multiple-choice test where people show they learned something, or you can have something where students demonstrate that they can use what they learned. We're about to start Step Zero. It's a collaborative process.

To wrap up real fast, assessment and culture – we are building an assessment culture. We're good at administering surveys but I don't see us using what we learn from the surveys. I haven't seen evidence of cross-university conversation, not for control but to learn from it. We will be bringing on a new library Dean and looking for a rethinking of what the library can be in the modern world. Faculty research will require focus. Innovation is something we need a plan for, with some examples and some openness. There's a lot to be learned from the process of teaching online. There's a lot we can learn from the civilian world, for example: simulations. There is a lot of interesting things going on with simulations. We have the Center for Applied Strategic Learning (CASL) which is wargaming. We need to bring a more formal conversation around innovation in these areas.

Thinking about our next strategic plan, I would like to use our self-study process and what we're doing with the OPMEP to help develop our next strategic plan. Middle States explicitly supports this. Things will rise to the surface. Any other questions or comments?

ADM (RET) WALSH: Thank you for a thorough presentation. You mentioned in context that this represented Step 0 or preliminary work in preparation for step 0. I commend you on the timing of this – I think this a proper way to engage the Board. I think this opens the way for constructive conversation on the way forward.

DR. DRIMMER: Thank you, Sir. Admiral Roegge, over to you.

**1200-1300 Supporting the Academic Mission: COO Update on "how we resource/support that teaching" (Budget/IT/HR/Facilities update)
Major General Robert Kane, USAF (Retired), Chief Operating Officer**

DR. SHAW: The next item on the agenda is our Chief Operating Officer, Rob Kane.

MAJ GEN (RET) KANE: Thank you, and Welcome board members. Good morning, well, Good Afternoon now. First, I want to thank the Board for their support to me personally and to my team in our effort to build the infrastructure over the last six years. I'm really proud of the team and their ability to support us. They have had to do it in ways that we have not done in the past. A lot of what we did was by face to face, which we are moving away from anyway. The world has shifted to doing work more efficiently and differently, and I believe that will extend into the future, and be very positive. We're learning so much about how we can do work differently, especially Resource Management (RMD), Information Technology, and Human Resources (HR). Also, since May, we have had the opportunity to spend some of the money not used for travel this year to do some work on facilities. That should be noticeable when students return.

Going forward, without going into detail which the functional leaders will provide, setting conditions for the future is challenging. And Dr Drimmer has ideas, and we are going to have to figure out how to resource them at the same time we execute this year's, and next year's programs. My hope is that we can develop a narrative and a justification so strong that we can argue that we are under-resourced and it's just not enough. IT is doing extremely well. We can't lock in everything. HR has been a real issue. We're maturing talent management strategies as fast as we can, a delicate balancing act between delivering this year's program and shaping the future in an uncertain environment. We will be able to upgrade security and facilities – I credit the NDU President (NDU-P) in highlighting facilities issues. We are now in a position to express the sense of urgency necessary to restore facilities – thanks, Boss. Business operations will continue to mature. I'll pass the next slide to the Chief Financial Officer (CFO).

MS. ELLEN ROMINES (CFO): Good afternoon. It's so nice to virtually see you again. Thanks to my RMD team, this year has been tremendous. Working with components and colleges has developed a trust that has helped us. Our FY20 [Records Management] Statement of Assurance was submitted on time, and we got approval from the National Archives and Records Administration (NARA) for our academic records. We closed out FY20 remotely; we spent all our money, even with last-minute repurposing of the unspent travel money. We are working remotely, closing out, doing records management and at the same time implementing a new financial system.

The left-hand side of the slide was where we left off in May, with a 10% reduction. Some good things have happened since then. The restoration of \$2.5 million leaves a \$7 million reduction. Yes, Sir?

VADM ROEGGE: A strategic observation for perspective, this is looking forward. Looking back five or ten years, you find the same range of funding. Recall from the earlier discussion that we were successful through a series of issue papers in getting full funding for our IT. Looking at IT strategically, we are still operating at a level below our requirement, but it is better balanced. We've now shifted the risk and are managing the risk differently. Ellen, back to you.

MS. ROMINES (CFO): You are right, Sir, what we gained was the additional IT dollars. But the risks in civilian pay and security are still there. There might be an opportunity for another issue paper to fix areas that are on the low side, like civilian pay.

On the next slide, we are hoping that the OSD Comptroller, the thought process is that when we did the DWR, now that NDU won't be able to do the transformation, we engaged with the Comptroller. The last bullet on this slide – what happens if the Program Budget Decision (PBD) is not approved – the question is from where can we take dollars? All of them have impact. It will be a big discussion for this spring's program review; we will have to find the resources. The Board can really help us here to get it in front of the Secretary. No questions on this slide?

The Other Resources Update slide: we had a good closeout, a huge accomplishment by the entire team. There is an extension to the continuing resolution (CR), and we're hoping for an appropriation. We had no issues executing our CR finding, no mission impact that we know of. We've been able to resource the requirement.

The new financial system – we are the last ones to come on board. It required a lot of planning and a lot of cleanup, but we are now in the same financial system as the rest of the Fourth Estate. We are still going through this, we're new to all of this, and learning together. It's an exciting time for RMD to provide budget stability and communicate the requirements to the Joint Staff. Yes, Sir?

VADM ROEGGE: I just wanted to foot-stomp what you just said – I did not do justice to the fact that relationships are so important, with our stakeholders as well as internally. There's a much greater partnership and the ability to deal with tough issues – the progress is due to the relationships.

MS. ROMINES: Over to you, Mr. Kane.

MAJ GEN (RET) KANE: CAPT Higgins will highlight security improvements.

CAPT ROBERT HIGGINS: I'm briefing for Deb Scavone [Director of Security]. We were able to upgrade a number of aspects of our physical and technical security systems, upgrade exterior and internal doors to improve security and Americans with Disabilities Act (ADA) requirements. Efforts will be complete by September 2021, for complete control of access, at which point we can look at decreasing our contract guard force. Are there any questions? If none, back to Mr. Kane.

MAJ GEN (RET) KANE: We'll focus now on human capital, and address the issues highlighted in the Board's letter. We'll tag team this. Over to Ms. Bensel [Chief Human Capital Officer (CHCO)].

MS. JESSICA BENSEL: Thank you and good afternoon. I appreciate the opportunity to provide an update on the progress that we have made within the human capital arena at NDU. Since we last met in May, the Civilian Personnel team, led by our Director of Civilian Human Resources Leigh Ann Massey and the military personnel team, led by Lieutenant Colonel Mark Howell have been hard at work supporting the Talent Management Review Board – or TMRB, all while implementing a new Time and Attendance System, in addition to fulfilling hundreds of personnel actions that have been submitted both organically and because of TMRB, and doing so in a completely virtual environment.

As mentioned in the introductory slides, my staff has been able to utilize the online environment to ensure all HR information is available and up to date in SharePoint, updating current policies and developing new policies to sustain telework and remote work as a result of lessons learned from the pandemic health crisis, working with System Owners to ensure accessibility to all HR platforms in a remote environment, and facilitating in/out processing of students, faculty, and staff.

We have also selected the two most senior civilian positions at NDU – a process which included many levels of leadership, both internal and external to NDU. I would like to thank Dr. Logan for her repeated participation and partnership in our recruitment efforts for executive level leadership positions, as well as Ms. Kelly Hart for her coordination efforts.

