

ANNUAL REPORT 2011



**NATIONAL DEFENSE
UNIVERSITY**

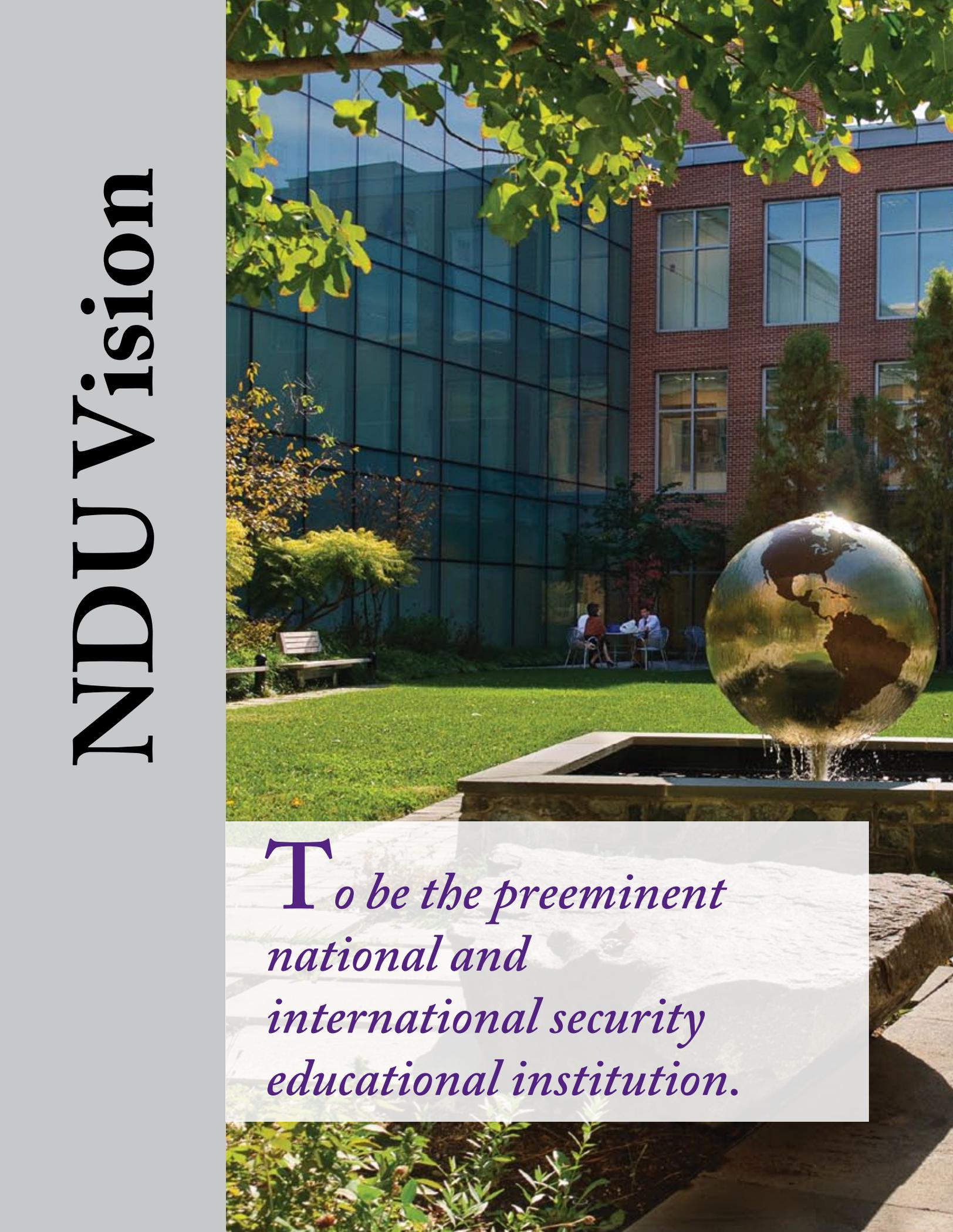
ANNUAL REPORT 2011



300 5th Avenue
Fort Lesley J. McNair
Washington, DC 20319-5066

NATIONAL DEFENSE UNIVERSITY

NDU Vision



*To be the preeminent
national and
international security
educational institution.*

NDOU Mission

Prepare and support leaders to think strategically and lead effectively across the range of national and international security challenges through interdisciplinary teaching, research, and outreach.

Guiding Principles

- *Academic Excellence.* NDU shall always foster and promote scholarly distinction in its work and its people.
- *Academic Freedom.* NDU shall always foster and protect free expression and open intellectual exchange based on responsible professionalism.
- *Diversity.* NDU shall always embrace a mixture of people, culture, and ideas.
- *Integrity.* NDU shall always foster and promote a culture of trust, honesty, and ethical conduct.
- *Growth.* NDU shall always foster and promote an environment that nurtures individual intellectual development and physical well-being and encourages lifelong learning.
- *Collaboration.* NDU shall always foster collaborative, transparent, and inclusive processes and decisionmaking activities consistent with legal lines of authority and accountability.

Strategic Goals

- Bring *greater synergy and more effective alignment* across NDU and the greater security education community.
- Create, enhance, and improve *recruitment and professional developmental programs* for NDU faculty and staff.
- Cultivate *national and international partnerships* that will improve knowledge-sharing, facilitate whole-of-government interdependence, enhance the capabilities of the international community, and expand the confederation of educational institutions supporting critical thinking and strategic decisionmaking.
- Enhance and sustain an integrated *information environment* that reflects the NDU mission and recognizes the importance of information to effective decisionmaking.

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“As we in the United States confront the fiscal realities of limited resources, we believe that we have the opportunity to establish a force for the future that, while smaller, is agile, flexible, deployable and technologically equipped to confront the threats of the future. It must be complemented by a full range of America’s national security capabilities: strong intelligence, strong diplomacy, a strong economy, strong technology . . . strong alliances, partnerships [and] regional efforts at cooperation—all have to be part of the answer.”

—Leon E. Panetta, Secretary of Defense



NDU leadership pause for a photograph with President Barack Obama during his Libya address in Abraham Lincoln Hall Auditorium at Fort McNair. (L to R): AMB Thomas C. Krajewski, VADM Ann E. Rondeau, USN, Dr. John W. Yeager, President Barack Obama, Dr. Hans Binnendijk, and COL Michael M. Cannon, USA (Ret.).

“Our strength abroad is anchored in our strength at home.”

—President Barack Obama

MESSAGE FROM THE PRESIDENT

VICE ADMIRAL A. E. RONDEAU, ED.D., U.S. NAVY

One of the most gratifying aspects of compiling this annual report is observing the successes and milestones we have achieved over the past year. It is this process that facilitates reflection, and when analyzed collectively, demonstrates how even seemingly small events generate an impact that accumulates over time.

I am delighted to have the opportunity to present the National Defense University (NDU) 2010–2011 Annual Report. We at NDU are charged with preparing our future generation of military and civilian leaders to venture into an increasingly complex international environment, and then succeed. A true wealth of talent, creativity, insight, and intellect resides here at NDU. Each of our colleges, special components, and research institutions offers teaching, education, training, and research designed to address challenges that our nation faces today as well as those we will face tomorrow. These challenges have made us take a new look at how we educate our students and prepare them for both the known and unknown.



As we continue forward into this increasingly dynamic and amazing century, we understand we must do so in a truly collaborative environment—this requires all of us taking full advantage of the technology unique to the 21st century. As educators, we are eager to learn, adapt, and adopt *new practices and curricula* that make us better at our jobs. We at NDU are committed to training and educating our students with a focus on the issues closest to the needs of the safety and security of the United States.

Together with partners, there is no limit to the impact we can have together. We will continue to strive to provide the most conducive learning environment and ensure that all teachers have the support needed to reach their maximum effectiveness. We will continue to leverage best practices across the breadth of our academic enterprise to make us better and more successful educators.

We must enhance our leaders' ability to build and integrate the capabilities that can advance global security. Innovative degree programs, collaborative relationships, and inspired research come together to support policy development, further national security, and strengthen our ability to compete in an age where ideas are the number one weapon in the inventory. We must continue to evolve and take advantage of our unique institutional position to strengthen goodwill and essential relationships, facilitate cooperation, cultivate leadership, and prepare individuals to succeed in a dynamic security environment that moves at the speed of thought.

We will be resolute in our commitment to national and international security. These are not easy tasks, but galvanizing collective action and building productive partnerships that serve common interests are essential. Our work is far from finished, but this report reflects the progress we have made during the past year.

A handwritten signature in black ink that reads "A. E. Rondeau". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

RECENT SUCCESSFUL INITIATIVES

STRATEGIC PARTNERSHIPS

In 2011, NDU has been engaged in a concerted outreach effort with a multitude of international partners, domestic and international institutions, and the media. Building these partnerships has made NDU more viable, contemporary, and relevant as an academic institution. The dynamics of our current security environment and ability to educate and share knowledge demand that we cooperate and collaborate with others to ensure that our students—the future national and international leaders in the years to come—receive the best of our cumulative and synergistic efforts.

Over the past few years, NDU's international outreach has moved in new directions to undertake joint programs of cooperation, research, and instruction to further U.S. international engagement and national security policy.

NDU is often tasked by the policymaking community to test the willingness of foreign interlocutors to engage in challenging subjects and to push the envelope on critical thinking. We seek to use existing relations with military and academic institutions in other countries to expand contacts, both military-to-military as well as military-to-civilian relationships. The partnerships that we have already developed with other international and domestic academic institutions, think tanks, nongovernmental organizations (NGOs), industry and government officials—as well as new and developing joint ventures—reflect the reality of how we as an academic and research institution must do business today and into the future.

We are charged with preparing our future generations of military (and in many cases civilian) leaders to venture out into an increasingly complex international



Dr. John W. Yaeger, Vice President for Academic Affairs, speaks with international delegates in Hopper Auditorium at Fort McNair.



GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, greets Lt. Gen. Vo Tien Trung, Commandant of Vietnam's National Defense Academy.

environment and succeed. This can be a daunting task for a single institution, but our collaborative efforts mean that we do not have to go this alone. In a world where a humanitarian crisis in Asia can affect the economic well-being of another country halfway around the globe, how we educate our future leaders to work together to be part of multinational solutions to transnational challenges is critical. We cannot underestimate the benefits of engaging in civilized discourse on global issues. We offer a particular value if we are able to provide a politically neutral environment where students of nations in conflict can sit side by side in the classroom, perhaps even being taught by a faculty member who may have been part of those same conflicts.

The unique composition of NDU—with its international fellows and scholars, wide range of regional studies and centers, and perspectives from visiting international faculty and researchers—has allowed it and its students to benefit immensely. NDU has hosted senior military and civilian officials from our partner nations to speak here, in addition to hosting the President, Cabinet Secretaries, Chairman of the Joint Chiefs of Staff, and combatant commanders. Speakers, fellows, and scholars all flock to NDU to engage with this significant international component, knowing that the exchange of ideas will be conveyed by the students, faculty, and staff throughout the corridors of academic and military institutions across the globe.

Our visiting international faculty and researchers from Japan, Pakistan, Australia, Canada, France, Armenia, Italy, and Germany, in addition to our international fellows from 75 countries, make us both unique and better. We have Afghans, Pakistanis, and Indians who teach and learn from each other and sit side by side in the classroom. We have a Homeland Defense Fellow from the new country of South Sudan and military officers from nations that have undergone turmoil and transformation in North Africa and the Middle East. We are proud to have our first-ever student from Vietnam, a true testament that nations can move beyond difficult pasts to brighter futures.

NEW DEGREE AUTHORIZATION AND INAUGURAL CONFERRAL

Any Federal institution wishing to confer an academic degree must prove its readiness for degree-granting authority through a rigorous process consisting of a detailed self-study and on-site visits from the National Advisory Committee on Institutional Quality and

Integrity. In February 2011, the Secretary of Education granted NDU the authority to award a Master of Science degree in Government Information Leadership (GIL) at the Information Resources Management College. Although NDU has four other degree-granting institutions, IRMC is the only one that focuses on the information component of national power. The GIL Master's degree will attract military and civilian leaders from our international partners and allies who can join the United States in protecting critical infrastructure, sharing information, and defending the world's information assets. Strategic relationships are built at NDU in which personal and professional ties allow for collaboration for global security and government capacity-building.

UNIVERSITY EXPANSION-FORT BRAGG

The College of International Security Affairs expanded its Master of Arts in Strategic Security Studies (MASSS) program to an additional location during academic year 2010–2011. Originally conceived and discussed



Professor Gilliam Duvall, Chair, Cyber Integration and Information Operations Department, teaches a class in the IRMC telepresence room.



Inaugural class of Army Special Operations Forces students of the CISA Fort Bragg program stand before faculty and senior leaders from NDU and the U.S. Army John F. Kennedy Special Warfare Center and School during the convocation ceremony.

between the two parties in the fall of 2009, NDU entered into a formal agreement with the U.S. Army Special Operations Command (USASOC) in April 2010. This program was developed to support the USASOC goal of enhancing graduate-level educational offerings for special operators at the John F. Kennedy Special Warfare Center and School (SWCS) located at Fort Bragg, North Carolina. CISA adapted its 10-month in-residence MASSS program to meet the educational needs of select U.S. Army Special Forces, Civil Affairs, and Military Information Support commissioned and noncommissioned officers at SWCS.

Given that the memorandum of agreement between NDU and USASOC was signed by Vice Admiral Ann Rondeau and Lieutenant General John Mulholland in April 2010, considerable effort was expended to prepare

the academic program and physical space for the arrival of students in just 4 months and deliver a first-class academic experience throughout the 2010–2011 academic year. Among the first steps was the requirement to recruit and hire an associate dean to stand up the program. Initial steps dealt with advertising and recruiting the faculty and staff to administer the academic program at SWCS. Another important task was to tailor an area of concentration (CISA’s “major”) in International Security Studies to satisfy USASOC requirement for providing its students with a program emphasizing current challenges in the contemporary security environment.

CISA’s additional location is the first of its kind at NDU, so in the midst of teaching full course loads, advising students, and tending to the unique student services needs of Active-duty American military, Fort

McNair faculty and staff faced a host of expected and unexpected challenges. CISA faculty devoted many hours to research and curriculum design and collaborated across campuses to ensure consistent delivery for both locations throughout the academic year. The hard work and dedication to the program resulted in its full accreditation by the Middle States Commission on Higher Education.

Less than a year later, 20 Army Special Forces students validated that assessment. They undertook a rigorous and intensive program of study over a 10-month period, culminating with the Master's thesis, allowing students to inquire into an area of professional significance, policy importance, academic value, and/or personal interest. At the conclusion of "Thesis Night," the culminating event when selected students presented the results of their theses, the Commanding General of SWCS, Major General Ben Sacolick, commented that the experience was among the most exciting of his life.

Evidence of USASOC's level of satisfaction with the program was the agreement to hire an additional three faculty members in support of doubling the capacity of

the program to 40 students for academic year 2011–2012. In an environment of growing fiscal austerity and myriad other requirements competing for scarce resources, this is clear evidence that USASOC was pleased with this partnered educational program.

CHILCOAT CENTER OPENING

The opening of the new Richard A. Chilcoat International Student Center in the south wing of Marshall Hall in January 2011 underscored a new era of international student education at NDU, highlighting the rich history of partnership between NDU and international militaries. After an extensive renovation, the space previously occupied by the cafeteria was transformed into the new home of the International Student Management Office, the hub of activity for the more than 100 international officers attending NDU. The Student Center was named after Lieutenant General Richard A. Chilcoat, USA (Ret.), the ninth President of NDU from 1997 to 2000, a strong supporter of the resident international programs.

The dedication and ribbon-cutting for the center was attended by more than 400 guests including General Colin L. Powell, USA (Ret.), class of 2011 International Officers, NDU leadership, Defense Attachés, Ambassadors and other diplomats, and sponsors from the local community. In the keynote address, General Powell spoke of the important role of international partnerships in U.S. and global security and how the relationships developed through NDU's international programs help build and strengthen alliances abroad.

The addition of the Chilcoat Center to Marshall Hall has further increased the visibility of international students attending NDU. It has also provided a meeting place for many community organizations and volunteer groups that sponsor families of international officers. It includes a large multipurpose conference room with seating for up to 120 people, a lounge area and student mailboxes, office space for the ISMO staff, and functional space for a wide variety of activities. Future plans call for the development of the patio area on the south side of the center for additional study and social space for students.



Ribbon-cutting during the formal opening of the new Chilcoat Center for International Students and Programs on the Fort McNair Campus. (L to R) AMB Thomas C. Krajewski, VADM Ann E. Rondeau, USN, Mrs. Dixie Chilcoat, Mr. John Charlton, GEN Colin L. Powell, USA (Ret.), and Ambassador Ryan C. Crocker.



“... together we are going to make a better world for our people, a better world by promotion of individual liberty, by promotion of democracy, by helping people in need. One way to do that is to gather people from around the world and bring them to a place like NDU.”

—General Colin L. Powell, USA (Ret.)

YOUNG PROFESSIONALS INITIATIVE

Preparing our future generation of leaders is central to the mission of NDU and goes beyond the confines of the classroom. We strive to build partnerships that traverse national borders, intersect agencies, and bridge the gap between the public and private sectors. In the past year, we have undertaken an initiative that connects current and past leaders with the intent of fostering the development of the next generation of national security leaders.

We have engaged our young professionals and sought to provide them with the skills to lead in an indefinite future. Human resource data from the Office of Personnel Management estimates that 60 percent of the 1.9 million Federal employees will reach retirement age by 2017. Thus, we must commit to mentoring young

professionals. Supporting the inaugural National Security Professional Development Symposium, initiating a Young Professionals Community (YPC), and contributing to other efforts linked to recruiting and retaining the next generation of the best and brightest, we understand and pledge our commitment to our future leaders.

The YPC was created as a personal and professional development resource for junior employees at NDU. The group affords opportunities for mentorship, practical training, and networking. Fostering a dynamic community of future national security decisionmakers and policy formulators, we are looking for new methods to support the larger National Security Professional Development efforts initiated through Executive Order 13434 and expanded under the current administration's Federal-wide efforts outlined in Executive Order 13562.



VADM Ann E. Rondeau, USN, addresses a gathering of the Young Professionals Community on the Fort McNair campus.

The National Security Professional Symposium brings together a cadre of experienced interagency community professionals in order to build and strengthen partnerships across the military and civilian national security enterprise. From reviewing past legislative and executive actions designed for interagency coordination enhancement to several new initiatives for future improvements, symposium presentations highlighted the competencies, characteristics, and knowledge necessary for operating successfully within a multinational, multi-organizational environment. Additionally, interagency member panel discussions addressed specific case studies in multi-agency and international operations in Afghanistan and Haiti. Shared experiences and potential

methods of enhancing whole-of-government planning processes were central to the 2-day symposium.

While only the beginning, we must continue to support the development of our future leaders by sharing insights, knowledge, wisdom, and dialogue. At some point in every professional's career, one stops being responsible for himself and instead becomes responsible for a team or organization. This transition comes at different moments in every career, but it is our responsibility to contribute and ensure that our future leaders have every tool at their disposal to encounter and overcome the challenges associated with our constantly evolving strategic environment.



Former Secretary of Defense, the Honorable Dr. William J. Perry, pauses for a group photo with members of the NDU Young Professionals Community and CSWMD Program for Emerging Leaders following his address to the group.

FUTURE INITIATIVES

COLLEGE OF INTERNATIONAL SECURITY AFFAIRS

To support the White House National Action Plan, CISA future outreach initiatives include a partnership with the Department of State and Defense Security Cooperation Agency to conduct a “Women in Peace and Security” conference in Washington, DC. CISA is also working a bilateral engagement seminar requested by the U.S. Embassy in Dhaka, Bangladesh, on countering violent extremism. In addition, CISA is engaging with Polish National Defense University to host the next major alumni symposium in June 2012. Furthermore, the leadership of the NATO Training Mission–Afghanistan has been in discussion with CISA to build a partnership between CISA and the Afghan Defense University. This initiative complements and strengthens CISA’s unique Afghanistan-Pakistan Hands program further institutionalizing key strategic capabilities and relationships.

In accordance with CJCS Instruction 1800.01D, “Officer Professional Military Education Policy (OPMEP),” dated July 15, 2009, and at the direction of the NDU President, CISA is in the process of seeking accreditation for its Counterterrorism Fellowship Program as a Joint Professional Military Education Level II senior-level course. CISA’s academic leadership developed six Joint Learning Areas (JLAs) based on the current curriculum to meet the requirements detailed in the OPMEP. These have been forwarded to the Chief of Joint Education and Doctrine Division (JEDD), J7 Joint Force Development, along with a set of milestones to facilitate accreditation of CISA’s International Security and Counterterrorism Program as JPME II. Key events among these milestones are an internal self-study of CISA’s program in November 2011 and a Staff Assistance Visit from JEDD to validate CISA’s program, curriculum, and standards to satisfy all JLAs in the spring of 2012. Critical to CISA’s future JPME II accreditation is the assignment of at least three military officers—one from each military department—at CISA to serve as JPME II military faculty and Service chairs in accordance with the OPMEP.

Consistent with CISA’s mission, its faculty regularly conducts research on a wide range of regional and global security challenges, new and emerging threats, homeland security, inter- and intrastate warfare, strategy, and policy, and a host of contemporary and future challenges to U.S. interests and the international security environment. CISA faculty research ensures currency and relevance to classroom instruction, provides valuable insights to Department of Defense Services and agencies, and bridges the gap between scholarship and action by informing the crucial debates in academe and the policy arena. Recent research contributions have been presented at prestigious international conferences, selected and printed as book manuscripts, published in academic and policy journals, and briefed to key government officials.

INDUSTRIAL COLLEGE OF THE ARMED FORCES

From January 2010 to July 2011, ICAF faculty members assessed the strategic environment and mission requirements to define a strategic plan preparing the college for the midterm future. The four working groups focused on curriculum and teaching methods, faculty management, infrastructure (physical and information technology), and outreach. The plan was designed to nest into the NDU strategic plan completed during the same time span. The commandant approved the strategic plan and began implementation in August 2011.

INFORMATION RESOURCES MANAGEMENT COLLEGE

The Information Resources Management College is working with U.S. Cyber Command and Army Cyber Command to develop a cyber curriculum to support developing the cyber workforce. Parallel to this initiative, IRMC is leading the international effort to develop a Cyber Reference Curriculum that will serve as a guide to military defense universities that desire to include cyber in their mid- to senior-level defense curriculum.

JOINT FORCES STAFF COLLEGE

As a direct result of the Joint Forces Staff College's strategic partnerships with the combatant commands and military Service departments, several initiatives are proposed to spread joint education both in-resident and nonresident. The Joint Advanced Warfighting School was established in 2003 to populate the Joint Staff and combatant commands with planners who are expert in the joint planning processes, capable of critical analysis in the application of all aspects of national power across the full range of military operations, and capable of synergizing existing and emerging capabilities in time, space, and purpose to accomplish a range of operational or strategic objectives. It is the only institution with the core purpose of producing officers who are certified experts at planning the employment of joint forces at the operational level of war. No other institution produces officers whose primary education is to lead and direct planning efforts for crisis or contingencies within an interagency construct.

Since its inception in 2003, JAWS has evolved from an initial class of 25 U.S. military students to a current class of 42 students consisting of U.S. and international military officers and senior civilian security professionals. Demand signals from the combatant commanders indicate there is a requirement for additional throughput of JAWS graduates. Specifically, U.S. Northern Command, U.S. Strategic Command, U.S. Special Operations Command, and U.S. Transportation Command have approached JFSC inquiring about the outplacement of additional JAWS graduates to their headquarters. The JAWS Expansion Initiative was briefed at the October 2011 meeting of the Military Education Coordination Council Working Group. The initiative would increase JAWS size and composition from its current 41 to 48 students with an option to further increase to 56. This organizational construct supports four 12–14 student seminars, maintains an appropriate uniform and civilian student mix, and satisfies combatant command requirements for additional JAWS U.S. military graduates.

The Joint Staff J7 is pursuing congressional authority to provide JPME II via nonresident delivery to expand access to JPME. The college is directly supporting this initiative and has developed nonresident seminar and blended options that achieve this goal.

NATIONAL WAR COLLEGE

Based upon the strategic plan adopted by the college during 2008–2009—as well as a completely rewritten standard operating procedure—in academic year 2011, NWC positioned itself for continued educational success by renewing its emphasis on strategic leadership development and ensuring that its curriculum met the highest possible standards of relevance and currency. Building upon the success achieved by the college in its 2010 PAJE Report, in the summer of 2011 NWC added a more thematic approach and instituted new academic procedures improving the integration of Blackboard technology in all of its core courses and many of its electives. These two initiatives will result in the addition of new strategic leadership case studies in each core course and will bring the entire core curriculum of NWC online for academic year 2013. An online core curriculum will give students more reliable and flexible access to NWC learning materials from any physical location with Internet access, even during their field application studies. With these improvements, NWC is well positioned as NDU prepares for its upcoming review by the Middle States Commission on Higher Education in academic year 2012.

“All of these changes are enabling us to craft a military that is better suited for the 21st century challenges that we confront, that can defeat any adversary on any battlefield be it on land, be it in the air, be it at sea, be it in space and be it in cyberspace.”

—Leon E. Panetta, Secretary of Defense



UNITED
STATE

NATIONAL DEFENSE UNIVER



“NDU is a perfect example of whole-of-government education.”

—Hillary Rodham Clinton, Secretary of State

ACCREDITATION STATEMENT

The National Defense University is accredited by the Middle States Commission on Higher Education [MSCHE], 3624 Market Street, Philadelphia, Pennsylvania, 19104, (267) 284-5000. MSCHE is an institutional accrediting agency recognized by the U.S. Secretary of Education and Council for Higher Education Accreditation. The initial accreditation of the university was granted in 1997.

The Joint Professional Military Education programs at the University are accredited by the Process of Accreditation for Joint Education, a specialized accrediting agency recognized by the Department of Defense through the Chairman of the Joint Chiefs of Staff.

The Senior Acquisition Course program at the University is accredited by the Under Secretary of Defense for Acquisition, Technology, and Logistics through a specialized accrediting process that is recognized by the Department of Defense.

The Information Assurance programs at the University are accredited as a Center of Academic Excellence in Information Assurance Education by the National Security Agency and Department of Homeland Security.

CONSORTIUM AFFILIATIONS

- **Consortium of Universities of the Washington Metropolitan Area**
- **Defense Academic Information Technology Consortium**
- **Federal Consortium for Virtual Worlds**
- **Military Education Research Library Network Consortium of military education research libraries**
- **Partnership for Peace Consortium of Defense Academies and Security Studies Institutes**
- **Virginia Tidewater Consortium for Higher Education**

TEACHING Colleges

COLLEGE OF INTERNATIONAL SECURITY AFFAIRS

As required by CJCS Instruction 1801.01C, “National Defense University Policy,” dated November 22, 2010, and updated September 2, 2011, the College of International Security Affairs mission is to “educate and prepare civilian and military national security professionals and future leaders from the United States and partner nations for the strategic challenges of the contemporary security environment.” As one of NDU’s five degree-granting colleges, CISA is the DOD flagship for education and the building of partnership capacity in combating terrorism and irregular warfare at the strategic level. The college prepares students for high-level policy and command and staff responsibilities through a graduate, interagency, and JPME program.

CISA offers a Master of Arts in Strategic Security Studies to military and civilian national security professionals and future leaders from the United States and partner nations. The college has two locations: at Fort McNair in Washington, DC, with an additional location established at the U.S. Army John F. Kennedy Special Warfare Center and School at Fort Bragg, NC. At Fort McNair, CISA students include U.S. military, national security professionals from U.S. departments and agencies and congressional staffs, and international military attending as part of the Office of the Secretary of Defense International Counterterrorism Fellowship Program. In academic year 2010–2011, 50 Counterterrorism Fellows and 20 part-time students earned the Masters’ degree. Additionally, 128 students from across the U.S. Government participated in CISA’s part-time graduate program during the fall, spring, and summer semesters.

The CISA curriculum focuses on the current and future challenges of the contemporary security environment. The program offers a strategic perspective on the global threat environment, the rise of newly empowered and politicized ideological movements, the relationship between political objectives, strategy, all instruments of national power, and the roles of

power and ideology. Through seminar participation, independent study, and researching and writing a thesis, students develop comprehensive strategies for addressing the security challenges facing a particular country or region. By combining both theoretical and practical strategic education and learning, graduates are prepared for senior command and staff positions.

CISA depends more heavily on its relationship with external partners than perhaps any other college at NDU. This reality underscores the set of strategic partnerships, which form the foundation for CISA’s teaching, research, and outreach efforts.

Office of the Secretary of Defense (OSD). The partnership between CISA and OSD is built upon the critical importance of building international partnership capacity. The alumni from the International Counterterrorism Fellowship and Homeland Defense Fellowship programs have formed a global network of 452 counterterrorism professionals from 86 countries with operational potential to combat terrorism, counter irregular warfare, and understand and respond to emerging threats. Survey results reveal that 99 percent of alumni stay in contact with others from their class and that over 90 percent believe their participation in CISA’s programs improved their country’s efforts to combat terrorism.



CISA faculty member presents a lecture at the U.S. Army John F. Kennedy Special Warfare Center at Fort Bragg.



International Counterterrorism Fellows receive a demonstration during their visit to the U.S. Pacific Command.

U.S. Army Special Operations Command. CISA has implemented a highly successful model in delivering its Master's program to Soldiers at the U.S. Army John F. Kennedy Special Warfare Center and School. The first cadre of 20 Army Special Forces students graduated in June of 2011. The program expanded to 40 students in academic year 2011–2012, with proposals to expand further in the years ahead.

The Joint Staff. CISA has partnered with the Joint Staff to build a Master's program in support of U.S. officers in the Afghanistan-Pakistan Hands program. The program consists of commissioned officers from each of the Services who are returning from deployments

in Afghanistan or Pakistan, typically in advisory positions. The program develops student knowledge of the region (historical, cultural, political, military, and economic) and understanding of the civilian and military processes, practices, and norms characteristic of the region. The 21 U.S. military officers in this program will complete a tailored version of the CISA Master's degree with an emphasis on regional studies and areas of concentration most suited to their recent and future deployments to the Afghanistan-Pakistan region. The memorandum of agreement between NDU and the Joint staff expands the program to 35 students in the next academic year.

Department of State. CISA continued its partnership with the Department of State Office of the Coordinator for Reconstruction and Stabilization (S/CRS) through the delivery of the Level 1 Planners course. In keeping with the missions of CISA and NDU, this course prepares students to evaluate and think strategically about security challenges related to fragile, failing, and postconflict states. Upon completion of the course, students are prepared to assess the causes of conflict and instability in a country and to develop an integrated government plan for reconstruction and stabilization to mitigate the drivers of instability. The course has been successful with more than 250 students from across the government taking the 3-week course. In addition, CISA faculty continues to work closely with their State Department colleagues to update and redesign elements of the course to support the needs of S/CRS.

Department of Energy and National Nuclear Security Administration. The proliferation of nuclear weapons and competition for global energy resources are certain to shape global politics in the years ahead. Recognizing this, CISA developed a new partnership with the Department of Energy and National Nuclear Security Administration to establish a faculty chair, host a research fellow, and offer courses in nuclear security, counterproliferation, and related fields. Future initiatives may include a CISA-offered certificate program in energy and nuclear security.

Government Accountability Office (GAO). CISA supported the GAO by delivering 501 seminars for GAO analysts. Over the course of the past year, there were nearly 280 participants in the various professional development courses conducted by CISA.



COL Michael S. Bell, Ph.D., USA, Chancellor, CISA (R), presents MSG Larry E. Debusk (L), a member of the inaugural Fort Bragg graduating class, with a Distinguished Graduate Award.

TABLE 1. Student Enrollment

Student Category	Active	Reserve	Guard	Total by Student Category
U.S. Army	23	0	0	23
U.S. Air Force	0	0	0	0
U.S. Navy	0	0	0	0
U.S. Marine Corps	0	0	0	0
U.S. Coast Guard	1	0	0	1
International Officer	46	--	--	46
International Civilian	--	--	--	15
DOD Civilian	--	--	--	25
Interagency Civilian	--	--	--	113
Industry Civilian	--	--	--	2
Total				225

Note: Active and Reserve Components apply only to U.S. military Services; thus, numbers may not sum to total by student category. In addition, 10 CISA faculty/staff enrolled in academic courses are not included in the table.

TABLE 2. Student Educational Background

Student Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Other	Total by Student Category
U.S. Army	19	4	0	0	23
U.S. Air Force	0	0	0	0	0
U.S. Navy	0	0	0	0	0
U.S. Marine Corps	0	0	0	0	0
U.S. Coast Guard	1	0	0	0	1
International Officer	25	16	0	5	46
International Civilian	10	2	0	3	15
DOD Civilian	21	4	0	0	25
Interagency Civilian	96	15	2	0	113
Industry Civilian	1	0	1	0	2
Total	173	41	3	8	225

TABLE 3. Civilian Students by Executive Level Agency, Sub-agency, Bureau, and Service

	Agency	Enrollment
DOD Agencies	Defense Acquisition University	1
	Defense Advanced Research Project Agency	1
	Defense Information Systems Agency	1
	Defense Intelligence Agency	5
	Defense Threat Reduction Agency	1
	Department of the Air Force	1
	Department of the Army	6
	Department of the Navy	2
	National Geospatial-Intelligence Agency	4
	Office of the Secretary of Defense	3
Total		25
Non-DOD Agencies	Central Intelligence Agency	1
	Congress	72
	Department of Homeland Security	19
	Department of Justice	1
	Department of the Treasury	1
	Department of Transportation	1
	Federal Bureau of Investigation	5
	Government Accountability Office	1
	National Counterterrorism Center	2
	Office of Personnel Management	2
	Office of the Director of National Intelligence	2
	Secret Service	6
	Industry Civilian	2
Total		115

“Leadership and learning are indispensable to each other.”

—John F. Kennedy

TABLE 4. Student Age Distribution

Student Category	< 25 Years	25-35 Years	36-45 Years	46-55 Years	55< Years	Total by Student Category
U.S. Army	0	9	12	2	0	23
U.S. Air Force	0	0	0	0	0	0
U.S. Navy	0	0	0	0	0	0
U.S. Marine Corps	0	0	0	0	0	0
U.S. Coast Guard	0	0	1	0	0	1
International Officer	0	2	25	19	0	46
International Civilian	0	5	7	3	0	15
DOD Civilian	2	15	5	3	0	25
Interagency Civilian	22	67	17	7	0	113
Industry Civilian	0	1	1	0	0	2
Total	24	99	68	34	0	225

TABLE 5. Graduate Awards Conferred

Student Category	Master's Degree	Diploma	Graduate Certificate	Total by Student Category
U.S. Army	23	0	0	23
U.S. Air Force	0	0	0	0
U.S. Navy	0	0	0	0
U.S. Marine Corps	0	0	0	0
U.S. Coast Guard	0	0	0	0
International Officer	33	4	9	46
International Civilian	10	1	3	14
DOD Civilian	10	0	0	10
Interagency Civilian	13	0	1	14
Industry Civilian	1	0	0	1
Total	90	5	13	108

TABLE 6. International Students and Faculty

Country	Student International Officer	Student International Civilian	Faculty International Civilian*
Afghanistan	0	1	0
Algeria	1	0	0
Azerbaijan	0	1	0
Bahamas	0	2	0
Bahrain	0	1	0
Bangladesh	1	0	0
Brazil	0	1	1
Bulgaria	1	0	0
Burundi	1	1	0
Colombia	2	0	0
Croatia	1	0	0
Ethiopia	1	0	0
Georgia	0	1	0
Guatemala	1	0	0
Honduras	1	0	0
India	1	0	0
Indonesia	2	0	1
Italy	0	0	0
Jordan	3	0	0
Kosovo	0	1	0
Lebanon	3	0	0
Lesotho	1	0	0
Malaysia	1	1	0
Maldives	2	0	0

TABLE 6. International Students and Faculty (Continued)

Country	Student International Officer	Student International Civilian	Faculty International Civilian*
Mali	1	0	1
Mexico	2	0	0
Morocco	1	0	0
Nepal	1	0	0
Nigeria	1	0	0
Pakistan	3	0	0
Philippines	2	0	0
Poland	1	0	0
Romania	0	1	0
Rwanda	1	0	0
Saudi Arabia	1	0	0
Senegal	2	0	0
Serbia	1	0	0
Spain	1	0	0
Sri Lanka	2	0	0
Swaziland	0	1	0
Sweden	0	0	1
Taiwan	1	0	0
Thailand	1	0	0
Turkey	0	2	0
United Arab Emirates	0	1	0
United Kingdom	0	0	1
Ukraine	1	0	0
Total	46	15	5

*All the international faculty civilians were DOD employees hired under Title 10. They will be reported as Title 10 in the Faculty Education Table.

