



Briefing for the NDU Board of Visitors, 1 December 2023

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Washington, D.C.

Agenda



- **MSCHE Reaffirmation**
- **Budget, Hiring, Facilities & Technology**
- **Ethics Committee**
- **NATO Conference of Commandants**

Reaffirmation of MSCHE Accreditation



Dr. Jim Lepse

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Background



Following NDU's Self-Study (Feb 2023) and Evaluation Visit (Mar 2023), NDU received a *Notification of Non-Compliance Action* (Jun 2023) from Middle States Commission on Higher Education (MSCHE)

Monitoring Report due to MSCHE on January 16, 2024, demonstrating:

- Evidence NDU has achieved and can sustain ongoing compliance with Standard V (*Educational Effectiveness Assessment*) → **Resubmit Standard V in entirety**
- Further evidence of compliance with all applicable federal, state and Commission policies and regulations (Standard II) → **Compliance with DoD IRB policies**
- Further evidence the implementation of organized and systematic assessments that evaluate institutional effectiveness (Standard VI) → **Completion of Implementation Plan (I-Plan) to NDU's Strategic Plan**



June 29, 2023

Lt. Gen. Michael T. Plehn
President
National Defense University
Bldg 62 - Marshall Hall
Fort McNair, DC 20319

Notification of Non-Compliance Action

Dear Lt. Gen. Plehn:

On behalf of the Middle States Commission on Higher Education, I am writing to inform you that on June 22, 2023, the Commission acted as follows:

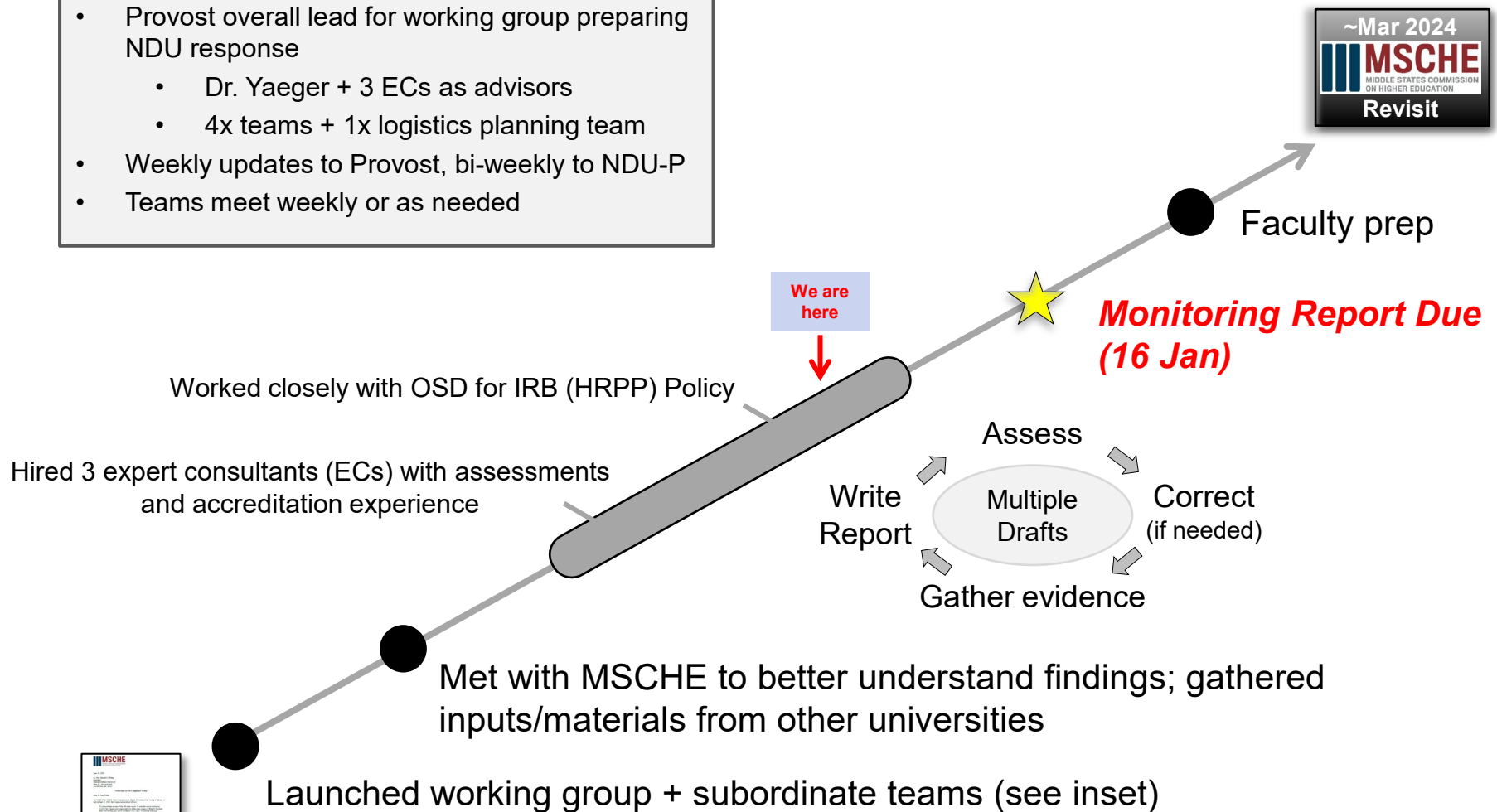
To acknowledge receipt of the self-study report. To note the on-site evaluation visit by the Commission's representatives to the main campus at Bldg 62-Marshall Hall, Fort McNair, DC 20319 on March 12-15, 2023. To note the following branch campus was visited: 7800 Hampton Blvd, Norfolk, VA 23511. To note the following additional location was visited: 2173 Reilly Road Stop A CISA Program, Fort Bragg, NC 28310. To warn the institution that its accreditation may be in jeopardy because of insufficient evidence that the institution is currently in compliance with Standard V (Educational Effectiveness Assessment). To note that the institution remains accredited while on warning. To note further that federal regulations limit the period during which an institution may be in non-compliance, which starts June 22, 2023. To request a monitoring report due January 16, 2024, demonstrating evidence that the institution has achieved and can sustain ongoing compliance with Standard V (Educational Effectiveness Assessment), including but not limited to (1) student learning programs that are characterized by appropriate assessment of student achievement throughout its educational offerings, at both institutional and program levels, with evidence that faculty and appropriate institutional stakeholders have considered and used assessment results to improve teaching and learning (Standard V) and (2) assessment of student learning and achievement that demonstrates that students have accomplished educational goals consistent with their programs of study (Standard V). To request that the monitoring report also include further evidence of (1) compliance with all applicable federal, state and Commission policies and regulations (Standard II) and (2) the implementation of organized and systematic assessments that evaluate institutional effectiveness (Standard VI). To direct a follow-up team visit following submission of the monitoring report. To direct a prompt Commission liaison guidance visit to discuss the Commission's expectations. Upon reaffirmation of accreditation, the next evaluation visit is scheduled for 2030-2031.

