NDU Transformation

Vice Admiral Frederick J. Roegge
NDU President
11 December 2020

Imagine, Create, and Secure a Stronger Peace…

NATIONAL DEFENSE UNIVERSITY
Washington, D.C.

NDU Transformation

SecDef Esper in Defense Wide Review (DWR) tasked NDU to propose a plan to eliminate CIC and CISA

- The recommendation from NDU and the Joint Staff (JS) proposed to integrate CISA and CIC Joint Professional Military Education – Phase II (JPME II) programs into the NWC and ES degree programs, and offer elective concentrations in Counterterrorism/Irregular Warfare (CTIW) and Cyber/Info (CI)

SecDef also tasked NDU to focus on its core mission of JPME

- The NDU/JS recommendation proposed to divest non-core programs

Congress does not support NDU Transformation initiatives

- We have ceased all planning for implementation; focus is entirely upon delivery of this year's program

Fiscal Year 2021 (FY21) National Defense Authorization Act (NDAA) Conference Report directs the next steps (next slide)

SecDef also tasked:

- Focus 50% of curriculum on strategic competitors, with focus on China
- Address emerging and disruptive technologies
- Increase international students by 50% over the next five years.

NDU is on track or ahead on each

FY 2021 NDAA Conference Report

Prohibits the Secretary from any action to eliminate, divest, downsize, reorganize, or seek to reduce the number of students at CIC and CISA pending completion of reports

Directs the Secretary to:

- Report by 01 FEB 21 an assessment of the requirements for JPME and civilian leader education in counterterrorism, irregular warfare, and asymmetrical domains and relevant recommendations
- Brief the defense committees by 01 MAR 21 and report by 01 May 21 an assessment of the requirements for JPME and civilian leader education in the information environment and cyberspace domain and relevant recommendations
- Prohibits obligating or expending more than 60 percent of the funds authorized to be appropriated for NDU until 60 days after the date on which the congressional defense committees receive the report

Budget Status on Transformation Action

Responding to DWR tasks, NDU Transformation recommendations projected potential savings of $6.9M – primarily through divesting some non-JPME programs

An additional Office of the SecDef (OSD)-directed $0.9M civilian pay reduction and topline reduction for POM-22 ($2.5M, 13 FTEs per year) resulted in the Joint Staff reducing the NDU budget authority by $10.3M per year and 51 Full-Time Equivalent (FTE) positions

- Reduction is approximately 10% of the NDU top line
- Joint Staff budget also reduced 10%

In October 2020:

- OSD restored the $2.5M and 13 FTEs in FY 2022, leaving NDU with $7.8M and 38 FTEs to source
- Budget discussion / reclama with Joint Staff
  - Direction to operate within this reduced top line
  - Guidance about where to take risk (next slide)
- FY 2022 Budget Submission

Guiding Principles

To balance mission requirements with available resources:

Maintain academic rigor required by statute and accreditation required by SecDef

- Accreditation assesses our programs as we define their elements; what elements of our current programs are not “required”?