“What we have to do... is to find a way to celebrate our diversity and debate our differences without fracturing our communities.”

—Hillary Rodham Clinton, Secretary of State

TABLE 7. Faculty Educational Background

Faculty Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Total by Faculty Category**
U.S. Army	0	1	1	2
U.S. Air Force	0	0	0	0
U.S. Navy	0	0	0	0
U.S. Marine Corps	0	0	0	0
U.S. Coast Guard	0	0	0	0
International Officer	0	0	0	0
International Civilian	0	0	0	0
DOD Civilian (Title 5)	0	0	0	0
DOD Civilian (Title 10)	0	2	18	20
Contractor*	0	2	12	14
Interagency Civilian	0	3	2	5
Industry Civilian	0	0	0	0
Total	0	8	33	41

Note: *Includes 11 part-time (adjunct) faculty and 3 full-time BAH contract faculty
 **Total unduplicated faculty



Inaugural class of Army Special Operations Forces Graduates of the CISA Fort Bragg program pose alongside faculty and senior leaders from NDU and the U.S. Army John F. Kennedy Special Warfare Center and School following the commencement ceremony.

INDUSTRIAL COLLEGE OF THE ARMED FORCES

Shortly after World War I, as a result of the United States being ill prepared to marshal the resources necessary to engage in combat operations of such size, scope, duration, and location, Bernard Baruch, the Chairman of the War and Industries Board, stated, “I want to establish a little school . . . to preserve experience and keep in touch with Industry.” Almost 100 years later, the national security challenges we face still require the ability of senior leaders to understand the critical importance of resources in the development and execution of our national security strategy. As such, ICAF’s working with strategic partners from across the national security enterprise—DOD, interagency partners, academia, and industry—continues to align the needs of our stakeholders and students with focused efforts in supporting NDU teaching, research, and outreach mission areas.

In establishing a fully integrated joint/interagency/public-private sector program, ICAF faculty included 20 senior leaders and executives from across the government and private industry serving as visiting professors. These faculty members provided current perspectives and expertise to the curriculum, crucial for providing an in-depth understanding of military operations and the interagency-industry cooperation necessary to execute and resource our national strategy. Given the heightened interest in—and the Chairman’s requirements for—enhanced interagency and intergovernmental education, this component of the faculty brings a wealth of real-world experience and diverse approaches into both the classroom and faculty development sessions. Additionally, their invaluable contributions help in extending the college’s network of contacts across the government, a great benefit in building the curriculum, furthering the Industry Studies Program, and cultivating relationships with key stakeholders.



ICAF students get a closer look at the GATR inflatable satellite dish during a visit to the U.S. Army Space and Missile Defense Command. (Photo by Mr. Jason B. Cutshaw USASMDC/ARSTRAT).



ICAF students receive an Air Force Priorities Briefing as part of the service priorities compendium.

A key element in creating the nexus for resource management strategies has been achieved through our essential partnership with the Defense Acquisition University (DAU) for providing the Senior Acquisition course (SAC). As a result of the 1990 Defense Acquisition Workforce Improvement Act, ICAF was designated by the Under Secretary of Defense for Acquisition, Technology, and Logistics to oversee the SAC for competitively selected senior military and civilian professionals. In partnership with DAU, the SAC continues as a natural fit in the college's joint/interagency, resource-focused curriculum and a resounding success story for ICAF as a whole. Students who complete the program are considered graduates of ICAF and DAU, receiving diplomas from both.

In addition to the goal to develop senior acquisition professionals, ICAF works with the Center for Joint and Strategic Logistics to provide a template for creating senior logisticians for the DOD using the Supply Chain Management concentration as the foundation for the program's professional development. In today's resource-constrained world, obtaining a thorough understanding of the complexities of force projection, sustainment operations, and Life Cycle Costing is key. ICAF continues to work toward its goal of becoming the joint logistics JPME II school of choice for the next decade.

During the past 16 years, ICAF has developed a strong strategic partnership with its counterpart school in France, the Institut des hautes études de

défense nationale (Institute of Higher National Defence Studies or, IHEDN). The two schools participated in joint student research programs to provide opportunities for students from both schools to interact and jointly study issues of mutual interest. Through this program, students from both institutions have broadened their thinking by examining common issues from multiple international perspectives. In academic year 2011, the students and faculty collaborated and focused their analysis on “Creating engines of creativity: leveraging the joint capabilities of the EU and NATO to address the challenges of instability and crisis in the world.”

In addition, for the past several years, ICAF has conducted a similar program with the Royal College of Defence Studies (RCDS) in the United Kingdom. With this program, ICAF, in consultation with other NDU partners, holds a series of in-depth, joint seminars with the student body of the RCDS, focusing on common strategic and international policy issues.

While only a small reflection of the total activities and collective effort of the faculty, these examples illustrate ICAF’s recognition of the critical importance of strategic partnerships in building a foundation of understanding and cooperation. This, in turn, enables the college to continue to best support the needs of our stakeholders and students, and meet its mission to “prepare selected military and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy.”

As a senior JPME college, ICAF executed the teaching mission assigned by the Chairman. During the past academic year, the college completed the Process for Accreditation of Joint Education (PAJE) review, hosting the Joint Staff–led team as it assessed the college’s curriculum, quality of faculty and facilities, and achievement of the learning outcomes defined by CJCS. The PAJE team commended ICAF for its “superb preparation,” its “well-qualified and highly dedicated faculty,” and a “comprehensive Self-Study.”

In addition, several activities were cited as noteworthy or model programs. As a result of the highly successful review, CJCS reaffirmed the College’s JPME II program accreditation through January 2017, the 6-year maximum allotted.

In academic year 2011, ICAF offered three new concentration programs: the Long-term Strategy Concentration, Business Transformation Concentration, and Afghanistan-Pakistan (AF-PAK) Hands Fellows Program. All three programs were highly successful in their inaugural year, and will be offered again in academic year 2012. Two graduates from these programs deployed immediately after graduation to serve on the International Security Assistance Force Commander’s Action Group. Within months of their arrival, the commander contacted NDU asking for more support of the quality provided by those recent graduates.

As with ICAF’s other concentration programs—the Senior Acquisition course and Supply Chain Management concentration—the new concentrations have served to both strengthen the college’s relationship with its key stakeholders, as well as to feed material into the core curriculum. Furthermore, students from the Long-term Strategy Concentration participated in the Joint Land Aerospace and Sea Simulation exercise at Maxwell Air Force Base, which brought together students from across the senior-level college community. ICAF students filled the key roles of the interagency policymaking community, providing a unifying strategic view to the game’s play and greatly increasing the utility for all players.

The Industry Studies Program leadership surveyed the industrial and strategic landscape to define a new Industry Study, recommending ICAF establish a seminar focused on Robotics and Autonomous Systems. This recommendation combined the advantage of examining a sector of increasing strategic importance with the advantage of studying an immature industry with rapidly evolving technology, changing structure, and complex public-private relationship.

ICAF took several decisive steps to strengthen its focus on the resource environment projected over the next 15 years. As a new initiative to strengthen and integrate the curriculum, a Business Strategy Module was designed and implemented to enhance the Industry Studies Program, enabling students to analyze firms' assessment and decisionmaking processes. In parallel, college leadership prioritized its professional

development investments to ensure faculty readiness to deliver this material. Using the Business Strategy Module as a blueprint, the Departments of Acquisition and Economics began joint development of a multidisciplinary examination of defense resourcing in a resource-constrained environment to be taught in the spring semester of 2012.



Class of 2011 International Fellows pose for a group photo during U.S. travel to NASA facilities.

TABLE 8. Student Enrollment

Student Category	Active	Reserve	Guard	Total by Student Category
U.S. Army	58	1	1	60
U.S. Air Force	56	3	2	61
U.S. Navy	42	0	0	42
U.S. Marine Corps	17	2	0	19
U.S. Coast Guard	2	0	0	2
International Officer	28	--	--	28
International Civilian	--	--	--	0
DOD Civilian	--	--	--	59
Interagency Civilian	--	--	--	38
Industry Civilian	--	--	--	12
Total				321

Note: Active and Reserve Components apply only to U.S. military Services; thus, numbers may not sum to total by student category.

TABLE 9. Student Educational Background

Student Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Other	Total by Student Category
U.S. Army	2	55	3	0	60
U.S. Air Force	4	54	3	0	61
U.S. Navy	15	27	0	0	42
U.S. Marine Corps	0	19	0	0	19
U.S. Coast Guard	0	2	0	0	2
International Officer	26	1	0	1	28
International Civilian	0	0	0	0	0
DOD Civilian	11	45	3	0	59
Interagency Civilian	10	23	5	0	38
Industry Civilian	3	9	0	0	12
Total	71	235	14	1	321

TABLE 10. Military Student Experience

U.S. Military Service	Total by Military Service	Attended ILC	Attended SLC	Joint Experience	Operational Experience	Command O-5 Experience	Command O-6 Experience
U.S. Army	60	60	0	21	53	46	1
U.S. Air Force	61	49	0	15	57	52	0
U.S. Navy	42	2	1	19	24	18	4
U.S. Marine Corps	19	9	18	2	19	15	0
U.S. Coast Guard	2	0	0	0	2	1	0
Total	184	120	19	57	155	132	5

Note: Professional Military Education/Experiences are not mutually exclusive.
 ILC: Intermediate Level College
 SLC: Senior Level College



ICAF students stand as they prepare to cross the stage during the 2011 commencement ceremony.

TABLE 11. Civilian Students by Executive Level Agency, Sub-agency, Bureau, and Service

	Agency	Student Enrollment
DOD Agencies	Defense Acquisition University	2
	Defense Contract Management Agency	1
	Defense Information Systems Agency	1
	Defense Intelligence Agency	2
	Defense Logistics Agency	4
	Department of Defense	1
	Department of the Air Force	11
	Department of the Army	12
	Department of the Navy	13
	Joint Staff	1
	National Geospatial-Intelligence Agency	2
	National Security Agency	4
	Office of the Secretary of Defense	4
	U.S. Joint Forces Command	1
Total	59	
Non-DOD Agencies	Central Intelligence Agency	2
	Department of Energy	2
	Department of Homeland Security	11
	Department of Justice	2
	Department of State	18
	Department of the Treasury	1
	General Services Administration	1
	Government Accountability Office	1
	Industry Civilian	12
Total	50	

“The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.”

—Dwight D. Eisenhower

TABLE 12. Military Students by Years of Active Duty Service

Military Service	<15 Years	15-18 Years	19-22 Years	23-26 Years	27-30 Years	30 < Years	Total by Military Service
U.S. Army	0	4	48	6	2	0	60
U.S. Air Force	1	28	31	1	0	0	61
U.S. Navy	0	7	22	11	2	0	42
U.S. Marine Corps	0	1	18	0	0	0	19
U.S. Coast Guard	0	0	2	0	0	0	2
Total	1	40	121	18	4	0	184

TABLE 13. Graduate Awards Conferred

Student Category	Master's Degree	Diploma	Graduate Certificate	Total
U.S. Army	60	0	0	60
U.S. Air Force	60	0	0	60
U.S. Navy	42	0	0	42
U.S. Marine Corps	19	0	0	19
U.S. Coast Guard	2	0	0	2
International Officer	27	1	0	28
International Civilian	0	0	0	0
DOD Civilian	57	0	2	59
Interagency Civilian	36	0	0	36
Industry Civilian	12	0	0	12
Total	315	1	2	318

Note: This table does not include 3 students who withdrew from the ICAF program during the academic year. In addition, 3 ICAF students failed to meet the academic standards for the Master's degree.

TABLE 14. International Students and Faculty

Country	Student International Officer	International/ Industry Student	Faculty International Officer
Australia	1	0	0
Brazil	1	0	0
Canada	2	0	1
Germany	0	1	0
Guatemala	1	0	0
France	1	0	0
Israel	2	0	0
Italy	1	0	0
Japan	1	1	0
Jordan	1	0	0
Kazakhstan	1	0	0
Macedonia	1	0	0
Mongolia	1	0	0
Morocco	1	0	0
Netherlands	1	0	0
New Zealand	1	0	0
Nigeria	1	0	0
Norway	1	0	0
Pakistan	1	0	0
Philippines	1	0	0
Poland	2	0	0
Saudi Arabia	1	0	0
Thailand	1	0	0
United Arab Emirates	1	0	0
Yemen	1	0	0
Zambia	1	0	0
Total	28	2	1

TABLE 15. Faculty Educational Background

Faculty Category	Joint Qualified Officer	SLC Graduate	Bachelor's Degree*	Master's Degree*	Doctoral/ Professional Degree*	Total by Faculty Category**
U.S. Army	3	10	0	7	4	11
U.S. Air Force	4	9	0	8	1	9
U.S. Navy	6	5	0	9	0	9
U.S. Marine Corps	2	2	0	2	0	2
U.S. Coast Guard	0	1	0	1	0	1
International Officer	0	1	0	1	0	1
International Civilian	0	0	0	0	0	0
DOD Civilian (Title 5)	0	0	0	0	0	0
DOD Civilian (Title 10)	12	21	0	6	42	48
Interagency Civilian	2	14	1	16	2	19
Industry Civilian	0	0	0	1	0	1
Total	29	63	1	51	49	101

Note: *Professional Military Experiences/Highest Level of Education are not mutually exclusive.

**Unduplicated number of Faculty by category.

SLC: Senior Level College



VADM Norbert R. Ryan, Jr., USN (Ret.), MOAA President (L), presents the Distinguished Graduate award with Maj Gen Joseph D. Brown IV, USAF (R), to LtCol Roberta L. Shea, USMC (C).

INFORMATION RESOURCES MANAGEMENT COLLEGE

The Information Resources Management College mission is to prepare military and civilian leaders to direct the information component of national power, leveraging information and information technology (IT) for strategic advantage. IRMC is continually evolving to meet the education needs of the changing work roles and missions within the IT/cyber workforce. Based on its legislative mandate to prepare senior-level chief information officers (CIOs), CIO staffs, and IT workforce, IRMC increased its level of outreach to DOD and other Federal, academic, private, and international sectors, as each is a major—yet quite different—player in the IT realm. Together, both implicitly and explicitly, these players are redefining and reshaping the realm.

The IRMC goal is to inform and be informed, connect and be connected, educate and be educated—this is done so the faculty can bring to the curriculum and classroom key issues and multidimensional cross-cultural insights. As a result of reaching out to its key stakeholders and international partners, IRMC determined that it needed to expand its programs and courses to best prepare CIOs, CIO staffs, and the IT workforce. It added a Chief Technology Officer, key Cyber Leadership, and IT Program Management graduate programs and strengthened its Cyber Security program as CIOs and U.S. Cyber Command indicated that these were significant deficiencies at the mid- to senior decisionmaker and policymaker levels. Working within the international arena, IRMC collaborates with international CIO/cyber leaders, dialoging, debating, influencing, and learning on strategic-level information, IT, and cyber issues that are shared among the global community. As in regular warfare, the United States cannot overcome all challenges in this domain alone, and thus needs to forge partnerships and alliances to prevent and, if needed, defend against information and cyber warfare.

IRMC conducted 205 graduate course offerings, 28 percent (58) of which were online in the distributed learning format. In response to stakeholder needs,



Mr. Frank C. DiGiovanni, Director of Training Readiness and Strategy, Office of the Deputy Assistant Secretary of Defense (Readiness), at the 2011 Virtual Worlds Conference.

the college offered 13 courses on site at U.S. Pacific Command, U.S. European Command, U.S. Central Command/U.S. Special Operations Command, U.S. Transportation Command, and U.S. Joint Forces Command. IRMC continued offering seminars on enterprise architecture for the Environmental Protection Agency, Director of National Intelligence, and National Information Infrastructure; emerging leader seminars for new and junior government employees at EPA in information leadership; and expert advice on return on investment principles for DOD High Performance Computing. The faculty fulfilled the U.S. Marine Corp CIO request to develop his staff's capability and proficiency in performance management and measurement using the balanced scorecard (BSC). It also held a performance management/BSC workshop for key leaders of the Oneida Tribal Nation at the request of the EPA. IRMC faculty were core contributors to the Office of the Under Secretary of Defense for Personnel and Readiness Ministry of Defense Advisors Program, which matches senior DOD civilians from the DOD Civilian Expeditionary Workforce to Afghan Ministry of Defense and Ministry of Interior seniors as key advisors/mentors.

In February 2011, the Secretary of Education granted NDU the authority to confer IRMC graduates the Master of Science degree in Government Information Leadership. Students major in one of nine concentrations: Chief Financial Officer, Chief Information Officer, Chief Technology Officer, Cyber Leadership, Cyber Security, Enterprise Architecture, Government Strategic Leadership, Information Operations, and Information Technology Program Management. IRMC remains certified by the National Security Agency and Department of Homeland Security as a National Center of Academic Excellence in Information Assurance (IA), one of only 6 Federal and 117 public sector colleges and universities nationwide. Enrollment continued to be strong in the Information Operations Concentration program for students in the National War College and Industrial College of the Armed Forces. This component of JPME offers an in-depth study of the information component of power and national security in the information age. IRMC is the entry point for current DOD civilian and uniformed military personnel of the DOD Information Assurance Scholarship Program. Successful completion of the IRMC CIO and IA certificate programs is required before students enter master and doctoral degree programs at designated public sector partner academic institutions.



Professor Jay Holcomb leads a discussion in an IRMC iLabs.



“Strong partnerships with other U.S. Government departments and agencies, the private sector and foreign nations are crucial . . . Our success in cyberspace depends on a robust public/private partnership.”

—William J. Lynn III, Former Deputy Secretary of Defense

TABLE 16. Student Enrollment

Student Category	Active	Reserve	Guard	Total by Student Category
U.S. Army	122	1	5	128
U.S. Air Force	46	0	0	46
U.S. Navy	58	0	0	58
U.S. Marine Corps	15	0	0	15
U.S. Coast Guard	5	0	0	5
International Officer	13	--	--	13
International Civilian	--	--	--	20
DOD Civilian	--	--	--	616
Interagency Civilian	--	--	--	222
Industry Civilian	--	--	--	0
Total				1,123

Note: Active and Reserve Components apply only to U.S. military Services; thus, numbers may not sum to total by student category.



Former U.S. Chief Information Officer the Honorable Vivek Kundra addresses an audience of IRMC students at Fort McNair.

Table 17. Student Educational Background

Student Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Other	Total by Student Category
U.S. Army	27	96	5	0	128
U.S. Air Force	1	43	2	0	46
U.S. Navy	6	51	0	1	58
U.S. Marine Corps	3	12	0	0	15
U.S. Coast Guard	5	0	0	0	5
International Officer	1	10	0	2	13
International Civilian	4	8	1	7	20
DOD Civilian	245	338	21	12	616
Interagency Civilian	104	100	8	10	222
Industry Civilian	0	0	0	0	0
Total	396	658	37	32	1,123



IRMC leadership tours the IRMC Cyber Lab while hosting a Brazilian Delegation.

TABLE 18a. Civilian Students by DOD Agency, Sub-agency, and Service

Agency	Enrollment
Army Training and Doctrine Command	1
Business Transformation Agency	1
Defense Acquisition University	2
Defense Commissary Agency	2
Defense Contract Management Agency	2
Defense Finance and Accounting Service	8
Defense Human Resources Activity	1
Defense Information Systems Agency	59
Defense Intelligence Agency	27
Defense Logistics Agency	6
Defense Security Service	6
Defense Technology Security Administration	1
Defense Threat Reduction Agency	2
Department of Defense	45
Department of Defense Education Activity	1
Department of Defense Inspector General	2
Department of the Air Force	63
Department of the Army	170
Department of the Navy	118
Joint Chiefs of Staff	2
Joint POW/MIA Accounting Command	1
Missile Defense Agency	3
National Geospatial-Intelligence Agency	13
National Guard Bureau	7
National Reconnaissance Office	1
National Security Agency	6
Naval Criminal Investigative Service	1
Office of the Secretary of Defense	5
Tricare Management Activity	3
U.S. Central Command	2
U.S. European Command	14
U.S. Joint Forces Command	8
U.S. Naval Research Laboratory	1
U.S. Special Operations Command	15
U.S. Strategic Command	10
U.S. Transportation Command	4
Washington Headquarters Services	3
Total Students from DOD Agencies	616

TABLE 18b. Civilian Students by Non-DOD Agency, Sub-agency, and Service

Agency	Enrollment
Administrative Office of U.S. Courts	2
Bureau of Land Management	4
Central Intelligence Agency	5
Corporation for National and Community Service	1
Department of Agriculture	4
Department of Commerce	3
Department of Education	1
Department of Energy	7
Department of Health & Human Services	4
Department of Homeland Security	32
Department of Housing and Urban Development	6
Department of Labor	1
Department of State	20
Department of the Interior	9
Department of Transportation	48
Department of the Treasury	7
Department of Veterans Affairs	15
Environmental Protection Agency	13
Federal Bureau of Investigation	10
Federal Law Enforcement Training Center	1
Financial Management Service	1
Food and Drug Administration	1
General Services Administration	2
Internal Revenue Service	1
National Aeronautics and Space Administration	1
National Institutes of Health	1
National Science Foundation	2
Office of Personnel Management	1
Office of the Director of National Intelligence	3
Small Business Administration	1
Social Security Administration	1
U.S. Agency for International Development	5
U.S. Court of Appeals for Veterans Claims	1
U.S. House of Representatives	4
U.S. Nuclear Regulatory Commission	3
U.S. Patent and Trademark Office	1
Total Students from Non-DOD Agencies	222

TABLE 19. Student Age Distribution

Student Category	< 25 Years	25-35 Years	36-45 Years	46-55 Years	56-65 Years	<65 Years	Not Available	Total by Student Category
U.S. Army	0	4	72	45	3	0	4	128
U.S. Air Force	0	1	22	20	1	0	2	46
U.S. Navy	0	2	35	20	1	0	0	58
U.S. Marine Corps	0	0	10	5	0	0	0	15
U.S. Coast Guard	0	0	4	1	0	0	0	5
International Officer	0	4	6	3	0	0	0	13
International Civilian	0	3	11	5	1	0	0	20
DOD Civilian	0	69	152	277	97	4	17	616
Interagency Civilian	0	22	62	90	34	2	12	222
Industry Civilian	0	0	0	0	0	0	0	0
Total by Age Category	0	105	374	466	137	6	35	1,123

TABLE 20. Graduate Awards Conferred

Student Category	Master's Degree	Graduate Certificate	Total by Student Category
U.S. Army	1	81	82
U.S. Air Force	2	29	31
U.S. Navy	1	19	20
U.S. Marine Corps	2	3	5
U.S. Coast Guard	1	0	1
International Officer	0	16	16
International Civilian	2	1	3
DOD Civilian	11	251	262
Interagency Civilian	0	91	91
Industry Civilian	0	0	0
Total	20	491	511

TABLE 21. International Students

Country	Student International Officer	Student International Civilian
Armenia	1	0
Bulgaria	3	0
Canada	1	1
Czech Republic	2	0
Estonia	1	3
Germany	0	1
Israel	1	0
Pakistan	1	0
Serbia	1	0
South Korea	1	0
Sweden	1	15
Total	13	20

TABLE 22. Faculty Educational Background

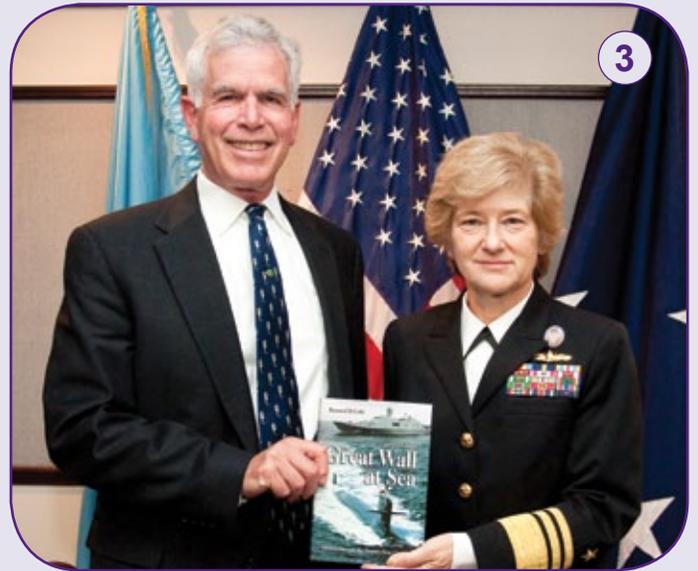
Faculty Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Total by Faculty Category
U.S. Army	0	4	1	5
U.S. Air Force	0	1	1	2
U.S. Navy	0	2	0	2
U.S. Marine Corps	0	0	0	0
U.S. Coast Guard	0	0	0	0
International Officer	0	0	0	0
International Civilian	0	0	0	0
DOD Civilian (Title 5)	0	0	2	2
DOD Civilian (Title 10)	0	11	24	35
Contractor	0	0	1	1
Interagency Civilian	0	3	0	3
Industry Civilian	0	1	1	2
Total	0	22	30	52

1



“... by integrating U.S. defense capabilities with other instruments of statecraft—including diplomacy, development, law enforcement, trade, and intelligence—the nation can ensure that the right mix of expertise is at hand to take advantage of emerging opportunities and to thwart potential threats.”

—*Quadrennial Defense Review Report*, February 2010



- 1) COL Kathleen L. Knapp, USA, poses with Pakistani escort during her deployment to the U.S. Embassy in Pakistan in support of the Global War on Terror (GWOT).
 - 2) Dr. Sebastian Gorka presents a lecture on counterinsurgency and counterterrorism in Abraham Lincoln Hall on Fort McNair.
 - 3) Dr. Bernard D. Cole, NWC faculty member, presents a copy of his book to VADM Ann E. Rondeau, USN, President, NDU.
 - 4) Dr. Michael J. Piller delivers a presentation using a touch screen monitor to showcase the college's developing technology.
 - 5) Past and present JFSC-JAWS directors pose for a group photo during a scholarly collaboration.
- (L to R) COL Frederick R. Kienle, USA (Ret.), Col James B. Miller, USMC, CAPT Joanne M. Fish, USN, and Col William T. Eliason, USAF (Ret.).

JOINT FORCES STAFF COLLEGE

The Joint Forces Staff College mission is to educate national security professionals to plan and execute joint, multinational, and interagency operations and to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. To this end, JFSC offers several courses and programs to meet the combatant commanders' and other joint force commanders' needs for officers versed in a comprehensive approach to operational planning. In academic year 2011, JFSC prepared more than 2,200 Active and Reserve Component, international officer, and government agency students to serve in joint, multinational, and interagency operations and missions, as articulated in the CJCS Vision for Joint Officer Development. Last year, JFSC hosted international senior leaders from 57 countries who gained insight into the JFSC curricula, faculty

development, library, and academic affairs functions. These continued educational engagements foster strategic coalition partnerships through educational collaboration and help to build partnership capacities.

The Joint Advanced Warfighting School (JAWS) program continues to improve since it was established in 2004. Last year, 41 JAWS students earned a Master of Science degree in Joint Campaign Planning and Strategy. The class included field grade officers from all Services (both Active and Reserve Components), Transportation Security Administration, Immigration and Customs Enforcement, U.S. Coast Guard, Department of State, National Security Agency, Defense Intelligence Agency, and two international fellows. This Single-Phase JPME program provides a rigorous study of theory, history, strategy, and planning that prepares students to lead joint



JFSC students examine a display case while receiving a tour from faculty during an offsite trip with members of JFCOM.



JFSC students work through a scenario-based exercise.

operational planning efforts. The program challenges students and develops their ability to think critically and analyze real world issues. The field research visit to the United Kingdom Foreign Commonwealth Office, Permanent Joint Headquarters, and United Kingdom Joint Services Command and Staff School at Shrivenham provided a superb foundation for the curriculum. Subsequent visits to NATO, Allied Command Operations, and European Union crisis management staff provided valuable background information and subject matter in preparation for visits to U.S. European Command and U.S. Africa Command and their planning staffs. JAWS graduates are campaign planners valued by combatant commanders for their ability to provide effective responses to operational planning tasks. Combatant commanders increasingly seek out JAWS graduates for leadership roles in their staffs and in order to lead planning efforts. As part of the JAWS vision to produce graduates who can create quality concepts and succeed as joint force operational planners this past year,

JAWS expanded its involvement in the student thesis process and established a more distinct oral thesis defense separate from the school's comprehensive exams. JAWS also instituted a new distinguished graduate program that recognizes student achievements and enhances the growing JAWS reputation as a leader in this specialized type of graduate education.

The Joint and Combined Warfighting School graduated 1,017 students in academic year 2011 year, including 72 international students, representing 37 countries, and 13 governmental agency students. JCWS continues to provide a rigorous JPME II education to the single largest cohort of officers en route to, or beginning, a joint assignment. Graduates and supervisors continue to provide exceptionally positive feedback regarding the timeliness, relevance, and practical applicability of the JCWS education; they also maintain ties and relationships that contribute to JCWS delivery of up-to-date and real world joint education.

During the past year, JCWS provided one faculty member to support operations in Afghanistan for over 10 months, while several others provided planning expertise and support to U.S. European Command, U.S. Africa Command, and U.S. Joint Forces Command. One faculty member continues to fill a key role on the Joint and Combined Operational Analysis team study of Phase V operations in Iraq. Multiple JCWS faculty members provide guidance and concept review to graduates participating in operations in Afghanistan, Iraq, Japan, Haiti, and the Mediterranean in a reach-back mode, simultaneously ensuring relevant and real world inputs back into curriculum. JCWS faculty led dozens of educational staff rides to the nearby Yorktown Battlefield for headquarters at all levels, to include an in-depth analysis of the enduring lessons conducted for the commander of U.S. Joint Forces Command and his

entire flag and general officer staff. JCWS continued to deliver unique joint, context-based, collaborative, problem-centered instruction that is relevant to the joint force. Learner-centered instruction is delivered in joint seminars with equal representation from all Services to instill and improve critical thinking, teamwork, and trust across the joint force. While capitalizing on the broad operational experience evident across the student body, JCWS focuses on developing an in-depth understanding of the fundamentals that contribute to operational and ultimate strategic success. The JCWS faculty's recent involvement with the Joint Staff and U.S. Joint Forces Command in the development of the newly released Joint Publications 3-0 and 5-0 ensured that emerging doctrinal concepts and methodologies were fully integrated into collaborative learning activities.



COL Lawrence B. Wilkerson, USA (Ret.), lectures to students on the Norfolk Campus.

In 2011, JCWS provided all students with integrated desktop learning stations to leverage the same knowledge management approaches applied in combatant commands and other joint force headquarters. Using electronic formats for near-paperless curriculum delivery, JCWS provides a range of digital resources for student employment in a demanding, simulated combatant command headquarters environment. For the first time in 10 years, the Joint Officers Guide was published as a companion to the JFSC-wide curriculum, while providing graduates a useful desktop reference. Additionally, JCWS leveraged a broad range of guest speakers, including the combatant commanders and select Service chiefs, to support the JCWS program throughout the year. Over 30 JCWS elective courses, offered four times each year, are also supported by multiple commands, organizations, and subject matter experts to guarantee up-to-date, relevant, and accurate curriculum materials. JCWS continues to provide strategically minded, critically thinking, and skilled joint warfighters to the combatant commands.

The Joint Continuing and Distance Education School has two academic programs: one blended course—Advanced JPME—and one online course—Senior Enlisted JPME. Since its first class in 2003, AJPME has graduated more than 1,425 Reserve Component officers. Among those graduates were 27 flag officers. In academic year 2011, AJPME graduated 301 students in eight classes. AJPME adopted a new modular course curriculum this past year based upon alumni inputs and in an effort to enable more efficient, periodic upgrades to course material. The SEJPME program provides joint education to senior enlisted leaders scheduled for assignment or currently assigned to joint commands. Since its inception in 2007, more than 26,000 enlisted students have completed the course.

JFSC continues to offer the Homeland Security Planner's Course (HLSPC) both in-residence and through mobile training teams for its eighth year. The course was developed on a concern by CJCS in 2002 that training and education for the newly established U.S. Northern Command and Department of Homeland Security were needed. The requirement was revalidated by CJCS in March 2011. HLSPC was also certified to award one



The JFSC Division of Academic Affairs (DAA) staff support the international officers attending the college with information technology support.

point toward the Joint Qualified Officer status in March 2011. The course is offered quarterly as a 20-member seminar for interagency member planners from all U.S. Government agencies, combatant commands, and other military headquarters. During academic year 2011, 222 planners graduated from HLSPC, which has been instrumental in educating the interagency community and is a first step toward the goal of a National Security Professional Education Program.

The Joint Interagency and Multinational Planner's Course (JIMPC) continued for its sixth year with its primary focus being to integrate the "best practices" among practitioners in planning for a comprehensive,



JFSC students listen intently during a lecture.

whole-of-government approach to complex contingencies abroad. In academic year 2011, 233 military and civilian planners participated in either the resident (JIMPC) or nonresident Joint International Planners Courses. Among the graduates were 86 interagency students representing 12 agencies, and 10 international officers representing 5 countries. Participation from multiple agencies and countries has made this course indispensable in creating interoperability at the operational level. It has enabled JFSC to maintain close contact with multiple current and former Ambassadors, Active and retired flag officers, and members of the OSD staff. At an Interagency Principles Committee meeting on the topic of National Security Professional Development, Ambassador Mary Yates, Special Assistant to the President for National Security, was a strong advocate referring to it as “an effective model for interagency planning courses.”

Of exceptional note, for the past 19 years, the Joint Transition Course (JTC) has prepared international fellows, as well as U.S. military and civilians, for follow-on JPME programs such as JAWS, JCWS, and AJPME. In academic year 2011, 81 students, including 58 students from 30 countries and 18 government agency personnel, completed JTC. This 5-day course introduces the DOD organizational structure and its planning systems, allowing students to participate fully in their follow-on program of instruction. A key element of this program is to integrate international officers from multiple countries in a dynamic educational environment prior to their engagement in their follow-on JPME program in order to enhance their opportunities for learning. This intense weeklong course sets the stage for building long-term friendships around the globe. In its third year of offering as an introductory course for government agency students

attending JAWS, JTC has broad support from students and faculty who believe this course is an important ingredient for the success of the JAWS civilian students.

The Ike Skelton Library is the information research provider of the college. The library supports the curriculum of all JFSC schools, as well as the professional and research requirements of students, faculty, and staff. It is also the Hampton Roads area center for research on joint and multinational operations at the operational level of war. The library contributes to the mission of JFSC and NDU by acquiring materials relevant to curriculum and research requirements; cataloguing these materials

for the permanent collection; maintaining and updating the online library catalogs; giving reference and research assistance to JFSC students, staff, and faculty; preparing bibliographic resources to aid teaching, research, and professional development; searching electronic report and literature databases; developing and conducting programs of library instruction for faculty and students; offering interlibrary loan service for research and professional development requirements; organizing and circulating reserve materials; preparing targeted reading lists; and making available a balanced, accessible, and current collection of books, documents, periodicals, electronic resources, and other media.



