



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

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MEMORANDUM FOR SENIOR VICE PRESIDENT

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS  
CHIEF OPERATING OFFICER  
DIRECTOR, CAPSTONE  
COMMANDANT, JOINT FORCES STAFF COLLEGE  
CHANCELLOR, INFORMATION RESOURCES MANAGEMENT  
COLLEGE  
COMMANDANT, NATIONAL WAR COLLEGE  
COMMANDANT, EISENHOWER SCHOOL  
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SENIOR DIRECTOR FOR RESEARCH AND STRATEGIC  
SUPPORT, INSTITUTE FOR NATIONAL STRATEGIC STUDIES  
DIRECTOR, INTERNATIONAL STUDENT MANAGEMENT  
OFFICE

Subject: Fiscal Year 17-21 Programming Guidance

National Defense University (NDU) has made significant progress reshaping our Joint Professional Military Education (JPME) academic and research programs and instituting the concepts envisioned in the Joint Education Transformation (JET) initiatives. As we execute and assess AY2014/15 under the revised curriculum, it is critical we carefully consider additional transformational opportunities to protect joint education and advance NDU. It is important to remind ourselves that the Chairman, in his second term guidance, addressed the need to explore how best to adapt our learning institutions to serve a global Joint Force. In follow on guidance to the J7, the Chairman asked for us to explore alternative course content delivery methods. Our increasingly diverse customer base is looking for more tailored educational opportunities including an appropriate mix of blended, online and resident course offerings. During my 90-day review with the J7 and Chairman, they both reiterated their commitment to these principles and to protecting and advancing the state of the art of Joint Professional Military Education. Finally, the fiscal reality of a flat line budget, coupled with growing personnel, travel and infrastructure costs and unrealized efficiencies, have placed NDU on an unsustainable fiscal path. Therefore with the basic framework of joint education transformation in place, NDU must develop a sustainable, multi-year plan to further optimize delivery of rigorous joint education and effectively and efficiently advance University priorities.

We have taken the first step in balancing our academic programs and resources with the execution of our University-wide Program Review. Over the past two months, our NDU Program Review was executed in a transparent and collegial way and we have achieved our stated goal—establish a baseline and common understanding of NDU's academic programs and resource allocations including the strengths and weaknesses of our current program. Armed with

this knowledge, we are ready to move to the next phase in our planning efforts and develop a balanced program for the FY17-21 timeframe.

The Program Review highlighted several areas of significant opportunity and risk which we must seriously consider in order to develop a set of planning assumptions, a sustainable program that includes prudent long-term investments and a balanced budget recommendation we can present to the Joint Staff J7 and stakeholders for validation and to gain their advocacy and support. With this Programming Guidance, the University will begin to explore through detailed program design, cost/benefit analysis and prioritization those areas of opportunity and risk we have found most compelling to address during the FY17-21 POM/Budget planning cycle.

We are on track with our transformation efforts and “The Chairman’s University” will be far more effective and efficient in delivering joint education in the future if we make the right choices now. I am proud of your efforts and what we are accomplishing and I look forward to exploring the future of NDU and joint education with our team of outstanding professionals.



