



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066

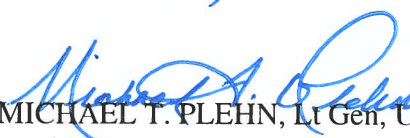
6 May 2022

MEMORANDUM FOR CHAIRMAN OF THE JOINT CHIEFS OF STAFF

THROUGH: DIRECTOR FOR JOINT FORCE DEVELOPMENT (J7)

This NDU Annual Report covers Academic Year 2020 (1 July 2019 - 30 June 2020) and is submitted in accordance with CJCSI 1801.01E (20 December 2019). It specifically addresses the use of delegated Title 10, U.S. Code, Section 1595 hiring authority; an assessment of the effectiveness of the CAPSTONE course in meeting its objectives; and institutional information required for reporting to NDU's civilian accreditation authority, the Middle States Commission on Higher Education.

I endorse this submission.

vt,

MICHAEL T. PLEHN, Lt Gen, USAF
President, National Defense University

**National Defense University (NDU) Annual Report for Academic Year 2020
Academic Year 2020 (AY20)
(1 Jul 19 - 30 Jun 20)**

Overview:

This report is submitted in fulfillment of the CJCSI 1801.01E (20 December 2019) requirement that “NDU-P will submit a written report to ... include specific areas of interest requested by the CJCS and will specifically address the following:

1. Use of delegated Title 10, U.S. Code, section 1595 hiring authority.
2. An assessment of the effectiveness of the CAPSTONE course in meeting its objectives.
3. Institutional information required for MSCHE reporting (e.g., finances and enrollment).”

1. Use of Delegated Title 10 Hiring Authority:

Personnel: NDU Faculty and Staff

Personnel Category	Active	Reserve	Guard	Total
U.S. Army	53	3	1	57
U.S. Navy	63	6	0	69
U.S. Marine Corps	12	1	0	13
U.S. Air Force	47	2	0	49
U.S. Coast Guard	1	0	0	1
International Officers	1	0	0	1
DoD Civilian (Title 5)	--	--	--	163
DoD Civilian (Title 10)	--	--	--	199
Interagency Civilian	--	--	--	48
Expert Consultant	--	--	--	18
Total	177	12	1	618

Note: The “Active” column includes one Canadian officer.

Personnel: Title 10 Civilian Employees’ Highest Level of Education

Degree Type	Total by Degree Type	
	#	%
Doctorate / Post-Doctorate	145	73
Master’s / Post-Master’s	54	27
Total	199	100

2. CAPSTONE Program Effectiveness:

CAPSTONE Course

During this reporting period, CAPSTONE met the Learning Area objectives in accordance with the Officer Professional Military Education Policy (OPMEP, CJCSI 1800.01E). CAPSTONE is in the transition in AY 2021 and 2022 to meet the Joint Staff Outcomes Based Military Education (OBME) requirements in accordance with the replacement OPMEP (CJCSI 1800.01F).

The CAPSTONE course provides unique executive education for newly appointed flag officers and senior civilian national security leaders. In accordance with the OPMEP, CAPSTONE is the baseline General Officer/Flag Officer (GO/FO) JPME III level course. All GO/FO courses, to include component commander, warfighting, and PINNACLE courses, use CAPSTONE as their foundation.

The course is scheduled four times per year. Due to the COVID pandemic, class 2020-3 was cancelled. Capstone conducted three full courses during this academic period graduating 153 senior officials. Graduates included 41 Army (33 active, 8 USAR), 36 Air Force (32 active, 4 USAFR), 26 Navy (23 active, 3 USNR), 9 Marines (7 active, 2 USMCR), 6 Coast Guard, 10 National Guard Bureau (4 ARNG, 6 ANG), 18 interagency civilians (3 CBP, 2 DIA, 1 DISA, 3 FEMA, 2 NSA, 2 CIA, 3 DOS, 1 NGA, 1 ODNI) and 7 Allied (2 UK, 2 Australian, 2 Canadian, and 1 New Zealander).

Created to give new GO/FOs an enhanced understanding of Service capabilities in combined military operations, CAPSTONE has evolved to meet the March 2021 Interim National Security Strategic Guidance and the May 2020 Joint Chiefs of Staff Vision and Guidance for Professional Military Education & Talent Management documents. To realize its goals, CAPSTONE continues to receive outstanding access and support from the Joint Staff, military Services, the Unified Commanders, the interagency components, and the international communities.

Executive Spouse Development Courses for this period graduated 71 spouses. The COVID-19 pandemic required NDU to pause the Executive Spouse Development Course in 2020, and we anticipate resuming the course in 2022.

PINNACLE Course

The course met the Learning Area objectives in accordance with the OPMEP (CJCSI 1800.01E). Because of the COVID related cancellation of Class 20-1, Class 19-2 was the only class executed in AY 2020. In this class, PINNACLE graduated 14 Fellows, including 3 FIVE EYES (FVEY) allies.