Two Active-duty Marines welcome a retired Marine during the Sixth Marine Division reunion hosted by the Joint Forces Staff College.

TABLE 23. Student Enrollment

Student Category	Active	Reserve	Guard	Total by Student Category
U.S. Army	312	111	66	489
U.S. Air Force	357	73	34	464
U.S. Navy	286	79	0	365
U.S. Marine Corps	97	24	0	121
U.S. Coast Guard	2	0	0	2
International Officer	74	--	--	74
International Civilian	--	--	--	0
DOD Civilian	--	--	--	44
Interagency Civilian	--	--	--	4
Industry Civilian	--	--	--	0
Total				1,563

Note: Active and Reserve Components apply only to U.S. military Services; thus, the numbers may not sum to total by student category. This table includes only those students who completed at least one credit-bearing academic program/course during this academic year.

TABLE 24. Student Educational Background

Student Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Other	Not Available	Total by Student Category
U.S. Army	124	339	14	0	12	489
U.S. Air Force	42	405	9	0	8	464
U.S. Navy	76	278	5	0	6	365
U.S. Marine Corps	42	71	4	0	4	121
U.S. Coast Guard	0	2	0	0	0	2
International Officer	19	41	1	12	1	74
International Civilian	0	0	0	0	0	0
DOD Civilian	15	23	0	0	6	44
Interagency Civilian	4	0	0	0	0	4
Industry Civilian	0	0	0	0	0	0
Total	322	1,159	33	12	37	1,563

TABLE 25. Military Student Experience

Student Category	Total by Student Category	Attended ILC*	Attended SLC*	Joint Experience*	Operational Experience	Command O-5 Experience**	Command O-6 Experience**
U.S. Army	489	413	82	64	404	60	21
U.S. Air Force	464	432	184	73	323	101	12
U.S. Navy	365	196	48	84	254	79	15
U.S. Marine Corps	121	106	29	22	109	24	10
U.S. Coast Guard	2	2	1	0	2	0	0
Total	1,441	1,149	344	243	1,092	264	58

Note: Professional Military Education/Experiences are not mutually exclusive.

*Includes only JAWS, JCWS, and AJPME Students.

**Includes only JAWS and JCWS Students.

ILC: Intermediate Level College

SLC: Senior Level College

TABLE 26. Civilian Students by Executive Agency, Sub-agency, or Service

	Agency	Enrollment
DOD Agencies	Defense Information Systems Agency	1
	Defense Intelligence Agency	7
	Defense Logistics Agency	2
	Department of the Air Force	3
	Department of the Army	2
	Department of the Navy	3
	National Geospatial-Intelligence Agency	1
	National Security Agency	3
	U.S. Africa Command	3
	U.S. Joint Forces Command	4
	U.S. Northern Command	1
	U.S. Southern Command	3
	U.S. Strategic Command	9
	U.S. Transportation Command	2
Total		44
Non-DOD Agencies	Department of Homeland Security	2
	Department of State	2
Total		4

TABLE 27. JAWS U.S. Military Students by Years of Active Duty

U.S. Military Service	<15 Years	15-18 Years	19-22 Years	23-26 Years	27-30 Years	30 < Years	Total by U.S. Military Service
U.S. Army	0	0	3	5	0	0	8
U.S. Air Force	0	2	6	0	1	0	9
U.S. Navy	2	1	1	0	2	0	6
U.S. Marine Corps	0	0	2	0	0	0	2
U.S. Coast Guard	1	0	0	0	0	0	1
Total	3	3	12	5	3	0	26

Note: JAWS students only

TABLE 28. Graduate Awards Conferred

Student Category	Master's Degree	Graduate Certificate	Total by Student Category
U.S. Army	9	420	429
U.S. Air Force	10	432	442
U.S. Navy	9	269	278
U.S. Marine Corps	3	109	112
U.S. Coast Guard	1	1	2
International Officer	2	72	74
International Civilian	0	0	0
DOD Civilian	3	15	18
Interagency Civilian	4	0	4
Industry Civilian	0	0	0
Total	41	1,318	1,359

Note: Awards include only graduates/completers of JAWS, JCWS, and AJPME programs.

TABLE 29. Non-Credit Course/Program Enrollment

Course/Program	Total Enrollment by Course/Program
JC4ISOC	104
JIOOC	92
JIOC	17
HLSPC	222
JIMPC	233
SEJPME	10,691

Note: Enrollment is unduplicated within each course/program but may be duplicated across course/program.

TABLE 30. International Students

Country	International Student Officer
Albania	2
Algeria	1
Austria	1
Bahrain	1
Botswana	1
Brazil	2
Bulgaria	2
Canada	1
Chile	3
Colombia	1
Czech Republic	1
Dominican Republic	1
Egypt	1
Finland	1
Germany	3
India	1
Indonesia	1
Japan	3
Kenya	2
Kuwait	1
Lebanon	2
Malaysia	1
Mali	2
Moldova	1
Morocco	2
Pakistan	1
Peru	3
Philippines	1
Poland	2
Rwanda	1
Saudi Arabia	2
South Africa	2
South Korea	13
Thailand	1
Turkey	4
United Arab Emirates	3
United Kingdom	2
Zambia	1
Total	74

TABLE 31. Faculty Educational Background

Faculty Category	Joint Qualified Officer	SLC Graduate	Bachelor's Degree*	Master's Degree*	Doctoral/ Professional Degree*	Other*	Total by Faculty Category**
U.S. Army	10	4	0	19	0	1	20
U.S. Air Force	11	8	0	18	3	0	21
U.S. Navy	11	6	4	16	1	1	22
U.S. Marine Corps	4	1	2	3	0	0	5
U.S. Coast Guard	0	0	0	0	0	0	0
International Officer	0	0	0	0	0	0	0
International Civilian	0	0	0	0	0	0	0
DOD Civilian (Title 5)	1	2	0	3	1	0	4
DOD Civilian (Title 10)	8	12	0	21	11	0	32
Contractor	0	0	1	0	0	0	1
Interagency Civilian	0	0	0	0	0	0	0
Total	45	33	7	80	16	2	105

Note: *Professional Military Experiences/Highest Level of Education are not mutually exclusive.

** Total Unduplicated Faculty

SLC: Senior Level College



Brig Gen Joseph S. Ward, Jr., USAF, speaks during his official Assumption of Command ceremony at the Joint Forces Staff College.

NATIONAL WAR COLLEGE

During academic year 2011, the National War College reinforced its strong interactive strategic partnerships with the Department of State, United States Agency for International Development, Department of Homeland Security, Department of Justice, Department of Energy, Department of the Treasury, Central Intelligence Agency, and National Security Agency. Each of these key partners in national security provided both faculty and student representatives to the educational environment of the college; in addition, each, in turn, shared expertise and coordinated on analyses of strategic problems to the benefit of the student body as well as the agencies involved. Such strategic partnerships helped build and strengthen a national whole-of-government capability and capacity in the strategic decisionmaking arena.

Within DOD, NWC maintained and enhanced its strategic partnerships with the Defense Intelligence Agency, National Geospatial-Intelligence Agency, and Defense Civilian Personnel Advisory Service; these partnerships accomplished similar educational and organizational benefits like those derived from the national agency partners, while helping to bridge different cultures and build civilian leader capacity within DOD.

Internationally, NWC maintained indirect partnerships with 34 international militaries related to the presence of international fellows within the student body. Those fellows not only benefited from the educational experience provided by the college, but also shared their important insights and often divergent perspectives with their American counterparts.



NWC International Fellows with spouses following the 2011 commencement ceremony.

In addition, NWC further developed a long-term strategic partnership with the Centre des hautes études militaires (CHEM) in Paris, France. CHEM and NWC share a similar approach to strategic education and leader development; each year, the two student bodies interact in either Washington or Paris to share perspectives, work jointly on emerging issues, and build ties based upon mutual professional respect. This interaction helps NWC confirm the value of multinational perspectives for the development of transnational and global strategies.

These strategic partnerships were vitally important parts of the college's whole-of-government and multinational approach to strategy. They form the basis of NWC's distinctive method of solving complex strategic issues in uncertain and ambiguous environments, significantly enhancing the active learning of the student body.

Although NWC participates fully in the research and outreach functions of NDU, it focuses primarily on teaching and developing the next generation of national strategic leaders. NWC's 10-month Master's degree program develops tomorrow's strategic leaders by reinforcing habits of critical analysis regarding national security issues, providing an enhanced ability to assess a situation, identify pertinent factors, question assumptions, conceptualize strategic implications, fully consider a wide range of actions, reactions, and consequences, and, ultimately, develop effective strategic solutions to the current and future challenges to the Nation. The NWC curriculum presses students to deepen their understanding of the use of all the different elements and aspects of national power, explore innovative approaches to emerging problems, and analyze the fundamental nature of challenges to national and multinational security. At the core of this approach is ensuring our students achieve the fundamental understanding that no individual agency, organization, or even nation can meet and successfully overcome the breadth of threats and challenges to our security; thus, the cornerstone of the strategic approach in the 21st century is the formulation of new—and strengthening of existing—cooperative and collaborative synergistic strategic partnerships.

Typically, of the 221 students each year, 130 are from the military Services, 57 are from interagency member backgrounds, and 34 represent multinational coalition partners. The college divides its students into new seminar groups for each of its seven core courses to ensure that everyone is exposed to a variety of interagency and international perspectives. During academic year 2011, NWC underwent its Process of Accreditation for Joint Education (PAJE) recertification and was judged fully successful in its accomplishment of all objectives established for it by the Chairman. In fact, as part of the finding that recommended the college be accredited through 2016, NWC's mentorship program, which provides a full range of nurturing, socialization, and intellectual and professional support to new faculty members, was identified as a "best practice"; in addition, so was the college spouse program, which provides a stimulating microcosm of the NWC academic experience for the spouses of its students.

NWC takes to heart the Chairman's charge that "we must prepare leaders for responsibility at the national level." The core curriculum of the college consists of three distinct but integrated elements. The first is comprised of the five initial core courses, numbered 6100–6500 and taught sequentially. After an overview of strategic logic in course 6100, the fall term is spent exploring war, crisis, and peace, with a focus first on the military (6200) and then the nonmilitary (6300) instruments of national power. Student learning is then assessed in an oral examination conducted face-to-face with two members of the faculty. The majority of the spring semester is focused on the domestic (6400) and international (6500) contexts within which strategists operate.

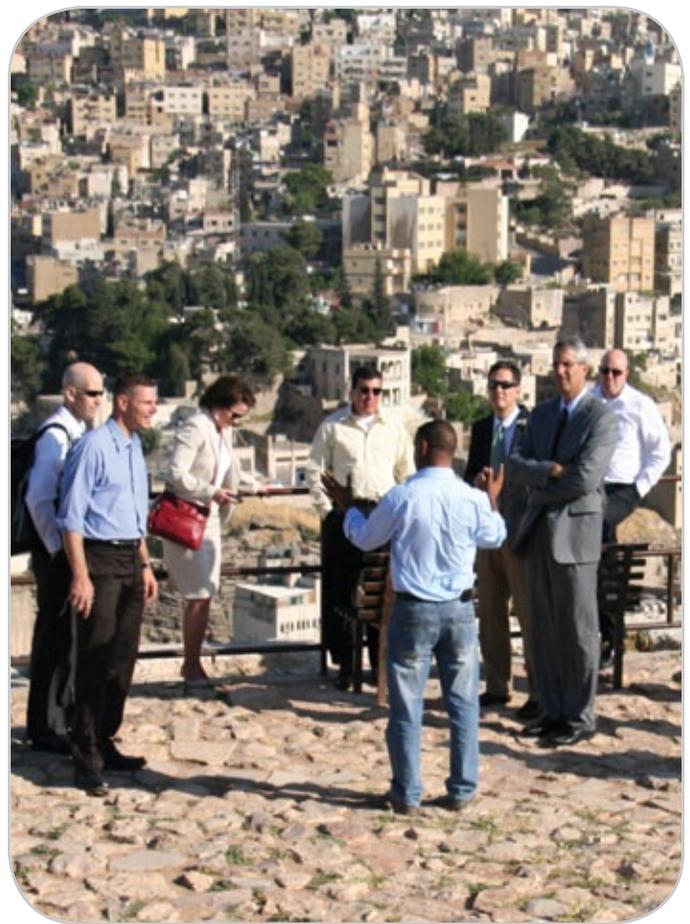
The second element of the core course program is the Applications in National Security Strategy (6600) course. This course ties together the preceding course material and provides students with multiple chances to apply what they have learned to contemporary national security challenges in uncertain and ambiguous environments. The course begins the process of transitioning students from study to implementation in their next duty stations through assignments that focus on options

papers, briefings to senior level officials, and working in interagency and multinational environments to develop strategic approaches for complex futures.

The third and final element of the core program is the Regional Field Application program (6700), which is taught concurrently with the first two elements throughout the academic year. Students are divided into groups of 8 to 10 members under the supervision of 1 or 2 faculty members; each group then studies a complex strategic problem in specific countries in one of the world's major regions (the Americas, Europe, the Middle East, Africa, South Asia, or East Asia) and develops a strategy designed to improve the strategic situation. Each group travels to its respective region where students meet with senior civilian, military, economic, and business leaders, members of nongovernmental organizations, and student groups to test and refine their strategy. Upon return, each group integrates its travel experiences into regional assessments of current U.S. national security strategy, develops recommendations to improve that strategy, and briefs its findings to senior U.S. Government officials from NWC's national agency partners who have particular experience in the region. Student learning is then assessed in a second oral examination where two members of the faculty critique the student's recommended strategy.

This academic program continues to serve NWC well in its stated mission "to educate future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy and command and staff responsibilities by conducting a senior-level course of study in national security strategy." In fact, the 2010 PAJE Report summarized the education program by noting that "The carefully-crafted core curriculum, featuring focused writing assignments, comprehensive mid-term and final oral examinations, and the immersive learning experiences of the field-studies program, supports a uniquely valuable educational program specifically tailored to delivering tomorrow's leaders and strategists."

NWC offered a wide variety of elective courses during academic year 2011 designed to broaden student exposure to key issues. Courses focused on specific regions of the world as well as a wide range of political, diplomatic, economic, military, and intelligence topics. Courses on Congress, the media, economics, national security law, negotiations, and the Presidency continued to be in high demand with students wishing to gain insights into areas of expertise not commonly encountered in their previous professional or educational experiences. Numerous students also took advantage of optional visits to Federal departments and agencies, military bases, and the United Nations headquarters to enhance their understanding of the key elements and instruments of national and international power.



NWC students participate in regional studies travel in Israel.





Under Secretary of the Army Joseph Westphal salutes Hispanic women leaders serving the Nation in the Rotunda of the National War College. Honorees included American Ambassador to El Salvador Mari Carmen Aponte, Justice Sonia Sotomayor, and the commander of Program Executive Office Soldier, Brigadier General Camille M. Nichols. (Photo by SSG Teddy Wade, USA).

TABLE 32. Student Enrollment

Student Category	Active	Reserve	Guard	Total by Student Category
U.S. Army	37	2	4	43
U.S. Air Force	41	1	1	43
U.S. Navy	27	0	0	27
U.S. Marine Corps	15	0	0	15
U.S. Coast Guard	2	0	0	2
International Officer	34	--	--	34
International Civilian	--	--	--	0
DOD Civilian	--	--	--	22
Interagency Civilian	--	--	--	35
Industry Civilian	--	--	--	0
Total				221

Note: Active and Reserve Components apply only to U.S. military Services; thus, numbers may not sum to total by student category.

TABLE 33. Student Educational Background

Student Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Other	Total by Student Category
U.S. Army	6	35	2	0	43
U.S. Air Force	2	38	3	0	43
U.S. Navy	17	10	0	0	27
U.S. Marine Corps	12	3	0	0	15
U.S. Coast Guard	0	2	0	0	2
International Officer	5	12	5	12	34
International Civilian	0	0	0	0	0
DOD Civilian	7	13	2	0	22
Interagency Civilian	15	15	5	0	35
Industry Civilian	0	0	0	0	0
Total	64	128	17	12	221

TABLE 34. Military Student Experience

Student Category	Total by Military Service	Attended ILC	Attended SLC	Joint Experience	Operational Experience	Command O-5 Experience	Command O-6 Experience
U.S. Army	43	43	0	16	43	31	1
U.S. Air Force	43	43	40	12	39	39	1
U.S. Navy	27	10	0	12	19	10	3
U.S. Marine Corps	15	15	0	3	15	15	0
U.S. Coast Guard	2	1	0	1	1	1	0
International Officer	34	30	29	11	31	31	21
Total	164	142	69	55	148	127	26

Note: Professional Military Education/Experiences are not mutually exclusive.
 ILC: Intermediate Level College
 SLC: Senior Level College

TABLE 35. Civilian Students by Executive Level Agency, Sub-agency, Bureau, and Service

	Agency	Enrollment
DOD Agencies	Department of the Army	1
	Department of the Air Force	1
	Department of the Navy	2
	National Security Agency/Central Security Service	4
	Office of the Secretary of Defense	4
	Joint Staff	1
	Washington Headquarters Services	1
	Defense Threat Reduction Agency	1
	National Geospatial-Intelligence Agency/NIMA	1
	Defense Intelligence Agency	5
Headquarters Marine Corps	1	
Total		22
Non-DOD Agencies	Department of State	20
	Federal Bureau of Investigation	1
	Department of Homeland Security	4
	Central Intelligence Agency	1
	United States Agency for International Development	4
	Department of Energy	1
	Office of the Director of National Intelligence	3
Congressional Research Service	1	
Total		35

TABLE 36. Military Students by Years of Active Duty Service

U.S. Military Service	<15 Years	15-18 Years	19-22 Years	23-26 Years	27-30 Years	30 < Years	Total by U.S. Military Service
U.S. Army	0	3	38	2	0	0	43
U.S. Air Force	0	5	31	4	2	1	43
U.S. Navy	0	9	9	6	3	0	27
U.S. Marine Corps	0	4	11	0	0	0	15
U.S. Coast Guard	0	0	2	0	0	0	2
Total	0	21	91	12	5	1	130

TABLE 37. Graduate Awards Conferred

Student Category	Master's Degree	Diploma	Total by Student Category
U.S. Army	43	0	43
U.S. Air Force	43	0	43
U.S. Navy	27	0	27
U.S. Marine Corps	15	0	15
U.S. Coast Guard	2	0	2
International Officer	33	1	34
International Civilian	0	0	0
DOD Civilian	22	0	22
Interagency Civilian	35	0	35
Industry Civilian	0	0	0
Total	220	1	221

“There is so much of good in human nature that men grow to like each other upon better acquaintance, and this points to another way in which we may strive to promote the peace of the world.”

—Elihu Root

TABLE 38. International Students

Country	Student International Officer
Afghanistan	1
Algeria	1
Argentina	1
Austria	1
Bosnia and Herzegovina	1
Botswana	1
Bulgaria	1
Canada	1
Colombia	1
Czech Republic	1
Egypt	1
El Salvador	1
France	1
Georgia	1
Germany	1
Hungary	1
India	1
Indonesia	1
Kuwait	1
Latvia	1
Lebanon	1
Malaysia	1
Nepal	1
Pakistan	1
Romania	1
Saudi Arabia	1
Senegal	1
Serbia	1
Slovakia	1
Slovenia	1
South Africa	1
South Korea	1
Taiwan	1
Ukraine	1
Total	34

TABLE 39. Faculty Educational Background

Faculty Category	Joint Qualified Officer	SLC Graduate	Bachelor's Degree*	Master's Degree*	Doctoral/ Professional Degree*	Total by Faculty Category**
U.S. Army	6	9	0	9	0	9
U.S. Air Force	6	8	0	6	2	8
U.S. Navy	3	5	0	5	0	5
U.S. Marine Corps	2	2	0	2	0	2
U.S. Coast Guard	0	1	0	1	0	1
International Officer	0	0	0	0	0	0
International Civilian	0	0	0	0	0	0
DOD Civilian (Title 5)	0	0	0	0	1	1
DOD Civilian (Title 10)	2	2	0	0	24	24
Interagency Civilian	0	5	0	13	1	14
Industry Civilian	0	0	0	0	0	0
Total	19	32	0	36	28	64

Note: *Professional Military Experiences/Highest Level of Education are not mutually exclusive.

**Unduplicated number of faculty by category.

SLC: Senior Level College



NWC students and faculty listen as CAPT Christopher Halton, USN, commanding officer of Riverine Group 1, describes the capabilities of the riverine assault boat during a visit to Navy Expeditionary Combat Command. (Photo by MC2 Michael R. Hinchcliffe, USN).

TEACHING

Research and Applied Learning Centers

The Office of the Vice President for Research and Applied Learning increased the communication, cooperation, and coordination between faculty members of NDU's research centers and its teaching components. NDU has published a small booklet of subject matter experts to assist faculty in identifying research fellows able to provide relevant information or lectures complementing the curricula; advertise publications and policy papers to infuse research into the classroom; and teach a range of elective courses that inform students on a variety of strategic and national security policy issues.

CENTER FOR APPLIED STRATEGIC LEARNING

In academic year 2011, the Center for Applied Strategic Learning conducted several dozen strategic-level crisis simulation exercises designed to support the curricula of NDU colleges and components, as well as students, at a variety of external educational institutions. CASL's

support to curricula enhances student ability to apply their in-classroom learning using scenario-driven exercise discussions. Students graduate with a more complete understanding of the complexity of policy formulation by the U.S. Government, as well as how to help ensure U.S. objectives are supported and achieved in both regional and functional areas. CASL developed exercises on topics ranging from cybersecurity to mass atrocities prevention; Belarus to Yemen; and Mexico to the Philippines. These exercises were facilitated in support of NWC, ICAF, CISA, and IRMC. According to Deputy Assistant Secretary of Defense for Policy Amanda Dory, "Strategic exercises, like those that CASL conducts, are an invaluable tool for not only DOD, but also the broader interagency community. They allow us to demonstrate DOD leadership while working through complex issues to develop and refine policy approaches in a whole-of-government setting."



Participants engage in wargaming activities during the Connections Conference 2011, hosted by CASL on Fort McNair.

INSTITUTE FOR NATIONAL STRATEGIC STUDIES

CENTER FOR COMPLEX OPERATIONS

Established in 2009, the Center for Complex Operations has become a premier location for leading thought and discussion on civil-military engagement in stabilization and reconstruction, security and counterinsurgency, transition, and irregular warfare operations. CCO teaching, research, outreach, and field support programs grew dramatically in academic year 2011, supporting the missions of NDU, OSD, the Joint Staff, military commands, civilian agencies, and sister educational institutions.

CCO contributed to NDU's educational mission in building and strengthening strategic internal and external partnerships through advising on curriculum development, identifying gaps in training, and providing recommendations for advanced education for Active and Reserve Component personnel engaged in complex

operations. CCO offered two elective courses: Resolution of Armed Conflict and Expeditionary Economics. CCO staff lectured on failed states and postconflict diplomacy in an ICAF course on Africa and a NWC course on Instruments of Statecraft and Diplomacy. CCO collaborated with the Naval Postgraduate School to refine the curriculum and teach a graduate certificate program on security, complex operations, and development, in addition to creating a new curriculum for a graduate program on the rule of law for military personnel. CCO staff also provided instructors to U.S. Special Operations Command and U.S. Africa Command, Joint Special Operations University, Foreign Service Institute, CISA Orientation to National Security program for the Government Accountability Office, as well as the USAID predeployment training for Afghanistan field staff. Finally, CCO continued its support to the Combined Joint Task Force–Horn of Africa in the design of its predeployment curriculum and in-theater continuing education for the senior staff.



CCO Panel responds to audience questions during the "Leaving Afghanistan - Progress & Challenges in Helmand Province" event.

CENTER FOR STRATEGIC RESEARCH

The Center for Strategic Research supported the NDU educational mission by providing expertise to the University's teaching faculties, both inside and outside of the classroom, as well as to international partners. Over 40 lectures and briefings were provided by CSR research fellows to a diverse number of colleges, including guest lectures at NWC, ICAF, Joint Reserve Affairs Course, CAPSTONE, NATO Orientation Course, and Center for Hemispheric Defense Studies. Other guest lecture venues included the Foreign Service Institute, French War College, Marine Corps Air Command and Staff College, Air War College, Canadian Forces College, Australian Defence College, Indian National Defence College, and NATO Defense College.

CSR research fellows also provided routine in-class instruction through co-teaching elective courses for ICAF on terrorism, while also developing future electives for NDU, including the Minerva program course Strategic Challenges: Post-Conflict Reconstruction in Iraq and Afghanistan. In addition, CSR continued to execute the Pakistan Senior Officer Program in support of the commander of U.S. Central Command. Finally, the Center for the Study of Chinese Military Affairs sponsored a lecture series on the People's Liberation Army (PLA), PLA Air Force, and PLA Navy.

CENTER FOR TECHNOLOGY AND NATIONAL SECURITY POLICY

The Center for Technology and National Security Policy continued its seminar series on Emerging Challenges, Forces Transformation, and Resources for OSD Policy, putting together six seminars, the most influential being Unmanned Platforms: Implications of Mission Autonomy for U.S. Forces. This seminar considered future strategies for integrating autonomous and semi-autonomous platforms into U.S. force structure and had more than 300 participants attend. Key speakers included Major General R. Mark Brown, Deputy Assistant Secretary for Acquisition and Systems Management; Assistant Secretary of the Army for Acquisition, Logistics, and Technology; Rear Admiral Matthew Klunder, Director of Intelligence, Surveillance,

and Reconnaissance Capabilities Division; and Major General James Poss, Assistant Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance Headquarters U.S. Air Force.

CTNSP continued to support the Partnership for Peace Consortium of Defense Academies and Security Studies Institutes' Defense Education Enhancement Program (DEEP). DEEP is designed to provide mutually agreed support to the recipient nations in accordance with their Individual Partner Action Plans and Pathway to NATO Membership. Under CTNSP lead, DEEP efforts included an in-depth examination of Georgia's 4-year precommissioning program and consultations with the Armenian Minister of Defense.

The center also continued a program initially launched in August 2010 with the Joint Staff: the Afghanistan-Pakistan (AF-PAK) Hands Program, administered by the Joint Staff Pakistan Afghanistan Coordination Cell. AF-PAK personnel rotate between in-theatre and out-of-theatre positions that influence U.S. operations in the region. The APH Program seeks to develop Afghanistan and Pakistan regional experts who have in-depth knowledge of the region (historical, cultural, political, military, and economic) and an understanding of regional civilian and military processes, practices, and norms. NDU serves as the executive agent for the APH Program. CTNSP educational seminars introduce APH Program participants to the complexities of the Afghanistan-Pakistan region. CTNSP hosts counterinsurgency training 1 week a month during the academic year for a total of seven classes, with an average participation rate of 30 students per class.

CTNSP continues to offer five elective courses to students at NWC and ICAF, in addition to lecturing to students at CAPSTONE, JFSC, and the NATO Education Center.

CENTER FOR TRANSATLANTIC SECURITY STUDIES

The Center for Transatlantic Security Studies NATO Education Center provided resident instruction for approximately 150 U.S. personnel en route to an assignment within NATO through five 8-day resident NATO Orientation Courses at Fort McNair. The staff

also conducted outreach courses to Striking and Support Forces NATO in Italy and to U.S.-based military Reserve Components. A CTSS subject matter expert assisted the NATO Directing Staff during the conduct of NATO Crisis Management Exercise 2011, in which all NATO Allies and two partner nations actively participated.



Mr. Lawrence R. Chalmer, CTSS Deputy Director, welcomes participants to the "NATO Capabilities Discussion" on Fort McNair.

TEACHING

Special Components

CENTER FOR JOINT STRATEGIC LOGISTICS

The Center for Joint Strategic Logistics exists to shape the development of logisticians proficient in applying logistics support across the national security enterprise. In academic year 2011, the center's formal charter was signed by the Assistant Secretary of Defense for Logistics and Materiel Readiness, the senior logisticians from each Service staff, Deputy Commander of U.S. Transportation Command, Director of the Defense Logistics Agency, as well as the President of NDU. Together, the signatories serve as the governing board that guides and directs CJSL initiatives. The center offers the capability to provide comprehensive analyses of the joint and strategic logistics enterprise and to support the development of enterprise logisticians. CJSL continues to evolve into an organization that will be the hub for the study of DOD logistics and to provide support to the community of practice. The overriding objective continues to be the development of joint logisticians and an enhanced capability set that enables and empowers this community to best serve the joint force.

CJSL hosted the inaugural logistics Faculty Development Seminar in which participants from each of the PME centers and other DOD academic institutions were represented. The purpose of the seminar was to help foster a stronger logistics faculty community across the

DOD educational landscape by bringing them together once a year to engage in academic discussions and learn from each other. This event focused on case study learning methodologies related to logistics learning outcomes and serious gaming capabilities that could be used to enhance the development of joint logisticians. The center also developed a Joint Force Reception (JFR) case study for faculty to use as a tool with students in developing critical thinking skills and to help them build both competence and confidence in their ability to deal with a complex and dynamic operational environment. The JFR case will be included in the Air War College core curriculum for academic year 2012. Additionally, the center produced a curriculum development guide and continued efforts to develop an OPMEP-based joint logistics learning framework for intermediate and senior officer levels that includes advocacy for a case study methodology focused on learning outcomes. The guide was socialized with stakeholders, faculty from the Service schools, and the Joint Staff. The center also gained approval for and started developing an elective focused on resourcing national security strategy that will be incorporated into the ICAF curriculum during academic year 2012. During the past year, the center conducted sessions with PINNACLE and CAPSTONE courses on joint logistics and worked with the Joint Staff J4 (Logistics) to provide an orientation of new combatant command J4s.



LTG C.V. Christianson, USA (Ret.), leads discussion with distribution industry members at the CJSL Distribution Industry Seminar on Fort McNair.

CENTER FOR THE STUDY OF WEAPONS OF MASS DESTRUCTION

Since 1994, the Center for the Study of Weapons of Mass Destruction has been the focal point for countering WMD education, research, and interagency partnership within both the JPME system and DOD as a whole. Leveraging its longstanding strategic partnerships within the countering WMD policy community, CSWMD has developed strategic partnerships with other organizations concerned with the education of national security professionals on WMD issues. Traditional relationships with staffs from OSD Policy, OSD AT&L, and the Defense Threat Reduction Agency have brought the expertise of scholars and practitioners at NDU to bear on ongoing national security policy issues. For example, CSWMD provided a senior research fellow to assist OSD Policy help manage the U.S. response to the Fukushima nuclear crisis and now continues leading portions of the lessons learned process.

The CSWMD role in JPME is founded on a strategic partnership with the Joint Staff J8 Joint Requirements Office (JRO) for Chemical, Biological, Radiological, and Nuclear Defense. As directed by the Chairman, the

JRO funds the center's JPME mission. In academic year 2011, working with the JRO, the center helped form an education consortium between NDU, joint and Service schools, DOD agencies, and combatant commands conducting WMD-related education to better prepare U.S. national security leaders to deal with some of the gravest threats our nation may confront.

A centerpiece of the CSWMD educational effort is the Program for Emerging Leaders (PEL), an initiative to cultivate and instruct a community of highly skilled and motivated next-generation leaders from across the U.S. Government as described in the education chapter of this report. In academic year 2011, these early to mid-career professionals participated in several seminars, including a visit to Oak Ridge National Laboratory in addition to receiving lectures and briefings from former Secretary of Defense William Perry and former U.S. National Security Advisor Lieutenant General Brent Scowcroft. These events are designed to equip PEL members with the skills and background to meet future WMD challenges. An increasing number of Federal Government and JPME institutions are involved in PEL.



Former Secretary of Defense, the Honorable Dr. William J. Perry, addresses students in the CSWMD Program for Emerging Leaders (PEL) along with other members of the NDU Community.

TABLE 40. Program for Emerging Leaders Current Program Enrollment by Agency

	Agency	Student Enrollment
DOD Agencies	Defense Threat Reduction Agency	4
	Office of the Secretary of Defense	6
	U.S. Africa Command	1
	U.S. Air Force	33
	U.S. Army	15
	U.S. Central Command	1
	U.S. Coast Guard	1
	U.S. Marine Corps	3
	U.S. Navy	8
	U.S. Northern Command	0
	U.S. Pacific Command	2
	U.S. Public Health Service	1
	U.S. Southern Command	1
	U.S. Strategic Command	6
	Total	
Non-DOD Agencies	Central Intelligence Agency	3
	Department of Commerce	2
	Department of Energy	4
	Department of Homeland Security	8
	Department of Justice	2
	Department of State	8
	Department of Transportation	0
	Department of the Treasury	5
	Environmental Protection Agency	0
	Government Accountability Office	2
	Health and Human Services	2
Total		36

INSTITUTE FOR NATIONAL SECURITY ETHICS AND LEADERSHIP

The Institute for National Security Ethics and Leadership was established in 2007 by the Chairman as a recognized center of excellence in ethics and leadership in national and international security affairs. The Colin Powell Chair of Leadership, Ethics, and Character, supported by the NDU Foundation, is an integral part of the institute; the chair is currently held by former Chairman General Richard B. Myers, USAF (Ret.). INSEL works in all three functional areas of NDU: teaching, research, and outreach.

The institute's accomplishments have been enhanced by the cooperative and collaborative programs that it engages in with Georgetown University's Berkley Center, U.S. Institute of Peace, Columbia University's Institute for Medicine as a Profession, Defense Health Board's Ethics Sub-Committee, Brookings Institution, National Intelligence University, Defense Senior Enlisted Leaders Conference, Inter-American Defense College, Naval Postgraduate School, NATO's Building Integrity Program, United Kingdom's Defence Academy and Royal College of Defence Studies.

Staff members help NDU colleges enhance the teaching of ethics and leadership in their core and elective curricula. They also provide courses on ethics, leadership, and related topics. INSEL director Dr. Albert C. Pierce and General Myers continue to teach a popular course about ethical challenges in organizational life. The course covers such topics as dissenting from policy, conflicting values and pressures, and responsibility and accountability. Chaplain (COL) Eric Wester, Senior Military Fellow at INSEL, teaches two elective courses: one on ethics and strategy, the other on religion and security. All three courses receive consistently highly positive evaluations from the students.

Dr. Pierce has also taught in the Reserve Components National Security Course, NATO Staff Officers Orientation Course, CAPSTONE and CAPSTONE

spouse seminars, International Students Spouses Course, the Joint Advanced Warfighting School and Joint and Combined Warfare School at Joint Forces Staff College, as well as for CISA's counterterrorism fellows, and the NDU International Fellows.

Chaplain Wester taught a half-day course at Fort McPherson for Atlanta-area chaplaincy personnel about ethics in a counterinsurgency environment. General Myers also addresses NDU students as part of the Distinguished Lecture Program.



BG Sean B. MacFarland, USA, addresses the attendees of the inaugural Military Professionalism Conference hosted by INSEL on Fort McNair.



*“We have to have a true compass ethically.
We have to have a true compass morally.
We have to have a true compass inside our profession.”*

—Admiral Mike Mullen, USN (Ret.),
Former Chairman of the Joint Chiefs of Staff

JOINT RESERVE AFFAIRS CENTER

The primary Joint Reserve Affairs Center mission is to educate future leaders of the seven Reserve Components. The center sponsored the Reserve Components National Security Course (RCNSC) three times in 2011. RCNSC is a 2-week course designed to enhance understanding of national security, resource and military strategy through joint, interagency, intergovernmental, and international education. The course concludes with a comprehensive strategic gaming exercise supported by the Center for Applied Strategic Learning. RCNSC graduates earn 2.0 Joint Qualified Officer points toward their Level III

Joint Qualification. It is the only national security course offered to Reservists, who provide the United States and its citizens the best strategic link between the military and its civilian population. In addition, JRAC conducted one National Security Strategy course (NSSC) for Capitol Hill staff members in 2011, a course comprised of select lectures from NDU faculty and a strategic tabletop exercise led by CASL. In academic years 2012 and 2013, JRAC is planning to conduct three RCNSC and expand Capitol Hill outreach via two NSSCs for more than 500 students and staffers annually.



