

Strategic Plan



Board of Visitors, 24 May 2022

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*Imagine, Create, and
Secure a Stronger Peace...*



NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

Intended Outcomes



- Refine and agree on Strategic Goals
- Obtain Board of Visitors' input on Draft Strategic Plan

Structure of the Strategic Plan



1. Strategic plan enacts our current **mission** and **vision** and supports the 2022 National Defense Strategy
2. NDU's future state as the world's premier institution for national security education is defined by **two overarching Goals**:
 - One focused on programs
 - One focused on people and infrastructure necessary to deliver the programs
3. Goals are supported by three **Lines of Effort**:
 - Enable student, alumni, and stakeholder success
 - Improve our University
 - Develop our Team

NDU Mission, Vision, Future State



What we do

Mission: Educate joint Warfighters and other national security leaders in critical thinking and the creative application of military power to inform national strategy and globally integrated operations, under conditions of disruptive change, in order to prevail in war, peace, and competition.

Our impact

Vision: NDU will create strategic advantage by developing joint warfighters and other national security leaders and forging relationships through whole-of-nations and whole-of-government educational programs, research, and engagement

Our future

NDU of the Future: Recognized as the world's premier institution for national security leader education.

Strategic Goal 1



Goal: Model educational innovation, holistic intellectual and professional development, and teaching, research, and outreach excellence across the national security enterprise.

Measurable Objectives:

1. Provide students with the world's best learning experiences, characterized by rigor and coherence, that develop national security practitioners and leaders capable of creatively applying military power and harmonizing military power with all other instruments of national power, synthesizing these instruments into effective statecraft
2. Inform national security decision-making via trusted research, publishing, experiences, and consultation
3. Strengthen national security enterprise relationships via public, private, and international engagement

Strategic Goal 2



Goal: Provide a world-class environment in which to work, learn, and grow that fosters ethical behavior with an inclusive, diverse, and collaborative professional community that advances national security

Measurable Objectives:

1. Attract and retain the best faculty and staff as a preferred employer
2. Attract the students most likely to be senior national security enterprise leaders in their services, agencies, nations
3. Leverage state-of-the-art infrastructure to support the mission

Back up Slides



Line of Effort 1

Enable student, alumni, and stakeholder success



- Update facilities to a modern, safe learning environment that exceed industry standards
- Track and maintain contact with 100% of degree program alumni
 - Establish alumni relations entity
 - Leverage social media for ongoing alumni engagement
 - Annually collect feedback from degree and certificate program alumni to improve curriculum
- Transition to Outcomes-Based Military Education (OBME) by all JPME II programs achieving Milestone IV by AY 26
- Provide experiential learning (wargaming, modeling and simulation, field, and industry studies) that enhances student understanding and allows them to test new knowledge and theories
- Continuously maintain accreditation standards for Middle States Commission on Higher Education and Process of Accreditation for Joint Education

Line of Effort 1

Enable student, alumni, and stakeholder success (continued)



- Focus curricula on national security challenges and environments alumni will face
- Produce research that supports national security by informing NDU curricula and decision-making across the national security enterprise and with allied/partner nations
- Deliver learning when, where, and how it most benefits students and alumni
- Provide acculturation and networking for future leaders of allied/partner/friendly nations
- Provide career-long learning and intellectual engagement (e.g., via regional seminars) that supports alumni and informs NDU curriculum
- Increase students from private industry by 10% per year
- Assist international allies/partners in developing domestic PME capabilities

Line of Effort 2

Improve our University



- Become among the top 100 Best Places to Work in Federal Government by 2024
- Become among the top 20 Best Places to Work in Federal Government by 2030
- Reopen Eisenhower Hall NLT July 2024 to support AY2025
- Upgrade all NDU facilities via holistic building rehabilitation to provide a safe, modern learning environment for the next 25+ years.
- Upgrade classrooms to higher education expectations to fully enable effective in-person and virtual learning
 - Full academic wireless access from anywhere on NDU campuses NLT June 2025
- Establish a new Wargaming and Cyber center NLT June 2025; provide classified learning spaces to support mission requirements

Line of Effort 2

Improve our University (continued)



- Fill all authorized staff, faculty, and administration personnel billets to 100% by June 2023.
- Upgrade technology to enable effective, measurable, and efficient business operations, including the Enterprise Data Management Platform (EDMP)
 - Fully implement all developed Enterprise Data Management Platform (EDMP) functionality across NDU and its components by AY25
 - Ensure all applications are easily accessible on and off campus
- Obtain stable resources sufficient to operate a world-class institution
- Work closely with the NDU Board of Visitors (BoV) and NDU Foundation
- Improve our public brand visibility, outreach, and accessibility both online and offline

Line of Effort 3

Develop our Team



- All senior staff complete leadership development courses by August 2023
- All supervisors complete leadership development courses by August 2024
- Reduce time-to-hire to less than 90 days for faculty and staff
- Provide professional development opportunities for all faculty and staff
 - Sabbaticals, grants, education programs, academic chairs and other leadership/developmental opportunities
- Increase recruiting reach and hiring flexibility to enable hiring the best applicants from a well-qualified, diverse applicant pool
- 100% of staff have taken at least one professional development course by Summer 2024
- Cultivate a BoV with the right mix of experience to help NDU achieve the vision and goals in this plan
- Leverage alumni relations to enhance the academic experience for students and development opportunities for faculty and staff
- Cultivate partnership with NDU Foundation to support the NDU mission