

# Welcome to the National Defense University



**Dr. John Yaeger, Provost, NDU**  
**7 August 2018**

*Imagine, Create, and  
Secure a Stronger Peace...*



**NATIONAL DEFENSE**  
**UNIVERSITY**  
Washington, D.C.

# 1787 Proposed NDU



## Curriculum:

- Political Science
- History
- International Law
- Economics
- Military Strategy

Students – Interagency

# Washington's Vision



**“I have heretofore proposed to the consideration of Congress, the expediency of establishing a National University...”**

**-8<sup>th</sup> Annual Message to Congress (7 December 1796)**

# Elihu Root



National Defense University will be the service colleges linked together as civil colleges are grouped in a university.

- 1900 *Harpers Weekly* Christmas Edition pp. 1







WAR DEPARTMENT  
HEADQUARTERS OF THE ARMY AIR FORCES  
WASHINGTON

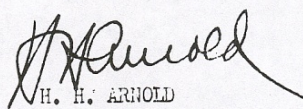
December 26, 1942

MEMORANDUM FOR: General Deane

SUBJECT: United States War College

It is requested that Enclosure "A" be published and circulated as a Joint Chiefs of Staff paper.

Encl  
"A" subject  
as above.

  
H. H. ARNOLD  
Lieutenant General, U.S.A.  
Commanding General, Army Air Forces

# Gerow Board Findings



“Close and definite coordination is required on the highest military educational level. This should be accomplished by the establishment of a *National Security University* under the jurisdiction and control of the Joint Chiefs of Staff.”

- Gerow Board Report to Gen Dwight Eisenhower February 1946

# The National War College





# The Navy Contributes



17 April 1946

MEMORANDUM FOR ADMIRAL NIMITZ:

Subject: Establishment of the Armed Forces College.

As I indicated over the telephone Monday, there is a need for a school which will conduct short courses of approximately five months' duration in joint staff technique and procedures in theatres and joint overseas operations. These courses will be similar to those conducted at ANSCL during the war. I visualize that this school will be operated on a co-equal basis by the Army, Navy and Air. There is a distinct joint necessity for a school of this type for officers of our services prior to attendance at the National War College, thus permitting the scope of this college to embrace national planning and strategy. Since the National War College and the Industrial College are located at an Army installation. I presume you would like to have this new school located at a Naval installation.

I have designated Major General Lauris Norstad, Army Air Forces (extension 5833) and Brigadier General J. S. Bradley, War Department General Staff (extension 3738) to work out the details with the representative you designate, should you approve the idea in principle.

/s/ Dwight D. Eisenhower

# Armed Forces Staff College



# Joint Forces Staff College



# Industrial College of the Armed Forces



**Temporary Building 5, 1946 - 1960**



## ***President Presses Merger Of Services' War Colleges***

***Calls for Unified Command and Studies  
in Four Schools to End 'Parochialism'  
—Critics See Conformity Trend***

By HANSON W. BALDWIN

A plan to merge all of the war colleges of the armed forces under a single command and with a common curriculum is being pressed upon the services by President Eisenhower.

The proposal, which dates back in modified form to the "unification" act of 1947, was revived by the White House about two months ago. Last week, the Joint Chiefs of Staff were urged to make a quick report about the feasibility of altering the organizational structure of the services' highest military schools.

The latest White House proposals are another evidence of President Eisenhower's desire, during his last year in office, to eliminate what he has called "parochialism" in service thinking and to require a common educational and service background for high-ranking officers of all services.

By some officers, these attempts are looked upon as a "back-door" or educational route, to eventual complete merger of the armed services and to the establishment of a single "line" of military thinking. Consequently, the efforts have aroused much controversy and considerable discussion among the restricted circles where the proposals are known.

The President's proposal on the war colleges is the third White House "suggestion" or directive affecting service education and service careers that has been transmitted to the Pentagon in recent months.

Early in December, as one of his first official acts as the new Secretary of Defense, Thomas S. Gates Jr. issued a directive requiring staff service in a joint, combined, unified or allied

Continued on Page 11, Column 1

# Clement's Report



NWC and ICAF should continue to be colleges in their own right but should be brought together in the form of a University of National Defense as soon as possible.