F. M. PADILLA  
Major General, USMC  
15<sup>th</sup> President

Atch: Programming Guidance Tasks

## **Optimize Joint Combined Warfighting School Curriculum Delivery (Provost/JFSC)**

1. Explore options, including risk assessments, to fully implement within the next 5 years the Legislative changes proposed for the JCWS JPME II program to accomplish the following:
  - a. Optimize South Campus and satellite location JCWS program curriculum ensuring the most effective and efficient academic delivery methods are utilized. Focus resident and experiential elements of the program on those learning objectives and acculturation activities that require face-to-face instruction/interaction.
  - b. Capitalize on alternative delivery methods for elements of the JCWS curriculum that can be delivered utilizing on-line, blended or other non-resident delivery methods.
  - c. Ensure curriculum and faculty development/utilization is considered in order to allow for full utilization of both military and Title X faculty at both South Campus and satellite locations.
  - d. Develop recommendations for North Campus JCWS JPME II delivery concepts and capabilities that will meet the JPME II requirements for IRMC programs.
2. Make the following assumptions:
  - a. Base JCWS student throughput on execution of the NDU course of action for military manpower reductions over the FY15-19 timeframe as approved by the DJ7 in Aug 2014.
  - b. Legislative changes for expanding the satellite locations and providing flexibility on resident JPME II course length that have been requested are approved as planned and no further Congressional restrictions are imposed.
  - c. Leverage resources throughout NDU to support South Campus and satellite location JCWS courses.
3. Planning Timelines and Milestones:
  - a. For FY15 develop a baseline assessment of JCWS program, including satellite pilot program, learning objectives designed to allow follow on assessment of how effective proposed courses of action are in achieving the course objectives compared to a baseline of the 10 week class. Establish an impartial working group to manage the baseline assessment and the future concept.
  - b. By Apr 2015, develop MOAs with the Services in coordination with the Joint Staff J7 for transfer of funding from TDY/TAD cost avoidance/savings to offset branch location JCWS course establishment and future operating expenses.
  - c. Develop recommendations and be prepared to provide a concept brief to inform the FY18-22 Programming Guidance during Jan 2016.
  - d. Academic Support organizations develop plans for support requirements and be prepared to validate resource requirements for the FY18-22 POM in Jan 2016.
  - e. Be prepared, including Congressional and other stakeholder engagement as required, to conduct initial experiments during FY16 focused on pilot year FY17.
  - f. Once pilot for new JCWS process begins, conduct in-depth assessments of student performance related to learning objectives. Report initial conclusions by Jan 2018 to support the FY20-24 POM.

**Plan For Information Resource Management College To Assume The National Defense University Functional Manager Role For All Chief Information Officer (CIO), Information Operations (IO) and Cyber-Related Academic Programs (Provost/IRMC)**

1. In FY16, IRMC assumes the role of functional manager for all CIO, Information Operations (IO) and Cyber education University-wide. In conjunction with all NDU components, IRMC will review all Cyber-related courses and provide recommendations on how to best synchronize and leverage NDU resources to meet the rapidly expanding and changing educational requirements of the Cyber domain.
  - a. Provide a 5 year implementation plan by 31 Dec 2015 for CIO, IO and Cyber education University-wide to the Academic Deans Council that will be used to inform the planning guidance for the FY18-22 POM/Budget planning cycle.
  - b. IRMC Chancellor, as the NDU functional manager for CIO, IO and Cyber-related academic programs/issues, will develop an external sponsor/stakeholder engagement strategy related to these academic programs in conjunction with the NDU Strategic Communications Director.
2. Planning Timelines and Milestones:
  - a. IRMC will review all NDU CIO, Cyber and IO programs and provide a “State of the Program” assessment briefing to the Provost by 30 Jun 2015.
  - b. In partnership with JFSC, IRMC will outline a plan to assume functional management and leadership of all NDU Cyber-related academic programs including a detailed concept of operations for follow on support for JCWS and JAWS by 31 Dec 15 to inform the FY18-22 POM/Budget planning cycle.

## **Student Class Size and Composition, Course Capacity Planning and Approval For All Non-JPME Courses (Provost/IRMC/JFSC/CISA)**

1. Develop a student class size and composition for every non-JPME program/course offered at NDU.
  - a. Define the optimal class size and composition based on current and proposed learning delivery methodology and course requirements.
  - b. Develop current and proposed course capacity recommendations based on limiting factors such as student/faculty ratios, delivery method, facilities constraints, and sponsor/stakeholder requirements.
  - c. Identify sponsor/stakeholder organizations and develop engagement strategies for Joint Staff J7 staff and NDU leadership to explain capacity limitations, requirements for prioritization of resources, courses and students, and gain support for additional resources necessary to meet approved future enhancement or expansion of NDU-hosted joint education opportunities.
  - d. Develop proposed policy and/or Legislative changes and resources required to improve or expand NDU-hosted joint education opportunities for inclusion in the FY18-22 POM/Budget planning cycle.
2. Make the following assumptions:
  - a. Develop the optimal class size and composition based on meeting the needs of the sponsor/stakeholder organizations, course requirements and learning delivery methodology.
  - b. Account for all students including international and MOA students.
  - c. Once the optimal pool to attend is determined, resources will be assessed and the number approved to attend will be determined involving sponsors/stakeholders and Joint Staff J7.
3. Planning Timelines and Milestones:
  - a. Baseline assessment: For FY15 assess all classes related to learning objectives based on current class size processes. Focus these assessments on measuring the effectiveness of current class size and composition of students.
  - b. By Jan 2016, be prepared to brief the Joint Staff J7 and sponsors/stakeholders on proposed adjustments to class size to impact the FY18-22 POM.
  - c. Adjust curriculum, conduct pilots and assessments during FY17. By Jan 2017, be prepared to discuss POM Adjustments to the FY18-22 POM.
  - d. Meet with and gain acceptance of class size structures from all affected sponsors/stakeholders and Joint Staff J7 by Jan 2017. Subsequently issue size and composition figures and other planning guidance for FY18 to the student sponsoring organizations.
  - e. Start FY18 under the new structure. Assess the performance to the baseline objectives assessed during FY16.

