



Calhoun: The NPS Institutional Archive
DSpace Repository

Board of Advisors to the President

BOA Minutes

2001-05-22

**38th MEETING OF THE BOARD OF ADVISORS
TO THE SUPERINTENDENT, NAVAL
POSTGRADUATE SCHOOL**

Wincup, G. Kim

<https://hdl.handle.net/10945/6675>

Downloaded from NPS Archive: Calhoun



Calhoun is the Naval Postgraduate School's public access digital repository for research materials and institutional publications created by the NPS community. Calhoun is named for Professor of Mathematics Guy K. Calhoun, NPS's first appointed -- and published -- scholarly author.

Dudley Knox Library / Naval Postgraduate School
411 Dyer Road / 1 University Circle
Monterey, California USA 93943

<http://www.nps.edu/library>

5420
Ser 00/000
26 Jun 2001

FIRST ENDORSEMENT on Chairman, Board of Advisors to the
Superintendent, Naval Postgraduate School
ltr of 22 May 2001

From: Superintendent, Naval Postgraduate School
To: Secretary of the Navy

Subj: THIRTY-EIGHTH MEETING OF THE BOARD OF ADVISORS TO THE
SUPERINTENDENT, NAVAL POSTGRADUATE SCHOOL

1. Forwarded, supporting the recommendations and comments provided by the Board of Advisors.
2. The Naval Postgraduate School supports the Board's recommendations for a need to review the purpose, intent and policies regarding the requirement for additional obligated service upon completion of funded graduate education programs. There have been significant changes in minimum service obligations, compensation policies, education technology and the types of education programs available to officers since these policies were developed. It is not clear that the current policies regarding obligated service are the best alternatives.
3. The Naval Postgraduate School will support the Board's request for discussions regarding institutional advancement, quality of faculty, and appropriate evaluation metrics at their next meeting. The Naval Postgraduate School thanks the Board for their consideration and insightful comments and remains fully committed to maintaining our strategic investment in graduate education.

////s////
DAVID R. ELLISON

Copy to:
CNO
CMC
N1/N7/N8
N09B/N09BC/N09B21
Library of Congress, Exchange and Gift Division
Federal Advisory Committee, Washington, D.C.
Board of Advisor Members



Board of Advisors to the Superintendent, Naval Postgraduate School

May 22, 2001

From: Chairman, Board of Advisors, Naval Postgraduate School

To: Secretary of the Navy

Via: Superintendent

Subj: THIRTY-EIGHTH MEETING OF THE BOARD OF ADVISORS TO THE SUPERINTENDENT, NAVAL POSTGRADUATE SCHOOL

Ref: (a) Public Law 92-463, Federal Advisory Committee Act
(b) SECNAVINST 1524.2A

Encl (1) Member Attendance Record

1. In accordance with references (a) and (b), the thirty-eighth meeting of the Board of Advisors, Naval Postgraduate School, was held at the National Defense University, Washington, DC on April 2-3, 2001. The membership attendance is reported in enclosure (1).

2. General Comments. The members of the Board continue to be struck by the value provided to the Naval Services and the Department of Defense by the beneficial experience accorded future leaders in the international security establishment at NPS.

a. At a time during which there are likely to be major changes in the national security strategy of the United States and the military's missions drawn therefrom, the strategic benefit of having an institution with technical breadth and a nationally and internationally diverse student body is immensely important. The nature of warfare likely in the foreseeable future will be both joint involving all the US military services, and involve coalitions of other nations in support of and partnering with US forces. The opportunity for exposure to

future leaders in both the joint and international environment is an immense collateral benefit of the programs run at NPS.

b. Influence and engagement are key components of the Naval Services "Forward from the Sea" foundation and they occur each day in the academic and professional environment of the NPS. The recent report of The United States Commission on National Security/21st Century - known as the Hart-Rudman Commission, spoke both eloquently and urgently in their report about the need for additional basic science research and education. They stated "Our systems of basic scientific research and education are in crisis. . . .In this Commission's view, the inadequacies of our systems of research and education pose a greater threat to U.S. national security over the next quarter of a century than any potential conventional war that we might imagine". **The programs and research activities available at NPS focus exactly at what the Commission cited was needed for our national security.**

c. The need for technologically competent, warfare proficient and analytically founded officers has never been more significant for the Naval Services. This requirement is being met by the broad range of postgraduate level engineering, science, management and national security disciplines offered at NPS that are tailored to Naval Service unique demands.

