



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

February 5, 2019

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Education for Seapower Decisions and Immediate Actions

After review of the Education for Seapower (E4S) study led by the Under Secretary of the Navy (UNSECNAV), I am convinced, now more than ever before, that the intellectual development of our naval leaders is the most critical warfighting capability for our national security. Organizationally, we must scale with agility the many advances made across the Department, as well as those learned from our sister services, partner nations, and the private sector. To achieve this, I intend to create a Naval University System that further integrates and aligns naval education, beginning with the establishment of a Naval Community College (NCC) for our enlisted Sailors and Marines. We will raise individual and organizational learning to the level of a warfare enabler, with authority at the three-star level for the Navy and the Marine Corps, respectively, and advised by a Department of the Navy (DON) Civilian Staff Assistant solely devoted to education. They will be accountable directly to me for the execution of their broad responsibilities for all of naval learning in order to ensure ever-increasing unity, warfighting capacity, and institutional progress in support of the 2018 National Defense Strategy. I will ensure that these educational initiatives will be reflected in my Program Objective Memorandum (POM) Guidance so that the responsible organizations for executing these initiatives are funded at the appropriate level, and will direct the Assistant Secretary of the Navy (Financial Management and Comptroller) (ASN (FM&C)) to identify resources in Fiscal Year (FY) 19 and FY 20 to ensure immediate educational enterprise wholeness.

With the above strategic goals in mind, I am taking the following organizational steps regarding the future of naval education:

- **THE OFFICE OF THE CHIEF OF NAVAL OPERATIONS (OPNAV) N7/DIRECTOR OF WARFIGHTING DEVELOPMENT.** The Chief of Naval Operations (CNO) and I will adjust our current U.S. Navy Flag Officer billet structure in order to create a new three-star Vice Admiral position on the OPNAV staff as the sole resource sponsor and strategic leader for naval education. This new OPNAV N7/Director of Warfighting Development, as described in the Navy's Design for Maintaining Maritime Superiority, Version 2.0 of December 2018, will serve alongside its Marine counterpart, the existing Deputy Commandant for Combat Development and Integration (DC CDI) to refocus our naval educational efforts on increased warfighting capacity. In order to create an integrated naval educational strategy that supports naval warfighting capability objectives, the Navy and Marine Corps will work together to leverage a proactive feedback loop including wargaming, analytical capability, active relationships with the Fleets/Marine Operating Forces, and a lifetime continuum of learning for each Sailor and Marine. This increased developmental capacity, when integrated with existing planning mechanisms for our entire capabilities portfolio, will serve as a strategic accelerator for designing and delivering the naval forces of the future.



