

# **National Defense University**



## **Strategic Plan**

**AY 2012-2013 to AY 2017-18**

**22 January 2013**

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## President's Vision and Intent



The true source of strength and power of this nation comes not from our aircraft carriers, our high-tech weapons, or our military might, but rather from the vision and capacity of our leaders. It is our *minds*, not our arms, that will overcome the threats and challenges we face in the years ahead. The surest way to maintain our edge and safeguard our security is through education and leader development: continuous, career-and life-long learning, engaging the best and brightest minds the Department of Defense and this Nation have to offer.

National Defense University was founded in 1976 “to ensure excellence in professional military education in the essential elements of national security” for leaders in policy, command, strategy, and resources for national security. Fulfilling this purpose is not only still relevant, but absolutely vital to our Nation in a complex and constantly evolving national and global security terrain.

Capitalizing on the convergence of the dynamic and uncertain strategic environment and the result of our own disciplined internal assessment, we are seizing the potential and building a bridge to the future, emphasizing the uniqueness of our existence: integrating military and civilian, foreign and domestic, public and private sectors, all taking place with a proximity to national and international power centers that is unmatched anywhere else in the world. Our vision is to become the premier national security institution focused on advanced joint education, leader development and scholarship. Our commitment to this vision requires a combination of excellent faculty and subject matter experts, rigorous curricula and programs, and quality fiscal and physical resources to serve a highly selective student body of military and civilian national security professionals.

NDU educates, develops, and inspires national security leaders of wisdom, character, and strength through a comprehensive and collaborative academic experience to anticipate and confront national and global security challenges. We understand that sustaining and continually striving to improve world-class programs and services will be a challenging balance of fiscal responsibility and national security demands; thus, we must find ways to do so more effectively and efficiently. This will require innovative, creative, and even disruptive thinking at times to find non-traditional approaches that enhance the strategic skill sets of future joint warfighters and the national security team.

At the colleges, components and centers that comprise NDU, faculty and staff are actively engaged in the discovery of new ways to leverage and synchronize the wisdom, knowledge and experience present in the disparate parts of our national security structure, forging new partnerships and strengthening existing ones. Cultivating these relationships will improve knowledge-sharing, facilitate whole-of-government and whole-of-society interdependence, enhance the capabilities of the international community, and expand the confederation of educational institutions supporting critical thinking and strategic decision-making. Fostering a “spirit of university” enriched by our unity and diversity, NDU will provide a model of institutional change and integration for higher education and governmental organizations, building lifelong learning communities that sustain and renew the capabilities of graduates over the course of their professional careers.

This Strategic Plan identifies the goals and initiatives to attain our vision and fulfill our essential national security mission. We must realize that the strength of this Strategic Plan is the evolution of NDU into an integrated institution and the preparation of NDU's continued transition and improvement for 2020 and beyond. We will become a center of excellence for joint, combined, interagency and international education, a vital tool for public diplomacy and cross-cultural understanding through interaction and cooperation with partner nations and educational institutions, and a cornerstone in the foundation of strategic thought, leader development, and national security.

It now falls to us to put action to these words—and we shall!

A handwritten signature in blue ink, reading "Gregg F. Martin". The signature is fluid and stylized, with the first name "Gregg" being more prominent and the last name "Martin" following in a similar cursive style.

Gregg F. Martin, Ph.D.

Major General, U.S. Army

14<sup>th</sup> President, National Defense University

# **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 of wisdom, character, and strength. NDU seeks to be the prime source for:

- Education and professional development of national security leaders.
- Scholarship 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.

### **Academic Freedom**

National Defense University shall always foster and protect free expression, rigorous analysis, and open intellectual exchange based on professionalism and respect for others.

### **Collaboration**

National Defense University shall always foster transparent, inclusive, and complementary processes and decision-making activities.

### **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 intellectual development and total well-being and resilience, and encourages life-long learning.

### **Integrity**

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

## **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. It facilitates NDU's current focus of transition to "One University" and supports NDU's imperatives.

### ***One University Guidance, Priorities, and Responsibilities***

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

*"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 joint education and supporting programs.
- Has a joint student body comprised of national security 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.

For the purposes of this strategic plan, *Joint* as referenced at NDU is defined as inclusive of Military Services and *Select Others* which includes Government Agencies, Foreign Partner Nations, and Industry.



