



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

REPLY TO  
ATTENTION OF:

Office of the President

SEP 25 2012

MEMORANDUM FOR National Defense University (NDU) Senior Leaders

SUBJECT: One University Guidance, Priorities, and Responsibilities

1. This memorandum documents my direction to transition NDU into “One University” and reaffirms your concurrence with this guidance and my priorities.
2. The directive to transition to “One University” was effective on 14 September 2012 at the conclusion of the Senior Leader offsite. In the short term, this will allow us to align NDU to the guidance of the Chairman of the Joint Chiefs of Staff and secure re-accreditation, one of our most important professional credentials. In the long term, this will position NDU as the premier Defense University to achieve the education needs of our future students and maintain our international reputation. This transition to “One University” is conceived as an interim, albeit essential, step on the path towards the NDU of 2020 and beyond.
3. Two things need to happen to enable these near-term requirements. The first is to clearly understand what is meant by “One University,” the second is to establish the governance necessary to execute these critical near-term tasks.
4. 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.
5. The characteristics of “One University” are such that it:
  - Delivers the highest standard in JPME and joint education programs;
  - Provides enhanced student experiences due to increased collaboration, resource use (people and tools), and integration across the University with:
    - Centralized functions where appropriate (e.g. libraries, gaming and simulations, registrars, human resources, faculty development, distance learning, international and U.S. student services);
    - Consistent policies and standards among functions that remain de-centralized.
  - Values and maintains a workforce that, in addition to their component affiliations, possesses a University-wide identity;
  - Strives to be efficient, cost effective, and resilient with:
    - Streamlined and efficient administrative and support functions;
    - Reduced duplication (across components and campuses).
  - Conducts University-level assessment activities, strategic planning, resource allocation, and institutional renewal processes;

- Operates efficiently and capable of developing, executing, and refining University-level operational plans to address significant and long term technology, infrastructure, and staffing; and,
  - Achieves consistency across colleges with respect to course loads, credits, and grading requirements and with compatible academic schedules and standards.
6. I envision this process will proceed in three overlapping steps:
- Focus the university and implement the JSAP;
  - Continue the transition to “One University” and achieve MSCHE re-accreditation; and,
  - Transform the university into an agile and adaptive NDU for 2020 and beyond.
7. In order to facilitate and implement this essential transition, I will be asking NDU’s senior leaders to assist NDU by taking on university-level and cross-cutting executive responsibilities on my behalf. As these leaders are already members of the Executive Council, progress on these efforts will be discussed in that Forum as well as other appropriate venues.
8. These roles are confirmed:
- Maj Gen Ward: Deputy to the President, NDU, for Resourcing
  - Dr. Childs: Deputy to the President, NDU, for Cyber and Information
  - Dr. Bell: Deputy to the President, NDU, for Transformation
  - RDML (USN, Ret) Pietropaoli, Special Advisor to the President, NDU, for Communications
9. Thank you again for your participation in the offsite and the discussions about our way ahead. Your personal leadership and commitment to these initiatives are critical to the success of NDU. Please share this memorandum with your people in order to ensure they understand the way ahead that we all have agreed to. Break out!

A handwritten signature in black ink, appearing to read "Gregg F. Martin". The signature is stylized and written in a cursive-like font.

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