I am very proud of my staff's ability to keep focus on our priorities, while they remain agile and innovative in a regulation driven field of work to sustain operations amid the pandemic health crisis, which also saw the turnover of over half of our military personnel staff.

As you will hear later during my update on our 2020 Talent Management Review Board or TMRB – the goal of the 2020 TMRB was a future-focused Human Capital Strategy and Talent Management Model, looking out more deliberately 3 to 5 years. As Mr. Kane mentioned in his introduction, there have been external pressures that have pressurized the human capital strategy at NDU, however, I am fully engaged in addressing those issues and continuing to make progress.

As part of the Defense Wide Review, NDU received specific tasks to focus on the NDU core mission and propose plans to divest or consolidate programs. The tasks resulted in the NDU Transformation recommendations that were further matured under the Strategy for the Future construct. The maturity of those tasks resulted in development of new curriculum, delivery models, and analysis of faculty skills and capability gaps to better understand and balance requirements with resources.

A rudimentary skills and talent inventory of our faculty was begun as a pilot that we hope to further develop in the coming future-focused strategy. At that time, hiring actions were measured to target known enduring skills and capabilities, while identifying gaps in the faculty and academic/business support requirements. Existing resources were maximized before broader recruitment of new personnel occurred.

This deliberate workforce planning resulted in 78.4% direct fill rate for the University. This has improved in 2020 over the past two years, which coincides with a decline in our attrition rate which we have seen drop from near 20% just five years ago to only 10.9% in FY20.

CAPSTONE, JFSC, NWC, CASL, and CISA are in the 80-90+% fill rate while CIC, ES, INSS [Institute for National Strategic Studies] and library are in the 70+% fill rate. The University baseline fill rate is 85% as determined by OPM [Office of Personnel Management] and HR industry standards, while supported by the civilian pay budget.

Due to the FY21 NDAA and its potential restrictions and completion of required transformation study, NDU has ceased planning to execute transformation activities.

We have instituted a University-wide recruitment strategy, we continue to link compensation practices to performance management and force structure, we are preparing a University list of prioritized and approved positions/billets for recruiting, and we are streamlining the hiring process through standardized positions descriptions and consolidated recruitments – all actions I will speak to further in this brief in greater detail. Back to Ms. Romines to discuss the civilian pay budget.

MS. ROMINES: This is a busy slide with a lot of information, but I wanted everyone to see the challenge – we can't afford all the authorizations we have been given. We had a big pay raise in FY20, but they took inflation out of civilian pay. Where we are now in FY21, we can afford 337, we are at 293, so we can hire 44. (These numbers are from when the slide was created. We have more people now). It gives a good picture of affordability. We could lower the Average Work Year Cost, or we could get more money from OSD. We're a little healthier in FY21, but there is a little dip. Money has to come from somewhere to manage the risk. Restoral will restore 35 or 39 FTEs. There are a lot of moving parts in budget stability. Affordability is a big factor. Any questions? Over to you, Jess.

MS. BENSEL: This is our methodology for acquiring talent at NDU. We held a hiring kaizen event in February. A University-wide approach will maximize our human capital resources. Leigh Ann Massey worked with faculty to develop standardized university position descriptions, which are customizable to college-specific academic requirements.

This is a simplified description of the process. We hope to repeat the process for other positions, such as professors of practice. We're currently working with the Human Capital Council to develop priority lists. Dr. Drimmer has led requirements-gathering for Academic Affairs, and Mr. Kane has for the COO lists. The components are preparing packages for positions on the priority list for action as soon as each is approved. The growth requests exceed the budget. We'll need further discussions on gaps. Ms. Fulton?

MS. FULTON: What is our percent at Eisenhower and CIC?

MS. BENSEL: I can get the actual numbers over to you, unless Ms. Romines has them?

MS. ROMINES: CIC is 71, Eisenhower is 73.

MS. FULTON: Do we know what it was a year ago? Has there been any progress?

MS. ROMINES: No, but we can get it for you.

MS. FULTON: I think we can afford to be more precise. I want to understand – this is not a new problem. Have we made any progress in fixing these shortages?

MS. ROMINES: Will do, Ma'am.

MAJ GEN (RET) KANE: We're trying to characterize – the transformation plan was going to require faculty to be moved between components, and that caused us to reduce or delay hiring until Congress told us to restart and retain the current programs. Then we can turn hiring back on.

MS. FULTON: So, you initiated a plan to eliminate programs and consolidate savings, followed through on the plan even though it got a negative reaction from the Board, continued with the plan until Congress told you not to...what have I got wrong here?

MAJ GEN (RET) KANE: This is exactly what happened. It's going to take us time to understand the skill gaps. We can only hire 44 people, so how do we divide that among programs? CIC and Eisenhower will gain the most.

VADM ROEGGE: What I would presume to correct, if I heard your history correctly, the advice we asked for in August was an idea. Secretary Esper on his own initiative started the DWR. The challenge throughout the DWR process was that we still had to maintain all the wheels spinning on our current plans. Trying to do both in parallel led to the presumption that we were going to do this. Early in the discussion, the Secretary was going to notify Congress, not ask for approval. We had a couple of missteps that allowed Congress to believe we presumed this would happen, which resulted in the conference report language. We needed to be cautious, to be postured to go both ways. Progress at this point is a process.

MS. FULTON: Understood. Thank you.

VADM ROEGGE: Thank you for the chance to try to explain.

MS. BENSEL: On talent management – this was my first year to fully lead the TMRB process. The goal of the 2020 TMRB was to stabilize and institutionalize and take into consideration lessons learned, and to look out three to five years. We work closely with Resource Management to balance academic and business support requirements against future reductions, to assure an overall coherent university program. Implement strategic level pay for performance concepts into our compensation policy in accordance with the NDU Compensation Philosophy and Equal Pay for Equal Work and merit-systems principles policies.

Are there any questions on the TMRB process?

On maturing talent management: we want to further develop the compensation model. We have continued to manage normal processes as well as new initiatives as outlined by the NDU-P.

MAJ GEN (RET) KANE: Thank you, Jessica, very well done.

DR. SHAW: Let's break for lunch at this point. We'll be back at 1:40.

1300-1330 LUNCH BREAK

DR. SHAW: Welcome back. Hope everyone had a nice lunch. Let's get started. Major General Kane.

MAJ GEN (RET) KANE: I'll now shift over to the CIO.

MR. NEIL RAHAMAN: This slide presents our strategy. With cloud adoption we can get dot.edu pricing, operational monitoring, and better data management. A five-star user experience modernizes touchpoints such as bandwidth capacity. Infrastructure, A/V technology and end-user devices. To dominate IT operations, we're looking at solid engineering rigor, automation, data-driven decisions, and governance board visibility. These align to Middle States and support standards 3 through 6. Any questions?

DR. HOWARD: Did you say a governing board? Who's on it?

MR. RAHAMAN: It's the board Dr. Drimmer mentioned. The next evolution is Dr. Drimmer and I will expand that to all the Deans.

We're about 50% complete with the AV project, the anchor is a four-year lifecycle refresh program. We're on the second step on the cloud migration strategy. We'll be fully in the cloud by late FY21 – early FY22. We're in the planning stages of the last step. We're hoping for a contract award for a student information system by the end of Q3 of this fiscal year and have it initially operating by Q2 of FY22. An upgrade for CASL is in progress. We expect anticipated funding cuts to affect IRT minimally. Over to my boss if there are no questions.

MAJ GEN (RET) KANE: Thanks, IT Team. Over to Facilities and our new facilities director. Tom.

