



**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 28 January 2016:

Introduction

Board of Visitors members, NDU colleagues, ladies and gentlemen, welcome to the NDU Board of Visitors meeting for January 2016. I will start by delivering an update on the State of the University by introducing senior leaders who have joined the team since the last meeting and providing you with curriculum updates for both campuses. I will then briefly review Force of the Future and Programming/Planning Guidance, topics on which you will received more in depth briefs later in the meeting. This will be followed by highlighting our ongoing operational issues and special initiatives. Lastly, I will give a short assessment of the command climate and ask for the Board's assistance in developing a vision for NDU from now to 2023.

Personnel Updates

At the last meeting I mentioned five senior leader positions changing over: National War College, Joint Forces Staff College, International Student Management Office, Capstone, and the Chief Information Officer. Brigadier General Darren Hartford, Rear Admiral Brad Williamson, Dr. Jack Godwin, Mr. Drew Davis, MajGen, USMC retired, and Ms. Diane Webber, RDML, USN retired are all on-board. We have also welcomed Ambassadors Paul Wohlers at NWC, Deborah Jones at ES, and Greta Holtz at CISA.

General Joseph Dunford, USMC has become the Chairman of the Joint Chiefs of Staff, Rear Admiral Kevin Scott, USN (former Vice Director J-7) has been identified to replace Lieutenant General Tom Waldhauser as the Director J-7, and Command Sergeant Major John Troxell, USA has become the Senior Enlisted Advisor to the CJCS.

Curriculum Updates

We are continuing with the core curriculum with only minor adjustments to the timing of our electives. One of our biggest changes has been the introduction of a Joint Professional Military Education (JPME) II Master's program in the Information Resource Management College (IRMC). This J7 approved pilot program will graduate six military and four DoD civilians this academic year. The J7 has also tasked NDU to explore new names for IRMC in order to more intuitively reflect their mission.

The College for International Security Affairs (CISA)'s International Counterterrorism Fellowship will be reviewed in May for JPME II accreditation by the Process for Accreditation of Joint Education (PAJE). This PME accreditation visit mirrors a civilian

accreditation such as the Middle States Commission on Higher Education. CISA's will be the first in a series of PAJE visits that will assess all of NDU's colleges over the next 18 months. Also of note, CISA continues to enhance its program for special operators at Fort Bragg, NC by including State Department students and foreign officers. This also strengthens the alumni network.

The Joint Forces Staff College (JFSC) now offers a 10-week JPME II course at the Combatant Commands on a rotating basis. Previously, this satellite course was only offered in Tampa, FL to support Central Command and Special Operation Command. On 11 January, we began the course at Northern Command in Colorado Springs, CO. Pending CJCS approval, JFSC will also expand their 40-week blended-delivery JPME II course, previously restricted to the reserve component, to include active duty officers.

OSD "Force of the Future" initiative

In 2015, Secretary of Defense Ash Carter launched an initiative to examine the Force of the Future. The Force of Today is widely acknowledged as the best in the world, reflecting the ideals of a high-quality, all-volunteer force; the thorough integration of active and reserve components and supporting government civilians; and the strength of seamless, multi-domain Joint operations. Accordingly, in this ever-changing environment, one of Secretary Carter's top priorities is to ensure the Force of the Future maintains our key competitive edge—*our people*. Education has a critical role in shaping the Force, which we will hear more about later from the Chief of JPME for the J7, Colonel Jeff Settle.

Budget and Programming/Planning Guidance

Secretary Carter designated the CJCS as NDU's Executive Agent in order to align our chain of command with our funding authority. By aligning resource authority with the chain of command, the J7 is in position to advocate for NDU's budget with the Joint Staff. The NDU budget will continue to exist separately in the Joint Staff budget, allowing NDU continued management control over University resources.

In November, Our Chief Operating Officer (COO) organization executed a Management Control Review with the assistance of the Joint Staff and others. Based upon policy reviews and a strengthened relationship with the Director for Joint Force Development, NDU leadership received the authority to reassume responsibility and accountability for the assessment of the University's administrative and fiscal management control processes. This review returns management control responsibility to NDU following assumption of these responsibilities by the Joint Staff in 2012. The results of this review, which focused primarily on compliance and audit requirements, will be submitted to the Joint Staff in February.

