

National Defense University



The Chairman's University:

Inspiring Creative, Critical and Collaborative Thinkers For Leadership Through Academic Excellence

Strategic Plan 2012/2013 to 2017/18 One University Evolution

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National Defense University Strategic Plan

This document contains the strategic direction for National Defense University (NDU) over the next five years. This strategic plan provides the map for the planning, prioritization and resourcing process to keep NDU at the forefront of national security education, leader development and scholarship. This strategic plan facilitates NDU's current focus of "One University Evolution". This strategic plan supports NDU's imperatives.

One University Evolution

On 25 September 2012 the NDU President issued a directive *One University Guidance, Priorities, and Responsibilities*. This directive provided NDU a definition for guiding the "One University Evolution".

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.

Imperatives

National Defense University:

- Is a graduate institution focused on advanced joint education and supporting programs.
- Has a joint student body comprised of professionals pursuing graduate studies.
- Expects students to meet graduate education performance standards.
- Has a joint faculty comprised of scholars with expertise in teaching, learning, and research.
- Expects faculty to engage in knowledge sharing, creation, expansion and dissemination.

N.B. Joint is defined as inclusive of Military Services and *Select Others* which includes Government Agencies, Foreign Partner Nations, and Industries

NDU's Strategic Intent for 2012-2013 to 2017/2018

The development of our future leaders cannot be viewed as a "cost of doing business" but rather as a "critical investment" in our nation's future—it may be the most critical national security investment of all. NDU's foundation of existence demands a strategic vision that emphasizes and maintains our shared focus on producing principled and ethical strategic leaders who think creatively, critically and collaboratively to anticipate, identify and resolve problems and challenges—some of which can be seen, some which can be predicted and others which are currently unknown. This is NDU's greatest strategic value to our nation and the pursuit of life, liberty, justice, tranquility, defense, welfare, safety, and security. NDU must take the lead to develop and support intellectual and moral strategic leaders who are inquisitive and open minded, and who create synergy to deal with the most complex challenges to our national security.

To attain our vision, NDU must (a) enhance our focus on quality and rigorous education and sustain its academic excellence and (b) integrate our goals and best practices. Therefore, our strategic focus and intent for 2012/12 to 2017/18 is:

NDU will evolve into One University marked by excellence and accord in education and professional development, scholarship, outreach and collaboration, and institutional support to support the University mission and academic priorities. NDU will integrate the best from each college, school, program and component to produce synergy, enhancements, alignment and excellence for the whole and the colleges.

This strategic plan will enable the University to:

- Define a strategic direction and guide for the near term (next five years), while not limiting future opportunities.
- Embed strategic thinking in the decision-making process of the University at all levels
- Enable the University to align strategic goals, objectives and priorities in resource allocation and management in a dynamic environment.
- Achieve the transition of "One University" integration on its path to NDU 2020 and beyond.
- Embed principles of continual institutional renewal and improvement.
- Ensure excellence in education, scholarship, and support.

This strategic plan will directly support the University's transformation to "One University" with the following characteristics:

- 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.

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Mission, Vision, and Core Values/Guiding Principles

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.

Vision

National Defense University will be the premier national security institution focused on advanced joint education, leader development and scholarship.

This aspiration reflects NDU's stature as an institution of higher education and its unique role and capability to forge the connection of knowledge, skills and dispositions to the realm of practice and application. This unifying aspiration is also central to NDU's purpose of educating, developing and inspiring national security leaders. NDU aspires to be the prime source for:

- Education and professional development of national security leaders.
- Scholarship of/for national security leaders.
- Outreach and collaboration for national security leaders.

NDU Core Values and Guiding Principles

Academic Excellence

National Defense University shall always foster and promote scholarly distinction in its work and its people.

Academic Freedom

National Defense University shall always foster and protect free expression and open intellectual exchange based on responsible professionalism.

Collaboration

National Defense University shall always foster collaborative, transparent, and inclusive processes and decision-making activities consistent with legal lines of authority and accountability.

