



NATIONAL DEFENSE UNIVERSITY

Annual Report
for
Academic Year 2012–2013



Annual Report
for
Academic Year 2012–2013

Contents

Message from the President..... 1

Accomplishments..... 3

Accreditation Statement..... 3

EDUCATION..... 4

 College of International Security Affairs..... 4

 Dwight D. Eisenhower School for National Security and Resource Strategy..... 8

 Information Resources Management College (iCollege) 12

 Joint Forces Staff College..... 17

 National War College 21

CAPSTONE..... 25

PINNACLE..... 25

KEYSTONE 25

 Institute for National Security Ethics and Leadership/NDU Office of Ethics..... 25

SCHOLARSHIP..... 27

 Center for Applied Strategic Learning..... 27

 Center for Complex Operations 27

 Center for Strategic Research 28

 Center for the Study of Chinese Military Affairs 28

 Center for Technology and National Security Policy..... 29

 Conflict Records Research Center..... 30

 NDU Press 31

 Center for the Study of Weapons of Mass Destruction 31

 Center for Joint and Strategic Logistics..... 32

 Representative NDU Publications 33

UNIVERSITY EVENTS, AFFILIATIONS, AND OUTREACH 43

 University Events..... 43

 Regional Centers..... 43

 Africa Center for Strategic Studies 43

 Near East South Asia Center for Strategic Studies 44

 William J. Perry Center for Hemispheric Defense Studies..... 44

 NDU Foundation..... 45

UNIVERSITY RESOURCES AND SUPPORT SERVICES	46
Information Technology Directorate	46
International Student Management Office	46
Fort Lesley J. McNair (North Campus)	46
Norfolk (South Campus)	47
Library Directorate	47
Health and Fitness Directorate	48
Facilities	49
Resource Management Directorate	50
Personnel	51
Public Affairs and Media Relations	52
Board of Visitors	53

Illustrations

Tables

1. Student Enrollment	4
2. Civilian Students by Executive-level Agency, Subagency, Bureau, and Service.....	5
3. International Student Enrollment and International Faculty.....	6
4. Faculty Educational Background	7
5. Student Enrollment	8
6. Civilian Students by Executive-level Agency, Subagency, Bureau, and Service.....	9
7. International Student Enrollment and International Faculty.....	10
8. Faculty Educational Background	11
9. Student Enrollment	13
10a. Civilian Students by DOD Agency, Subagency, Bureau, and Service	14
10b. Civilian Students by Non-DOD Agency, Subagency, Bureau, and Service.....	15
11. International Student Enrollment	16
12. Faculty Educational Background	16
13. Student Enrollment	18
14. Civilian Students by Executive-level Agency, Subagency, Bureau, and Service.....	18
15. International Student Enrollment	19
16. Noncredit Program/Course Enrollment	19
17. Faculty Educational Background	20
18. Student Enrollment	22
19. Civilian Students by Executive-level Agency, Subagency, Bureau, and Service.....	22
20. International Student Enrollment	23
21. Faculty Educational Background	24
22. Program for Emerging Leaders Student Enrollment.....	32
23. University Facilities Information	50
24. University Fiscal Resources: Fiscal Year 2013	51

Figures

1. University Events at NDU: Fort McNair	43
2. NDU Personnel	51
3. Title 10 Employees Educational Background.....	52

Vision

National Defense University will be the premier national security institution focused on advanced joint education, leader development, and scholarship.

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.

Core Values and Guiding Principles

Academic Excellence

National Defense University shall always foster and promote scholarly distinction.

Academic Freedom

National Defense University shall always foster and protect free expression, rigorous analysis, and open intellectual exchange based on professionalism and respect for others.

Collaboration

National Defense University shall always foster transparent, inclusive, and complementary processes and decisionmaking activities.

Diversity

National Defense University shall always embrace a mixture of people, culture, and ideas.

Holistic Development

National Defense University shall always foster and promote an environment that nurtures intellectual development and total well-being and resilience and encourages life-long learning.

Integrity

National Defense University shall always foster and promote a culture of trust, openness, honesty, and ethical conduct.

Strategic Goals

Education and Leader Development

National Defense University educates, develops, and inspires national security leaders of wisdom, character, and strength who are ready to meet the needs of the Nation.

Scholarship

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

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.

University Improvement

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

President's Message



The true source of strength and power of this nation comes not from our aircraft carriers, our high-tech weapons, or our military strength, but rather from the vision and capacity of our leaders. It is our *minds*, not our arms, that will overcome the threats and challenges we face in the years ahead. The surest way to maintain our edge and safeguard our security is through education and leader development: continuous career-long and lifelong learning, engaging the best and brightest minds the Department of Defense, this nation, and our partners and allies across the globe have to offer.

National Defense University is a true national and international treasure. This University exists to imagine, create, and secure a stronger peace by educating, developing, and inspiring national security leaders of wisdom, character, and strength. NDU's graduates have a well-earned reputation for being fervent lifelong learners

who have a passion for leadership growth in the national and international security arena. During this past academic year, NDU continued to meet the challenges of providing such world-class graduate education to the joint warfighter and select other partners, as well as maintaining its position at the forefront of national security scholarship, all while operating in an increasingly constrained fiscal environment. This required innovative, creative, and even disruptive thinking at times to find nontraditional approaches to enhance the strategic skill sets of future joint warfighters and the national security team.

Capitalizing on the convergence of the dynamic and uncertain strategic environment and the result of our own disciplined internal assessment, we have seized the potential and started building a bridge to the future, examining opportunities to leverage advanced education technologies and methodologies to support lifelong learning—the continual, voluntary, and self-motivated pursuit of knowledge and scholarship. We did this by emphasizing the uniqueness of our existence: integrating military and civilian, foreign and domestic, public and private sectors, all taking place with a proximity to national and international power centers that is unmatched anywhere else in the world. NDU initiated a strategic transformation of consolidating functions and services as we strove to apply a “whole of NDU” mindset in every pursuit. Among these were an organizational realignment, strategic partnerships with other agencies, and academic program changes to make the University a more streamlined, effective, and efficient organization while still possessing an unparalleled level of commitment to achieve the highest standards of advanced joint education, leader development, and national security scholarship.

At the colleges, components, and centers that comprise NDU, faculty and staff have been actively engaged in the discovery of new ways to leverage and synchronize the wisdom, knowledge, and experience present in the disparate parts of our national security structure, forging new partnerships and strengthening existing ones. Cultivating these relationships has improved knowledge-sharing, facilitated whole-of-government and whole-of-society interdependence, enhanced the capabilities of the international community, and expanded the

confederation of educational institutions supporting critical thinking and strategic decisionmaking. Fostering a “spirit of university” enriched by our unity and diversity, NDU has provided a model of institutional change and integration for higher education and governmental organizations, building lifelong learning communities that sustain and renew the capabilities of graduates over the course of their professional careers.

NDU has been given a tremendous opportunity to shape the future of joint education and leader development. Our vision is to become the center of excellence for joint, combined, interagency, and international education, and a vital tool for public diplomacy and cross-cultural understanding through interaction and cooperation with partner nations and educational institutions. Building upon the incredible success and forward progress of this past academic year, we will remain a cornerstone in the foundation of strategic thought, leader development, and national security.

A handwritten signature in black ink, appearing to read "Gregg F. Martin". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Gregg F. Martin, Ph.D.
Major General, U.S. Army
14th President, National Defense University

Accomplishments

During academic year 2012–2013, National Defense University continued meeting the challenges of providing world-class graduate education to the joint warfighter, as well as maintaining its position at the forefront of national security scholarship, all while operating in an increasingly constrained fiscal environment. The University accomplished these goals by initiating a strategic transformation of consolidating functions and services while striving to apply a “whole of NDU” mindset in every pursuit. The process of improving efficiency at the University included integrating and promoting components with specialized focus, such as the Center for Applied Strategic Learning (CASL) and Department of Ethics, so that all NDU components can benefit from their subject matter expertise. The realignment of CASL in particular greatly increased the opportunities for the Joint Professional Military Education programs to use wargaming technologies in the curriculum.

NDU also initiated other steps to strengthen and further focus the whole-of-NDU approach. Tasks were initiated to solidify support from other agencies for University academic programs through mutually beneficial agreements that enabled these agencies to take advantage of the highly specialized national security expertise that NDU maintains and cultivates. Additionally under this transformation, the various University graduate programs underwent rigorous curriculum reviews to improve relevancy to the JPME standards while continuing to deliver high-quality graduate education with constrained resources, including impediments to faculty and seminar travel due to fiscal constraints. Initiatives included preparations for developing a cyber-oriented curriculum relevant to JPME standards through the Information Resource Management College.

NDU also took several monumental strides toward transformation during the 2012–2013 academic year, including organizational realignment, strategic partnerships with other agencies, and academic program changes to make the University a more streamlined, effective, and efficient organization while still possessing an unparalleled level of commitment to achieve the highest standards of advanced joint education, leader development, and national security scholarship.

Accreditation Statement

The National Defense University is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, Pennsylvania, 19104, and (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.

EDUCATION

College of International Security Affairs

CISA's 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." The college prepares students for high-level policy and command and staff responsibilities through a graduate, interagency, and joint professional military education program. The program offers a strategic perspective on the global threat environment; the rise of newly empowered and politicized ideological movements; the relationship among political objectives, strategy, and all instruments of national power; and the roles of power and ideology. Through seminar participation, independent study, and the research and writing of a thesis, students develop comprehensive strategies for addressing the security challenges facing a particular country or region. In 2012–2013, CISA's students included American and international military and national security professionals.

The International Counterterrorism Fellowship program welcomed 59 officers and national security professionals this academic year. The fellows were presented with a new opportunity as they were invited to the 24th Annual Special Operations/Low-intensity Conflict Symposium and Exhibition for the first time. Additionally, 23 officers completed the South and Central Asia Program, now in its second year, offered in support of the Joint Staff Afghanistan Pakistan Hands program. In addition to developing students' understanding of the region, CISA incorporated language proficiency into its courses in response to the unique needs of officers this year. Now in its third year, CISA's innovative Master's program at the John F. Kennedy Special Warfare Center and School at Fort Bragg graduated 40 special operators in June 2013. CISA's partnership with the Department of Energy and National Nuclear Security Administration continues to grow with the offering of elective courses in energy security, which will become the foundation of a certificate program in energy and nuclear security.

Table 1. Student Enrollment

Student Category	Active	Reserve	Guard	Total
U.S. Army	48	0	0	48
U.S. Air Force	13	0	0	13
U.S. Navy	5	0	0	5
U.S. Marine Corps	3	0	0	3
U.S. Coast Guard	0	0	0	0
International Officer	–	–	–	48
International Civilian	–	–	–	9
DOD Civilian	–	–	–	7
Interagency Civilian	–	–	–	32
Industry Civilian	–	–	–	0
Total Enrollment				165

Note: Active and Reserve components apply only to U.S. military Services; thus, numbers may not sum to total across Active/Reserve status. In addition, three NDU faculty/staff members enrolled in CISA courses are included in the student enrollment table.

Table 2. Civilian Students by Executive-level Agency, Subagency, Bureau, and Service

	Agency	Enrollment
DOD Agencies	Defense Intelligence Agency	3
	National Defense University	3
	National Geospatial-Intelligence Agency	1
	Total	7
Non-DOD Agencies	Congress	13
	Department of Energy	2
	Department of Homeland Security	7
	Department of State	4
	Department of Transportation	1
	Federal Bureau of Investigation	1
	National Counterterrorism Center	2
	Office of Personnel Management	1
	Office of the Director of National Intelligence	1
		Total

Table 3. International Student Enrollment and International Faculty

Country	Student Officer	Student Civilian	Faculty Civilian
Afghanistan	0	1	0
Albania	1	0	0
Algeria	1	0	0
Bangladesh	1	0	0
Brazil	1	0	0
Bulgaria	2	1	0
Burkina Faso	2	0	0
Burundi	1	0	0
Colombia	2	0	0
Czech Republic	1	0	0
Dominican Republic	0	1	0
Georgia	0	1	0
Guatemala	1	0	0
Hungary	1	0	0
India	2	0	0
Indonesia	2	0	0
Iraq	0	1	0
Jordan	3	0	0
Kazakhstan	1	0	0
Kenya	1	0	0
Lebanon	2	0	0
Macedonia	1	1	0
Malaysia	2	0	0
Maldives	1	0	0
Mauritania	1	0	0
Mauritius	1	0	0
Mexico	1	0	1
Morocco	1	0	0
Nepal	1	0	0
Niger	1	0	0
Nigeria	1	0	0
Pakistan	4	0	0
Peru	1	0	0
Philippines	1	0	0
Saudi Arabia	2	0	0
Senegal	1	0	0
Sweden	0	0	1
Thailand	1	0	0
Tunisia	1	0	0
Turkey	0	1	0
United Arab Emirates	0	1	0
Yemen	1	1	0
Total	48	9	2

Note: International civilian faculty members are counted as DOD Civilian (Title 10) in table 4.

