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Admiral's vision, 1998

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ADMIRAL'S VISION

I have been selected to be the next Superintendent of our Naval Postgraduate School. I know we have a CNO Executive Panel developing a vision for NPS, however, until that is out, I am gathering my thoughts to define my vision to move our NPS into the next millennium, I want to solicit your leadership thoughts regarding our institution of higher learning. I am fully aware of the lack of consensus regarding the necessity of our own school of graduate education, that with the emphasis on outsourcing, and with the abundance of quality graduate schools, some believe it's time to question the requirement for this institution. What is even more concerning is the downward trend of URL Officers who are attending. An outgrowth of both downsizing of our career force and the impact of Goldwater- Nichols and its emphasis on Joint Education career paths are tightly packed and career advisors are not consistently encouraging our junior officers to take advantage of this career opportunity.

Allow me to share thoughts that have been passed along regarding NPS

- 1) Monterey has outlived its usefulness; our educational requirements should be satisfied by the private sector.
- 2) NPS is not responsive enough to answer the questions or meet the Fleet needs.
- 3) Post graduate education takes too much time from our officers careers so we should not be sending officers there. Officers that pursue a post graduate degree are putting their careers at risk.

My personal belief is that we should proceed cautiously; NPS does have a place in our Navy, and its value is something we cannot afford to lose. Therefore, I will proceed towards finding the appropriate role and reorganizing it to meet the following goals:

- 1) Work with the Fleet to help our Navy work through the issues of the next millennium. We must work to better satisfy the Navy's future needs. We must develop a campaign that develops a sense of worth for the PG School in the Navy's eyes. Our thesis work must support the Fleet's goals.
- 2) We must exploit Information Technology for the 21st Century. We will develop further education on the Internet. We will look to have pre-requisite studies available for distance learning so officers can have this completed prior to arrival. Officers will spend less time at Monterey working on the core curriculum. Likewise, we will develop post-curriculum studies for the Internet to support the requirements for continuing education, in an environment characterized by constant change and uncertainty. We need to bring education to the fleet, in an asynchronous manner; taking advantage of today's and tomorrow's information technology. We need to better recognize that our Navy is indeed 'forward', that we are truly global, and that

diminishing resources mean that we bring the classroom to the Fleet. We need to make education more accessible to all of our people, including our career civilians; that we recognize the need to be more customer (career force) oriented, more sensitive to their dynamics of deployments and the traditional naval lifestyle.

3) Partner with the Naval War College to establish methods that students can get their technical degree and work on JPME Phase I. Partner with other learning institutions to meet the needs of the Navy. For an example, NPS has recently developed a highly reputable leadership curriculum for the brigade officers at USNA. This course of study offers an MS Degree, one that has gained recognition from the private sector. I believe we can, and should, make some of these courses available to a larger junior officer population through VTC and the Net.

4) We are increasingly contracting our analytical studies to the private sector to study problems and recommend solutions. These contractors are generally retired Service personnel or people with no naval experience. NPS must become the contractor of choice. Our students' thesis work should address these issues. We should have our youngest, brightest minds addressing and analyzing the "real world." When they return to the Fleet, they will be more aware of, and ready to continue working to those problems.

I solicit any thoughts you have on the role and future of NPS. > NPS is a national treasure which we must make work for us and for our future. Thank you in advance for your attention.

Warm regards and very respectfully,

Chooch

Posted 4/16/98