Diversity

National Defense University shall always embrace a mixture of people, culture, and ideas.

Holistic Development

National Defense University shall always foster and promote an environment that nurtures individual intellectual development and physical well-being and encourages career long learning.

Integrity

National Defense University shall always foster and promote a culture of trust, honesty, and ethical conduct.

Strategic Goals for 2012-2013 to 2017/2018

One: Education and Leader Development

National Defense University educates and develops national security leaders ready to meet the needs of the nation.

Two: Scholarship

National Defense University creates, preserves, and disseminates knowledge intrinsic to advanced joint education and leader development.

Three: Institutional Enablers

National Defense University creates integrated solutions and services that support advanced joint education and focus on customer service, collaboration, effectiveness, efficiency, innovation, and fiscal responsibility.

Four: University Transformation

National Defense University transforms the culture, organization, processes, practices and structures to foster institutional collaboration and integration.

Strategic Priorities for 2012-2013 to 2017/2018

National Defense University will align leadership, resources, and management to support the:

- Implementation of the University strategic plan,
- Implementation of the University strategic priorities based on the strategic plan,
- Implementation of the allocation of resources based on the strategic priorities, and
- Implementation of the University assessment plan based on the strategic plan.

National Defense University will prioritize efforts supporting the NDU mission and academic priorities and focused on supporting advanced joint education, leadership development, and scholarship. NDU has two core priorities targeting the institution's focus on academic excellence. In addition, NDU has two critical priorities that must be targeted during AY 2012-2013. NDU has two immediate to long-range priorities connected to the two critical priorities—One University Evolution and Task Force 2020—that will be targeted in AY 2012-2013 and beyond.

Core Priorities: Perpetual

Education and Leadership Development

National Defense University will align leadership, resources, and management to support quality and rigorous education and its direct enablers.

Scholarship

National Defense University will align leadership, resources, and management to support its excellence through scholarship.

Immediate Priorities:

Critical Priorities for AY 2012-2013

One University Transition

National Defense University will align leadership, resources, and management to support the implementation organizational, structural and fiscal changes to align with actions specified for One University transition.

MSCHE Response

National Defense University will align leadership, resources, and management to support the implementation planning (planning, prioritizing, resourcing, assessment, and evaluation), organizational, structural and fiscal changes to align with actions specified by MSCHE.

Immediate to Mid-Range Priorities: AY 2012-2013 to AY 2017-2018

One University Evolution

National Defense University will align leadership, resources, and management to support the integration of the best from each college, school, program, component, and individual to produce synergy, enhancements, alignment and excellence for the whole and the colleges.

Long Range

Task Force 2020: University Transformation

National Defense University will align leadership, resources, and management to support the development of a long-range vision, goals, and strategies for the transformation of advanced joint education, leadership development, and scholarship.

Execution of the Strategic Plan

The successful execution of the plan is based on the attainment of the identified strategic goals. To support the advancement toward each goal, we have identified subordinate goals, objectives, and strategies. We have also identified specific outcomes and metrics for assessment and evaluation of progress toward our goals, subordinate goals, objectives, and strategies. The Office of Institutional Research, Planning and Assessment will monitor, track, and report the University's progress in execution of the plan. We have assigned an office of responsibility for the subordinate goals, objectives, and strategies that will operationally execute the plan and report progress to the Office of Institutional Research, Planning and Assessment. The Office of Institutional Research, Planning and Assessment will in turn support the assigned office of responsibility in assessment and evaluation of progress. This will enable the University to continuously monitor, track, prioritize, focus or redirect efforts to attain our goals. In this respect, our Strategic Plan will be a living document with achievable goals.

Strategic Goal One: Education and Leader Development

National Defense University educates and develops national security leaders ready to meet the needs of the nation.

