

# Strategic Plan Update



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*Imagine, Create, and  
Secure a Stronger Peace...*



**NATIONAL DEFENSE**  
**UNIVERSITY**  
Washington, D.C.

# Strategic Plan Framework



## Mission

NDU 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

NDU will be the premier National Security Institution for advanced joint education, leader development, and scholarship



## Values

Academic Excellence

Academic Freedom

Collaboration

Diversity

Holistic Development

Integrity



## Imperatives

Advanced joint education and supporting programs

Joint student body of national security professionals

Students meet graduate education performance standards

Joint faculty of scholars

Faculty engaged in knowledge creation and dissemination



## Strategic Intent

Evolve into *One University* marked by preeminence and collegiality across the institution

Leverage and integrate best practices to produce synergy, alignment and excellence

Enable continual institutional renewal and improvement



## Strategic Goals

**Education and Leader Development:** Educates, develops and inspires national security leaders

**Scholarship:** Creates, preserves, and disseminates knowledge

**Institutional Enablers:** Creates integrated solutions and services

**University Improvement:** Evolves to foster institutional collaboration and integration

# 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.



# Goal One: Education and Leader Development



**NDU educates, develops, and inspires national security leaders of wisdom, character and strength who are ready to meet the needs of the nation.**

- Assessment
  - Academic programs currently effectively prepare graduates
  - Success of this year's curriculum will be determined over time
  - Initial review of Strategic Leader Foundation Course (phase 1) indicates students met intended learning outcomes.
- Challenges
  - Resources
  - Impacts of Services Selective Early Retirement Boards

- Status





## Goal Two: Scholarship



**NDU creates, preserves, and disseminates knowledge intrinsic to advanced joint education and leader development.**

- Assessment
  - Lack of time constrains the ability to focus on scholarship
  - NDU scholarship lacks visibility
  - Individual Strategic Research Papers support scholarship.
- Challenges
  - Resources
  - Need strategic communication strategy and plan

- Status





## Goal Three: Institutional Enablers



**NDU creates integrated solutions and services that support advanced joint education and focuses on customer service, collaboration, effectiveness, efficiency, innovation, and fiscal responsibility.**

- Assessment
  - Decision-making, transparency and communication need improvement
  - Decisions on resources lack transparency, consistency, coherence, and congruence
  - NDU needs consistent, coherent, congruent, timely and equitable human resources policies, practices and procedures
  - NDU has moved to compliance and needs continued improvement in stable and consistent information technology infrastructure, systems, tools, service/support
- Challenges
  - Resource decreases in institutional enablers directly impact the quality of the academic programs, scholarship, and the institution.
  - Need to develop processes and written policies to support transparent, consistent, and coherent decisions

- Status





## Goal Four: University Improvement



**NDU evolves and reforms the processes, practices, structures, organization and culture to foster institutional collaboration and integration.**

- Assessment
  - Collaboration and integration dramatically improving
  - Trust issues persist
  - Need to improve planning and assessment
- Challenges
  - Need to promote an institutional environment and culture of trust and openness
  - Need planning and assessment to become part of the culture

- Status



# Strategic Initiatives



**Learning Center**

**Ethics Education**

**Access and Delivery**

**Career-Long Learning**

