

ENCLOSURE A

MILITARY EDUCATION COORDINATION COUNCIL WORKING GROUP  
17 April 2018

**ATTENDEES**

**Principals**

Mr. Jerome Lynes, JS J7, DD JED (Chair)  
Dr. John Yaeger, NDU  
Dr. David Tretler, NWC  
Dr. Cynthia Watson, NWC  
Dr. Mark Troutman, ES  
Dr. Charles Cushman, CISA  
Dr. Amie Lonas, JFSC  
Dr. Thomas Wingfield, CIC  
Dr. Jim Breckenridge, USAWC  
Dr. Jim Martin, CGSC  
Dr. Jay Hickey, USNWC  
Mr. John Carter, AU  
Dr. Chris Hemmer, AWC  
Mr. Budd Jones, ACSC  
Dr. James Anderson, MCU  
Dr. Rebecca Johnson, MCWAR  
Dr. Doug McKenna, MCCSC  
Dr. Dan Burghart, NIU

**MECC WG Observers**

Dr. Anna Waggener, JSOU  
Dr. Alan Okros, CAN  
COL David Edwards, AUS  
Lt Col Anthony Childs, NZ  
WGCDR Mark Brewer, NZ  
Dr. Matt Chinn, UK  
COL Matt Shaw, UK

**Other Attendees**

COL Tim Teague, JPMED  
Mr. Jack Roesner, JPMED  
Mr. Pat Shaw, JPMED  
Dr. Jerry West, JPMED  
LCDR Nicholas Willet, JPMED  
MG Julie Bentz, DTRA  
Mr. Ian Watson, DTRA  
Dr. Laura Junor, NDU  
CDR John Mclean, OUSD P&R  
LTC Jon Velishka, J7 DAG  
Dr. David Fautua, J7  
Dr. Robert Burnett, CISA  
Dr. Cj Horn, CIC  
COL Tarn Warren, USAWC CJCS Chair  
LTC David Newell, NIU  
Dr. John Hemleben, MCU / DLCC Chair  
Mr. Chris Rizzo, Army Rep  
LTC Mao Capri, Army Rep  
Ms. Beth Gracia, Navy Rep  
Ms. Yonna Diggs, Navy Rep  
Mr. Jim Earl, Navy Rep  
Ms. Sherry Hernandez, USAF Rep  
LtCol Brad Hickey, USAF Rep

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### MILITARY EDUCATION COORDINATION COUNCIL WORKING GROUP 17 April 2018

**1. Introduction.** The Military Education Coordination Council Working Group (MECC WG) convened on 17 April 2018 in Lincoln Hall, National Defense University (NDU), Washington, DC. The agenda included presentations and discussions on MECC WG tasks from the fall MECC WG, J7 JPMED updates, Nuclear Deterrence and Nuclear curricula, OPMEP prototyping, an update from the Distance Education Coordination Committee (DECC), and updates from each JPME school.

**2. Opening Remarks.** Mr. Jerome Lynes, Deputy Director for Joint Education and Doctrine, welcomed everyone on behalf of VADM Kevin Scott, DJ7. Mr. Lynes then asked all those in the room to introduce themselves. COL Tim Teague, JPMED, briefed the agenda for the event and covered some quick administrative details.

**3. JLDC Update.** LTC Jon Velishka, of the J7 Director's Action Group, provided an overview of the current thrust of Joint Leader Development, including core initiatives and goals. He stated that the aim of J-7 leader development efforts surrounded the linkages between OSD, Services and the Joint Staff. The area on the leadership development continuum focused on officers in their development post O-5 command through GOFO-level education. This effort will assist in the rewriting of the 2013 Desired Leader Attributes (DLAs). LTC Velishka proffered that the prototype OPMEP is a logical step in the current paradigm shift to outcomes-based education and that a significant portion of the activities necessary to make this a success, resides in the Service's personnel functions, which will take action to address the relevant issues. There will be more to follow on this effort during the Joint Leader Development Council (JLDC), which J-7 will reschedule due to the snow cancellation in March.

**4. J7 Joint Professional Military Education Update.** COL Teague gave a JPME community update consisting of a review of the current MECC WG tasks, the strategic context of leader development, a primer on the Nuclear Posture Review (NPR) tasker, and discussed upcoming events in JPMED.