NDU provides rigorous academic programs to support the development of the knowledge, skills and dispositions for national security leaders and professionals. NDU's programs focus on the development of creative, critical and collaborative thinking skills for strategic problem-solving, decision-making and leadership. NDU's programs focus on the development of character, wisdom and strength for leadership in a complex environment. NDU's programs leverage innovative learning methodologies, cutting-edge research, and dynamic curricula for attaining critical student learning outcomes. NDU's programs foster a broad whole of government perspective through a selective student body of military, interagency, public-private, and international security professionals. NDU's education and leader development programs are the reason for the University's existence and the quality of these programs is our Nation's security advantage.

Sub-Goal

- 1.1 NDU's academic programs enable graduates to lead effectively in a rapidly changing global security environment.

Objective

Objective

- 1.1.1 Academic programs and curricula meet current and future requirements of all stakeholders. (Mission)

Strategies

- 1.1.1.1 NDU determine needs of tomorrow's leaders.
1.1.1.2 Work with Stakeholders on the forecasted changes and the updated curriculum to meet the changes.
1.1.1.3 NDU participates actively in MECC/CT/CIO and other Stakeholder councils to meet stakeholder requirements (content and pedagogy).

Objective

- 1.1.2 Academic programs maintain institutional and specialized accreditation.

Strategies

- 1.1.2.1 NDU and its components will comply with accrediting body requirements
1.1.2.2 NDU and its components continually assesses its programs and processes and uses the assessment data to govern and revitalize itself.
1.1.2.3 NDU and components allocates its resources consistent with its Strategic Plan.
1.1.2.4 NDU establishes and uses an effective and efficient transparent governance structure.

Objective

- 1.1.3 Academic programs are relevant and provide the knowledge, skills and dispositions for understanding and leading in the rapidly changing global security environment.

Strategies

- 1.1.3.1 Academic Programs are based on active learning principles.

- 1.1.3.2 Academic programs are rooted in active, seminar style, experiential learning to include gaming, simulation and field studies as appropriate.
- 1.1.3.3 Faculty regularly participate in internal and external professional development programs

Sub-Goal

- 1.2 NDU graduates employ innovative, critical, open, and system thinking.

Objective

- 1.2.1 Student engaged in academic programs which are diverse in design and delivery.

Strategies

- 1.2.1.1 Curriculum, student body, and faculty incorporate diverse professional and personal perspectives.
- 1.2.1.2 Assessments require students demonstrate critical, open and systems thinking.
- 1.2.1.3 Regular curriculum review processes document alignment of program to mission.

Objective

- 1.2.2 Academic programs are appropriately designed and delivered to protect, promote and defend open intellectual discourse and academic freedom.

Strategies

- 1.2.2.1 NDU has a policy on academic freedom consistent with the AAUP 1940 Statement on Academic freedom and UMCJ.
- 1.2.2.2 Annual Survey of students and faculty: % of students who feel they are free to responsibly express their thoughts within the protective bounds of academic freedom.
- 1.2.2.3 Faculty promote academic freedom and non-attribution
- 1.2.2.4 Academic Freedom and Non-attribution policies published and used in all academic programs.

Objective

- 1.2.3 Innovative programs and services develop the whole-person enable graduates to achieve career-long success.

Strategies

- 1.2.3.1 Deliver a comprehensive total fitness program.

Strategic Goal Two: Scholarship

National Defense University creates, preserves, and disseminates knowledge intrinsic to advanced joint education and leader development.

Scholarship Defined: National Defense University defines scholarship as the faculty engagement in discovery, creation, integration, application, sharing, dissemination and other professional activities which contribute to the education, leadership development and career-long growth of national security leaders. To accomplish this, faculty are producers, resources and engagers in teaching, research, outreach, service and professional development.

Sub-Goal

2.1 The University culture values and promotes scholarship to drive leader development.

Objective

2.1.1 Increase faculty's ability to develop and update curriculum to reflect significant and relevant changes in security studies

Strategies

2.1.1.1 Prioritize resource allocation that promotes and rewards excellence in scholarship to reflect a balance between teaching, research, service and outreach.