## **Rebalance NDU International Student (IS) Experiences To Increase Emphasis On Component Academic Programs (SVP/Provost/ISMO/COO)**

1. Conduct a complete review of NDU's International Student (IS) programs.
  - a. Ensure international student programs achieve the right balance of academic preparation/English language programs, academic rigor and create synergies and fully leverage all college/committee/seminar/International Student Management Office (ISMO) team and partner building engagements, National Capital Region (NCR)/local and short- and extended experiential learning opportunities.
  - b. Validate and prioritize all IS program requirements University wide including those levied by organizations and programs such as the State Department, Defense Security Cooperation Agency, International Military Education and Training (IMET).
  - c. Validate and prioritize all IS program resource allocations based on the NDU cost reimbursement model including requirements such as cost of extended travel, maintenance of OPMEP student/faculty ratios, and Test of English as Foreign Language (TOEFL) and foreign degree adjudication processes.
  - d. Develop any required policy or Legislative changes required to optimize and properly resource NDU IS programs University wide.
  - e. Ensure the IS programs optimize use of National Capital Region engagement opportunities including inviting in speakers and engaging with local federal, state, and city governments.
  - f. Partner with the new NDU Learning Center to expand writing and language programs prior to class start dates in preparation for IS participation in component academic programs.
  - g. Explore changes to NDU prerequisite requirements to ensure all IS students meet TOEFL and foreign degree compatibility requirements prior to application and acceptance to attend NDU degree granting programs.
2. Make the following assumptions:
  - a. IMSO will follow all DoD and NDU Enterprise business processes.
3. Planning Timelines and Milestones:
  - a. Validate IS program requirements and cost model assumptions by Jun 15.
  - b. Develop optimized IS program plans for full implementation in Academic Year 17. Develop new field studies plan and brief to the Outreach Council for approval by 30 Sep 2015. Brief to the Executive Council for final approval by 30 Nov 2015.
  - c. Develop and validate tuition rates for presentation to Army TRADOC to meet requirements for the FY18-22 POM/Budget planning cycle which are due by 30 Jan 16.
  - d. Develop any regulatory or Legislative changes for follow on action by 30 Nov 15 and for inclusion in the FY18-22 POM/Budget planning cycle.

**Balance Student Practicum For Educational Value And Long-Term Sustainment  
(Provost/Deans of Academics)**

1. As a part of AY15 curriculum review, develop an assessment criteria rubric and conduct a trip by trip review of each field study conducted OCONUS to determine if the same learning objectives can be completed with CONUS travel.
  - a. Develop a one page information paper for each OCONUS Trip completed in AY15 including the following details: Provide the list of students and faculty who attended, the dates of travel, the locations visited, the significant events during the event including meetings with senior leaders, the learning objectives completed, linkages to other overall curriculum objectives and major graded requirements such as the individual student research project (ISRP) and the cost of the trip.
  - b. Each trip will be reviewed by a working group made up of academic instructors and research staff who will prepare an assessment of academic value for the Provost.
  - c. Working group will recommend if the OCONUS trip could only have been completed through OCONUS travel. Working Group will also make recommendations on other alternatives to completing the learning objectives through other means.
  - d. Working group will provide a summary of the Information Paper review results to the Academic Deans Council and eventually the Executive Council.
  - e. Only information papers that were approved for OCONUS travel will be supported for funding during AY16.
2. Make the following assumption:
  - a. Cap student practicum travel budgets at FY15 levels.
3. Planning Timelines and Milestones:
  - a. The Provost will appoint the Review Working Group by 1 Jun 2015
  - b. Provide the OCONUS Information Papers for AY15 by 30 Jun 2015 to the Provost Office.
  - c. Conduct the review and brief recommendations to the Deans Council by 31 Jul 15.
  - d. Provide a brief to the Executive Council by 31 Aug 15 for all approved OCONUS travel. Include in this briefing recommendations on which Student Practicum travel events must include international travel.
  - e. Colleges review curriculum planned for AY16 and adjust travel accordingly. Provost will individually approve any OCONUS trips beyond those approved by the EC in AY16 if it requires excessive changes to the curriculum.