Like the CAPSTONE course, PINNACLE is guided by the OPMEP and adheres to the same national security directives as CAPSTONE. The week-long PINNACLE course runs two times per year, is "hosted" by a CJCS-invited sitting Combatant Commander, and builds on the knowledge imparted by CAPSTONE, the Combined/Joint Force Functional Component Commander Courses, or the Joint Flag Officer Warfighting Course. It is intended for those select three-star officers who meet the

Joint Staff's "Tier List" billets and are most likely to be called upon to command a joint force in a military or humanitarian assistance/disaster relief contingency. Attendees come from all six military Services, the Interagency and senior military officers from FVEY nations. In AY 2020, Pinnacle graduated 3 Army, 3 Air Force, 3 Navy, 1 Marine, 1 interagency civilian (DOS) and 3 Allied (1 UK, 1 Australian, and 1 New Zealander) senior officials.

KEYSTONE Course

In AY 2020 KEYSTONE met the Learning Areas in accordance with the EPMEP (CJCSI 1805.01B). Due to pandemic constraints, Class 20-2 and was cancelled. Class 20-1 was fully executed and graduated 49 Fellows, including 5 FVEY Fellows.

The KEYSTONE course is governed by the Enlisted Professional Military Education Policy (EPMEP, CJCSI 1805.01B) and is designed to prepare Command Senior Enlisted Leaders (CSELs) for assignment in a General/Flag Officer (GO/FO) Joint headquarters. This program is two-weeks long and is based on the CAPSTONE Course curriculum. The two KEYSTONE courses each year are designed to provide executive education to Senior Enlisted Leaders from all six military Services, their reserve components, National Guard, selected Interagency organizations, and the FVEY nations. In AY 2020, Keystone graduated 12 Army (10 active, 2 USAR), 11 Air Force (all active) 11 Navy (all active), 5 Marines (all active), 1 Coast Guard, 4 National Guard Bureau (3 ARNG, 1 ANG), no interagency civilians and 5 Allied (1 UK, 1 Australian, 2 Canadian, and 1 New Zealander).

3. Institutional Information Required for MSCHE Reporting:

Student Enrollment (AY 19-20)

Component	#	% of total
CAPSTONE	153	6%
KEYSTONE	49	2%
PINNACLE	14	.5%
College of Information and Cyberspace	300	12%
College of International Security Affairs	151	6%
Eisenhower School (ES)	292	11.5%
Joint Forces Staff College	1,281	51%
National War College	206	8%
Program for Emerging Leaders (CSWMD)	77	3%
Total	2523	100%

Note: This table represents an unduplicated headcount of students in both credit-bearing and non-credit bearing programs who completed at least one course.

NDU Fiscal Resources for FY 2019				
Expenses by Function (\$K)				
Expense by Category	Academic	Institutional Support	Research	Category Totals (\$K)
Salary	\$40,959	\$13,473	\$3,831	\$58,263
IT Support	\$0	\$24,878	\$0	\$24,878
Univ Support Services	\$1,682	\$12,362	\$8	\$14,052
Facility Support	\$0	\$4,861	\$0	\$4,861
Student Services	\$3,354	\$0	\$2	\$3,356
Academic Support	\$3,100	\$10	\$0	\$3,111
Travel	\$1,534	\$384	\$6	\$1,924
International Student Support	\$958	\$271	\$0	\$1,229
Function Total	\$51,587	\$56,239	\$3,848	\$111,675

NDU Fiscal Resources for FY 2020				
Expenses by Function (\$K)				
Expense by Category	Academic	Institutional Support	Research	Category Totals (\$K)
Salary	\$39,982	\$13,152	\$3,739	\$56,874
IT Support	\$0	\$24,285	\$0	\$24,285
Univ Support Services	\$1,642	\$12,067	\$8	\$13,717
Facility Support	\$0	\$4,745	\$0	\$4,745
Student Services	\$3,274	\$0	\$2	\$3,276
Academic Support	\$3,026	\$10	\$0	\$3,036
Travel	\$1,497	\$375	\$6	\$1,879
International Student Support	\$935	\$265	\$0	\$1,200
Function Total	\$50,357	\$54,898	\$3,756	\$109,012

***Note:** Expenses include direct as well as reimbursable funding.

University Facilities

Facility Name	Building Number	Campus	Square Footage
Lincoln Hall	64	Fort McNair	210,267
Marshall Hall	62	Fort McNair	225,626
Eisenhower Hall *	59	Fort McNair	130,043
Roosevelt Hall	61	Fort McNair	118,836
Okinawa Hall	SC-4	NSA-Norfolk	74,080
Marianas Hall	SC-400	NSA-Norfolk	39,382
Facilities Building	SC-401	NSA-Norfolk	17,498
Normandy Hall	SC-1	NSA-Norfolk	165,695
Grant Hall	20	Fort McNair	10,382
Davis Hall	21	Fort McNair	12,619
Building 17	17	Fort McNair	2,791
Total Square footage			1,007,219

***Note:** Bldg 59 (Eisenhower Hall) was closed in Academic Year 2020 due to water intrusion and mold bloom and remains closed to this day. The students, faculty, and staff were relocated into Lincoln and Marshall Halls.