#### a. MECC WG Tasks

- i. **Develop an OPMEP prototype.** The OPMEP prototype was presented and discussed during this WG.
- ii. **Identify and provide concept POCs for all schools.** This has been completed and forwarded to the J7 Concepts division for coordination.
- iii. **Acculturation survey inclusion plan.** JPMED emailed this instrument to each school. All programs have agreed to implement the tool with their students with the start of the fall semester. This will include the DECC and Hybrid programs to validate that the current student mix ratio is appropriately meeting the demand signal for service diversity as written in the OPMEP.
- iv. **Add approved topics to the JFEC agenda.** Currently, Countering Illicit Power and virtual staff rides are topics of interest at the June JFEC. Expect an email soliciting more topics of interest as the JFEC draws closer.
- v. **Command And General Staff College (CGSC) present enlisted education initiatives at EMERC.** Unable to provide brief at the last EMERC due to travel limitations, however, an update will be provided at the next EMERC.

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- vi. **Distribute CJCS Memo on Info as a Joint Function.** Mr. Lynes provided the memo to the MECC WG members following the last meeting.
  
- b. **Strategic Context of Leader Development.** COL Teague highlighted a multitude of ongoing efforts, as well as their underpinnings that lay inside other lines of effort within DoD. While this is still an effort in J7, progress was delayed due to the cancellation of the JLDC's second meeting. A possible make-up will be forthcoming via the J7 DAG as the event's coordinator.
  
- c. **Nuclear Posture Review Tasker.** OSD will soon provide tasking that derives from the newly released NPR. The expected task: Within 90 days from the task's assignment, study and recommend methods to enhance and institutionalize professional military education in order to improve the common understanding of nuclear capabilities and concepts across the force. The J7 JPMED POC is Mr. Pat Shaw who will coordinate efforts with the schools in responding to this assigned task.
  
- d. **Key JPME Dates.**

JLDC WG	18 April 2018
Call for Research topics	20 April 2018
Service PME Minders Meeting	01 May 2018
SAE / JFEC Input Deadline	01 June 2018
JFEC	20-21 June 2018
JLDC	19 July 2019
Call for Award Winning Papers	July 2018
USAWC Joint Studies Program PAJE	July 2018
MECC	TBD Sep 2018
Fall MECC WG	TBD Oct 2018

- 5. **Deterrence in PME.** MG Julie Bentz from the Defense Threat Reduction Agency provided a briefing that discussed the next steps in ensuring appropriate focus in JPME on deterrence. The renewed focus on nuclear deterrence comes on the heels of the newly released Nuclear Posture Review. She signaled the strong demand from leadership to better equip future leaders to face new deterrence challenges driven by the threat environment and evolving national security priorities. A quick recap of the Nuclear Posture Review panel hosted by DTRA highlighted some of the thinking gaps that the United States has developed since the end of the Cold War and the need for a concentrated effort for a renewed understanding of the nuclear dimension in warfare. In addition to the increased funding to modernize nuclear hardware, an increase in the understanding of the strategic use of this hardware is a natural symbiotic step in the SECDEF's desire for a holistic approach to modernization.

Directly following MG Bentz's presentation, each of the JPME schools provided an update to everyone on nuclear deterrence currently residing in curricula. Each school has a mechanism for delivering nuclear deterrence education to the force, but a renewed effort was desired to reinvigorate a system where everyone receives concentrated coursework in nuclear deterrence to more appropriately meet the desires of the SECDEF that are contained within the NPR.

