

National Defense University (NDU) Annual Report for Academic Year 2018 (AY18) (1 JUL 2017 – 30 JUN 2018)

Overview

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

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

Mission and Vision

During this reporting period, NDU again accomplished its mission and advanced toward fulfillment of the Chairman of the Joint Chiefs of Staff’s vision, which is to create strategic advantage by developing rising national security professionals and forging relationships through whole-of-government educational programs, research, and other engagement.

Unique Value Proposition

NDU creates strategic advantage for the United States by serving as the leading institution that prepares leaders to solve national security issues with solutions that are globally integrated, all-domain, and leverage all instruments of national power. The university also creates strategic advantage by building trust and interoperability across the Joint Forces and with allied and partner forces. NDU serves as the nation’s premier institution for strategic leader development by leveraging a uniquely valuable combination of:

- Academic teaching and research programs focused on key national security challenges
- A student body, faculty, and staff that deliberately represents diversity of experience and perspective; this enables NDU’s holistic approach by featuring:
 - A mature student that averages 43 years of age, with nearly two decades of national security experience, and represents a wide range of operational perspectives in every academic engagement
 - A highly qualified faculty with traditional academic credentials and deep strategic, operational, and tactical practitioner experience in all facets of national security
 - A dedicated staff team that provides tailored, effective, and efficient academic and enterprise business support systems to enable missions across the enterprise

- Deep partnerships across the interagency and international landscape, including with think tanks, academic consortiums, and government agencies operating in the national and international security space
- Campus locations that enable key relationships and academic opportunities
 - The Fort McNair campus is situated in the seat of government
 - The Norfolk campus is co-located with multiple operational commands
 - The Joint Special Operations Master of Arts program at Fort Bragg
 - Satellite programs rotate through Combatant Commands worldwide
- Ongoing engagement with national and international strategic leaders from across the security enterprise, using Professional Military Education as a strategic asset to build partnerships

As a result, NDU delivers rigorous Joint Professional Military Education (JPME), and graduate education and leader development programs tailored to the needs of current and future strategic leaders of the nation's military, interagency partners in national defense, and international partners in global security. This approach produces leaders with the ability to think critically and lead effectively in an increasingly dynamic, unpredictable, and complex world.

Organization and Lines of Operation

NDU comprises major components at multiple campuses using a whole-of-university strategy to create and optimize mutually supportive lines of operation:

- Academics focused on intellectual growth through graduate-level education and professional development of national security leaders
- Research creates and disseminates new knowledge and understanding of relevant issues affecting the national security of the country
- Engagement reaches out to, and collaborates with, strategic stakeholders, including national security leaders and organizations with whom NDU is interdependent

NDU leadership evolved and codified the university's new organizational structure to provide a more robust graduate-level experience with staff support and processes built upon best practices of other graduate academic institutions. This new organizational structure includes university activities that are functionally aligned under two vice presidents: The Vice President for Academic Affairs, or Provost, and the Vice President for Administration, or Chief Operating Officer (COO). Both of these positions report directly to the NDU President, to ensure a nested approach toward the university's vision and mission. An example of this realignment is the Commandants, Chancellors, and Directors are aligned under the Provost to focus on academics

and engagement, while the Deans of Administration now are aligned under the COO to focus on leading the university's business enterprise. Functionally aligning the university better delineates roles and responsibilities of the different parts of the organization and will enhance efforts to improve cooperation and efficiency across NDU.

Key Initiatives

The United States has returned to an era of great power competition in which the challenges to our national security interests transcend regional boundaries and cross multiple domains. As the strategic environment continues to change at a rapid pace, so NDU undertook the development of a strategy for the future. This strategy is based on the understanding that America requires innovative national security leaders who can outthink adversaries by leveraging all instruments of national power across all domains, in an increasingly complex and uncertain environment. Technological superiority is important, but insufficient to deliver the warfighting advantage our security demands and our service members deserve.

As competitors challenge the United States and its allies and partners, it is imperative that Joint Professional Military Education (JPME) programs create intellectual overmatch. JPME programs, such as those delivered by NDU, develop critical thinkers, joint warfighters, and strategic leaders who provide the U.S. and international partners with the intellectual overmatch required in today's great power competition, while also facing pervasive unconventional and emerging threats. Along with training and experience, JPME is an essential element of a career-long continuum of professional development, so it demands attention and investment to achieve and improve readiness. To provide the nation and its international partners and allies with such capable leaders, we focused our strategic planning on answering three imperative questions:

1. **What do we teach in this dynamic environment?** The new National Security Strategy and National Defense Strategy focused our efforts on ensuring that our graduates are able to advise and lead at the strategic level in a future that increasingly features complex, global-scale, multi-domain challenges that are transnational and require whole-of-governments solutions and globally integrated operations.
2. **How do we ensure effective learning outcomes?** As the security environment changes, our students are also changing, bringing new technological and cultural expectations for learning. Thus, NDU must adapt how we deliver education, to include experiential learning, leveraging the right technology, and including the most appropriate mix of military, interagency, and international perspectives in the classroom.
3. **How do we meet the challenge of delivering PME?** To deliver successful graduates effectively and efficiently requires continuous, critical examination of how resources are applied, the organization is structured, and academic and business processes are implemented.