Table 4. Faculty Educational Background

Faculty Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Total**
U.S. Army	0	0	1	1
U.S. Air Force	0	1	1	2
U.S. Navy	0	1	0	1
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	0	21	21
Contractor*	0	2	2	4
Interagency Civilian	0	5	1	6
Total	0	9	26	35

*Includes two part-time (adjunct) faculty and two full-time Booz Allen Hamilton contract faculty.

**Total represents unduplicated faculty headcount.

Dwight D. Eisenhower School for National Security and Resource Strategy

The Eisenhower School continued to pursue the highest levels of academic excellence in accomplishing its mission while adapting its curriculum to new strategic resource challenges and fiscal constraints. ES created a multidisciplinary Defense Resourcing course to examine resourcing in a constrained environment and to evaluate the challenges of aligning budgets, strategies, and defense priorities. ES also continued to refine the capstone National Security Strategy Exercise to focus on the President’s vision to rebalance toward the Asia-Pacific region. Each seminar crafted a strategy that fleshed out that vision with a focus on the ways and means of implementing the rebalance by 2025, outlining domestic and foreign policy initiatives as well as the supporting changes to the Federal budget, force structure, and acquisition programs.

Industry Studies Field Studies are the keystone in creating graduates who can bridge the government-industry gap. DOD fiscal constraints forced ES to cancel international field studies, but ES was permitted to substitute domestic field studies at entities that are part of a global industrial base to mitigate this loss.

ES faculty scholarship is focused on the construction of the curriculum and direct preparation for the teaching mission. Every lesson in each course demands a considerable research effort by the faculty member responsible, amounting to a full literature survey on the subject. This effort is then extended by faculty members teaching the lesson. Many faculty are active participants in professional associations and publish articles in their areas of expertise.

With a focus on strengthening, sustaining, and improving its teaching mission, ES continues to review the curriculum to ensure alignment to mission requirements, stakeholder expectations, and fiscal realities and to identify potential enhancements of curriculum content, structure, evaluation methodologies, and delivery techniques.

Table 5. Student Enrollment

Student Category	Active	Reserve	Guard	Total
U.S. Army	58	2	2	62
U.S. Air Force	55	3	3	61
U.S. Navy	38	0	0	38
U.S. Marine Corps	15	2	0	17
U.S. Coast Guard	2	0	0	2
International Officer	24	–	–	24
International Civilian	–	–	–	2*
DOD Civilian	–	–	–	61
Industry Civilian	–	–	–	6
Interagency Civilian	–	–	–	40
Total Enrollment				311

Note: Active and Reserve components apply only to the U.S. military Services; thus numbers may not sum to total across Active/Reserve status.

*Additionally, two industry civilian students are considered international civilian students but are only included once in the sum total enrollment.

Table 6. Civilian Students by Executive-level Agency, Subagency, Bureau, and Service

	Agency	Enrollment
DOD Agencies	Department of the Army	10
	Department of the Air Force	15
	Defense Acquisitions University	2
	Defense Contract Management Agency	1
	Defense Intelligence Agency	3
	Defense Information Systems Agency	1
	Defense Logistics Agency	4
	Department of the Navy	14
	Joint Staff	2
	Military Sealift Command	1
	National Geospatial-Intelligence Agency	1
	National Security Agency/Central Security Service	3
	Office of the Secretary of Defense	4
	Total	
Non-DOD Agencies	Central Intelligence Agency	2
	Department of Homeland Security	7
	Department of Agriculture	1
	Department of Energy	3
	Department of Justice	2
	Department of State	18
	Department of Transportation	2
	General Services Administration	2
	Office of Management and Budget	1
	U.S. Agency for International Development	2
Total		40

Table 7. International Student Enrollment and International Faculty

Country	Student International Officer	Student International Civilian	Faculty International Officer	Faculty International Civilian
Algeria	1	0	0	0
Australia	1	0	0	1
Botswana	1	0	0	0
Brazil	1	0	0	0
Canada	2	0	1	0
Croatia	1	0	0	0
Egypt	1	0	0	0
Germany*	0	2*	0	0
Israel	1	0	0	0
Italy	1	0	0	0
Japan	1	0	0	0
Jordan	1	0	0	0
Macedonia	1	0	0	0
Malaysia	2	0	0	0
Mexico	1	0	0	0
Morocco	1	0	0	0
New Zealand	1	0	0	0
Norway	1	0	0	0
Pakistan	1	0	0	0
Philippines	1	0	0	0
Poland	1	0	0	0
Sri Lanka	1	0	0	0
United Arab Emirates	1	0	0	0
Total	24	2	1	1

*Two students counted as industry civilian students in table 5 are included in this table as international civilians for their respective countries

Table 8. Faculty Educational Background

Faculty Category	Joint Qualified Officer	SLC* Graduate	Bachelor's Degree**	Master's Degree**	Doctoral/ Professional Degree**	Total***
U.S. Army	3	9	0	8	4	12
U.S. Air Force	4	8	0	7	2	9
U.S. Navy	6	5	0	6	1	7
U.S. Marine Corps	2	3	0	3	0	3
U.S. Coast Guard	0	0	0	0	1	1
International Officer	0	1	0	1	0	1
International Civilian	0	0	0	0	1	1
DOD Civilian (Title 5)	0	0	0	0	0	0
DOD Civilian (Title 10)	9	16	0	6	34	40
Contractor	0	0	0	0	0	0
Interagency Civilian	0	12	1	14	2	17
Private Sector	0	0	0	0	1	1
Total	24	54	1	45	46	92

*SLC: Senior-level college.

**Professional military experience/highest level of education are not mutually exclusive. Professional military experience refers to Joint Qualified Officer and SLC graduate status.

***Total unduplicated faculty.

Information Resources Management College (iCollege)

Innovative partnerships, relevant curriculum, and requisite programs keep the iCollege on the cutting edge of education, instructing the Nation's top leaders. Current collective initiatives include collaborating with National Intelligence University on a cooperative Master's degree in cyber, integrating cyber coursework, hosting a "Cyber Beacon" focus group examining cyber education at NDU, and continuing assessment of the educational needs of U.S. Cyber Command and combatant commands. iCollege recently collaborated with the Defense Information Systems Agency on a new mandatory 24-month program to educate senior civilians.

The iCollege continued to persevere through recent government cutbacks, realignment, and reorganization, allowing NDU to support the DOD Chief Information Officer's new responsibilities in the Joint Information Environment (DOD Memo, May 6, 2013) and the cyber education arena (DOD Directive 5144, April 22, 2013). The Cyber Security and Leader programs, open to select students as part of the NDU Electives Study Program, continued to draw high student demand, requiring additional course offerings. With the evolution of cyber security, lines of authority and responsibility will become increasingly distorted as the manpower and interagency/private sector collaboration requirements intensify. Cyber security progression will only compound the educational support requirements necessary to manage the program.

Budgetary considerations being at the top of everyone's agenda, iCollege's key focus continues to be preparing military and civilian leaders to optimize information technology management and secure information dominance in cyberspace. As a central element of supporting the mission, iCollege operates two cyber security labs addressing threats to information systems. The Cyber Attack/Defend Lab provides an environment to examine computer and network defense through exercises in intrusion techniques, mitigation, and forensics. The Supervisory Control and Data Acquisition Lab simulates realistic exploits and protections of various industrial control systems. Additionally, the newest iCollege lab, the Ci Center, is an "instructional ecosystem" that uses cutting-edge technologies to offer a complete range of physical and virtual interactions designed to facilitate learning across various realities.

The primary focus for iCollege faculty is on teaching and developing curriculum. Regular faculty development and education are essential supports to reinforcing curriculum and instruction subject relevance in order to meet student and stakeholder needs. Most research is directly related to preserving curriculum relevance and currency in a dynamic strategic and operational national security environment. While curriculum and instruction are the priority for faculty and administration, current resourcing and schedules have further reduced professional development and research opportunities.

Table 9. Student Enrollment

Student Category	Active	Reserve	Guard	Total
U.S. Army	123	3	2	128
U.S. Air Force	74	0	1	75
U.S. Navy	73	1	0	74
U.S. Marine Corps	20	0	0	20
U.S. Coast Guard	19	0	0	19
International Officer	6	–	–	6
International Civilian	–	–	–	1
DOD Civilian	–	–	–	762
Interagency Civilian	–	–	–	189
Private Sector	–	–	–	27
Total Enrollment				1,301

Note: Active and Reserve components apply only to U.S. military Services; thus, numbers may not sum to total across Active/Reserve status. In addition, 10 NDU faculty/staff members enrolled in iCollege courses are not included in the student enrollment table.

Table 10a. Civilian Students by DOD Agency, Subagency, Bureau, and Service

Agency	Enrollment	Agency (cont.)	Enrollment
Combined Joint Task Force–Horn of Africa	1	National Guard Bureau	3
Defense Acquisition University	2	National Security Agency/ Central Security Service	14
Defense Commissary Agency	2	Office of the Assistant Secretary of Defense	2
Defense Contract Audit Agency	4	Office of the Secretary of Defense	6
Defense Contract Management Agency	2	Office of the Under Secretary of Defense	3
Defense Finance and Accounting Service	6	Organization of the Joint Chiefs of Staff	3
Defense Human Resources Activity	2	Pentagon Force Protection Agency	2
Defense Information Security Agency	3	TRICARE Management Activity	1
Defense Information Systems Agency	118	U.S. Central Command	6
Defense Intelligence Agency	24	U.S. Cyber Command	4
Defense Logistics Agency	11	U.S. European Command	4
Defense POW/MIA Office	1	U.S. Pacific Command	1
Defense Security Cooperation Agency	1	U.S. Southern Command	8
Defense Security Service	9	U.S. Special Operations Command	5
Defense Technology Security Administration	1	U.S. Strategic Command	4
Defense Threat Reduction Agency	2	U.S. Transportation Command	4
Delaware National Guard Joint Force Headquarters	1	Washington Headquarters Services	2
Department of Defense	34	Total	762
Department of Defense Inspector General	2		
Department of the Air Force	90		
Department of the Army	214		
Department of the Navy	132		
DOD Education Activity	1		
Joint Staff	1		
Joint Staff J6	2		
Joint Staff J7	4		
Joint Staff J8	1		
National Defense University	10		
National Geospatial-Intelligence Agency	9		

Table 10b. Civilian Students by Non-DOD Agency, Subagency, Bureau, and Service

Agency	Enrollment
Bureau of Citizenship and Immigration Services	1
Bureau of Customs and Border Protection	3
Central Intelligence Agency	1
Department of Agriculture	3
Department of Commerce	3
Department of Education	1
Department of Energy	11
Department of Health and Human Services	3
Department of Homeland Security	22
Department of Housing and Urban Development	3
Department of Interior	8
Department of Justice	2
Department of State	22
Department of Transportation	7
Department of Treasury	2
Department of Veterans Affairs	10
Director of National Intelligence	10
Environmental Protection Agency	4
Federal Aviation Administration	41
Federal Bureau of Investigation	3
Federal Law Enforcement Training Center	1
Federal Trade Commission	1
Food and Drug Administration	2
General Services Administration	4
Government Printing Office	1
National Archives and Records Administration	1
National Credit Union Administration	1
National Institutes of Health	1
National Reconnaissance Office	1
National Science Foundation	2
Nuclear Regulatory Commission	1
Office of Personnel Management	1
Securities and Exchange Commission	1
Small Business Administration	2
U.S. Agency for International Development	3
U.S. Court of Appeals for Veterans Claims	2
U.S. Federal Agency	2
U.S. House of Representatives	1
U.S. Senate	1
Total	189

Table 11. International Student Enrollment

Country	Student International Officer	Student International Civilian
Canada	1	0
Jordan	1	0
Sweden	0	1
Estonia	1	0
Pakistan	1	0
Serbia	2	0
Total	6	1

Table 12. Faculty Educational Background

Faculty Category	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree	Total*
U.S. Army	0	1	3	4
U.S. Air Force	1	3	0	4
U.S. Navy	1	1	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	1	1
DOD Civilian (Title 5)	0	1	0	1
DOD Civilian (Title 10)	0	16	16	32
Contractor	1	1	0	2
Interagency Civilian	0	2	0	2
Private Sector	0	0	1	1
Total	3	25	21	49

*Total represents unduplicated faculty headcount.

Joint Forces Staff College

This academic year has been one of assessment and adaptation in the face of resource shortages and adversity. In a resource-constrained environment, the JFSC has consistently pursued the proper balance between student and stakeholder needs while negotiating present fiscal limitations. Short course realignment, alternate resourcing, and/or potential course/program dissolution continue to be deliberated. Faculty and staff have worked tirelessly to maintain a high standard of education and service throughout. From streamlining program offerings to examining curriculum synergies between the Joint Combined and Warfighting School (JCWS) and the Advanced Joint Professional Military Education (AJPME) to ensuring efficient resource utilization, JFSC has exemplified a genuine commitment to mission.