(Clements, June 5, 1975, p.18)

# Original NDU Mission and Vision 1976



- NDU Mission:
  - **“To ensure excellence in professional military education in the essential elements of national security and their interrelationships, in order to enhance the preparation of selected personnel of the Department of Defense, the Department of State, and other agencies of government for the exercise of senior policy, command and staff functions, the planning of national strategy, and the management of resources for national security.”**
- NDU Vision:
  - **“National Defense University will be Valued as a Strategic Asset”**

# Current NDU Mission and Vision



## Vision:

NDU will create strategic advantage by developing joint warfighters and other national security leaders, and forging relationships through whole-of-nations and whole-of-government education programs, research and engagement.

## Mission:

NDU develops joint warfighters and other national security leaders through rigorous academics, research and engagement to serve the common defense.



# Educational Philosophy

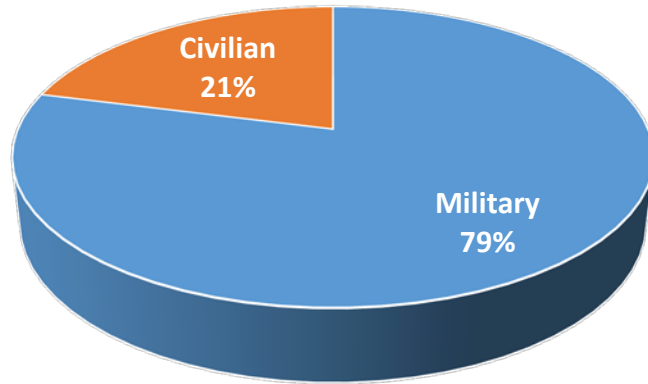


Foster intellectual development through an understanding of multiple perspectives.

