



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON, D.C. 20319-5066

REPLY TO
ATTENTION OF:
Office of the President

03 MAY 2013

MEMORANDUM FOR THE PROVOST AND COMPONENT SENIOR LEADERS

Subject: Fiscal Year 2015-2019 (FY15-19) Planning and Programming Guidance

1. National Defense University is a national and international treasure. The reason National Defense University (NDU) exists is to imagine, create, and secure a stronger peace by educating, developing, and inspiring national security leaders of wisdom, character, and strength. NDU's graduates must be fervent lifelong learners who have a passion for leadership growth in the national and international security arena. An NDU network of relationships is crucial as strategic complexity increases and conventional methods of resourcing decline; NDU, therefore, must develop new ways to achieve our ends. This effort will be prioritized in accordance with our mission, the NDU Strategic Plan, and the NDU 2020 Design Paper.

2. NDU has been given a tremendous opportunity to shape the future of joint education and leader development. The Chairman of the Joint Chiefs of Staff (CJCS) issued a direction to focus on Mission Command and ethical leadership in Joint Professional Military Education. In addition, at the 14 March 2013 Military Education Coordination Council, NDU was assigned lead in exploring opportunities to implement elements of lifelong learning in support of Joint Education. The specific task was to examine opportunities to leverage advanced education technologies and methodologies to support lifelong learning—the continual, voluntary, and self-motivated pursuit of knowledge and scholarship.

3. The purpose of this memorandum is to provide programming priorities for Fiscal Years 2015-2019 (FY15-19). Over the last year, the University has directed several broad initiatives to focus on its evolution and reform between now and 2020, and to continue to move us forward. Currently, NDU faces a dynamic and uncertain fiscal environment that demands disciplined internal assessment, innovation, and leadership. The new Strategic Plan and the concepts embodied in the Task Force 2020 effort will build a bridge to the University's future. NDU must establish and adopt an inherently sustainable and flexible approach that will support its mission and foster continuous innovation and institutional improvement.

4. The task is to create initiatives for a series of future adjustments linked to the NDU Strategic Plan which will drive resource decisions, plans, and initiatives. Our overarching priority is maintaining the highest level of education and leader development provided to our students, while remaining relentless in our pursuit of smarter and more efficient ways to achieve this mission in a period of fiscal constraint. A vital step in this process is the hiring, developing and maintaining of our most precious resource - the faculty - finding new ways to enhance their professional and personal development, inform their teaching, and energize them for the long term. In addition, the University must continue to maintain and upgrade its technology resources, enhancing its capabilities while ensuring compliance and information assurance. This will be complementary to sustaining all high-

quality programs that exceed Middle States standards to ensure re-accreditation. As the University moves forward, we will continue the tremendous progress made to bring our campuses, colleges, and centers together under the “One University” initiative, leveraging the inherent strength of our distinct elements. Finally, NDU needs to ensure Management and Internal Control recommendations and requirements are satisfied, ultimately refining the decision-making and communication processes throughout the University.

5. Our priorities for FY15-19 fall into the following five lanes:

a. Create new and innovative ways to more efficiently and effectively provide education and leader development to our students and graduates, while reducing costs associated with manpower, travel, and other areas;

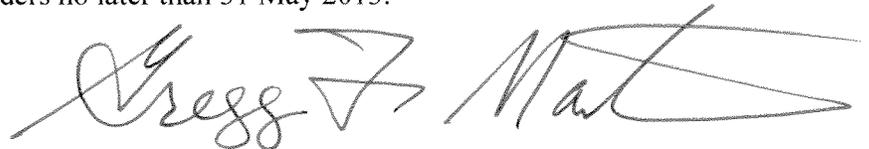
b. Provide focused and robust faculty development blending JPME-relevant research and JPME faculty scholarship into one integrated effort;

c. Manage the talent to better leverage the civilian and military resources across the enterprise to more diligently support NDU’s mission, curriculum, and Strategic Plan;

d. Seek efficiencies through continued transformation of our multiple stand-alone Colleges and Centers into a “One University” educational enterprise; and

e. Address Joint Staff Management Control Review focus areas including Information Technology, Resource Management and Asset Control, and focus on Middle States Commission for Higher Education re-accreditation standards.

6. Your leadership is the key to moving NDU forward in these important initiatives. The next step is to identify the necessary resource decisions, plans and pilot programs that can be operationalized and measured. The Provost will work with the component leaders and the academic deans to create a balanced FY15 Programming cycle with a funding level at \$75M. Mr. Jay Helming, our Director of Resources, stands ready to assist with the proposed changes, and the associated issue papers that we must submit to J-7 and other stakeholders no later than 31 May 2013.



GREGG F. MARTIN, Ph.D.
Major General, U.S. Army
14th President

References:

- ¹ NDU Strategic Plan, 22 January 2013
- ² NDU 2020 Design Paper, December 21, 2012
- ³ NDU President memorandum, November 16, 2012, “NDU Next Steps in the Way Ahead”
- ⁴ NDU President memorandum, September 25, 2012, “One University Guidance, Priorities and Responsibilities”
- ⁵ OSD Comptroller Budget Guidance