Dr. Gregory D. Foster delivers a lecture to Reserve officers enrolled in the RCNSC in Abraham Lincoln Hall on Fort McNair.



GEN Martin E. Dempsey, Chairman, Joint Chiefs of Staff, addresses Reserve officers at the Reserve Officers Association's National Security Symposium in Washington, DC. (Photo by D. Myles Cullen).

TABLE 41. Student Enrollment

Service	January	April	July
U.S. Army Reserve	28	20	30
Army National Guard	9	7	11
Air National Guard	3	2	5
U.S. Navy	28	14	24
U.S. Air Force	28	21	34
U.S. Coast Guard	11	11	29
U.S. Marine Corps	7	7	6
Other: Korean Officer	0	0	1
Total	114	82	140

TEACHING

General and Flag Officer Education and Professional Development Programs

CAPSTONE

The congressionally mandated 5-week CAPSTONE course continues to provide a unique executive education opportunity for newly appointed military general and flag officers and senior civilian national security leaders. Each year, more than 200 uniformed officers and senior executive service civilians are given a robust exposure to the joint force and military Services, regional and functional combatant commanders, and senior leaders in the broader U.S. Government interagency community. Originally created to provide new general and flag officers with an enhanced understanding of the capabilities of other Services in combined military operations, the CASPTONE course has evolved to include providing an appreciation for whole-of-government approaches to complex national and international security threats and challenges as well as the interagency process that pursues such solutions. In addition to general and flag officers, approximately two dozen senior civilians from other DOD and non-DOD agencies participated in CAPSTONE in 2011.

The CAPSTONE curriculum receives outstanding support from all the military Services and unified commanders, including incredible access and quality time with commanders and other leaders. The Intelligence Community is a critical partner in the CAPSTONE



CAPSTONE students participate in a Joint Officer Management briefing.

curriculum, providing superb course content in addition to sending senior executives as class members. Expanding participation among the appropriate interagency partners remains a critical priority to enrich CAPSTONE fellows' educational experience with a variety of perspectives in the discussions.



CAPSTONE students participate in a Joint Officer Management briefing.

The CAPSTONE overseas field study program planned and executed visits to 48 countries and nearly every active joint task force during 2011. In addition to providing an opportunity to observe and interact with the whole-of-government approach as applied in the field, these overseas studies are structured to provide a broader exposure to the regions of potential future engagement or conflict. The combatant commanders' guidance in planning these visits to their regions remains central to achieving the Chairman's goals while supporting the regional commander and broader U.S. Government security cooperation objectives. This allows combatant commanders and chiefs of mission to leverage CAPSTONE delegation visits to send positive messages in their areas of responsibility and countries of interest.

PINNACLE

The 1-week PINNACLE course is provided for select two- and three-star general and flag officers considered the most likely to be called upon to command a joint force in a military or humanitarian assistance/disaster relief contingency. Attendees are drawn from all five military Services and include invitations to senior leaders from DOD, CIA, and the State Department. In

addition, in order to enhance and enrich the exploration of global and transnational dynamics on U.S. national security interests, senior officers from foreign military partner nations are invited to participate in PINNACLE discussion. As with CAPSTONE, robust participation by key players and departments in the interagency process is considered key to the success of the curriculum and remains a focus area for outreach.



PINNACLE students participate in a combatant command briefing.

TEACHING

Senior Enlisted Leader Education and Professional Development Programs

Enlisted JPME (EJPME) is defined in CJCS Instruction 1805.01 as a three-tiered process. Basic and Career EJPME are taught by the Services, and Senior EJPME is the responsibility of NDU. Within Senior EJPME, there are two programs: Senior Enlisted JPME (SEJPME) taught by Joint Forces Staff College, and KEYSTONE taught at NDU.

SENIOR ENLISTED JOINT PROFESSIONAL MILITARY EDUCATION

The SEJPME program provides CJCS-sponsored, assignment-oriented educational opportunities for senior enlisted serving in, or slated to serve in, joint and combined organizations. This certificate-granting course is offered online with 40 hours of instruction completed over a 90-day period. In academic year 2011, 10,691 enlisted students completed the course. Since its inception in 2007, more than 26,000 enlisted students have completed the course.

KEYSTONE

The 2-week KEYSTONE course is intended to provide Command Senior Enlisted Leaders going to joint billets an enhanced understanding of the joint military environment, the broader defense establishment, and the interconnections with interagency and international partners. The Joint Operations Module conducted by U.S. Joint Forces Command, combined with the visits to U.S.-based unified commands and selected joint task forces, are coordinated and run by host command senior enlisted advisors to provide relevant and pragmatic information on joint operations.

While the course remains in high demand, the Services and unified commands are finalizing their comprehensive review of billets that would best benefit from KEYSTONE attendance. The KEYSTONE course is conducted twice a year and can provide this executive education to 80 Senior Enlisted Leaders from all five military Services, their Reserve Components, and the National Guard.



SgtMaj Bryan Battaglia, USMC, Senior Enlisted Advisor to the Chairman, Joint Chiefs of Staff, discusses enlisted professional military education initiatives with senior civilian and enlisted representatives from each military service on Fort McNair. (Photo by MSgt Chuck Marsh, USAF).



SFC Pamela Ames, USA, pauses for a photo with Sgt Austin Anderson, USMC, outside of Roosevelt Hall on Fort McNair. Mentorship between junior and senior service members is central to the culture and military profession embodied at NDU.



AMB Johnnie Carson, Assistant Secretary of State, Bureau of African Affairs (L), and GEN William E. "Kip" Ward, USA (Ret.), (R) exchange greetings during a Senior Leaders Seminar in Lisbon, co-hosted by ACSS in partnership with the Portuguese Ministry of National Defense.

TEACHING

Regional Centers

AFRICA CENTER FOR STRATEGIC STUDIES

The Africa Center for Strategic Studies is the preeminent DOD institution for security studies, strategic research, and outreach pertaining to Africa. ACSS supports U.S. foreign and security policies by strengthening the capacity of African nations to identify and resolve security challenges in ways that promote civil-military cooperation, respect for democratic values, and safeguard human rights. The Africa Center's performance measures support implementation of the Guidance for the Employment of the Force, OSD Policy priorities, and Theater Strategic Objectives of U.S. Africa Command. By focusing on these requirements, ACSS effectively links the U.S. Government's strategic direction with our African partners.

ACSS meets unique regional challenges with tailored initiatives designed to build and sustain enduring partner capabilities and relationships among partner states and regional organizations. To maximize exposure and build ties with regional counterparts, ACSS conducts the majority of its programs in Africa. Core academic programs included the Senior Leaders Seminar, Introduction to African Security Issues, Africa Defense Attaché, Next Generation of Africa Military Leaders, and Managing Security Resources in Africa. In addition, ACSS offers thematic programs on Maritime Safety and Security, Security Sector Reform, Civil-Military Relations, Transnational Threats and Trafficking, Counter Narcotics, and Preventing Terrorism: The Root Causes of Radicalization.



Lieutenant General Peter Augustine Blay, Chief of the Defence Staff, Ghana (L) converses with Dr. Mathurin Hounnikpo, ACSS faculty member (R), during a visit to Washington, DC.



Lt Gen Derrick Mgwebi, Chief Human Resources, South African Defense Force (L), converses with AMB (Ret.) William Bellamy, Director, ACSS (C), and VADM Ann E. Rondeau, USN, President NDU (R), during the Next Generation of African Security Leaders Course.

ACSS supports the NDU approach to academic excellence. Over the past 12 years, the Africa Center has engaged more than 12,000 African, U.S., and international security practitioners in nearly 200 programs and events. ACSS brings an African perspective and insight to U.S. policymakers and the academic community at NDU, providing a strategic advantage to

engage African decisionmakers and defense institutions. ACSS serves as an academic partner on NDU's Council of Deans, Middle States Accreditation Committee, Academic Freedom Committee, and others. ACSS enriches the NDU academic community by providing regional expertise, faculty interaction/exchange, outreach opportunities, and strategic research.



Dr. Luis Bitencourt, Dean of Academic Affairs and Professor, CHDS (R), greets Brazilian General Augusto Heleno (L) in the Lincoln Hall entrance at Fort McNair.

CENTER FOR HEMISPHERIC DEFENSE STUDIES

CHDS is the preeminent academic institution for teaching, outreach, and research on defense and security issues affecting the Americas. The center’s participants, alumni, partner institutions, and network of regional experts comprise “communities of influence” that work toward a more cooperative, secure, and stable regional and global security environment. CHDS conducts educational activities for civilians and the military in the Western Hemisphere to foster trust, mutual understanding, regional cooperation, and partner capacity. The center augments its diverse and rigorous resident course schedule by building and strengthening strategic partnerships throughout the hemisphere with the use of

cost-effective, capacity-building, virtual, and in-region programs. In the virtual realm, the number of video-conferences conducted in academic year 2011 saw an increase of more than 50 percent from the previous year, with further expansion planned in academic year 2012. Within the region, CHDS hosted or cohosted more than 20 activities, including conferences, seminars, and workshops for audiences including CHDS alumni, War College classes, national legislators, plus national leaders and cabinet members. In the near future, specialized exportable courses are being developed for alumni associations, police and security forces, civilian institutions, and multi-agency audiences that will replicate critical modules from resident courses and/or



Alvaro Uribe, former Colombian President, speaks to an audience in the Abraham Lincoln Hall Auditorium at Fort McNair.

respond to OSD guidance, U.S. Embassy Country Team requests, and combatant commander requirements from U.S. Southern Command and U.S. Northern Command.

The resident courses at CHDS are offered in Spanish or English. The 3-week Strategy and Defense Policy course in Spanish and 2-week Caribbean Defense and Security course in English offer a broad program that was developed to meet regional outreach and engagement goals. Offered as the center's first course in March 1998, the 39th edition in March 2011 pushed graduate totals for these Spanish and English courses past the 2,000-person mark. These two courses remain the most sought after, forming the foundation around which all other courses are designed.

To sustain the individual relationships most commonly started via a foundational course, CHDS offers its alumni opportunities to enhance their knowledge by returning to the center for an advanced or specialized course, present an academic paper as a panelist at regional conferences

or seminars, publish defense- and security-related articles in CHDS journals, or sponsor topic-specific workshops through their local alumni association or a partner institute. Primary among these opportunities are advanced courses that cover diverse topics tailored to address an issue of shared interest in the Western Hemisphere. In their second year with graduate-level credits from NDU, the topics ranged from Civil-Political-Military Relations and Governance, Governability, and Security in the Americas, to Strategy and International Security, and Terrorism and Counterinsurgency. In April 2011, CHDS also conducted an advanced course specifically designed for Master's degree candidates of the Inter-American Defense College (IADC) on Advanced Defense Policymaking, continuing a close academic relationship between CHDS and IADC.

Programmed for late 2011 is a new course, developed in part due to regional demand, but also responding to the recently released White House Strategy to Combat Transnational Criminal Organizations. The new course, entitled Combating Transnational Criminal Organizations, positions CHDS to contribute immediately to the implementation of this new strategy. Complementing the foundational and advanced courses are specialized ones, including one focused on Combating Terrorism, as well as the Perspectives on Homeland Security and Defense course, which was designed to meet a U.S. Northern Command requirement. In April, after 1 week at CHDS, participants traveled to Colorado Springs with the center's exercise and gaming team, where they conducted a simulation-based exercise at the U.S. Northern Command headquarters. The purpose of the exercise was to provide a hands-on experience in international and interagency coordination in disaster response.

Augmenting the goal of maintaining relationships with individual alumni and groups of alumni, CHDS has expanded its efforts to build strategic partnerships with civilian and military institutions. Military educational institutions and war colleges in Colombia, El Salvador, Mexico, Peru, Uruguay, and Chile are among the many partner institutes with whom the center regularly

interacts. One of the primary engagement tools is the unique weeklong NationLab program, which uses a game design combining facets of strategy development, complex interaction between multiple entities simulating detailed national processes and structures, and the use of both expert adjudication and computer simulation tools to advance the scenario. In 2011, NationLab was conducted in five countries where regional war colleges hosted the program; additionally, the University of the West Indies in Jamaica hosted the only NationLab in English.

CHDS is proud of its diverse family of alumni that includes a large number of people from nongovernmental organizations. In December 2010, with a regional, multinational NGO, CHDS cohosted an event in Buenos Aires, Argentina, that honored the 200th anniversary of independence from Spain of both Argentina and Chile. A CHDS-published book on security and defense issues in these two countries was released at this venue, and the seminar was an example of an invaluable engagement tool between nongovernmental security and defense professionals and civilian and military decisionmakers of several countries.

Another important in-region event in July 2010 was the Sub-Regional Conference in El Salvador, which made extensive use of strategic partnerships with the Ministry of Defense, the Centro de Altos Estudios Estratégicos, and the CHDS Alumni Association. With participants from 17 countries, the panels and discussions considered the transnational nature of common threats facing the countries in Mesoamerica and the necessity to confront them cooperatively. The conference also sought to identify cooperative approaches to defense and security challenges in a complex political environment.

Every CHDS effort is closely tied to mission objectives such as Building Partner Capacity and Defense Support to Civil Authorities. The apex of these efforts is the National Security Planning Workshop (NSPW). In September 2010, at the request of the U.S. Ambassador to Nicaragua, CHDS conducted a 2-day NSPW in Honduras, which was the first senior-level engagement

in this city since Honduras began to return to democratic rule. The NSPW was attended by Honduran President Porfirio Lobo and his cabinet. President Lobo placed great emphasis on this workshop, and, correspondingly, the vice president and ministers from throughout the government participated actively in this important initial step in the development of their national security strategy. President Lobo also highlighted how this strategy would be critical in building confidence among the population, potential investors, and neighboring countries.

Highlighting the value of CHDS to the U.S. Government and larger regional and international community, Secretary of Defense Robert Gates praised the center for its vital contribution to strengthening the civilian role in defense ministries. In his November 2010 speech at the Defense Ministerial of the Americas in Santa Cruz, Bolivia, he stated, “greater civilian expertise requires more education. . . . Therefore, I am pleased to announce that the Center for Hemispheric Defense Studies has offered to host workshops for those interested in strengthening the civilian role in defense ministries. The Center has also committed to providing each of you and your ministry . . . exactly the type of exchange that fosters mutual understanding.”

CHDS will remain successful, agile, and efficient by leveraging existing regional partnerships and nurturing new collaborations. These strategic partners, both in-country and within the Washington, DC-based diplomatic community, will allow CHDS to expand its in-region and virtual presence. In addition to the previously mentioned specialized exportable courses, video-teleconference exchanges will continue increasing, with streaming video and other formats expanding the use of the virtual realm. Going forward into the academic year 2012, the CHDS team eagerly embraces its responsibility to enhance regional security through the creation of collaborative communities of interest among military and civilian officials from the nations of the region.

NEAR EAST SOUTH ASIA CENTER FOR STRATEGIC STUDIES

The Near East South Asia Center for Strategic Studies is the preeminent DOD institution for security studies, research, and outreach in the Near East, Central, and South Asia. The NESAs mission is to enhance security in the region by building sustained, mutually beneficial relationships; fostering regional cooperation on security issues; and promoting effective communications and strategic capacity through free and candid interaction in an academic environment. The center supports this mission through a variety of academic programs.

The NESAs Center Foundation Seminars provide the bedrock upon which we have built and enhanced our mission. NESAs holds 2 ½-week executive seminars for leaders from O5 to O7 levels and their civilian equivalents and shorter 2-week senior executive seminars for general and flag officers, ministers, and Ambassadors. Seminars incorporate a variety of topics to include the U.S. national security structure and process, changing regional strategic environment, counterterrorism, proliferation of weapons of mass destruction, and disaster management. These seminars encourage a frank and open exchange of views under the Chatham House Rule of non-attribution and are completely “off the record.” Seminars generally contain 35 to 40 participants from more than 30 countries, including the United States. Plenary sessions bring in outside speakers, including senior U.S. Government officials and specialists from think tanks and academe to help frame broad issues and generate thinking and discussion. Faculty lead smaller breakout groups of 10 to 12 participants, facilitating discussions in a more informal setting.

In support of DOD and our regional partners, NESAs has expanded the number of courses and programs offered. The center’s academic programs include the Combating Transnational Threats Seminars, Embassy Orientation Program, Senior National Representatives Seminar, Washington Seminar, and Bilateral Seminars. The center has expanded in the region through such programs as the

Lebanese Military Education Cooperation program and support for the Regional Network of Strategic Studies Centers, which was established in 2005 in response to regional suggestions for more avenues of dialogue and cooperation in order to meet security challenges. NESAs has supported the Lebanese Armed Forces in its efforts to update its military education system through developing a new syllabus and teaching methodologies. The center also helped to establish a Lebanese Research and Strategic Studies Center, which is now evolving into an active and focused research facility.

Since the founding of NESAs in 2000, over 3,000 government officials, military officers, and civilians from 73 countries have graduated from its programs and joined the ranks of its vibrant alumni network. The center continues to engage the region in support of its mission and four regional combatant commands: U.S. Central Command, U.S. European Command, U.S. Pacific Command, and U.S. Africa Command. This includes expanded use of video-teleconferencing, Skype, and prerecorded presentations to allow us to interact rapidly and remotely into an ever-changing region.



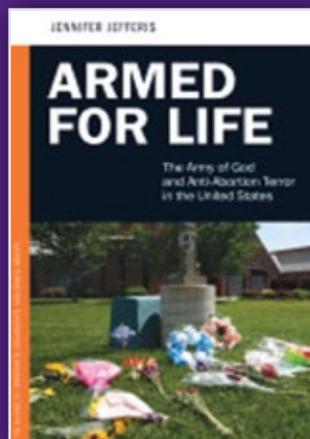
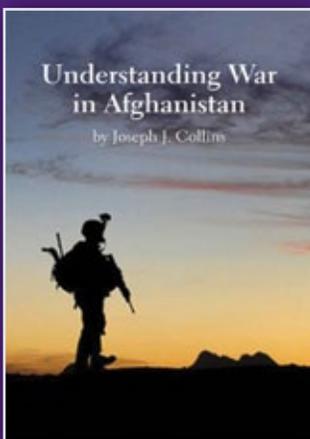
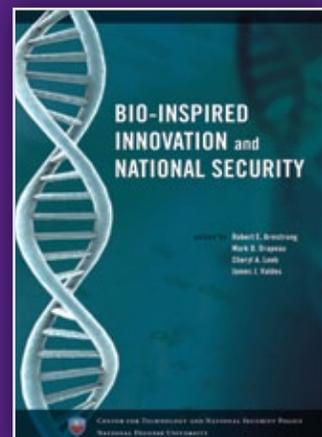
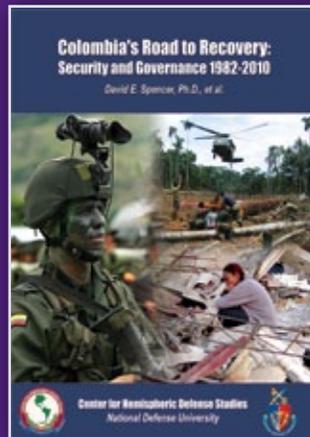
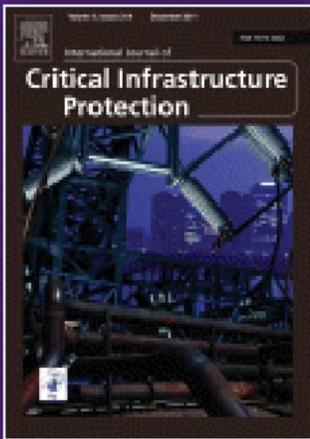
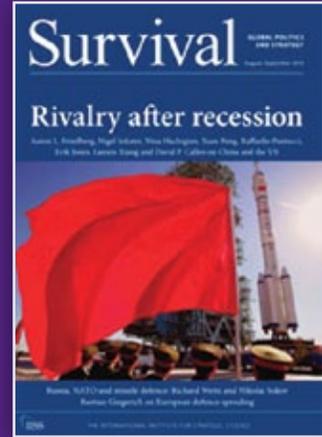
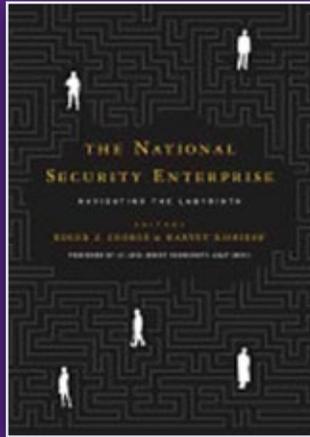
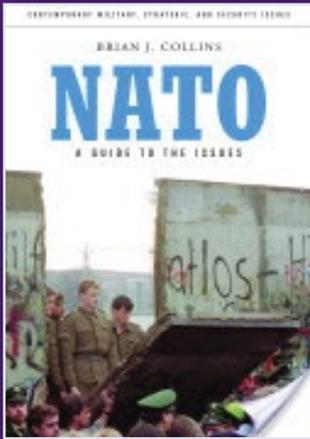
NESAs delegation participates in a conference at the Bangladesh Institute of International and Strategic Studies.

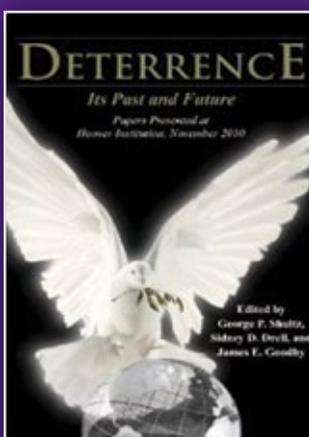
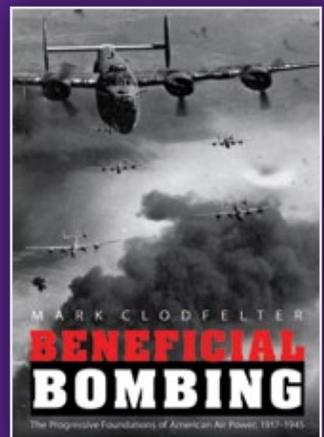
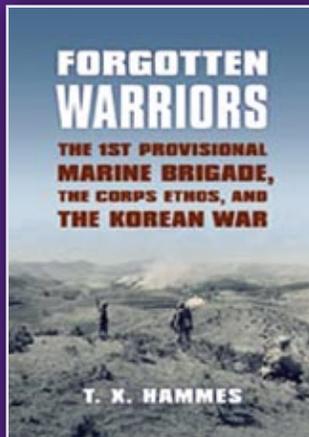
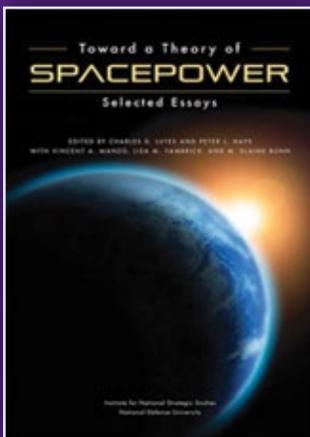
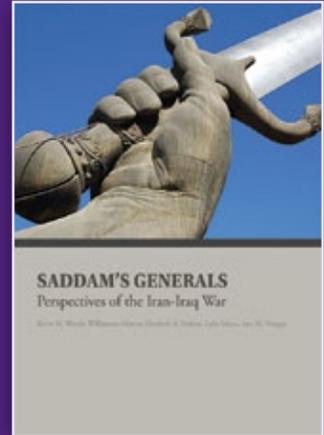
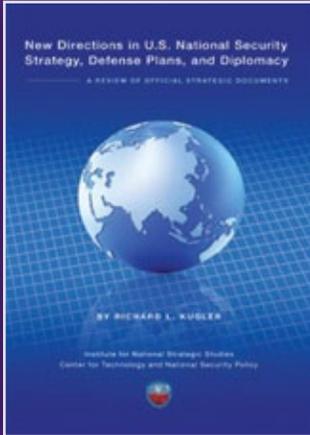


NESA seminar participants pose for a group photo at the U.S. Capitol as they explore Washington, DC.

RESEARCH

Representative University Publications





RESEARCH Colleges

COLLEGE OF INTERNATIONAL SECURITY AFFAIRS

Consistent with the College of International Security Affairs mission, the faculty regularly conducts research on regional and global security challenges, ranging from new and emerging threats, homeland security, inter- and intra-state warfare, strategy and policy, and a host of contemporary and future challenges to U.S. national interests and the international security environment. CISA faculty research ensures currency and relevance to classroom instruction, provides valuable insights to DOD Services and agencies, and bridges the gap between scholarship and action by informing the crucial debates in academe and the policy arena. Recent research contributions have been presented at prestigious international conferences, selected and printed as book manuscripts, published in academic and policy journals, and briefed to key government officials.

Abbas, Hassan. *Reforming Pakistan's Police and Law Enforcement Infrastructure: Is it Too Flawed to Fix?* 2011.

———. *Study Group Report - Pakistan 2020: A Vision for Building a Better Future*. Asia Society Report. New York, NY: Asia Society, 2011.

Abbas, Hassan, Babak Rahimi, David Menashri, Sanam Vakil, Reider Visser, Toby Jones, Brian Glyn Williams, and Uzi Rabi. "Pakistan." In *Title: Militancy and Political Violence in Shiism*, edited by Assaf Moghadam. 1st ed., 1-247. London: Routledge, 2011.

Gorka, Sebastian. "The Age of Irregular Warfare SO WHAT?" *Joint Force Quarterly* 58 (2010): 32-38. <http://ezproxy6.ndu.edu/login?url=http://search.ebscohost.com.ezproxy6.ndu.edu/login.aspx?direct=true&db=aph&AN=52801124&site=ehost-live&scope=site>.

———. "Von Clausewitz Meets Irregular Warfare." In *Hybrid Warfare and Transnational Threats*, edited by Paul Brister, William H. Natter, Robert R. Tomes, and Adam Smith: Council for Emerging National Security Affairs, 2011.

Gorka, Sebastian and David Kilcullen. "An Actor-Centric Theory of War: Understanding the Difference between COIN and Counterinsurgency." *Joint Force Quarterly* 60 (2011): 14-18.

Jefferis, Jennifer L. *Armed for Life: The Army of God and Anti-Abortion Terror in the United States*. Santa Barbara, CA: Praeger, 2011.

Marks, Thomas A. "Colombia: Learning Institutions Enable Integrated Response." *PRISM* 1, no. 4 (September 2010): 127-146.

———. "For Nepal's Maoists, the Cold War Continues." *World Politics Review* (February 2011): 19 September 2011. <http://www.worldpoliticsreview.com/articles/7943/for-nepals-maoists-the-cold-war-continues>.

———. "Lawfare's Role in Irregular Conflict." *In Focus Quarterly* 4, no. 2 (Summer 2010): 12-14.

———. "Regaining the Initiative: Colombia Versus the FARC Insurgency." In *Counterinsurgency in Modern Warfare*, edited by Daniel Marston and Carter Malkasian. 2nd ed., 209-232. United Kingdom: Osprey, 2010.

Miller, Paul. "Finish the Job: How the War in Afghanistan can be Won." *Foreign Affairs* 90, no. 1 (2011): 51-51-II.

Salmoni, Barak A. *Responsible Partnership: The Iraqi National Security Sector After 2011*. Washington, DC: Washington Institute for Near East Policy, 2011. <http://www.iauiraq.org/documents/1371/PolicyFocus112.pdf>.

Ucko, David H. *Counterinsurgency and its Discontents: Assessing the Value of a Divisive Concept*. Berlin, Germany: Stiftung Wissenschaft und Politik (German Institute for International and Security Affairs), 2011.

- . “Les Dilemmes De La Doctrine De Contre-Insurrection Américaine : Répétition, Pertinence Et Effet.” In *Faut-Il Brûler La Contre-Insurrection?*, edited by Georges-Henri Bricet des Vallons, 110-136. Paris: Choiseul, 2010.
- . “The Iraq Wars and America’s Military Revolution, by Keith L. Shimko (Book Review).” *Contemporary Security Policy* 31, no. 3 (December 2010): 576-577.
- . “Lessons from Basra: The Future of British Counter-Insurgency.” *Survival* 52, no. 4 (August 2010): 131-158.
- . “Peace-Building After Afghanistan: Between Promise and Peril.” *Contemporary Security Policy* 31, no. 3 (December 2010): 465-485.
- . “Resetting Article 5: Toward a New Understanding of NATO’s Security Guarantees.” *World Politics Review* (October 26, 2010): 4-4.

Yoon, Mi Yung and Jr Kilroy Richard J., eds. *Colonial History and Territorial Issues in Africa and Latin America*. Seoul: Northeast Asian History Foundation, 2010.

INDUSTRIAL COLLEGE OF THE ARMED FORCES

By an overwhelming margin, the Industrial College of the Armed Forces faculty research efforts are dedicated to the construction of the curriculum and direct preparation for the teaching mission. Every lesson demands a considerable research effort by the faculty member responsible for the lesson, amounting to a full literature survey on the subject. This effort is then extended by faculty members teaching the lesson. In addition, the core curriculum takes full advantage of material developed by the faculty. In academic year 2011, the curriculum included a case study developed by Colonel Shahnaz Punjani on the U.S. Air Force tanker lease proposal, and another written by Dr. Bill Knowlton on General David Petraeus (both published by NDU Press). Dr. Alan Whittaker executed his annual review and update to his outline of the national security decisionmaking process,

“The National Security Policy Process: The National Security Council and Interagency System,” which has become a resource to agencies across the interagency policy community.

With a continued focus on strengthening and sustaining our teaching mission, three faculty members conducted sabbatical research programs over the past 2 years, each with results designed to directly support the academic program. Dr. Jim Browning conducted an extensive series of interviews with senior leaders from across the government, military, and private sectors, and drafted a textbook for future use by the ICAF Strategic Leadership Department. Dr. Steven Kramer, a long-time student of European politics, extended his academic expertise to concentrate on global demographics trends during a term at the Wilson Center. Dr. Paul Needham began drafting a textbook on supply chain management for use both in the college’s core curriculum and the Supply Chain Management Concentration Program. The ICAF Defense Logistics Agency Chair, Ms. Kelly Morris, worked with intern Katherine Chu to draft and publish “Simply Put: A Streamlined Guide to ICAF Writing.” Designed to provide students a simple, accessible overview of the writing standards and expectations, the guide has already proven its value to faculty and students alike.

ICAF honored two faculty members for their publications during academic year 2011, with their work demonstrating the powerful expertise and variety of the faculty’s interests. Colonel Brian Collins, Ph.D., published *NATO: A Guide to the Issues*. Dr. Paul Sullivan, a globally recognized expert on the Middle East, published a vast range of material in both traditional and nontraditional media, assessing and reporting on the so-called Arab Spring. Additionally, Captain David Meyers, Dr. Paul Needham, Mr. Tom Hauser, and Dr. Steve Randolph advised students or completed research in support of the Chairman, Chief of Naval Operations, and Chief of Staff of the Air Force.

Dr. Steve Brent and Colonel Mark Troutman, Ph.D., of the Department of Economics performed groundbreaking work in the area of Expeditionary

Economics and the impact of the national debt and deficit on national security, establishing solid analytical frameworks for these increasingly important fields. Dr. Brent worked with Mr. Bernie Carreau of the Center for Complex Operations to host a conference on Expeditionary Economics at NDU, then published the proceeds of that conference, developed an elective on the subject, and attended subsequent conferences at West Point and the Kauffman Center.

Collins, Brian J. *NATO: A Guide to the Issues.*

Contemporary Military, Strategic, and Security Issues; Variation: Contemporary Military, Strategic, and Security Issues. Santa Barbara, CA: Praeger/ABC-CLIO, 2011.

Knowlton, William A., Jr. *The Surge: General Petraeus and the Turnaround in Iraq.* Case Study / Industrial College of the Armed Forces; Variation: Case Study [Industrial College of the Armed Forces (U.S.)]. Washington, DC: National Defense University Press, 2010.

INFORMATION RESOURCES MANAGEMENT COLLEGE

Research undertaken by the Information Resources Management College faculty and staff stems from a commitment to enrich the teaching and learning environments for students, contribute to knowledge in various information technology disciplines, and provide hands-on learning and research opportunities for U.S. Government, private sector, and international students. For example, work done in the IRMC laboratories (“iLabs”) allows participants to experience technology-rich learning to enhance knowledge transfer and to keep the U.S. Government and its partners ahead of the technology curve. Additionally, iLabs provide insight and training through flexible and mobile workshops and symposia across the globe.

IRMC has created strong partnerships with corporations such as Microsoft, Google, IBM, Cisco, Tibco, McAfee, and others to bring the latest tools and technologies into the labs and to assure that key components can be taken on the road for global education and training

purposes. Examples of iLab research and experiential learning programs include supervisory control and data acquisition/control system, cyber attack and defense, biometrics, wireless security, digital forensics, cyber protect network defense simulation, and virtual worlds.

Alden, Jay. “Assessment of Individual Student Performance in Online Team Projects.” *Journal of Asynchronous Learning Networks* 15, no. 3 (June 2011): 5-20.

Downes, Cathy. “Unintentional Militarism: Over-Reliance on Military Methods and Mindsets in US National Security and its Consequences.” *Defense & Security Analysis* 26, no. 4 (December 2010): 371-385. doi:<http://ezproxy6.ndu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=58089709&site=ehost-live&scope=site>.

Gearhart, Deb, Phillip A. McNair, and Kathleen Schulin. “Journal of Asynchronous Learning Networks (Guest Editor).” *Journal of Asynchronous Learning Networks* 15, no. 3 (March 2011): <http://sloanconsortium.org/node/262526>.

Kuehl, Daniel T. “From Information Operations to Cyberwarfare.” Presented at the 1st Annual Regional Collaboration in Cyber Security Conference, Singapore, July 14, 2010.

Kun, Luis G. and D. Vallero. “Health and Environmental Information System Interoperability.” In *McGraw-Hill Yearbook of Science & Technology 2011*. New York, NY: McGraw-Hill, 2011.

McDaniel, Elizabeth. “Making the Case for Cloud Computing to Business Leaders.” George Mason University, Fairfax, VA, AFCEA & George Mason University, May 24-25, 2011. c4i.gmu.edu/events/reviews/2011/papers/15-McDaniel-paper.pdf.

- McDaniel, Elizabeth, William R. Simpson, Coimbatore S. Chandrasekaran, and Kevin E. Foltz. "Transitioning to Secure Web-Based Standards and Protocols." IDA Research Notes (Summer 2011): 8-10.
- Miller, Robert A. "Cyber War and the Dangers of Preemption." *International Journal of Critical Infrastructure Protection* 4, no. 1 (2011): 22-23.
- . "Infrastructure War: Chaos without Carnage?" *International Journal of Critical Infrastructure Protection* 3, no. 3-4 (December 2010): 101-102.
- Miller, Robert A., Daniel T. Kuehl, and Irving Lachow. "Cyber War." *Joint Force Quarterly* 61 (2011): 18-23.
- Nance, Kara L. and Daniel J. Ryan. "Legal Aspects of Digital Forensics: A Research Agenda." Kauai, Hawaii, IEEE Computer Society, January 4-7, 2011. doi:<http://doi.ieeecomputersociety.org/10.1109/HICSS.2011.282>.
- JOINT FORCES STAFF COLLEGE**
- Research papers from faculty and students have received national and international recognition. They are used as the foundation for further study and publication by military and civilian personnel beyond the bonds of NDU. For example, a 2011 JAWS thesis on educational benefits was published by both Army and Navy agencies. Other presentations and publications include:
- Doughty, Ralph and Jon Stull. "The Role of Education in the Comprehensive Approach." Presentation at the International Transformation Conference, Transformation Chairs, NATO Defense College, Rome, Italy, June 2011.
- Greenwald, Byron E. "Entendiendo el cambio: El porqué aciertan o fracasan en reformar, modernizar o mejorar las organizaciones militares," and "Understanding Change: Why Military Organizations Succeed or Fail to Reform, Modernize, and Improve." The Western Hemisphere Institute for Security, Columbus, Georgia, October 2010.
- . "Creating Lasting Change: Why Military Organizations Succeed or Fail at Reform." The Western Hemisphere Institute for Security, Columbus, Georgia, October 2010 (dual language presentation).
- JFSC reference librarians have developed a robust library portal within the college's SharePoint site. The opening page was redesigned during the past year, and many new resources added. Using a commercial software product, LibGuides, the reference librarian has created multiple research resources on topics ranging from cybersecurity (the most frequently used resource), to maritime piracy, southern border security, and China-U.S. national security issues. In addition, the reference librarians exponentially increased their outreach efforts in assisting JAWS students with identifying researchable topics, developing thesis statements, going through the research process, and constructing bibliographies. During the 2010-2011 academic year, librarians were genuine academic partners, proactively working with students to identify and find key references, and track down obscure data.