JCWS initiated a new model Joint Professional Military Education Phase II Non-Resident Satellite Program in January at the Joint Special Operations University in Tampa, Florida. The Joint Staff chose Tampa, home to two combatant commands, as the location for the initial satellite program to maximize exposure to the large population of staff officers requiring JPME Phase II. This new pilot is identical in length and nearly identical in academic content to the onsite version. Lessons on the elements of operational design, which use locally relevant case studies, were adapted for the satellite.

The Joint Continuing and Distance Education School (JCDES) experienced a productive year of program endorsements, firsts, and transformations. The AJPME program accreditation was reaffirmed by the Department of Defense through the Process for Accreditation of Joint Education (PAJE) from the Chairman of the Joint Chiefs of Staff. The PAJE team recognized the program for groundbreaking innovation and excellence in distance education. The Distance Learning Center (DLC) was recognized for demonstrating excellence in delivering enterprise-wide distance learning solutions for the Federal Government. Additionally, the JCDES' Senior Enlisted Joint Professional Military Education (SEJPME) program graduated its first international students.

A JFSC teaching team led by Colonel James W. Purvis, USA, of the Joint Advanced Warfighting School (JAWS), designed and taught a 10-day strategic planning course (incorporating lecture, group discussion, and practical exercises) in support of the International Security Assistance Force (ISAF). Faculty from JAWS, JCDES, and JCWS traveled to Kabul during the summer of 2013 to teach the pilot national strategy development and strategic planning concepts (integration of JAWS and JCWS lessons) course to Afghan government officials. Significant infrastructure needs and strategic document revision in the near term highlighted the need for strategic planning education. The JFSC teaching team used a broad array of instructional methods to meet the ISAF requirements and prepare the students to face the strategic challenges confronting the Afghanistan government.

Classroom instruction and curriculum development are the focus for JFSC faculty in the four schools (JAWS, Joint Command, Control, and Information Operations School [JC2IOS], JCDES, and JCWS). The NDU Foundation and Military Officers Association of America (MOAA) recognized the efforts of the following faculty for superb scholarship and outstanding teaching prowess during the academic year. Colonel James W. Purvis, Dr. Frederick R. Kienle, JCWS, Lieutenant Colonel Henry Matthew Person, JCDES, and Major Kim R. Rossiter, JC2IOS, were awarded the John A. Williamson Recognition of Faculty Excellence Award by the NDU Foundation, and Lieutenant Colonel George Shatzer, USA, was awarded the Joint Educator of the Year Award by MOAA.

In addition to faculty recognition for excellence, the American Council on Education’s College Credit Recommendation Service endorsed the Homeland Security Planners course, Joint Interagency Multinational Planners course, and Senior Enlisted Joint Professional Military Education program to grant college credit.

Table 13. Student Enrollment

Student Category	Active	Reserve	Guard	Total
U.S. Army	312	89	48	449
U.S. Air Force	360	48	39	447
U.S. Navy	255	65	0	320
U.S. Marine Corps	93	18	0	111
U.S. Coast Guard	3	0	0	3
International Officer	57	–	–	57
International Civilian	–	–	–	0
DOD Civilian	–	–	–	47
Interagency Civilian	–	–	–	4
Total Enrollment				1,438

Note: Active and Reserve components apply only to U.S. military Services; thus, numbers may not sum to total across Active/Reserve status. This table includes unduplicated counts of only those students who completed at least one credit-bearing academic program/course during the academic year. Enrollment in noncredit courses is captured in table 16.

Table 14. Civilian Students by Executive-level Agency, Subagency, Bureau, and Service

Agency		Enrollment
DOD Agencies	Defense Intelligence Agency	13
	Department of the Navy	6
	Department of Defense	12
	Department of the Air Force	2
	Department of the Army	4
	Joint Special Operations University	1
	National Geospatial-Intelligence Agency	2
	National Security Agency/Central Security Service	3
	U.S. Army Training and Doctrine Command	1
	U.S. Central Command	1
	U.S. Strategic Command	1
	Other	1
	Total	47
	Non-DOD Agencies	Department of State
	Government Accountability Office	2
Total	4	

Table 15. International Student Enrollment

Country	Student International Officer
Algeria	1
Australia	1
Austria	1
Brazil	3
Bulgaria	2
Colombia	1
Denmark	1
Dominican Republic	1
Finland	1
Germany	2
Japan	2
Kenya	1
Kuwait	1
Lebanon	2
Malaysia	1
Mexico	1
Morocco	3
Norway	1
Pakistan	1
Peru	1
Poland	2
Saudi Arabia	3
South Korea	14
Taiwan	1
Turkey	4
United Kingdom	3
Uruguay	2
Total	57

Table 16. Noncredit Program/Course Enrollment

Course/Program	Total Enrollment
Joint C4I Staff and Operations Course	72
Joint Information Operations Orientation Course	65
Homeland Security Planners Course	153
Joint Interagency Multinational Planners Course	112
Senior Enlisted Joint Professional Military Education	12,077

Note: Enrollment is unduplicated within a course/program but may be duplicated across courses/programs.

Table 17. Faculty Educational Background

Faculty Category	Joint Qualified Officer	SLC* Graduate	Bachelor's Degree**	Master's Degree**	Doctoral/ Professional Degree**	Other Degree**	Total***
U.S. Army	22	9	3	25	0	1	29
U.S. Air Force	18	20	2	21	1	0	24
U.S. Navy	16	5	4	27	0	0	31
U.S. Marine Corps	5	4	2	6	0	0	8
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)	0	0	0	0	0	0	0
DOD Civilian (Title 10)	13	10	0	19	10	0	29
Contractor	4	2	0	7	1	0	8
Interagency Civilian	2	1	1	4	1	0	6
Total	80	51	12	109	13	1	135

*SLC: Senior-level college.

**Professional military experience/highest level of education are not mutually exclusive. Professional military experience refers to Joint Qualified Officer and SLC graduate status.

***Total unduplicated faculty headcount.

Note: Included in the above numbers are 32 individuals who departed JFSC during the reporting period, and 31 who began at JFSC.

National War College

Sequestration forced NWC to contract its Field Studies program, which entails developing a national security strategy for a particular country, set of countries, or region. Reduced funding led to cancellation of the overseas travel segment of Field Studies, thus depriving students of on-the-ground experience to test their strategic hypotheses. Faculty and students adapted well with extended local seminars, increased contacts with capital area subject matter experts, and video-teleconferencing with contacts overseas, but all that remained a pale substitute for interaction with foreign counterparts outside of the continental United States.

On a positive note, NWC deepened its coverage of strategic leadership, focusing particularly on the Chairman's Desired Leader Attributes, reconceptualized and strengthened its approach to analyzing the nonmilitary instruments of statecraft and the geostrategic context, and increased its requirements for students to apply concepts and insights to the actual development of national security strategies for a variety of security challenges.

NWC alumni published a fourth edition of *Rules & Tools for Leaders: From Developing Your Own Skills to Running Organizations of Any Size, Practical Advice for Leaders at All Levels*. A core catalyst for the new edition is the changing face of leadership and strategic demands imposed by the economy. The outcome is a book that should be a valuable reference for busy leaders during the next decade or two.

NWC faculty published a wide range of publications in academic year 2012–13, including Dr. Michael Mazarr's "The Risks of Ignoring Strategic Insolvency," *Washington Quarterly* 35, no. 4 (Fall 2012), 7–22; Dr. Bernard Cole, "The History of the Twenty-First Century Chinese Navy," in *Proceedings of the 2011 McMullen Naval History Symposium*, ed. Marcus Jones (Newport: Naval War College Press, 2013); and Dr. Cynthia Watson, "China's Use of the Military Instrument: Not Yet the Biggest Stick," *Journal of International Affairs* 66, no. 2 (Spring 2013), 110–113. Faculty have responded to requests for speeches and assistance from a broad array of warfighting and academic communities, such as the NATO Defense College, Naval War College, Office of the Secretary of Defense for Policy, National Committee on U.S.-China Relations, George Marshall Center for Security Studies, Africa Center for Security Studies, and Near East South Asia Center for Security Studies.

Innovations going forward include replacing the Field Studies program with a national security strategy practicum that addresses a specific contemporary national security challenge on behalf of a client from the national security establishment and introducing a concentrated block of core instruction on international political economy.

Table 18. Student Enrollment

Student Category	Active	Reserve	Guard	Total
U.S. Army	37	2	8	47
U.S. Air Force	41	1	1	43
U.S. Navy	23	0	0	23
U.S. Marine Corps	15	0	0	15
U.S. Coast Guard	2	0	0	2
International Officer	32	–	–	32
International Civilian	–	–	–	1
DOD Civilian	–	–	–	23
Industry Civilian	–	–	–	0
Interagency Civilian	–	–	–	34
Total Enrollment				220

Note: Active and Reserve components apply only to U.S. military Services; thus, numbers may not sum to total across Active/Reserve status.

Table 19. Civilian Students by Executive-level Agency, Subagency, Bureau, and Service

	Agency	Enrollment
DOD Agencies	Defense Intelligence Agency (1*) out of 4	4
	Department of the Air Force*	1
	Department of the Army*	2
	Department of Veteran’s Affairs	1
	National Geospatial-Intelligence Agency	3
	National Security Agency/Central Security Service	3
	Office of Naval Intelligence	1
	Office of the Director of National Intelligence	2
	Office of the Secretary of Defense	4
	Pentagon Force Protection Agency*	1
	Washington Headquarters Service*	1
Total		23
Non-DOD Agencies	Central Intelligence Agency	3
	Department of Energy	1
	Department of Homeland Security	6
	Department of Justice	2
	Department of State	20
	U.S. Agency for International Development	2
Total		34

*Students are part of the Defense Senior Leader Development program.

Table 20. International Student Enrollment

Country	Student International Officer	Student International Civilian
Afghanistan	1	0
Bosnia and Herzegovina	1	0
Brunei Darussalam	1	0
Bulgaria	1	0
Canada	1	0
Colombia	1	0
Czech Republic	1	0
El Salvador	1	0
Estonia	0	1
France	1	0
Georgia	1	0
Germany	1	0
India	1	0
Indonesia	1	0
Kenya	1	0
Kuwait	1	0
Lebanon	1	0
Nepal	1	0
Nigeria	1	0
Oman	1	0
Pakistan	1	0
Qatar	1	0
Republic of Korea	1	0
Saudi Arabia	1	0
Serbia	1	0
Slovenia	1	0
Switzerland	1	0
Taiwan	1	0
The Netherlands	1	0
Turkey	1	0
Ukraine	1	0
United Kingdom	1	0
Vietnam	1	0
Total	32	1

Table 21. Faculty Educational Background

Faculty Category	Joint Qualified Officer	SLC* Graduate	Bachelor's Degree**	Master's Degree**	Doctoral/ Professional Degree**	Total***
U.S. Army	7	8	0	7	1	8
U.S. Air Force	5	7	0	7	1	8
U.S. Navy	2	3	0	4	0	4
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	0	0
DOD Civilian (Title 10)	3	4	0	1	20	21
Contractor	0	0	0	0	0	0
Interagency Civilian	0	4	0	11	5	16
Total	19	29	0	33	27	60

*SLC: Senior-level college.

**Professional military experience/highest level of education are not mutually exclusive. Professional military experience refers to Joint Qualified Officer and SLC graduate status.

***Total unduplicated faculty.

CAPSTONE

CAPSTONE provides unique executive education for newly appointed flag officers and senior civilian national security leaders. More than 200 uniformed officers and senior civilians are given a robust exposure to the joint force and military Services, combatant commands, and senior leaders in the broader U.S. Government interagency community. Created to give new flag officers an enhanced understanding of Service capabilities in combined military operations, CAPSTONE has evolved to include an appreciation for “whole of government” approaches to complex national and international challenges and the interagency process that pursue such solutions. CAPSTONE receives outstanding access and support from the military Services, unified combatant commands and the Intelligence Community.

The CAPSTONE overseas field study program provides an opportunity to interact with interagency country teams and exposure to the regions of potential future engagement or conflict. This also allows combatant commanders and Chiefs of Mission to leverage CAPSTONE delegation visits to enhance engagement programs.

Due to sequestration, the April 2013 CAPSTONE course was canceled.

PINNACLE

The week-long PINNACLE course is for select two- and three-star officers most likely to be called upon to command a joint force in a military or humanitarian assistance/disaster relief contingency. Attendees come from all five military Services, Defense Department, Central Intelligence Agency, and State Department. To enrich the exploration of global and transnational issues, senior military officers from partner nations are also invited to PINNACLE.