## **NDU's Strategic Intent for AY 2012-2013 to AY 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 future demands a strategic vision that emphasizes and maintains our shared focus on producing ethical strategic leaders who think creatively, critically, and collaboratively to anticipate, identify, and resolve problems and challenges—some which can be seen, some which can be predicted, and others which are currently unknown. NDU's greatest strategic value to our nation is the education, development and inspiration of national security strategic leaders with wisdom, character, and strength. NDU must take the lead to develop and support 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 AY 2012-2013 to AY 2017-18 is:

*NDU will evolve into One University marked by preeminence and collegiality in education and professional development, scholarship, outreach and collaboration, and institutional support to support the University's mission and academic priorities. NDU will leverage and integrate the strengths and best practices from each college, school, program, and component to produce synergy, unity of effort and purpose, continued forward movement, alignment, and excellence across the University.*

This Strategic Plan should 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 and leader development, scholarship, and support.

This Strategic Plan will directly support the University's transformation to "One University" with the following characteristics (following excerpted from NDU-P Memorandum *"One University Guidance, Priorities, and Responsibilities"*):

- 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, effective, and resilient with:
  - Streamlined and proficient 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, capable of developing, executing, and refining University-level operational plans to address significant long-term technology, infrastructure, and staffing;
- Achieves consistency across colleges with respect to course loads, credits, and grading requirements and with compatible academic schedules and standards.



## **Strategic Goals for AY 2012-2013 to AY 2017-2018**

### ***One: Education and Leader Development***

National Defense University educates, develops, and inspires national security leaders of wisdom, character, and strength who are 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 Improvement***

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

## **Strategic Priorities for AY 2012-2013 to AY 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;
- Implementation of the University assessment plan based on the Strategic Plan.

National Defense University will prioritize efforts supporting the NDU mission and academic goals, and focus on supporting advanced joint education, leader development, and scholarship. NDU has two core “perpetual” priorities targeting the institution’s focus on academic excellence: Education and Leader Development; and Scholarship.

### ***Core Priorities: Perpetual***

#### **Education and Leader Development**

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

#### **Scholarship**

National Defense University will align its leadership, resources, and management to support excellence in 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 of organizational, structural, and fiscal changes to align with actions specified for One University transition.

##### **Middle States Commission on Higher Education (MSCHE) Response**

National Defense University will align leadership, resources, and management to support the implementation of planning (prioritizing, resourcing, assessing, and evaluating), 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 leverage 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 Improvement**

National Defense University will align leadership, resources, and management to support the development of 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 strategic goals, subordinate goals, objectives, and strategies. The Office of Institutional Research, Planning and Assessment (OIRPA), under the direction of the Provost, 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 OIRPA. The OIRPA will, in turn, support the assigned office of responsibility in assessment and evaluation of progress. This will enable the University to continuously monitor, assess, 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, develops, and inspires national security leaders of wisdom, character and strength who are 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 innovative, critical, and collaborative thinking skills for strategic problem-solving, decision-making, and leadership. NDU's programs focus on the development of wisdom, character, and strength for leadership in a complex environment. NDU's programs leverage creative 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 and private sector, and international security professionals. NDU's education and leader development programs are the reason for the University's existence; the quality of these programs is a vital part of 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

- 1.1.1 Academic programs and curricula meet current and future requirements of stakeholders.

#### Strategies

- 1.1.1.1 Determine the 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 Participate actively in the Military Education Coordination Council (MECC), Chiefs of Technology (CT), Chief Information Officers (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 Comply with accrediting body requirements.
- 1.1.2.2 Continually assess programs and processes and use the assessment data to govern and revitalize the University.
- 1.1.2.3 Allocate resources consistent with the Strategic Plan.
- 1.1.2.4 Establish and use an effective, efficient and transparent governance structure and process.

#### 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 Base academic programs on active learning principles.

- 1.1.3.2 Root academic programs 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 systems thinking.

**Objective**

- 1.2.1 Students engage 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 Conduct assessments that require students to demonstrate critical, open, and systems thinking.
- 1.2.1.3 Document alignment of programs to mission through regular curriculum review processes.

**Objective**

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

**Strategies**

- 1.2.2.1 Ensure NDU has a policy on academic freedom consistent with the American Association of University Professors (AAUP) 1940 Statement of Principles on Academic Freedom and Tenure, and the Uniform Code of Military Justice (UCMJ).
- 1.2.2.2 Conduct an annual survey of students and faculty to measure the perceived freedom to express thoughts within the protective bounds of non-attribution and academic freedom.
- 1.2.2.3 Faculty promotes academic freedom and non-attribution.
- 1.2.2.4 Publish and use academic freedom and non-attribution policies in all academic programs.

**Objective**

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

**Strategy**

- 1.2.3.1 Deliver a comprehensive total fitness, well-being, and resiliency program.