NATIONAL WAR COLLEGE

National War College faculty engaged in a wide variety of research projects during academic year 2010–2011. Many of those projects led to publications, including books, book chapters, and articles. These publications include:

- Abuza, Zachary and Lew Stern. *Black Cloud on the Horizon: Thai – Cambodian Relations and the Conflict in the Preah Vihear Temple Area*. Center for Strategic Research, National Defense University, 2011.
- Bassford, Christopher. “The Strange Persistence of Trinitarian Warfare.” Chapter 5, In *Policy and Grand Strategy in the 21st Century: The Continuing Relevance of War*, edited by Ralph Rotte and Christoph Schwarz. Hauppauge, NY: Nova Science Publisher’s, 2010.
- Bucknam, Mark A. “Planning is Everything.” *Joint Force Quarterly* 62 (2011): 52-58.
- Collins, Joseph J. “Book Essay - Civil-Military Relations: Theory and Practice.” *PRISM* 1, no. 4 (September 2010): 177.
- . *Understanding War in Afghanistan*. Washington, DC: National Defense University Press, 2011.
- . “The Way Ahead in Afghanistan.” *Armed Forces Journal* 147, no. 9 (2010).
- George, Roger Z. “Reflections on CIA Analysis: Is it Finished?” *Intelligence & National Security* 26, no. 1 (2011): 72-81.
- George, Roger Z. and Harvey Rishikof. *The National Security Enterprise: Navigating the Labyrinth*. Washington, DC: Georgetown University Press, January 2011.
- Goodby, James E. and Michael J. Mazarr. “Redefining the Role of Deterrence.” In *Deterrence: Its Past and Future: Papers Presented at Hoover Institution, November 2010*. Hoover Institution Press publication No. 613 ed., 98. Stanford, CA: Hoover Institution Press, Stanford University, 2011.
- Myers, Desaix. “Rethinking Civilian Assistance in Afghanistan.” *The New York Times* (June 23, 2011). <http://www.nytimes.com/2011/06/24/opinion/24iht-edmyers24.html>.
- Watson, Cynthia, “The Obama Administration, Latin America, and the Middle Kingdom.” In *China Engages Latin America: Tracing the Trajectory*. Boulder, CO: Lynne Rienner Publishers, 2011.

“From employing forces in operations around the world, to providing education, health care, and housing for our people, to researching, developing, testing, and fielding new technologies, the Department has a unique set of global responsibilities.”

—*Quadrennial Defense Review Report*, February 2010

RESEARCH

Research and Applied Learning Centers

INSTITUTE FOR NATIONAL STRATEGIC STUDIES CENTER FOR COMPLEX OPERATIONS

The Center for Complex Operations research agenda probes emerging issues of concern to the diplomatic, defense, and development communities as they engage in complex operations. Hybrid threats, convergence of illicit networks, and the threat that these pose to U.S. national security have been highlighted in CCO conferences and workshops, as well as in *PRISM* articles. Current research addresses these unconventional threats and the nontraditional roles that militaries around the world are being asked to perform. Academic year 2011 research led to the publication of *Monopoly of Force: The Nexus of DDR and SSR* (NDU Press). CCO conducted and supported conferences, workshops, and seminars on “Sudan: Regional Implications of Post-Referendum Scenarios”; “Countering Hybrid Threats” (with NATO/Allied Command Transformation); “Building Security Capacity”; “Applying Lessons from Iraq and Afghanistan for Operations in Libya”; “UN Peacebuilding”; “Illicit Networks”; and a series on national security strategy and the Quadrennial Defense Review and Quadrennial Diplomacy and Development Review.

The CCO lessons learned program provides field support for U.S. national security efforts, warfighters, and military commands throughout the world. CCO conducted five field missions to Afghanistan to assist U.S. Embassy Kabul, the 10th Mountain Division in Kandahar, and the U.S. Department of Agriculture in the collection of lessons and best practices. The ongoing collection effort has resulted in an archive of more than 250 interviews, 9 operational reports, and the creation of the lessons learned section of the Afghanistan Provincial Reconstruction Team Handbook. CCO lessons learned reports are used in predeployment classrooms and disseminated to interagency and Service organizations, including the Operation *Enduring Freedom* Lessons Learned Forum. CCO led a roundtable discussion with DOD Afghanistan Minister of Defense advisors and other interagency advisors to collect and draw out lessons from their experiences from the field. In November 2011, CCO hosted the 7th International Lessons Learned Conference, which provided an opportunity to share and discuss CCO’s approach with the global lessons learned community.

In October 2011, the CCO lessons learned program was tasked by the Joint Staff J7 to help with the design of a study for a coordinated and comprehensive analyses of lessons learned processes across the interagency community, specifically focused on the implementation and integration section of the lessons learned cycle. CCO is currently carrying out preliminary research and coordinating the research design with J7 and other potential stakeholders.

CENTER FOR STRATEGIC RESEARCH

The highest priority for the Center for Strategic Research remains analytical rigor applied to objective assessment of the emerging security environment in response to senior leader requirements. In academic year 2011, CSR provided analytic support to OSD, the Joint Staff, combatant commands, and a number of interagency partners, in addition to publishing analyses on a variety of functional and regional issues of strategic importance. In 2011, CSR publications by NDU Press included 5 books, 7 long analyses in the Strategic Perspectives series, 11 shorter analyses in the Strategic Forum series, and 55 event reports. In addition, CSR fellows published 28 papers outside of NDU.

CSR research on critically important strategic issues in academic year 2011 included projects on irregular threats, terrorist organizations, energy programs, spacepower theory, and ways to improve interagency operations. CSR analyzed numerous regional strategic issues, including Middle East topics such as federalism in Iraq, Iran’s nuclear politics, security developments in the Horn of Africa, and the so-called Arab Spring. CSR fellows also rigorously analyzed emerging challenges in Europe and the Americas.

Recognizing the value of strategic partnerships, CSR fellows regularly interacted with senior officials, military officers, and scholars from countries around the world, including thorough formal dialogues with important international counterparts. The center hosted conferences on Iraq, Iran, Syria, Yemen, Libya, and its implications for security and stability in the Sahel, energy politics, contractors in conflict zones, and Western Hemisphere security. CSR also conducted smaller working groups

on conventional prompt global strike and multiple classified subjects. CSR fellows facilitated more focused roundtable events, inviting U.S. officials to discuss a wide range of strategic issues involving Pakistan, the Middle East, Somalia, Japan, Thailand, Australia, and Brazil. The Colleagues for the Americas series addressed a wide range of Caribbean, Central American, and Western Hemisphere issues. CSR hosted numerous visiting delegations of scholars and national security practitioners, including the Singapore Ministry of Defence's Future Systems Directorate, German Command and Staff College, Australia's Office of National Assessments, and Vietnam's Diplomatic Academy. CSR research fellows directly contributed to forging closer ties and shared understanding between the U.S. and Pakistan militaries through their management of the Pakistan Senior Officers' Course for U.S. Central Command, traveling to Islamabad for in-depth discussions on key strategic issues.

CSR fellows presented briefings and coordinated discussions with every combatant command in their respective areas of expertise along with representatives from academia, industry, and defense organizations. CSR conducted discussions on such diverse issues as irregular warfare, expeditionary energy, private contractors in the war zone, and global commons. Furthermore, CSR also led research efforts and coordinated with a large and diverse set of actors involved in strategic analysis of African irregular threats, Pakistan relations, conventional prompt global strike, and energy and environment security—including a conference on severe space weather, as well as Secure Grid '11, an ongoing annual joint venture between NDU, Department of Homeland Security, and U.S. Northern Command to examine electrical grid vulnerabilities within the United States. In addition, CSR and the Center for the Study of Chinese Military Affairs organized workshops and briefings to support CJCS travel to China, U.S. Pacific Command China Strategic Focus Group, and OSD/U.S. Pacific Command Emulation Team, while conducting bi-weekly policy briefs for OSD Policy and J5 at the assistant secretary level.

CENTER FOR TECHNOLOGY AND NATIONAL SECURITY POLICY

The Center for Technology and National Security Policy helps national security decisionmakers and their staffs understand emerging impacts of technology and integrate these impacts effectively into policies. The center's main customers are OSD, the Services, and Congress. CTNSP research areas are organized into the categories of emerging challenges, operational support, and science and technology.

Under the direction of Leon Fuerth, CTNSP has undertaken a project called Anticipatory Governance, which is based on an operational system linking advanced foresight processes, networked policy machinery in government, and a feedback mechanism to harvest and apply the lessons of experience. This project addresses the twin phenomena of acceleration and complexity, helping to identify earlier events that would otherwise be unforeseeable. Complementing this study, CTNSP has partnered with the State Department's Bureau of Intelligence and Research to examine ways to strengthen the linkage between longer term analyses and national security decisionmaking through a series of workshops. *Actionable foresight* is defined as a disciplined analysis of alternative futures that provides decisionmakers with the understanding needed to better influence the future environment.

The Pre-Positioned Expeditionary Assistance Kits–Joint Capability Demonstration (PEAK JCTD) conducts operational demonstrations and assesses a prototype of the full capability PEAK kit in conjunction with Joint Task Force–Bravo in Honduras. The demonstrations have been designed to test the utility and initial integration of capabilities in building partner capacity with partner nations through a humanitarian assistance/disaster relief (HADR) scenario. The final technical demonstration in July 2011 was a success in training and familiarizing staff from OSD (AT&L), U.S. Southern Command, Defense Advanced Research Projects Agency, and the U.S. Agency for International Development on the PEAK system. While the capability was lauded by all participants, additional technical modifications will be needed before it can be considered fully “operational.” In addition, U.S.

Southern Command leadership has shown an interest in acquiring more systems.

The TIDES (Transformative Innovation for Development and Emergency Support) knowledge-sharing research project continues to leverage global talent (the STAR-TIDES network), pursue integrated approaches across eight infrastructures, and encourage sustainment through the private sector. TIDES supported disaster relief in Haiti and Japan and built partnership capacity in Africa by rapid fielding in conjunction with the PEAK JCTD and a HADR challenge. The annual TIDES demonstration at Fort McNair costs less than \$10,000 in NDU funding, yet gathers over \$5.3 million in outside engagement. TIDES also held another demonstration as part of the Pentagon's first energy security event and had exhibits at the Armed Forces Communications and Electronics Association and 2011 Aid & International Development Forum. In addition, TIDES participated in the Federal Emergency Management Agency's National Level Exercise-11, an operations-based exercise that examined the response and recovery capabilities both nationally and regionally, as well as the Naval Postgraduate School's Research and Experimentation for Local and International Emergency and First Response experiments at Camp Roberts, California.

CTNSP has continued to support the Deputy Assistant Secretary of Defense for Cyber Policy by hosting workshops intended to help develop and implement the International Strategy for Cyberspace (unveiled at NDU in July 2011). The center also facilitated interagency community activities related to cyber, including a Department of Homeland Security-DOD workshop in implementing the National Cyber Incident Response Plan.

The Life Sciences team completed an analysis of the threat of genetically modified organisms (GMOs) for biological warfare, specifically the nature and scope of threat posed by GMOs to include the potential to develop completely de novo organisms or completely artificial abiotic systems. The analysis focused on a catastrophic biological attack with a level of damage

qualifying as biological warfare rather than bioterrorism. The study concluded that the potential for corruption of biotechnology to catastrophic malevolent use is considerable; furthermore, there are tangible opportunities for potential adversaries to acquire, modify, and manufacture to scale a potential GMO pathogen.

The center conducted research and analyzed best approaches to science and technology leadership and decisionmaking in DOD laboratories in order to apply lessons learned from laboratory management to the Department of Homeland Security Laboratory directors. Further support to the Science and Technology Directorate at DHS included a study on practical approaches to science and technology risk-informed decisionmaking and metrics for program selection.

CENTER FOR TRANSATLANTIC SECURITY STUDIES

The Center for Transatlantic Security Studies completed its first year in October 2011. Directed by Ambassador Robert Hunter and comprising a subject matter expert team from five nations, CTSS has developed strategic partnerships and relations with OSD, the Joint Staff, the State Department, the National Security Council (NSC), a variety of European capitals from London to Moscow, plus NATO Headquarters in Brussels and Norfolk and key U.S. military commands in Europe. CTSS has played a vital role in support of OSD and the NSC in developing issues and policies prior to and after Lisbon NATO Summit, and is doing so again for the 2012 Chicago Summit. These include NATO capabilities; the transatlantic bargain, a continuing NATO (and European Union) role in North Africa and the Middle East; the Comprehensive Approach; a NATO-Russia initiative; and, NATO-EU relations. CTSS is also helping to chart the future of U.S. European Command following the Afghanistan and Libya conflicts and is helping Allied Command Transformation in the area of countering hybrid threats. As stated by Admiral James Stavridis, the "CTSS team has played a critical role in helping me chart the future of EUCOM and the military side of NATO."

Recently, CTSS held its first international workshop in London, discussing NATO capabilities and partnerships with the Royal United Services Institute, and co-hosted

a major conference on NATO capabilities and mission focus groups. Research has included a significant five-part major study for OSD on NATO capabilities, an authors' perspective by 12 U.S. and European scholars/former practitioners on the United States, Canada, and European Transatlantic Bargain, USEUCOM-focused studies on the command's future, and topical research for the Supreme Allied Commander Europe. A major project on NATO-Russia relations, involving joint papers and workshops to be conducted in Moscow, is under way. CTSS is also the Washington base for meetings of the Senior Advisory Group to the commander of U.S. European Command.

Research output included nine publications in three new CTSS printed products and the INSS blog. CTSS has facilitated development of strategies for NATO by hosting 21 major roundtable discussions with NSC, DOD, Washington embassies' staffs, and visiting NATO and international dignitaries, including two NATO assistant secretaries-general and a former German defense minister and current deputy defense minister.

CONFLICT RECORDS RESEARCH CENTER

CRRC was established at the direction of Office of the Undersecretary of Defense for Policy to fulfill the Secretary of Defense's intent to enable research into captured records with "complete openness and rigid adherence to academic freedom and integrity." The CRRC mission is to facilitate the use of captured records to support research—both within and outside the government—by making a significant portion of these records available to researchers as quickly and responsibly as possible, while taking into account legitimate national security concerns, the integrity of the academic process, and risks to innocents or third parties. As stated by Kathleen Hicks, Deputy Undersecretary of Defense, "The CRRC is following through on Secretary Gates' commitment to responsible stewardship of captured records. Its work has already made significant contributions to scholarship on Saddam's Iraq and on al Qaeda and will also serve as an excellent model for future . . . dissemination of similar documents from current and future battlefields."



AMB Nancy McEldowney, Senior Vice President for International Programs and Outreach, NDU (L), poses with U.S. Congressman Mac Thornberry (R-TX) (C) and Dr. Lorry M. Fenner, Director, CRRC (R), prior to his address during the CRRC "Ten Years Later: Insights on al-Qaeda's Past & Future through Captured Records" conference, co-sponsored by The Johns Hopkins University Center for Advanced Governmental Studies.

CRRC current holdings fall into two categories: Saddam's Iraq, and al Qaeda and Associated Movements (AQAM). The Saddam records consist of a wide range of government files: audio recordings of high-level meetings, speeches by Saddam and senior officials, correspondence between ministries, and records of the Presidential Diwan, among others. These files bear mainly on issues related to national security, defense policy, and diplomacy, and are categorized by their originating agency or office, constituting the vast majority of CRRC holdings. The AQAM records consist of a wide range of files, including financial records, theological and ideological documents, strategic plans, operational guidebooks, and histories of individual operations from the Afghan war in the 1980s through early 2003. These documents are grouped thematically and include a small number of documents generated by the Taliban government in Afghanistan. The CRRC currently houses copies of more than 800 Iraqi state records (in excess of 29,000 pages) and more than 250 AQAM records (in excess of 4,200 pages). In addition to translating and migrating documents into the research database from the source database, the CRRC staff is conducting its own research and writing based on Saddam and AQAM materials—resulting in 2 books, 10 articles, and over 75 speeches or presentations at national and international universities—and serving on conference panels as moderator or panelists.

Binnendijk, Hans and Richard L. Kugler, "A Plan to Blunt the Impact on NATO of European Defense Cuts." *Europe's World* (Autumn 2010).

Bunn, M. Elaine and Vincent A. Manzo, "Conventional Prompt Global Strike: Strategic Asset or Unusable Liability?" INSS Strategic Forum No. 263, February 2011.

Einaudi, Luigi R. "Brazil and the United States: The Need for Strategic Engagement." INSS Strategic Forum No. 266, March 2011.

Gompert, David C. and Phillip C. Saunders, *The Paradox of Power: Sino-American Strategic Restraint in an Era of Vulnerability*. Washington, DC: NDU Press, 2011.

Hammes, T.X. "Private Contractors in Conflict Zones: The Good, the Bad, and the Strategic Impact." INSS Strategic Forum No. 260, November 2010.

Lamb, Christopher and Evan Munsing. "Secret Weapon: High-Value Target Teams as an Organizational Innovation." INSS Strategic Perspectives 4, March 2011.

Lamb, Christopher and Edward Marks. "Chief of Mission Authority as a Model for National Security Integration." INSS Strategic Perspectives 2, December 2010.

Le Sage, Andre. "The Evolving Threat of al Qaeda in the Islamic Maghreb," INSS Strategic Forum No. 268, July 2011.

Lutes, Charles D. and Peter L. Hayes (eds.) with Vincent A. Manzo, Lisa M. Yambrick, and M. Elaine Bunn. *Toward a Theory of Spacepower: Selected Essays*. Washington, DC: NDU Press, 2011.

Miklaucic, Michael. "Learning the Hard Way: Lessons from Complex Operations." *InterAgency Journal* 2, no. 1 (Winter 2011).

Parker, John W. "Russia's Revival: Ambitions, Limitations, and Opportunities for the United States." INSS Strategic Perspectives No. 3, January 2011.

Redden, Mark and Michael Hughes, "Global Commons and Domain Interrelationships: Time for a New Conceptual Framework?" INSS Strategic Forum No. 259, October 2010.

Saunders, Phillip C., Christopher Yung, Michael Swaine, and Andrew Nien-Dzu Yang (eds.), *The Chinese Navy: Expanding Capabilities, Evolving Roles*. Washington, DC: NDU Press, 2011.

RESEARCH

Special Components

CENTER FOR JOINT STRATEGIC LOGISTICS

Over the past year, the efforts of the Center for Joint Strategic Logistics have continued to be augmented by collaborative relationships across civil-military academic and research organizations, congressional staffers, OSD, the Joint Staff, Service staffs, as well as major DOD agencies and industry partners. CJSL has persistently built strategic relationships that have allowed the center to encourage interest in joint logistics concepts and issues, shape logistics thinking and learning, and facilitate an understanding of the implications of logistics in the future environment. During academic year 2011, CJSL hosted and facilitated a series of meetings on government depots and the defense industrial base with staffers from the House Armed Services Committee and Senate Armed Services Committee, as well as representatives from OSD, industry, and other organizations to assist staffers reduce ambiguity in current statutes and definitions. The center also hosted seminars with representatives from various industry fields on how to improve partnerships with industry to better deliver logistics outcomes.

Additionally, CJSL completed research and started efforts for the development of an interactive Web site for enterprise-wide accessibility. The desired outcome is a site that is both useful for and useable by the logistics community. The site is scheduled to be online early in fiscal year 2012 and efforts will continue to build a body of knowledge and interactive capabilities.

Christianson, C.V. "Challenge and Change in Supply Chain Management: Pointed Questions and Blunt Answers." *Defense AT&L* 40, no. 4 (July/August 2011): 4-11. <http://www.dau.mil/pubscats/ATL%20Docs/July-Aug11/DATL%20July-Aug11.pdf>.

———. "SAVINGS and the Defense Logistics Enterprise." *Joint Force Quarterly* 61 (2011): 43-46. <http://ezproxy6.ndu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=60793020&site=ehost-live&scope=site>.

CENTER FOR THE STUDY OF WEAPONS OF MASS DESTRUCTION

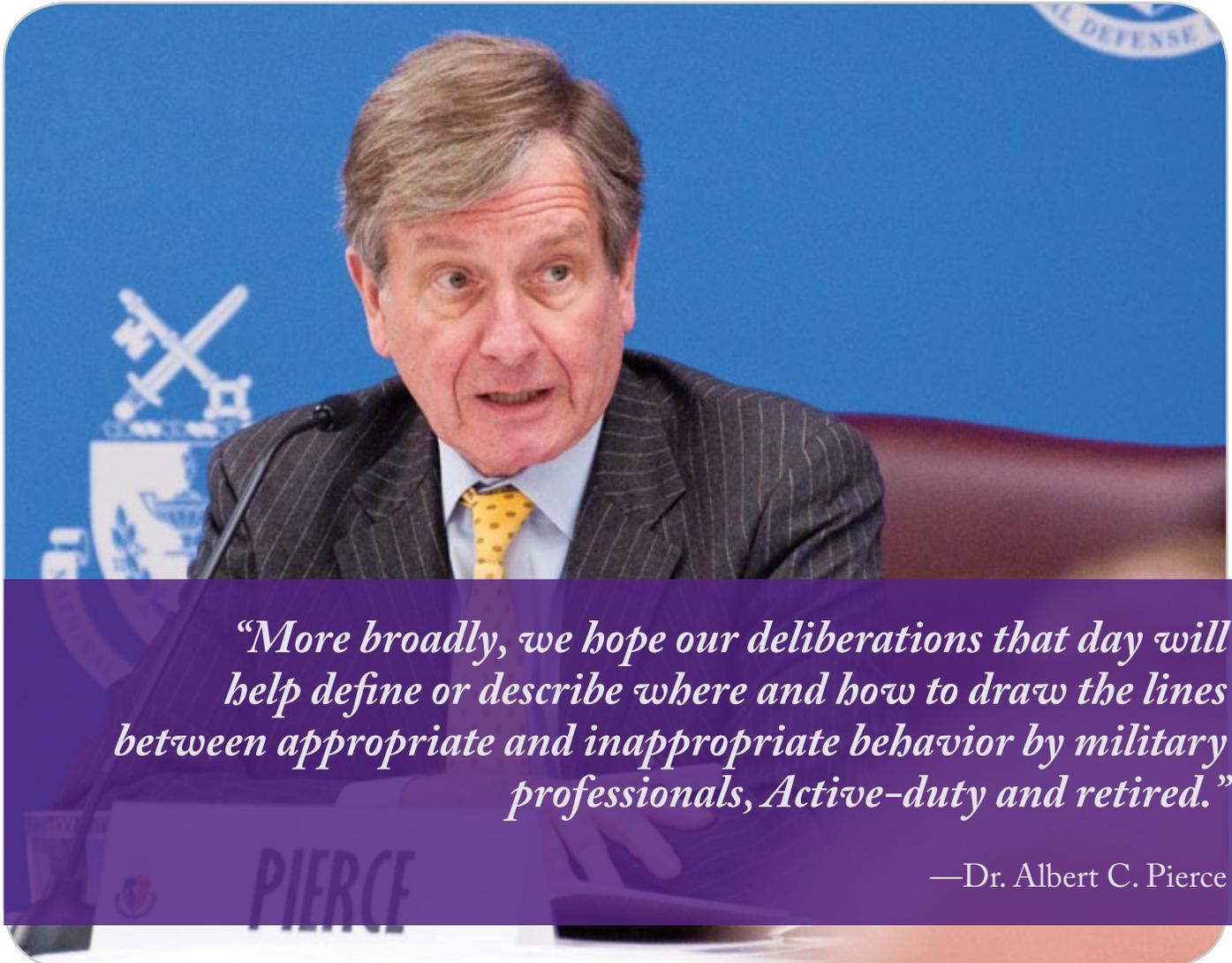
The Chairman's instructions to NDU, as encapsulated in CJCS Instruction 1801.C, recognize that world-class teaching has to be founded on current and leading research. As part of that vision, the Center for the Study of Weapons of Mass Destruction has been tasked with providing "cutting-edge research on the impact of WMD on U.S. and global security to the national security community." Over the past year, CSWMD has embarked on several substantial research projects examining the role of WMD and the current challenges they pose. The WMD Futures project envisions the role and implications of WMD in the year 2030. It is designed to aid policymakers in thinking through future WMD issues and to inform several countering WMD policy initiatives throughout DOD and among several interagency partners. In addition, CSWMD followed its classified workshop series on U.S. policy toward nontraditional chemical agents with a study of the military operational implications of adversary use of these agents. Other research projects include case studies on the Presidential Nuclear Initiatives, implications of advances in biotechnology for WMD, and safety issues surrounding Iran's Bushehr nuclear reactor. CSWMD faculty and staff are regularly involved in interagency partner working groups, forums, and advisory panels in support of national security policy initiatives and their implementation. Future research efforts will see the completion of the WMD Futures project within the next 2 years. The center also is contributing its expertise to a growing partnership with the Intelligence Community, built on a newly formed relationship with the National Center for Counterproliferation.

Caves, John P., Jr. "Future Foreign Perceptions of Chemical Weapons Utility." *CSWMD Proceedings* (October 2010): 1-4.

INSTITUTE FOR NATIONAL SECURITY ETHICS AND LEADERSHIP

In summer 2010, the Institute for National Security Ethics and Leadership staff analyzed the results of the U.S. Army ethics survey of Multi-National Forces–Iraq in 2009. This survey, which was designed by the center for the Army Profession and Ethic, collected data from approximately 3,200 Soldiers in the combat zone. The survey addressed many elements of morality, leadership dynamics, unit climate, and conduct. INSEL staff analyzed the data, and Chaplain Eric Wester presented a paper summarizing the results.

INSEL has undertaken an ongoing Project on Military Professionalism focusing on the ethics of the profession of arms. The first major event for the project was a conference held on January 10, 2011. INSEL is committed to producing resources on military professionalism and the profession of arms that can be used across the spectrum of military education and training, especially in JPME.



“More broadly, we hope our deliberations that day will help define or describe where and how to draw the lines between appropriate and inappropriate behavior by military professionals, Active-duty and retired.”

—Dr. Albert C. Pierce

RESEARCH

Regional Centers

AFRICA CENTER FOR STRATEGIC STUDIES

Africa Center for Strategic Studies research aims to strengthen the breadth and depth of knowledge of the continent's security challenges. In academic year 2011, ACSS published 18 research papers and Africa Security Brief policy papers (most of which were published by NDU Press), all available at www.africacenter.org. Faculty and experts are working on 61 additional research projects. These products stimulated constructive exchanges among the State Department, U.S. Agency for International Development, DOD, Department of Homeland Security, policy think tanks, and members of African nations. Freedom House selected an ACSS faculty member to serve as the expert adviser on Angola and Mozambique for its 2011 edition of *Crossroads*. The U.S. Air Force requested the Africa Center's assistance to review expeditionary field manuals for deploying personnel.

The ACSS research department hosted a conference entitled *Enhancing Civilian Protection*. The keynote panelists were His Excellency Adebawale Ibidapo Adefuye, Nigerian ambassador to the United States; K. Holt, Deputy Assistant Secretary of State in the Bureau of International Organization Affairs; and Paul D. Williams, a professor at The George Washington University. Nearly 100 participants representing U.S. and foreign governments, think tanks, universities, and nongovernmental organizations attended the event. The panel discussed a range of issues including prioritizing the prevention of gender-based violence to improving peace-building capacity.

In addition to this, ACSS research sponsored a discussion entitled *Africa's Information Revolution*, which included more than 60 participants from DOD, the State Department, academia, civil society, and various diplomatic missions. The keynote speakers were Steven Livingston of The George Washington University, John Gosier of SwiftRiver, and Eric Chinje of the World Bank Institute. The panelists concluded that information and communication technology could solve security problems and aid development.

Baker, Bruce. "Non-State Policing: Expanding the Scope for Tackling Africa's Urban Violence." *Africa Security Brief* no. 7 (September 2010): 8.

Commins, Stephen. "Urban Fragility and Security in Africa." *Africa Security Brief* no. 12 (April 2011): 8.

Devlin-Foltz, Zachary. "Africa's Fragile States: Empowering Extremists, Exporting Terrorism." *Africa Security Brief* no. 6 (August 2010): 8.

Goita, Modibo. "West Africa's Growing Terrorist Threat: Confronting AQIM's Sahelian Strategy." *Africa Security Brief* no. 11 (February 2011): 8.

Heitman, Helmoed. "Optimizing Africa's Security Force Structures." *Africa Security Brief* no. 13 (May 2011): 8.

Houngnikpo, Mathurin C. *Guarding the Guardians: Civil-Military Relations and Democratic Governance in Africa*. Farnham: Ashgate, 2010.

Livingston, Steven. "Africa's Evolving Infosystems: A Pathway to Security and Stability." *ACSS Research Paper* no. 2 (March 2011): 68.

Malaquias, Assis. "UNITA's Insurgency Lifecycle in Angola." In *Violent Non-State Actors in World Politics*, edited by Kledja Mulaj. New York: Columbia University Press, 2010.

O'Regan, Davin. "Cocaine and Instability in Africa: Lessons from Latin America and the Caribbean." *Africa Security Brief* no. 5 (July 2010): 8.

Siegle, Joseph. "Identifying Stabilizing Development." Monterey, CA, Naval Postgraduate School, December 1-3, 2010.

Siegle, Joseph and Patrick O'Mahony. "Decentralization and Internal Conflict." Chap. 6, In *Making Decentralization Work: Democracy, Development, and Security*, edited by Ed Connerley, Kent Eaton and Paul J. Smoke, 135-166. Boulder: Lynne Rienner Publishers, 2010.

Solomon, Hussein. "Playing Ostrich: Learning from South Africa's Response to Terrorism." *Africa Security Brief* no. 9 (January 2011): 8.

Vogel, Augustus. "Investing in Science and Technology to Meet Africa's Maritime Security Challenges." *Africa Security Brief* no. 10 (February 2011): 8.

Williams, Paul. "Enhancing Civilian Protection in Peace Operations: Insights from Africa." *ACSS Research Paper* no. 1 (September 2010): 76.

CENTER FOR HEMISPHERIC DEFENSE STUDIES

The expanded research efforts for the Center for Hemispheric Defense Studies for academic year 2011 included an inaugural comprehensive project supporting a U.S. Southern Command requirement with the publication of the report entitled *Colombia's Road to Recovery: Security and Governance 1982–2010*. The Spanish version, *Colombia: Camino a la Recuperación: Seguridad y Gobernabilidad 1982–2010*, was released simultaneously.

CHDS also initiated a new series called Strategic Issues in U.S./Latin American Relations with the publication of the first report, authored by CHDS director Dr. Richard D. Downie, entitled *Critical Strategic Decision in Mexico: The Future of U.S./Mexican Defense Relations*.

A new directory of security and defense educational institutions in the Western Hemisphere was prepared with chapters on 20 countries' programs. This was a culmination of 8 months of research conducted by CHDS alumni. This tool will be posted online where it can be easily updated.

The fall-winter 2010 edition of the *Security and Defense Studies Review* was released and included 10 articles, 7 commentaries, and 6 book reviews by CHDS faculty, staff, alumni, visiting scholars, and interns. The special focus of this volume was Women in Defense and Security.

NEAR EAST SOUTH ASIA CENTER FOR STRATEGIC STUDIES

Under the direction of a new academic dean, the Near East South Asia Center for Strategic Studies has continued ramping up research activities. In addition to what the center gleans from subject matter experts in a wide range of seminars, two NESA professors have recently completed extensive research. NESA also supports three international fellows (NDU graduates) who work on research topics of interest to U.S. Central Command. The most recent research papers were *Shiite Crescent/Syria-Iran Ties/U.S. Policy Options*; *Insurgents in Saada's Governance in North Yemen/Iran*, and *the Dangers of Spillover from Iraq*; and *Future Role of External Powers in the Gulf*.

Professors have recently completed research and will soon publish results on two subjects: *The Role of Congress in U.S. Foreign Policy toward the Near East and South Asia*, and *A New Approach to Security: Regional Security in the Middle East*. Faculty also have published the results of their research in a wide range of publications, including *The New York Times*, *The Washington Post*, *The Washington Times*, *Joint Force Quarterly*, *PRISM*, and numerous newspapers and magazines. The research and expertise of NESA faculty also are evidenced by their frequent appearance on CNN, PBS NewsHour, Voice of America, Al-Hurra, al-Jazeera, Russia Today, and other electronic media in the United States and abroad.

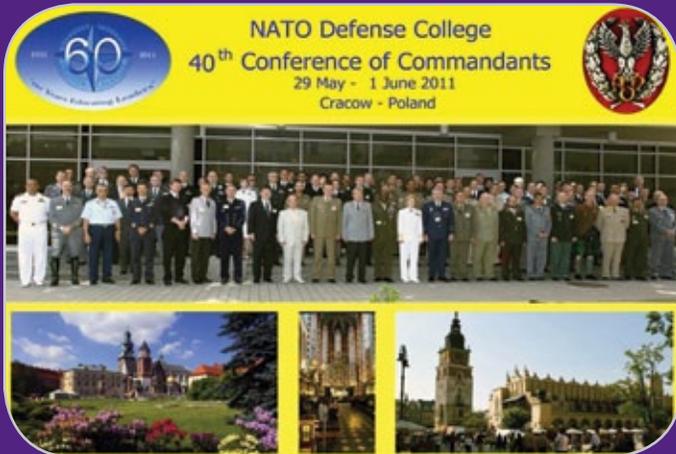
NESA continued to focus on the critical issues in the Near East and South and Central Asia through seminars such as Seeking Whole of Region Solutions to Transnational Threats with representatives from both sides of the Red Sea and a strategic forum in Amman, Jordan.

Directed by a NESA professor, the Regional Network of Strategic Studies Centers, launched in 2005, has four working groups researching issues of particular importance to the region. The working groups published their conclusions at the annual plenary meeting. Current working groups include issues of governance, water security, energy security, and regional economic integration.

OUTREACH

Representative Distinguished Visitors and Visits







Former Deputy Secretary of Defense William J. Lynn III (C) exits Marshall Hall following his announcement of the Defense Department's first unified "Strategy for Operating in Cyberspace" at Fort McNair alongside Gen James E. Cartwright, USMC (R), and Dr. Hans Binnendijk (L).

OUTREACH

Colleges

COLLEGE OF INTERNATIONAL SECURITY AFFAIRS

The College of International Security Affairs maintains and adds to its community of lifelong learning for all alumni through continuing education programs, regional symposia, and virtual engagement. The CISA Alumni Network is a global cadre of elite national security professionals that links 452 alumni from 86 partner nations.