## **Optimize National Defense University Faculty and Academic Support Staff Utilization (Provost/INSS/Deans of Academics)**

1. Conduct a comprehensive review of college, research center and other adjunct faculty and academic support staff contributions to OPMEP/Process for Accreditation of Joint Education (PAJE) student/faculty ratio calculations.
  - a. Review course loads, teaching, research, scholarship, outreach, academic preparation and faculty and staff professional development requirements and develop a common understanding and methodology for evaluating and crediting faculty and research center faculty and academic support staff utilization.
  - b. Review research staff requirements including NDU Press to ensure minimum core capabilities are maintained to support JPME and faculty development, research and outreach requirements.
  - c. Review OPMEP accounting methodology, ensure NDU optimizes faculty and academic support staff utilization and develop recommended adjustments for presentation to Joint Staff J7 staff.
  - d. Develop plans and incorporate faculty and staff utilization evaluations into the annual Talent Management process to inform organizational design and skill gap analysis.
2. Make the following assumptions:
  - a. 3.5/1 and 4.0/1 student/faculty ratios are valid.
  - b. With the evolution of and improvements in modern educational delivery methods, research capabilities, modeling, simulation and exercise support and instructional design techniques, NDU must evaluate the current method of accounting for the utilization of faculty and educational requirements for academic support staff within such organizations as the Center for Applied Strategic Learning (CASL) and the Library in the context of student/faculty ratio calculations.
3. Planning Timelines and Milestones:
  - a. Baseline assessment: For FY15 assess all current student/faculty utilization calculations and methodology. Utilizing an Enterprise perspective of JPME, identify areas where greater adjunct faculty utilization would be beneficial to NDU academic programs. Identify areas where academic support staff contributions have become integral to the success of NDU academic programs.
  - b. By Jan 2016, be prepared to brief the Joint Staff J7 and sponsors/stakeholders on proposed PAJE accounting concepts in time to affect the FY16 Talent Management process.

## **Learning Center (Provost /Deans of Academics/Library)**

1. Develop a plan for NDU's virtual/physical reference asset management, student writing and study skills instruction and faculty instructional design and technology adoption.
  - a. Plan to establish the position of Director, Learning Center charged with program management responsibility.
  - b. Determine the roles and relationships of the proposed Learning Center with the Library, Center for Applied Strategic Learning (CASL), and the Colleges.
  - c. Plan to leverage the NDU Library system to capitalize on advances in and adoption of appropriate research and academic technologies across all NDU programs.
  - d. Plan for enterprise-wide management of student writing assessments and instruction University wide including common writing assessment and instruction opportunities.
  - e. Develop an enterprise strategy to fully leverage learning management systems (LMS). Implement a strategy to instruct current and inbound faculty on the use of these systems based on the common enterprise strategy.
  - f. Develop a plan to improve students' ability to effectively assimilate class instruction and teach effective strategies for use of virtual and physical reference materials.
  - g. Explore the inclusion of alumni and continuing education requirements.
  - h. Transform University reference material capabilities by leveraging virtual technology and reducing resources dedicated to management and control of physical assets.
2. Make the following assumptions:
  - a. All University writing and learning instruction resources (contract or civilian manpower) will be aligned under the Learning Center and be executed centrally or through a functionally oriented and matrixed organizational structure.
  - b. Develop a plan to guide the strategic direction of academic instruction for more effective and efficient use of NDU Academic Information Technology systems enterprise-wide and to form a council with representatives from each component to provide input.
  - c. Develop requirements assuming University student and College requirements will remain the same over the 5 year planning period.
  - d. Outside expertise may be required to assist with initial planning and assessment.

### **Planning and Milestone Timelines:**

- a. In FY16 identify and assume control of resources related to current writing contracts University-wide and develop a plan to transition to an enterprise process in FY18. Complete development of the NDU enterprise plan by Jan 2016 to support the FY18-22 POM/Budget planning cycle.
- b. Take management control of all NDU academic instructional systems starting 1 Oct 2016. Develop a plan for EC approval by Jan 2016 to coincide with the FY18-22 POM/Budget planning cycle. Management control means developing the processes to leverage and optimize use of the academic technology systems, not manage the technical aspects of IT systems which will be retained by ITD through the Chief Information Officer (CIO).