Sub-Goal

2.2 The University fosters a reputation for excellence in scholarship that attracts and retains a highly effective faculty and staff of national and international prominence in their disciplines.

Objective

2.2.1 Increase faculty's access to opportunities to improve scholarship skills and practices.

Strategies

2.2.1.1 Prioritize resource allocation that promotes and rewards excellence in scholarship to reflect a balance between teaching, research, service and outreach.

2.2.1.2 Maintain competitive compensation, professional development and retention policies.

Objective

2.2.2 Increase ability to capture knowledge and meaning from the contemporary security environment.

Strategies

2.2.2.1 Ensure that faculty, students and staff have an integrated, robust, accessible, enterprise-wide library and information resources system.

2.2.2.2 Capitalize on the unique demographic of NDU faculty of practitioners, scholars and policy makers in order to inform the future discourse on security education.

Sub-Goal

2.3 The University develops and maintains an open, inclusive, and transparent educational environment of enterprise-wide collaboration, academic freedom and academic diversity that supports the pursuit of excellence in scholarship.

Objective

- 2.3.1 Increase faculty governance, participation, collaboration and involvement in decision making related to creation and dissemination of knowledge.

Strategies

- 2.3.1.1 Establish and maintain clear parameters for a representative faculty group with consistent advisory access to the University president, Executive Council and Dean's Council.

Sub-Goal

- 2.4 National Defense University promotes awareness of, and access to NDU scholarship and expertise across the institution and key stakeholders.

Objective

- 2.4.1 NDU scholarship is relevant, shared, and disseminated to the institution, students, Alumni, the joint warfighter, joint combat commands, national security professionals and other key stakeholders

Strategies

- 2.4.1.1 Utilize resources and tools to share, disseminate, archive and preserve NDU scholarship

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Strategic Goal Three: Institutional Enablers

National Defense University creates integrated solutions and services that support advanced joint education and focus on customer service, collaboration, effectiveness, efficiency, innovation, and fiscal responsibility.

NDU provides solutions and services to support Education, Leader Development, Scholarship and the University as a whole. NDU's solutions and services focus on the supporting the needs of students, faculty and staff effectively. NDU's solutions and services programs leverage innovative methodologies, tools, processes, procedures and resources. NDU's solutions and services incorporate the best practices of higher education and the University.

Sub-Goal

- 3.1 National Defense University's workforce is recognized for excellence in thought leadership and their profession.

Objective

- 3.1.1 NDU recruits, employs, develops and retains a workforce of professionals and respected practitioners to support the academic priorities and mission of NDU.

Strategies

- 3.1.1.1 Develop a systematic approach to talent recruitment, selection, acquisition, development, and retention for the National Defense University enterprise.

Objective

- 3.1.2 NDU has the right workforce skill mix (civilian, military, contractor) required to accomplish its mission and sustain superior performance.

Strategies

- 3.1.2.1 Develop a systematic approach to talent recruitment, selection, acquisition, development, and retention for the National Defense University enterprise.

Objective

- 3.1.3 NDU recruits, selects, hires, and renews personnel effectively and efficiently.

Strategies

- 3.1.3.1 Establish clear procedures for recruitment, selection, hiring, and renewals

Objective

- 3.1.4 NDU rewards, recognizes and compensates the workforce effectively and transparently while exercising fiscal stewardship.

Strategies

- 3.1.4.1 Establish and maintain competitive compensation, professional development, and retention policies. Establishment of a faculty compensation scale. Compensate appropriately, motivate and reward. Establishment of a mechanism to identify, develop, compensate and reward faculty who already are or are likely to become exceptional teachers or leaders in their discipline or field.

Sub-Goal

- 3.2 National Defense University allocates and manages resources effectively, efficiently and transparently to achieve mission excellence.

Objective

3.2.1 NDU manages fiscal resources (resources planning, budget programming, budget execution, acquisition management, auditing and accounting) based on and tied to the University Strategic Plan and Priorities. (Fiscal)

Strategies

3.2.1.1 Prioritize and allocate resources based on the strategic plan. Utilize best practices in fiscal resource management.

