



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

REPLY TO  
ATTENTION OF:

Office of the President

Dear Board of Visitors,

Thank you for the support that you continue give to NDU and me. I am very pleased with guidance you have given us and would like to provide you with a written copy of my State of the University Address as delivered 20 May 2015:

General Newton, Lieutenant General Waldhauser, members of the Board of Visitors, NDU colleagues, members of the public, ladies and gentlemen – welcome. The purpose of this address is to provide an update on the National Defense University from the last board meeting in November 2014.

The last six months have been dynamic and we have made significant forward progress.

I'd like to begin by highlighting some key personnel actions:

- RADM John "Boomer" Smith pinned-on his second star since our last meeting and has received orders to United States European Command to serve as the Chief of Staff. He will be replaced by RDML Brad Williamson who commands NATO Maritime Group Two in the Mediterranean.
- BG Tom Cosentino will retire following graduation after three decades of outstanding service to our nation. He will be replaced as Commandant of National War College by Brig Gen Darren Hartford USAF who commands the 379<sup>th</sup> Air Expeditionary Wing at Al Udeid Air Base, Qatar.
- Dr. David Tretler has assumed the duties as the NWC Dean of Faculty and has hit the ground running.
- BGen Thomas Gorry will remain the ES Commandant for another year.
- Dr. Tim Russo, formerly an Economics professor at ES, has been assigned as deputy Provost.
- We have recently completed the hiring process for the Director of the International Student Management Office and Dr. Jack Godwin will join us in early June.
- We have begun the process of hiring a new Director of Capstone since Dr. (MG) Rick Waddell has been slated for command.

Command Climate:

As briefed during the last BOV, the Command Climate survey conducted in June '14 reflected NDU core strengths as 1) academics and our educational mission; 2) students and the focus on students; and 3) highly qualified and dedicated faculty and staff. The weaknesses related to openness and transparency in decision making at multiple levels that revealed a lack of confidence in the fairness and integrity of many of our internal processes.

Armed with this feedback, we have placed increased emphasis on establishing standardized, repeatable, transparent, equitable and inclusive processes across the university. Our revised Talent Management Program is an excellent example of this. At the same time, "brown bag lunches," an open door policy and increased "battlefield circulation"

(including at least monthly trips to JFSC and meetings with the Faculty Advisory Committee) have been implemented to assess issues first hand and solicit input directly. I have also sent 90 and 120 day assessments along with my Programming Guidance to faculty, staff and students. The focus of this engagement is to ensure a common understanding of the NDU direction. While hard calls remain, decisions will not be made in a vacuum.

We recently completed another Command Climate survey. Based on the quantitative analysis, there is a positive shift in the perception of the NDU Faculty and Staff. Our core strengths remain and the preliminary review of the data indicates improvements in areas of weakness. One key indicator of the shift in perception is the increased response rate--from 36% in 2014 to 54% for this year. Another key indicator is the change in the perception of the overall experience at NDU. This year, 82% of the respondents indicated that the overall experience at NDU has been positive. This is an increase from 68% on the same item last year. We will continue to evaluate this feedback to improve the climate at NDU.

#### Curriculum:

The CJCS approved our recommended modifications to the AY-15 curriculum on 9 April. The curriculum revisions are regarded as minor and are aligned with the CJCS guidance pertaining to transforming joint education. The main changes are adjustments to learning outcomes in the Foundational Phase, a more even distribution of academic rigor across the AY, an expansion of the Tailored Leader Development from Phase 3 to all phases, movement of electives from Phase 3 to Phase 2 and increasing their duration. The changes to the electives will also enhance our ability to support the PACOM and EUCOM Scholars Programs (and possibly others) and meet the objective of giving students more choices. Dr. Yaeger will give you a more detailed brief on this later today.

The Information Resources Management College (iCollege) will execute a pilot course on Cyber Strategy Leadership during AY16. This will be composed of one seminar (9-12 students) and will grant both a Master of Science degree in Government Information Leadership and JPME II credit. We regard this as vital as there is a gap in Cyber education across PME schools.

Shifting to the South Campus, JFSC is exploring alternate length and delivery of their JPME II program, Joint and Combined Warfighting School (JCWS). This will begin with the required learning outcomes (as defined by Combatant Commanders and the Joint Staff) to determine if the length of the program is right and includes delivery via a satellite version. The current Senate Armed Services Committee National Defense Authorization Act mark includes language that may provide this flexibility.