## **Academic, Business and Infrastructure Information Technology (COO/ITD)**

1. Develop a multi-stage plan to transform the NDU IT infrastructure:
  - a. Plan with an objective of outsourcing all possible IT services. Plan based on two primary goals; first, move all servers to offsite hosting by FY 19 and second, reduce infrastructure overhead cost by 20%.
  - b. Plan to address the implications of the continually deteriorating connection to business systems and other IT services available on the DoD networks.
  - c. Plan to address the enabling infrastructure required to allow for modernization of NDU learning management and student information systems over time.
  - d. Plan prototyping and pilot efforts for capabilities such as Office365 and use of Joint Staff thin client for NIPR.
  - e. Develop a capability for effective project, program and portfolio management (PPPM).
  - f. Ensure that NDU continues its consistent record of cyber security compliance.
  - g. Implement constructs in the network to allow for extended access to Internet resources that enable innovative research into the issues concerning the DoD and its partners.
  - h. Plan to extend and mature the NDU Executive Council approved concept establishing separate enclaves for the NDU academic and business processes (Big “A”, small “b”).
  - i. Optimize and leverage opportunities to partner with DoD entities to take advantage of technologies and economies of scale to create the most effective, efficient and flexible IT environment to meet both NDU’s academic and Enterprise business requirements.
  - j. Begin development of a strategy to transition to an NDU Enterprise IT support contract.
  - k. Develop engagement strategy for NDU senior leadership as required to gain support for our IT transformation efforts.
2. Planning Timelines and Milestones:
  - a. Develop a prioritized list of requirements and ensure the ability to execute end of FY15 fall out funds to jump start IT transformation efforts by 31 May 2015.
  - b. Develop detailed planning, timelines, requirements and resources necessary to transform NDU’s IT environment by 30 Jun 2015 for input to FY17-22 POM/Budget planning cycle.
  - c. Complete implementation of the small “b” connectivity to DoD business processes by the end of FY17.
  - d. Implement disciplined PPPM by the end of FY16.
  - e. Ensure the communications architecture for enabling education technologies is complete by the beginning of FY17.
  - f. Transition to the Big “A”, small “b” beginning in FY17 with planned completion by Third Quarter FY18 in order to support network maintenance support contract transition. (This completes transition of student environment for use beginning in AY19.)

## **Implement Annual POM/Budget Cycle Total Cost Model Analysis Including Reimbursable Billing Rates (COO/RMD)**

1. Build an annual cost modeling and analysis cycle that provides University total cost comparisons to support the annual planning and programming cycle. Link all University reimbursable support billings to this cost model.
  - a. Develop a routine process for reviewing the structure of the cost model to keep it relevant with changes in the University mission structure and leadership focus. This may require periodic investment over time to hire cost modeling expertise to review and update the model.
  - b. Develop an annual cycle for validating input data including manpower and budget requirements. Develop a data concept and validation process that includes mission and reimbursable funded organizations to ensure the accuracy and relevance of the model.
  - c. Develop an annual total cost analysis brief for NDU, component and partner leadership that provides analysis of University spending to inform the programming cycle. Brief will highlight long-term trends in costs and recommend focus areas for the upcoming programming cycle.
  - d. Develop a proposed implementation plan for reimbursable support billings based on the results of the cost model. Briefing will provide options on implementation including potential impacts. Develop an annual reimbursable billing decision brief to approve billing rates for budget and programming year planning.
  - e. Analyze NDU MOUs/MOAs for emerging requirement and resource disconnects to ensure NDU senior leadership can proactively engage with sponsors/stakeholders on future issues. Assist the components and the Director of Strategic Communications in developing sponsor/stakeholder engagement strategies.
2. Make the following assumptions:
  - a. Current FY15 Cost Model will be the starting point for FY17-21 programming analysis process.
  - b. This model will be updated based on one cycle per fiscal year, when the results are complete it will not be modified until the next year.
  - c. Model data is based on budgeted levels developed during the President's Budget cycle for the next year and will inform out-year programming. For example, the current FY15 Cost Model is based on the projected budget execution for FY16 and the programming cycle for FY17-21.
3. Planning Timelines and Milestones:
  - a. Develop FY16 Reimbursable cost model final results briefing by 30 Apr 15. This brief will provide a recommended implementation plan for reimbursable billings in FY16 and provide planning figures for FY17-21.
  - b. Develop a standardized inbound contract process for all outside agency agreements that involve resources to support all reimbursable resources for FY16. Cost model rates will be used to develop the NDU support cost calculations in these agreements.