KEYSTONE

The 2-week KEYSTONE course provides command senior enlisted leaders joining joint billets an enhanced understanding of the joint military environment, defense establishment, and broader U.S. interagency community. The Joint Staff-run Joint Operations Module and visits to several unified combatant commands and select joint task forces provide relevant information on joint operations.

Attendance is based upon a prioritized listing of the joint and Service senior billets most likely to benefit from attendance. Two courses each year provide this executive education to 80 senior enlisted leaders from all five Services, their Reserve components, and the National Guard.

This academic year there were three classes. KEYSTONE moved its July 2013 class to June, executing a course in July 2012, January 2013, and June 2013. Normal rotation will be two classes offered annually offered in January and June.

Institute for National Security Ethics and Leadership/NDU Office of Ethics

During 2012–2013, INSEL staff continued to teach in courses and programs across NDU, including NDU north campus electives, CAPSTONE, CAPSTONE spouses, the Reserve Components National Security Course, NATO Staff Officers Orientation Course/NATO

Orientation Program, KEYSTONE, Information Resource Management College, Joint Advanced Warfighting School, International Fellows, and Counter-Terrorism Fellows.

Consistent with NDU 2020 and the NDU President's Way Ahead Memorandum of November 16, 2012, INSEL has transitioned to an NDU Ethics Department, redesignating the Institute for National Security Ethics and Leadership and reassigning its personnel to NDU Academic Affairs. In addition to embedding the ethics mission of NDU within Academic Affairs, the newly formed Office of Ethics met with the NDU north campus colleges to examine ways in which ethics can be better addressed in their curricula. To date, both the Eisenhower School and the College of International Security Affairs have implemented changes to emphasize ethical decisionmaking in curricula.

INSEL professional staff members also continued to lecture and conduct seminars in ethics and leadership to support other DOD educational institutions, including the Joint Special Operations University, National Intelligence University, U.S. Naval Academy, Army War College, Air War College, Air Command and Staff College, Naval Justice School, and the Army and Navy chaplain schools. In addition, INSEL also lectured to non-DOD organizations such as the Federal Executive Institute, American Bar Association, and George C. Marshall Foundation. INSEL has completed its efforts in support of the Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff by coordinating and editing the writing of a new book focused on and dedicated to senior enlisted leadership in the U.S. Armed Forces. *The Noncommissioned Officer/Petty Officer: Backbone of the Armed Forces* (NDU Press, 2013) was published in December 2013.

SCHOLARSHIP

Center for Applied Strategic Learning

CASL continued to support the NDU mission to the joint warfighter by providing experiential education through challenging exercises to senior leaders of the Armed Forces and select others. CASL exercises facilitated opportunities for participants to perform their duties by utilizing creativity and collaboration to address complex (inter)national security situations in an innocuous learning environment. Through the center's strategic and high-operational exercises and simulations, over 2,300 NDU students gained enhanced understanding of current and emerging security issues. To this end, CASL produced major strategic exercises for NWC, ES, CISA, JFSC, and the iCollege. Additionally, the center provided training and education support to the commander of U.S. Central Command and his senior leaders in two major exercises and continues to do so through Joint Staff J7. As directed, CASL provided support to the combatant commands, Office of the Secretary of Defense, Joint Staff, interagency community, and select others to discuss real-world policy concerns to examine innovative approaches to potential real-world crises. Exercises developed by CASL contributed significantly to the education of the students at NDU and to the overall advancement of U.S. defense policy goals.

Next year, CASL will continue to support the education and leader development mission of the University. It will conduct the inaugural One University exercise in support of multiple electives while providing a forum for crowd-sourcing new ideas associated with cyber security. CASL will also grow its role by ensuring that University curricula continue to receive PAJE accreditation through use of gaming. Lastly, CASL is working toward the development of an enterprise-wide locus for teaching innovation, educational technology, gaming, applied learning, and professional development.

Center for Complex Operations

CCO supports the educational and professional development of national security leaders through analysis and distribution of lessons learned and emerging issues of concern across U.S. defense, diplomatic, and development communities. This past year, CCO captured strategic and operational lessons learned during the last decade of war and assessed the future implications of these lessons to development of Joint Force 2020 in a post-Iraq/Afghanistan security environment. CCO contributed to the rewriting of Joint Publication (JP) 3-24, *Counterinsurgency*, and hosted a workshop to help rewrite Allied JP 3.4.4, *NATO Allied Joint Doctrine for Counterinsurgency*. CCO is also involved in the rewriting of joint doctrine on stability operations (JP 3-07), unconventional warfare, (JP 3-ZZ), security cooperation (JP 3-XX), and intelligence (JP 2.0 and JP 2-01.3). CCO supports the Joint Lessons Learned Program by posting and disseminating interagency lessons learned and best practices on the Joint Lessons Learned Information System. In support of the Chairman's Exercise Program Branch, CCO assists in the development and production of after-action reports for III Corps/Warfighter Exercise and Interagency/Table Top Exercise on MAPRO and Conflict Analysis Frameworks.

CCO's research and lessons learned program focus on interagency roles and activities during complex operations, directly supporting U.S. national security leaders and multiple Office of the Secretary of Defense and Joint Staff activities. CCO undertook research projects on NATO's emerging challenges; the Trans-Sahara Counter-Terrorism Partnership; intelligence lessons

learned for Syria, Libya, and Mali; transitional public security; civilian expeditionary capabilities; and DOD's civilian expeditionary workforce. CCO is a prominent contributor to Interagency Education and Training Working Group and hosts the quarterly Operational Interagency Task Force, which connects the J9 at all combatant commands and the Pentagon. CCO's quarterly professional journal *PRISM* provides another venue for sharing lessons and new concepts captured by CCO and other research efforts, and it educates and informs senior military and civilian leaders on emergent aspects of the new international security paradigm.

CCO contributes regularly to JPME at NDU. The CCO director teaches a core course on Central Asia at the Eisenhower School and lectures on stability operations, Central Asia, and Ukraine at three NDU colleges. CCO has also written a negotiating module on Syria for the National War College's core security course. *PRISM* articles, the book *Convergence: Illicit Networks and National Security in the Age of Globalization* (NDU Press, 2013), and other CCO research products are increasingly used to educate students within NDU and other JPME classrooms.

Center for Strategic Research

The highest priority for CSR is to support fulfillment of the Chairman's mission statement for NDU. In this framework, the research goal remains analytical rigor applied to objective assessment of the emerging security environment. These standards and focus enhance the development of senior leaders and produce cutting-edge research in demand within the Department of Defense and interagency process. In 2012–2013, CSR personnel taught in the core curriculum of the Eisenhower School and electives at the Eisenhower School and National War College. In addition, CSR personnel inaugurated and organized seminars, including with interagency representation, on economics and related subjects for the Chairman of the Joint Chiefs of Staff and continued to provide analytic support to OSD, Joint Staff, combatant commands, and a number of interagency partners, in addition to publishing analyses on functional and regional issues of strategic importance. CSR publications this year included a book (*Human Terrain Teams: An Organizational Innovation for Sociocultural Knowledge in Irregular Warfare* [Institute of World Politics Press]), 2 long analyses in the Strategic Perspectives series (published by NDU Press), 4 shorter analyses in the Strategic Forum series (published by NDU Press), and 9 event reports (including trip reports and staff analyses). In addition, CSR fellows published 21 articles outside of NDU.

CSR research on critically important strategic issues in 2012–2013 included projects on grand strategy and international law, irregular threats, terrorist organizations, transnational organized crime, strategic deterrence, energy programs, counterinsurgency and the future of conflict, emerging economic powers, and ways to improve interagency operations. CSR analyzed numerous regional strategic issues, including the Middle East, Horn of Africa, Europe, Southeast and East Asia, Russia, and the Americas.

Center for the Study of Chinese Military Affairs

As part of its congressional mandate to “to study and inform policymakers in the DOD, Congress, and throughout the Government regarding the national goals and strategic posture of the People's Republic of China and the ability of that nation to develop, field, and deploy an

effective military instrument in support of its national strategic goals,” CSCMA conducted an active program of research, outreach, and support for policymakers and joint education.

One highlight was publication of an authoritative assessment of Chinese cruise missiles in the form of the NDU Press book *A Low-Visibility Force Multiplier: Assessing China’s Cruise Missile Ambitions*. This book describes China’s progress in developing and deploying indigenous and foreign antiship and land-attack cruise missiles; the range of air, ground, surface, and submarine platforms that the Chinese military can use to employ them; and their potential impact in a Taiwan scenario. CSCMA also completed several research projects on the Chinese Air Force, including two book chapters exploring the relationship between the PLAAF and the Chinese aviation industry. Equally important was the publication of a well-received monograph analyzing Chinese use of diplomatic and propaganda signaling in international crises and offering guidance on how to interpret Chinese signals.

Another major focus was research on the Chinese response to the U.S. rebalance to Asia. CSCMA Director Dr. Phillip Saunders published an INSS Strategic Forum on the rebalance, presented the findings at several international conferences, and used the research to engage PLA delegations and Chinese scholars, including publishing a translated version in a Chinese journal. The China Center also produced studies on Sino-U.S. military relations, an analysis of claimant tactics in the South China Sea, a book chapter on China’s role in Asia, and a series of shorter articles in online sites such as *Foreign Policy* and *The Diplomat*. This work was briefed to senior policymakers in OSD, Joint Staff, and at U.S. Pacific Command and is assigned in courses across the U.S. professional military education system. CSCMA cosponsored three conferences on China’s foreign relations with different regions and on changes in Chinese military threat perceptions and strategic concepts. China Center staff directly supported the NDU educational mission by lecturing in NDU courses, facilitating NDU student travel to China and Asia, hosting PLA delegations as part of NDU-NDU and military-military ties, and providing advice and support for NDU students conducting research on China.

Center for Technology and National Security Policy

CTNSP helps national security decisionmakers and their staffs understand emerging impacts of technology and integrate these impacts effectively into policies. The center supports OSD, Services, Joint Staff, Defense agencies, and Intelligence Community. Through this strategic support, CTNSP research complements Joint Professional Military Education. CTNSP research is organized into the categories of emerging challenges, civil-military activities integration (CMAI), science and technology (S&T), and advanced education technology.

The Emerging Challenges Seminar Series continued in its tradition of providing discussion for leading-edge and just-over-the horizon national security challenges. Over the past year, the topics ranged from antiaccess/area-denial and AirSea Battle, to counter-IED challenges, to European-Phased Adaptive Approach and ballistic missile defense, to robotics and the human interface, cyber and space issues, and Eurasian energy security.

Regarding CMAI, CTNSP has continued to support the Deputy Assistant Secretary of Defense for Cyber Policy on issues related to NATO cyber, whole-of-government approaches, and strategic leadership.

CTNSP has partnered with the State Department's Bureau of Intelligence and Research and the U.S. Agency for International Development to examine ways to strengthen the linkage between longer term analyses of the future national security environment and national security decisionmaking through a series of workshops on "actionable foresight" and 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.

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 to support stressed, postwar, post-disaster, and impoverished populations.

Projects dealing with the role of social media generally and in disaster relief that help organizations deal with increasing information volume and velocity have become a focus of CTNSP work across our four mission lines.

CTNSP is also working collaboratively with medical communities on human hardiness/resilience as it relates to the joint force.

S&T analysis has provided synthesis of trends and expert advice to the White House's Office of Science and Technology Policy, Office of the Assistant Secretary of Defense for Research and Engineering, Office of the U.S. Assistant Secretary of the Army for Acquisition, Logistics, and Technology, Office of Naval Research, as well as the Defense Science Board, National Ocean Council (26 agencies), and a number of other individual agencies.

Advanced education technology, our newest mission line, worked with the Center for Advanced Strategic Leadership to apply the U.S. Navy's Massive Multiplayer Online Wargame Leveraging the Internet (MMOWGLI) to implement the first University-wide online game. With significant policy and strategic dimensions, this effort also included international participants.

Conflict Records Research Center

During the 2012–2013 academic year, CRRC supported NDU's mission of educating joint warfighters and select others and provided research support to the Office of the Secretary of Defense for Policy. CRRC facilitated research on al Qaeda and Associated Movements (AQAM) by holding workshops on al Qaeda in Iraq, al Qaeda in the Middle East and North Africa, al Qaeda in Afghanistan and Pakistan, and al Qaeda worldwide at NDU, translating captured AQAM records, and making captured AQAM records available to JPME faculty and students and other scholars through the center's research database. CRRC facilitated research on nuclear deterrence by contributing captured records to a major conference on deterrence theory and Saddam Hussein's Iraq hosted by the Center for International Security and Cooperation and Woodrow Wilson International Center for Scholars, translating captured records from Saddam's Iraq and making these records available to JPME faculty and students and other scholars through the center's research database and Web site. During this period, CRRC produced or facilitated numerous publications on the Iranian military, deterring Syria, the efficacy of economic sanctions, the functioning of authoritarian regimes, Iraq's pursuit of nuclear weapons, and other issues of importance to faculty, students, researchers, and policymakers.