The college began academic year 2011 with the Emerald Conflict Kickoff Exercise from August 30 through September 3, 2010, in partnership with the Center for Applied Strategic Learning. This program placed the 55 incoming Counterterrorism Fellows in an insurgency/terrorism scenario during which they were required to

develop a response plan in order to defeat an insurgency by the Revolutionary Armed Forces of Colombia. To strengthen this exercise, CISA brought 12 international alumni to Fort McNair to serve as mentors for the new class, as well as 10 subject matter experts from Colombia's Superior War College.

CISA hosted three major alumni events in academic year 2011. From July 19–23, 2010, the college hosted its first regional symposium primarily for alumni from African nations. The symposium entitled, Transnational Threats: Defending Populations from Danger, considered the latest combating terrorism approaches being used to counter efforts by violent radical Islamists to recruit manpower, indoctrinate combatants, and restructure society. The symposium included more than 40



Strategic Dialogue participants from the NDU U.S. and NDU Islamabad, in Islamabad.

participants from 13 countries. According to the Defense Security Cooperation Agency, the program sponsor, this symposium was the “benchmark” for future African programs. CISA hosted a graduation ceremony at the Royal Jordanian Defense College for 11 graduates of the Reachback Program in June 2011 in Amman, Jordan. The Reachback Program permitted eligible students of the School for National Security Executive Education to complete the requirements for a NDU Master’s degree through a combination of coursework and the writing of a thesis. From June 20–22, 2011, CISA hosted a Counterterrorism Fellows alumni symposium entitled *New Aspects of 21st Century Warfare* for 44 foreign military, intelligence, and police officers. This symposium, held in Istanbul, was attended by CISA and Naval Post Graduate School alumni from 17 countries. In addition to CISA faculty panels, select graduates led breakout sessions based on their research at NDU and relevant professional assignments.

Throughout academic year 2011, CISA faculty delivered lectures as a part of seminars, conferences, mobile education training teams, or courses.

Finally, faculty have testified on the “Evolution of the Terrorist Threat” before Congress.

INDUSTRIAL COLLEGE OF THE ARMED FORCES

In academic year 2011, the Industrial College of the Armed Forces’ unique Industry Studies Program conducted field studies around the globe, meeting with 814 firms, associations, governmental agencies, and academic institutions in 32 nations and in 23 U.S. states. The program, comprised of classroom instruction and lectures, included local visits as well as domestic and international field studies. These studies provided synthesis by bringing together the year’s course of instruction over five core segments and served as the high point of the ICAF program, proving essential to the college’s ability to meet the CJCS mission. These unique opportunities for research helped build cultural awareness for 320 students. At the conclusion of the study, the 21 ICAF Industry Study seminars each developed an extensive analysis of their industry and presented their

finding to senior policymakers. A total of 90 senior leaders were involved in these briefings, coming from every corner of the government, military, and commercial sectors, in a powerful blend of education and outreach.

At the start of the academic year, Ms. Susan Eisenhower, President of the Eisenhower Group and granddaughter of former President Dwight D. Eisenhower, graciously accepted the honorary position as ICAF’s Dwight D. Eisenhower Distinguished Service Chair. In supporting the mission of ICAF, the Eisenhower Chair endeavors to enhance public understanding of the vital linkage that exists between strategy and resources, seeking to engender public appreciation of the contribution this linkage makes to national and global security. Furthermore, the chair provides a prestigious forum for perpetuation through teaching, research, and writing of the philosophical legacy Dwight D. Eisenhower bequeathed to ICAF.



ICAF students participate in regional studies travel in Africa.

In direct support of the war-time mission, two military faculty members deployed to fill operational requirements. First, Colonel Kathy Knapp, USA, served for 9 months at U.S. Embassy Pakistan as the Defense Legislative Affairs Officer and liaison to the Pakistan National Defense University. Colonel Deborah Buonassisi, USAF, deployed in September 2010 to serve in the Commander's Initiatives Group in Baghdad. Having proved her mettle, General Austin requested she extend through the end of 2011 to provide support for the critical transition period and withdrawal of U.S. forces from Iraq. A third faculty member, Dr. Alan Whittaker, provided extensive support to the interagency community by participating in the investigation into the Fort Hood shooting.

INFORMATION RESOURCES MANAGEMENT COLLEGE

The Information Resources Management College continues its persistent push to achieve its vision of becoming “the global hub for educating, informing, and connecting Information Age leaders” by being on the forefront of critical global outreach activities. In July 2010, IRMC, in collaboration with the National University of Singapore, hosted the inaugural Regional Collaboration in Cyber Security Conference. More than 240 attendees from 12 countries gathered to learn from the keynote and panel speakers, as well as gain hands-on insights via the IRMC cybersecurity labs. IRMC leadership hosted an Advanced Management Program alumni dinner to reconnect and update its Asian region Chief Information Officer graduates. In October 2010, the college partnered with the Armed Forces Communications and Electronics Association to host a 1-day Cloud Computing symposium in the United Kingdom. The college held a Social Media Conference at NDU in November 2010, with General James E. Cartwright, then Vice Chairman of the Joint Chiefs of Staff, as the keynote speaker. Also in November 2010, in conjunction with the Chief Financial Officers (CFOs) Council, IRMC hosted a seminar on the 20th anniversary of the CFO Act. In February 2011, the college co-hosted with United Arab Emirates (UAE) Higher Colleges of Technology a regional conference in the UAE entitled Regional Collaboration in Critical Infrastructure



NWC students present college Challenge Coins to Cambodian hosts while on regional studies travel.

Protection. More than 150 regional government and information leaders attended the event, which showcased IRMC faculty expertise in critical infrastructure protection as well as the college's mobile information laboratories. These successful conferences are stepping stones on the path toward more international events in late 2011 (Thailand) and 2012 (UAE and Singapore).

In March 2011, the college again held a Cyber Security Challenge, which generated interest across Services, agencies, communities, and multiple generations in DOD on cyber network protection and promoted sharing of best practices. IRMC hosted the 4th annual Virtual Worlds Conference in May 2011 with more than 350 resident participants at NDU and in excess of 3,000 participants online. IRMC remains a leader in the Federal Consortium for Virtual Worlds for U.S. Government, international governments, academia, and industry players. The college continues its academic partnerships with more than 40 colleges and universities

across the United States. These partners accept from 9 to 15 graduate credits for successful completion of various IRMC certificate programs toward their own advanced degrees. More than 25 industry partners are critical to IRMC's maintaining its leading intellectual edge in the information technology sphere. These industry partners support student visits, provide guest lecturers (both on the Fort McNair campus and at the combatant commands), allow faculty to delve into and explore new critical technologies, and support the college's conferences.

IRMC continued its international capacity-building efforts as well. It offered three information assurance courses at the Swedish Defense College and a 10-day seminar in Singapore for its Minister of Defense CIO division on information leadership, performance management, and enterprise architecture. In addition, faculty also co-led a Partnership for Peace multinational faculty development program in Moldova. IRMC faculty satisfied numerous interagency partner requests for workshops tailored to the needs of specific agencies in the areas of enterprise architecture, performance management, fiscal budgeting, capital planning, and project management.

JOINT FORCES STAFF COLLEGE

Engagements with key strategic partners are essential to the development and execution of JFSC's mission requirements.

JFSC's AY 2011 outreach endeavors focus on expanding joint, multinational, and interagency partnerships and cultivating the college's existing relationships. JFSC outreach efforts are comprised of hosting international and domestic speakers and delegations, participating in activities of partners, and formalizing partnerships with memorandums.

JFSC hosted the Virginia Tidewater Consortium on Higher Education members and members of the greater Hampton Roads area. The event was an opportunity to provide information about JFSC, to lower the fence

surrounding the college and to promote JFSC as an integral part of the greater Hampton Roads Community. In addition to this engagement, JFSC hosts numerous international delegations, highlighting the variety of programs available at the college and embracing the vital role of partnerships and collaboration.

The World Affairs Council event, a *Jeopardy*-like competition covering topics such as current affairs, world leaders, geography, international organizations, the world economy, culture, religion and more was an exciting opportunity to bring together the people of JFSC with the concepts taught in the classroom. JFSC fielded a truly joint team consisting of an officer from each of the Services, interagency community representatives from various governmental organizations, civilian and military instructors, and representatives from both faculty and staff. Participation in these events is a significant outreach activity for JFSC that highlights the college as a leading educational arm of the Department of Defense and potential partner to participating agencies, the academic community and members from the private and public sectors.

In addition to forming new collaborative and cooperative relationships, AY 2011 also included the solidification and reenergizing of long-term JFSC partnerships. JFSC signed a Memorandum of Agreement with the U.S. Coast Guard summarizing the new Coast Guard Chair position. Dr. DiRenzo, who has provided continuous support to the college over the past 8 years, will fill the seat of the inaugural Coast Guard chair position.

AY 2012 will be a year of continued partnership expansion, providing the opportunity for JFSC to further develop and mature its relationships, while relentlessly finding common ground upon which to build new ones. The college fully embraces the concept of "local to global" and will be working to facilitate such symbiotic relationships support of joint, multinational, and interagency community efforts that strengthen our collective national security.

NATIONAL WAR COLLEGE

Outreach by NWC faculty continues to bring crucial nonmilitary and international perspectives to the curriculum in support of the core teaching mission. It also keeps college faculty fully engaged with the practice of strategy, as well as maintaining currency and relevance on dynamic and strategic issues that impact the learning experience at NWC. In addition to hosting its 34 international fellows, NWC faculty also participated in a wide variety of outreach activities. During academic year 2011, examples included:

- participation in several U.S. European Command advisory panels
- participation in assessment studies for ISAF and USAID in Kabul
- participation on several intelligence advisory panels, both in the United States and abroad
- participation in official U.S. delegations to Europe, Russia, the Middle East, South Asia, East Asia, and South East Asia
- production of a joint study and panel report on the future of Pakistan and Pakistani-American relations, in collaboration with the New America Foundation
- leadership of the American Bar Association's committee on National Security Law.
- presentation of conference papers at the annual meetings of the American Political Science Association, International Studies Association, and other scholarly venues
- guest lectures presented at dozens of colleges, universities, and conferences, including U.S. PME institutions and foreign sister institutions
- numerous guest lectures in support of U.S. Government agencies and training organizations.

Finally, NWC hosted or assisted in hosting visiting delegations from foreign counterpart institutions from Indonesia, Japan, the Republic of Korea, Pakistan,

Tanzania, Vietnam, and the UAE. All of these outreach activities increased the knowledge of faculty, and many of them directly supported the efforts of the college's strategic partners as they worked to develop whole-of-government or multinational approaches to problems.

NWC plans to reinforce its strategic partnerships, continue hosting international visits, and, where possible, develop additional outreach venues (particularly with like institutions) in the years ahead. Doing so will enable NWC to remain at the forefront of academic exploration and cognitive discourse on the threats and challenges in our dynamic and evolving strategic environment.



NWC Commandant, RADM Douglas J. McAneny, USN, gets acquainted with the NATO School during a visit to Oberammergau to meet with NATO School's Commandant, COL Mark Baines, USA.

“To achieve the world we seek, the United States must apply our strategic approach in pursuit of four enduring national interests:

- **Security:** *The security of the United States, its citizens, and U.S. allies and partners.*
- **Prosperity:** *A strong, innovative, and growing U.S. economy in an open international economic system that promotes opportunity and prosperity.*
- **Values:** *Respect for universal values at home and around the world.*
- **International Order:** *An international order advanced by U.S. leadership that promotes peace, security, and opportunity through stronger cooperation to meet global challenges.*

Each of these interests is inextricably linked to the others: no single interest can be pursued in isolation, but at the same time, positive action in one area will help advance all four.”

—National Security Strategy, May 2010

OUTREACH

Research and Applied Learning Centers



The Honorable Michèle Flournoy, Under Secretary of Defense for Policy, speaks to attendees of the INSS National Security Symposium Forging an American Grand Strategy: Securing a Path Through a Complex Future.

CENTER FOR APPLIED STRATEGIC LEARNING

The Center for Applied Strategic Learning continues to focus on outreach to other research institutes and centers as one of its core missions. The workshops, tabletop exercises, and roundtables on strategic gaming that CASL hosts serve as a force multiplier by providing further insights into how the U.S. Government can shape its national security goals and objectives. One of the critical outreach partners is Capitol Hill, where CASL continues to provide support via a capstone exercise at the conclusion of NDU's Hill Staffer National Security Course. CASL has also provided outreach events for members of the National Diet of Japan on national security policy formulation using an influenza pandemic as the scenario; provided briefings on how to create a CASL-like institute within Armenia's INSS; and facilitated exercises on topics such as U.S.-Mexico

relations for several colleges and universities along the Atlantic seaboard. Finally, through its Roundtables on Strategic Gaming, CASL brings together practitioners of gaming to discuss how gaming continues to evolve so that future wargamers are aware of innovations and benefits of evolving methodologies.

INSTITUTE FOR NATIONAL STRATEGIC STUDIES

CENTER FOR COMPLEX OPERATIONS

PRISM, the flagship quarterly journal of the Center for Complex Operations and published by NDU Press, is recognized worldwide as a leading source of analysis in the field of complex operations. The State Department's first Quadrennial Diplomacy and Development Review cited CCO as a key partner in the development of knowledge management capabilities and interagency

lessons learned capacity. CCO posts and disseminates its interagency lessons learned and best practices on the Joint Lessons Learned Information System. The CCO Web site (www.ccoportal.org) underwent a series of updates and is now linked to numerous social media sites and applications for maximum dissemination.

In addition to print and virtual outreach, CCO has focused on building stronger support relationships with the combatant commands and Joint Staff. By leveraging the center's close partnership with interagency organizations, CCO provides the Services a venue for highlighting and resolving issues requiring civilian agency perspectives through the monthly Operational Interagency Teaming Forum. CCO provides a keynote address at the annual Joint Staff J7 Worldwide Training and Scheduling Conference, one of the largest gatherings of military trainers and educators. CCO is engaged with OSD Policy and Joint Staff J5 to provide research, analysis, lessons learned, and executive-level recommendations on civil-military and interagency planning in complex operations to inform emerging defense strategy.

Other key relationships include the Asia-Pacific Civil-Military Centre of Excellence (Australia); Swedish National Defense College; Special Inspector General for Iraq Reconstruction; United States Institute of Peace; NATO/Allied Command Transformation; NATO Joint Lesson Learned Command; and CJTF-HOA (Djibouti).

CENTER FOR STRATEGIC CONFERENCING

The Center for Strategic Conferencing conducted a number of major outreach symposia. In August 2010, the Economic Security: Neglected Dimension of National Security? symposium engaged members of the business community and specialists in national security affairs and public policy in a discussion on the ways in which government and commercial sector leaders must work together to reform and revitalize our national economy to support enhanced national security. In January 2011, a

symposium co-hosted with INSEL, and at the request of the CJCS—Military Professionalism: Introspection and Reflection on Basic Tenets and the Way Ahead—focused on the formidable challenges to the professional military ethos posed by a decade of combat operations, facilitating the Chairman's public policy statement on a way ahead. In April 2011, the symposium The New Security Environment—Implications for American Security in the Asia Pacific Region addressed the changing distribution of power in the world, especially related to Asia's two rising global powers. The Honorable James Steinberg, Deputy Secretary of State, provided a keynote address outlining U.S. policy initiatives. CSC also played a central role in planning and managing the 14th Annual ASEAN Regional Forum Heads of Defense Universities Meeting, which brought together the leaders of 20 NDU counterpart institutions furthering collaboration, cooperation, and enhancing confidence-building.

CSC also hosted several smaller conferences and scores of seminars or workshops to enhance the debate on current national security issues or support policymakers, including a conference on post-revolutionary transitions in the Middle East (Peacekeeping and Protection of Civilians—Lessons Learned, Filling the Gaps) and one for theater special operations commanders (Theater SOF Imperatives). CSC again hosted and cosponsored an international forum with the NATO Parliamentary Assembly and Atlantic Council, an annual Washington meeting with approximately 100 European parliamentarians and U.S. Members of Congress.

Every event featured diverse, well-prepared, and insightful panelists speaking on topics of high policy interest, attracting many U.S. and international national defense university attendees. INSS researchers also worked closely with the Department of State Political-Military Bureau to ensure success of the annual Foreign Policy Advisor Conference, highlighting INSS's exceptional interagency cooperation and vital role in building and strengthening strategic partnerships.

CENTER FOR STRATEGIC RESEARCH

The Center for Strategic Research outreach effort was extensive in academic year 2011. Research-focused activity and expert dialogues were conducted with counterparts from China, Pakistan, Taiwan, Japan, South Korea, Singapore, Israel, Britain, Vietnam, Iraq, Afghanistan, France, and Russia, among others. Researchers participated and were instrumental in discussions on defense and policy issues in such forums as the NATO Parliamentary Assembly and Atlantic Council while also providing testimony on the use of armed contractors in counterinsurgency to the House Subcommittee on National Security and Foreign Affairs. CSR remained a pivotal organization in coordinating strategic education for partner nations as seen by the central role it continues to play in organizing the U.S.-Pakistan Senior Officer's course each year for U.S. Central Command. In addition, CSR met with defense ministers and key defense officials from Germany, Kenya, and

foreign ministers from the Republic of Korea, Taiwan, and France, as well as many other key foreign leadership contingents.

CSR research fellows published monographs on current and future strategic security issues, including: China-related issues; irregular warfare; Asia-Pacific region's importance to U.S. national interests; Middle East and Persian Gulf defense issues; energy security; and publications on terrorist organizations including the Lord's Resistance Army in Central Africa and the threat of al Qaeda in the Islamic Maghreb. Researchers were active in conducting interviews with the Voice of America, Pakistani Television, PBS, NPR, and BBC. CSR fellows also published in a variety of other media outlets including *Defense News*, *Marine Corps Gazette*, *Foreign Policy Online*, *South China Morning Post*, *La Lettre Diplomatique*, *The Arab Reform Bulletin*, *Kyiv Post*, *LAGS Journal of Energy Security*, and *European Voice*. Articles



NDU delegation signs Memorandum of Understanding outlining the INSS-IDIR Work Program regarding Cooperative Research Projects. Colonel Vu Tien Trong, Head of the Institute for Defence Relations of Vietnam People's Army (L), signs the MOU alongside Dr. Hans Binnendijk, NDU Vice President for Research and Applied Learning (R).

covered topics as diverse as small nuclear reactors, petroleum issues in Iraq, Russian-Ukrainian gas pipeline concerns, expanding Chief of Mission authorities, and exit strategies for Afghanistan.

In addition, CSR researchers reached out to a wide and diverse audience including lectures and presentations at prestigious universities such as Yale, Georgetown, The George Washington University, and Johns Hopkins. International schools seeking CSR research fellow expertise and presentations included the Rajaratnam School of International Studies in Singapore, the French

Institute for Higher National Defense Studies, Pakistan NDU Institute for Strategic Studies Research and Analyses, and Chile's National Academy for Political and Strategic Studies.

CENTER FOR TECHNOLOGY AND NATIONAL SECURITY POLICY

The Center for Technology and National Security Policy produced 3 new books, 11 Defense & Technology Papers, and 1 Defense Horizons paper during academic year 2011. *The 71F Advantage: Applying Army Research Psychology for Health and Performance Gains* provides



Session of the Strategic Dialogue between the NDU U.S. and NDU Islamabad, in Islamabad.

a comprehensive overview of what Army research psychologists do, covering topics such as neurophysiology of sleep, traumatic brain injury, leadership, and organizational processes. *Policing and COIN Operations: Lessons Learned, Strategies and Future Directions* looks at the ways, methods, and techniques that could be shared to help overcome the insurgencies that coalition forces face. *New Directions in U.S. National Security Strategy, Defense Plans and Diplomacy: A Review of Official Strategic Documents* examines seven major recent studies that together put forth a comprehensive blueprint for major global changes in U.S. national security strategy. A revised edition to the 2009 book *Civilian Surge: Key to Complex Operations* also was published.

CTNSP organized the Second International Transformation Conference, held in Rome, Italy, at the NATO Defense College (NDC) in June 2011. Co-hosted by NDC, Allied Command Transformation, and the International Transformation (ITX) Chairs Network, the conference brought together academicians, policymakers, and practitioners from 13 nations to discuss the topic of Capability Development in Support of Comprehensive Approaches: Transforming International Civil-Military Interactions. Fifteen academic papers were presented and published by the ITX and NDC.

The center took the lead in co-sponsoring a series of workshops designed to assist NATO Joint Forces



Lt. Gen. Vo Tien Trung, Commandant of Vietnam's National Defense Academy, receives a tour of the STAR-TIDES exhibits on display on Fort McNair during the time of his visit.

Command–Brunssum and ISAF in developing, refining, and implementing a data strategy for Afghanistan.

The overall goal of this initiative was to provide direct assistance to the command and ISAF in refining and implementing the “transition” plan for Afghanistan. The first workshop took place in Brunssum and the second in The Hague. The workshops resulted in a report issued by the NATO Research and Technology Organisation entitled *NATO Operations Assessment: A Case Study Based on Planning for Transition in Afghanistan*.

CONFLICT RECORDS RESEARCH CENTER

The Conflict Records Research Center is proactively working to fulfill the Secretary of Defense’s intent to engage governmental and nongovernmental scholars and enable their research into captured records with “complete openness and rigid adherence to academic freedom and integrity.” CRRC staff has crafted press releases, written op-eds, and conducted interviews with media representatives to make the scholarly and policy communities more aware of CRRC resources. Its initial outreach efforts have drawn more than 70 researchers with Institutional Review Board–approved research plans to use the center’s research database. It is anticipated that the number of research requests will increase significantly as a result of the strategic relationships the CRRC staff is building within the academic community. Two examples of their strategic outreach efforts include the Johns Hopkins Center for Advanced Governmental Studies and the Woodrow Wilson International Center for Scholars History and Public Policy and Middle East Programs. CRRC will co-host a conference with Johns Hopkins in academic year 2012 to examine and highlight documentary evidence of what we knew about al Qaeda before 9/11, as well as what we have learned in the past 10 years and what we need to know as we address terrorist challenges in the future. CRRC will co-sponsor a conference with the Woodrow Wilson Center using newly available archival material and recollections from former government officials, *The Iran–Iraq War: The View from Baghdad*, which seeks to reexamine the 8-year conflict from a wide variety of informed perspectives.

NDU PRESS

Over the past year, NDU Press continued to expand its product line to better support the University’s principal missions of teaching, research, and outreach. This year, the press published four editions of the Chairman’s flagship journal *Joint Force Quarterly*, and four editions of *PRISM*, a periodical that supports the interagency community and Center for Complex Operations. The outbound Chairman, Admiral Mike Mullen, provided a comment as he was departing: “*JFQ* has been an invaluable component of my outreach as Chairman but also my education. It’s a unique place, a wonderful forum, for the entire joint community to discuss and even debate key national security issues of the day.”

The press remains committed to serving JPME and providing an intellectual platform for joint matters. JPME school participation (both number of schools involved and submissions) in the NDU Press–managed Secretary of Defense and Chairman of the Joint Chiefs of Staff essay competitions increased again this year. NDU Press truly appreciates the support provided by NDU Foundation for these competitions.

The press has also quadrupled its book production this year, issuing the following 9 titles:

The 71F Advantage: Applying Army Research Psychology for Health and Performance Gains. Edited by Paul T. Bartone, Ross H. Pastel, and Mark A. Vaitkus, August 2010.

Partnership for the Americas: Western Hemisphere Strategy and U.S. Southern Command. By Admiral James G. Stavridis, USN, November 2010.

Toward a Theory of Spacepower: Selected Essays. Edited by Charles D. Lutes and Peter L. Hays with Vincent A. Manzo, Lisa M. Yambrick, and M. Elaine Bunn, February 2011.

Skin in the Game: Partnership in Establishing and Maintaining Global Security and Stability. By Jeffrey E. Marshall, February 2011.



VADM Ann E. Rondeau, USN, welcomes judges to the 5th Annual Secretary of Defense National Strategy and 30th annual Chairman of the Joint Chiefs of Staff National Defense and Military Strategy Essay competitions.

The Borderlands of Southeast Asia: Geopolitics, Terrorism, and Globalization. Edited by James Clad, Sean M. McDonald, and Bruce Vaughn, June 2011.

Monopoly of Force: The Nexus of DDR and SSR. Edited by Melanne A. Civic and Michael Miklaucic, July 2011.

Understanding War in Afghanistan. By Joseph J. Collins, July 2011.

New Directions in U.S. National Security Strategy, Defense Plans, and Diplomacy. By Richard L. Kugler, July 2011.

Economic Security: Neglected Dimension of National Security? Edited by Sheila R. Ronis, December 2011.

The press also supported the production of *Saddam's Generals* for an event cosponsored by the Conflict Records Research Center and Woodrow Wilson Center. In addition, NDU Press published an anthology for

CTNSP's International Transformation Chairs Network conference. Exploiting new outlets for its material, NDU Press issued its first three e-books. Finally, NDU Press published a total of 31 policy briefs (to include translations) and 3 occasional papers, 4 case studies for the WMD Center and ICAF, and 7 Strategic Perspectives for CSR and CTSS. NDU Press continued supporting the affiliated research centers, including the Africa Center for Strategic Studies, publishing 7 Africa Security Briefs (each translated into French and Portuguese).

NDU Press has been at the cutting edge regarding social media and virtual outreach at the University. The redesigned Web site draws high marks and praise for its user-friendliness and crisp professional look and access. The site has had more than 81,000 new visitors in academic year 2011, with some 125,000 overall viewing more than 315,000 pages of content. This is six times the growth over last year. Collaborative partnerships with OSD, Joint Staff, think tanks, and prestigious university presses are being established.

OUTREACH

Special Components

CENTER FOR JOINT STRATEGIC LOGISTICS

The Center for Joint Strategic Logistics hosts semi-annual updates to the Logistics Development Council to provide updates on CJSJL initiatives and receive guidance from the governing board on where to focus efforts. During the past year, the center has been engaged with defense, academia, industry, interagency, and multinational partners to further the field of logistics. CJSJL has also served as mentor for the supply joint integrating concept wargame, the Joint Concept for Logistics Experiment, and supported a wide variety of exercises. The center has given over 70 presentations, speeches, workshops, and panel discussions as an expert in the field of logistics at civilian academic and PME institutions, combatant commands, industry, and multinational engagements.

During the coming year, outreach efforts will continue the focus on PME institutions as well as visits to U.S. Africa Command, U.S. European Command, and U.S. Central Command J4s to ensure that we are focused on supporting their operational requirements and improving efforts DOD-wide to provide the best possible development programs for the community.

CENTER FOR THE STUDY OF WEAPONS OF MASS DESTRUCTION

The WMD Center engages in proactive and extensive outreach programs with JPME institutions and Federal Government agencies in order to foster greater cooperation among them and to enhance the ability of U.S. national security officials to directly address current and future WMD challenges. The WMD Center proudly helps to build a national community of countering WMD experts. The center held its annual classified symposium on May 4–5, 2011. The symposium looked at future WMD challenges, and was attended by over 300 members of the interagency countering WMD community.

The WMD Center also plays a key role in fostering cooperation among international partners. A faculty member was detailed to OSD Policy to help manage the U.S. response to the Fukushima nuclear crisis, and he is leading portions of the lessons learned process. Members of the center facilitated international tabletop exercises with U.S. and allied officials on topics including nontraditional agent threats and a multilateral response to a global WMD crisis. WMD Center staff will continue



CJSJL professional faculty development workshop session.

to play key roles in supporting OSD and combatant commands on a series of bilateral and multilateral countering WMD activities, such as the Proliferation Security Initiative.

INSTITUTE FOR NATIONAL SECURITY ETHICS AND LEADERSHIP

At the request of Admiral Mike Mullen, the former Chairman of the Joint Chiefs of Staff, the Institute for National Security Ethics and Leadership instituted the Project on Military Professionalism, which was launched with a January 10, 2011, conference organized by INSEL. Admiral Mullen served as the keynote speaker; other featured speakers included General Richard Myers and Dr. John Hamre, former Deputy Secretary of Defense. Videos of all the conference speeches and panels have been posted on the INSEL Web site. The project has also published a white paper, “The Obligations of Military Professionalism,” and an extensive annotated bibliography of literature on military professionalism, both of which are also posted on the INSEL Web site.

INSEL has organized a PME Ethics Working Group that meets annually, which includes civilian and military professionals who teach ethics and leadership at U.S. and foreign PME schools. The latest meeting of this group was held in conjunction with the January conference on military professionalism.

Dr. Al Pierce is the team leader for the Ethics and Leadership portion of the Reference Curriculum, approved by NATO for use in the Partnership for Peace program entitled Partner Action Plan-Defense Institution Building. He has worked with PME institutions in the greater Black Sea region and with Kazakhstan. He is also an active member of the Military Ethics Education Network, which is based in Great Britain and involves people who teach military ethics in a dozen or so countries. Dr. Pierce lectures annually for students at the United Kingdom’s Royal College of Defence Studies. He is also an active participant in the International Studies Association Ethics Section, International Society for Military Ethics, and European Society for Military Ethics.

Dr. Pierce also regularly lectures and conducts seminars on ethics and leadership for the Joint Special Operations University, APEX program for new DOD members of the Senior Executive Service, Executive Change Leadership Course for the Department of Homeland Security and U.S. Coast Guard, Federal Executive Institute, Naval Justice School, Air War College, and Office of the General Counsel of the Navy.

Chaplain Eric Wester served the military community by organizing Strong Bonds retreats, an Army chaplaincy retreat program that delivers experiential learning about the impact of deployment and the return home from combat on couples and families. Chaplain Wester organized two retreats with more than 150 participants, including students and faculty from several of NDU’s colleges.

INSEL and the Berkley Center for Religion, Peace, and World Affairs partnered to provide a seminar on the Religious Dynamics of War and Peace. U.S. combatant command chaplains from around the world attended this 2-day event at the Pentagon. Finally, INSEL, along with the CISA, hosted the Voices of Moderate Islam (VoMI) for a Round Table Discussion for NDU faculty, staff, and students. VoMI is an initiative by the Jordanian Defense Force (JDF) to engage imams in Afghanistan using the staff of a deployed JDF brigade.

JOINT RESERVE AFFAIRS CENTER

The Joint Reserve Affairs Center has strategic partnerships with the seven Reserve and Guard Components. They provide students and seminar leaders (seminar leaders being former students who are interested and talented) for the Reserve Components National Security Course. The seminar leaders are part of the “teach” functional area as they go to work after regular NWC and ICAF faculty set the table on a topic. In addition, there is a pre-graduation reception for all students, seminar leaders, and three-star Reserve chiefs. This is truly “outreach” as NDU shows a Reserve face to the chiefs, thereby increasing Reserve support for NDU. Reserve officers are twice a citizen, and in fact, some serve in the U.S. Congress.

INTERNATIONAL STUDENT MANAGEMENT INTERNATIONAL STUDENT MANAGEMENT OFFICE—FORT MCNAIR

NDU international student enrollment increased once again this year. Over 125 international students from 72 countries matriculated in ICAF, NWC, CISA, IRMC, CTSS (formerly NEC), and JRAC. The vast majority of these students graduated with Master's degrees, while others studied at NDU in courses from 2 to 14 weeks in length.

In addition to their academic studies, many international students participated in an extremely robust field studies program. Through this program, NDU international students come to know and understand the United States, its people, and culture. Visits covered the spectrum, from world renowned multinational corporations, such as Boeing, Federal Express, and Caterpillar, to local small businesses. Campus visits to Yale, Stanford, University of Illinois, and the military academies provided an insight into the U.S. educational system. U.S. health care was examined through visits to the Mayo Clinic and St. Jude's Children Hospital. A gamut of cultural visits to places such as Yellowstone National Park, U.S. Civil Rights Museum, and Islamic Center of America helped put the international student experience into the larger perspective of American culture. U.S. Government was examined as well through visits with small town councils, county commissions, mayors, and state legislatures in Montana and Minnesota, including sessions with governors. The U.S. judicial system was covered by visits to a local circuit court in Tennessee as well as the Minnesota Supreme Court. But the most significant aspect of the field studies program was the continuous interaction with U.S. citizens from all walks of life in more than 24 different states.

Additionally, two-thirds of international students on the Fort McNair campus were accompanied by their families—over 300 dependents lived for 1 year in the United States. International students and their dependents consistently return to country with a warm spot in their hearts for the American people—our most valuable and effective ambassadors.

The first-ever regional reunion and continuing education seminar was held in Dubai in February. Graduates from the region gathered to reconnect and take part in discussions and presentations on regional and international security.

Several prominent international alumni returned to NDU during the year to be enshrined in the NDU International Fellow Hall of Fame, including Ambassador Yousef Al Otaiba, the Ambassador of the United Arab Emirates to the United States; Major General Gordan Cacic, the previous Croatian State Secretary for National Security of the Ministry of Defense; and General Dato' Sri Zulkifeli bin Mohd Zin, the Chief of the Malaysian Army.

International outreach through the education and American immersion of our international students remains a top NDU focus area.

INTERNATIONAL MILITARY STUDENT OFFICE— NORFOLK

In academic year 2010–2011, JFSC sponsored 74 international fellows from 38 countries. Many of these students attend the 10-week Joint and Combined Warfighting School course of study; others attend courses that range in length from 1 week to 11 months. Also, during this period the first female international military student graduated from JCWS.

During the JCWS course of study, the international fellows participate in our revised field studies program. In 2011, the program was updated to include trips to Kitty Hawk, North Carolina, to visit the Wright Brothers National Memorial, and to Colonial Williamsburg, Virginia, to see how events in the past have helped shape our country. They also participate in a 3-day trip to Washington, DC, for an introduction to our political, social, and economic infrastructure. During the program, students are introduced to their Defense Attachés and are afforded the opportunity to socialize with the JFSC Commandant and NDU President. Each of our international fellows is paired with both a faculty and community sponsor. These sponsorships provide a more intimate insight into the American way of life.



JFSC international officers attend the college information technology support course.



Gen. Chen Bingde, Chief of General Staff, People's Liberation Army, delivers a speech on Sino-U.S. military-to-military relations on Fort McNair.



“Real leadership creates the conditions and coalitions for others to step up as well; to work with allies and partners.”

—President Barack Obama

OUTREACH

Regional Centers

AFRICA CENTER FOR STRATEGIC STUDIES

The Africa Center for Strategic Studies feeds into a vibrant network of defense alliances and promotes new partnerships, thereby extending NDU's access to a growing number of focused communities of interest. NDU students are welcomed into ACSS community (alumni) chapters spanning 28 African countries. As a result, the University sustains engagement and long-term strategic effects beyond graduation. ACSS hosts senior representatives from many African Ministries of Defense, universities, regional economic communities, and civil society. These contributions provide a holistic, whole-of-government approach to building partnerships that sustain institutional capacity for security sector reform and stability. The following ACSS events provided NDU with notable outreach opportunities on campus:

- ACSS hosted a workshop on Enhancing Civil-Military Relations in Central Africa, which brought together 32 participants from nine countries. The workshop produced a series of recommendations for how African leaders can strengthen civil-military relations.
- ACSS hosted an African Defense Attaché Course, which included ministers from eight African countries. The course educated attachés recently assigned to the United States with a basic understanding of how the U.S. Government operates and forms policy. The seminar discussed congressional responsibilities as well as the African operations of U.S. European Command and U.S. Central Command. Speakers included representatives from the State Department, Congressional Research Service, and Senate.
- ACSS hosted an Introduction to Africa Security Course, which included 30 participants from various U.S. Government agencies. The course focused on the current African security environment as well as U.S. policy toward Africa. Speakers included individuals from the African Union, State Department, U.S. Africa Command, and DOD. The presenters emphasized the shifting nature of African security.