- c. **Develop small agreement Reimbursable Billing rates related to short-term reimbursable work conducted by the University. Provide guidance to the University to include in the inbound contract agreements.**
- d. **Provide the annual total cost analysis programming cycle brief each year in January with the first one being presented in January 2016.**

## **Enterprise Support Structures/Functional Managers (Provost/Deans of Academics and COO/Deans of Administration)**

1. Develop four functional manager structures for Institutional Research, Academic Support, Operations and Administrative Support to provide effective, efficient, flexible and professional Enterprise-level academic and business support through deliberate, standard, repeatable, measureable and audit-ready processes utilizing a functionally-oriented, task-organized and matrixed model University-wide.

- a. Functional managers identify requirements and personnel skill sets, develop common procedures, manage professional development and plan to provide balanced and consistent common processes to supported organizations. Develop initial planning based on the following definitions for the FY17-21 POM/Budget planning cycle. Functional Managers will fully assess the programs, provide adjustments to the definitions and develop detailed plans to support the planning effort for the FY18-22 POM/Budget planning cycle.
- b. Institutional Research (Provost): Supports planning, assessment, analysis and reporting of results for academic related requirements. This includes surveys, demographic analysis, and other studies to support academic assessment, and curriculum preparation as assigned by the Dean of Academics within the components. Supports university level assessment, analysis and reporting as tasked by the University Provost through the Institutional Research Functional Manager in coordination with the component Academic Deans. Supervised within the components, but receives process guidance and professional development from the functional manager reporting to the Provost.
- c. Academic Support (Provost): Will provide support directly associated with development and execution of academic curriculum including instructional design, learning management system utilization, scheduling, conducting research support for faculty, writing and course and elective design and briefing preparation, documents, books and associated materials for class. Provides student body management and planning to include interface with registrar and personal related issues for students. Within the components, academic support functional experts will be supervised by the Dean of Academics but receive process guidance and professional development from the functional manager reporting to the Provost.
- d. NDU Operations (COO): Will provide support for daily functional activities of the NDU Enterprise including: Event planning, multimedia support such as copiers, official travel planning and execution (including lodging, airline tickets, arrangement coordination and scheduling), security support, management of classified materials, safes and vaults and basic logistical planning to support organization operations. Provides support for daily administrative duties including official correspondence and coordination of packages. Within the components, Operations functional support will be supervised by the Deans of Administration but receive process guidance and professional development from NDU functional managers who report to the Chief Operating Officer.

- e. **Administration (NDU Senior Executive Officer/COO):** Provides front office/personal staff support for the NDU President, Senior Vice President, Provost/Vice President for Academic Affairs, Organization Directors, Commandants and Chancellors Offices (i.e., Pay Band 5 leadership). Front office duties include answering phones, managing calendars, and coordinating leadership management issues with the NDU President's Executive Assistant and front office staff. Process guidance and professional development will be provided by the functional manager and the Chief Operating Officer.
- 2. **Make the following assumptions:**
    - a. Functional manager roles, responsibilities and structures for operations and reporting of the Resource Management, Human Resources, Information Technology, and Facilities and Logistics Directorates exist, but will also require functional management and organizational review as part of NDU's Enterprise-wide business process improvement efforts. Complete by Jun 2015.
  - 3. **Planning Timelines and Milestones:**
    - a. Provost appoint a functional manager for the Institutional Research and Academic support programs. Chief Operating officer will appoint a functional manager for Operations and Administration. Complete by 30 Apr 2015.
    - b. Functional managers will establish a working group made up of related personnel in each area to outline a functional manager leadership structure and a list of common procedures which need to be developed by Aug 2015. Each functional manager will then develop recommendations for approval structure changes as a part of the FY18-22 POM/Budget planning cycle. Part of this program will include a phased implementation over time developed in coordination with the talent management cycle to consider personnel issues. The Provost and Academic Deans Council will complete their course of action recommendation by Nov 2015. The Chief Operating Officer and Deans of Administration will begin implementation of recommendations by Jul 2015. Recommendations will be presented to the EC by 31 Dec 2015 to inform the FY18-22 POM/Budget planning cycle.