CRRC continues to facilitate learning about the last two decades of war. It also continues to assist NDU and visiting faculty and students with their research, and scholars are constantly publishing new policy-relevant studies based on the center's records. CRRC is building its collections of captured records, particularly those records providing insights on terrorist groups, Iran, Syria, weapons of mass destruction, and lessons from the past several decades of war.

NDU Press

NDU Press continued to adapt its product line to better support the University's missions of teaching, scholarship, and engagement. This year, the press published four issues of the Chairman's flagship journal, *Joint Force Quarterly*.

The press remains committed to serving JPME and providing an intellectual platform for joint matters. JPME school participation in the Secretary of Defense and CJCS essay competitions increased again. The support provided by NDU Foundation for these competitions is critical.

NDU Press published three books this year:

- *Convergence: Illicit Networks and National Security in the Age of Globalization* (Sponsor: CCO)
- *A Low-Visibility Force Multiplier: Assessing China's Cruise Missile Ambitions* (Sponsor: CSCMA)
- *The Noncommissioned Officer and Petty Officer: Backbone of the Armed Forces* (Sponsors: SEAC, INSEL, NDU Press)

All books are available at the NDU Press Web site in PDF and/or several e-book formats. NDU Press also published seven policy briefs, two occasional papers, and one case study. NDU Press is at the forefront of social media and virtual outreach at the University. The site has had more than 163,483 new visitors in academic year 2012–2013, with some 227,420 overall viewing more than 1,014 pages of content. NDU Press is also active in the social media realm, with 2,330 followers on Twitter, 1,634 "likes" on Facebook, and 566 Pinterest "pins."

Center for the Study of Weapons of Mass Destruction

Established in 1994, CSWMD is a chartered component of NDU. It reports to the NDU President and is administratively aligned with NDU's Institute for National Strategic Studies. CSWMD's mission is to prepare the joint warfighter and select others to address the challenges posed by WMD through education and leader development, scholarship, and outreach activities. The Chairman of the Joint Chiefs of Staff has designated CSWMD as the focal point for WMD education in the Joint Professional Military Education system. CSWMD also conducts cutting-edge research on the impact of WMD on U.S. and global security to sponsors in the national security community.

CSWMD had a highly productive year. It jointly organized and hosted with the Office of the Under Secretary of Defense for Policy the 20th-Anniversary Symposium for the Cooperative Threat Reduction (CTR) Program. President Barack Obama and Defense Secretary Leon Panetta spoke and awarded medals to Senators Richard Lugar and Sam Nunn for their CTR

contributions. The Program for Emerging Leaders inaugurated its fifth class with 27 members, and through the NDU Foundation’s support, initiated an insightful Leadership Dinner series. Faculty taught three NDU electives with 57 students, and lectured and led tabletop exercises in other courses at NDU and across the professional military education system. The WMD Case Study series added its fifth and sixth publications, and six WMD Spotlight seminars were held attracting more than 250 participants. Faculty conducted a major study of the future of WMD and provided direct support to senior officials, including on the disposition of Syrian chemical weapons and the strengthening of extended deterrence relationships with East Asian allies. Tying its varied efforts together, CSWMD created a new Strategic Plan for 2012–2017, fully aligned with NDU’s Strategic Plan.

Table 22. Program for Emerging Leaders Student Enrollment

	Agency	Enrollment
DOD Agencies	U.S. Army	9
	U.S. Air Force	15
	U.S. Marine Corps	3
	U.S. Navy	6
	U.S. Coast Guard	1
	U.S. Africa Command	1
	U.S. Southern Command	1
	U.S. Strategic Command	1
	U.S. Joint Special Operations Command	2
	Joint Staff	2
	Office of the Secretary of Defense	7
	Defense Intelligence Agency	1
	Defense Threat Reduction Agency	5
	Total	
Non-DOD Agencies	Central Intelligence Agency	2
	Department of State	4
	Department of Justice	1
	Department of Commerce	1
	Department of Homeland Security	8
	Department of Energy	2
	Department of Treasury	1
	Government Accountability Office	3
	Office of Management and Budget	1
	National Counterterrorism Center	1
Total		24

Center for Joint and Strategic Logistics

CJSL provides education, analyses, and guidance to enhance professional development of joint logistics enterprise logisticians and to support endeavors that enhance logistics support for Joint Force 2020. During the past year, the center continued to co-teach a course that educates students

how the Defense Industrial Base supports national security, the challenges confronting the industrial base, and known/potential solutions ensuring a robust and relevant industrial base. The center extended the reach of its educational value by interacting with officials across DOD to enhance the knowledge of senior leadership and to enhance the center's appreciation for emerging logistics challenges. CJSL hosted its third Logistics Faculty Development Seminar where participants from each PME and other DOD academic institutions discussed ideas regarding logistics education. The seminar cultivates an enhanced sense of community among educators and a more integrated/comprehensive approach to logistics education.

In the upcoming year, CJSL is working with the Marine Corps University to develop an Operational Logistics Planners elective. The course will provide students with an appreciation for the logistical challenges endured during past military campaigns and an understanding of the capabilities, limitations, and considerations required to facilitate logistical support to a joint campaign plan in an expeditionary environment. The center will convene the Logistics Development Council to extract the perspectives of the joint logistics enterprise's senior leaders. The meeting is the single most important conduit for CJSL to maximize the value it adds to logistics operations and planning. The center will reach out to logistics knowledge contributors and consumers to develop and share pragmatic solutions to known logistics problems and frameworks for solving future ones. The center will also reach beyond the defense establishment to academia, industry, interagency, and multinational partners to build a more inclusive community of scholars and practitioners.

Representative NDU Publications

College of International Security Affairs

Costa, Thomaz. "Caribbean Small State Strategy: Insecurity Under the Shadow of the Eagle." Washington, DC, Latin American Studies Association, May 30, 2013.

———. "International Relations; Brazil." In *Handbook of Latin American Studies. Vol. 67, Social Sciences*, edited by Katherine D. McCann and Tracy North. 1st ed., 354–362. Austin, TX: University of Texas Press, 2012.

Deare, Craig A. "Security Implications of Drug Legalization in the U.S. and Mexico." Chap. 6, In *The State and Security in Mexico: Transformation and Crisis in Regional Perspective*, edited by Brian J. Bow and Arturo Santa Cruz, 99–119. New York: Routledge, 2013.

McGann, C. Steven, and Richard K. Pruett. "A New Strategic Architecture for the Pacific." *Pacific Islands Brief* no. 2 (December 13, 2012): 1–8.

Novo, Andrew R. "Friend or Foe? The Cyprus Police Force and the EOKA Insurgency." *Small Wars & Insurgencies* 23, no. 3 (July, 2012): 414–431, <http://dx.doi.org/10.1080/09592318.2012.661609>.

Pokalova, Elena. "Authoritarian Regimes Against Terrorism: Lessons from China." *Critical Studies on Terrorism* 6, no. 2 (January, 2013): 279–298 (accessed 08 October 2013).

Ucko, David H. "The Five Fallacies of Clear-Hold-Build: Counter-Insurgency, Governance and Development at the Local Level." *RUSI Journal* 158, no. 3 (June/July, 2013): 54–61 (accessed 08 October 2013).

Dwight D. Eisenhower School for National Security and Resource Strategy

About-Enein, Youssef H., and Chandler Swallow. . *Searching for a Baker's Dozen: Consolidating the Post 9-11 Strategic Lessons Learned*. Small Wars Journal Blog, 2012.

Carpenter, Douglas W., and Richard J. Prevost. "Toward further Development of the U.S. Electrical Transmission System: My Grid, Your Grid, Our Grid." *The Electricity Journal* 25, no. 6 (July, 2012): 10–20.

Cooling, Benjamin Franklin. *The Day Lincoln was almost Shot: The Fort Stevens Story*. Lanham, MD: Scarecrow Press, Inc., 2013.

Crandall, Maureen S. *North America's Energy Boom (Will Mexico Join?)*. Master Resource: A Free-Market Energy Blog, 2013.

———. "Reinventing Fire: Bold Business Solutions for the New Energy Era." *Energy Journal* 34, no. 1 (January, 2013): 233–236.

King, Steven. "Case Study Methodology for Emergency Management Research." *International Association of Emergency Managers (IAEM) Bulletin* 30, no. 5 (May, 2013): 11–18, <http://www.iaem.com/page.cfm?p=resources/newsletter> (accessed 10/7/2013).

———. "Five Steps to Successful Mentoring." *Inside Homeland Security* 11, no. 2 (Summer, 2013): 34–35.

Kramer, Steven Philip. "Baby Gap: How to Boost Birthrates and Avoid Demographic Decline." *Foreign Affairs* 91, no. 3 (May/June, 2012): 2–6.

———. "The Return of History in Europe." *The Washington Quarterly* 35, no. 4 (Fall, 2012): 81–91.

Levine, Neil. "Between Warning and Action: Preventing Mass Violence and Atrocities." *Building Peace* 1, (April, 2013), <http://buildingpeaceforum.com/2013/04/between-warning-and-action-preventing-mass-violence-and-atrocities/> (accessed October 7, 2013).

Roberts, James Q. "Building the Capabilities and Capacity of Partners: Is this Defense Business?" *PRISM* 4, no. 2 (2013): 66–75.

Joint Forces Staff College

McCauley, Dan. "The Changing Nature of the Facets of Mission Command." *Institute for Defense and Government Advancement* (19 June 2013).

- . “Deep Thinking: Putting Theory into Action—A Survey.” *Small Wars Journal* 8, no. 7 (06 July 2012): 10.
- . “Developing Joint Force Leaders for Globally Integrated Operations.” *Small Wars Journal* 9, no. 1 (28 January 2013): 8.
- . “Go Bold or Go Old: At the Nexus of Opportunity and Need.” *Journal of Strategic Leadership* 4, no. 1 (Summer 2012): 9–17.
- . “Goldwater-Nichols II: It’s Not What You Think.” *Small Wars Journal* 8, no. 10 (15 October 2012): 13.
- . “The JPME Saga of Joe Etudiant: What Happened to the Sports College?” *Small Wars Journal* 9, no. 4 (1 April 2013): 9.
- . “JPME: The Need for Foresight.” *Small Wars Journal* (24 May 2013).
- . “Mission Command and the Human Element: Leveraging Understanding, Intent and Trust.” *Igda* (5 April 2013).
- . “Providing a Framework for Globally Integrated Operations: Lessons from Paul the Apostle.” *Small Wars Journal* 9, no. 3 (11 March 2013): 6.
- . “The Role of Ethics in the 21st Century Joint Force.” *Small Wars Journal* 8, no. 8 (13 August 2012): 6.
- . “Wait A Minute? Just how Complex and Dangerous is it?” *Small Wars Journal* 8, no. 12 (12 December 2012): 18.
- Miller, Gregory D. “Terrorist Decision Making and the Deterrence Problem.” *Studies in Conflict and Terrorism* 36, no. 2 (2013): 132–151.
- Reiling, J.R. “Structuring Tactical Military Information Support Operations for Low-Intensity Conflict.” *IO Sphere* (September 2012): 17, http://home.iosphere.org/?page_id=39.

National War College

- Andres, Richard B. “Cyber-Gang Warfare.” *Foreign Policy* (February 11, 2013).
- . “The Emerging Structure of Strategic Cyber Offense, Cyber Defense, and Cyber Deterrence.” Chap. 6, In *Cyberspace and National Security: Threats, Opportunities, and Power in a Virtual World*, edited by Derek S. Reveron, 89–104. Washington, DC: Georgetown University Press, 2012.
- . “Recapitalizing the U.S. Air Force: Pay Now, Or Pay Later.” *The American Interest* (March 18, 2013).

