



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5086

NDU-P

JAN 13 2016

MEMORANDUM FOR SENIOR VICE PRESIDENT

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

SUBJECT: Fiscal Year 18-22 Planning/Programming Guidance

Over the past two years National Defense University (NDU) has made significant progress refocusing our Joint Professional Military Education (JPME) academic and research programs and instituting the concepts envisioned in the Joint Education Transformation (JET) initiatives. We have also made progress creating a more effective and efficient business operating environment, although we still have a considerable way to go with our process improvements, workforce reengineering and shaping, and efforts to implement more standard, repeatable, measurable, and auditable processes across the enterprise. While we continue these efforts, it has become apparent that we need to shift our senior leadership focus further out on the horizon to ensure we achieve sub goal 4.1 of our strategic plan: NDU leads in the transformation/evolution of joint professional military education for 2020 and beyond. While working to achieve this goal, it is paramount that NDU provides rigorous academic programs to support the development of the knowledge, skills, and dispositions for national security leaders and professionals. NDU's programs must focus on the development of innovative, critical, and collaborative thinking skills for strategic problem-solving, decision-making, and leadership.

In light of these on-going efforts as well as the November 2015, Secretary of Defense Memorandum on the Force of the Future, we have begun this shift in thinking through our FY18-22 NDU Planning and Programming Process Cycle deliberations. Several common themes, or big ideas, have emerged from our senior leader offsite sessions that capture a sense of NDU's potential direction and warrant more detailed planning and consideration for their effect on FY18-22 resource allocation decisions.

The following concepts and initiatives will guide our mid- to long-term planning efforts, as well as the FY18-22 POM development.

a. Capitalize on NDU's unique capabilities to develop and deliver rigorous education on behalf of current and future stakeholders utilizing a "Whole of Governments" perspective.

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b. While endeavoring to preserve our unique mission programs' value propositions, increase stakeholder value and improve the student, faculty and staff experience through a more holistic "Whole of NDU" approach to academic program and curriculum development, faculty and staff professional development, and optimization of academic and business support capabilities.

c. Optimize academic program and course development and delivery exploring the use of available and innovative education models, including on-line, blended and in-resident methods to better meet stakeholder requirements and improve the student, graduate, and faculty experience.

d. Embrace and foster adoption of innovative academic technologies and give high priority to the investments necessary to modernize and sustain NDU's academic and business information technology capabilities.

e. Implement an Integrated Lifecycle Management strategy with coordinated concepts of operation for Students, Faculty, Staff, Programs, and Courses by AY18/19 to create a more seamless, effective, and efficient academic and business operating environment.

f. Improve University-wide awareness of existing programs including development of a holistic Student Size and Composition baseline. To ensure programs remain balanced throughout the FY18-22 timeframe, implement a rigorous Annual Review Process for all NDU programs, courses and associated Student Size and Composition planning beginning with AY17/18.

g. Develop a University-wide strategic focus for managing all mission teaching, academic support, and research resources, including rigorous planning and assessment processes by AY18/19. To support the academic program resource refocus, build on the enterprise-wide improvements for managing all University business operations resources, including rigorous planning, assessment, and audit processes to be implemented by AY17/18.

Based on these concepts and initiatives, specific program guidance tasks have been formulated to help focus and prioritize our planning teams' efforts. Attachment 1 details specific options the task teams will develop first. The teams are encouraged to develop other creative options that better serve NDU's interests and help balance the FY18-22 program. The Provost and Chief Operating Officer will ensure that the task teams' complete their work by 31 January 2016 through a series of iterative weekly planning sessions.

This guidance is intended to continue the evolution of NDU to ensure our collective relevance and status as the premier national security institution focused on advance education, leader development and scholarship with a "Whole of Governments" emphasis. This will be accomplished in a time of increased requirements, competing demands and diminishing resources. If we make the right choices now, "the Chairman's University" will be far more effective and efficient in delivering the right education in the most appropriate ways at the needed times. I am proud of 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
15th President

Atch: FY18-22 Programming Guidance Specific Tasks

FY18-22 Programming Guidance Specific Tasks

Task 1: Optimize Joint Combined Warfighting School Curriculum Delivery

- 1. Active Component Blended Model Option through an AJPME Pilot Program.** JFSC develop a proposal for J7 to conduct a pilot program to allow Active Component military members to achieve JPME Phase II credit through the AJPME course in FY18/19.
- 2. Pilot Program Legislative Proposal.** JFSC work with NDU AA to provide a legislative proposal in collaboration with J7 to conduct a J7 legal review and gain concurrence from House Armed Services Committee legislators or their staffs as required. The proposed Pilot Program is contingent on J7 written concurrence that Active Component military members will receive JPME II credit before the pilot is initiated. The Pilot Program must provide JPME II Joint Education credit for Active Component military.
- 3. AY18 JFSC Size and Composition Review.** JFSC work with NDU AA to determine and recommend to J7 the combined Active Component AY18 Size and Composition for the three delivery methods, JCWS In-resident, Satellite Program, and AJPME based upon resources and anticipated demand.
- 4. Provide an initial skeleton brief of the proposal by 31 Jan 16 for presentation at the 24 February 16 offsite.**
- 5. NDU goal is to develop an issue paper for presentation to Joint Staff for consideration by 1 May 2016.**

