Standard 4

Leadership and Governance

The institution’s system of governance clearly defines the roles of institutional constituencies in policy development and decision-making. The governance structure includes an active governing body with sufficient autonomy to assure institutional integrity and to fulfill its responsibilities of policy and resource development, consistent with the mission of the institution.
What do we mean by “shared governance”? 

**Shared governance in higher education refers to the structures and processes through which governing boards, administration, faculty, students, and staff participate in the development of policies and in decision-making that affect the institution.**
Shared governance reflects mutual respect and trust in the college community for contributions by all members. Such trust and respect allows all other activities to proceed more smoothly. It capitalizes on collective intelligence and strengthens morale.

American Association of University Professors
Strategic Plan Intent

NDU Strategic Intent for 2012-2013-2017/2018 Strategic Plan

- National Defense University should evolve into One University marked by excellence and harmony across the institution to support the University mission and academic priorities. NDU will integrate the best from each college, school, program and individual to produce synergy, enhancements, alignment and excellence for the whole and the colleges.

- This strategic plan will enable the University to:
  - Define a strategic direction and guide for the near term (next five years), while not limiting future opportunities.
  - Embed strategic thinking in the decision-making process of the University at all levels
  - Align strategic goals, objectives and priorities in resource allocation and management in a constrained and dynamic environment.
  - Achieve the iterative transition of “One University” integration on its path to NDU 2020 and beyond.
  - Embed principles of continual institutional renewal and improvement to ensure excellence in education, scholarship, and support.
Strategic Plan Overview

NDU Strategic Goals

– **One: Education and Leader Development**
  • National Defense University educates and develops national security leaders ready to meet the needs of the nation.

– **Two: Scholarship**
  • National Defense University creates, preserves, and disseminates knowledge intrinsic to advanced joint education and leader development.

– **Three: Institutional Enablers**
  • National Defense University creates integrated solutions and services that support advanced joint education and focus on customer service, collaboration, effectiveness, efficiency, innovation, and fiscal responsibility.

– **Four: University Transformation**
  • National Defense University transforms the culture, organization, processes, practices and structures to foster institutional collaboration and integration.
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Mission and Vision

Mission

“National Defense University supports the joint warfighter by providing rigorous Joint Professional Military Education to members of the U.S. Armed Forces and select others in order to develop leaders who have the ability to operate and creatively think in an unpredictable and complex world.”

Vision

“NDU will be the premier national security institution focused on advanced joint education, leader development and scholarship.”
Strategic Plan Overview: Goal 1

National Defense University educates and develops national security leaders ready to meet the needs of the nation.

Education and Leader Development
- Enable graduates to lead effectively
- Engage students in intellectual development
- Develop confident and competent leaders of change

Premier National Security Institution

Institutional Enablers

Scholarship

University Transformation
Strategic Plan Overview: Goal 2

National Defense University creates, preserves, and disseminates knowledge intrinsic to advanced joint education and leader development.

Education and Leader Development

Premier National Security Institution

Scholarship
Teaching, Research, Service and Outreach
• Culture values and promotes scholarship
• Reputation attracts and retains scholars
• Open, inclusive, and transparent environment
• Promotes awareness of, and access to scholarship

Institutional Enablers

University Transformation
Strategic Plan Overview: Goal 3

National Defense University creates integrated solutions and services that support advanced joint education and focus on customer service, collaboration, effectiveness, efficiency, innovation, and fiscal responsibility.

Institutional Enablers
- Workforce is recognized for excellence
- Allocates and manages resources effectively, efficiently and transparently
- Information technology and educational technology resources systems excel
- Library and information system resources excel

Premier National Security Institution

Education and Leader Development

Scholarship

University Transformation
Strategic Plan Overview: Goal 4

National Defense University transforms the culture, organization, processes, practices and structures to foster institutional collaboration and integration.

University Transformation
• Leads in transformation of professional military education for 2020 and beyond.
• Value and promote trust and openness.
• Continual institutional improvement and renewal.
Framing Questions

- How can NDU use the established boards and councils to "improve communication and mechanisms for inclusive input into decision making process?"

- How can NDU use the strategic plan to ensure that decision makers have necessary information for making informed decisions?

- What other decision-making processes would work at an organization like NDU?