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- **STAFF ASSISTANT FOR NAVAL EDUCATION.** In order to accelerate our progress in making education an integrated warfare enabler, I will create a new staff assistant position with the title, Chief Learning Officer (CLO) for naval education. The CLO for naval education will report directly to me and the UNSECNAV, and will serve in a manner much like my other staff assistants who lead portfolios critical to the future of our institution. He or she will act as a DON advisor to the OPNAV and Marine Corps Staff on all educational matters, and will work with the OPNAV N7 and DC CDI to create a Naval University System, starting with the NCC (as described below). The CLO for naval education will act as my representative during the POM development process for education, formulate policies, strategies, and guidance for my signature, and will serve as a strategic conduit to civilian academia and the private sector for the entire Department to ensure best practices are gleaned and shared equally. The UNSECNAV will lead a search for this position, create a small supporting office with zero staff growth, and submit enacting instructions directly to me for my signature. I expect this office to be fully operational no later than June 1, 2019.
- **INTENT TO BUILD A NAVAL UNIVERSITY SYSTEM.** I will provide the CLO for naval education with broad direction and sufficient resources to create a strategic plan, coordinated with the Service Chiefs and for my final approval, that will assemble the existing naval educational institutions and activities into one, united University System: United States Naval Academy, Naval War College, Marine Corps University, Naval Postgraduate School, the academic curricula of the Naval Reserve Officers' Training Corps and Service Officer Candidates Schools, Federal Executive Fellowships, and all Flag and General Officer education. The purpose of the Naval University System (NUS) will be to align and orchestrate the academic efforts and resources of all naval education activities, while retaining the special characteristics and strengths of each institution, enhancing overall agility and accountability. Using a universal transcript system, as well as a common strategic intent and supporting policies in areas such as admissions, instructor qualifications, and faculty empowerment, the NUS will be a means to scale up strategic outcomes across the Department, enabling the integration of naval technical and strategic education so keenly needed to compete and win in a new age. While the E4S study recommended the NUS be located in Newport and led by the President of the Naval War College, options regarding the long-term leadership and headquarters location of the NUS will be examined in more detail during the process of developing the Naval Educational Enterprise strategic plan.
- **EDUCATIONAL SYSTEM ACQUISITION.** The Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)) shall, within 60 days of receipt of this memorandum, deliver a brief to me on organizational options that will better unify the acquisition, design, development, as well as execution of all digital delivery systems that provide educational solutions to the Naval Educational Enterprise, to include a proactive conduit to the best technical sources of civilian and military massive open online courses, gamification, virtual reality, and e-learning. ASN (RD&A) will be responsible for officially appointing a principal technical adviser to the future NUS by means of an additional line of coordination with the CLO for naval education, established no later than October 1, 2019.



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- **REPORTING ALIGNMENT.** All current operational reporting lines for the Presidents of the Naval War College, Naval Postgraduate School, and the Marine Corps University, along with the Superintendent of the U.S. Naval Academy, will remain intact. An additional coordinating line for strategic alignment of policy, curricula, and acquisition of naval education will be created for the CLO for naval education, who shall work collaboratively with these institutional heads as well as the OPNAV N7 and DC CDI.
- **NAVAL EDUCATION GOVERNANCE.** For effective accountability, I will recommend a new Naval Education Board to meet at least semi-annually (or more frequent, as required), comprised of the UNSECNAV, CNO, Commandant of the Marine Corps (CMC), Vice CNO, the Assistant CMC, Commander, Fleet Forces Command, Commander, U.S. Pacific Fleet, Commander, U.S. Marine Corps Forces Command, Commander, U.S. Marine Corps Forces, Pacific, Assistant Secretary of the Navy (Manpower and Reserve Affairs), ASN (RD&A), and the CLO for naval education serving as Executive Secretary. A subset of this Board will meet quarterly, or at my direction, and will consist of the CLO for naval education, the OPNAV N7 and DC CDI, the heads of the Naval Educational Institutions, Education Representatives (GO/FO/SES level) from Fleet Forces Command, U.S. Pacific Fleet, and Marine Corps Forces Command, Chief of Naval Research, Director of Naval Intelligence, Commander, U.S. Fleet Cyber Command, and Commander, Marine Forces Cyber Command. I will also recommend streamlining the current Naval War College and Naval Postgraduate School Board of Advisors into one Naval Educational Advisory Board, with 10-20 outside experts in education, technology, business, law, and finance, chaired by a retired four-star naval officer.

In accordance with the above conclusions, I endorse the following policy recommendations presented by the E4S Executive Board in its report. I hereby direct the UNSECNAV within 90 days of the date of this Memorandum to deliver a Plan of Actions and Milestones (POA&M) for my review and signature that includes the following initiatives:

- **NAVAL COMMUNITY COLLEGE.** In concert with the CNO and CMC, I intend to establish a NCC no later than January 1, 2021. The NCC will be the first vital step towards construction of a NUS. My CLO for naval education will advise the OPNAV N7 and DC CDI in designing accredited associate's degrees for our enlisted Sailors and Marines in academic disciplines that advance lethality, partnership, and reform of our supporting processes. The NCC will be a direct result of the scaling effect that the NUS will bring to the DON by means of universal transcripts and partnerships with regional accreditation authorities. The CLO shall, in coordination with OPNAV N7 and DC CDI, present a detailed POA&M to me by December 31, 2019 with identified resourcing that will enable the full operational capability of the NCC.
- **NAVAL EDUCATION STRATEGY.** In collaboration with the OPNAV N7 and DC CDI, the CLO shall develop and deliver a comprehensive naval education strategy. Using this strategy, he or she shall prepare for my signature a unified intent for all learning curricula, to be directly followed by a new comprehensive curriculum review for all educational institutions, coordinated with the new OPNAV N7 and existing DC CDI,



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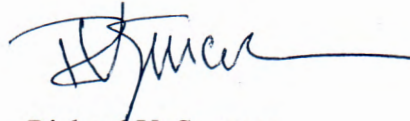
and completed by December 31, 2019. This strategy will include a plan for integrated naval wargaming, competitive team learning, and continual learning for every Sailor and Marine, at every paygrade.

- **UNIFIED NAVAL EDUCATIONAL STANDARDS.** The CLO for naval education, in coordination with the OPNAV N7, DC CDI, and heads of the naval education institutions, shall develop academic and professional selectivity standards for faculty and student admissions requirements by December 31, 2019. Using these standards, the CNO and CMC shall institute selection standards for top-level schools/senior service in-residence war colleges that aim for the top 30 percent of all future due-course officers in terms of leadership, as well as operational and academic performance.
- **STRATEGIC STUDIES GRADUATE EDUCATION.** All future unrestricted line Flag and General Officers will require strategically-focused, in-residence Masters degrees (military or civilian) by October 1, 2021. Waivers submitted by the CNO and the CMC will be considered on an individual basis and approved by me or my designated representative. The CLO for naval education shall, after coordination with the respective Service Chiefs, present to me a list of approved graduate strategic studies programs, both military and civilian, no later than 90 days after his/her designation.
- **LEARNING AS A DESIRED WARFIGHTING TRAIT.** Both the Navy and Marine Corps shall make, as a separate category in officer fitness reports and enlisted evaluations, competitive grading criteria for educational and learning achievements, with a new reporting system reflective of these criteria by January 1, 2020. The CLO for naval education, in collaboration with the OPNAV N7 and DC CDI, will devise precept guidance for my signature for statutory and administrative selection boards that will ensure learning achievements are appropriately weighted when selecting our best and brightest for promotion and command of our most valuable resource, our Sailors and Marines.
- **REVIEW OF JOINT PROFESSIONAL MILITARY EDUCATION.** The CLO for naval education, in collaboration with the OPNAV N7 and DC CDI, shall recommend changes in the Joint Professional Military Education system that will provide Joint education earlier in naval careers and meet the unique, expeditionary-centric, forward operational requirements of the Navy-Marine Corps team. These changes will be coordinated with the CNO and CMC, and delivered to me by December 31, 2019 for my review and eventual forward to the Chairman, Joint Chiefs of Staff and the Secretary of Defense.

I am grateful for the efforts of the E4S Executive Board: Chairman of the Board, the UNSECNAV, the Honorable Thomas B. Modly, co-chairmen Admiral William F. Moran, USN, General Glenn M. Walters, USMC (Ret.), and General Gary L. Thomas, USMC; and our volunteer Board Members: Admiral Michael G. Mullen, USN (Ret.), General John Allen, USMC (Ret.), Ambassador Barbara Barrett, Vice Admiral Ann E. Rondeau USN (Ret.), and Dr. Harlan K. Ullman. Their work ranks among the most comprehensive and influential in the Department's history. As appropriate, the E4S report and appendices shall be made available

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through official publication on the DON website. All actions and decisions explained above will be included in subsequent editions of the DON Business Operations Plan managed by the UNSECNAV. I expect all hands of the Navy and Marine Corps team to join together in aligning every element of education for the betterment of the Department of Defense, DON, and our nation.



Richard V. Spencer

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