MR. GRIFFIN: Thanks. And thanks to my whole team, who are doing a great job.

I want to highlight the capital investment strategy, recognizing Admiral Roegge, my boss, and others for recognizing the need. Rather than a list of projects, I want to talk about how we are partnering with our landlord partners. There are two perspectives in the facilities world – the buildings, and the stuff in them.

The capital investment strategy is a 25-year plan that will allow us to do a number of things – plan in advance, mitigate liabilities before they happen, building structure and systems, and the funding required for each. We can move capital earlier or later depending on landlord funding or the lack thereof.

Since the last BOV meeting Eisenhower continues on its path. We received a commitment for full funding of the design. We expect the project to be awarded by the end of FY21, with the building ready for occupancy in FY23.

For Roosevelt Hall, we're looking at just-in-time investing. We've just finishing reporting and figuring out the required funding. The Roosevelt Hall envelope is in varying stages of degradation or has failed, though the structural integrity of the building is sound. Lincoln Hall is in more of a sustainment phase. President Roegge?

VADM ROEGGE: A couple to things, to be clear – for Eisenhower Hall, the funding we received is for the design funding. There's no commitment from the Army to fund the actual renovation. The Secretary of the Army will be presented with a list of projects from which to choose. Joint Staff interest in this one has been communicated. Both are outcomes of correspondence we inspired a few years ago between General Dunford and the Army Secretary. Members of the board, your correspondence helped, and Tom's briefing highlights some positive results.

MR. GRIFFIN: Just to touch on a couple from JFSC. Some of these assets have done really well. [audio issues]
We'll wrap up the Capital Investment Strategy evaluation in the next two months.

This next slide is a wrap-up.

VADM ROEGGE: COO, any wrap-up comments?

MAJ GEN (RET) KANE: No, just to thank my team for everything they do, and to the Board members for all your support.

1330-1400 Accreditation: Middle States Self Study

Dr. John Yaeger

DR. YAEGER: Good afternoon. It's great to see everyone, even though virtually. I want to talk about where we are on the self-study, to kind of set the stage.

This slide is a textbook definition of institutional accreditation. I think of it as building a culture. We were last accredited, reaffirmed, in 2013. Since then, Middle States changed the requirements and the implementation cycle. We are sticking with our visit cycle being ten years, then we will go to the eight-year cycle. Two areas addressed NDU [in the Goldwater Nichols

Act]. Congressman Skelton said that NDU is not rigorous but getting civilian accreditation would probably satisfy that.

The process should address institutional priorities. We want to come up with three to five to address in the self-study. More than that, you'd lose focus. The intended outcomes on this slide are the outcomes we're looking for, and we really want to come out of this an improved institution. It could be the foundation for a new strategic plan, beyond the self-study.

Who's going to be involved? The faculty and staff will be doing the lion's share of the work, making the sausage, but we will want input and involvement from the students and the Board. We don't need you to attend the meetings, but there will be points we'll need your assessment.

Middle States has transitioned from 14 standards to 7. There is no longer a standard for faculty. What they want is a coherent program. There were 15 requirements for affiliation, and some deal with the Board. One is conflict of interest, and we have paperwork on that – family, financial – and that everything they publish is truthful. Your correspondence with the Chairman is documentation of that.

As the Provost said, there are similarities with JPME. One is that Middle States is all about how the institution is improving. The OPMEP is all about the programs, Middle States is about the entire university. This slide shows how we will show the linkage with the key documents. Institutional Learning Outcomes, that come from national strategies. Linkages will come from the mission.

We'll have seven working groups. Each will look at a standard, collect evidence on how we meet that standard, and areas where we can improve. They will have members from across the University. The timeline looks long but it goes really fast. We'll develop a design for the study this spring. The process is a little like your Ph.D. – this plan is your contract. A big part of the self-study design is to finalize the institutional priorities. We – Dr Miller, the Provost, and I – came up with priorities, but we want this to be a bottom-up review.

We want to use our advisory councils – what do they think our priorities should be? As long as it relates to the mission and at least one standard, we'll be open to their suggestions. We'll share those with the Executive Council to get it down to four – eight, then finalize the three - five by the next Board of Visitors meeting. We will schedule a time to get together with you before then, so the next NDU-P doesn't have to brief the Board his second day on the job.

We could have come up with three to five on our own, or we could have done a survey, but it would not answer why you think it's important. We'll want Board review on standard 7, Governance.

Let me stop here for questions.

ADM (RET) WALSH: Good to see you John and thank you for getting this important endeavor underway. I want to comment on method and transparency. You've offered a critical opportunity for the institution to pivot. There's been so much churn here about how we view the future and how we resource it. Here's an opportunity for more people to have their views heard.

MR. SOLOMON: Thanks again for doing this. You might have mentioned this, but what is the role alumni can play? It would be useful to have them on your list of stakeholders, as a useful source of information.

DR. YAEGER: We do have alumni input on the curriculum. We will be sure they have the opportunity to participate.

DR. WOLF: This is a deeply impressive plan. I'm just curious what the impacts could be if there are major changes in the offerings during the process, such as losing international travel?

DR. YAEGER: We will have to take that into consideration. We must be able to show through outcomes.

MS. FULTON: It's important not to go into preconceived decisions about what we can and cannot do. We've found at the Federal Executive Institute, now that we've gone virtual, that we're reaching people now we had never reached before.

DR. YAEGER: You're right, there are outcomes we have never been able to capture before. We've learned a lot about operating in the virtual environment.

DR. HOWARD: We're also [accredited by] Middle States, doing our self-study now. Our Provost surveyed the students on our Hy-Flex model. It's important to get fresh information. We're incorporating the changes from a survey and looking at how we incorporated them.

1400-1430 Public Comment Members of the NDU Community or General Public

DR. SHAW: If there are no more questions for Dr Yaeger, we're ready for the public comment period. Have we any?

MS. JOYCELYN STEVENS: We have one comment from the NDU Staff Advisory Council (SAC). I'll read that and then Jim Churbuck who's the acting Chair of the Faculty Advisory Council (FAC) is in the Blackboard meeting, and he will be giving some comments himself. COMMENT: "The Staff would like to take a moment to applaud Senior Leadership for the way they directed the pivot to almost entirely virtual operations in light of the pandemic. We appreciate the stance taken to safeguard our health with the continual support of maximum telework. While this hasn't been easy for anyone, the attention given to supporting work life balance and the flexibility allowed has been helpful. NDU is continuing telework policies to

ensure consistency across the enterprise and we support this assessment given the productivity and success the staff has had we recommend that NDU look at ways to continue to support telework once the pandemic is over. Respectfully, Kelly Hart, Acting Chair, SAC.” Now I'll turn it over to Mr. Jim Churbuck.