3. Navy Vision. The vision calling for every Naval officer to have an opportunity for graduate and professional military education is at once warranted and farsighted. Graduate and professional military education should be part of the continuum of education available to Naval officers and all Naval personnel that will permit the dynamic flexibility and growth required to meet the nation's security needs. Until recently, resource constraints and assignment realities made this vision a hollow dream. The advent of distance learning capabilities now provides the basis for delivering this vision to the Naval Services. This opportunity will be successful if it allows a linkage of opportunity for these programs with maintenance of quality in the curricula. The program proposed by N-7 is the foundation to making the vision real. NPS is the focal point that will ensure the opportunities provided meet the rigorous standards that ensure relevance to Naval Service missions.

4. Impact of the Superintendent. The Board is very supportive of the Superintendent's commitment to a strategic plan that emphasizes NPS as an ingredient of a continuum of education for Naval personnel as well as aligning the NPS programs more

closely with military requirements of the Navy and Joint Vision 2020. Valuable steps are being taken to improve the relevance of the NPS curriculum.

5. Constraints.

a. Resources. NPS continues to face severe resource limitations that make it difficult to maintain the quality of curricula. It is not only the degree of resource deficiencies that is troubling but also the manner in which they are administered with mid-year adjustments occurring in an institution which conducts a program that cannot easily or rationally be amended while in progress. In this regard the Board sent a letter directly to the Secretary of the Navy upon completion of the recent meeting in an effort to acquaint the Secretary and appropriate Navy staff officials with the most recent resource disconnects.

b. Obligated Service. The Office of the Secretary of Defense (OSD) currently requires an active duty obligation equal to three times the number of months of education completed in the first year for all partially or fully funded programs. The DoN levies an additional service obligation beyond that established by OSD. The Board members would request the Secretary consider elimination of the DoN-imposed obligated service requirement for attendance at NPS. Further, the Board recommends that the Secretary consider petitioning OSD for relief from all obligated service requirements. Such obligations are no longer appropriate and, in fact, can create disincentives for Naval Service leaders to seek the graduate educational credentials most relevant to their future careers through attendance at NPS. There is also an inherent suggestion that Navy and Marine Corps do not trust their officers to take full advantage of these programs that is not consistent with the high standards of personal and professional responsibility underlying Naval Service. A bold move to elevate the value of education, above the importance of arcane payback metrics, will be seen as a true commitment to both create an educated officer corps and encourage life long learning because it is simply good for the Naval Service.

6. Items of Focus

a. Institutional advancement - NPS needs to continue to develop a program to raise the awareness of the quality, relevance and breadth of its programs throughout the defense establishment. Part of the difficulties NPS continues to face

result from an inadequate understanding of the type and fundamental benefits of the programs it offers.

b. Faculty quality - While it does not appear at first blush that there are difficulties in maintaining a quality faculty even with the financial implications of living in the Monterey area and the continuing resourcing constraints, the Board has asked the NPS leadership to address this subject in some depth at the next Board meeting.

c. Metrics for the Board to consider in performing its required role - The Board will address the creation of metrics to assist in performing its role of overseeing the quality of graduate education in the Naval Services.

d. Benefits of new Members from the military community - As previously noted in an earlier report, in addition to the experienced, senior retired USAF officer (Gen Michael Carns), the Board has benefited greatly from the appointment of a senior retired Marine officer (MajGen Don Gardner). This benefit continues in an important way with the recent appointment of a retired senior officer from the Army (LTG Dick Chilcoat).

Very respectfully,

(Original Signed)
G. KIM WINCUP

Copy to:

CNO

VCNO

CMC

N1/N7/N8/N09B/N09BC/N09B21

Library of Congress, Exchange and Gift Division

NPS BOA Members

THIRTY-EIGHTTH MEETING OF THE BOARD OF ADVISORS TO THE
SUPERINTENDENT,
NAVAL POSTGRADUATE SCHOOL
2-3 APRIL 2001
WASHINGTON, DC

MEMBERSHIP ATTENDANCE LISTING

Mr. G. Kim Wincup, Chair
RADM David R. Ellison, Designated Federal Official
LTG Richard Chilcoat, USA (Ret)
RADM Jay Cohen
VADM Paul Gaffney
MajGen Donald Gardner, USMC (Ret)
ADM T. Joseph Lopez, USN (Ret)
Dr. Allen Zeman

Enclosure (1)