# NDU JPME Student Demographics



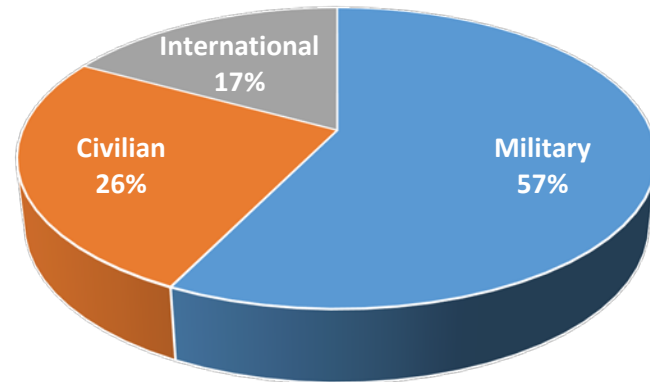
**STUDENT DEMOGRAPHICS AY 1976-1977**



**Total Students: 378**

**Total Students: 691**

**STUDENT DEMOGRAPHICS AY 2018-19\***

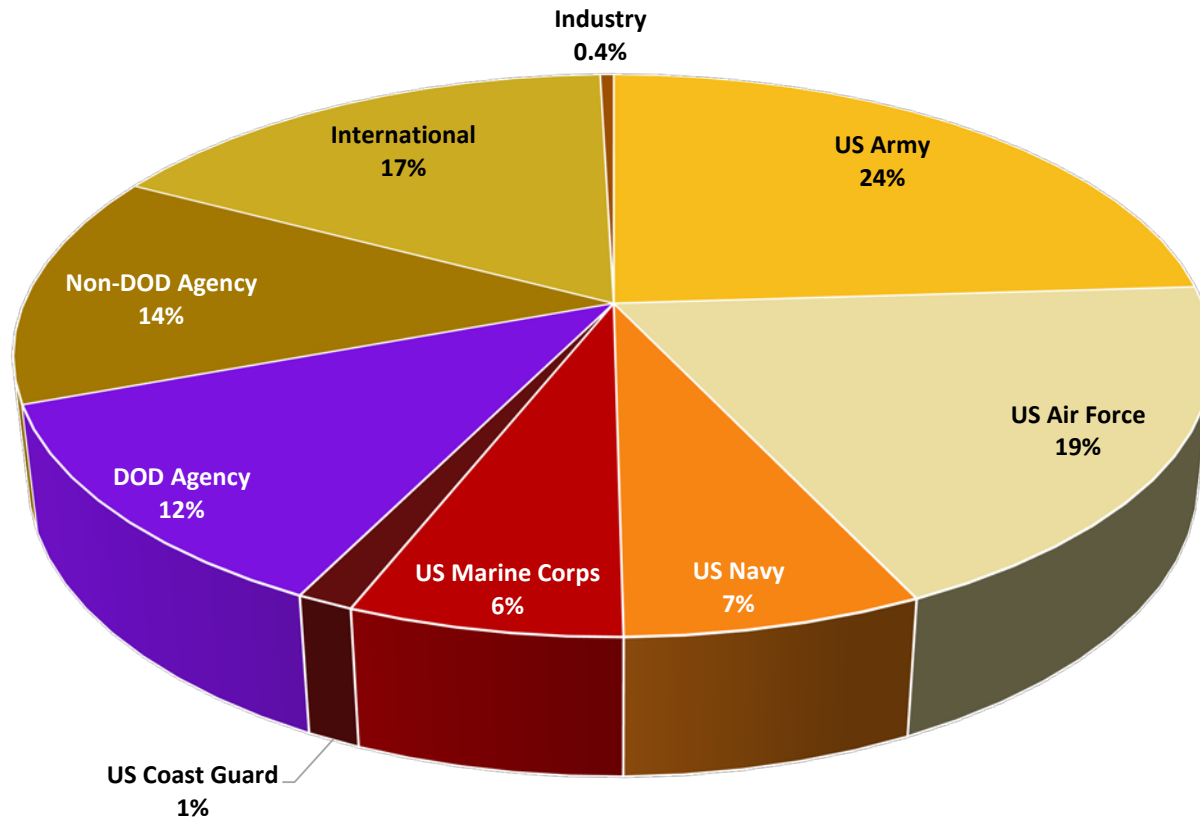