MR. CHURBUCK: Thank you. I just want to thank Admiral Walsh, the University component leaders, and the Board of Visitors; I really want to thank you so much for your time and for advocacy on NDU's behalf. I want to speak on behalf of the faculty on NDU's approach to the Middle States self-study, and in fact I met Monday afternoon with Dr. Yaeger and the Middle States team from the University and we're really encouraged by the opportunity to shape self-study priorities from the bottom up. We're enthusiastic about the approach and we look forward to making contributions that will strengthen the University so it can better serve our students and our nation. So, we're all in on this and we're ready to start running our first input in coordination with Dr. Yaeger and the schedule he set out for it. Next thing to talk about there was some discussion about the interplay between instructional designers and faculty. There's some perspective from faculty, some first-person perspective. The Provost was right to mention Joint Forces Staff College's work in its use of instructional designers. I'd also like to supplement this observation with CIC's two-decades-long experience in providing Distance-Learning (DL) instruction, and its robust incorporation of instructional designers into its workflow. When the college's instructional designers were actually rolled up as a university-wide resource as part of some consolidation at the University some years ago, CIC's instructional designers provided the bulk of NDU's instructional designer workforce, and we have maintained close contact with them. The Provost's recognition, however, that some faculty may not fully appreciate the value of instructional designers is actually a valid observation from my point of view. But I don't think the Provost was implying that all, or even most, of my colleagues fall into this category. While I believe all of us can benefit from the instructional designers' help, instructional designers offer up tools and ideas to help solve problems, and not everyone will have problems that need instructional designer help. Also, as NDU's instructional designer resources have attrited, and COVID-induced demand has increased our need for them, not all faculty have had a chance to work with an NDU instructional designer one to one. And an instructional designer in that workforce, that skill set, is indeed a high demand low density resource. The other thing I would enjoin you not to stereotype any reluctance to use an instructional designer based on the college nor on faculty age. Some of the faculty who have spoken in favor of instructional designers and the need for it, are from colleges that have not used DL prior to the implementation of COVID prevention measures, and frankly the desire to use instructional designers isn't limited to millennials. So, on behalf of the FAC, I welcome this dialogue with the Board of Visitors. Thank you for the opportunity to comment today. When the board next meets, I will have handed over FAC chairmanship to Dr. David Auerswald, from National War College (NWC), who is an exceptionally good choice for this role. Lieutenant Colonel Doug "Lucky" Luccio will serve as FAC Vice Chair, and I will remain on as the Secretary. Thank you for your time.

ADM (RET) WALSH: James, thanks for representing the Faculty Advisory Council. Really appreciate your comments on Middle States as well as instructional designer support. Also, thanks to Kelly Hart and the Staff Advisory Council representation here today. Appreciate those

comments, please continue to offer us your insights, your analysis, as well as any ideas or areas that you want us to focus on. Thank you.

DR. SHAW: Thank you, Sir. Ok with no further comments or any faxes received, or emails received, we can either take a break or move ahead with the BOV deliberations and interactions at this point. Admiral Walsh, do you have a preference?

ADM (RET) WALSH: My preference would be to hear from Board members if they're ready to do so. Let me know if they need a break.

DR. SHAW: Ok, well I haven't heard from any Board members.

DR. HOWARD: I'm happy to go immediately to the session. Looks like Ian is in agreement.

DR. LOGAN: Suzanne is in agreement.

DR. SHAW: Ok, so Admiral Walsh, the floor is yours for the Board.

1440-1500 BOV Member Deliberation and Feedback Board Members

ADM (RET) WALSH: I'd like to invite Board members to comment. I thought the questions over the proceedings here were excellent and thoughtful. And at this point I'm really looking for a dialogue and any other commentary before we wrap up and go into closing. I don't have an order, but I would like to give everybody an opportunity to speak. Suzanne?

DR. LOGAN: Thank you, Sir. I want to commend the university, because while it has been a bit longer since we last met, I thought they had a very impressive list of work that they've done during this period of time. I think that that has been fabulous and wonderful to see the dedication and inward focus through the time that they have been working remotely. I'm sure it's extremely difficult teleworking. I remember Ellen talking about all the different things that the financial team was juggling at once to get all of this done. The one thing I want to say and do is I want to say a big thanks to the university staff & faculty who have worked so hard since we were last together.

ADM (RET) WALSH: Suzanne, great comments. It's great to be able to highlight this ability to be adaptable, flexible, and pivot. It serves as the model that we want students to be able to think of and internalize as they move into the operating forces. I really appreciate that.

DR. LOGAN: And one of the points that John made about the work on the re-accreditation, was the comment about "inspire a culture of collaboration, innovation, and fiscal responsibility." I think that we saw that in what we heard today. So that's pretty good. We can mark it off the list

for the future. Those very words that they put together of what they want to be in the future. We're seeing evidence of that today.

ADM (RET) WALSH: Well said. Ian?

MR. SOLOMON: I want to thank the staff and leadership for a very informative meeting and for doing well during a very challenging period. It's similar to what Suzanne was talking about, as many of us are leading academic institutions, we know it's not an easy time. So, I want to acknowledge that. And of course, my gratitude for the resilience and perseverance. And I think as President Roegge said, we talk about adaptability as something we want to teach, it's also something we as leaders need to practice during this period. So, I want to comment on that.

One main point I want to make, and this has come up in previous years too, I think there are opportunities for NDU to look out to others. And maybe that's happening, but we don't always hear about it that much. I think we've talked about the value of looking to the private sector and other academic institutions for models. This is just an encouragement and also an offer of collaboration from another public institution not far away. Don't try to invent everything on your own. There's lots of work being done and we're often going through similar types of challenges, questions, and problems. Make it part of the mindset—the experiential mindset that Dr. Drimmer called it before—and make it part of the practice of reaching out to other academic and private sector institutions for help. I think that will strengthen NDU for the long term. Really pleased with the meeting and really pleased with the progress.

ADM (RET) WALSH: Ian, thank you. Dr. Howard and then Dr. Wolf.

DR. HOWARD: Thank you very much. I just want to associate myself with the comments of my fellow Board of Visitors members, and first off say thank you to the entire NDU staff and faculty, up and down, top to bottom. These are strange times and you've shown resilience and also focus during a time when you've had significant human capital turnover. You did not gloss over that earlier. I've only been in two meetings and there were a lot of new faces and names that popped up. For you all to be able to do that and manage that during COVID, Bravo. Well done. As Rahm Emanuel says, "never let a good crisis pass you by." We've learned that in some ways teleworking can be more effective, efficient, and innovative than working on top of each other, pandemic or not. President Roegge, thank you for your leadership over the years. I'm sorry I wasn't able to sit in the same room as you this time. The last thing I want to mention: You said something earlier in the meeting about the consolidation of schools—I know that's a very sticky point—something about an actual requirement from the SECDEF about what we are actually required to do in writing. It seems like there is an opportunity with all the Middle States, bottom-up things that are happening—the new strategic plan—that there can be some alignment with that quest to have greater clarity on what the requirements are as opposed to being driven by what's supplied. The requirements can be coming down from the top. I hope I've characterized that well enough, Admiral, for you to respond to it. Very good meeting. Very pleased by the way

things are moving. Can you mention that comment one more time about the requirement from the SECDEF about how that looks or doesn't look?

VADM ROEGGE: Well, yes, I think I've probably touched on that in a number of different venues. Excuse me if I'm not particularly concise. Certainly, what we deliver, in partnership with the Joint Staff, for the students who are sent to us, it primarily starts from a capacity perspective of how many seats we have available, as opposed to the customers, the stakeholders, the services, the interagency partners, the internationals saying "I need so many graduates this year from this program, this program, etc." Related to that is the fact that since our core mission is the delivery joint professional military education, that is something that only matters and that is only required of U.S. military officers who require JPME under Goldwater-Nichols as a condition of promotion to General or Admiral. And all our graduates, regardless of program, in fact across all of DoD's PME Institutions, all our graduates of a JPME school get a JPME credit. And that credit is not specific to a particular talent utilization model. So, a graduate of my College of Information and Cyberspace, you might think must have billets earmarked to go into something like U.S. Cyber Command. That doesn't exist. Similarly, a graduate of our National War College, which prides itself on National Security Strategists, you would think those billets would be earmarked within the Joint Staff, J-5, or the Chairman's CAG [Chairman's Action Group]. But every billet is coded equally. I don't know whether in the course of these studies any of that kind of specificity comes about, but the better-defined requirements of our stakeholders, the better and more finally we can focus our delivery and resource to meet that directive. Does that help?

