



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066

NOV 16 2012

REPLY TO
ATTENTION OF:

Office of the President

MEMORANDUM FOR National Defense University (NDU) Senior Leaders

SUBJECT: NDU Next Steps in the Way Ahead

References.

CJCS memorandum, National Defense University (NDU) Way Ahead, 6 February 2012

NDU-P memorandum to Senior Leaders, One University, 25 September 2012

OSD FY 2013 Budget Submission, October 2011

1. Background. In February 2012, the National Defense University (NDU) received a revised mission calling for greater focus on the development, delivery, and support of Joint Professional Military Education (JPME) to US military officers as well as our interagency and international partners. The subsequent mission analysis and input provided by NDU components to the Joint Staff explored recommendations for better streamlining, aligning, and focusing NDU on its core mission. At the same time, the substantial fiscal challenges facing the US Government have resulted in constrained resources for the NDU enterprise and a significant budget cut this Fiscal Year.

2. Purpose. I have asked NDU Senior Leaders to consider specific steps as we continue to move in the direction of "One University" while operating within constrained resources. These are our next steps in implementing my memorandum of 25 September and our FY 2013 Budget re-build. As part of our transition toward becoming truly "One University," we will have to examine ways to eliminate redundancies and boost efficiency and effectiveness while ensuring our governance structures are streamlined and facilitate more effective decision-making. At the same time, we must also provide greater focus across NDU on leader development and Joint Professional Military Education (JPME), our core function. A number of the proposals are ready to move forward to implementation.

3. Fiscal Year (FY) 2013 Budget.

a. Our FY 2013 budget reflects a \$12 million reduction from FY 2012 to \$85 million in direct funding. The plan is to achieve this through a combination of University-wide efficiencies, greater enterprise integration, and reductions to specified components (paragraph 3.c. below). I task the relevant components to provide an implementation plan no later than December 17, 2012. Each plan should outline the specific steps and milestones necessary to implement this fiscal year.

b. In the FY13 budget process, we identified a number of areas where the university, as a whole, must generate efficiencies or benefits from greater integration of enterprise services (with dispersed capacities and common procedures). These tentatively amount to \$4,284K in anticipated reductions or savings in FY 2013 in the following areas (contained in chart at Enclosure 1).

- Registrars and Educational Support (A/A)

- Institutional Research (A/A)
- Library Services (A/A)
- International Student Support Services (ISMO)
- Resource Management (RMD)
- Human Resources (HRD)
- Engineering and Logistics (ELD)
- Information Technology Directorate (ITD)

c. In addition, the final component reductions required for the FY 2013 budget are:

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| • Information Resources Management College | \$1,231K |
| • Institute for National Strategic Studies (CCO, CTNSP, CSR) | \$1,660K |
| • Center for Applied Strategic Learning | \$1,036K |
| • National Defense University Press | \$644K |

4. Organizational Changes. Several organizational changes have been completed.

- Joint Reserve Affairs Center (JRAC). Disestablished effective 30 September 2012. Courses will continue to be provided by CISA subject to availability of external funding.
- Center for Trans-Atlantic Security Studies (CTSS). Disestablished 30 September 2012 as a stand alone center and pending contracts discontinued.
- Secretary of Defense Corporate Fellows (SDCF). Transferred to Office of the Secretary of Defense Deputy Chief Management Office on 13 August 2012.

5. Organizational Focus. As we work through our resource challenges, we also need to streamline our organization and better focus the university on the delivery, development, and support of JPME. Consistent with these goals, I direct the following tasks:

- Task: Realign the Center for Applied Strategic Learning (CASL) under Academic Affairs (OPR: A/A; OCR: COSA, INSS, CASL; S: 28 Nov 2012)
- Purpose: Refocus CASL's efforts in support of JPME programs and provide a potential interim step in the development of an enterprise wide NDU component/center for teaching innovation, educational technology, gaming and applied learning, and professional development
- Task: Administratively align the Center for the Study of Weapons of Mass Destruction (CSWMD) with the Institute for National Strategic Studies (OPR: COSA; OCR: INSS, CSWMD; S: 28 Nov 2012)
- Purpose: Streamline the NDU organizational construct and host reimbursable research under a single component
- Task: Develop a Memorandum of Agreement between NDU, J4, and J7 to define the relationship between NDU and the Center for Joint and Strategic Logistics (CJSL) (OPR: CJSL; OCR: A/A, COSA, ES; S: 17 Dec 2012)
- Purpose: Coordinate the administrative transition of CJSL to JS J4 in coordination with NDU, JS J4/JS J7 and integrate CJSL activities into the JPME education programs at NDU during the period of transition.