\*Includes students enrolled in JPME Master's Degree programs only

# NDU JPME Student Demographics

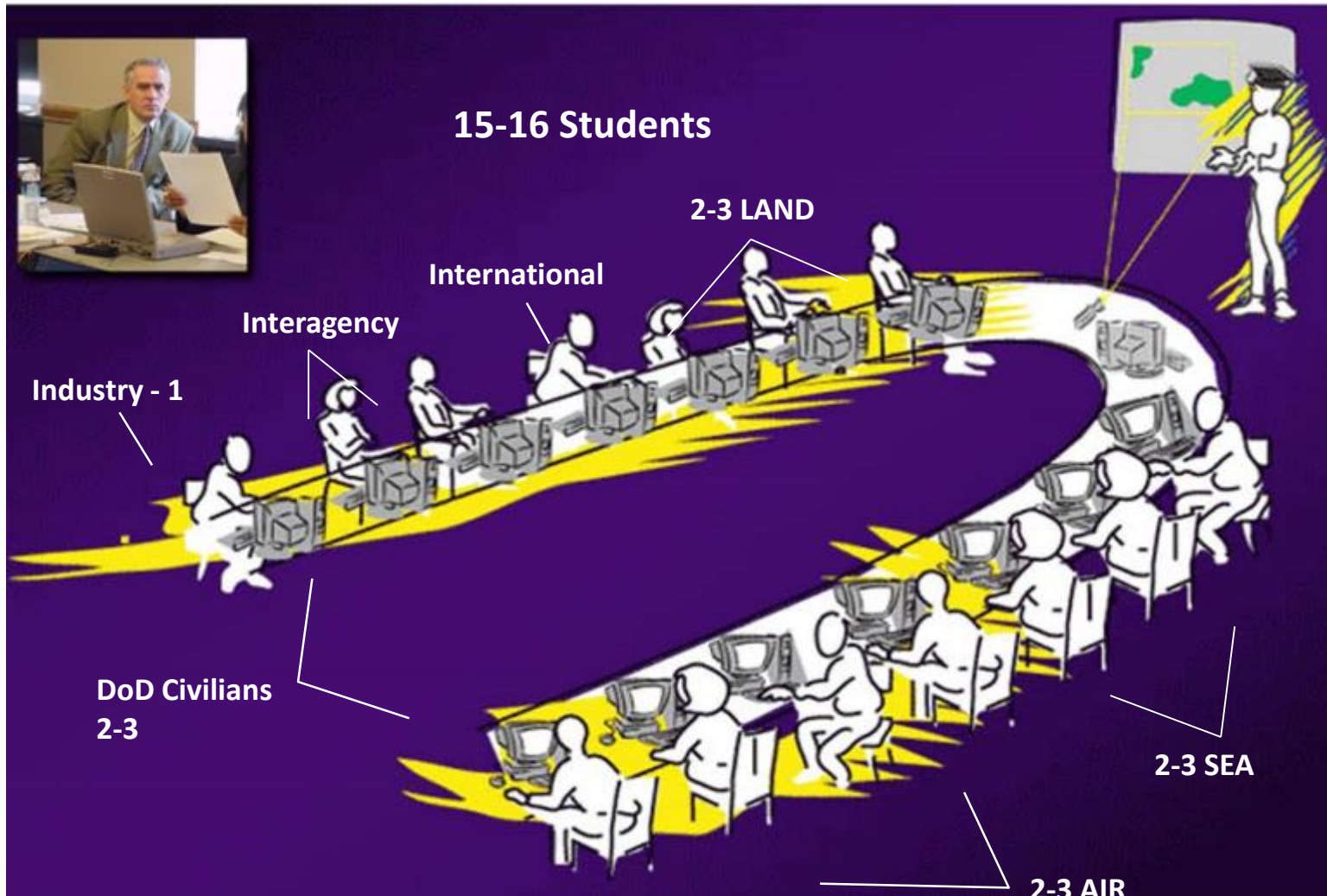


## STUDENT DEMOGRAPHICS AY 2018-19

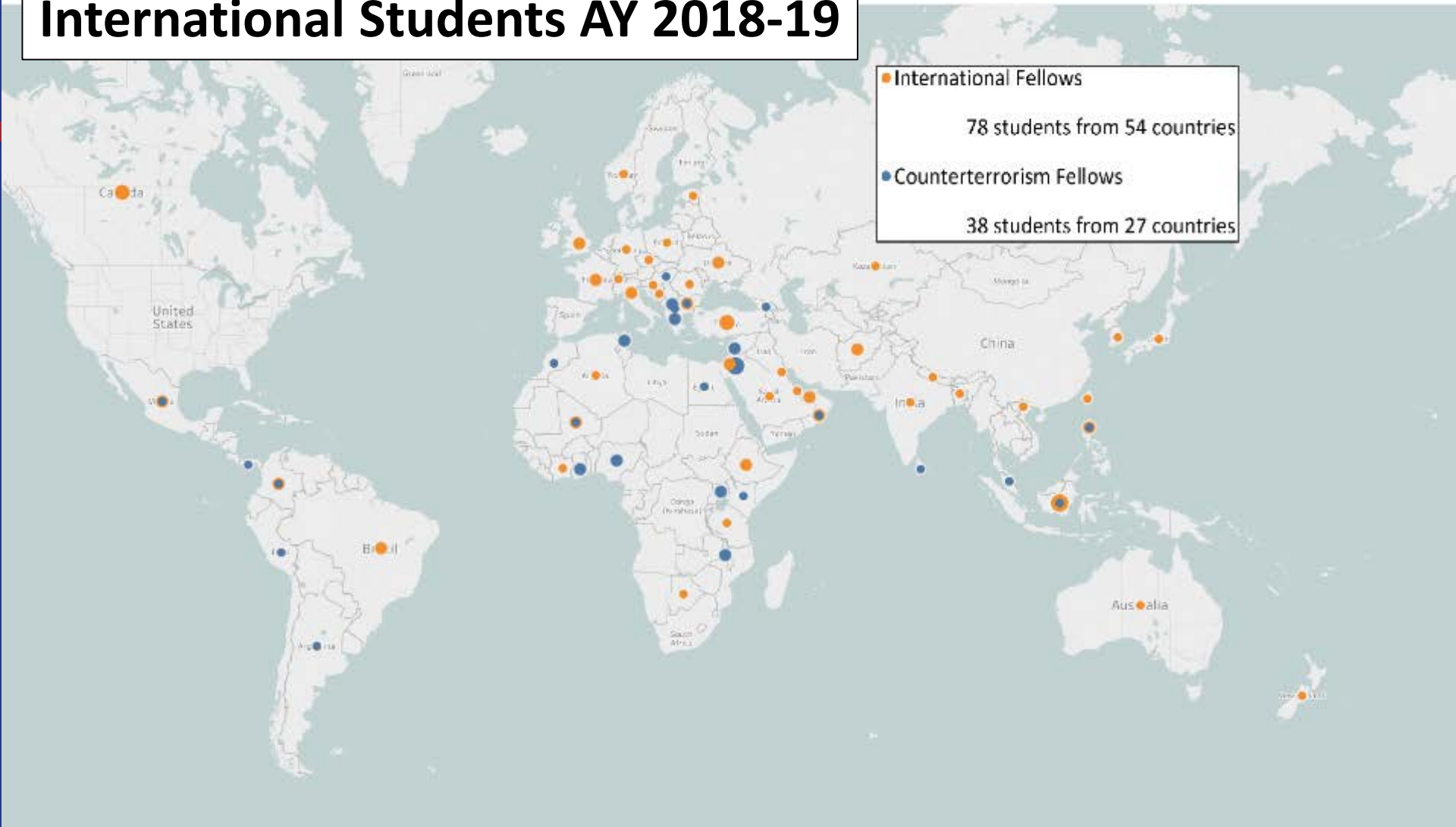