Maintain student throughput

- OK to reduce student throughput

Preserve Civilian Pay (CIVPAY) and FTEs where possible

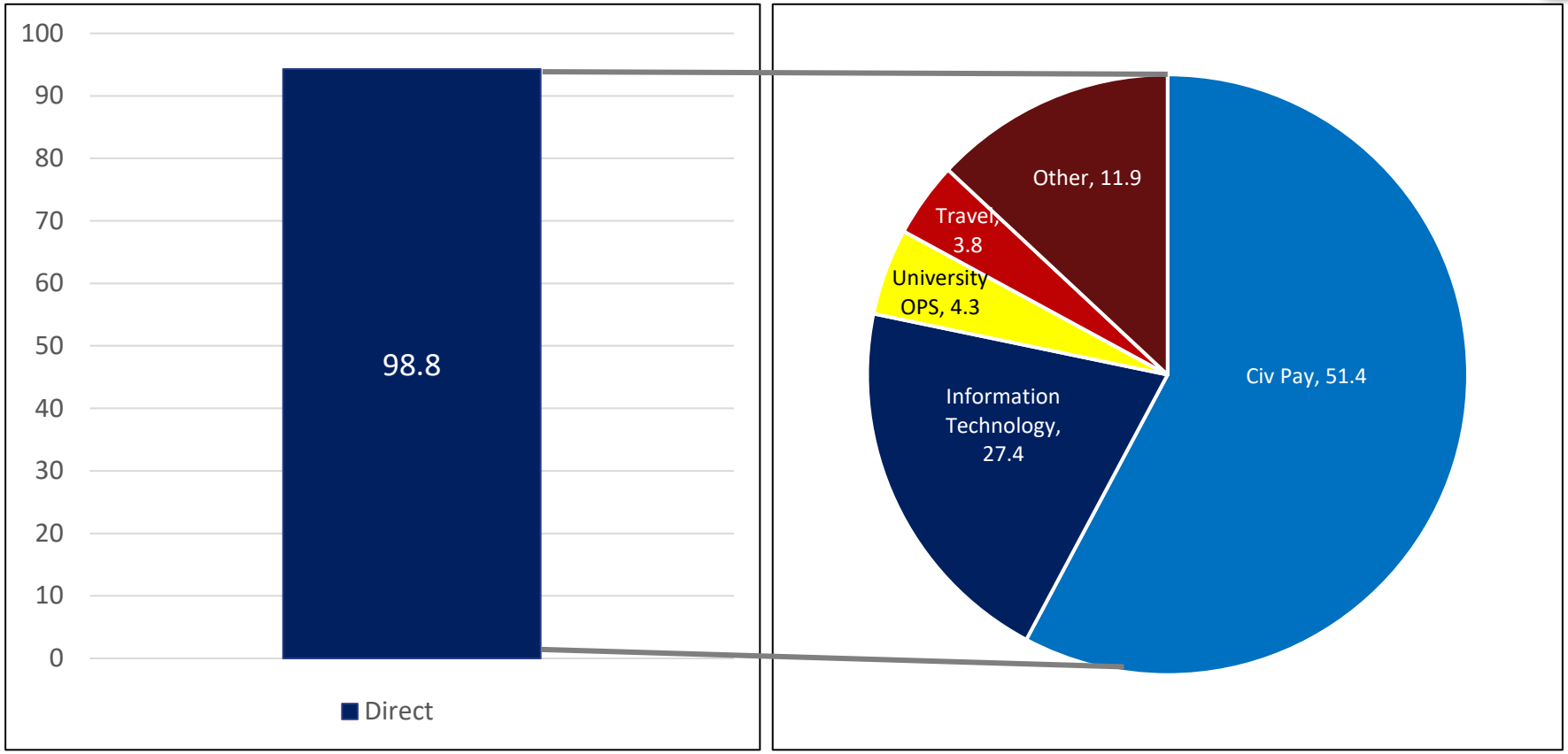
- Accept additional risk in non-pay

Protect IT Sustainment/Restoration/Modernization (SRM) - Found insufficient in the past two accreditation visits

- Accept risk in the velocity of the IT Modernization
- Preserve Student Information System

Anticipate potential efficiencies not yet in evidence

FY 2021 Direct Funding:
Mission and Functional Programs



Data is based on FY 2021 President's Budget Submission and Pending FY 2021 Appropriation

51% of NDU Spending is for Civilian Pay and 27% is for Information Technology

FY 2022 Budget Submission

To balance mission requirements with available resources:

IT Program	**$ 3,300 K**
Student International Travel	**$ 2,100 K**
NDU and Component Operations	**$ 1,200 K**
Anticipated Savings	**$ 1,200 K**
Total	**$ 7,800 K**

OSD Comptroller is now planning to draft a Program Budget Decision (PBD) for restoral consideration of DWR/transformation action. This PBD will have to be approved by the Secretary of Defense during the FY 2022 President's Budget decision cycle.

Next Steps

Innovate the curriculum to meet learning objectives with reduced travel; reimagine the teaching of regional perspectives

- What lessons from our COVID experience?
- Where might new/additional investment be warranted to support a different approach to these learning objectives?

Recommendations to Provost for FY 2021 / AY 2021 travel

Model behaviors in mission statement: Critical thinking ... under conditions of disruptive change