Objective

3.2.2 NDU manages administrative and operational resources effectively and efficiently based and tied to the University Strategic Plan and Priorities.

Strategies

3.2.2.1 Prioritize and allocate resources based on strategic plan. Utilize best practices in administrative and operational resource management.

Objective

3.2.3 NDU manages physical resources (resources planning, maintenance, budget programming, acquisition management, life cycle replacement) effectively and efficiently based and tied to the University Strategic Plan and Priorities.

Strategies

3.2.3.1 Prioritize and allocate resources based on strategic plan. Utilize best practices in physical resource management.

Sub-Goal

3.3 National Defense University's information and educational technology resources systems are integrated, robust, accessible, and enterprise-wide.

Objective

3.3.1 NDU will establish and maintain a robust, scalable, flexible and secure information and technology infrastructure.

Strategies

3.3.1.1 Develop and implement an enterprise IT resources strategic plan and priorities.

Objective

3.3.2 NDU will establish, maintain, create and innovate dynamic, robust, scalable, and flexible education technologies.

Strategies

3.3.2.1 Develop an enterprise educational technology resources plan inclusive of the academic computing environment, faculty engagement and student engagement.

Sub-Goal

3.4 National Defense University's library and information resources are integrated, robust, accessible and enterprise-wide.

Objective

3.4.1 NDU will create, maintain and innovate a dynamic virtual library and information resources system.

Strategies

3.4.1.1 Develop plan for enterprise virtual library and information resources system.

Objective

3.4.2 NDU will create, maintain and innovate a dynamic information literacy programs that support faculty, staff, students, and alumni.

Strategies

3.4.2.1 Develop information literacy program.

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Strategic Goal Four: University Transformation

National Defense University transforms the culture, organization, processes, practices and structures to foster institutional collaboration and integration.

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.

Sub-Goal

- 4.1 National Defense University will lead in the transformation/evolution of joint professional military education for 2020 and beyond.

Objective

- 4.1.1 NDU will lead innovation in joint professional military education.

Strategies

- 4.1.1.1 Develop and promote a vision for the future of joint professional military education.
- 4.1.1.2 Develop and promote a recommended structure for joint professional military education.
- 4.1.1.3 Develop plan for a terminal degree in joint professional military education and/or national security education.

Sub-Goal

- 4.2 National Defense University will value and promote an institutional environment and culture of trust and openness.

Objective

- 4.2.1 NDU will utilize effective, efficient and sustainable governance structures, practices, and processes

Strategies

- 4.2.1.1 Develop and recommend improved governance structures, practices, and processes to ensure that NDU accomplishes its mission effectively, efficiently, and sustainably.
- 4.2.1.2 Develop comprehensive costing model for university (cost of student, cost to the USG and DOD)
- 4.2.1.3 Develop, approve and begin initiation of an operational (campaign) plan for NDU 2020 to ensure NDU's transformation beyond "One University."
[Assignment: TF 2020]
- 4.2.1.4 Develop a "One University Campaign for NDU 2020" by 15 December 2012 by integrating the goals and objectives of the revised Strategic Plan. (Submit to Deans Council)

Objective

- 4.2.2 NDU integrates across the enterprise through a culture of collaboration, cooperation and communication.

Strategies

- 4.2.2.1 Develop and implement mechanisms to incentivize collaboration, cooperation, and communication across NDU institutionalizing its commitment to “One University,” its mission, and its students.

Sub-Goal

- 4.3 National Defense University will continually pursue institutional and academic excellence via institutional improvement and renewal.