Total Students: 691

# Typical Seminar Class



# International Students AY 2018-19

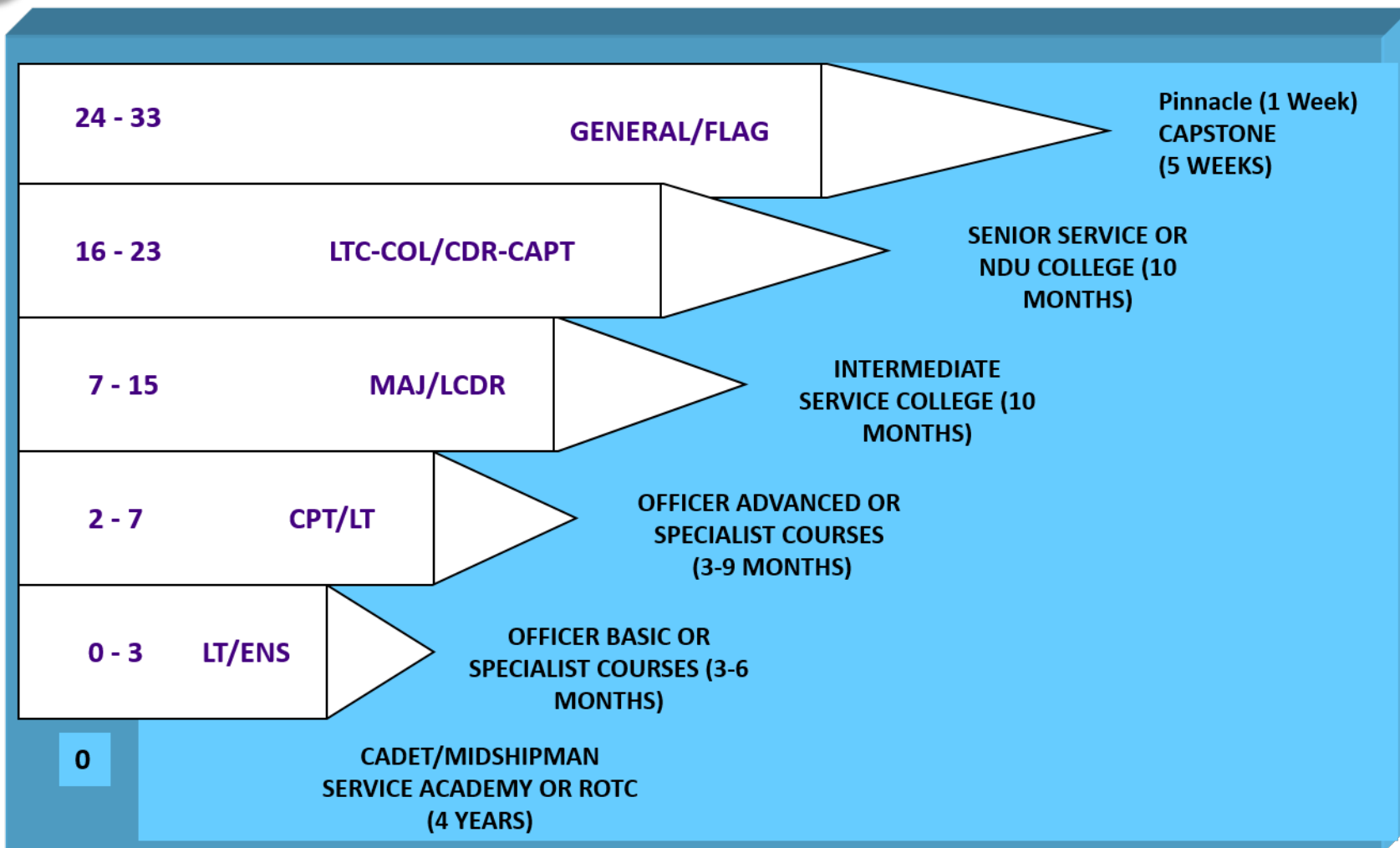


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# Progression of U.S. Military Education