Looking more specifically at the NDU budget, despite constrained funding throughout FY15 there was good news during the year-end close out. Our Information Technology, Facilities and Resource Management Directorates partnered to develop contracting strategies designed to capture year-end funding if available from the DoD. This

paid off when OSD issued \$3.5M of year end funding which allowed NDU to fund a \$2.6M renovation to classrooms in IRMC, a \$400K upgrade to the war-gaming classrooms at South Campus, and many other IT system investment requirements. This will greatly support NDU's long-term Academic Technology efforts.

Moving into FY16 and FY17, the NDU budget from Congress was only \$78M for FY16, which would not have been enough to sustain operations. Based on the results of our Program Review in July, the Joint Staff pledged an additional \$6.8M per year for FY16 and FY17 in order to maintain NDU operations in the short term. This included \$3.2M for IT investment to support our developing strategy to improve our academic and business technologies. Joint Staff did not provide additional funding throughout FY18-22 and challenged NDU to find efficiencies to meet these shortfalls.

With a sense of urgency about the need to balance our requirements and budget, NDU's FY18-22 future year planning and programming process is in high gear. I directed 12 task groups to develop options focused on changing the way NDU does business from a confederated component concept to implement more Whole of NDU processes. The task teams are developing options for new initiatives and efficiencies to resolve a \$4M yearly deficit from FY18 to FY22 and to set the University's overall program on a balanced and sustainable path moving forward.

The largest FY18-22 future year planning effort, which is central to our long-term strategy, is a more coherent effort to manage student, faculty, staff, course and program lifecycles while fostering greater adoption of Academic Technology. Recent studies such as the Blackboard review indicate that the University is not effectively using academic technology or integrating it with other University business processes. As a result, NDU has contracted help in two ways: first, to build a future year road map for implementing a Whole of NDU Academic Technology strategy; and second, to recommend an NDU leadership and governance structure that manages the academic and business information technology requirements necessary to support Academic Technology. The team has completed Senior Leader Focus groups with north campus schools and will assist JFSC in the near future. Results will better inform the resource allocation and investment decisions NDU needs to make in the next few months as we prepare our FY18-22 planning and programming submissions.

We also completed the transition of our Chief Information Officer (CIO) to a civilian Title X position, onboard since July. The CIO has embarked on an end-to-end review of our Information Technology Directorate, its plans, programs, and organization. The results will be critical to the success of our FY18-22 planning and programming efforts and our goal of ensuring NDU has an integrated and affordable investment strategy for the modernization and sustainment of our future academic and business technology requirements. You will hear from Diane Webber later today on Educational Technology Ecosystem.

Operational Issues

A student information system is a struggle we share with many academic institutions and was a noted concern during previous accreditation visits. With hard work from NDU team members and the contractor, this concern is being addressed and is well on the way to being resolved. Despite early setbacks last AY, the deployment of the initial phase of the University Student Management System (USMS) has been successfully completed and was used to create transcripts in June. Current functionality includes the collection of student information, the creation of courses, student registration, grade collection and printing of transcripts. AY16 students are loaded in the system and the data is being used across the University. Phase two is in development and testing and will contain additional, essential functionality, which is being prioritized based on the efficiencies that can be gained by our team. Phase two will also allow additional access for authorized users to include administrators, faculty, and students.

Because NDU employees are essential and valued, we evolved our Talent Management (TM) process to better encourage and grow them in a fair, predictable and transparent way. Thanks to the Board for support and guidance as we developed and implemented our new system. The 2015 TM Review was more holistic than previous years, as we included military faculty and staff, Title 5 (GS) staff, and faculty from our interagency and industry partners in the talent pool. Across NDU, we made 107 renewal decisions, authorized hiring to fill over 50 vacancies, managed pay adjustments and promotions, developed plans for employees needing improvement, and recognized top performers. Looking at the workforce holistically at both the university and component levels was informative and helped decision makers at each level. We leveled the playing field by moving appointment end dates to a summer cycle versus individual hiring anniversaries, and started reviewing expiring appointments earlier to benefit both the employee and NDU. Under our revised TM process conducted from May-September 2015, most of those eligible were considered at least one year before their appointment end date, with some nearly two years before. The majority of appointments this year were approved with appointment dates through 31 July 2019.

