

MILITARY EDUCATION COORDINATION COUNCIL WORKING GROUP
MINUTES
25 SEPTEMBER 2019

ATTENDEES

Principals

Mr. Jerry Lynes	JS J-7 DD JED (Chair)
Dr. Jay Hickey	USNWC
Dr. Becky Johnson	MCU
Dr. Christopher Yung	MCWAR
Dr. Jonathan Phillips	MCCSC
Dr. Joel Farrell	AU
Dr. Chris Hemmer	AWC
Dr. Jeff Reilly	ACSC
COL Jeff Settle	USAWC
Dr. Jim Martin	CGSC
Dr. Brian Shaw	NDU
Dr. Cynthia Watson	NWC
Dr. Jim Lapse	ES
Dr. Amie Lonas	JFSC
Dr. RE Burnett	CISA
Dr. Terrence Markin	NIU
Dr. Tom Wingfield	CIC

MECC WG Observers

COL Dave Edwards	Australia
Dr. Christopher Spearin	Canada
Brigadier Ian Mortimer	UK Defence Academy

Others

COL Mark Schreiber	JPMED
Dr. Jerry West	JPMED
Mr. Pat Shaw	JPMED
LTC Mike Kosuda	JPMED
LTC Geoffrey Jeram	JPMED
COL Doug Winton	USAWC
LTC Ralph Ledbetter	G-1
Major Matthew Verdin	HQ USMC
LtCol Erin Berard	MCU
Ms. Kate Kuehn	MCU
Mr. Richard Jacques	MCU
Major Rolando Medina	MCU
Mr. Chris Rizzo	G-3-5-7
CDR Cindy Rose	N-1
Lt Col Jay Guadalupe	A-1
Mr. Dennis Haskins	DECC
Dr. Eric Russi	FE&T
CAPT Mike Garrick	N-7
Dr. Stephanie Zedlar	NWC
Col Steve Heffington	NWC
Dr. Carl Horn	CIC
CDR Iain Jarvie	Australia liaison
Mr. William Colligan	NIU
Dr. John Ruedisueli	JFSC

1. Introduction. The Military Education Coordination Council Working Group (MECC WG) convened on 25 September 2019 in Warner Hall, Marine Corps University, Quantico, VA. The agenda emphasized the Joint Chiefs of Staff Vision and Guidance for Professional Military Education & Talent Management, its associated implementation plan, the Officer Professional Military Education Policy (OPMEP), and preparative content for the Principals in advance their MECC meeting, October 23-24. Subsequent presentations and discussions encompassed Outcome-based Officer PME, the Assessment Committee proposal, Irregular Warfare in the JPME, Global Integration JCWS Curriculum Update, and Updates from the JPME Institutions and Programs.

2. Opening Remarks. Mr. Jerome Lynes, Joint Staff J-7 Deputy Director for Joint Education and Doctrine, welcomed everyone on behalf of MG Irwin, Director Joint Force Development and Design Center (JFDDC). Mr. Lynes initiated self-introductions of the attendees. COL Mark Schreiber, JPMED, briefed the agenda and administrative details.

3. JCS Vision & "Optimizing Joint Leader Development." Mr. Lynes presented the Chairman's goal to develop strategically minded joint warfighters who can think critically and creatively, apply military power to inform national strategy, conduct globally integrated operations, and fight under conditions of disruptive change. The Chairman believes the profound and rapidly changing character of war and conflict in the 21st Century requires a transformation in the way leaders are developed in order to maintain the United States' competitive advantage and prepare for the challenges ahead. The Chairman will achieve success through a three-phase approach:

a. Phase I, Near-Term (now through October 2019): The goal for this phase is to issue the approved, signed Vision.

b. Phase II, Mid-Term (Oct-Dec 2019): The goals for this phase include establishing the General/Flag Officer Emeritus Panel, developing an implementation plan for the signed Vision, and sponsoring a study to assess JPME/ME stakeholder requirements qualitatively and quantitatively (which includes a task to develop a survey identifying Joint Staff and Combatant-Command (CCMD) Staff performance requirements for JPME Phase II graduates).

c. Phase III, Long-Term (Dec 2019 - Summer 2020): Goals for this phase include publishing a revised OPMEP to focus on OBME; aligning faculty and student research across National Defense University (NDU) to focus on US warfighting needs; leveraging a recent NDU program review to "reset" all of NDU; revising NDU's curricula to integrate students into J-7/Joint Force Development and Design Center's Wargaming and Experimentation Division as well as the JFDDC's "Futures and Concepts" efforts; reviewing the CAPSTONE curriculum; developing a Congressional Engagement Strategy; and integrating an optimized Joint leader development approach with allies and partners (which will include a J-5 update to the CJCS' International PME Strategy).