# U.S. Professional Military Educational Institutions



<u>Years of Service</u>	<u>Rank</u>									<u>Course Duration</u>	
27-30		PINNACLE & KEYSTONE		} 2 per year						1 WK	
24-30		CAPSTONE		4 per year						2 WK	
16-23		JOINT ADV WARF'T SCHOOL	NAT'L WAR COLL	IKE SCHOOL	COLL OF INT'L SECT'Y AFFAIRS	COLL OF INFO AND CYBER	MARINE WAR COLLEGE	COLLEGE OF NAVAL WARFARE	AIR WAR COLLEGE	ARMY WAR COLLEGE	10 MO
12-23		JOINT FORCES STAFF COLLEGE					MARINE CORPS COMMAND AND STAFF COLLEGE	NAVY COMMAND AND STAFF COLLEGE	AIR COMMAND AND STAFF COLLEGE	ARMY CMD AND GEN STAFF COLLEGE	3-10 MO
1-8							MARINE CORPS EXPEDITIONARY WARFARE SCHOOL	NAVY SCHOOLS FOR SURFACE, SUBMARINE, OR AVIATION	AIR FORCE SQUADRON OFFICER SCHOOL	ARMY BRANCH SCHOOL	3-6 MO
							MARINE CORPS	NAVY	AIR FORCE	ARMY	
		Joint Schools				Service Schools					

# NDU Educational Methodology



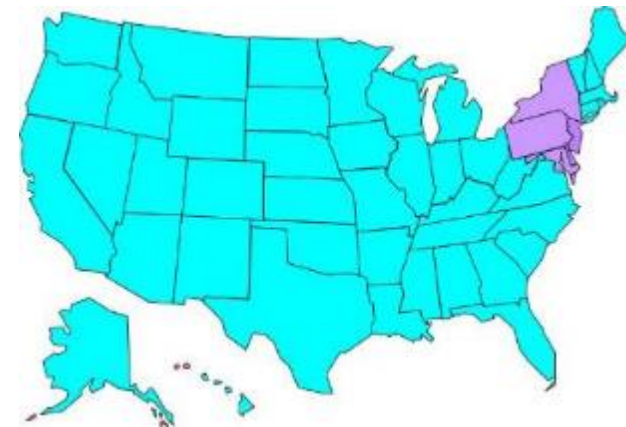
- **Graduate-level Education**
  - Foster critical, analytical, conceptual thinking
  - Small, diverse / interagency classes
  - Limited contact hours (13-18 hours/week requiring preparation)
  - Emphasis on the core component (70%)
  - Use of case studies and simulations
- **Standards - Integrated Curriculum**
  - 400-500 pages/week reading
  - Seminar discussion
  - Research papers
  - Frequent Assessments



# Middle States Association of Colleges and Schools Commission on Higher Education (MSCHE)



- Accreditation Criteria
  - Characteristics of EXCELLENCE in Higher Education
  - Seven Standards and Fundamental Elements
  - Standards III, IV, V, and VI provide specific guidance for assessments and planning
  - More than 500 colleges and universities
  - Five states plus DC, Puerto Rico, Panama & US Virgin Islands



# DoD Accreditation

## Process for Accreditation of Joint Education (PAJE)



- Officer Professional Military Educational Program (OPMEP) Learning Areas (common to all SLS but focused per school's mission)
  - National Security Strategy
  - National Planning System and Processes
  - National Military Strategy & Organization
  - Theater Strategy & Campaigning
  - Joint Strategic Leader Development
- Re-accredited every 6+ years
  - Self Review
  - Peer Review