#### Budget:

When we looked at the University budget going into the future, it was clear we had a significant disconnect between available funding and requirements. As a result, we implemented a new way of looking at University resources, linking mission performance to funding through a comprehensive program review. This review culminated in Programming Guidance that I signed last month. This guidance defines 10 areas of opportunity and risk that provide a sustainable path forward for the University in a budget-constrained

environment. We presented this programming guidance and plan to the Joint Staff. The Joint Staff J7 and Comptroller concurred with the plan and recommended to the CJCS to carve \$5M in Fiscal Year 16 and 17 out of the also-constrained Joint Staff budget to provide the University a stable funding "Bridge" while we implement cost avoidance measures for Fiscal Year 18 and beyond. The CJCS approved our plan and this transfer of funding as well as a stable funding profile of \$85M across the Future Year Defense Program.

I want to thank Joint Staff Leadership for placing confidence in our plan. Gaining this support from the Joint Staff is not the end of a journey, it is really the beginning. Now the University needs to follow through on the areas of opportunity and risk in the programming guidance. I also ask for the BOV's guidance and counsel as we seek innovative new ways of meeting the mission within our existing resources.

#### Operational Issues:

Our Chief Information Officer (CIO) has been developing information technology solutions that will allow NDU to operate effectively in the Government (DoD) space, as well as the Academic community. We have embarked on a strategic initiative we call "*Big A, little b*" to deal with the challenge of operating effectively in both communities. The "Big A" refers to our Academic side, ensuring that the NDU network focuses on and enables the academic mission of the university and provides a safe, open environment for our students and faculty. The "little b" refers to the business side, that incorporates NDU networks with DoD networks, which will allow us to better integrate business processes primarily in the resource management and human resource domains. We have deliberately focused on Academic IT over business IT, enhancing our academic status at the expensive of achieving some economies of scale in DoD IT.

A separate but related challenge is the development of a functional Student Management System (SMS). This continues to be one of the University's top priorities. After a year of work with the Office of Personnel Management and the vendor, we have developed the basic functionality that will allow us to enroll students, manage them in the various courses, assign and post grades, and print transcripts. This is all being accomplished on a secure and stable network.

Although the current SMS only meets basic minimum requirements, we are still working to build the linkage between the SMS, our student assessment tool (TK-20) and our Learning Management System of Record, "Blackboard." There is still a great deal of work to be done, but the university leadership is fully engaged with all of the stakeholders to move us into a position where our SMS can perform the necessary functions that will satisfy the colleges and our accreditors.

#### Special Initiatives:

Dr. Rich Hooker and his team from INSS recently completed their number one priority research project for the year, a book project for the Joint Staff entitled "Lessons Encountered – Learning from the Long War." It has been sent to the Pentagon for staffing.

The Eisenhower School recently completed the first collaborative effort with UC Berkeley on "Adaptive Leadership." BGen Thomas Gorry and Ori Brafman (UC Berkeley) started the

Adaptive Leadership program with a two-day session that introduced students to the Adaptive/Agile Leadership principles, as well as the complex problem formulation session that set the academic foundation for their follow-on sessions in April and May. There were 33 student participants accepted into the program and they pursued studies related to three broad strategic level issues: Veterans Reintegration; Humanitarian Assistance / Disaster Relief; Energy and Environment. The success of the program will be balanced with our budget to assess prospects for future support since this was funded by CJCS this year.

How the Board can support:

- Identify and recommend items for GEN Dempsey to pass on to Gen Dunford.
- Reinforce to the new SecDef, CJCS, VCJCS and other senior leaders the unique importance of NDU to U.S. national security.
- Help us develop opportunities to enhance the status of NDU as the premier venue for developing senior strategic security leaders and thinkers.
- Champion support against negative perceptions resulting from fiscal constraints, pay & grade reductions, friction from last year, etc.
- Continued support for a budget that will enable NDU to produce top quality strategic-level education and research.
- Advice on the 10 Areas of Opportunity outlined in the Programming Guidance

I thank you for your continued support and look forward to a productive meeting and collectively charting the right course for NDU.



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