- Andres, Richard B., and Micah J. Loudermilk. "National Security and Distributed Power Generation." *Livebetter Magazine* (September 2, 2012).
- Auerswald, David P. "Arms Control." Chap. 9, In *Congress and the Politics of National Security*, edited by David P. Auerswald and Colton C. Campbell. Cambridge; New York: Cambridge University Press, 2012.
- Auerswald, David P., and Colton C. Campbell, eds. *Congress and the Politics of National Security*. Cambridge; New York: Cambridge University Press, 2012.
- Auerswald, David P., and Stephen M. Saideman. "Coalitions at the Limits: NATO's Restricted Effort in Afghanistan." Chap. 9, In *The International Community and Statebuilding: Getting its Act Together?*, edited by Patrice C. McMahon and Jon W. Western, 152–168. London; New York: Routledge, 2012.
- Bucknam, Mark A. "Michael E. Ryan: Architect of Air Power Success." In *Air Commanders*, edited by John Andreas Olsen. Washington, DC: Potomac Books, 2012.
- Cole, Bernard D. "China's Navy Embraces Technology: Western Science, Chinese Culture?" Chap. 4, In *The Chinese Defense Economy Takes Off: Sector-by-Sector Assessments and the Role of Military End Users*, edited by Tai Ming Cheung, 75–77. San Diego: University of California Institute on Global Conflict and Cooperation, 2013.
- Collins, Joseph J. "Command and Accountability." *Armed Forces Journal* (December 1, 2012): 28.
- . "Counterinsurgency & Common Sense." *Armed Forces Journal* (February 4, 2013): 16.
- . "End of the War on Terrorism." *Armed Forces Journal* (June 1, 2013): 8.
- . "No Time to Go Wobbly." *Armed Forces Journal* (September 1, 2012): 20.
- . "The Once and Future Insurgent." *Armed Forces Journal* (March 1, 2013): 28.
- Hill, William H. *Russia, the Near Abroad, and the West: Lessons from the Moldova-Transdnistria Conflict*. Baltimore: Woodrow Wilson Center Press; The Johns Hopkins University Press, 2012.
- Mazarr, Michael J. "The Risks of Ignoring Strategic Insolvency." *The Washington Quarterly* 35, no. 4 (Fall 2012): 7–22.
- . "Rivalry's New Face." *Survival* 54, no. 4 (August–September, 2012): 83–106.
- Osius, Ted, and C. Raja Mohan. *Enhancing India-ASEAN Connectivity*. Washington, DC: Lanham, MD: Center for Strategic and International Studies; Rowman & Littlefield, 2013.

Sabonis-Helf, Theresa. "Power to the Producers: The Challenges of Electricity Provision in Major Energy-Exporting States." Chap. 6, In *Beyond the Resource Curse*, edited by Brenda Shaffer and Taleh Ziyadov. Philadelphia: University of Pennsylvania Press, 2012.

Watson, Cynthia. "National Defense University" and "Army War College" Entries. *Encyclopedia of Military Science.*, edited by G. Kurt Piehler, M. Houston Johnson. Thousand Oaks, CA: Sage Publications, 2013.

———. "China's Use of the Military Instrument in Latin America: Not Yet the Biggest Stick." *Journal of International Affairs* 66, no. 2 (Spring 2013): 101–111.

Institute for National Strategic Studies

Bartels, Elizabeth, Margaret McCown, and Timothy Wilkie. "Designing Peace and Conflict Exercises: Level of Analysis, Scenario, and Role Specification." *Simulation & Gaming* 44, no. 1 (February, 2013): 36–50.

Bartone, Paul T., Dennis R. Kelly, and Michael D. Matthews. "Psychological Hardiness Predicts Adaptability in Military Leaders: A Prospective Study." *International Journal of Selection & Assessment* 21, no. 2 (June, 2013): 200–210.

Bartone, Paul T., and G.P. Krueger. "Command and Organizational Consultation." Chap. 15 in *Military Psychologists' Desk Reference*, edited by B. A. Moore and J. E. Barnett, 71–75. Oxford: Oxford University Press, 2013.

Bartone, Paul T., Mark Vaitkus, Kathleen Jocoy, Jocelyn Bartone, Linton Wells, and Linda Wells. *Organizational Analysis of the TIDES Project and the STAR-TIDES Network using the 7-S Framework*. Washington, DC: National Defense University, 2013.

Coffey, Timothy. "Chance favors only the prepared mind." *The Proper Role for U.S. Department of Defense Science and Engineering Workforce*. Defense & Technology Paper, Number 102. Washington, DC: Center for Technology and National Security Policy, August 2013.

De Spiegeleire, Stephan. *Taking the Battle Upstream: Towards a Benchmarking Role for NATO*. Defense & Technology Paper, Number 98. Washington, DC: Center for Technology and National Security Policy, September 2012.

Escolas, Sandra M., Barbara L. Pitts, Martin A. Safer, and Paul T. Bartone. "The Protective Value of Hardiness on Military Posttraumatic Stress Symptoms." *Military Psychology* 25, no. 2 (2013): 116–123.

Hammes, T.X. "AirSea Battle Isn't about China." *The National Interest* (October 19, 2012).

———. "The Danes have the Answer." *United States Naval Institute Proceedings* 139, no. 4 (April, 2013): 12.

- . “Defending with Declining Means.” *Georgetown Journal of International Affairs* 14, no. 1 (Winter 2013).
- . “The Future of Counterinsurgency.” *Orbis* 56, no. 4 (Autumn 2012): 565–587.
- . “Offshore Control is the Answer.” United States Naval Institute *Proceedings* 138, no. 12 (December, 2012): 22–26.
- . *Strategy for an Unthinkable Conflict*. The Diplomat: The Diplomat, 2012, <http://thediplomat.com/flashpoints-blog/2012/07/27/military-strategy-for-an-unthinkable-conflict/>.
- Kay, David J., Terry J. Pudas, and Brett Young. *Preparing the Pipeline: The U.S. Cyber Work Force for the Future*. Defense Horizons 72. Washington, DC: NDU Press, July 2012.
- Keagle, James M. *Non-Traditional Security Threats and Asia-Pacific Regional Cooperation*. Defense & Technology Paper, Number 97. Washington, DC: Center for Technology and National Security Policy, August 2012.
- Kiserow, Douglas, David Stepp, Stephen Lee, and Peter Reynolds, eds. *Report of an Army Workshop on Convergence Forecasting: Mechanochemical Transduction*. Defense & Technology Paper, Number 95. Washington, DC: Center for Technology and National Security Policy, July 2012.
- Lamb, Christopher J., James Douglas Orton, Michael C. Davies, Theodore T. Pikulsky. *Human Terrain Teams: An Organizational Innovation for Sociocultural Knowledge in Irregular Warfare*. Washington, DC: Institute of World Politics Press, 2013.
- Lamb, Christopher J., and Shane Bilsborough. “Special Operations Forces.” In *Oxford Bibliographies: Military History*, edited by Dennis Showalter. New York, NY: Oxford University Press, 2013.
- Lyons, John W., Richard Chait, and James Ratches, and Dennis Shorts. *Suggestions for Evaluating the Quality of the Army’s Science and Technology Program: The Portfolio and Its Execution*. Defense & Technology Paper, Number 99. Washington, DC: Center for Technology and National Security Policy, January 2013.
- McNulty, Connor M., Neyla Arnas, and Thomas A. Campbell. *Toward the Printed World: Additive Manufacturing and Implications for National Security*. Defense Horizons 73. Washington, DC: NDU Press, September 2012.
- Outzen, Richard H. *Talking Past Each Other? How Views of U.S. Power Vary Between U.S. and International Military Personnel*. Letort Papers. Carlisle, PA: Strategic Studies Institute, U.S. Army War College, 2013.

- Ratches, James A., Richard Chait, and John W. Lyons. *Some Recent Sensor - Related Army Critical Technology Events*. Defense & Technology Paper, Number 100. Washington, DC: Center for Technology and National Security Policy, February 2013.
- Redden, Mark E., and Phillip C. Saunders. *Managing Sino-U.S. Air and Naval Interactions : Cold War Lessons and New Avenues of Approach*. China Strategic Perspectives, no. 5. Washington, DC: NDU Press, 2012.
- Rhodes, Jill D., and Nicholas Rostow. "U.S. National Security Law and International Law : Links and Implications." In *National Security Law Fifty Years of Transformation: An Anthology*. Chicago, Ill.: American Bar Association, Standing Committee on Law and National Security, 2012.
- Saunders, Phillip C., and Joshua K. Wiseman. "China's Quest for Advanced Military Aviation Technologies." Chap. 12, In *The Chinese Air Force: Evolving Concepts, Roles, and Capabilities*, edited by Richard Hallion, Roger Cliff, and Phillip C. Saunders, 271–324. Washington, DC: NDU Press, 2013.
- Saunders, Phillip C. "The Strategic Logic of the U.S. Rebalance to Asia and a Potential European Role." Paris, France, German Marshall Fund of the United States Transatlantic Study Group, April 18–19, 2013.
- Saunders, Phillip C., and Scott L. Kastner. "Envisioning a China-Taiwan Peace Agreement." Chap. 7, In *New Thinking about the Taiwan Issue: Theoretical Insights into its Origins, Dynamics, and Prospects*, edited by Jean-Marc F. Blanchard and Dennis V. Hickey, 153–171. Milton Park, Abingdon, Oxon: Routledge, 2012.
- Saunders, Phillip C., and Joshua K. Wiseman. "The People's Liberation Army Air Force and the Chinese Aviation Industry." Chap. 4, In *The Chinese Defense Economy Takes Off: Sector-by-Sector Assessments and the Role of Military End Users*, edited by Tai Ming Cheung, 71–74. San Diego: University of California Institute on Global Conflict and Cooperation, 2013.
- Valdes, James J., and Ewelina Tunia. *Chemical and Biological Defense Test and Evaluation (T&E) Future Challenges*. Defense & Technology Paper, Number 96. Washington, DC: Center for Technology and National Security Policy, July 2012.
- Wells II, Linton, and Samuel Bendett. *Public-Private Cooperation in the DOD: A Framework for Analysis and Recommendations for Action*. Defense Horizons 74. Washington, DC: NDU Press, July 2012.
- Wells II, Linton, James Bosworth, John Crowley, and Rebecca Linder Blachly. *Sharing to Succeed: Lessons from Open Information-sharing Projects in Afghanistan*. Defense Horizons 76. Washington, DC: NDU Press, July 2013.

Center for the Study of Weapons of Mass Destruction

Gerami, Nima. "Nuclear Breakthrough Unlikely Under Rouhani." *Policywatch* no. 2094 (June 24, 2013).

Gerami, Nima, and Pierre Goldschmidt. *The International Atomic Energy Agency's Decision to Find Iran in Non-Compliance, 2002–2006*. Washington, DC: NDU Press, December 2012.

Gerami, Nima. "Attracting a Crowd: What Societal Verification Means for Arms Control: The US Response." *Bulletin of the Atomic Scientists* 69, no. 3 (May, 2013): 14–18.

Mattox, John Mark. "Values Statements and the Profession of Arms: A Reevaluation." *Joint Force Quarterly* 68 (1st Quarter 2013): 59–63.

Center for Joint and Strategic Logistics

Christianson, Claude V. "National Security and Global Logistics: Adapting to the Uncertainties of Tomorrow." *Army Sustainment* 44, no. 6 (Nov, 2012): 4–7.

William J. Perry Center for Hemispheric Defense Studies

Arango, Alejandro Arbeláez. "La Política Seguridad Democrática En Colombia: Análisis De Su Discurso, Políticas y Resultados Urante La Administración Uribe." *Security and Defense Studies Review* 13 (March 15, 2013): 173-211.

Ellis, Robert Evan. "The China-Mexico-US Triangle: Trade, Security, and Complex Interdependence." In *China and the New Triangular Relationships in the Americas: China and the Future of US-Mexico Relations*, edited by Enrique Dussel Peters, Adrian H. Hearn, Harley Shaiken, 85–92. Miami, FL: University of Miami Center for Latin American Studies Publications, 2013.

———. "The Strategic Dimension of Chinese Activities in the Latin American Telecommunications Sector." *Revista Científica 'General Jose Maria Cordova'* 11, no. 11 (June 2013).

———. "What's really Behind the Nicaragua Canal Project?" *The Manzella Report* (June 15, 2013), <http://www.manzellareport.com/index.php/world/694-what-s-really-behind-the-nicaragua-canal-project> (accessed November 21, 2013).

———. "Without Venezuela's Chavez, ALBA could Turn to China." *World Politics Review* (January 23, 2013), <http://www.worldpoliticsreview.com/articles/print/12658> (accessed November 21, 2013).