4. J-7 Joint Professional Military Education Division Update. COL Mark Schreiber. The next several years will see an increased PAJE workload. Over the past two years, the J-7 has only had two PAJE reviews. Following this break, however, the workload will resume at a more normal pace with 3-5 PAJE reviews per year. There are too few EXCOMs and PAJE team members but response has been good from the schools especially USNWC, USAWC, MCDDET and NWC. Mr. Lynes called on all dean-level personnel to sign up to be EXCOMs and to encourage their faculty to support PAJE activities.

Special Areas of Emphasis (SAEs). In the past, SAEs were "recommended" for inclusion in curriculum. With the advent of the new OPMEP, SAEs will be mandatory. This is intended to give the Chairman immediate influence into JPME curriculum. Lists will be short -- no more than six SAEs and are intended

to last for two years, so the impact of the SAEs should be manageable. Mr. Lynes explained the process by which suggested topics become SAEs is important in insuring that extraneous topics are not thrust into JPME on a regular basis. If an entity wants to insert a topic, they propose their topic, and then present it at the annual Joint Force Education Conference (JFEC). The JFEC prioritizes the nominated topics into a list that is then forwarded to the MECC Principals for coordination. The Principals' feedback is collected, the prioritized list is revised as appropriate, and then the package is sent to the Chairman to make a final determination. Mr. Lynes noted this approach has kept many "extraneous topics" from making their way into mandatory JPME teaching requirements.

5. JCS Vision Implementation Plan. LTC Mike Kosuda briefed the JPME Vision Implementation Plan. The JCS Vision will reflect GEN Milley's signature when finally approved. The decision to have all of the Service Chiefs sign reflects the Joint Staff's desire to avoid push-back that the Chairman is exceeding his Title X authority. By having the Service Chiefs' signatures, the document will constitute authoritative guidance for each Service. The J-7 anticipates having a mature implementation plan to present to MECC Principals at the October MECC. Services will be tasked in that plan - not individual offices. There will be Joint Officer Management (JOM) impacts resulting from this new Vision. The Implementation Plan will be modeled on other, similar plans from across the Department. It will have specified and implied tasks. The J-7 team is reviewing activities underway currently, and then will provide additional guidance and tasks to accelerate progress.

6. Outcomes-based Officer PME Policy. There was a vigorous discussion regarding the transition to an Outcomes-based approach. Although not fully briefed, the MECC WG members were familiar with the proposed Outcomes and were supportive of the wording(s.) COL Heffington and Dr. West explained that the approach provides the schools with more autonomy over their curriculum. They will build their Program Learning Outcomes (PLOs) based on the Joint Learning Areas included in the new OPMEP and with the accompanying guidance (exemplars) issued by the J-7. The schools will construct their PLOs and return them to the J-7 for approval. Once approved, the PAJE process will consist of an examination of common educational standards while also helping the schools determine the degree to which their outcomes are being achieved - largely leveraging the evidence captured and reported by the schools. This topic arose repeatedly throughout the day.

7. Assessment Committee Proposal. Dr. West and Dr. Stafford. For OBME to "work," the schools will need authentic and objective assessment mechanisms that either simulate actual performance or are very predictive of that performance. Because this requirement is new for many JPME educators, J-7 is sponsoring a research effort. A team of experts in evaluations will gather and discuss performance requirements with Joint-staff and CCMD-staff experts, then help in the design of appropriate assessment mechanisms. The team will report to the MECC WG. Dr. West mentioned this team might also aid PAJE teams. Dr. Stafford stated that PAJE reviews were not the focus of the team and added attendees will have access to the team's charter so they can see the specific charges being levied on the team. Dr. West and Mr. Lynes explained the goal was for every school to offer a name of someone who could support this team, though Mr. Lynes noted if a "university" wanted to recommend a single name for all of their subordinates schools, the J-7 team would be satisfied with that.

8. Irregular Warfare (IW) Update. Ms. Lauren Prudente. On 21 Feb 2019, the Assistant Secretary of Defense for Special Operations and Low-intensity Conflict (ASD/SO-LIC) signed an Annex to the 2019 National Defense Strategy that will require specific topics be included in JPME. Originally scripted as "Learning Area Objectives" - the organizing construct of the OPMEP prior to the incorporation of OBME - the J-7 is negotiating with SO-LIC to recast these learning requirements in terms of outcomes. Mr. Lynes explained that the results would be included in the OPMEP as something of a "permanent SAE." The Annex is a result of ASD/SO-LIC's concern that the U.S. continually "fights and forgets" irregular war. The Annex is a concerted effort to capture the lessons of irregular warfare gathered over the past

two decades and ensure those lessons are delivered to successive generations of warfighters even as the Department pivots to a more traditional great-power conflict paradigm.

9. Global Integration: JCWS Curriculum Update. Dr. Amie Lonas and Dr. John Ruedisueli. This served as a gateway presentation into the program updates offered by each of the schools. In essence, instead of the modular approach the Joint and Combined Warfighting School had applied in the past, the faculty was now embracing a more integrated approach featuring expanded writing opportunities and dramatically expanded cognitive challenges.