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6. **OPMEP Prototype Update.** Dr. Jerry West of JPME updated the panel regarding the most recent OPMEP prototype. He discussed the OPMEP prototype's framework, desired outcomes, and assessments of JPME programs under this new approach. One of the aims of this new methodology is to allow a reduced workload in preparation for the periodic PAJE visits and promote innovation within the enterprise. A prototype group focused its efforts on creating the prototype. Each of the schools provided content, which Dr. West used to create a comprehensive model of the new policy. After a lengthy discussion on the ins and outs of the program, each institution was tasked with coming up with the outcomes for their programs by the 1<sup>st</sup> of June. Additionally, some MECC WG members will convene prior to the next MECC WG meeting to explore the common institutional expectations at the command and staff level of education and war college level of education.
7. **NDU and Service School Discussions.**
  - a. Command and General Staff College (CGSC). Dr. Jim Martin discussed some of the new initiatives at CGSC, including the increase of faculty education levels, and requiring a pre-test for resident Army Officers to attend CGSC, and piloting the use of an e-portfolio.
  - b. National War College (NWC). Dr. Cynthia Watson, the new Dean for NWC provided and update on the revised curriculum with two courses focusing on the instruments of statecraft and their application. The College ran through its first iteration in AY17-18, and made modifications for AY 19. Additionally, NWC made certain its curriculum focused sufficiently on the DLAs and Title 10 requirements to educate warfighters while maintaining its mission as a JPME provider. Finally, the College ends the year bidding adieu to Dr. David Tretler who spent more than a quarter century at NWC, in uniform and as a civilian. Members of the MECC WG expressed their heartfelt gratitude for Dr. Tretler's significant contributions.
  - c. Eisenhower School (ES). Dr. Mark Troutman briefed best practices, initiatives, and lessons learned. He also discussed the Eisenhower Conference scheduled for June 2018 that seeks to improve engagement with industry. There is a new Deputy Commandant, AMB Thomas Daughton.
  - d. Joint Forces Staff College. Dr. Amie Lonas briefed JFSC:
    - i. The JAWS Thesis Conference held its fourth iteration in March. Students were divided into panels of two or three, based on their research topic, and were required to defend their papers over a two-hour period. This is the culminating point of the thesis requirement.
    - ii. 2. Combatant Commander Scholar Program is an NDU sponsored program that provides JAWS students access to information and collaboration on research that is relevant to the Combatant Command.
    - iii. Based on guidance from the CJCS visit to NDU, JFSC has a revised mission statement: *Develops joint warfighters and other national security leaders to plan and execute operational-level military operations in a joint, multinational, and*

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*interagency environment and to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives.*

- iv. The College is also in the process of rewriting its Strategic Plan for 2018-2023 (5-year plan) based on NDU guidance.
- v. JFSC Lessons Learned: Currently revising the JCWS Exercise Series and Lessons in the Foundations of Unified Action (FUA) Course to reflect doctrinal changes, the addition of Information as a joint function, changes in Special Areas of Emphasis, and incorporation of mandatory lessons.
- vi. Also expanding JAWS CAPSTONE event that began during the 2014-2015 academic year. The event includes a European Staff Ride that places students notionally on the EUCOM staff, specifically in the Commander's Initiative Group, to deal with a complex problem centered on the Baltics. This year, the event is including the Swedish Defense University (SEDU). Students will spend three days in Stockholm for academics and security discussion with SEDU counterparts, to include a social event at the US Embassy.
- e. College of Information and Cyberspace (CIC). The new Dean of Faculty and Academic Programs, Dr. Thomas Wingfield discussed new initiatives for CIC and announced that the CIC Chancellor, Ms. Jan Hamby, will be departing in July.
- f. Army War College (USAWC). Dr. Jim Breckenridge discussed current initiatives at USAWC and its current issues. They have a new academic building and that USAWC is working on a post-doctoral fellowship program.
- g. Air University (AU). Mr. John Carter, Air University Director of Operations, presented the update. The Air Force is moving responsibility for force development from the Air Staff A-1 to the Commander of Air Education and Training Command (AETC). As part of this transformation, the Air Force is adopting a continuum of learning approach. This approach centers on five interlocking initiatives: modular learning, blended learning, education and training offered on-command and on-demand, competency-based learning, and the development of an Airman's Learning Record that captures what an Airman knows and can do vice where he or she has been. Since the last MECC meeting, Lt Gen Tony Cotton has replaced Lt Gen Steve Kwast as the AU Commander. Gen Kwast is now the commander of AETC and assuming responsibility for force development. Maj Gen Mike Rothstein replaced Maj Gen Tim Leahy as AU Vice Commander. Dr. Matthew Stafford moved to AETC with Gen Kwast and Col (Dr.) Jeff Donnithorne is the current AU Chief Academic Officer. AETC, AU's higher headquarters, is developing an AF-wide learning ecosystem, featuring a "software as a service" approach using the cloud. AU is working with AETC to replace its 11 legacy student information systems using this new ecosystem. AU conducted a comprehensive review on its hiring process for Title 10 faculty with the goal of eliminating unnecessary steps and streamlining the process. AU is struggling to meet OPMEP faculty ratios, the largest contributor to the problem being a lack of Sea Service faculty. Finally, while the PAJE schedule is known, AU requests more clarity on team composition to support planning efforts to qualify future PAJE team members.