Lindholm, Danielle Camner, and Celina B. Realuyo. "Threat Finance: A Critical Enabler for Illicit Networks." Chap. 7, In *Convergence: Illicit Networks and National Security in the*

- Age of Globalization*, edited by Michael Miklaucic and Jacqueline Brewer, 111–130. Washington, DC: NDU Press, 2013.
- Ospina-Ovalle, Carlos. “La Toma Del Poder Por Las Armas Por Los Grupos Insurgentes: Origen y Desarrollo De Los Planes Estratégicos.” *Security and Defense Studies Review* 13 (2013): 97–109.
- Paterson, Patrick. “Human Rights and U.S. Foreign Policy in Latin America.” *Security and Defense Studies Review* 13 (March 15, 2013): 215–231.
- Realuyo, Celina B. “Collaborating to Combat Illicit Networks through Interagency and International Efforts.” Chap. 14, In *Convergence: Illicit Networks and National Security in the Age of Globalization*, edited by Michael Miklaucic and Jacqueline Brewer, 243–267. Washington, DC: NDU Press, 2013.
- Saavedra, Boris O. “La Seguridad Privada En Centroamerica: El Estado Del Control y Supervisión Del Actor Silencioso.” *Security and Defense Studies Review* 13, (March 15, 2013): 291–305.
- Sepulveda, Isidro. “Defense Sciences. Epistemological Introduction,” at International Symposium on Military Sciences.” Colombian Military Academy, Bogota, Colombia, November, 2012.
- . “De Ares a Atenea.” *Ágora* 5, no. 3 (2012).
- . “Balance Estrategico Hemisferico 2012.” *CHDS Occasional Paper* (March, 2013): 1–27.
- . “La Cambiante Geopolítica De Las Américas.” *Política Exterior* 2012, no. 147 (2012): 160–169.
- . “Ciencias De La Defensa, Una Introducción Epistemológica.” In *Ciencias Militares Una Mirada Desde La Dimensión Epistemológica.*, edited by Jesús Alberto Ruíz Mora, 49–72. Bogota, Escuela Militar de Cadetes, 2013.
- . “Estados Fallidos. La Quiebra Del Estado Nacional y La Desestabilización De La Seguridad Regional.” *Revista científica “General José María Córdova.”* 11, no. 11 (2013): 63–76.
- . “La Familia Hispanoamericana. Visión y Reinención De América Desde La España Del Siglo XX.” In *La reinención De Latinoamérica: Enfoques Interdisciplinarios Desde Las Dos Orillas*, edited by Ana Luengo, 11–34. Frankfurt am Main [u.a.]: Lang, 2012.
- . “UNASUR Desde La Perspectiva De Estados Unidos: Oportunidades y Riesgos.” Sao Paulo, Brasil, Associação Brasileira de Estudos de Defesa. Encontro Nacional, August 6–9, 2012, 2012.

Spencer, David E. "The Paraguayan People's Army 2010–2011: Strike-Counterstrike." *Security and Defense Studies Review* 13 (March 15, 2013): 51–62.

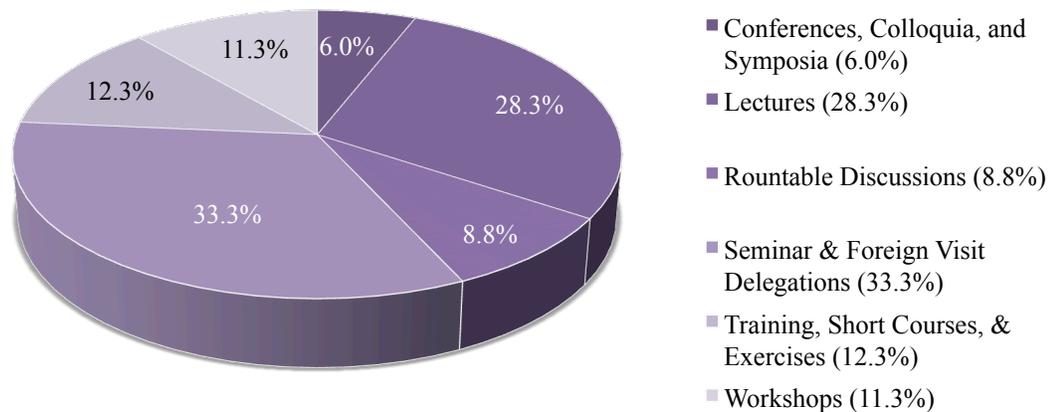
Wiarda, Howard J. "Brazil as a BRIC." *CHDS Regional Insights* 2012, no. 2 (August 1, 2012): 1.

UNIVERSITY EVENTS, AFFILIATIONS, AND OUTREACH

University Events

NDU provides a diverse range of services and learning opportunities that attract many visitors to the University. Figure 1 summarizes the events that NDU supported at Fort Lesley J. McNair during the academic year 2012–2013.

Figure 1. University Events at NDU: Fort McNair



Regional Centers

Africa Center for Strategic Studies

ACSS conducted 23 academic programs generating 833 graduates over 152 program days in academic year 2012–2013. In addition to substantive programming, ACSS executed 23 short-term topical events, 10 special initiatives, and 90 non-program outreach activities reaching 1,370 participants over 110 days. ACSS maintains ongoing strategic engagement with the continent’s top security leaders, including 8 presidents, 29 cabinet ministers or equivalent, 35 current and former parliamentarians, and 676 other VIP alumni. ACSS produced a dozen strategic research products reaching over 13,000 subscribers among African ministries, staff colleges, and research institutes as well as media outlets and U.S. interagency partners. As Africa continues to experience the fastest growing Internet usage of any global region, our social media alumni engagement underwent exponential growth.

Partnering with regional nations, U.S. Embassies, U.S. Africa Command, and other U.S. Government agencies, the Africa Center was either at the forefront of or played a significant advisory role in numerous international initiatives that directly support U.S. policy. This included a cabinet-level dialogue on the security architecture of the African Union; the adoption of a code of conduct on maritime security by 25 heads of state in western and central Africa,

including the Gulf of Guinea nations; support to multi-sector security dialogue prior to and following key African elections, including Sierra Leone and Kenya; and an agreement among East Africa nations to utilize the Africa Center community network as an organizing mechanism for regional security cooperation.

In 2014, the Africa Center will continue to support U.S. policy in Africa by providing advisory support to the creation of African Union peace and security architecture, maritime security strategies, the formulation of national security strategies, and convening regional multinational security dialogue on topics critical to U.S. security, including violent extremist organizations, transnational threats, illicit trafficking, and capacity-building.

Near East South Asia Center for Strategic Studies

NESA serves as the preeminent DOD institution for security studies, research, and outreach to North Africa and the greater Middle East. Foundation programs consisting of executive and senior executive seminars for senior military and civilian government leaders constitutes the core of NESA's efforts, which also include tailored programs, bilateral workshops, and in-region events designed to build mutually beneficial relationships and foster regional cooperation on issues of mutual concern and interest. These efforts have yielded a robust and active alumni network numbering over 4,500.

NESA programs operate under Chatham House rules, providing a forum for participants to engage in candid conversations with each other, NESA's expert faculty, and outside speakers about a variety of topics and concerns. This is often the first time participants can lend voice to issues they have personally considered and dealt with. NESA continues long-term bilateral programs with Lebanon, Yemen, and Tunisia, including holding workshops in both the United States and in each country, tailored to the issues facing each group. New programs with the Libyan Staff College and an Afghanistan civil-military program are set to continue for 3 years.

The establishment of the United Arab Emirates National Defense College (NDC) has been a highly successful venture by NESA in support of a key regional partner. NESA is providing administrative, curriculum, as well as faculty and technical support to the NDC over the next 3 years, laying the foundations this year for a leading, world-class professional military institute, fully funded by the UAE. The NDC will prepare military and civilian leaders to face challenges to national, regional and international security. This provides but one example of the innovative ways in which NESA is fostering regional cooperation on security issues of mutual interest.

William J. Perry Center for Hemispheric Defense Studies

The past year was an outstanding one for the WJPC. Faculty and staff achieved stakeholder objectives through continued successful programming and activities both in residence at NDU and in the region. WJPC conducted 11 resident courses for 460 participants from 33 countries, plus 7 seminars and senior leader workshops for an additional 522 participants in the region. In the coming year a new course on cyber security will be introduced in English and Spanish.

The Perry Center simulation exercise program, NationLab, continued to be in high demand as the center conducted three exercises in the region with War College partners for 304 participants.

Given the importance of continued outreach to alumni, WJPC conducted over a dozen regional outreach activities plus an additional 15 virtual alumni activities for six countries reaching 820 alumni and others. Engaging at the strategic level, the Perry Center conducted a National Defense Planning Workshop in Guatemala to develop and refine Guatemala's national security strategy incorporating the concepts of interagency cooperation and strategic dialogue. These outreach activities make significant enhancements to building and sustaining active security communities, providing access to DOD leaders and critical regional policy feedback.

One area that the Perry Center has experienced significant growth is in the establishment of Partner Institutions. This program goes to the heart of developing institutions and individuals on a shared-cost basis. WJPC received and responded to new Partner Institution requests from ministries and universities in Honduras, Mexico, Jamaica, Panama, Peru, Colombia, and now counts nearly two dozen partners. This program will continue to expand in academic year 2013–2014 with new partners throughout the hemisphere.

NDU Foundation

The NDU Foundation was established in 1982 as a philanthropic tax-exempt foundation [501(c)(3)] to support joint strategic education at NDU. As a nonprofit, nonpartisan organization the foundation is provided the ability to assist NDU in areas not otherwise funded by the Federal Government.

Gifts from private citizens, alumni, and corporate partners are used to promote new and existing initiatives. These initiatives directly benefit the students, faculty, and staff of the University. During the 2012–2013 academic year, the foundation's support reached across the University providing awareness, recognition, and financial resources for academic programs, symposiums, lecture series, and historical outreach, as well as health and wellness activities at NDU.

The NDU Foundation's annual signature event, the American Patriot Award Gala, recognizes exceptional Americans who have demonstrated inspirational leadership and selfless dedication to U.S. security. This event has become one of Washington's most significant and prestigious events. The foundation was pleased to honor the men and women of U.S. Special Operations Command on November 15, 2012. The gala brought together more than 600 guests including Members of Congress, corporate executives, and senior military officials to showcase the mission and value of the National Defense University. The foundation also piloted several new and successful programs, including the National Security Circle, which strengthens private industry collaboration and engagement.

In 2014, the foundation will continue to serve as a conduit for public and private partnerships to help bridge the gap between what is desired and what is possible through public funding. The NDU Foundation will evolve to meet the needs of the University's transformation through innovative public outreach, the launch of a new foundation Web site, fundraising initiatives, and greater cross-University connectivity. Through these efforts, the NDU Foundation will highlight the incredible breadth and depth of the University's global reach and ensure the National Defense University remains the crown jewel of joint education.

UNIVERSITY RESOURCES AND SUPPORT SERVICES

Information Technology Directorate

The Office of the Chief Information Officer (OCIO) and the Information Technology Division (ITD) have made tremendous progress in the last year. As NDU has transformed its business processes to address Middle States accreditation, Joint Staff oversight requirements and new mission requirements, ITD has transformed to address the tactical, operational, and strategic needs of the University.

Last year, NDU embarked on an organizational journey to transform into a modern academic organization. The University received a new mission from the Chairman and has adjusted to a significant change in the method of oversight from the Joint Staff. ITD has been an integral part of the transformation and an enabler for NDU mission. To that end, ITD has concentrated on rejuvenating the network infrastructure and maturing the IT services. As NDU improves its strategic planning capability, OCIO has transformed to address the future of IT.

In response to the Middle States evaluation, NDU revamped many of its organizational processes to meet the accreditation requirements. IT improvements were integral to those improvements. At the strategic level, we implemented the IT Strategic Council, which has provided the investment and planning oversight for NDU. Operationally and tactically, we used the Configuration Advisory Board to manage the multitude of changes to the NDU network and provided an effective entry point for organization requirements. These boards have worked together to oversee the initial modernization of the network and the improved information security compliance required by the Joint Staff.

The improved business processes and compliance actions produced positive results. The latest Middle States evaluation commented on the tremendous improvement that the University has made in improving the IT infrastructure. Additionally, the Joint Staff Management Review showed significant improvement in the area of IT management. In short, we have transformed ITD into a professional IT organization and established processes that will ensure that the improvements will be sustained.

OCIO has enabled organizational change for the entire University. We have completed the transformation from a tactical ITD to an operationally and strategically focused OCIO. We enable the University's mission with effective and assured networks that ensure our faculty and students collaborate effectively and safely. We have done this while improving the overall performance of the network, dramatically increasing the overall compliance of the network and planning for its modernization.

International Student Management Office

Fort Lesley J. McNair (North Campus)

ISMO has had another great year. The class of 2013 consisted of 120 graduates from 71 countries from across the NDU colleges. During the academic year, we had two current students receive promotions to the rank of brigadier general, demonstrating their countries' dedication to sending only their very best and brightest strategic thinkers and leaders to participate in the

world-class International Fellows Program at NDU. Graduates are now serving in senior positions throughout the world. Currently, there are 11 chiefs or secretaries of defense and 11 chiefs of service serving among NDU's international graduates. During the 2012–2013 academic year, ISMO celebrated seven inductions in the NDU International Officer Hall of Fame.

During the 2012–2013 academic year, ISMO staff worked tirelessly to ensure that the caliber of the international programs stay intact despite the fiscal challenges facing governments around the world. Again, ISMO executed a world-class field study program, traveling to cities across the country from Boston to Los Angeles, to introduce many of its international officers to aspects of the American way of life.

For the 2013–2014 academic year, ISMO is preparing for its International Alumni Security Seminar and Reunion, which will take place in September of 2013. This security seminar and reunion takes place every 4 years and brings alumni back from around the world. The event will focus on pertinent security issues such as the rebalance to Asia, results of the Arab Spring, and cyber security. Speakers from the highest level of the U.S. Government and foreign governments will participate.