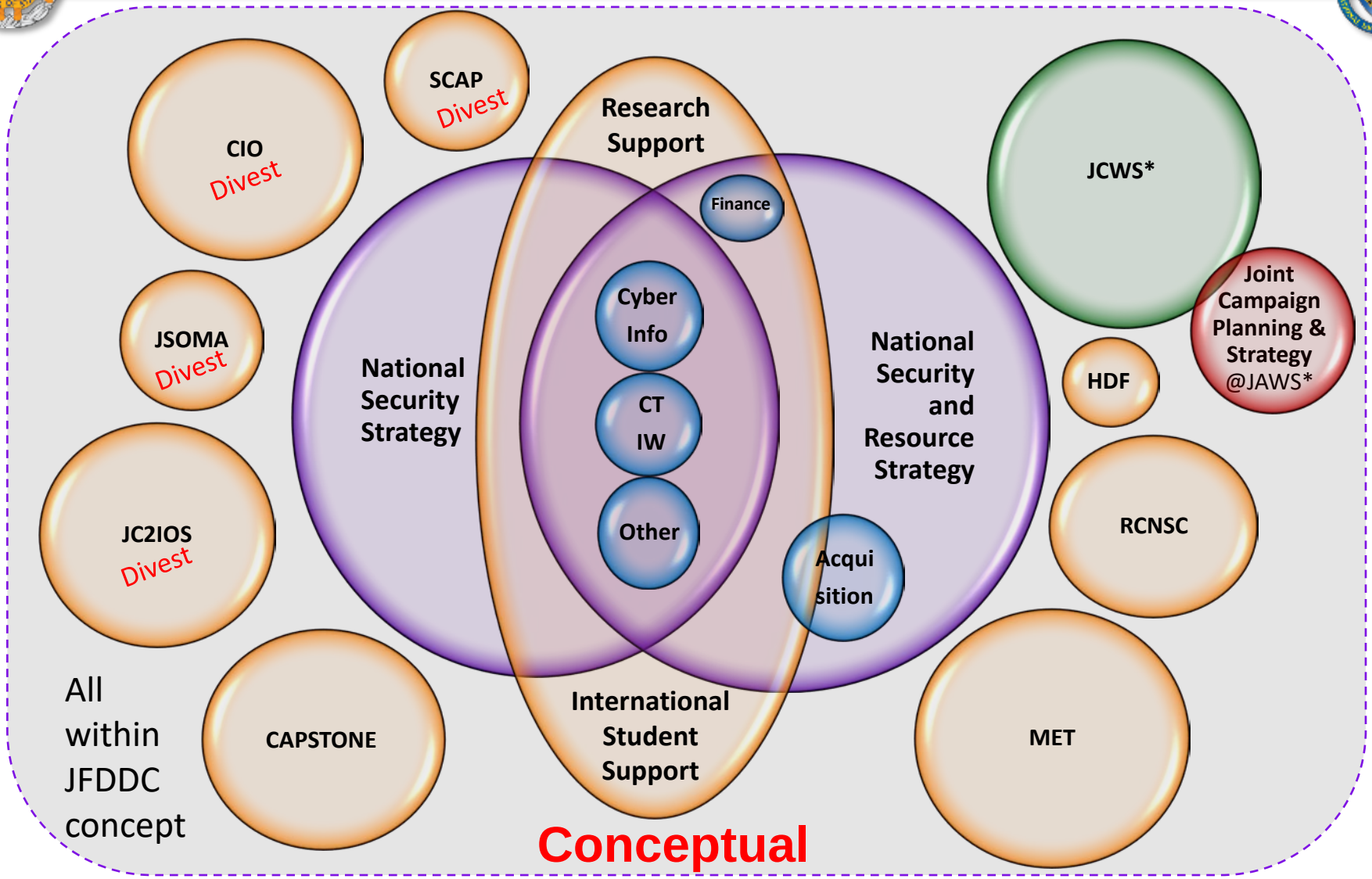
Adjust the university program as we execute Program Objective Memorandum (POM) 2022 and build POM 2023

Consider challenges and opportunities that could result from this NDAA

Consult with the Board of Visitors

Back-up

Integrate CISA & CIC JPME II programs into NWC & ES degree programs; Offer elective concentrations in CTIW and Cyber/Info; Retain value-added/low-cost non-JPME II programs



Purple = JPME II Degree Program | Green = JPME II Non-Degree | Blue = Concentration | Orange = Other Program *Pending study

NDU Transformation
Stakeholder Engagement

Stakeholder engagement on NDU Transformation:

Services

- Army
- Navy
- Air Force
- Marine Corps
- Space Force
- Coast Guard

Combatant Commands

- Cyber Command
- Special Operations Command
- Transportation Command
- Space Command

OSD and Interagency

- OSD Special Ops/Low Intensity Conflict
- OSD Chief information Officer
- OSD Personnel & Readiness - Force Education and Training
- OSD Acquisition and Sustainment
- Defense Security Cooperation Agency
- Department of State
- Department of Homeland Security

Congressional Professional Staff Members

- Senate Armed Services Committee
- House Armed Services Committee
- Senate Appropriations Committee (Defense)
- House Appropriations Committee (Defense)

NDU-P briefed the Joint Chiefs of Staff Tank on 01 May 20