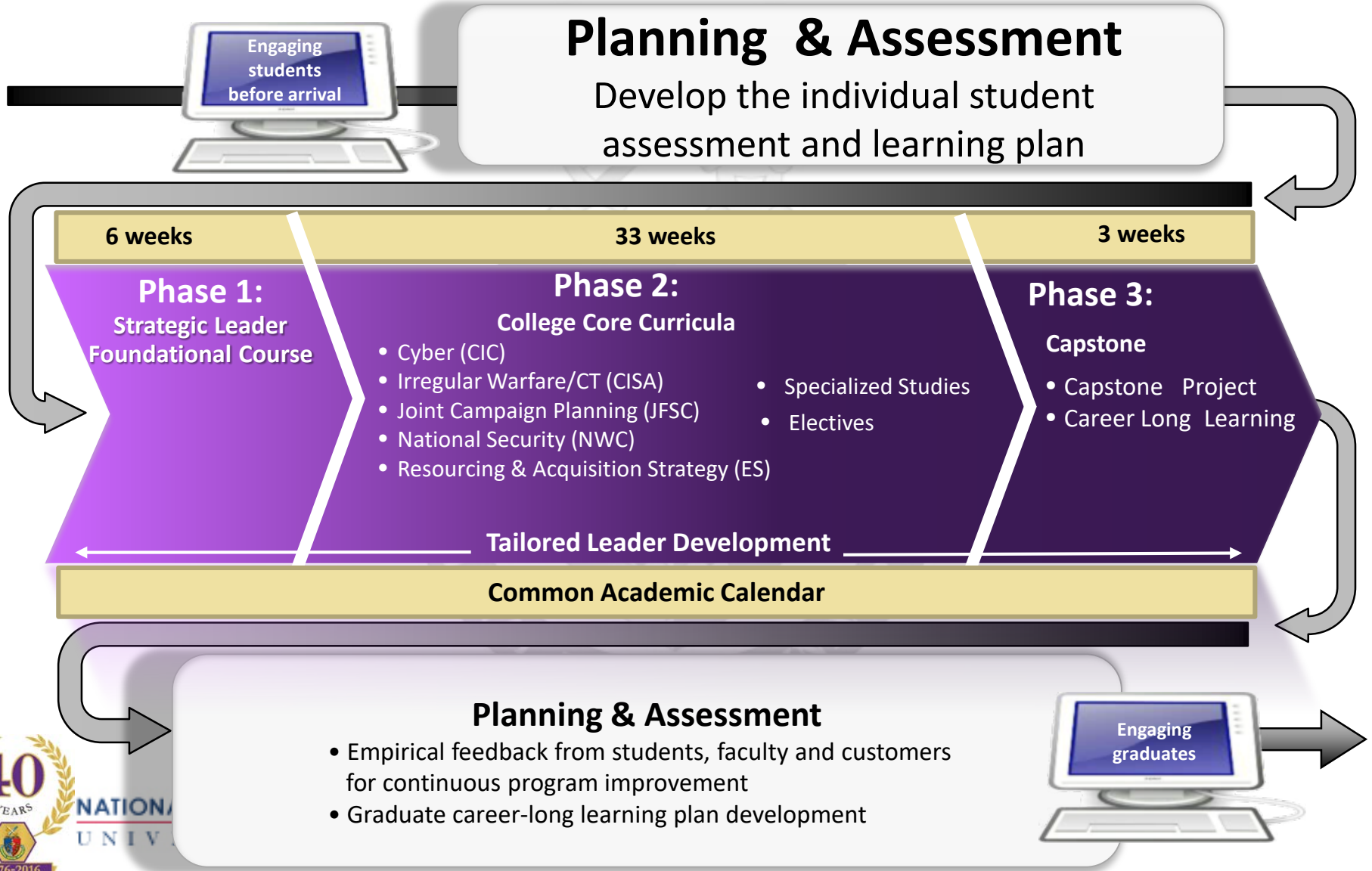
# Grades, Assessment, and Evaluation



- Grade Policy
  - The NDU grade scale uses the following grades:
    - A, A-, B+, B, B-, C, and F.
- Assessment and Evaluation
  - The assessment and evaluation process is focused on providing students with substantive feedback to facilitate their intellectual and leadership development.



# 2018-19 Curriculum



# 2018-2019 Curriculum



## Concentrations and Research Opportunities

NDU offers 10 concentrations

Some concentrations are open to all students, and some concentrations are open to students in specific degree programs

- Concentrations
  - American Studies (IF & US)
  - Cyber Security Leadership
  - Emerging Information Technologies
  - Ethics
  - JCLASS
  - Long Term Strategies
  - Senior Acquisition Course
  - Supply Chain Management
  - Weapons of Mass Destruction
  - Health Strategies
- NDU Scholars Programs open to all students
  - CJCS
  - US State Department
  - USCYBERCOM
  - USPACOM
  - USEUCOM
  - USSTRATCOM
  - USNORTHCOM
  - USAFRICOM
  - USSOUTHCOM
  - USSOCOM
  - USTRANSCOM