Task 2: Proposal to expand cyber education offerings at NDU

- 1. Develop a cyber education program expansion option brief for J6, OSD/CIO, and Cyber Command consideration by 1 Mar 2016.**
 - a. Define the courses recommended and provide an initial estimate of faculty and cost requirements.**
 - b. Consider a cyber concentration program that complements the core JPME curriculums with an array of CYBER electives leading to a service designation for Cyber education.**
 - c. Provide an initial skeleton brief of the proposal by 31 Jan 16 for presentation at the 24 February 16 offsite.**
- 2. NDU goal is to develop an issue paper for presentation to Joint Staff for consideration by 1 May 2016.**

Task 3: Student Class Size and Composition, Course Capacity Planning and Approval and Annual Review Process For All NDU Courses

- 1. Build a Cyber/IO Course Presentation to OSD/CIO, and CFO Academy Presentation to OSD Comptroller lead By Chancellor Hamby.**
- 2. Build Counter Terrorism/ Special Operations/ Afghanistan-Pakistan "hands" course presentations for ASD So/Lic, CG SOCOM, and Joint Staff J5 lead by Chancellor Bell.**

3. Each presentation separately must accomplish the following:
 - a. Develop a baseline student quota for each course to review annually which is linked to resources. If JPME accreditation is planned, ensure compliance with the OPMEP.
 - b. Presentation includes AY17/18 student load for all courses offered.
 - c. Provide mission based rationale for # of Students (Size of Workforce, COCOM guidance)
 - d. Discuss a stakeholder managed student quota priority and allocation management process to ensure scarce student quotas reach the highest priority students.
4. Develop a more rigorous Student Size and Composition Annual Review Cycle for execution beginning with AY17/18.

Task 4: Address the University direct funding subsidy of International Student attendance

1. Present an analysis that reflects the NDU "Subsidy" cost for the IF Program. Break out Faculty and University Support subsidy impacts, compare to other NDU reimbursable student programs.
2. Assume starting student load is based on the AY15/16.
3. Provide 3 options as a minimum and discuss actions required to achieve each:
 - a. SATFA allows NDU to change the model calculation to match OPMEP Guidance (3.5 to 1 student faculty ratio) for each affected college and show cost avoidance and continued subsidy.
 - b. Joint Staff J7 allows NDU to waiver the Student Faculty Ratio due to the SATFA calculation. Show the cost avoidance and continued subsidy
 - c. Reduce the NDU IF program to AY08/09 levels prior to the expansion (25%), show cost avoidance assuming no change to SATFA or OPMEP Policy.

Task 5: Develop Annual Student Practicum travel revalidation focused on overseas travel.

1. Develop a presentation to the NDU PROVOST addressing issues identified in the FY17-21 Programming Guidance, Each Program Lead is required to:
 - a. Each College develop a briefing that includes a trip by trip/program review of each AY16 student practicum. For each OCONUS student practicum programs provide a business case that compares the OCONUS Option to a CONUS Option.
 - b. Using the FY15 funded level as a baseline,
 - 1) Using FY 15 Travel as a baseline, draw a comparison between practicum travel (locations, objectives, costs) with planned FY 16.
 - 2) Explain any projected program growth in terms of curriculum impact including risk assessment of limiting or eliminating cost growth through FY18-22.
 - c. Program Lead is tasked to pull from these separate College Briefs and create an NDU Brief to be prepared to answer questions about the program to outside leadership.
 - d. Develop an annual review process that completes this effort every year so the University is prepared to explain the OCONUS Student Practicum travel with little or no notice.

Task 6: Review Faculty and Academic Support Staff Manpower Utilization Related To The Mission Teaching Functional Programs

1. Develop a briefing outlining OPMEP and PAJE Student/Faculty ratio requirements and calculations. Explore the contribution and value of all faculty and academic support staff to the

mission teaching functional programs. Develop a standard methodology for NDU component accounting for faculty and academic support staff utilization.

