

Strengthening, Advancing and Embedding NDU's Joint Educational Transformation



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



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Introduction



- NDU is making a major effort to transform its educational programs
- In a time of severely constrained resources, continued emphasis on improving JPME is a clear strategic priority
- As a percentage of the Department's overall budget, JPME represents a tiny fraction, yet its potential contribution is enormous
- In the same way, NDU's JET is focused on delivering better JPME by enhancing individual learning outcomes and leveraging the full range of NDU's talent



Strategy



NDU's change strategy is designed to deliver improved joint education at less cost to the Nation through six key elements:

- Student assessments and learning plans
- First Phase: Foundational Expertise
- Second Phase: Specialized Expertise.
- Third Phase: Personalized Strategic Leader Development
- Program Evaluations
- Common Academic Calendar



Challenges



- Insufficient sense of urgency to overcome complacency and inertia.
- Insufficiently powerful and committed coalition to lead the change effort.
- Absence of an inspiring vision and compelling strategy for how change will be accomplished.
- Failure to sustain resources and active leader support to maintain momentum.
- Inability to prevent vested organizational interests from stifling change.
- Prematurely assuming success is assured before change is institutionalized and embedded in the organization's culture.

Key Imperatives



- Communicate a clear strategy, vision and intent
- Establish a sense of urgency
- Create a change coalition
- Safeguard the strategy
- Sustain resources and limit organizational “churn”
- Ensure continuity in change leadership

Communicate a clear strategy



- The conceptual framework for the JET is sound and well-articulated
- The strategy, vision and intent have been widely disseminated and are broadly understood by staff and faculty
- This communications effort requires a steady “drumbeat” over time, bolstered by internal and external champions

The BOV can help by lending its voice and influence in support of the JET in a sustained way



Establish a sense of urgency



- NDU senior leaders have clearly expressed the urgent need for change at NDU
- Fewer resources and continued demands make “business as usual” untenable
- “Middle management” support varies (normal for organizational change)
- From 2011-2013, staff and faculty focus was on cuts in budget and personnel, and not on improving organizational performance

The BOV can help by emphasizing across all audiences the urgent need for improved JPME

Create a change coalition



- Change needs champions!
- The level of commitment to change among NDU staff and faculty varies
- NDU can build a change coalition by:
 - *Recognizing and rewarding* the efforts of NDU staff and faculty who have embraced change and are working to make it a reality
 - *Placing change agents in key positions*
 - *Converting the uncommitted*
 - *Supporting NDU's strategic approach to talent management*

The BOV can help by continuing to champion the JET and providing strong top level support for these change actions

Safeguard the strategy



- Resistance to change is common and expected
- To address this problem NDU has:
 - conducted an aggressive communication campaign internally and externally
 - sought public support from Pentagon and other senior leaders
 - Asked the CJCS to convene a blue ribbon panel to validate and make recommendations ISO the JET

The BOV can help by enlisting the support of prominent active and/or retired government, academic, business and military leaders



Sustain resources



- Budget and personnel cuts helped drive NDU to transform to achieve greater efficiencies
- However, a stable budget and manning level will be needed to enable strong performance going forward
- Externally imposed “churn” can distract and deflect the change effort
- Specific “asks” include:
 - maintain annual budget at \$80M
 - stabilize student throughput and manning
 - assignment of quality military faculty competitive for promotion, command, SERB retention; award joint credit

The BOV can help by affirming and supporting these initiatives



Ensure continuity in change leadership



- Sustained top level leadership is crucial for successful organizational change
- Short and unstable tour lengths for senior leaders have an adverse effect on PME institutions
- Five year tour lengths enable leaders to oversee conceptualization thru implementation
- Supported by congressional and academic sources
- Future NDU-Ps should be committed to the change program and have requisite leadership and academic credentials

The BOV can help by supporting extended tenure for NDU senior leaders and specific credentials for their replacements



Conclusion



The NDU JET holds promise for bringing about better and more relevant JPME in times of resource scarcity and strategic uncertainty, not only at NDU but across the JPME enterprise. The program is well underway, but as in other complex organizations, success is not assured. Continuity, sustained senior leader support, focused implementation and persistence will be needed to make the gains inherent in the JET enduring.



DISCUSSION