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- h. Air War College. Dr. Chris Hemmer's brief focused on the Air Force Negotiations Center, a small group of faculty dedicated to teaching negotiations skills. If this is an area other schools would like curriculum or other help in, please feel free to contact them.
- i. Air Command and Staff College (ACSC). Mr. Budd Jones provided an update that noted that its team placed 1st in the 2017 Cyber 9/11 Competition. The College's Multi Domain Operational Strategist (MDOS) elective received an AF Outstanding Innovation Award. The Schriever Scholars space elective program will start this fall along with the School for Advanced Nuclear Deterrence Studies (SANDS) elective concentration. Finally, the ACSC commandant, Col James Dryjanski will be leaving this summer.
- j. Naval War College. Dr. Jay Hickey briefed on two Navy initiatives, the "Clean Sheet Review of Education" and a more rigorous board selection process for Navy Senior-Level College students. He highlighted a couple of changes at the departmental level as well as of the elevation of the Leadership and Ethics department to that of a College. He also discussed the status of ongoing faculty normalization efforts to include the adoption of a tenure system at the school and a revamped faculty hiring and compensation process. Finally, he noted that E-9s will be re-entering the College of Naval Warfare in the coming academic year.
- k. Marine Corps War College. Dr. Rebecca Johnson briefed on the development of virtual staff rides using drones to develop a virtual reality experience for students and the school's continuing issues with approval from the National Park service to get overflight with these drones to enhance the student experience.
- l. Joint Special Operations University (JSOU). Dr. Anna Waggener gave an update on JSOU Academic Standards: while JSOU is no longer pursuing regional accreditation, it remains committed to best academic standards. Dr. Waggener stated that the JSOU President, Dr. Brian Maher, recently approved a set of standards taken from the EPMEP, OPMEP, and regional accreditation bodies to build JSOU academic standards. JSOU student assessment will better emphasize student outcomes in its improved student assessment activities. JSOU is establishing a Technical Review Committee to focus on classroom education and information technology. While JSOU enjoys Articulation Agreements with selected colleges and universities; the effort is expanding to faculty and research collaboration. JSOU is monitoring the Legislation Proposal to become a Title 10 hiring authority in NDAA 2019. The theme of the SOF Education Conference (26-27 June 2018) is "Innovative Methods of Student Engagement."
- m. Canadian Forces College. Dr. Alan Okros provided an update about Canada's JPME program. Canada is currently undergoing a restructuring of their headquarters causing a shift in their business practices and the emphasis on education.
- n. Australian Defence College. COL Dave Edwards provided an update to Australian initiatives in education. He provided an overview of the current lines of effort and the Australian JPME development continuum.

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- o. Defence Academy of the United Kingdom. Dr. Matt Chinn and COL Shaw provided an overview of the United Kingdom's officers educational development and provided corollaries to the U.S. system.
- 8. DECC Report.** Dr. John Hemleben provided an update to his task regarding the determination of the technological challenges involved in delivering distance education within the DoD environment. Some of the larger obstacles regarding the acculturation survey were voiced; however, a push toward implementing the survey among DE programs will provide a test bed to the assumptions of established acculturation norms in the current OPMEP. The DECC has established a draft charter that Dr. Hemleben provided to the MECC WG members. Of note, a motion was made to rename the DLCC the Distance Education Coordination Committee or DECC. The MECC WG approved the renaming of the DLCC to the DECC.
- 9. Wrap Up and Closing Comments.** COL Teague started the wrap up with a look toward the MECC and MECC WG in the fall. The MECC will occur around September 2018, probably at NDU as long as classification allows. The MECC WG may occur in late October.

Mr. Lynes closed by going around the room for any closing comments and thanked everyone for their participation. He also encouraged feedback from all members of the MECC WG.

**1. MECC WG Tasks:**

- a. Agreement to implement acculturation instrument across all JPME schools, including DE and hybrid courses in the fall for AY18-19. It is imperative that the instrument be administered at the very beginning of a program or the results will be invalid.– **All Schools.**
- b. Provide JPMED with an AO POC to participate in OSD NPR tasker. – **All Schools and JPMED**
- c. Prototype OPMEP
  - i. Provide program level outcomes to JPMED by 1 June 2018 – **All Schools**
  - ii. Participate in the development of institutional expectations – **All Schools**
- d. Post CIC Handbook on Cyber Authority on Web-Portal – **JPMED**
- e. TRANSCOM SATO over expenditure analysis – **MCWAR**
- f. Maintain awareness of Naval War College faculty timekeeping legislation – **JPMED**
- g. Distribute revised DoD JOM policy – **JPMED**
- h. Link DECC (formerly DLCC) to JS J6 POC for assistance on technology/technical issues – **DECC/JPMED**
- i. Identify high potential students and recommend key strategic placement within their respective receiving staffs. – **NDU Schools and JPMED**
- j. Re-engage same Service JDAL credit for host faculty to increase quality of available instructor pool at host schools. – **JPMED**