Norfolk (South Campus)

In academic year 2012–2013, the Joint Forces Staff College (JFSC) educated 148 International Fellows from 34 countries. JFSC integrates its International Fellows into seminars with U.S. military and government agency students. International Fellows attend a 1-week Joint Transition course prior to beginning the Joint and Combined Warfighting School (JCWS). This course helps prepare students for their upcoming course work and allows them to interact as a group and acclimate to the college prior to program commencement. International Fellows interact with their U.S. counterparts inside and outside of class.

The majority of our International Fellows attend JCWS with at least one International Fellow in each seminar. This integration allows U.S. and international officers to strengthen coalitions, build partnership capacity, and create lasting cross-cultural bonds. During each of the four 10-week JCWS courses, JFSC dedicates time for International Fellows to experience the American political, social, and economic environment first-hand with a 4-day field studies event in Washington, DC, and additional comprehensive field study trips in the local Tidewater area. The JFSC Faculty and Community Sponsor Program provides International Fellows insight into American family life and offers a broad yet personal perspective on the United States.

Most of the JFSC International Fellows return to their home countries to assume senior military leadership positions. All return home with a greater understanding and appreciation for America, joint operations, and the U.S. military.

Library Directorate

In academic year 2012–2013, the Ike Skelton Library in Norfolk joined the NDU Library in Washington as part of the NDU Library Directorate. The Ike Skelton Library staff became part of the Research and Instruction Services Division. The library staffs started the process of consolidating acquisitions, library technologies, and technical services.

Fort McNair and Norfolk libraries introduced new online services for the beginning of academic year 2012–2013. The Fort McNair library introduced a new online portal that enhances access to educational and research resources and highlights the extensive library holdings. To meet student and faculty interest, the Norfolk library launched a blog devoted to leadership issues. Reference librarians update the blog regularly, pushing out useful reports and articles on leadership topics relevant to military and defense organizations.

This year when the University moved to a “bring-your-own-device” environment, the NDU libraries’ Information Architecture Division provided the library staff with the most popular devices to test online library content. The devices helped prepare staff for the new environment. With the mobile devices, the librarians launched an innovative “technology petting zoo” to introduce faculty, students, and staff to the wide variety of downloadable e-books and e-audiobooks available. Staff members established stations for specific platforms, including iPads, MACS, Android, and Windows operating systems, and demonstrated different apps and software to access the downloadable content. The petting zoo was so successful that a special session on it was included in the 2013 Army Library Training Institute.

Special Collections received several important collections. Distinguished NDU graduates General Perry Pace and Admiral James Stavridis donated their personal paper collections to the NDU Library. General Powell, also an NDU graduate, donated several portraits, photo albums, artifacts, framed prints, and his student desk from his assignment at Fort Leavenworth. Special Collections also received the D-Day Archive of General James Milnor Roberts, relating to the invasion of Normandy at Omaha Beach. This collection of documents and maps, comprising the overall plan for the Omaha Beach invasion was a critical part of Operation *Overlord*. Students and faculty were invited to a commemoration of the Normandy invasion and an exhibition from this collection and from Generals Maxwell Taylor and William Knowlton collections.

Completed in September 2012, the recreation of the courtroom where the Lincoln conspirators were tried officially opened to visitors on April 3, 2013. The library staff installed exhibitions and configured the courtroom with furniture and artifacts loaned by the producers of the film, *The Conspirator* (Lionsgate, 2012). Numerous historical societies, Lincoln scholars, and NDU students, faculty, and staff, have toured the courtroom.

Health and Fitness Directorate

HFD supports the University’s strategic goals by leveraging NDU’s unique DOD-wide JPME platform to enhance Joint Total Fitness by instituting a Resiliency Program in accordance with CJCS Guidance on Joint Total Force Fitness and Desired Leadership Attributes. *Resilience* is the ability to sustain, enhance, and recover optimal levels of human performance. It was critical to articulate to all senior leaders the importance of resiliency. The staff includes a physician, nurse, psychologist, physical therapist, dietitian, athletic trainer, physiologist, and emergency medical technician.

During academic year 2012–2013, HFD performed 262 executive health assessments; coordinated 635 flu vaccinations; provided medical expertise in support of nine international CAPSTONE and 15 domestic International Student Management Office trips; performed school physicals for all children of the International Fellows; performed 1,913 onsite visits; and achieved 100 percent functional capacity in the Health Fitness Directorate with the assignment of

a research psychologist (71F) trained in health psychology to serve as the NDU command psychologist.

Importantly, HFD coordinated with the Assistant Secretary of Defense for Health Affairs (ASD/HA) to generate an NDU Medical Chair that will work to inject key medical issues with high line importance (like resiliency) into the NDU curriculum. The position is appointed by the ASD/HA directly, giving high-level access to health policy.

HFD also obtained University approval for the following course electives:

- a. Fall Semester: Leadership Perspectives in Health Strategy
- b. Spring Semester:
 - (1) Strategic Leaders, Family, Organizations, Resilience and Well-being;
 - (2) Diversity in American Military History

NDU matriculates a wide spectrum of students spanning the whole of government. These students are the future commanders and staffers who will implement and more importantly defend resiliency programs in the coming fiscal environment. NDU is a key awareness battleground given its ability to rapidly push resiliency awareness across that massive spectrum.

Facilities

Recent Accomplishments

- Normandy Hall Renovation and Roof Replacement: The renovation/upgrade of the last four Joint Combined and Warfighting School seminar rooms was completed. A roof replacement project was completed, which also added roof insulation to improve the building's energy performance.
- Marshall Hall Security Office: Work was well under way on the consolidation of the NDU Security Office to a more client-friendly location on the first floor of Marshall Hall. The work was completed late fall 2013.
- Roosevelt Hall Improvements: Installation of glass partitions to improve the usability and acoustics of two large conference rooms on the third floor of Roosevelt Hall continues with completion by January 2014.
- Sustainable (Green) Projects: The facilities/supply building at JFSC was converted to ground source heat pump heating and cooling as part of a Navy Energy Conservation Investment Program. A chiller in Lincoln Hall was modified to improve performance and reduce energy consumption; the savings will pay for the project in 3 years.

Ongoing and Future Initiatives

- Marshall and Eisenhower Hall Renovations: The project will replace obsolete audiovisual, lighting, and mechanical systems in the large multipurpose room (155) and the command briefing room (McNair Room) in Marshall Hall. It will also replace aging and inefficient lighting in parts of Eisenhower Hall. Award of this contract is anticipated in September 2013.

- Property Accountability: During spring 2013, NDU began the conversion to the Defense Property Accountability System. This new system will greatly improve the ability of NDU to efficiently manage assets.
- JFSC Electrical System: A study of the electrical system at JFSC will be conducted by the Naval Facilities Engineering Command to determine the best way to increase capacity and improve electrical system reliability for the JFSC campus. Results will direct follow on work.
- Systems Sustainment: NDU is working with Joint Base Myer–Henderson Hall to identify and fund critical mechanical and electrical system replacements for Eisenhower Hall to improve the efficiency and reliability of those systems.

Table 23. University Facilities Information

Facility Name	Building Number	Campus	Square Footage
Lincoln Hall	64	Fort McNair	250,000
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
Old Gym	SC-126	Norfolk	17,000
Grant Hall	20	Fort McNair	12,000
Davis Hall	21	Fort McNair	12,000
Other Owned & Leased Space *	–		100,000
Total Square footage			1,195,000

*Approximation.

Resource Management Directorate

In fiscal year 2012–2013, RMD managed expenditures totaling \$110.9 million from a variety of sources. Direct funds from DOD Operations and Management budget remain the principal funding source (see table 24). Given increasing fiscal constraints, the University began using indicators that can be used to demonstrate the degree to which we are directly meeting the goals set forth in the NDU Strategic Plan.

Table 24. University Fiscal Resources: Fiscal Year 2013

Category	Direct	Reimbursable	Total by Expenditure Category (millions)
Education/Leader Development	\$29.6	\$14.1	\$43.7
Scholarship	\$6.1	\$11.9	\$18.0
Institution Enabler	\$41.3	\$7.9	\$49.2
Total by Funding Source (millions)	\$77.0	\$33.9	\$110.9

Personnel

During the 2012–2013 academic year, approximately one-third of NDU’s employees consisted of those appointed to the University under Title 10 in accordance with DOD 1402.06 of November 6, 2007. Figures 2 and 3 provide summary information about the position distribution at NDU and the educational background of Title 10 employees.

Figure 2. NDU Personnel: 889

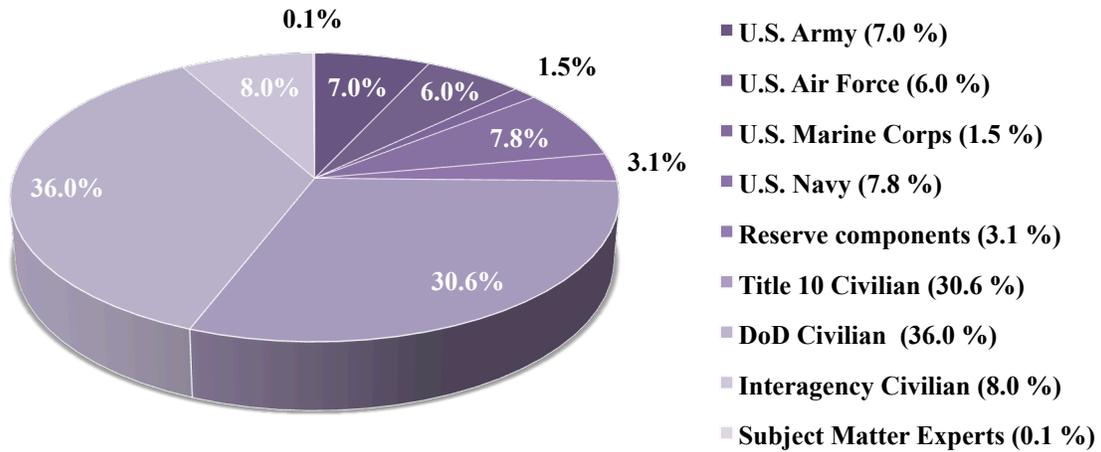
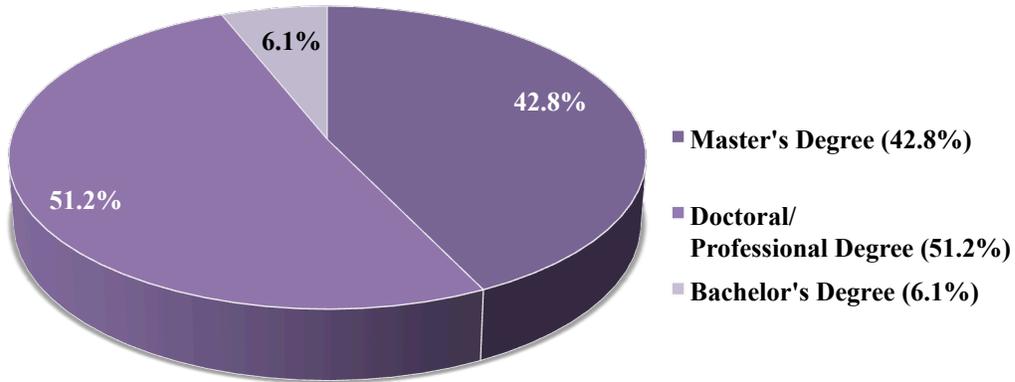


Figure 3. Title 10 Employees Educational Background



Public Affairs and Media Relations

NDU faculty and staff are recognized by media for their in depth knowledge of 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 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 Office.

All media inquiries regarding the Fort Lesley J. McNair, Fort Bragg, or Joint Forces Staff College campuses should be directed to:

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.

Board of Visitors

Vice Admiral Vivien S. Crea, USCG (Ret.)

Independent Consultant

Mr. Douglas C. Doan

Angel Investor

Captain John H. Fraser, USN, (Ret.)

Senior Consultant, Intermediary Growth Optimization Partners

Ms. Belkis Leong-Hong

Founder, President and CEO, Knowledge Advantage, Inc.

General Lloyd W. Newton, USAF (Ret.)

President, L&E Enterprise Solutions

Mr. Douglas A. Raymond

Director, Amazon.com

Mr. Ronald A. Rittenmeyer

Chairman, President and Chief Executive Officer, Expert Global Solutions

Ms. Linda Robinson

Senior Policy Analyst, RAND Corporation

Dr. George L. Tanner

Dean, Virginia Learning University

Dr. Stephen J. Trachtenberg

President Emeritus and University Professor of Public Service,
The George Washington University

Dr. Lemuel W. Watson

Dean of the College of Education and Professor in the Department of Educational Leadership
and Policies, University of South Carolina

Dr. John P. White

Fellow, Robert and Renée Belfer Center for Science and International Affairs, Harvard
University



National Defense University
Fort Lesley J. McNair
Washington, D.C.