DR. HOWARD: It helps tremendously. I'm sorry to make you deliver it again. You've said it before equally eloquently. I hope that our fellow Board of Visitors would from time-to-time query on that topic and have other people come and talk to us about what that means, those other stakeholders out there. The commands you're talking about. And being conversant on that on a strategic level. We might not get it codified on a piece of paper or map it on a one-to-one basis, but I think that's a very worthy conversation for the Board of Visitors to be involved in over time. Thank you very much, Admiral Roegge.

VADM ROEGGE: I was just texted that apparently the NDAA has passed, so there is now a requirement for these studies. I do expect that they will answer some very fundamental questions about "what kind of education?" and "in what quantities?" and, as Ms. Fulton pointed out earlier, potentially "where is the best means of delivering them?" And hopefully coming out of this, NDU will continue to be empowered, enabled, and resourced to deliver, and I think that's what these studies are intended to deliver. And Dr. Howard you also referenced my earlier comments about the Secretary; all I was really referring to there is that we received our tasks, and we've done our planning to respond to those tasks, but as I was off doing stakeholder engagement, at no point was I able to point to a requirement and say, "this is what has to be delivered as a result of this."

DR. HOWARD: I understand, thank you!

ADM (RET) WALSH: And Dr. Howard, I just want to emphasize the importance of the point that you're on. It seems to me, as long as the system exists in its current form, success is measured by the number of students pushed into seats. As a result, we never really can get to a satisfactory conversation about the true impact of NDU on their careers and their professions and put the whole value proposition on the table the way it ought to be adequately addressed. And as a result of that, when we get budgetary pressure and we start to close schools, we don't have a strong rationale for it, and if we adopted where I think you are going in that conversation, then we would have the customer—the fleet or the operating forces—would be able to say “I am better off because I now have a graduate of X school from NDU,” because they are fulfilling this role, they're prepared for it, and they're contributing to the mission in ways that make a difference. So, I just want to encourage that line of thinking and to continue with that “outcome-based” conversation.

DR. HOWARD: Chairman Walsh, I will say this briefly, because I don't want to monopolize the time of the Board: That is exactly what is happening in the civilian education to some extent. There is a lot of pressure out there in terms of what the marketplace needs. Getting a broad education is a wonderful thing—I used to run a liberal arts college, now I run one that is a little more professionally-focused—but having said that, trying to figure out what is out there in terms of data on what is needed in the marketplace and then working backwards to the universities and other workforce development entities to say, “well let's produce those because we need those.” This conversation, Admiral Walsh, is something that is happening in civilian sector as well—it's never perfect—but I just think it's appropriate, and I hope that you would dedicate time around it as I think it's a very good use of time for the Board of Visitors.

ADM (RET) WALSH: Thank you. Dr. Wolf.

DR. WOLF: First, I'll apologize for doing this over the phone. A number of us in the family are vying for limited bandwidth here. So that's where we are. And also echo what everybody else has said: It's an amazing team you have, and as a new guy who hasn't met any of you in person, I'm just stunned by the quality and the level of expertise, and also by the planning and ongoing activities that is taking place. It really is absolutely stunning. There are two trends that I see the university caught up in, and I guess all universities in the U.S. are caught up in, to some extent: 1) Moving to more online stuff. Of course, with COVID that's been exacerbated/accelerated. My concern is always: “Afterward, will we be locked into that as a default model?” To put a red/orange flag on the horizon: I hope we get back to normal. I estimate the stuff we do online is about 60% effective (teaching, meetings, workshops, etc.). 2) We talk about more rubrics, metrics, etc. and turn the whole of educational activities into something objective. I'm just a big fan of the subjective, intangible, almost magical/mystical realm of education and what goes on in a classroom, and it is not something that can be broken down into its parts. And I see a need for it—to get accredited—to be able to have outsiders understand how we measure what we do, but I'm always going to be a fan of reminding us that there's so much wonderful intangible stuff that goes on and I just hope it doesn't get buried in the rubrics and the metrics that we need to be

reporting. So that's it. I'm delighted to be here, and I'm really looking forward to the day I get to meet y'all in person, and I'm happy to be onboard.

ADM (RET) WALSH: We are too, Dr. Wolf, thank you. Ms. Fulton, thank you for your patience.

MS. FULTON: Thank you so much, Mr. Chair. First, I want to express my respect for my fellow board members—just an amazing group—and gratitude for your level of engagement which challenges me to continue to be engaged, and I want to express my thanks to the NDU faculty & staff who have struggled through some really difficult times. I'm going to speak plainly. It's clear that the budget and staffing challenges faced by NDU are at crisis level. The Eisenhower School at 70%. CIC at 70%. And sadly, this is a result of a multi-year path that has hemorrhaged talent. The crisis wasn't created by OSD, or by SECDEF, or by the budget, or by COVID. And I'm frankly anxious about accreditation. About Middle States as well as about PAJE [Process for the Accreditation of Joint Education]—the Joint Staff accreditation. And more than that, I'm anxious about the future of NDU. These are some very difficult challenges. I appreciate the plans. But I think it is going to be a long haul to rebuild our talent and to re-earn our credibility with the United States Congress. So, I'm concerned. I appreciate the reporting today but waiting to see what the future holds. Thank you all—I know tremendous work goes into putting this meeting together, so I'm grateful for that, so thanks for that. That's all from me, Mr. Chair.

ADM (RET) WALSH: Thank you. And finally, Admiral Breckenridge.

VADM (RET) BRECKENRIDGE: Thank you very much. I'll try not to repeat what the other Board members have said. I feel very lucky to serve with this group of people. Appreciate all the insights that they've offered. I do want to echo the comments though, commending the staff. I think your accomplishments—and it isn't just that it's a challenging environment—to look at what you've done in an environment where I know many of the organizations and schools that I've worked with are challenged just to manage the day-to-day, and to achieve what they did last year. In that kind of environment, NDU has not only done that and continues to educate students and meet its learning objectives, but you're thinking about the future and you're strategizing on how to become more efficient, so when you look at the tactical, the operational, and the strategic, you hit all the marks, but trying to drive from a strategic perspective. And then you add on top of that, an environment where your multiple requirements have fed you lots of changes that you've had to adjust to, and everybody is still enthusiastic and engaged, so I think this is an accomplishment—we can't underplay that as a Board. That doesn't mean the world is perfect, and there aren't other challenges out there, and I think other Board members have expressed several of them. I do want to mention something I mentioned last time and build on what Mr. Solomon said, and that is looking at the private sector. We're seeing it play out on the ground floor at the installation level for Space Force out here. They are looking at the private sector very differently than the military and really very differently than the federal government at large. And trying to press that system to adapt to what they view that they need in order to be able to move forward. I think I heard last time that there was staff that was engaged with General Raymond

and his staff in looking at some things perhaps. I'm just really encouraged that as we look at things, we keep an eye on them, because I really think there's going to be some big game changers that come from that culturally and otherwise that could be really helpful to all of us. To that, I would just add a "Happy Holidays" to everyone and please continue to stay safe. Thank you.

ADM (RET) WALSH: Thank you very much. I think that completes our Board Member comments. Admiral Roegge.