# Key Dates (AY 2018)

## North Campus



### **August 6:**

- In-processing (10-Month JPME Students)

### **August 7:**

- Convocation
- University Student Orientation (10-Month JPME Students)
- Scholars Program and Elective Concentration Briefings

### **August 15:**

- Fall Electives Open House

### **September 18:**

- Fall Electives Begin

### **October 17:**

- Spring Electives Open House

### **December 12:**

- Fall Electives End

# Key Dates (AY 2019)

## North Campus



### **January 7:**

- Spring Semester Begins (10-Month JPME Students)
- Students Return

### **January 8:**

- Spring Electives Begin

### **March 27:**

- Spring Electives End

### **June 13:**

- Graduation (10-Month JPME Students)

Key Date (2019)



13 June Graduation



# Summary of Key Dates



## Federal Holidays

- September 3, 2018 Labor Day
- October 8, 2018 Columbus Day
- November 12, 2018 Veterans Day
- November 22, 2018 Thanksgiving Day
- December 25, 2018 Christmas Day
- January 1, 2019 New Year's Day
- January 21, 2019 Martin Luther King, Jr. Birthday
- February 18, 2019 Washington's Birthday
- May 27, 2019 Memorial Day

## NDU Holidays

- Dec 24, 2018 - Jan 4, 2019 Holiday Break North Campus (10-Month JPME Students)
- Dec 18, 2018 – Jan 2, 2019 Holiday Break South Campus (10-Month JPME Students)

# National Defense University

## Core Values and Guiding Principles



Academic Excellence: We will foster and promote scholarly distinction.

Academic Freedom: We will protect free expression and foster open intellectual exchanges based upon professionalism and respect for others.

Diversity: We will embrace an inclusive mixture of people, institutions, cultures, and ideas in a transparent environment.

Holistic Development: We will nurture intellectual development, total well-being, resilience, life-long learning, and selfless service.

Integrity: We will maintain a culture of trust, openness, honesty, ethical conduct, and responsible stewardship.

Teamwork: We will foster transparent and collaborative processes and decision-making activities towards common goals.

Communication: We will create and sufficiently resource a system of integrated, synchronized communication channels and messages that inform, engage and foster relationships with strategic stakeholders, to create passionate, enduring support for NDU.

# Policies to be Familiar with



- NDU EEO Policy
- Academic Freedom
- Non-Attribution
- Academic Integrity
- Institutional Review Board
- NDU Code of Conduct

# NDU EEO Policy



The National Defense University (NDU) represents a diverse group of talented men and women who deserve a work environment which actively promotes equality of opportunity while ensuring freedom from discrimination or harassment of any kind. **Equality, diversity and inclusion** are not just words outlined in policy documents; they **are principles fundamental to our productivity and effectiveness**, and are therefore integral to the successful achievement of NDU's strategic mission and goals.

I ask all of you to join me in making a personal commitment to the principles of equal opportunity employment, diversity, inclusion, and the prevention of harassment/sexual harassment. I know that working together we can **create an atmosphere that fosters respect for all NDU employees and allows for all to achieve their full potential.**

# Academic Freedom



We will protect free expression  
and foster open intellectual  
exchanges based upon  
professionalism and respect for  
others.

# Non-Attribution



**Non-Attribution Policy** – without the expressed permission of the speaker, nothing will be attributed directly or indirectly in the presence of anyone who was not authorized to attend the lecture/presentation

# Academic Integrity



Plagiarism – the theft of the intellectual work of another person and passing it off as one's own

# Institutional Review Board



- Surveys
- Interviews



# NDU Code of Conduct



- To advance the mission of educating, developing, and inspiring National Security Leaders, we must continually create and maintain an academic environment founded in a community of trust that demands excellence in professional conduct and ethical standards. Students must adhere to the highest standards of honor. Specifically, students will not lie, cheat, steal or otherwise behave in any way that discredits themselves or impugns on the reputation of their fellow students at National Defense University. Failure to follow these standards may result in administrative action, including dismissal from the University in accordance with NDU's Student Disenrollment Policy (5.12).

# Questions



# Video



- Video

# Educational Philosophy



Foster intellectual development through an understanding of multiple perspectives.

# NDU- Then & Now



Then (1976)...

Now (2018)



# NDU 2018



# NDU 1976