CENTER FOR HEMISPHERIC DEFENSE STUDIES

In addition to the traditional multi-country courses, seminars, and conferences in Washington, DC, the Center for Hemispheric Defense Studies develops many strategic partnerships and communities of influence as a natural outcome of its expansive outreach efforts. These important relationships include senior leaders and emerging leaders throughout the democratic nations of the hemisphere. Support to war colleges and other partner institutions includes CHDS programs at their facilities, welcoming the partners' visiting delegations to the CHDS facilities, and increasingly, virtual visits, providing faculty and staff abundant opportunities to increase regional networks. The members of the CHDS faculty are highly sought-after speakers, panelists, and presenters at venues around the globe. More than 50 of these opportunities were paid for by the organization hosting the activity, attesting to the great value given to CHDS presence and participation and the recognized expertise attributed to the center's faculty. Interviews on national and international television and radio networks, including CNN en Español and Voice of America, expand these networks even further. The virtual realm is, and in 2012 increasingly will be, an important platform utilized for outreach, particularly with the center's many active alumni associations. Further supporting the center's outreach activities are the research and publication programs. In 2011, CHDS expanded the number of primary publications and completed the first full-length research project for the commander of U.S. Southern Command. Further extending the influence of CHDS was the publication of over 20 articles in five countries. CHDS is well positioned to expand upon and take full advantage of these outreach opportunities going forward in 2012.

NEAR EAST SOUTH ASIA CENTER FOR STRATEGIC STUDIES

The Near East South Asia Center for Strategic Studies overall mission is outreach to the more than 30 countries in its region. Faculty and staff all engage in outreach activities. NESA director Ambassador James A. Larocco has been at the forefront of these outreach effort. Ambassador Larocco has traveled extensively in the region since he became director a year ago. He meets with senior government

and military officials to promote NESAs programs and to engage in substantive dialogue, which enables him to carry the discussion forward to other regional and U.S. Government officials.

Acutely aware of the importance of alumni, Ambassador Larocco has aggressively increased NESAs in-region presence through regional alumni events and seminars, or strategic forums. This year, the director began inviting NDU and other regional center alumni to NESAs alumni events, both to increase the network and to reap the benefit of additional points of view.

Maintaining close ties to our alumni allows us to better serve their needs and to nurture a healthy and mutually respectful relationship between their respective governments and the Government of the United States.

NESA's Outreach Office exists to sustain and develop the relationships established through NESAs educational seminars and series. The outreach team, which includes participant programs, alumni coordination, and media and communications, uses a wide range of vehicles to accomplish its mission through both formal and informal engagement, in person, and by email, telephone, publications, video, social media, and events.

Outreach staff regularly visits foreign embassies in Washington to maintain and strengthen relationships, announce events, and plan bilateral and regional meetings. Wherever NESAs is present, outreach is present, reaching out to Capitol Hill, the Pentagon, Department of State, U.S. Central Command, U.S. Africa Command, foreign embassies in Washington, and ministries in the region.

Alumni coordination is a large part of outreach success. Over the past months, two new alumni chapters have formed in Lebanon and Palestine. These chapters allow members to strengthen the bond that formed at NESAs. Our alumni office, which includes two Arabic speakers, helps to launch these chapters, and uses resources to help alumni to continue professional development through

seminars and symposia. For example, NESAs has supported the Lebanese Armed Forces (LAF) in its efforts to update its military education system since July 2008. As part of the Lebanese Military Education Cooperation, the center has assisted the LAF in updating the Fouad Shehab Command and Staff College (FSCSC) curriculum, provided training to faculty members in modern teaching methodologies, and helped enable the establishment of the Research and Strategic Studies Center (RSSC), which is now an active, focused research facility. With these library resources, FSCSC and RSSC faculty members and students will be able to take full advantage of the updated curriculum and teaching methods.

The media and communications team has made strides in its use of social media to keep connected with NESAs alumni. NESAs has two Facebook pages. One is for the public and broadcasts updates on NESAs seminars and events, articles, and relevant news. The other was created as a forum for NESAs faculty and alumni. Here, NESAs professors and alumni share thoughts, articles, and academic works in a not-for-attribution online environment. Twitter also has become an important tool. Having only recently started an account, NESAs's following has already expanded to more than 300 individuals and organizations.

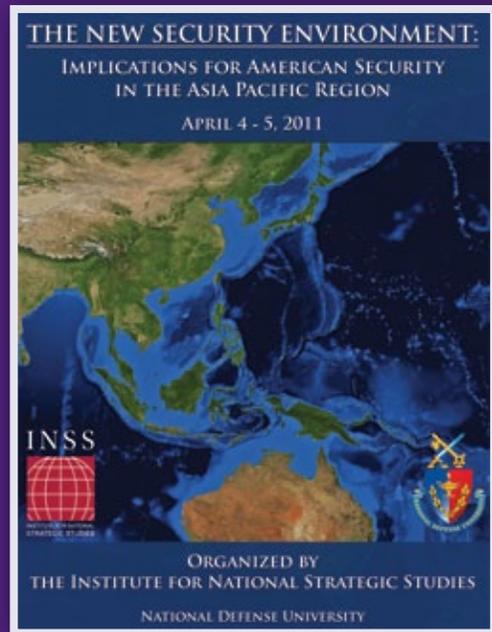
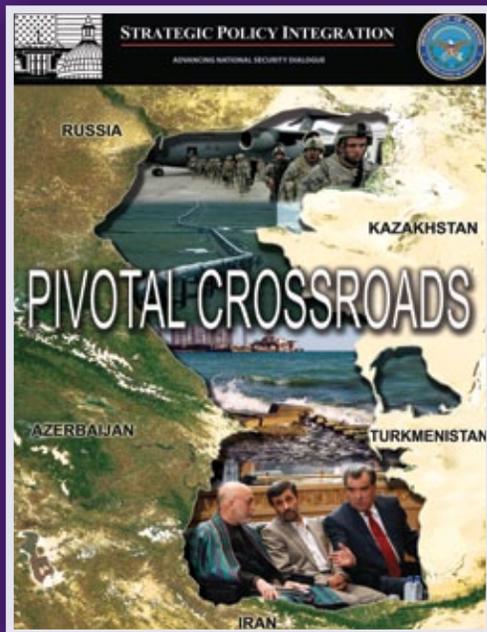
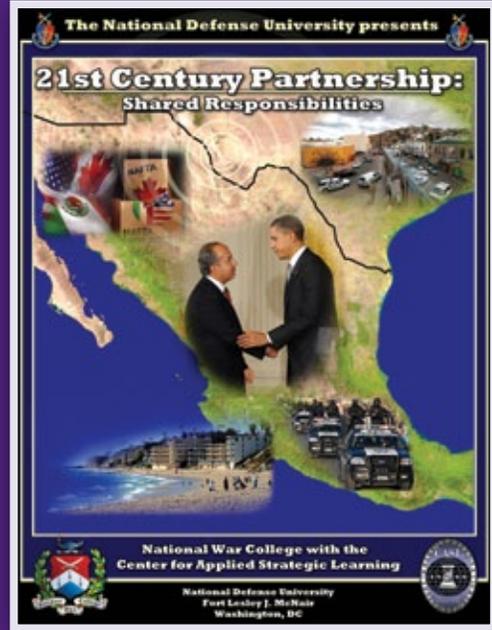
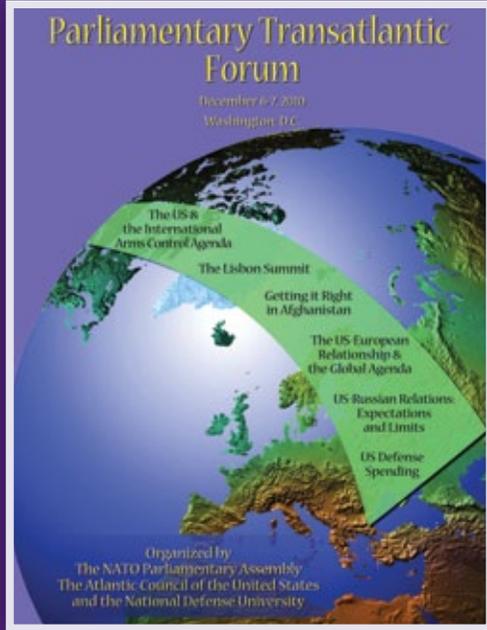
As part of a continuing education lecture series, NESAs professors have begun recording lectures on topics ranging from the U.S. Revolutionary War to al Qaeda in the Maghreb. These are being put on the NESAs YouTube page, as well as on Facebook so that our alumni continue to be an active part of NESAs in their home countries.

*"More than at any point in human history—
the interests of nations and peoples are shared."*

—President Barack Obama

OUTREACH

Representative University Outreach Events



OUTREACH

University Outreach Events

NDU provides a diverse range of services and learning opportunities that attract many visitors to the University.

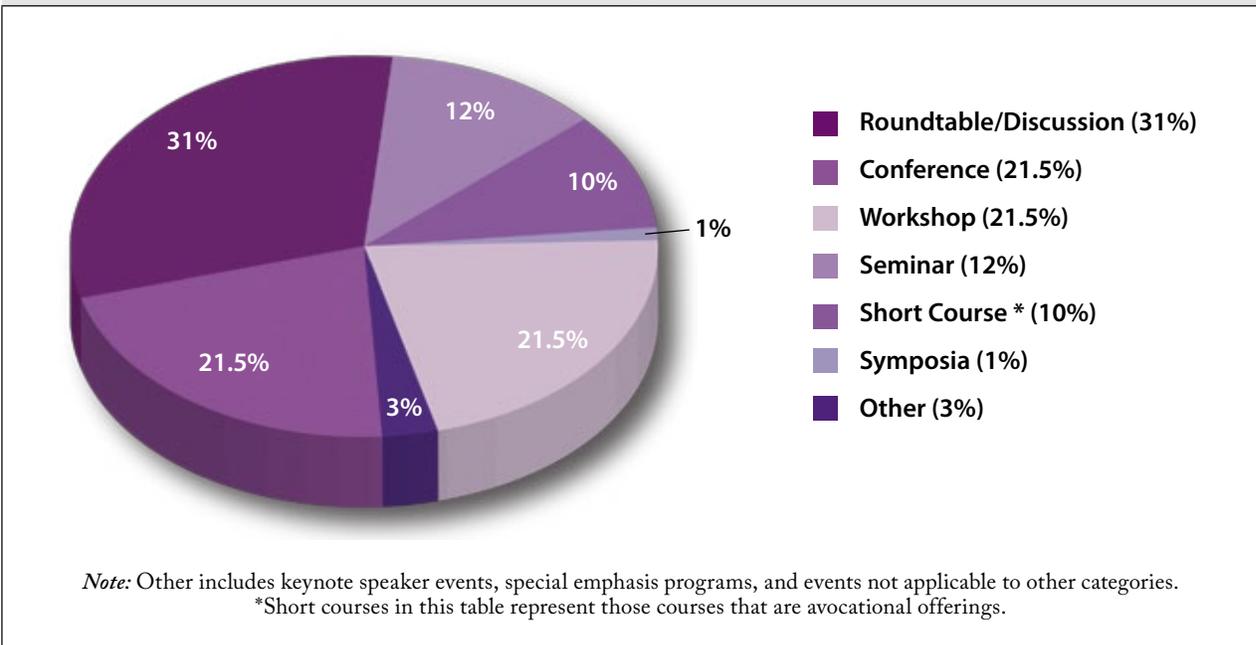
Table 42 provides summary data describing events that components supported during the academic year.

TABLE 42. Outreach Events and Opportunities at NDU: Fort McNair

Event type	Total Number of Events	Total Number of Event Participants
Conference	52	5,958
Roundtable/Discussion	75	2,487
Seminar	28	950
Short course *	24	858
Symposia	3	355
Workshop	52	1,842
Other	8	310
Total	242	12,760

Note: *Short courses in this table represent those courses that are avocational offerings. Other includes keynote speaker events, special emphasis programs, and events not applicable to other categories.

FIGURE 1. Outreach Events and Opportunities at NDU: Fort McNair



REPRESENTATIVE STRATEGIC PARTNERSHIPS

DOD AGENCIES, SUB-AGENCIES, SERVICES, AND BUREAUS

Air Combat Command
 Air National Guard
 Army National Guard
 Defense Advanced Research Projects Agency
 Defense Center of Excellence for Psychological Health
 and Traumatic Brain Injury
 Defense Civilian Personnel Advisory Service
 Defense Information Systems Agency
 Defense Intelligence Agency
 Defense Logistics Agency
 Defense Nuclear Weapons School
 Defense Security Cooperation Agency
 Defense Technical Information Center
 Defense Threat Reduction Agency
 Department of Defense (DOD) Chief Information
 Officer (CIO) Council
 Department of Defense Civilian Personnel Management
 System
 Department of the Air Force Headquarters
 Department of the Army Headquarters
 Department of the Navy Headquarters
 Edgewood Chemical Biological Center
 Joint and Coalition Warfighting
 Joint Center for Operational Analysis and Lessons
 Learned
 Joint Chiefs of Staff
 Joint Enabling Capabilities Command
 Joint Interagency Task Force – South
 Joint Staff (J-3)-Operations
 Joint Staff (J-4)-Logistics
 Joint Staff (J-5)-Strategic Plans and Policy
 Joint Staff (J-7)-Joint Force Development
 Joint Staff (J-8)-Force Structure, Resources, and
 Assessment
 Joint Warfighting Center
 National Geospatial-Intelligence Agency

Office of the Assistant Secretary of Defense for Special
 Operations/Low Intensity Conflict
 Office of the Chairman of the Joint Chiefs of Staff for
 Legislative Affairs
 Office of the Secretary of Defense for Policy
 Office of the Secretary of Defense for Legislative
 Affairs
 Office of the Under Secretary of Defense for
 Acquisition, Technology & Logistics
 Office of the Under Secretary of Defense for Policy
 U.S. Africa Command
 U.S. Air Force
 U.S. Air Force Reserve
 U.S. Army
 U.S. Army Command and General Staff
 U.S. Army Medical Research and Materiel Command
 U.S. Army Reserve
 U.S. Army Training and Doctrine Command
 U.S. Central Command
 U.S. Chief Financial Officers Council and DOD Chief
 Financial Officers
 U.S. Coast Guard
 U.S. Coast Guard Reserve
 U.S. Cyber Command
 U.S. European Command
 U.S. Fleet Forces Command
 U.S. Joint Forces Command
 U.S. Marine Corps
 U.S. Marine Corps Forces Command
 U.S. Marine Corps Headquarters
 U.S. Marine Corps Reserve
 U.S. Navy
 U.S. Navy Reserve
 U.S. Northern Command
 U.S. Pacific Command
 U.S. Southern Command
 U.S. Special Operations Command
 U.S. Strategic Command
 U.S. Transportation Command

**FEDERAL EXECUTIVE OFFICES, AGENCIES,
SUB-AGENCIES, SERVICES, AND BUREAUS**

Bureau of Conflict and Stabilization Operations
 Central Intelligence Agency
 Department of Energy
 Department of Health and Human Services
 Department of Homeland Security
 Department of Justice
 Department of State
 Department of State Coordinator for Reconstruction and
 Stabilization (S/CRS)
 Department of the Treasury
 Federal Bureau of Investigation
 Federal Chief Information Officer Council
 Federal Executive Institute
 Government Accountability Office
 National Counterproliferation Center
 National Counterterrorism Center
 National Intelligence Council
 National Security Agency
 National Security Council
 National Virtual Translation Center
 Office of the Director of National Intelligence
 Open Source Center
 U.S. Agency for International Development

**PARTNERSHIPS WITH U.S. ACADEMIC
INSTITUTIONS, RESEARCH INSTITUTES,
THINK TANKS, COMPANIES, AND
OTHER AFFILIATES**

American Academy of Diplomacy
 American Enterprise Institute
 Americas Society
 Armed Forces Communications & Electronics
 Association
 Atlantic Council
 Brookings Institution
 Business Executives for National Security
 California State University, San Bernardino

Capella University
 Capitol College
 Carnegie Endowment for International Peace
 Center for a New American Security
 Center for Naval Analyses
 Center for Strategic and Budgetary Assessments
 Center for Strategic and International Studies
 Central Michigan University
 Charles F. Day & Associates, LLC
 Cisco Systems, Inc.
 Clemson University
 Council on Foreign Relations
 Creighton University
 Defense Acquisition University
 East Carolina University
 Eastern Michigan University
 East-West Center
 Eisenhower Memorial Foundation
 Florida State University
 Foreign Policy Research Institute
 Foreign Service Institute
 Fort Hays State University
 George Mason University
 George Washington University
 Georgetown University
 Berkley Center for Religion, Peace, and World
 Affairs
 Google
 Harris Corporation
 Hawaii Pacific University
 Henry M. Jackson Foundation for Military Medical
 Research
 Heritage Foundation
 Illinois Institute of Technology
 Industry Advisory Council
 Institute for Defense Analysis
 Institute for the Analysis of Global Security
 Institute for the Study of War
 International Business Machines
 International Society for Military Ethics

Inter-University Seminar on Armed Forces and Society
 James Madison University
 Johns Hopkins University
 Applied Physics Laboratory
 Center for Advanced Governmental Studies
 School of Advanced International Studies
 Joint Special Operations University
 KPMG, LLP
 Lockheed Martin Corporation
 McAfee Inc.
 Mississippi State University
 Missouri University of Science and Technology
 National Academy of Sciences
 National Bureau of Asian Research
 National Defense Industrial Association
 National Intelligence University
 Naval Justice School
 Naval Postgraduate School
 New America Foundation
 New Jersey City University
 New Mexico Institute of Mining and Technology
 New York University
 Northeastern University
 Norwich University
 Old Dominion University
 Pace University
 RAND Corporation
 Raytheon Company
 Regent University
 Regis University
 Rochester Institute of Technology
 San Diego State University
 Southern Methodist University
 Stanford University, Hoover Institution
 Strayer University
 Symantec Corporation
 Syracuse University
 Texas A&M University
 The Boeing Company
 TIBCO Software Inc.

Towson University
 Troy University
 Uniformed Services University of the Health Sciences
 United Nations
 University of Arkansas at Little Rock
 University of Colorado at Colorado Springs
 University of Dallas
 University of Detroit Mercy
 University of Hawaii at Manoa
 University of Illinois at Springfield
 University of Illinois at Urbana-Champaign
 University of Maryland, Baltimore County
 University of Maryland, University College
 University of Nebraska - Lincoln
 University of Nebraska at Omaha
 University of North Carolina at Charlotte
 University of Notre Dame
 University of Pittsburgh
 University of Texas at San Antonio
 University of Tulsa
 U.S. Air Force Academy
 U.S. Air War College
 U.S. Army Chemical, Biological, Radiological, and
 Nuclear School
 U.S. Army War College
 U.S. Army Peacekeeping and Stability Operations
 Institute
 U.S. Institute of Peace
 U.S. Marine Corps University
 Middle East Studies Center
 U.S. Military Academy
 Center for the Army Profession and Ethic
 Combating Terrorism Center
 U.S. Naval Academy
 U.S. Naval War College
 Center for Irregular Warfare and Armed Groups
 VMware, Inc.
 Walsh College
 Webster University
 Woodrow Wilson International Center for Scholars

**INTERNATIONAL ACADEMIC INSTITUTIONS,
RESEARCH INSTITUTES, THINK TANKS, AND
OTHER AFFILIATES**

Academia Nacional de Estudios Políticos y Estratégicos
 Australian National University
 Australian Strategic Policy Institute
 Baltic Defense College
 Canadian Defence Academy
 Canadian Forces
 Canadian Forces College
 Center for Strategic Futures (CSR) and Horizon
 Scanning Center (HSC)
 Center of Military Strategic Studies of the Russian
 General Staff
 Centre des Hautes Etudes Militaires
 Centro de Altos Estudios Nacionales
 Colegio de Altos Estudios Estratégicos
 Colegio de Defensa Nacional
 Colegio de Estudios Navales
 Council for Advanced Policy Studies
 Council for the Development of Social Science Research
 in Africa
 Defence Academy of the United Kingdom
 Department of Defence (Australia)
 Escola Superior de Guerra (Brazil)
 Escuela de Altos Estudios Nacionales
 Escuela de Comando y Estado Mayor
 Escuela de Defensa Nacional
 Escuela de Graduados de Altos Estudios
 Escuela Superior de Guerra (Argentina)
 European External Action Service
 European Research Group on Military and Society
 Freidrich Naumann Foundation (Washington Office)
 French Institute for Higher National Defense Studies
 Gulf Cooperation Council (GCC)/UAE, Gulf Research
 Center
 Institut de Recherche Stratégique de l'Ecole Militaire
 Institut für Theologie und Frieden
 Institute for Defence Studies and Analyses

Institute for Defense International Relations
 Institute for National Security Studies
 Institute for Security Studies
 Institute of World Economy and International Relations
 Instituto de Altos Estudios Estratégicos
 Instituto de Altos Estudios Nacionales
 International Institute for Strategic Studies
 Joint Services Command and Staff College
 Joint Venture Oversight Group
 Korea Institute for Defense Analyses
 Korea National Defense University
 Military Institute of the Singapore Armed Forces
 Training Institute
 Nanyang Technological University, Institute of Defence
 and Strategic Studies
 National Institute for Defense Studies
 National University of Singapore
 North Atlantic Treaty Organization (NATO)
 NATO Defense College
 NATO Parliamentary Assembly
 Pakistan National Defense University
 PLA National Defense University/Institute for Social
 Studies (NDU/ISS)
 Republic of Korea Counterproliferation Working Group
 Royal United Services Institute for Defence and Security
 Singapore Counterproliferation Working Group
 Stiftung Wissenschaft Politik (SWP), German Institute
 for International and Security
 Swedish National Defense College
 Thailand Information Security Association
 Turkish Economic and Social Studies Foundation
 UK Ministry of Defence
 UK Permanent Joint Headquarters
 United Nations
 Universidad Alas Peruanas
 University of Bergen
 University of the West Indies
 Wilton Park
 World Food Programme

2011 HONOREES

Honorary Degree Recipients

Admiral Thad W. Allen, USCG (Ret.)
Doctor of National Security Affairs, Honoris Causa





Admiral Harry DePue Train II, USN (Ret.)
Doctor of National Security Affairs, Honoris Causa

2011 HONOREES

International Hall of Fame Recipients

General Dato' Sri Zulkifeli bin Mohd Zin

Chief of the Malaysian Army

(he has since been promoted to Chief of Defense of Malaysian Armed Forces)

Inducted April 28, 2011



Major General Gordon Cacic (1961–2008)

Former State Secretary of the Croatian Ministry of Defense

(awarded posthumously)

Inducted April 28, 2011

Major General Raimonds Graube

Commander of the National Armed Forces
of the Republic of Latvia
Inducted April 1, 2011



His Excellency Yousef Al Otaiba

Ambassador of the United Arab Emirates to
the United States
Inducted April 28, 2011

Division General Juan José Ruíz Morales

Minister of Defense
Republic of Guatemala
Inducted October 25, 2011

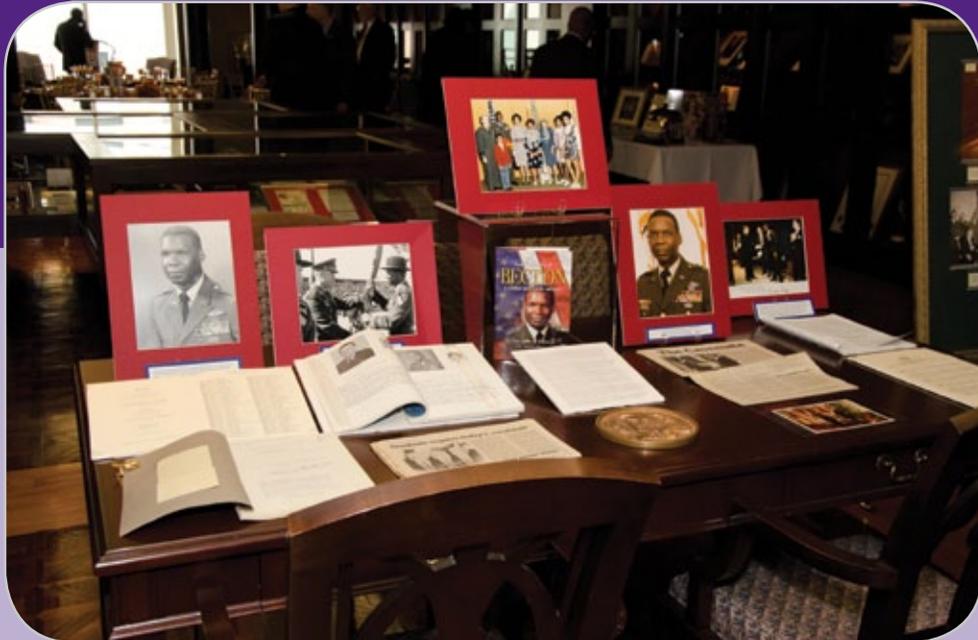


2011 HONOREES

National Hall of Fame Recipient

Lieutenant General Julius W. Becton, Jr., USA (Ret.)





REPRESENTATIVE EMPLOYEE AWARDS AND HONORS

National Defense University has many award-winning faculty and staff. Below is a representative listing of the awards our faculty and staff have received in the past academic year.

- 2010 Major General I. B. Holley Award from the Air Force Historical Foundation
- Alumnus of the Year 2011
- Chairman of the Joint Chiefs of Staff Award for Outstanding Public Service
- Defense Meritorious Service Medal (29 awards)
- Defense Superior Service Medal (24 awards)
- Distinguished Service Medal
- Dole Fellowship awarded by the Dole Institute of Politics at The University of Kansas
- 2011 Educator Award given by the Association of Government Accountants (2 awards)
- Federal 100 Award (5th time) sponsored
- Government-wide Initiatives Excellence Award in Human Capital and Workforce from Armed Forces Communications and Electronics Association (AFCEA)
- Joint Civilian Service Commendation Award (11 awards)
- Joint Distinguished Civilian Service Award
- Joint Meritorious Civilian Service Award (9 awards)
- Joint Service Achievement Medal (2 awards)
- Joint Service Commendation Medal (5 awards)
- Legion of Merit (9 awards)
- Meritorious Award given by the Armed Forces Communications and Electronics Association (AFCEA)
- National Order of Merit awarded by the French Government
- Presidential Rank Award, Distinguished Rank
- Presidential Rank Award, Meritorious Senior Professional
- U.S. Government Information Security Leadership Award (Workforce Improvement Category) awarded by International Information Systems Security Certification Consortium, Inc.



Dr. Alan L. Gropman (L) receives a Capitol Flag from Dr. Kenneth B. Moss (R) in honor of his distinguished career, lifelong service, and contributions during his retirement ceremony.

REPRESENTATIVE STUDENT AWARDS AND HONORS

In 2011 Many National Defense University students were the recipients of numerous and varied awards for research, writing, and academic excellence. Below is a representative list of the honors students received during the academic year.

- 1,500 Word Strategy Article Finalist from the Chairman of the Joint Chiefs of Staff (2 awards)
- Ambassador's Award for Excellence in Research and Writing in the Field of Diplomacy and International Affairs
- Armed Forces Communications and Electronics Association's "Sparky" Baird Award for Research Excellence
- Association for Intelligence Officers' Earl Forrest Lockwood Award for Excellence in Research and Writing
- Association of the Industrial College of the Armed Forces Award for Excellence In Research
- Association of the United States Army Award for Research Excellence
- Best Comprehensive Economics Examination
- Best Regional Security Studies Paper
- Best Strategic Leadership Paper
- Business Transformation Research Fellowship Award
- Canadian Department of National Defence Prize for Regional and International Studies
- Chancellor's Award given by CISA (11 awards)
- Commandant's Award for Excellence in Research (3 awards)
- Dean's Award for Excellence in Class Contribution (2 awards)
- Dean's Award for Excellence in Presentation (2 awards)
- Dean's Award for Overall Academic Excellence (3 awards)
- Dean's Award for Research and Writing (2 awards)
- Defense Acquisition University Award for Excellence in Research and Writing

- Defense Logistics Agency Award for Excellence in Logistics Research and Writing
- Department of Homeland Security Award for Excellence in Research and Writing
- Dr. Milton Kovner Award for Best National Security Studies Paper
- Excellence in Research and Writing in the Field of Acquisition
- Excellence in Research and Writing in the Field of Logistics
- Major General Harold Mashburn, Jr. Award for Excellence in Leadership
- Major General Theodore Antonelli Award for Best Seminar Industry Study
- National Contract Management Association Award for Excellence in Research and Writing
- National Defense Industrial Association Award for Excellence in Research and Writing
- National Defense University Foundation Excellence in Research and Writing Award
- National Defense University Foundation Writing Award
- National Defense University President's Strategic Vision Award
- Navy League Award for Excellence in Research and Writing
- Partnership Strategy and Stability Operations Research Award: Department of Defense Topics
- Partnership Strategy and Stability Operations Research Award: State Department Topics
- SOLE - The International Society of Logistics - Defense Acquisition University 2011 Life Cycle Support Field Award
- SOLE - The International Society of Logistics- Defense Acquisition University 2011 Acquisition Program Management Field Award
- Secretary of Defense National Security Essay Contest Finalist
- U.S. Air Force Strategic Writing Award
- U.S. Strategic Command Excellence in Strategic Deterrence Writing Award Finalist
- U.S. Transportation Command Award

UNIVERSITY RESOURCES AND SUPPORT SERVICES

Resource Management

In 2010-11, the Resource Management Directorate (RMD) managed expenditures totaling \$143.2 million from a variety of sources. Direct Funds from the DOD Operations and Management budget remains the principal funding source (Table 43).

Given the increasing fiscal constraints, the university has begun to look into the identification of indicators, which

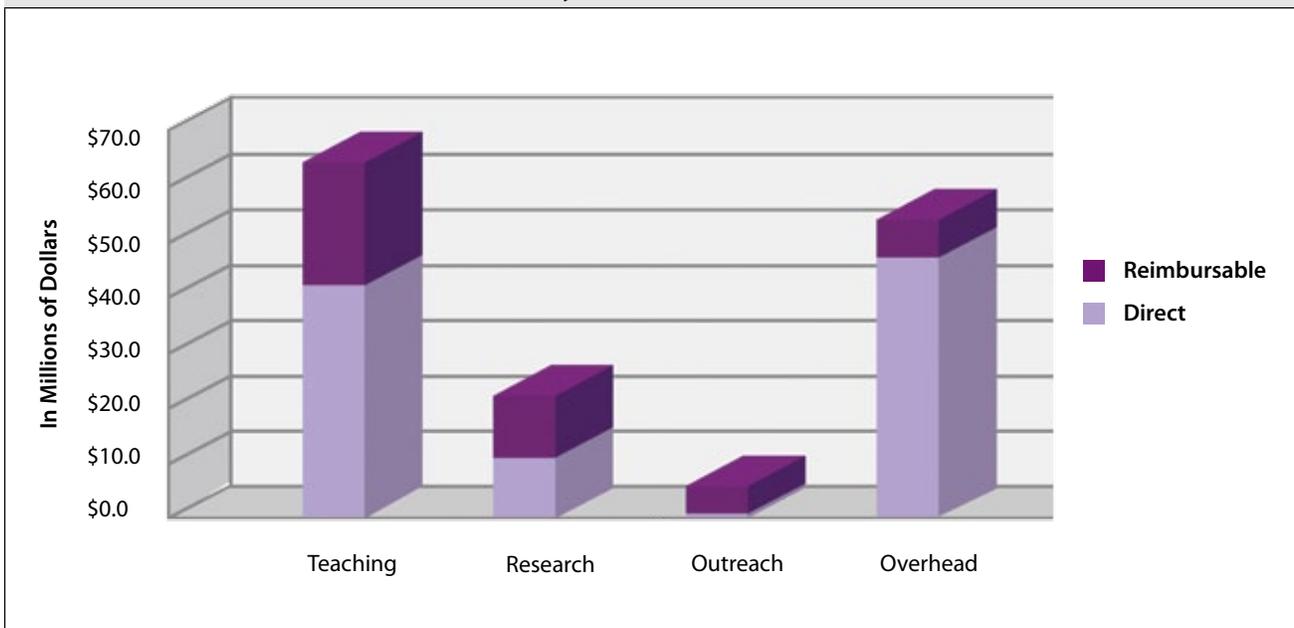
may be used to demonstrate the degree to which we are directly fulfilling the three pillars of the university mission.

Through the enterprise-wide efforts, heightened by fiscal constraints, components are increasingly engaged with the RMD in initiatives, which advance the university and support fiscal responsibility.

Table 43. University Fiscal Resources: Fiscal Year 2011

Funding Source	Teaching (in millions of dollars)	Research (in millions of dollars)	Outreach (in millions of dollars)	Overhead (in millions of dollars)	Total by Funding Source (in millions of dollars)
Direct	\$37.7	\$10.5	\$0.6	\$47.4	\$96.2
Reimbursable	\$25.3	\$11.0	\$5.2	\$5.5	\$47.0

FIGURE 2. University Fiscal Resources: Fiscal Year 2011





Joint Honor Guard members on the steps in front of Roosevelt Hall during the convocation activities on the Fort McNair campus.

“We must renew our commitment to the Profession of Arms. We’re not a profession simply because we say we’re a profession. We must continue to learn, to understand, and to promote the knowledge, skills, attributes, and behaviors that define us as a profession.”

—GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff

UNIVERSITY RESOURCES AND SUPPORT SERVICES

Personnel Resources

During the 2010–2011 academic year, NDU renewed approximately 27 percent of its Title 10 employees appointed to the University in accordance with DOD Instruction 1402.06 dated November 6, 2007.

Although the Defense Security Cooperation Agency has delegated Title 10 hiring authority to the directors of the three Regional Centers collocated with NDU (ACSS, CHDS, NESAs), NDU still continues to provide administrative support to process all of their solicitations and hiring actions.

FIGURE 3. NDU Personnel: 1,013*

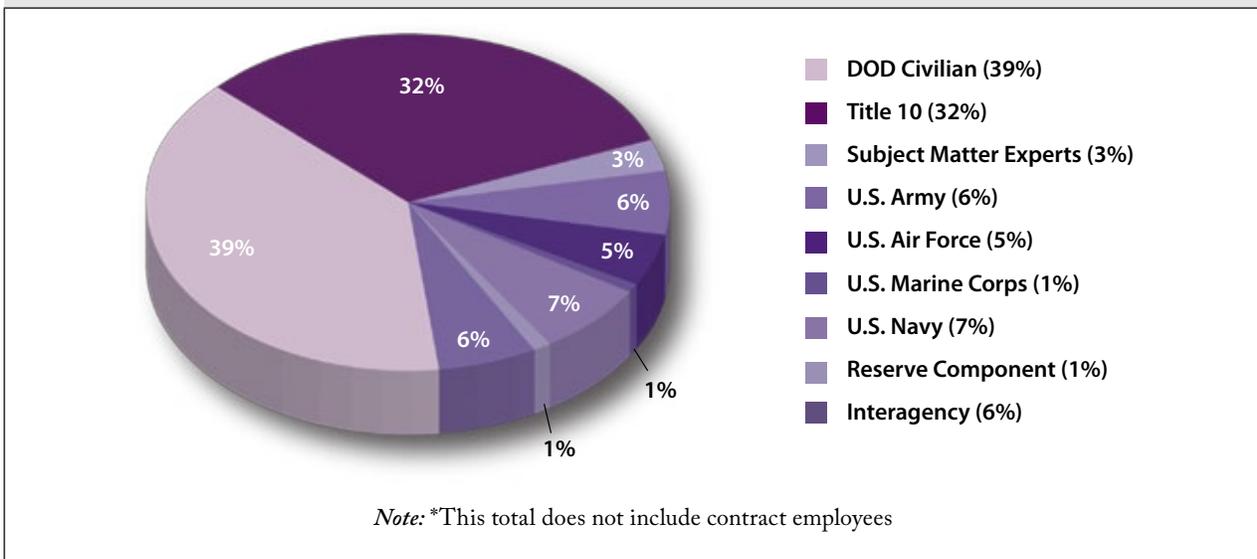
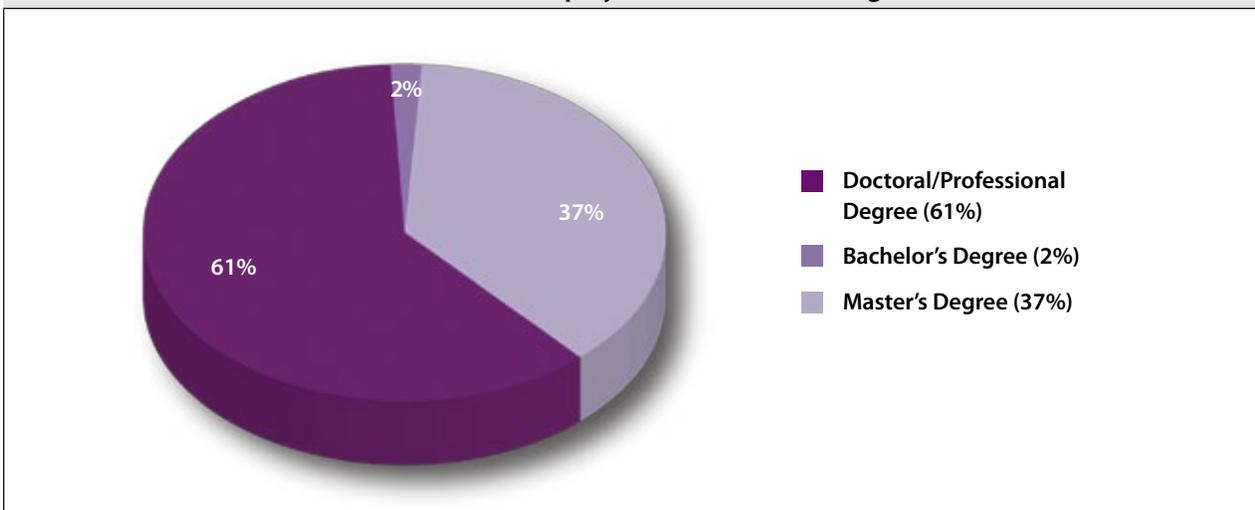


FIGURE 4. Title 10 Employees Educational Background





TRUST

Achieve our national objectives in the current conflicts
Develop Joint Force 2020
Renew our commitment to the Profession of Arms
Keep faith with our Military Family



GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, addresses the students, faculty, and staff as part of the NDU Distinguished Lecture Program held in Abraham Lincoln Hall Auditorium on the Fort McNair campus.