1500-1515 Wrap-up and Closing Remarks Admiral Walsh and Vice Admiral Roegge

VADM ROEGGE: Thank you. Again, as always, I want to thank the NDU team that organized and brought everybody together. Even virtually it's quite a heavy lift. Obviously, Ms. Joycelyn Stevens and Dr. Brian Shaw—well supported from across the university. Thank you all, Team. And of course, all the Senior Leaders who joined us and presented, and benefitted from your feedback, advice, and guidance. Thank you for your hard work that went into the presentations, organizing, and being able to portray all the truly positive things you are doing every day in order to make the university a better, more effective, and more efficient place. There's been a lot of talk about appreciation of the challenging circumstances. If this was Olympic Diving, there would be a level of difficulty that would be off the charts, but unfortunately, we don't get to have that added to our daily report card. But in addition to managing all the COVID challenges of keeping everybody safe and delivering the mission, I really just want to re-emphasize here again the really heavy lift that I know each of us is doing in our personal and professional lives, trying to manage those professional responsibilities amidst this incredible personal disruption with the additional demands and stress that everybody feels operating in this environment. It's no small accomplishment. As Admiral Breckenridge pointed out, and Dr. Drimmer mentioned in his comments, everyone remains calm and enthusiastic about providing the positive results that we do on behalf of the Chairman, our stakeholders, and the Joint Force.

We will always appreciate your comments, advice, counsel, and help. If I can leave you with three observations or things for your consideration, or maybe in summary: 1) To Dr. Wolf's point: Because of our "success" in continuing our academic mission in a COVID-environment, I think he's absolutely right that there is a potential that somebody could look at that and perceive that our face-to-face pedagogy is no longer required, and in a tough fiscal environment maybe unaffordable, and fail to appreciate what we do face-to-face. That said, I certainly endorse what Dr. Logan has shared, and I think the challenge for all of us—and I think our team does embrace this—the challenge of both appreciating what is different in between physical and virtual in ways that we are not satisfied with and wish we could overcome or revert, as well as appreciating the things about virtual that are enabling and empowering. One of my faculty members recently pointed out that in her classroom it is not an uncommon thing to want to be able to identify pairs of students with different perspectives and go find a private place for them to compare and challenge paradigms. In the physical world, that's actually pretty time-consuming and inefficient.

In a virtual world, it's a click of a button. So, as I tried to point out in my State of the University, and I know Dr. Drimmer believes this as well, it'll be a matter of coming out, being open to embrace what virtual is enabling and also passionately return to those things that we know are best face-to-face, but without being victim to that history. 2) Budget impacts: On facilities: With the Board's help, we have started to move the needle. It was just a couple of years ago we were in a condition truly where we were pulling our hair out and wringing our hands on IT, and I hope everybody was as impressed as I was today on the positive update from the CIO on how far that has come. With attention, with his leadership, but certainly with some necessary funding, but all aligned with strategy. On the manpower side, we clearly recognize we have far to go. I know that where we are is not where we want to be. We're going to get after it. Ms. Fulton, I think your point is valid that it's time to show some results. I fully accept that responsibility and will do what I can in my time remaining, but I think we have a great team to carry that forward. 3) My final point then is one I try to make at every BOV: In the absence of some true demand-based requirements, it's very easy for us to go about trying to execute the mission and the tasks that we understand that we have, and then there are budget decisions that are made that may or may not be connected to that. That is life inside the beltway; I certainly understand that. But that disconnect is where there's not only challenges for this team of great patriots trying to get the job done, but that's accreditation risk as well, when there's that mismatch between mission and resources. Whatever requirements, then, that might come out of these studies being chartered, again, I see the imperative now for the Secretary to report on those requirements—I see that as nothing but positive. The real key, then, linking all those themes together is, hopefully, views that whatever the requirements are, that they would then need to be appropriately resourced. Everybody has acknowledged that there is a delta there, and I have tried to balance this delta, and hopefully my successor will be able to do so more gracefully than I did. Finally, as always, I do greatly appreciate, and frankly cherish, the feedback that I get from the Board in these sessions, and certainly in follow-up. I will look forward to your advice and feedback, and certainly in particular as to how well we are going about trying to address today's challenges, also with respect to our planning on how to posture ourselves for the future. Thank you very much, and I join Admiral Breckenridge in wishing everybody "Happy Holidays."

ADM (RET) WALSH: Thank you for your direct, forthright, and candid assessment of the institution, of the curriculum, and of the future. We have been very grateful for the partnership we have had with you, your leadership, and your team. I think that over the course of the past few years, we have seen the real value of when we combine the expertise that's represented by members of the Board along with the overall strategic direction that you're trying to take the institution. We see the real value of when we put that together in our correspondence to the Chairman. Rightfully, you pointed out the CIO's efforts and how different that picture looks compared to where we started a few years ago. I would like to invite the Board members to think about the proceedings today, the concerns that we have, and now channel that effort into our next correspondence going to the Chairman. To me, what that does, is it reinforces the value of that whole exercise—that it brings real value to the institution and to the future for both the staff and the faculty and the students, so that they have a good sense that they are being supported in this mission that I think is critically important to the nation. So, thank you for your leadership. Thank

you for bringing us to where we are today. Dr. Shaw, I'm ready to turn the proceedings back over to you, and then we'll proceed.

DR. SHAW: Thank you very much Admiral Walsh and Admiral Roegge. I have some last-minute duties that I must perform. First of all, making sure to recognize all the people that actually made this virtual session work. It's impossible to imagine how much behind-the-scenes work really goes on. The recorders, the IT group, the AV team, the Ops team, and lastly but by far not leastly, the executive secretary of the Board of Visitors, Joycelyn Stevens, who did almost all the heavy lifting and is critical to ensuring the Board meets all its requirements. Thank you to all of you. With that note, it was a privilege to work with the Board for the last three years. I think you are really forming into an operational team that understands each other and really digging into what matters for this University, so thank you for that opportunity. With that, I formally close the meeting of the Board of Visitors. For the Board Members, we will meet in 10 minutes for the administrative session. Thank you all.

ADM (RET) WALSH: Thanks, Dr. Shaw.

1515 Meeting Ends

Appendix A

**National Defense University
Board of Visitors Attendance Roster
December 11, 2020**

1. Vice Admiral Jody A. Breckenridge, USCG (Ret)
2. Ms. Brenda Sue Fulton
3. Dr. Christopher B. Howard
4. Dr. Suzanne Logan
5. Mr. Ian H. Solomon
6. Admiral Patrick Walsh, Ph.D., U.S. Navy (Ret)
7. Dr. Aaron T. Wolf



**National Defense University
Board of Visitors Meeting
December 11, 2020
AGENDA**

Friday, 11 December 2020

Virtual Meeting

1000	Call to Order	Dr. Brian Shaw, Designated Federal Officer
1000-1005	Administrative Notes <i>DFO comments/approve minutes/overview of agenda</i>	Dr. Shaw; Admiral Patrick Walsh, USN (Retired), BOV Chair
1005-1030	State of the University (including hails and farewells and the succession plan)	Vice Admiral Frederick J. Roegge, NDU President
1030-1100	NDU Transformation	Vice Admiral Roegge
1100-1200	NDU Strategic Plan: Past, Present and Future	Dr. Alan Drimmer, NDU Provost
1200-1300	Supporting the Academic Mission: COO Update on "how we resource/support that teaching" (Budget/IT/HR/Facilities update)	Major General Robert Kane USAF (Retired), Chief Operating
1300-1330	LUNCH BREAK	
1330-1400	Accreditation: Middle States Self Study,	Dr. John Yaeger
1400-1430	Public Comment	Members of the NDU Community or General Public
1430-1440	BREAK	
1440-1500	BOV Member Deliberation and Feedback	Board Members

1500-1515 Wrap-up and Closing Remarks

Admiral Walsh and Vice
Admiral Roegge

1515 Meeting Ends

Appendix C

State of the University Address NDU Board of Visitors Meeting December 11, 2020

Admiral Walsh, members of the Board of Visitors, National Defense University colleagues, ladies and gentlemen, welcome to the NDU Board of Visitors meeting for December 2020. I look forward to your thoughts and advice today, as each of you have uniquely valuable expertise, which enhances our ability to execute our mission.