2. Develop an option that counts 50% of Library "Instruction and Research Support (15 FTEs)" and 50% of CASL "Experiential Learning Support (10 FTEs)" and 25% of Direct Funded INSS Faculty (23 FTEs) as a part of the Student Faculty Ratio by FY22 impacting all Joint Education Schools.
3. Study/consider the requirements for civilian Title X (both DoD and non-DoD funded) faculty in the colleges or components in order to develop, execute, oversee, and adapt rigorous academic programs, direct courses and lead departments, and mentor and develop military and agency faculty and junior-ranking civilian faculty.
4. Consider all Faculty/Staff Student/Faculty Ratio options available in OPMEP and PAJE Policy/Guidance and develop two alternative options. Compare to examples of how other DoD joint education programs utilize enterprise-wide faculty in support of joint education.
5. Discuss how portions of the current College workload can shift to being supported by these organizations freeing up faculty to focus on curriculum content by FY21.
6. As an additional item to stimulate dialogue, develop a concept/options for non-DoD FTE civilian faculty (e.g. Endowments, etc) in order to sustain college programs with required academic expertise and depth.
7. Provide risk assessments for each option.

Task 7: Learning and academic technology strategic concept development.

1. Academic technology review contract is developing proposals for a new management structure and long term roadmap for learning and academic technology as detailed in the Performance Work Statement.
2. Options will be considered concurrently with options that Task Team 6 are developing.

Task 8: Information Technology Strategic Concept Development

1. Develop and execute a multi-stage plan to transform the IT infrastructure and capabilities across NDU. Options should be based on defined future enterprise IT requirements and not constrained by current ways of doing business or existing systems. This set of plans will:
 - a. Not sacrifice security and usability of networks or information.
 - b. Encompass IT development and support across all functional areas of NDU and its schools/colleges/centers, to include but not limited to, finance, human resources, teaching and learning, research, and assessments.
 - c. Implement and sustain IT capabilities, with the necessary Information Architecture, to enable the varied student, faculty and staff life cycles throughout NDU.

d. Support the perpetual engagement of students, providing resources and connections between students, faculty and other colleagues beyond completion of programs at NDU to ensure the required results expected of NDU students/alumni in, and supporting, the profession of arms.

e. Support the ever-changing requirements of current and future “whole of government” engagements.

2. Lead governance of the IT spend at NDU.

a. Achieve a \$2M reduction of IT costs by FY22.

(1) Consider leveraging a broad range of opportunities both within DoD and commercially available;

(2) Develop and track short, mid, and long term milestones required to achieve the reduction;

(3) Implement and execute effective project, program and portfolio management (PPPM).

b. Re-invigorate the ITSC to achieve transparency of the NDU IT spend. Through that transparency increase NDU’s ability to sustain achieved baseline reductions and ensure that future costs can be justified in support of an approved NDU strategy.

Task 9: Implement improved NDU support cost model reimbursable process:

1. Develop an option that reflects the new NDU support model reimbursable collections compared to the prior calculation.

a. Provide a breakdown by support agreement of model based costs compared to projected funding

b. Provide a status of reviewing and transitioning all support agreements University-wide into an enterprise managed system in preparation for the OSD Mandated IPP system.

Task 10: Develop enterprise functional manager programs for Institutional Research, Academic Support, Operations and Administration.

10A: Institutional Research, Dr. Zedlar

10B: Academic Support, Dr. Russo

10C: Operations, Ms Jen Russell

10D: Administration, LTC Tim Beck

1. Each Task Owner is tasked to provide a briefing that defines the following:

a. The specific tasks supported by each enterprise program.

b. A subjective analysis of the workload in each College based on actual mission produced (# of Students, Events, Tasks, Manpower, etc.).

c. An objective manpower requirement for each organization based on this workload

d. If possible each owner should select an operating NDU organization structure that provides a baseline of mission versus manpower required.

e. Provide a recommended manpower level in each organization based on this analysis.

2. Do not address existing manpower, realignment or sourcing recommendations.

Task 11: Develop options to implement a Doctoral Program at National Defense University.

1. Each Task Owner is tasked to provide a briefing that defines the following:

- a. Develop the option to create an NDU Doctoral Program. Define the requirements for this Doctoral program based on external demand.
- b. Develop an option that shows the manpower and costs related to fielding a Doctoral program.
- c. Describe a recommended time-line for Implementation.

Task 12: Utilize the talent management annual cycle to limit cost growth through compensation management.

1. The Human Resources Director is tasked to provide a briefing that defines the following:
 - a. Develop an option to conserve funding by wage growth to 50% of inflation.
 - b. Savings generated by hiring at lower salary levels and restraining pay raises.
 - c. Do not reflect a change to normal pay raises seen by current NDU employees.
 - d. Develop an additional range of options the team believes are in the best interest of NDU attempts to balance the FY18-22 POM.