Use of Title 10 hiring authority

Personnel: NDU Faculty and Staff

Personnel Category	Active	Reserve	Guard	Total
U.S. Army	55	6	1	62
U.S. Air Force	39	5	1	45
U.S. Marine Corps	11	4	0	16
U.S. Navy	62	4	0	66
U.S. Coast Guard	0	0	0	0
DoD Civilian (Title 5)*	--	--	--	230
DoD Civilian (Title 10)*	--	--	--	245
Interagency Civilian	--	--	--	61
Total	167	19	2	723

Note: Active and Reserve Components apply only to U.S. Military services; thus, numbers in the Total line do not sum across, but only within the column.

*Title 5/10 numbers include Expert Consultants.

Personnel: Title 10 Civilian Employees' Highest Level of Education

Degree type	Total by Degree Type	
	#	%
Bachelor's Degree	11	5%
Master's Degree	101	41%
Doctorate or Professional Degree	133	54%
Total	245	100%

CAPSTONE Program Effectiveness

CAPSTONE Course

The CAPSTONE course provides unique executive education for newly-appointed flag officers and senior civilian national security leaders. In accordance with the Officer Professional Military Education Policy (OPMEP, CJCSI 1800.01E), CAPSTONE is the baseline General Officer/Flag Officer (GO/FO) JPME III level course. All GO/FO courses, to include component commander, warfighting and PINNACLE courses, use CAPSTONE as their foundation. The five week course is scheduled four times per year. A total of 203 uniformed Officers and senior civilians (to include 15 Allied officers from Australia, Canada, New Zealand (the first in CAPSTONE), and the United Kingdom) were given a robust exposure to the joint force and military Services, combatant commanders, and senior leaders in the broader US government interagency. Created to give new GO/FOs 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 pursues such solutions. CAPSTONE receives outstanding access and support from the military Services, the Unified Commanders and the Intelligence Community.

The CAPSTONE overseas field study program (US Fellows only) 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.

CAPSTONE met the Learning Area objectives in accordance with the OPMEP (CJCSI 1800.01E).

Additionally, 103 spouses of CAPSTONE Fellows attended the week-long Executive Spouse Development Program. Curriculum included briefings on current regional issues, media relations, a panel discussion with senior Service spouses, a dialogue with the spouse of the Chairman of the Joint Chiefs of Staff, ethics training and a professional biography counseling session.

PINNACLE Course

PINNACLE is guided by the OPMEP. The week-long PINNACLE course runs two times per year and builds on the knowledge imparted by CAPSTONE, the Combined/Joint Force Functional Component Commander Courses, or the Joint Flag Officer Warfighting Course. It is 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 and the Interagency. To enrich the exploration of global and transnational issues, senior military Officers from FIVE EYE (FVEY) nations are also invited to PINNACLE.

PINNACLE graduated 26 Fellows, to include 8 FVEY allies, in AY18. The course met the Learning Area objectives in accordance with the OPMEP (CJCSI 1800.01E).

KEYSTONE Course

The KEYSTONE course is governed by the Enlisted Professional Military Education Policy (EPMEP, CJCSI 1805.01B) and is designed to prepare Command Senior Enlisted Leaders (CSELs) for assignment in a General/Flag Officer (GO/FO Joint headquarters and complements the GO/FO CAPSTONE Course. The two-week KEYSTONE course provided 98 CSELs, including 12 FVEY allies, going to joint billets an enhanced understanding of the Joint military environment, the defense establishment, and the broader US interagency. The Joint Staff-run Joint Operations Module in Suffolk, Va., visits to several Unified Commanders, selected Joint Task Forces (specifically JTF GTMO, JIATF-South, and JTF-N), and senior US Government leaders (Enlisted, Officer, and civilian) provide relevant information on Joint operations.

Attendance in AY18 was based on a prioritized listing of the Joint and Service senior billets most likely to benefit from KEYSTONE attendance. The DJ-7 amended the attendance policy in June 2018 to give the Services more freedom in selecting their attendees and to ensure the Fellows are under 26 years' time-in-service (TIS), with at least two more tours of duty before expected retirement. The average of KEYSTONE Fellows over 28 years TIS was 40% in AY18 under the previous attendance policy. The first class affected by the new policy is AY19. Two KEYSTONE courses each year provide this executive education to Senior Enlisted Leaders from all five military Services, their reserve components, the National Guard, selected Interagency, and the FVEY nations.

KEYSTONE met the Learning Area objectives in accordance with the EPMEP (CJCSI 1805.01B) in AY18.

Institutional information required for Middle States Commission on Higher Education (MSCHE) reporting

Student Enrollment (AY18)

Component	#	% of total
CAPSTONE	203	7.1%
KEYSTONE	99	3.5%
PINNACLE	27	0.9%
College of Information and Cyberspace	411	14.4%
College of International Security Affairs	148	5.2%
Eisenhower School (ES)	299	10.4%
Joint Forces Staff College	1,393	48.7%
National War College	205	7.2%
Program for Emerging Leaders (CSWMD)	78	2.7%
Total	2,863	100.0%

Fiscal Resources: NDU Budget for Fiscal Years 2016 and 2017

EXPENSES BY FUNCTION	FY 2016	FY 2017
INSTRUCTION	\$ 49,505,356	\$ 50,495,463
RESEARCH	7,850,011	8,007,011
ACADEMIC SUPPORT (Includes Library)	4,650,140	4,743,142
STUDENT SERVICES	1,150,432	1,173,441
INSTITUTIONAL SUPPORT	47,460,235	48,409,440
OPERATION & MAINTENANCE OF PLANT	3,284,880	3,350,578
Total	\$ 113,901,054	\$ 116,179,075

University Facilities

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