

## NDU Strategic Plan

This strategic plan presents a roadmap to the NDU of the future: A university that is a uniquely valuable national security investment.

The Chairman of the Joint Chiefs of Staff **vision** is that “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.” In so doing, NDU serves the national security community of the United States, our allies, and our partners through dynamic thought leadership, world-class education, and leading-edge research. We do this by fulfilling the NDU **mission** to 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.

This plan supports the 2022 National Defense Strategy (NDS), which strives for a “workforce that is creative, adaptive, and well positioned to solve strategic problems.” The NDS also recognizes that “a diverse work force is better positioned to connect with and inspire collaboration with Allies and partners and build a more comprehensive understanding of the security ecosystem.”<sup>1</sup> The Joint Chiefs’ Vision for PME<sup>2</sup> notes that “a world-class educational program is not an accident, nor does it come cheap; it is the product of deliberate design.” This plan lays out the philosophical foundation for that design. These are the foundational documents upon which this strategy rests.

In laying out a strategic plan, it is important to articulate who we are; this is best expressed through our shared **core values**:

- Academic Excellence: NDU shall always foster and promote scholarly distinction.
- Academic Freedom: NDU shall always foster and protect free expression, rigorous analysis, and open intellectual exchange based on professionalism and respect for others.
- Collaboration: NDU shall always foster transparent, inclusive, and complementary processes and decision-making activities.
- Diversity: NDU shall always embrace a mixture of people, culture, and ideas.
- Holistic Development: NDU shall always foster and promote an environment that nurtures intellectual development and total well-being and resilience, and encourages life-long learning.
- Integrity: National Defense University shall always foster and promote a culture of trust, openness, honesty, and ethical conduct.

Finally, it is important that we have a shared understanding of where we are going. Put simply, NDU of the future will be recognized as the world’s premier institution for national security leader education. To achieve this desired end state, NDU will:

**Goal 1:** Model educational innovation, holistic intellectual and professional development, and teaching, research, and outreach excellence across the national security enterprise (NSE)

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<sup>1</sup> 2022 National Defense Strategy p. 61

<sup>2</sup> Developing Today’s Joint Officers for Tomorrow’s Ways of War: The Joint Chiefs of Staff Vision and Guidance for Professional Military Education & Talent Management, 1 May 2020

**Objective 1:** Provide students with the world's best learning experiences, characterized by relevance, 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

**Objective 2:** Inform national security decision-making via trusted research, publishing, experiences, and consultation

**Objective 3:** Strengthen NSE relationships via public, private, and international engagement

**Goal 2:** 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

**Objective 1:** Attract and retain the best faculty and staff as a preferred employer

**Objective 2:** Attract the students most likely to be senior NSE leaders in their services, agencies, nations

**Objective 3:** Leverage state-of-the-art infrastructure to support the mission

Through an implementation plan, we will pursue three interdependent Lines of Effort (LOE) to move from the status quo to the desired future state:

**LOE 1: Enable student, alumni, and stakeholder success** via academics, research, athletics, accreditation, and relationship building/networking.

- 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
- 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 NSE 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

**LOE 2: Improve our university**, including people, facilities, technology, classrooms, library, wargaming center, cyber lab, and other assets.

- Become among the top 100 Best Places to Work in Federal Government by 2024

As of 13 May 2022

- Become among the top 20 Best Places to Work in Federal Government by 2030
- Reopen Eisenhower Hall NLT July 2025 to support AY2026
- 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
- 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

**LOE 3: Develop our team**, including educators, staff, alumni, Foundation, and BoV

- 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

Through this strategic plan, NDU will be the preferred provider of national security leader education, professional development, research, and relationship-building across the national security ecosystem.