

National Defense University (NDU) Annual Report for Academic Year 2019 (AY19) (1 JUL 2018 – 30 JUN 2019)

Overview:

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

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

1. Use of Delegated Title 10 Hiring Authority:

Personnel: NDU Faculty and Staff

Personnel Category	Active	Reserve	Guard	Total
U.S. Army	50	7	1	58
U.S. Navy	64	4	0	68
U.S. Marine Corps	7	7	0	14
U.S. Air Force	42	4	1	47
U.S. Coast Guard	1	0	0	1
International Officers	1	0	0	1
DoD Civilian (Title 5)	--	--	--	199
DoD Civilian (Title 10)	--	--	--	228
Interagency Civilian	--	--	--	52
Expert Consultant	--	--	--	17
Total	165	22	2	685

Note: The “Active” column includes one Canadian officer. Data reflects a snapshot as of 28 June 2019.

Personnel: Title 10 Civilian Employees' Highest Level of Education

Degree Type	Total by Degree Type	
	#	%
Doctorate / Post-Doctorate	114	49
Master's / Post-Master's	102	44
Bachelor's	16	7
Total	232	100

Note: Includes all Title 10 employees assigned to NDU. Total number of Title 10 employees varies slightly from the "NDU Faculty and Staff" table above as a result of data being derived from different databases and collected at different points in the year.

2. 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 205 uniformed officers and senior civilians (to include 14 Allied officers from Australia, Canada and the United Kingdom) were given a robust exposure to the joint force and military Services, combatant commanders, and senior leaders in the broader U.S. 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 (for U.S. 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 U.S. Embassy Chiefs of Mission to leverage CAPSTONE delegation visits to enhance their engagement programs.

During this reporting period, CAPSTONE met the Learning Area objectives in accordance with the OPMEP (CJCSI 1800.01E).

Additionally, 93 spouses of CAPSTONE Fellows attended the week-long Executive Spouse

Development Program. The curriculum for this program 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 intended for those select two-star and three-star officers who are most likely to be called upon to command a joint force in a military or humanitarian assistance/disaster relief contingency. Attendees come from all 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 attend PINNACLE.

During this reporting period, PINNACLE graduated 31 Fellows, to include 6 FVEY allies. 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. This program complements the GO/FO CAPSTONE Course.

During AY19, the two-week KEYSTONE course provided 99 CSELs bound for joint billets, including 8 FVEY allies, an enhanced understanding of the Joint military environment, the defense establishment, and the broader U.S. Interagency. The Joint Staff-run Joint Operations Module in Suffolk, Va., along with visits to several Unified Commands, selected Joint Task Forces (specifically JTF GTMO, JIATF-South and JTF-N), and senior U.S. Government leaders (enlisted, officer and civilian) provided relevant information on Joint operations.

Attendance in AY19 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 26 years TIS was 40% in AY18 under the previous attendance policy. The first class affected by this new policy showed a spike of 64% over the TIS benchmark but dramatically dropped to 11% in the subsequent class. This reduction was attributed to a new Senior Enlisted Advisor to the Chairman. Two KEYSTONE courses each year provide this executive education to Senior Enlisted Leaders from all five military Services, their reserve components, National Guard, selected Interagency organizations, and the FVEY nations.

KEYSTONE met the Learning Area objectives in accordance with the EPMEP (CJCSI 1805.01B) in AY19.

3. Institutional Information Required for MSCHE Reporting:

Student Enrollment (AY 18-19)

Component	#	% of total
CAPSTONE	191	7%
KEYSTONE	100	4%
PINNACLE	29	1%
College of Information and Cyberspace	434	15%
College of International Security Affairs	144	5%
Eisenhower School (ES)	298	11%
Joint Forces Staff College	1,344	47%
National War College	204	7%
Program for Emerging Leaders (CSWMD)	77	3%
Total	2,821	100%

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

Fiscal Resources: NDU Budget for Fiscal Years 2017 and 2018

Expenses by Function	FY 2017	FY 2018
INSTRUCTION	\$ 50,495,463	55,342,251
RESEARCH	8,007,011	4,589,645
ACADEMIC SUPPORT (Includes Library)	4,743,142	2,883,621
STUDENT SERVICES	1,173,441	971,521
INSTITUTIONAL SUPPORT	48,409,440	37,510,375
OPERATION & MAINTENANCE OF PLANT	3,350,578	5,120,495
Total	\$ 116,179,075	\$ 106,417,908

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