- Task: Establish an NDU Ethics Department by re-designating the Institute for National Security Ethics and Leadership (INSEL) and re-assigning it to NDU Academic Affairs (OPR: A/A; OCR: COSA, INSEL; S: 28 Nov 2012)
- Purpose: Infuse ethics throughout the breadth and depth of NDU and its JPME programs
- Task: In coordination with J-7 JEDD, develop a JPME program recommendation and way ahead for the Information Resources Management College (OPR: IRMC; OCR: AA; S: 14 Jan 2013)
- Purpose: Integrate information and cyber into the JPME programs at NDU
- Task: Complete preparations and self-study for a Professional Accreditation of Joint Education (PAJE) visit to the College of International Security Affairs (CISA) in second semester Academic Year 2012-13 (OPR: CISA; OCR: AA; S: 18 Mar 2013)
- Purpose: Accredite CISA's Counterterrorism Fellowship JPME II program
- Task: Develop a revised Memorandum of Agreement between NDU, J7, SOCOM, and USASOC to determine the disposition of CISA's masters program at the John F. Kennedy Special Warfare Center and School, Fort Bragg, NC (OPR: CISA; OCR: A/A, S: 17 Dec 2012)
- Purpose: Support potential decisions on the Fort Bragg program and way ahead after Academic Year 2012-13
- Task: Develop a plan for conducting international field studies and other NDU student travel programs in a resource constrained environment marked by decreasing budgets and constraints (OPR: NWC, ES, JFSC, Capstone, CISA, ISMO; OCR: A/A; S: 17 Dec 2012)
- Purpose: Ensure JPME education programs and student travel plans remain responsive to and consistent with the current fiscal realities while enabling achievement of program learning outcomes
- Task: Finalize a Title 10 Civilian Compensation Policy for NDU
- Purpose: More effectively manage civilian pay resources across the university and clearly define pay bands (OPR: HRD (Simpson); OCR: A/A, COSA, RMD, Components; S: 28 Nov 2012)

6. Leaders will provide updates and implementation status to the NDU Executive Council.



Gregg F. Martin, Ph.D.
Major General, U.S. Army
14th President, NDU

Enclosure: as stated

One University Adjustments and Efficiencies

Efficiency Adjustments

Org	Decision to Achieve Disconnect	Apv'd
JFSC	Transfer Facilities Sustainment Cost to Navy	\$ 500
JFSC	Terminate Non-JPME Courses - HLSPC/JIMPC	\$ 340
NWC-JPME	NWC Seminar Reduction	\$ 293
JPME	NWC, ICAF, CAPSTONE, JFSC Travel Cut 10%	\$ 569
Research	Reduce VPR&AL Management Support Staff	\$ 458
	Total	\$ 2,160
One University Adjustments		
Ops/Events	Reduce Conference Support, Increase Reimbursement Fees	\$ 136
RMD	Merge North and South Campus Ops Less Manual Processing	\$ 415
HRD	Merge North and South Campus Cut Duplicate Functions	\$ 108
MSD	Combine printing products with South Campus	\$ 150
Security	Reduce TS Security Clearances	\$ 50
Eng/Log	Merge all Facility Spending and north South Campus Staffs	\$ 506
AA	Consolidate Student Services Process (Long Term Process)	\$ 248
Library	Create one Consolidated Library Cut Redundant Functions	\$ 511
	Total	\$ 2,124

Total of One University and Efficiency Adjustments \$ 4,284

