



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066

NDU-P

20 JUL 2016

MEMORANDUM

Subject: Major Program/Budget Decisions for Fiscal Years 2018-2022

1. National Defense University (NDU) has reached a crossroads in defining our future as an educational institution. Today the University provides excellent academic programs and student experiences through the commitment and dedication of our tremendous faculty and staff. However, as we have discussed throughout our planning and programming deliberations, and have seen in the results of our academic technology assessment, the digital native students we will see in five years are going to come with different and greater expectations for their student experiences and will learn and engage in fundamentally different ways. To remain the security community's leading educational institution and posture ourselves to increase our relevance, NDU's advance into the future needs to go far beyond just using new hardware and software to support a dated educational approach. We should identify and leverage new techniques and technologies to enhance the entire educational experience. These capabilities could include project collaboration, simulations, wargaming and virtual education, among others. To guide our efforts, educational outcomes must always be the driving force. Technology is a tool which will enhance our educational programs. Our mandate is to select the right technologies for NDU based on a rigorous needs assessment of academic requirements and use these tools in the most effective and efficient way. Our faculty and staff must be able to keep pace with our digital native students, while maximizing the effectiveness of these new systems and techniques in delivering the world's best education and professional development for senior security leaders. The FY18-22 POM is the result of a strategy and decisions that recognize the priority need for transformation (including academic technology), despite austere budget conditions. This transformation will include the following areas:

a. Focus on the Student Experience: The Provost will refine the relationship between NDU's academic programs, research, academic support, and classroom instruction to maximize the value of our students' experiences across NDU. To offset and adapt to the challenges of educating digital native students as well as other anticipated NDU faculty and staff demographic shifts, we should further embrace the expertise of instructional designers, librarians and wargamers to bolster portfolios. This will help focus faculty on their most important contributions to the student experience: course content, curriculum development, and delivery. Therefore utilizing a "Whole of NDU" operating concept and expanding on our "Whole of Nations" educational framework and perspective, we will develop the learning and technology center concept/model, research activities, simulation/wargaming, and academic support staff to play a greater role in curriculum design, development, and execution. Beyond creating efficiencies, we should also continuously improve program effectiveness by fostering greater interdependence between programs, while bringing innovative ideas and cutting edge research from across the University to our students, faculty, and staff. Finally, the Provost will ensure all academic programs and their associated academic support and enabling business processes are relevant, effective, and efficient by developing more rigorous planning and assessment processes.

b. Manage Course/Student Size and Composition: During this POM cycle, it became evident that the University did not have an effective planning and assessment mechanism to perform holistic Course/Student Size and Composition Management. In the past, course offerings and size and

composition decisions were handled through disparate processes and simply aggregated. As we studied this issue, we made a start by collecting and developing a student throughput baseline for all University courses. To move forward with this initiative, the Provost will develop a “Whole of NDU” annual management cycle for reviewing all NDU courses and student throughput. The goal is to ensure we focus scarce resources on the highest priority student education opportunities, informed by in-depth stakeholder engagement by leaders across NDU and formal customer input.

c. Deliver Academic and Information Technology Architectures, Strategy, and Programs: Under the overall direction of the Chief Operating Officer and in close coordination with the Provost, the CIO will build and manage the functional expertise required to support NDU’s academic and information technology requirements. This includes developing and executing the architectures, strategy, and programs that bridge the Provost’s academic vision with the reality of fielding effective systems in a Department of Defense environment.

d. Create a Learning and Technology Center: The Provost will create a Learning and Technology Center concept/model to fully support the NDU student, faculty, and staff lifecycle. This includes activities such as orientation and on-boarding, training and professional development, and collaborative planning and assessment. Beyond investing in systems, we must foster an environment that supports development of our faculty, staff, and students in order to promote new ways of enhancing the student experience. This improved student experience will include dedicated research and writing assistance, orientation and refresher training, and assistance with all academic technology systems. The center should also include an expanded instructional design capability to integrate new tools and concepts into curriculum across the University. As an initial planning assumption, the learning and technology center should be founded on an updated concept for our NDU Libraries.

e. Develop and Deliver Cyber Education Requirements: Our students five years from now will live every day in the cyberspace terrain. As NDU’s functional manager for cyber-related education and the leader of the cyber education community of practice, the IRMC Chancellor will clarify and develop cyber education requirements and optimize their delivery across the University. This will be done in conjunction with internal and external stakeholders. This also will include improved simulation and wargaming, along with expanded access for all students to the expert faculty resident within the Information Resources Management College.

f. Safeguarding Our #1 Resource – Human Capital: With 65% of the University budget allocated to civilian pay, our disciplined use of strategic talent management, organizational design, professional development, workforce engineering, and shaping techniques and tools will be critical to the success of our overall transformation and resource allocation strategy. The University fielded an effective talent management process two years ago. Under the overall direction of the Chief Operating Officer, the Human Resources Director will continue to develop and expand NDU’s Human Capital Management programs. In addition, the Human Resources Director and Chief Financial Officer will develop plans with component leaders to subdue the growth of the average work-year cost of University employees over the next five years without compromising talent, retention, or employee job satisfaction.

2. Our journey of discovery during this year’s planning and programming process has been difficult but extremely valuable. It has enabled us to develop a shared understanding of our programs, what it costs to execute and support them, and why and how our resources have been allocated. With this knowledge, we explored some alternative futures, and for the first time, established a resource allocation strategy and plan that balances our vision, requirements, and programs across a five-year

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period. Most importantly, we recognized a need to pursue initiatives to transform the way we do business, not just for efficiency, but also for effectiveness. We also realized that it is time to take a hard look at the student experience that results from our current academic and academic support programs, as well as our enabling business processes. As a result, this POM represents the beginning of a transformational effort that will take a lot of hard work over multiple years, and it is only a start. The state of our technology and its impact on our academic programs kept the focus of this planning cycle on catching up in that area. As we work to define our future and transform, our focus will shift to what the future national security leaders need from us. We have some of the best and brightest thinkers with deep operational and educational experience throughout our university. We need to tap into that expertise to inform our discussions about what's next for NDU. These discussions should consider the future of national security and the profession of arms, along with questions about how NDU can best meet the educational needs of those future leaders.

3. There is no doubt that this endeavor will be difficult, but if we believe that what we produce is important to our nation's security, then it is imperative that we take on this challenge. I know that we can do it if we work collaboratively and use all tools available. I am very proud of what we have accomplished this year and look forward to continuing to explore and define the future of NDU and joint education with our team of outstanding professionals.



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