

# National Defense University

## **Board of Visitors Meeting** **December 10, 2012**

**Dr. John Yaeger**  
**Vice President of Academic Affairs**



# Original NDU Mission 1976

“To ensure excellence in professional military education in the essential elements of national security, and their interrelationships, in order to enhance the preparation of selected personnel of the Department of Defense, the Department of State, and other agencies of government for the exercise of senior policy, command and staff functions, the planning of national strategy, and the management of resources for national security.”

Bayne, March 1, 1976



# Former BOV Member William P. Clements



Clements Blue Ribbon Panel on Excellence in  
Professional Military Education Report 1975



# Department of Defense Reorganization Act of 1986 (Goldwater-Nichols)

The Secretary of Defense shall require the schools at the National Defense University to maintain *rigorous* standards for the education of its students.



# Former BOV Member Gen Russell E. Dougherty



The Report of the Senior Military Schools  
Review Board on Recommendations to the  
Chairman of the Joint Chiefs of Staff Regarding  
Professional Military Education in Joint Matters  
1987



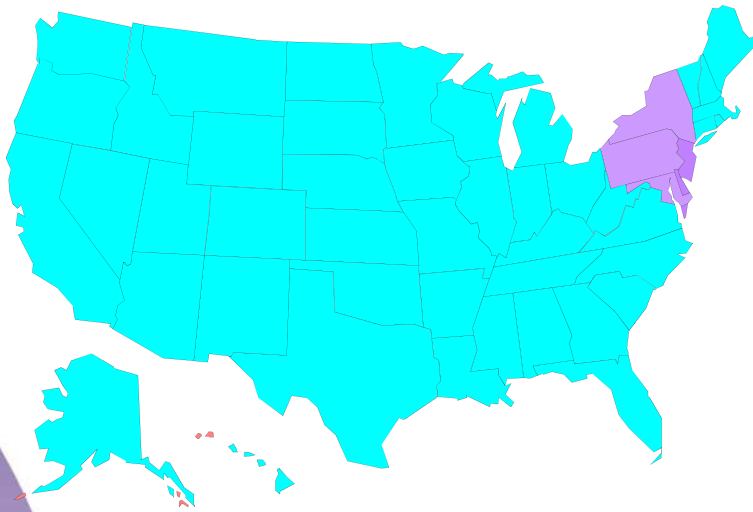
# National Defense University

## 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.**



# Middle States Association of Colleges and Schools Commission on Higher Education



More than 500 colleges and universities

Five states plus D.C., Puerto Rico, Panama & U.S. Virgin Islands

**MSCHE:** *It is the Commission's intent, through the self-study process, to prompt institutions to . . . consider how these assessment activities inform institutional planning, and to determine how to improve the effectiveness and integration of planning and assessment.*



# MSCHE is a membership-based organization

Its members meet annually to review and revise, as the membership deems appropriate, accreditation criteria.

The accreditation criteria are universally accepted as valid indicators of institutional quality and integrity.





**NDU was first admitted to MSCHE accreditation candidacy status in November 1994**

**Initial MSCHE institutional accreditation was granted, for a period of five years, on February 20, 1997**



NDU's accreditation was reaffirmed on March 6, 2002 and the University was awarded full decennial accreditation

NDU's accreditation was reaffirmed by MSCHE through acceptance of its Periodic Review Report (PRR) on November 15, 2007



# MSCHE accreditation is an expression of confidence in an institution's:

- Mission and Goals
- Performance, and
- Resources



# Past Issues

## Does not behave as a University

- 4 Chief Academic Officers
- 4 Transcripts
- 4 Registrars
- 4 Student Information Systems
- No UNIVERSITY Institutional Research Office

## Stability of Leadership

## IT staffing and infrastructure



# MSCHE Letter 29 June 2012

*To warn the institution that its accreditation may be in jeopardy because of insufficient evidence that the institution is currently not in compliance with Standard 3 (Institutional Resources) and Standard 5 (Administration). To note that the institution remains accredited while on warning. To request a monitoring report, due September 1, 2013, documenting (1) a comprehensive technology acquisition, replacement, and operations plan, including provision for current and future technology needs and with qualified staffing for the office of technology, as appropriate to the institution's complexity, educational programs, and support services (Standards 3 and 5). To further request that the monitoring report provide evidence of the implementation of (2) goals and objectives that are clearly linked to the institution's new mission (Standard 2); (3) a multi-year budgeting process aligned with the institution's new goals and objectives (Standard 3); and (4) the use of assessment results to inform planning and resource allocation (Standard 7).*



# Monitoring Report Key Action

Monitoring Report Requirements	Key Actions
(1) a comprehensive technology acquisition, replacement, and operations plan, including provision for current and future technology needs and with qualified staffing for the office of technology, as appropriate to the institution's complexity, educational programs, and support services	Technology Plan Developed, Operationalized, and Implemented for current and future personnel, acquisitions, replacement, and operations.
(2) provide evidence of the implementation of goals and objectives that are clearly linked to the institution's new mission	Strategic Plan Developed, Operationalized and Implemented
(3) a multi-year budgeting process aligned with the institution's new goals and objectives	Multi-year Budget Process Plan Developed, Operationalized and Implemented
4) the use of assessment results to inform planning and resource allocation	Strategic Planning Assessment and Evaluation Plan Developed. Operationalized and Implemented



# Framing Questions

- MSCHE found that NDU did not meet standards for Standard 3 (Resources) and 5 (Administration). The issue here was that NDU did not have adequate processes in place to set priorities or to fund those priorities based on informed decisions made by senior leaders. What actions should NDU take to improve those processes for setting priorities and for informed decision making?
- The Middle States team reported that NDU has underinvested in institutional and educational technology and has administrative processes that do not adequately implement priorities that best serve the academic components. What must NDU do to transform into a more integrated university and align its resources with priorities?
- How can NDU use the BOV for institutional improvement?