Objective

- 4.3.1 NDU will create a strategic plan for NDU 2020 and beyond

Strategies

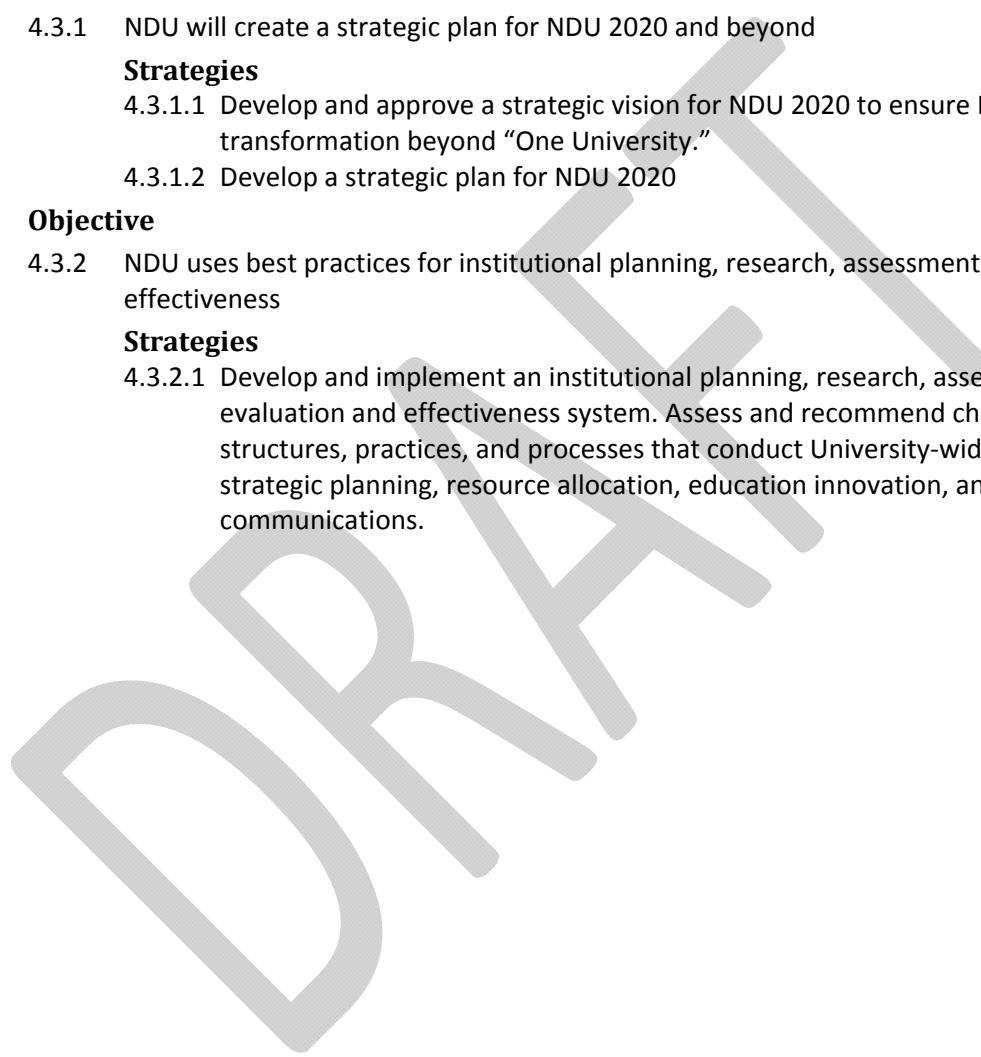
- 4.3.1.1 Develop and approve a strategic vision for NDU 2020 to ensure NDU’s transformation beyond “One University.”
- 4.3.1.2 Develop a strategic plan for NDU 2020

Objective

- 4.3.2 NDU uses best practices for institutional planning, research, assessment, evaluation and effectiveness