## Strategic Goal Two: Scholarship

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

*NDU defines scholarship as the faculty engagement in discovery, creation, integration, application, sharing, and dissemination of knowledge, and other professional activities which contribute to the education, professional development, and career-long growth of national security leaders. To accomplish this, faculty are producers, resources, and active participants in teaching, research and strategic support, outreach, service, and professional development, coordinating and managing this multi-dimensional and complex effort across the University to leverage the extant intellectual capacity in the teaching and research faculties.*

### Sub-Goal

2.1 The University culture values and promotes scholarship to drive leader development for national and international security.

#### Objective

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

#### Strategy

2.1.1.1 Prioritize resource allocation to focus on curriculum development and enhancement.

### 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.

#### Objective

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

#### Strategies

2.2.1.1 Prioritize resource allocation to promote and reward excellence in scholarship to reflect a balance between teaching, research, service, and outreach.

2.2.1.2 Develop and 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 faculty, students, and staff have an integrated, robust, and accessible enterprise-wide library and information resources system.

2.2.2.2 Leverage the breadth and diversity of background and experience of NDU faculty in order to develop and drive 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 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.

**Strategy**

- 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 Council of Deans.

***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, national security professionals and other key stakeholders.

**Strategy**

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

## Strategic Goal Three: Institutional Enablers

National Defense University creates integrated solutions and services that support advanced joint education and focuses 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 anticipating and supporting the needs of students, faculty, and staff by leveraging 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.

#### Strategy

- 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 mix (civilian, military, contractor) required to accomplish its mission and sustain superior performance.

#### Strategy

- 3.1.2.1 Develop a systematic approach to talent management for University that ensures currency, relevance, and appropriateness of fit between faculty and subject matter.

#### Objective

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

#### Strategy

- 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.

#### Strategy

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

### Sub-Goal

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



**Objective**

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

**Strategy**

- 3.2.1.1 Prioritize and allocate fiscal resources based on the Strategic Plan utilizing best practices.

**Objective**

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

**Strategy**

- 3.2.2.1 Prioritize and allocate administrative and operational resources based on the Strategic Plan utilizing best practices.

**Objective**

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

**Strategy**

- 3.2.3.1 Prioritize and allocate physical resources based on the Strategic Plan utilizing best practices.

***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.

**Strategy**

- 3.3.1.1 Develop and implement an enterprise IT resources plan with priorities.

**Objective**

- 3.3.2 NDU will create and maintain innovative, dynamic, robust, scalable, and flexible education technologies.

**Strategy**

- 3.3.2.1 Develop an enterprise educational technology resources plan inclusive of the academic computing environment leveraging faculty 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 and maintain an innovative and dynamic virtual library and information resources system.

**Strategy**

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

**Objective**

- 3.4.2 NDU will create and maintain an innovative and dynamic information literacy program that supports faculty, staff, students, and alumni.

**Strategy**

- 3.4.2.1 Develop an information literacy program and ensure periodic assessments and reviews.

## Strategic Goal Four: University Improvement

National Defense University evolves and reforms the processes, practices, structures, organization, and culture 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 leads in the transformation/evolution of joint professional military education for 2020 and beyond.

#### Objective

- 4.1.1 NDU leads 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 a plan for a terminal degree in joint professional military education and/or national security education.

### Sub-Goal

- 4.2 National Defense University values and promotes an institutional environment and culture of trust and openness.

#### Objective

- 4.2.1 NDU develops and utilizes 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 a comprehensive costing model for the University (including cost per student, cost to the USG and DOD, and other data).
- 4.2.1.3 Develop a "One University Campaign for NDU 2020" by integrating the goals and objectives of the next Strategic Plan.
- 4.2.1.4 Develop, approve, and commence a campaign plan for NDU 2020 to ensure NDU's continued evolution and improvement beyond "One University."

#### Objective

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

**Strategy**

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

***Sub-Goal***

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

**Objective**

- 4.3.1 NDU will create a Campaign Plan for NDU 2020 and beyond.

**Strategies**

- 4.3.1.1 Refine as necessary the mission and strategic vision for NDU 2020 to ensure NDU’s continued evolution and improvement beyond “One University.”
- 4.3.1.2 Refine as necessary the values and imperatives to formulate the strategic intent and goals as part of the next Strategic Plan for NDU (2017-18 to 2022-23).

