

Presentation to the NDU Board of Visitors
11 December 2012

NDU 2020 Design Paper

“This University today is now more relevant and more critical than ever in this volatile uncertain world, and we must transform to remain so. In order for it to remain the premier joint professional military education and leader development institution in the world, the Chairman and his staff have asked us to change, and we have embraced that change.”

– MG Gregg F. Martin

NDU
2020

OVERVIEW

- **National Defense University (NDU) must evolve and reform:**
 - to remain relevant, vital, and sustainable in a rapidly changing security environment,
 - to achieve the vision of the CJCS for Joint Force 2020, and
 - to continue to meet the needs of its graduates, the warfighters, senior defense and national security leadership, and the American people.
- **These, along with our near-term fiscal and operational considerations, constitute a clear imperative for change and innovation**
- **NDU 2020 Task Force was established in July 2012**
- **2020 Task Force is to derive a Campaign Plan of actions and initiatives for execution over the next 8 years that will move the University from its existing state to the NDU 2020 Vision**

PURPOSE

White paper frames the problems and opportunities for the NDU 2020 Campaign Plan.

Considers:

- **Guidance**
- **Strategic environment and trends**
- **Unique strengths of NDU**
- **Current challenges**

Summarizes issues into a problem statement

Proposes:

- **Future attributes and outcomes for NDU**
- **Tentative lines of effort or innovation for plan**

VISION FOR 2020

- **NDU is the premier center for educating and developing national security leaders in the world – raising the quality of strategy, planning, and execution not only within the U.S. military, but also throughout the whole-of-government enterprise.**
- **To reach this endstate, we must educate and graduate joint officers, national security professionals, and international partners who have mastered the fundamentals of national security and gained the habit of thinking critically and challenging the assumptions of their professions.**

Slide 4

D1

Deleted: The NDU student body, faculty, staff, organizational structures and practices, and resources must be aligned to achieve these aims.

Docfrazee, 12/9/2012

GUIDANCE OVER THE LAST YEAR

- 1. Strategic Direction to the Joint Force**
- 2. NDU Mission Statement**
- 3. Joint Education White Paper**
- 4. Capstone Concept for Joint Operations: Joint Force 2020**
- 5. NDU President's One University directive**

CJCS GUIDANCE

Strategic Direction to the Joint Force

- Development of Joint Force 2020
- Renewal of the Professional of Arms; leader development at all levels
- Expand interagency and international cooperation
- Offset fewer resources with innovation
- Culture of continuous learning at every level

NDU Mission Statement

- The 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.
- Joint training, research, outreach as supporting efforts
- Transform, focus on excellence in joint education, be more student-centric

Joint Education White Paper

CJCS CAPSTONE CONCEPT

Capstone Concept for Joint Operations

- 80% of Joint Force 2020 is already in place
- Global integrated operations
- JPME to realize mission command in joint operations
- Critical, creative, collaborative thinkers
 - Understand situation
 - Develop creative solutions
 - Integrate across organizations, domains, boundaries

NDU-PRESIDENT'S GUIDANCE

“NDU will henceforth define One University as a national institution of higher learning under the Chairman of the Joint Chiefs of Staff capable of creating, developing, and disseminating knowledge focused on advanced joint education, leader development, and scholarship. The characteristics and attributes of One University will guide our near-term planning and resourcing efforts and provide a foundation for building the NDU of the future.”

ENVIRONMENT AND TRENDS

- **Global trends**
 - NIC 2030 study
 - Direction to the Joint Force 2020
- **Defense spending trends**
- **Trends in higher education**
 - Student expectations and access
 - Student-centric, applied and problem-centric learning
 - Technologies enable continuous learning
- **JPME trends**
 - Refinement to concepts from 10 years of war
 - Changes in joint experience of students

NDU STRENGTHS

- NDU's academic excellence
 - Joint, interagency, multinational perspectives
 - Graduate seminar-based learning
 - Existing programs in distributed learning
 - Tailoring programs to meet sponsor needs
 - Applied learning
 - Field study and industry study programs
 - Scholarship relevant to policymakers
- Innovations in Point-of-Need education
- Scholarship

“NDU is uniquely positioned among universities to combine joint professional military education with strategic research on complex security and regional studies. This synthesis of research and teaching enhances educational explorations with informed discussions of national policy and security concerns.” -

From the March 2012 MSCHE report

NDU CHALLENGES

- **Deficiencies in MSCHE Accreditation Report:**
 - Failure to connect strategy priorities to resourcing
 - Underinvestment in IT
 - Administration system unable to efficiently implement University priorities
- **Potential Budget cuts**
- **No direct link between joint requirements, Service selection and attendance, or follow-on joint assignments**
- **Best practices and innovation not shared**

PROBLEM STATEMENT

Joint education is an essential investment for strategic and operational success, and the success of the future joint force.

How must NDU transform to ensure return on investment while balancing fiscal realities, appropriate emerging educational and leader development innovations, and strategic challenges over the next decade?

DESIRED ATTIBUTES AND OUTCOMES

- **Meet interagency, joint, Service, and individual requirements**
- **Support the senior leaders of today and help develop senior leaders of tomorrow**
- **Produce graduates who shape and respond to future national security environment**
- **Form an adaptive enterprise**
- **Research, disseminate, and teach the strategic and operational lessons of 10 years of war**
- **Shape and define the new strategic concepts and doctrines forming 21st-century American strategy**
- **Remain good stewards; highlight the value that NDU provides the American taxpayer**

LINES OF INNOVATION

- **Joint Education Excellence**
- **Enhanced Student Experience**
- **Culture of Innovation**
- **Stakeholder Support**
- **Sustainable and Resilient Institution**

QUESTIONS

Illustrative LoI entries:

★ for immediate action

□ Study for action

Proposed NDU 2020 Lines of Innovation

Joint Education Excellence

- Curriculum Development
- Faculty Development
- Decision-making exercises
- Enhanced scholarship
- DLP sessions archive

Culture of Innovation

- Strategic lessons of the wars
- Engage DoD Labs, FSI, USIP
- Alumni-sponsored chairs
- International partnerships
- Alternative futures scenarios

Stakeholder Support

- Graduate/JDAL linkage
- Scholarship + CCMD reqs
- Chairman's Wargames
- MECC leadership role

Enhanced Student Experience

- Cross-component collaboration
- Multiple delivery means
- Greater Student choice & tailoring
- Continuous engagement with Grads

Sustainable, Resilient Institution

- Staff Functions & Philosophy
- IT support
- Common Calendar
- Activity –based costing
- Manpower Analysis

| FY13

| FY14

| FY15-20

★ Develop Doctorate of Education in Professional Military Education

□ Study: Best practices for mixing distance & classroom learning

★ Form dedicated Component for Innovation & Teaching

□ Study: Alternative Futures for NDU

★ Pilot opportunities to drive Jointness deeper and address point-of-need

□ Study: Joint Education at Point of Need

★ Pilot cross-component study programs

□ Study: Incorporating the results of student design surveys

★ Develop alternative staff structures

□ Study: Alternatives for NDU governance

One university; the pre-eminent center for national security education