Strategies

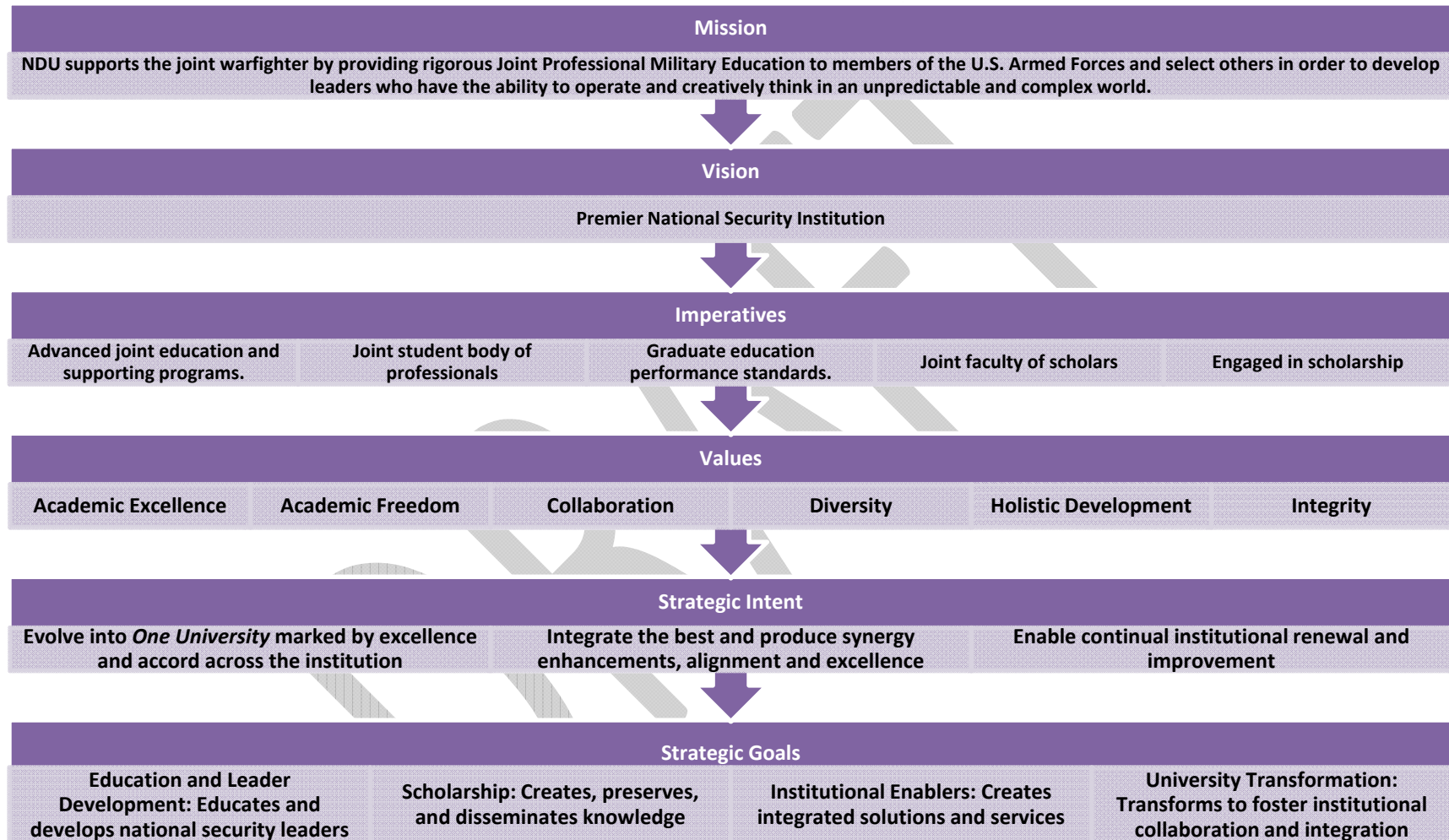
- 4.3.2.1 Develop and implement an institutional planning, research, assessment, evaluation and effectiveness system. Assess and recommend changes to structures, practices, and processes that conduct University-wide assessment, strategic planning, resource allocation, education innovation, and communications.





Strategic Plan Framework

One University Transformation





Strategic Plan Framework

One University Transformation