UNIVERSITY RESOURCES AND SUPPORT SERVICES

Libraries

NDU has two libraries. The NDU Library serves both the Fort McNair and Fort Bragg campuses. The Ike Skelton Library serves the Joint Forces Staff College at the Norfolk campus. As a central research location, both libraries allow students, faculty, and researchers to interact in an informal learning setting. The libraries foster and encourage an educational and research

atmosphere by holding successful scholarly programs open to all. Extensive collections and excellent service provide academic support that ensures the best learning environment possible. Additionally, the library staffs worked on the following initiatives during the academic year:



GEN David H. Petraeus, USA (Ret.), explores the contents of a display case in the NDU Library Special Collections section. Photograph includes (R to L) Ms. Meg Tulloch, GEN Petraeus, Ms. Susan Lemke, Dr. Hans Binnendijk, and Mr. Scott Gower.

TEACHING SUPPORT FORT MCNAIR

Students. With the renovation of the library classrooms, the librarians were able to teach many classes in conducting research. The new classroom configuration made teaching hands-on searching classes much easier. Students and interns who took four classes were awarded a research certificate. Several hundred earned certificates in academic year 2010–2011.

Building on the success of teaching students to do their own research, the librarians worked through summer 2011 to update classes and design a research strategy program to be implemented in the colleges in fall academic year 2011–2012.

Classified Documents Center. The Classified Documents Center (CDC) continued to fulfill its dynamic role as a specialized information source, collaborative space, and classroom for NDU's classified or sensitive requirements. The center provided secure network access to 2,400 members of the community in yet another year of substantial network usage increase. Furthermore, the CDC

classroom was used by IRMC and ICAF for classified electives, CAPSTONE for trip briefings, and research components such as CTNSP, CSWMD, and CSR for policy workshops. The CDC additionally hosted meetings for visiting senior defense officials.

NORFOLK

AJPME Student-Librarian Liaison. At the Ike Skelton Library, the distance learning librarian embedded into AJPME seminars, via the Teaching Assistant role in Blackboard. Using specialized software for visual instruction, the librarian is able to teach distance learners how to use research databases in real time. The program focuses on increasing synchronous and asynchronous communication between the librarians, faculty, and students, as well as raising the level of faculty awareness of library resources and capabilities.

JAWS Library Liaison. The reference librarians redouble normal outreach efforts when it comes to assisting JAWS students as they identify researchable topics, develop their thesis statements, go through the research process, and construct bibliographies. During the 2010–2011 academic year, librarians were true academic partners, working with students to identify and find key references, and track down obscure data.

Library Portal. At JFSC, reference librarians have developed a robust library portal within the college's SharePoint site. The opening page was entirely redesigned during the past year, and many new resources added. Using a commercial software product, LibGuides, the librarians have created multiple research resources on topics ranging from cybersecurity (the most frequently used resource), to maritime piracy, southern border security, and China-U.S. national security issues.

Library Classroom. A small library training room to be housed in an underused office space on the second floor of the Ike Skelton Library is planned for fiscal year 2012. Librarians will be able to conduct information literacy programs for students, faculty, and library staff in this repurposed area.



Dr. Gail Nicula, Director, Ike Skelton Library (R), discusses various artifacts housed in the special collections section of the library with Commodore Jonathan Handley, Royal Navy, United Kingdom (C), and Brig Gen Marvin T. Smoot, USAF (L).

College Writing Award Program. The library manages the selection and acquisition of books awarded to students and student writing teams at graduation. Writing awards include the Commandant's Distinguished Writing Award; NDU Foundation Writing Award; MacArthur Foundation Writing Award; Association of the United States Army Writing Award; Transformation Award, and JAWS Dean Writing Award. JFSC's acquisitions librarian makes all recommendations for each of the above awards, with the exception of the MacArthur Foundation award.

BOTH CAMPUSES

New Integrated Library System. Both library staffs migrated the integrated library system. The new library catalogue provides an intuitive interface and easy search options to help students, faculty, staff members, and researchers find resources faster and more efficiently. The catalogue allows users to create permalinks to electronic and print resources, search e-books only, browse nearby books, view newly added items, and search faculty reserve shelves.

Library Collections. Working with faculty members, the libraries' collection development team focused on expanding e-book collections. In the past academic year, the libraries e-book collections increased by 46 percent. The collection development team will continue to promote this initiative with close investigation of cooperative purchasing of online resources in the coming year.

Also, over the last year, the NDU library's foreign language collection has increased to encourage scholarship and understanding of international affairs. Particularly helpful were the donations from Spanish- and Portuguese-speaking students as well as the collection development efforts of the NDU Latin American Subject Matter Librarian.

RESEARCH SUPPORT FORT MCNAIR

Special Teaching and Research Components. The NDU library supported the INSEL-sponsored Military Professional: Introspection and Reflection on Basic Tenets and the Way Ahead conference by supplying the research for a major bibliography on military professionalism.

Special Collections. The NDU library special collections received significant donor collections from General David H. Petraeus and General George W. Casey, Jr.

The General Petraeus collection reflects his U.S. Central Command (2008–2010) time, but it also includes papers from his time at International Security Assistance Force–Afghanistan (2010–2011); Multi-National Force–Iraq (2007–2008); Fort Leavenworth Combined Arms Command (2005–2007); Multi-National Security Transition Command–Iraq (2004–2005); and 101st Airborne Division (2002–2004). The collection includes photographs, notebooks, speeches, news articles, battle update briefings, Commander Situation Reports, Secretary of Defense weekly reports, reference material, DVDs, and artifacts.

The General Casey collection encompasses papers, diaries, documents, and artifacts from a lengthy military career with an emphasis on the general's time as Commander of Multi-National Force–Iraq (2004–2007) and Army Chief of Staff (2007–2011). Highlights of the collection include General Casey's daily diaries from Iraq, transcripts of interviews with Bob Woodward, Thomas Ricks, and other noted authors, and artifacts including swords and artwork presented by many notable leaders.

Admiral James G. Stavridis, commander of U.S. European Command and NATO Supreme Allied Commander, Europe, began donating documents and speeches to special collections. In addition to his donations, Admiral Stavridis has also visited NDU recently to discuss his book, *Partnership for the Americas*.

NORFOLK

Annual publication of the Commandant's Professional Reading List is a longstanding tradition of the Joint Forces Staff College. Compiled by the library, it is based on input from the commandant, faculty members, librarians, and students. The 2010–2011 list consists of 17 titles, including Robert Dallek's *The Lost Peace*, George Friedman's *The Next Decade*, and David Ucko's *The New Counterinsurgency Era*. The 2012 list is in development now.



GEN George W. Casey, Jr., USA (Ret.) (L), looks on as VADM Ann E. Rondeau, USN (R), signs the memorandum of understanding outlining his donation of various documents and artifacts now referred to as the General Casey Collection.

**OUTREACH SUPPORT
FORT MCNAIR**

MERLN. MERLN released a series of Issues at a Glance pages to track the momentous changes occurring throughout the Middle East over the past year. These pages focus on the protests in the Middle East, Yemen, Syria, and NATO operations in Libya. They bring together a collection of U.S. Government policy statements that capture the U.S. response to events in the Middle East along with the latest analysis from think tanks.

The military education libraries that form the MERLN consortium produce a wealth of bibliographies to guide research on a wide range of military topics, including arms sales, coalition operations, diplomacy and strategic alliances, ethics and leadership, privatization, transnational crime, and war powers. In the past academic year, MELRN

brought these bibliographies together in one location for easy access.

NORFOLK

The Ike Skelton Library is sponsoring a college-wide reading program for 2012. Faculty and staff will be encouraged to choose one of three books to read and discuss as a group in January 2012. Volunteer discussion leaders will facilitate each group. This program is modeled on the national Big Read program.

BOTH CAMPUSES

In support of the Federal Library community, NDU librarians have served on awards, education, and emerging technologies working groups that are part of the Federal Library and Information Center Committee. Also, the NDU library director co-chaired the Military Education

Coordination Council Library Working Group, which met once in the past academic year.

The NDU library director gave a presentation entitled Future Trends: U.S. Academic Libraries to Estonian military and academic librarians at the Baltic Defence College in Tartu, Estonia.

The JFSC library division chief is the conference chair for the Military Libraries Workshop 2011 that was held in Norfolk in December 2011. The workshop is sponsored by the Special Libraries Association's Military Libraries Division.



VADM Ann E. Rondeau, USN (L), speaks to ADM James G. Stavridis, USN (R), during his book signing in the NDU Library Special Collections at Fort McNair.

UNIVERSITY RESOURCES AND SUPPORT SERVICES

Health and Fitness



Mr. Tony Spinosa, Director, Health and Fitness, prepares the runners and walkers for the start of the annual NDU 5K Fun Run.

FORT MCNAIR

The Health and Fitness (HF) Directorate supports NDU strategic goals by providing executive health performance through a broad spectrum of health, wellness, prevention strategy, and fitness to promote healthy lifestyle habits and to reduce health risks for students, faculty, and staff. Comprised of a physician, nurse, physical therapist, registered dietitian, athletic trainer, exercise physiologist, and emergency medical technician (EMT), the staff is able to provide consultation on a broad spectrum of health, wellness, and fitness needs.

Over 300 personnel performed the executive health screen. They are briefed on the results of their VO₂/EKG testing on a treadmill, body composition analysis, strength and flexibility tests, cholesterol studies, and health questionnaires. They are guided to services that encompass diet support, tobacco cessation, fitness routines, physical therapy, individualized diet counseling and/or further medical consultation.

Annually, HF coordinates and administers over 800 flu and 2,000 travel vaccinations, and provides medical personnel and travel medical bags in support of 12 international CAPSTONE and 15 domestic International Student Management Office trips.

HF manages, services, and equips three fitness centers and six locker rooms conveniently located in each of the major academic buildings, where they conduct personal training and rehabilitation services. In addition, HF coordinates self-defense classes, as well as cholesterol, glucose, and bone density screens throughout the year. In 2010, HF arranged for expert speakers who addressed NWC and ICAF on health-related topics to include cardiovascular disease and sports medicine for executives.

Daily, the physician performs sick call, and the nurse and EMT provide basic acute care and health monitoring. They also perform school physicals for children of the international fellows. HF staff are first responders to



NDU hosts a blood drive to support The Armed Services Blood Program.

emergencies on campus, and attended to numerous urgent and life threatening conditions throughout the year. Two staff members are certified CPR instructors and offer the Basic Life Support course. The physical therapist and athletic trainer performed over 2,800 visits on-site, greatly reducing time away from work and classes. They also provide sports medicine coverage of all intramural sports practices and games, as well as the lead role in coverage for over 500 athletes from the senior level service schools for the annual Jim Thorpe Sports Days at Carlisle Barracks. HF staff is intimately involved in the planning and directing of Marshall Fest and 5K Run/Walk Picnic. Medical coverage is provided for all NDU events to include graduation.

HF and the Center for Technology and National Security Policy have performed original research involving psychological hardiness and biomarkers. HF has also collaborated on fitness issues with the Special Forces

Underwater Operations School and has also performed VIP care for the White House Medical Office.

With offices in each of the buildings, key strengths of the HF lie in the highly qualified providers, proximity of the staff to students, and also the staff's passion to discuss and fulfill the health, wellness, and fitness needs of the NDU community.

NORFOLK

The JFSC mission is to educate professionals in an environment that fosters learning. Additionally, the environment must address any potential safety and health issues that could have impact on faculty, staff, and students. With that in mind, the college recently acquired an Active duty billet (currently Navy Nurse Corps assigned) in support of health and wellness activities and medical liaison needs. The Health and Wellness Officer (HWO) role has emerged.

Working collaboratively with local medical and fitness facilities as well as the HF team at Fort McNair, many activities are under way. The first major initiative is the implementation of a public access automated defibrillator (AED) program and an on-site Basic Life Support course to include AED training. JFSC faculty and staff will be trained to provide initial response to any medical emergency until emergency medical services arrive.

No medical clinic facilities are located on the JFSC compound; however, daily sick call services are immediately available within minutes at the Navy Branch Health Clinic Sewells Point. The HWO has worked with medical clinic leadership to bring attention to the specific medical needs of staff and students. These efforts have resulted in an on-site influenza vaccination opportunity that provided vaccine to over 300 individuals. Additionally, collaborative

efforts with local Army and Air Force Medical Treatment Facilities have resulted in streamlined processes to assist our Soldiers, Sailors, and Marine leaders in accomplishing annual medical readiness requirements.

The campus fitness facility is operated by Morale Welfare and Recreation and is located at Marianas Hall. This fitness center provides a wide variety of group and individual training options. The HWO and fitness staff has implemented a program similar to the executive health screening program of the north campus for the resident students in JAWS. Students complete a screening questionnaire and fitness test and briefed on results. Education and counseling regarding services available to promote/improve a healthy lifestyle and prevent illness/injury are provided.



NWC runner breaks through the finish line during the NDU 5K Fun Run as the crowd cheers him on in front of Roosevelt Hall at Fort McNair.

UNIVERSITY RESOURCES AND SUPPORT SERVICES

Information Technology Directorate

The Information Technology Directorate (ITD) has had a busy but exciting year. The focus of the directorate was to increase the reliability of the University's network while still striving to provide the highest quality services possible.

RECENT ACCOMPLISHMENTS

Throughout 2012, ITD has made great strides and earned accolades from partners and customers inside the University and throughout DOD:

- Donna Bennett, Senior Information Assurance Officer, was a runner-up for the National Security Agency's prestigious Frank B. Rowlett Award. Mrs. Bennett was recognized for her significant contribution to improve the University's information systems security posture, information assurance readiness, and conduct of information operations.
- ITD made great strides to replace and improve the University's IT infrastructure by increasing shared storage and implementing a wireless network in Lincoln Hall. Far from being simple upgrades, these new technologies are key enabling factors as the University strives to provide world-class support.

CURRENT/ON-GOING PROJECTS

Despite budget and staffing shortfalls, ITD continues to forge ahead to create an environment that develops the ability for our students and, by extension, faculty to succeed in an increasingly information-centric world:

- Work is currently underway to implement wireless networking on both north and south campuses. This initiative has been funded and is under contract, with an estimated completion date of the first quarter of calendar year 2012. Having a wireless network is critical to allowing students flexibility to move around campus, use their personal computing devices, and increase collaboration.

- ITD is also rewriting the University's IT support contract. This contract provides manpower for both campuses to administer networks, servers, and client workstations. Currently valued at \$6.3 million, the Chief Information Officer is working diligently with the IT Steering Committee to maximize service while lowering cost. A new contract will be awarded and in place by August 2012.

FUTURE INITIATIVES

NDU is changing paradigms in information management. In line with the new strategic plan, ITD is working to improve information exchange through innovative IT:

- By implementing a wireless network on both campuses, students and researchers are able to access Internet and cloud resources using their personal computing devices. Called a "bring your own device" environment, students will be more mobile while learning and collaborating.
- ITD is also improving the efficiency of staff processes by automating business processes using the SharePoint portal. This technology increases governance transparency and process visibility by allowing staff actions to be processed electronically. Not only will this initiative decrease lost or delayed actions, but it will save almost \$100,000 a year in postal costs.

UNIVERSITY RESOURCES AND SUPPORT SERVICES

University Public Affairs and Media Relations

NDU faculty and staff are recognized by national and international media for their in-depth knowledge about national and international security and geopolitical topics. The University welcomes the opportunity to work with the media and makes every effort to provide access to our institution and experts for comment on news stories.

Media relations activities involve all components of the University and include responding to requests for interviews, media attendance at seminars and symposia, and production and distribution of numerous reports and papers used by the media to further their understanding of various issues.

Media requests are handled through the Public Affairs Offices.

All media inquiries regarding the Fort McNair or Fort Bragg campuses should be directed to:

The NDU Public Affairs Office at pao@ndu.edu or via telephone at (202) 685-3140. The Public Affairs Office is open from 8 a.m. to 5 p.m. Monday to Friday.

All media inquiries regarding the Norfolk (JFSC) campus should be directed to:

The JFSC Public Affairs Office at pao@jfsc.ndu.edu or via telephone at (757) 443-6212. The Public Affairs Office is open Monday to Friday.



Media set up in the Abraham Lincoln Hall Auditorium on Fort McNair in preparation for the Conversation with the Secretaries event that involved the U.S. Secretaries of Defense and State.

UNIVERSITY RESOURCES AND SUPPORT SERVICES

University Facilities and Infrastructure

CURRENT UNIVERSITY FACILITIES

The facilities that house the colleges and components of NDU are primarily located at Fort McNair in Washington, DC, and the Norfolk Naval Station in Norfolk, Virginia. Additionally, NDU occupies leased space in the U.S. Coast Guard Headquarters, Washington, DC, and since fall 2010,

operates a branch campus at Fort Bragg in Fayetteville, North Carolina. Currently nearly 1,200,000 square feet of government-owned and -leased space supports the varied and growing missions of NDU. The following is the inventory of major government buildings:

TABLE 44. University Facilities Information

Facility Name	Building Number	Campus	Square Footage
Lincoln Hall	64	Fort McNair	249,000
Marshall Hall	62	Fort McNair	243,000
Normandy Hall	SC-1	Norfolk	165,000
Eisenhower Hall	59	Fort McNair	144,000
Roosevelt Hall	61	Fort McNair	116,000
Okinawa Hall	SC-4	Norfolk	74,000
Marianas Hall	SC-400	Norfolk	40,000
Facilities Building	SC-401	Norfolk	22,000
Grant Hall	20	Fort McNair	12,000
Davis Hall	21	Fort McNair	12,000
Other Owned & Leased Space			100,000*
Total Square Footage			1,177,000

Note: *Approximation

COMPLETED PROJECTS (FISCAL YEAR 2011)

ISMO Renovation. The conversion of the old Marshall Hall cafeteria to house the Richard A. Chilcoat International Student Center opened for business in January 2011. The new space provides a conference room, multipurpose room, a student business center, and support offices to efficiently serve the NDU international student population.

Lincoln Hall Artwork/Interior Design. A design-build contract provided interior finishes and stylized artwork in first floor atriums and along the main corridor to highlight joint military education, the history of Fort McNair and the U.S., the mission of NDU, as well as celebrate the namesake of the building, President Lincoln.

Waterproof Granite Steps at Roosevelt Hall. The main entrance steps at Roosevelt Hall were removed and a new waterproof membrane was installed to eliminate leaks in the building annex.

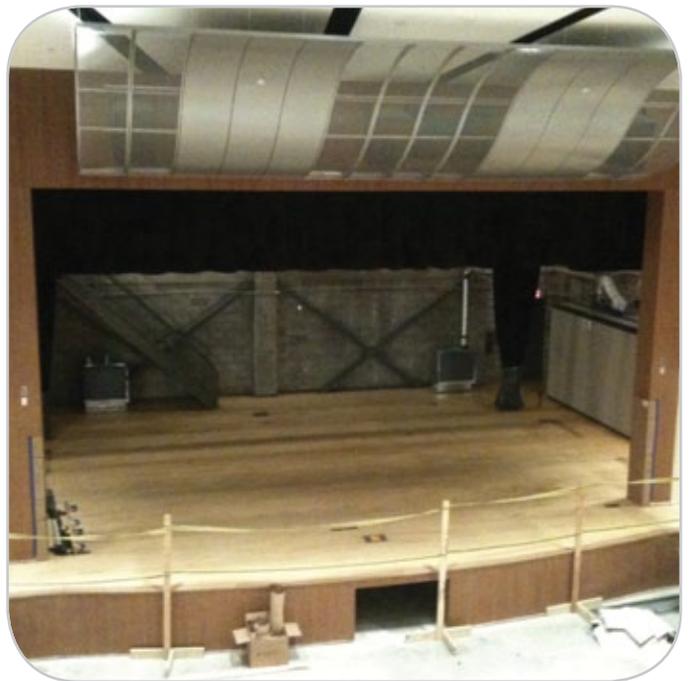
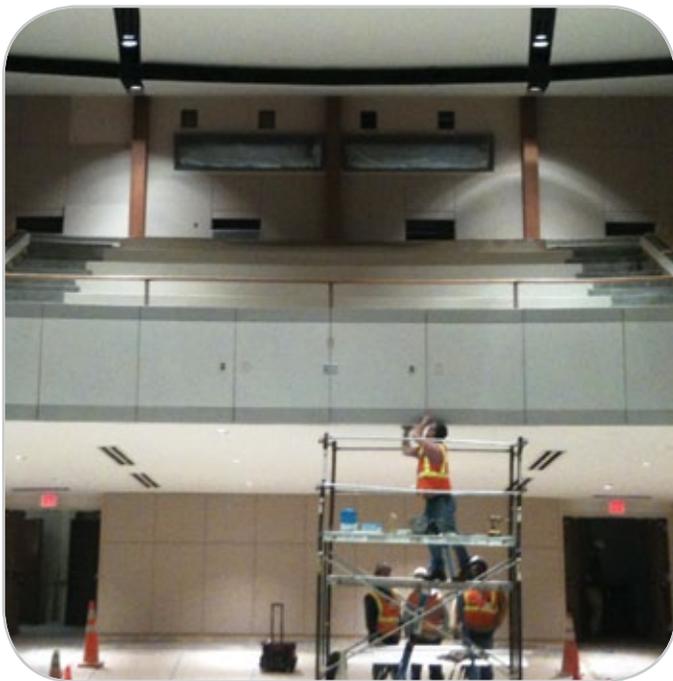
PROJECTS IN PROGRESS

Renovation of Grant Hall. This building was the site of the Lincoln assassination conspirators' trial. The third-floor trial room is being reconstructed as it appeared in 1865. The remainder of the building is being renovated to provide new finishes, new fire sprinkler system, new roof, upgrades to other building systems, and modification of the site to correct water infiltration problems. All this work is being accomplished in coordination with the local historic preservation office to preserve the unique character of the building. Final completion is expected in February 2012.

Replace Fire Alarm, Eisenhower Hall. A contract was awarded to replace the existing fire alarm system in Eisenhower Hall, which had reached the end of its useful life. Additionally, a mass notification system will be installed as part of the new system. This work is expected to be complete before summer 2012.



Abraham Lincoln Hall South Atrium artwork following the visual enhancement efforts in the space.



JFSC MacArthur Auditorium renovation in Norfolk, VA, currently underway.

Marshall Hall/Eisenhower Hall Renovations. The phased backfill renovation program is nearly complete. ICAF, CJSL, IRMC, and several University support departments have already occupied new spaces. The final three sections will be completed by early 2012.

Roof Repairs, Eisenhower Hall. A contract to make repairs to the leaking roof system and brick roof parapet on Eisenhower Hall will help eliminate persistent leaks and correct indoor air quality issues in the building.

Roosevelt Hall Conference Room Acoustic Improvements. The design contract to improve the acoustics in rooms 303 and 350 in Roosevelt Hall continues to progress. As this building is a National Historic Landmark, careful attention and coordination with the Historic Preservation Office is needed.

Landscape Improvements for Marshall Hall. A master plan landscape design was completed and a contract was awarded to construct a revitalized outdoor area at the south end of Marshall Hall. Landscape enhancements, picnic and gathering areas, and the construction of a small shelter will be completed in spring 2012.

Normandy and Marianas Halls, Replacement and Modernization of the HVAC System (Norfolk campus). This \$19 million project to completely replace the existing 48-year-old system with a new digitally controlled system continues. The McArthur Auditorium is receiving its first major renovation since 1962 and a fire sprinkler system will be installed in Normandy Hall. This project is being accomplished in phases and will be complete by March 2012.

PLANNING AND STRATEGIC VISION

In November 2009, the NDU President established a strategic facilities vision for the University. The core of the vision includes planning for adequate space to support the growing and expanding missions of NDU well into the future. Key actions to advance that vision include:

Participation in the Development of Joint Base Master Plan. Fort McNair's facilities master plan is in the final stages of review and approval by the National Capital Planning Commission. NDU's long-range needs have

been incorporated and coordinated with this local plan. Thorough planning will shape future functionality ensuring effective and relevant facilities for the future.

Library Study. After 20 years in its present configuration, a planning study has been funded to review the layout and configuration of the main NDU library in Marshall Hall. When opened in 1991, technology was not a major factor in research libraries, but now it is the critical element. The study will create a strategic vision for future development and reconfiguration of the library, and will incorporate the latest technology-enhanced best practices. The study is expected to be completed by the summer of 2012 and will serve as a guide for the phased implementation of the vision.



Mr. Chuck Fanshaw, Director, Facilities (L), tours the Grant Hall renovation project with Ms. Meg Tulloch, Director, NDU Library (R).

Future Use of Building 47. Working through the Joint Base facilities planning process, NDU will take over Building 47 at the north end of Fort McNair in March 2013. This building was formerly the barracks for the A Company of the Old Guard. A feasibility study has been contracted that will assess the condition of the building and recommend potential future uses for the building. The feasibility study will be the basis for future project development.

NDU Fort McNair Maintenance Contract. NDU worked with the Joint Base DPW to expand the existing maintenance contract for Lincoln Hall to cover additional NDU Fort McNair facilities. The new contract was developed to provide comprehensive preventive maintenance services and increase the condition reliability of the NDU facilities. The contract will be awarded in early 2012.

Creation of Detailed Campus Facilities Plan. The Norfolk campus completed development of a campus master plan, outlining possible future land use and development opportunities to enhance the academic programs. The plan will help guide future project priorities.

SUSTAINABILITY (GREEN) INITIATIVES

NDU continues the initiative to increase energy efficiency, conserve water, support sustainable development, and to leverage purchasing power to promote environmentally friendly products and services.

FORT MCNAIR

- The project to relamp over 8,000 light fixtures in Buildings 21, 59, 61, and 62 with high-efficiency lights was completed in early 2011. It is expected to reduce energy consumption by more than one-third.
- Motion sensors for room lighting control were added to over 400 offices and classrooms in the summer of 2011.

- The Marshall Hall landscape project contains sustainable low-impact design elements such as bio-remediation filters and rain-gardens to handle all runoff on-site so as not to burden the storm-water system.
- Together with JBMHH, NDU has submitted for funding several Energy Conservation Investment Program projects. These projects have quick paybacks and will reduce energy consumption when implemented.

NORFOLK

- Normandy/Marianas Hall HVAC renovation will convert from steam to natural gas and significantly reduce energy consumption.
- Design of a Navy Energy Conservation Investment Program for Norfolk Building SC-401 (Facilities/Supply) will install ground source heat pumps in office areas and gas-fired infrared heat in the warehouse.

BOTH CAMPUSES

- Green procurement training has been given to NDU credit card holders and green cleaning initiatives are in place with the custodial team.
- Additional energy savings projects will be accomplished in the coming year as funding permits and green project funding will be sought out to increase the number of projects.
- A sustainability Web site will be added to the NDU Facilities site in 2012.

UNIVERSITY OUTREACH AND DEVELOPMENT

NDU Foundation

The NDU Foundation was established in 1982 as a philanthropic tax-exempt foundation [a 501(c)(3) organization] for the National Defense University. The foundation plays a significant role in NDU's long-term strategy and institutional commitment to areas otherwise not funded by the Federal Government.

The NDU Foundation has played a key role in helping NDU through continuous event and program support. Gifts from private citizens, corporations, and foundations promote new and existing initiatives, benefiting students and global communities. Through private funds, the NDU Foundation established and funds the Colin Powell Chair for National Security Leadership, Ethics and Character. General Richard B. Myers, USAF (Ret.), serves as the lead professor for the chair.

During the 2010–2011 academic year, NDU Foundation welcomed four new board members. The Honorable Dionel Aviles, Mr. Steve Forbes, Mr. Chet Huber, and Mr. Farouk Shami have all generously donated their time and effort in support of the University and its important mission. The Board of Directors also elected a new Chairman, Mr. Al Zimmerman.

As part of their outreach efforts, in 2010–2011, the foundation continued to build a comprehensive alumni database in an effort to promote alumni connections with the University and each other, through its interactive Web site at www.ndufoundation.org.

The NDU Foundation also hosts the Congressional Breakfast Seminar Series, a seminar series on Capitol Hill for Members of Congress and their staffs to discuss critical issues. It is one of the longest running and most respected seminars in Washington.

The NDU Foundation was also pleased to welcome General Paik Sun Yup, Army of the Republic of Korea (Ret.), to the University as a guest lecturer in Arnold Auditorium in November. General Paik is a national icon in the Republic of Korea and shared his expertise on the Korean War with students, Korean War veterans, and others, as well as signed and donated a collection of the books he authored to the NDU library.

The NDU Foundation's annual American Patriot Award Gala recognizes exceptional Americans who have demonstrated a profound and abiding love of country and whose inspirational leadership and selfless dedication symbolize our nation's ideals, values, and democratic principles. The foundation was pleased to award the 2010 American Patriot Award to the Honorable Robert M. Gates in November. This signature event showcases the University and increases awareness of the important mission of NDU. The American Patriot Award Gala has become one of Washington's most inspirational and significant events of the fall season. The gala unites more than 500 guests, which include administration officials, Members of Congress, senior military leaders, and corporate executives from across the Nation to celebrate the unique American spirit of patriotism.

The NDU Foundation's events and programs support the NDU mission and generate external awareness, recognition, support, and financial resources for the University.



GEN Martin E. Dempsey, Chairman of the Joint Chiefs of Staff, addresses the audience at the annual NDU Foundation American Patriot Award Gala. (Photo by SSG Teddy Wade, USA).

UNIVERSITY OUTREACH AND DEVELOPMENT

NDU Board of Visitors



National Defense University Board of Visitors Group Photo.

Back Row (L to R): Mr. Stephens F. Millard, VADM Vivien S. Crea, USCG (Ret.), Mr. Stephen Joel Trachtenberg, CAPT John H. Fraser, USN (Ret.), Mr. Sidney E. Fuchs, Dr. Lemuel W. Watson, Dr. George L. Tanner, and Mr. Douglas A. Raymond.

Front Row (L to R): Gen Lloyd W. Newton, USAF (Ret.), AMB Marguerita D. Ragsdale*, Mrs. Belkis Leong-Hong, Hon. Edward L. Weidenfeld, Mr. Mark C. Treanor, Ms. Joyce France*, and Dr. John P. White.

Not photographed: AMB Johnnie Carson, RDML Earl L. Gay, USN, AMB Nancy J. Powell, Mr. Robert E. Spring, Dr. Clifford L. Stanley, Ms. Teresa M. Takai.

*Ex-officio member delegated alternate

The Board of Visitors is an official advisory body and working group of distinguished Americans. Its functional and professional expertise spans the mission-specific curricula of the University's colleges, research centers, and special components. The board normally meets twice annually and provides written observations and recommendations to the Chairman and NDU President on matters relating to the successful execution of the three-prong mission of teaching, research, and outreach. Additionally, in fulfilling its mission and charter as an advisory body, the Board of Visitors provides constructive feedback and recommendations on organizational structure and management, curricula, instructional methods, facilities, and other matters of interest to the NDU community.

During the 2010–2011 academic year, the members actively participated in organizational structure and efficiency assessments while contributing to the reaffirmation of accreditation process that the University is currently undergoing. A number of the members attended and contributed to phase one of the reaffirmation of accreditation process as the University developed the self-study design. The active involvement and engagement of the current co-chairs and current membership has led to a number of assessment and planning initiatives that have added value to the NDU enterprise.

2010–2011 Members:

- *Ambassador Johnnie Carson, Assistant Secretary of State, Bureau of African Affairs*
- *Vice Admiral Vivien S. Crea, USCG (Ret.)*
- *Captain John H. Fraser, USN (Ret.), Director, Executive MBA Program, University of Iowa*
- *Mr. Sidney E. Fuchs, President and Chief Executive Officer, MacAulay-Brown, Inc.*
- *Rear Admiral Earl L. Gay, USN, Commander, Navy Recruiting Command*
- *Mrs. Belkis Leong-Hong, Founder, President and Chief Executive Officer, Knowledge Advantage, Inc.*
- *Mr. Stephens F. Millard, Entrepreneur and Co-Founder, Pathfinder Partners and 5 other NASDAQ Companies*
- *General Lloyd W. Newton, USAF (Ret.), Commissioner, The President's Commission on White House Fellowships.*
- *Ambassador Nancy J. Powell, Director General, United States Foreign Service and Director of Human Resources in the State Department***
- *Mr. Douglas A. Raymond, Founder and Chief Executive Officer, Julu Mobile*
- *Mr. Robert E. Spring, Esq., Managing Director, Gracie Square Capital LLC*
- *Dr. Clifford L. Stanley, Under Secretary of Defense for Personnel and Readiness, Department of Defense***
- *Ms. Teresa M. Takai, Assistant Secretary of Defense for Networks and Information Integration/Chief Information Officer, Department of Defense***
- *Mr. Stephen Joel Trachtenberg, Esq., President Emeritus and University Professor of Public Service, The George Washington University and Chairman, Education Specialty Practice, Korn/Ferry International*
- *Dr. George L. Tanner, Chief Learning Officer, Department of Homeland Security*
- *Mr. Mark C. Treanor, Esq., Senior Partner, Treanor Pope & Hughes*
- *Dr. Lemuel W. Watson, Dean, College of Education, University of South Carolina*
- *The Honorable Edward L. Weidenfeld, Esq., Founder and Managing Partner, The Weidenfeld Law Firm**
- *Dr. John P. White, Robert and Renee Belfer Lecturer, John F. Kennedy School of Government, Harvard University*

* Chair

** Ex-Officio Member



The Honorable Edward L. Weidenfeld, Chairman, NDU Board of Visitors (L), with VADM Ann E. Rondeau, USN, NDU President (R), during the summer 2011 convocation activities.

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