Special Initiatives

The Book Project

Lessons Encountered: Learning from the Long War is a book directed by General Martin Dempsey who wanted to know what were the costs and benefits of the campaigns in Iraq and Afghanistan and what were the strategic lessons of these campaigns. The Institute of National Strategic Studies formed a team of scholars to answer these questions. The primary audience is senior officers, their senior staffs, and students in senior Joint Professional Military Education courses. Other military professionals should find it of great value. The book was published in the fall of 2015 and is being mailed to all active duty US general/flag officers, as well as being provided to all students in NDU war colleges and other programs. Its success has been striking – in addition to requests for copies from across the interagency and national security spectrum, it is the most downloaded NDU publication ever.

PhD Program

Part of the Force of the Future initiative, NDU was directed to develop a plan for an accredited doctoral program in national strategy. The Provost will cover details later this afternoon, but briefly, we are planning for the program to have initial enrollment in AY 17-18 and completion of the first cohort occurring not later than AY19-20. This program is pending CJCS approval.

Adaptive and Agile Leadership Initiative

The Adaptive and Agile Leadership Initiative is a partnership between Eisenhower School and the University of Berkeley Haas Business School in order to give students a broader perspective on adaptive leadership. Twenty-eight students from Haas partnered with 32 students from Eisenhower to participate in on-line forums, visit respective campuses, and contribute to each other's final papers and briefs at the end of the year.

CTNSP

NDU's Center for Technology and National Security Policy (CTNSP) has come a long way in the last year, from a reimbursable organization in the red without a stable funding source to finishing the fiscal year in the black and completing all commissioned research tasks to standard. To ensure that CTNSP is solidly positioned to support DOD senior leaders' emphasis on technological innovation, the center has been restructured with new leadership and a new business model that enhances program management. This model also ensures a solid base of funding, to include \$4M in new support agreements and a \$5M Congressional plus-up to establish a National Security Technology Accelerator. The Accelerator focuses on education and research that enables DOD civilian and military leaders to take advantage of global commercial sources of technology and innovation relevant to DOD missions.

Command Climate

A positive Command Climate remains one of my top priorities. We continue with efforts to ensure all members of the NDU Team are treated fairly, that appropriate guidance and direction is given, and decisions are made in a transparent manner. This requires continuous action to maintain positive momentum and prevent problems from going unchecked that could cause them to fester. I am pleased with the progress we have collectively made but fully understand that continued emphasis is imperative.

How the BOV can help

We need to plan for our future and understand the constrained resources will be a constant. I firmly believe that if NDU looks the same in 2023 as it does today, we will have missed an opportunity and run the risk of losing relevance. We seek assistance of the board to shape the future of NDU in order to remain at the forefront of joint education, leader development, and scholarship. To assist you in thinking this through, we will help frame our

state of affairs this afternoon and discuss the programming guidance that have been provided as a read-ahead. Tomorrow morning is designed to be a "Board only" discussion to allow for further deliberation on NDU 2023.

Among Congressional members, OSD, and the Joint Staff, there is an appetite to revisit the restrictions, definitions and limitations on joint professional military education. We ask that you consider potential legislative changes, educational program considerations, and ideas that will ensure NDU's preeminence now, next year, and in 2023.

Conclusion

We greatly appreciate the input and wisdom from all BOV members as we work together to strengthen NDU. We are thankful that you have made it here safely and look forward to General Newton joining us later today. Ambassador Wanda Nesbitt regrets not being here in person as she is recovering from a serious car accident. She sends her regards and will be dialing from home to attend at least some of the meeting.

As a final note, I'm happy to announce that in one of his last acts as Chairman, General Dempsey approved the Joint Meritorious Unit Award for NDU. I would like to thank the BOV for your assistance with this award that has had a positive impact on the climate at NDU. The award will be publically presented tomorrow during the Day 2 session.

Subject to your questions or comments we can continue the agenda.



F. M. PADILLA
Major General, USMC
15th President