First, I want to thank you for your continued support of the National Defense University (NDU). As we approach the mid-point of Academic Year 2021 and as I approach the end of my tour leading NDU, I sincerely appreciate the counsel that you continue to provide to me and to the Chairman of the Joint Chiefs of Staff (CJCS) regarding his University.

Introduction and Overview

In his July letter to Admiral Walsh, CJCS General Milley noted his reliance “on the BOV to provide the best advice in helping NDU accomplish its mission.” He further noted that “Your continued feedback and advice will be invaluable as NDU moves forward with its transformation and implements the Vision and Guidance” for Professional Military Education and Talent Management. I echo General Milley’s sentiments when I say that the NDU leadership team and I look forward to taking full advantage of your insights and counsel as we work together toward an NDU that more perfectly meets the needs of the Joint Force of today and the future.

As you have seen from the agenda, during this Board meeting we intend to provide you with updates on key issues, including the University’s transformation and evolution, how we are supporting the core mission, and our work in preparation for a successful reaffirmation of our accreditation by the Middle States Commission on Higher Education. To that end, I will provide you an update on the NDU Transformation initiatives we briefed at our last BOV meeting. As I described in my recent letter to you, those recommendations responding the Secretary of Defense tasks in the Defense Wide Review lack the congressional support to be enacted, and the FY21 NDAA Conference Report prohibits any changes pending completion of reports by the Secretary. We’ll discuss that landscape and the hard choices to operate within our reduced budget. We also have dedicated time so that the Provost, Dr. Alan Drimmer, can share his observations since becoming Provost and will discuss our progress in maturing and implementing our Strategy. You will hear from our Chief Operating Officer, Major General (Retired) Rob Kane, on how we are supporting the academic mission across each of his functional areas, and we’ll also spend time specifically addressing the BOV’s interest in personnel issues communicated in your letter of 29 May. Finally, Dr. John Yaeger will share our work on our Middle States Self-Study, a vital piece of our preparations for reaffirming our accreditation to award master’s degrees. The self-study is in effect the launching point for a new strategic plan, and Dr. Yaeger will lead a discussion of this process and describe the opportunities for the BOV to contribute.

Continuity of Command

As we discussed in previous meetings, ensuring the orderly transition of senior leadership, and maintaining continuity and stability, with a focus on communication and process improvement, creates the conditions for success. To that end, I would like to highlight some recent and upcoming leadership changes across the University. Their biographies are in your books, but I'll afford them the opportunity to briefly introduce themselves, so that you can put faces with names.

First, I'd like to introduce you to Dr. Alan Drimmer, who recently joined NDU as our new Provost. This summer, Marine Corps Major General Bill Seely became the 35th Commandant of the Joint Forces Staff College. Also this summer, Army Brigadier General Joy Curriera became the Commandant of the Dwight D. Eisenhower School for National Security and Resource Strategy; unfortunately, she is TDY in support of an Army mission and will not be able to join us today. I would also like to introduce Ambassador John Hoover, who is serving as Acting Chancellor of CISA. We have also recently hired a new Facilities and Engineering Director, Mr. Tom Griffin. In a more recent development within the past two weeks, I selected Ms. Kathryn Kolbe to become our new Chief Operating Officer; though she formally starts on the 21st, she was able to join us today.

At our May meeting I briefed you that NDU would soon be losing the services of Ambassador Arnold Chacon as Senior Vice President; we are fortunate that that did not come to pass, as he negotiated with State Department for another year. The leadership continuity that his presence provides is invaluable, and he continues to find great success in bringing impressive foreign service officers to NDU as students, faculty, and leaders.

I would like to also recognize changes in the leadership of the Faculty and Staff Advisory Councils. For the Faculty Advisory Council, I would like to thank Dr. Joe Schafer as outgoing Chair and Jim Churbuck, who is now Acting Chair, and welcome Dr. Dave Auerswald as the incoming Chair. For the Staff Advisory Council, I would like to thank Josh Baughman as he departs and Kelly Hart, who has served as Vice Chair and is now the Acting Chair. I appreciate your service and look forward to what we will accomplish together.

NDU's closest partners on the Joint Staff are in the J7 Directorate for Joint Force Development. At our last meeting we were joined by the Director, Lieutenant General Dan O'Donohue. He has been replaced by another great teammate, Vice Admiral Stuart Munsch. Admiral Munsch is unable to join us today, but his staff is represented. In that regard, I would also like to recognize the head of the J7 Joint Education and Training Division who for the last 17 years has been NDU's primary partner within the Joint Staff. Marine Colonel (Retired) Jerry Lynes will retire at the end of this month, having served our nation for more than 40 years in uniform as a Marine officer and as a DOD civilian, as I said, the last 17 of which providing "concierge" service for NDU's interactions with the Joint Staff.

Every new leader we welcome aboard also means bidding farewell to another. In the case of Dr. John Yaeger, we're fortunate that he's not departing NDU, but only changing seats as he now assumes responsibility to lead our efforts for our reaffirmation of academic accreditation. That work will certainly benefit from his service as Provost for the past eleven years, and so I want to thank him for what he has done and also thank him in advance for his continuing contributions to our mission. At the end of this month NDU will be saying goodbye to Major General Rob Kane as he retires after six years as NDU's Chief Operating Officer. I want to thank Rob for his visionary leadership in creating and improving NDU's Enterprise Business processes and aligning our resources toward more effective and efficient support of our academic mission over the past six years. As he accomplished this significant body of work, I have particularly appreciated his ability and willingness to ask hard, but necessary, questions and challenge legacy practices. Throughout our work together, I have relied on his sage advice and counsel on the most complex leadership challenges.

The materials provided to our Board members include a paper that traces significant NDU milestones from the last decade. I don't intend to spend any of our precious time to discuss this, but it serves to document NDU's progress in academic and institutional improvement through some challenging times. It can be difficult to appreciate this progress in the day-to-day grind, so I hope this document can serve to remind us of just how far we've come and of the many significant achievements over these years that have made NDU a better, more effective and more efficient institution. Every member of our team deserves credit for contributing to this progress, but I want to stress the leadership of Dr. Yaeger and General Kane in achieving it.

Finally, I am very pleased to report that the President has nominated my relief, Air Force Lieutenant General Michael Plehn, who is currently serving as the Deputy Commander of United States Southern Command. Planning for success, we have scheduled a change of command ceremony on 03 February. I expect that this will be a very small physical event as we apply COVID mitigation, but everyone will be able to join the virtual event.