**Objective**

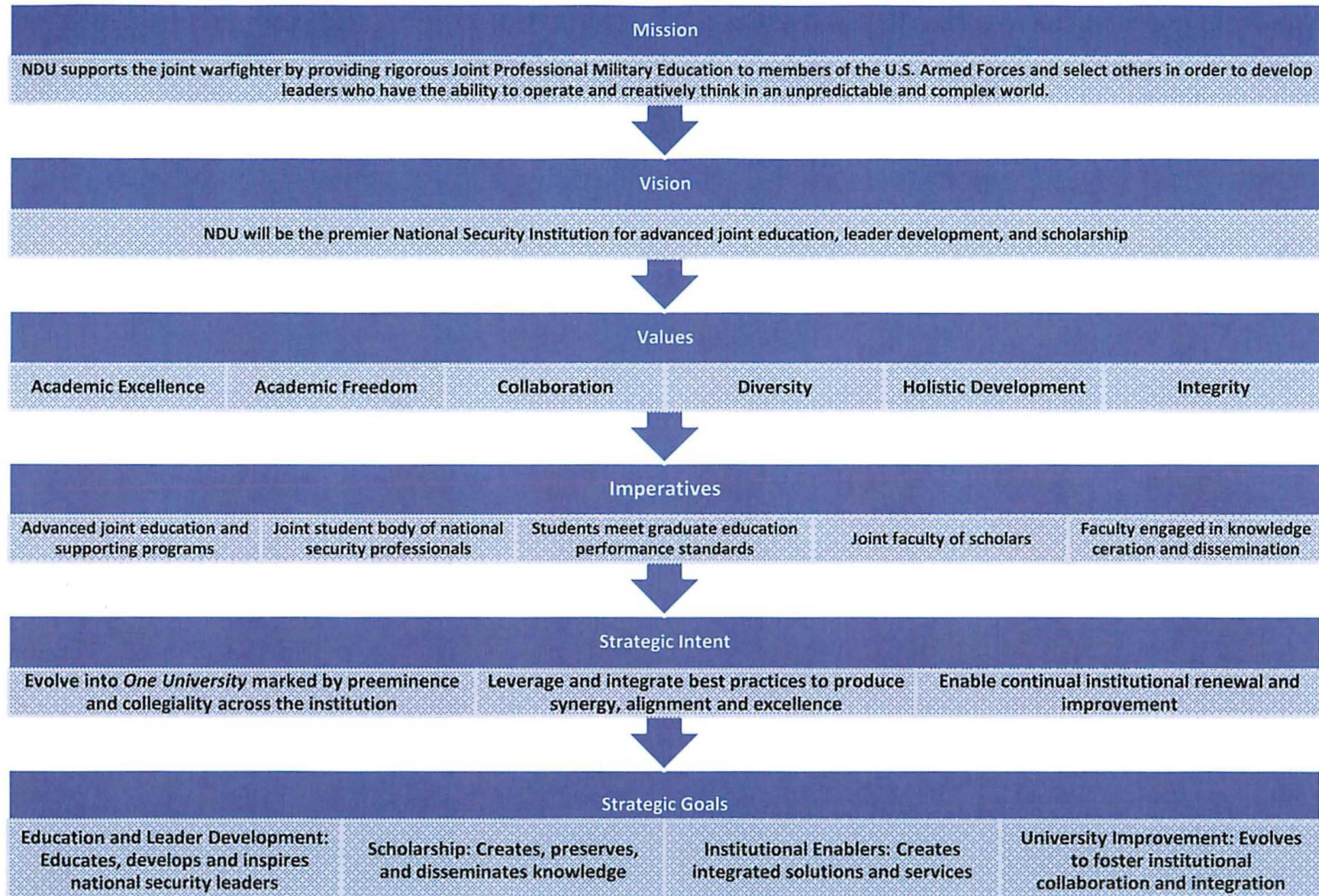
- 4.3.2 NDU uses best practices for institutional planning, research, assessment, evaluation, and effectiveness.

**Strategy**

- 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 involving University-wide assessment, strategic planning, resource allocation, education innovation, and communications.



# Strategic Plan Framework







# Strategic Plan Framework

## Goal

### Education and Leader Development:

Educates, develops, and inspires national security leaders

Academic programs enable graduates to lead effectively in a rapidly changing global security environment.

Graduates employ innovative, critical, open, and systems thinking.

## Goal

### Scholarship:

Creates, preserves, and disseminates knowledge

Values and promotes scholarship to drive leader development for national and international security.

Fosters a reputation for excellence in scholarship that attracts and retains a highly effective faculty and staff of national and international prominence.

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

Promotes awareness of, and access to, NDU scholarship and expertise across the institution and key stakeholders.

## Goal

### Institutional Enablers:

Creates integrated solutions and services

Workforce is recognized for excellence in thought leadership and their profession.

Allocates and manages resources effectively, efficiently, and transparently to achieve excellence in mission success.

Information and educational technology resources systems are integrated, robust, accessible, and enterprise-wide.

Library and information resources are integrated, robust, accessible, and enterprise-wide.

## Goal

### University Improvement:

Evolves/ Reforms to foster institutional collaboration and integration

Leads in the transformation/evolution of joint professional military education for 2020 and beyond.

Values and promotes an institutional environment and culture of trust and openness.

Continually pursues institutional and academic excellence via institutional improvement and renewal.