10. Visiting representatives from each of the Officer JPME institutions delivered program updates.

- a. Naval War College - Dr. Jay Hickey
- b. Marine Corps University - Dr. Becky Johnson
- c. Marine Corps War College - Dr. Christopher Yung
- d. Marine Corps Command and Staff College - Dr. Jonathan Phillips
- e. Army Command and General Staff College - Dr. Jim Martin
- f. Army War College - COL Jeff Settle
- g. Air University - Dr. Joel Ferrell
- h. Air War College - Dr. Chris Hemmer
- i. Air Command and Staff College - Dr. Jeff Reilly
- j. National Defense University - Dr. Brian Shaw
- e. National War College - Dr. Cynthia Watson.
- f. Eisenhower School - Dr. Jim Lapse
- g. College of Information and Cyberspace - Dr. Thomas Wingfield
- h. College of International Security Affairs - DR. RE Burnett
- i. National Intelligence University - Dr. Terrence Markin
- j. Defence Academy of the United Kingdom - Brigadier Ian Mortimer
- k. Australian Defence College - COL Dave Edwards

11. Tasks.

The working group culminated with the following task and actions.

- a. **Working Group members** will prepare their principals for the MECC meeting with background of the Chairman's Vision, its Implementation Plan, and the OPMEP. MECC WG members are to inform JED in advance of any concerns or issues with their MECC Principal.
- b. **Working Group members** will thoroughly brief their principal on the Joint Learning Areas as written and will inform JED prior to the MECC meeting if that their Principal has concerns.
- c. **Working Group members** will identify their participants in the Assessment Advisory Committee to Dr. Jerry West.
- d. **JPME** will provide a J-7 organizational diagram to the Working Group members.
- e. **JPME** will provide the draft OPMEP prior to staffing for Planner-level chop.
- f. **JPME** will provide the Working Group with the draft Charter for the Assessment Advisory Committee.
- g. **JPME** will provide the members with the proposal for the RAND study discussed.
- h. **Members** will contact JEDD about any topics their principal wants on the MECC agenda.
- i. **Any member** desiring a copy of the Irregular Warfare annex to the National Defense Strategy may receive a copy by providing a SIPRnet email address to JPME.
- j. **Any member** desiring the *Capstone Concept for Joint Operations 2030* to Working Group Members may receive a copy by providing a SIPRnet email address to JPME.

12. Wrap Up, Closing Comments, Announcements.

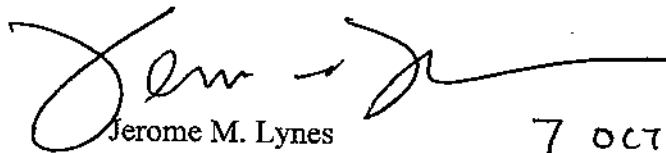
a. MECC Agenda (DRAFT). The JPME Division handed out the MECC DRAFT Agenda while Mr. Lynes emphasized the importance that the Working Group members prepare their respective principals for the upcoming MECC Principals' meeting on 23 & 24 October. Mr. Lynes and his team handed out a working agenda for the day-and-a-half MECC session. Day 1 will be held in the Joint Staff Conference Room. Day 2, the half-day, will be held in the Hill Conference Room at National War College, Ft McNair. GEN Milley has been invited and will be in town but so far, there has been no confirmation that he will attend. The J-5 was supposed to speak at the MECC WG but was unable to do so. Mr. Lynes believes that they will speak at the MECC, providing an "International PME Update."

b. Research Topics from the Joint Forces for AY 2020. LTC Geoffrey Jeram encouraged the JPME schools to adopt and respond to the Joint Community's research topic nomination collected into Prospective Research Topic Database (PRTD) posted in the Education Section of the Joint Electronic Library (<https://jdeis.js.mil/jdeis>). The Combatant Commands, Services, Defense Agencies, Joint Staff Directorates, contributed to the topics and reflect their perspective on the unknowns, risks, and opportunities of the joint operational environment.

c. Student Papers of AY 2019. LTC Jeram encouraged the JPME programs to each provide the JPME Division with a few (no more than five per institution or program) of their best research papers on joint and strategic topics for dissemination across the joint community.

13. Chair's Personal Assessment.

As Chair of the MECC WG, I assess that the MECC WG fully understands the effort to optimize Joint leader development in its detail, and second and third order effects – and is supportive of the way ahead. Additionally, I assess that the MECC WG members fully understand the intent of the October 2019 MECC principals meeting and their responsibility to prepare their respective principals accordingly. MECC WG members agree that they owe a report to the Chair that would identify any issues their Principal might have, so that the issue can be framed for discussion by the Principals. Last, I assess that MECC WG members understand that they have been vital contributors at every step along the way in fashioning the "Optimizing Joint Leader Development" effort and that every attempt has been made to be transparent and build consensus.



Jerome M. Lynes
Deputy Director for Joint Education & Doctrine
Joint Force Development and Design Center
Joint Staff J7
MECC WG Chairman

7 OCT 2019