Continuing Impact of COVID-19

As we are again forced to meet in a virtual environment due to the ongoing pandemic, it probably goes without saying that COVID-19 continues to define our operating environment. COVID mitigation remains a primary focus for our staff, faculty and students. However, through virtual delivery of academics and large-scale teleworking, we have thus far mitigated the risk of community transmission, as we have avoided widespread outbreaks on our campuses while continuing to successfully deliver on our academic mission. To achieve this, we have continued to emphasize safe practices for all students, faculty and staff; we have conducted exercises of our ability to respond to a simulated positive COVID test result and quickly conduct reporting and contact tracing; and we are participating in the DOD's surveillance sentinel testing program for our uniformed military members. But most of the credit for this success belongs to each individual member of our team for their diligence in adhering to good personal hygiene practices that protect themselves, their shipmates, and their families.

I remain impressed with the ability of our team to adapt to this challenge to our mission. As you know, we moved to a virtual teaching model in mid-March and have continued to deliver education in that mode. While we remain hopeful of improvements in the COVID environment that would allow us to execute the national and international travel that would normally be part of the academic programs, the faculty have found alternative ways to achieve those learning outcomes. Although we recognize that our students are getting a different experience, I'm also pleased that our faculty shares perspectives that not only acknowledge the challenges of virtual instruction but also the opportunities – opportunities that will inform our use of virtual instruction even in the post-COVID environment. In addition to instruction, we have continued to deliver academic and business support through wide-spread telework, including the virtual onboarding and out-processing for all faculty and staff. There was also great work between our facilities and financial teams to be able to repurpose funds in order to make investments in ourselves. I applaud again the work of the enterprise business support team for their continued success in supporting our academic and support missions through telework.

For the rest of this year, we anticipate the need to continue adjusting the mode of delivery of academics based on COVID conditions on campus and in the surrounding communities. While the faculty and their Deans retain the ability to propose physical gatherings of faculty and students on campus to achieve our academic outcomes, we anticipate continuing to deliver instruction in this mode for the Spring semester, with the year most likely to culminate in another virtual graduation.

NDU Transformation

In May, I briefed you on the recommendations that we provided in response to the Defense Wide Review (DWR) tasks and additional guidance from the Secretary of Defense (SECDEF) and the Chairman (CJCS). This additional guidance included focusing curriculum on strategic Great Power Competition, such as with China, and emerging and disruptive technologies, such as artificial intelligence, machine learning, big data, robotics, hypersonic weapons, and so forth. An additional directive from SecDef was to increase our international students by 50% over the next five years. I'm pleased to report that this team is on or ahead of schedule to incorporate this guidance.

As a refresher, recall that the DWR tasked NDU to determine which colleges or programs could be consolidated or eliminated, and to provide a plan to eliminate, inter alia, the College of Information and Cyberspace (CIC) and the College of International Security Affairs (CISA). SecDef also specified that DWR recommendations focus on NDU's core mission, which the Chairman defines as the delivery of JPME in CJCSI 1801.01E.

NDU's transformation efforts and DWR recommendations would require congressional support to be enacted, either through changes in law or in recognition of congressional oversight responsibilities. That support does not exist. The Conference Report for the Fiscal Year 2021 (FY21) National Defense Authorization Act – which has been passed by the House and is to be considered by the Senate next week - prohibits any changes to NDU programs or structure

pending completion of several reports by SecDef. However, the money associated with our proposed Transformation initiatives has already been harvested. In the context of today's presentations, we'll discuss the legislative and budgetary landscape, as well as the hard choices required to operate within our reduced budget. The Department of Defense is also operating under a continuing resolution - passed yesterday – that is set to expire on December 18th. We remain hopeful for a defense appropriation, but have done our due diligence in the event that a government shutdown occurs next week.

Although we've now set aside our planning efforts to implement those DWR recommendations, the work of these leaders and their faculty and staff over the past year to support that planning did yield some positive results. In the next presentation on the agenda, the Provost will describe some of the results from that work to revise our curriculum to align with new Institutional Learning Objectives, better integrate all-domain knowledge into our curricula to benefit all our graduates, and revise our curriculum framework with new opportunities and offerings in our electives.

NDU Strategy for the Future

We appreciate the Board's support of NDU's curriculum transformation, as mentioned in the 29 May letter to CJCS. I have asked Dr. Drimmer to share his observations since becoming Provost and to discuss our progress in maturing and implementing the strategy. The work that we've done has been very much about answering the strategic question, "What does every NDU graduate need to know?"

In his presentation, Dr. Drimmer will walk you through the status of our curriculum transformation, our development of a framework of core and elective courses, and how we assess the efficacy of these changes. He will also explain how we focus on outcomes-based education, such that we don't get locked into teaching to metrics and rubrics at the risk of intellectual growth in the joint warfighting leaders that we are developing. We appreciate that this was a specific concern of the BOV, and it's also an admonition expressed in the National Defense Strategy. He will also address the effectiveness of our Institutional Research capabilities.

Supporting the Academic Mission

General Kane and his Team will discuss how we are resourcing and supporting the academic mission across each of his functional areas, including resource management, security, human capital, information technology (IT), and facilities and engineering.

Through past meetings and specifically in your 29 May letter to CJCS, the Board expressed concern about the conditions of the University's facilities, in which maintenance and sustainment had been deferred or was inadequate, such that facilities had degraded and systems had become unrepairable. I'm pleased to report that we're making some progress, both at the tactical level in fixing what's broken and at the strategic level with an actual

investment strategy. The Board also expressed interest in ensuring that critical IT funding continued to be provided to ensure that the University's IT infrastructure can effectively support the mission, and the CIO will provide an update on his efforts. Your letter also shared your concern for personnel issues and requested additional discussion. We look forward to providing you an update on our efforts in all these areas.

Diversity, Equity and Inclusion

As we have briefed in previous meetings, we remain committed to understanding and improving the University climate and culture with respect to Diversity, Equity and Inclusion (DEI). We signed a contract in September to provide research and data analysis, strategy development, training, and assessment of our progress. This work included identifying a training strategy to help NDU meet our DEI requirements based on research into past surveys and current employee group discussions, providing a DEI training suite that is specific to NDU, and putting in place metrics to measure the success of our program. The recent Executive Order has required us to stop work, but we are ready to resume this effort when it is possible to develop a cleared training product under the existing Executive Order or to comply with whatever guidance might result under the new administration.

Accreditation: Middle States Self-Study

As I mentioned earlier, Dr. Yaeger now leads our efforts in support of the Provost to prepare for NDU's reaffirmation of academic accreditation. In addition to being a key component of the University's Middle States accreditation, the self-study is also the launching point for a new strategic plan. Dr. Yaeger will lead us through a discussion of this process and describe the opportunities for the BOV to participate and contribute. We will appreciate your candid observations and feedback on these important efforts.

Closing

Before I conclude my remarks, I would like to recognize the hard work that Dr. Brian Shaw and Ms. Joycelyn Stevens have put in, along with other staff members serving as scribes, recorders, and support that have made possible our engagements with the Board. In particular, I want to take a moment to recognize that this is Dr. Shaw's last BOV; please join me in thanking him for his service to NDU and to the BOV.

Finally, on behalf of all my NDU shipmates, I want to thank every member of the Board for your guidance and support for NDU. As senior leaders with myriad other responsibilities and demands on your time, I appreciate your commitment to this institution and to our mission. The support you provide the Chairman's University is an investment in our nation's future. As this is my last BOV meeting, I want to express my personal appreciation for this relationship, your candid and thoughtful advice, and the opportunity for us to improve how we support the Chairman and our many stakeholders in order to deliver the joint warfighters and strategic leaders our security demands and our people deserve.