NDU remains accredited while on warning status

NDU Response Activities



- Provost overall lead for working group preparing NDU response
 - Dr. Yaeger + 3 ECs as advisors
 - 4x teams + 1x logistics planning team
- Weekly updates to Provost, bi-weekly to NDU-P
- Teams meet weekly or as needed



Key Deliverables



NDUR 5100.01A, *NDU Organization and Functions*

- *Updates 5100.01A to clarify reporting relationships and codify strategic planning and reporting processes; establishes Deans Council Annual Assessment*

NDUI 9010.01, *Human Subjects Research Protection Program* ✓

- *New document. Establishes NDU's HRPP (IRB) policy & processes; places NDU in full compliance with DoD policies*

NDUI 9020.01, *Educational Assessments*

- *New document. Provides NDU framework for assessing educational effectiveness and using assessment data to improve NDU outcomes*

Strategy of the Future Implementation Plan

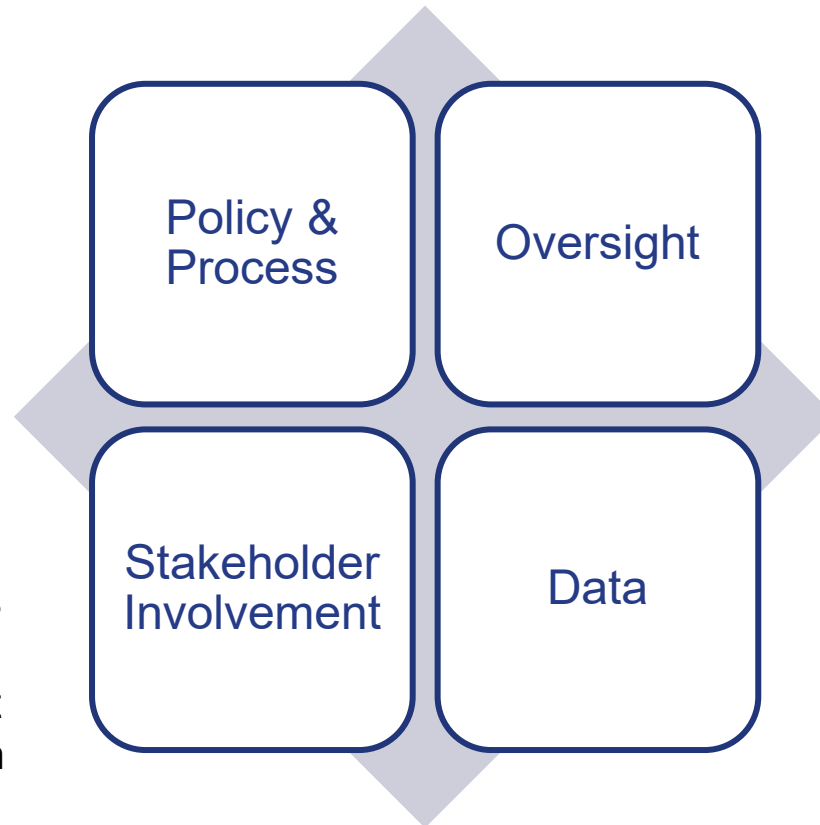
- *New document. Maps objectives, actions, and performance indicators to NDU's strategic goals and lines of effort; sets ownership of key efforts.*

Sustaining Compliance



Three new policies +
implementation plan
(previous slide)
strengthen NDU's
processes and guidance

Committee on
Educational Effectiveness
Assessment → Chaired
by new Associate Provost
for Educational Innovation
and Institutional
Effectiveness



AA Reorganization,
initiated in spring 2023,
creates two new
Associate Provosts

New Office of Human-
Subjects Research
Protection

NDU Connect →
Strengthens ability to
capture and analyze
student assessment data
and communicate
meaningful insights to
decision makers



Questions

Budget, Hiring, Facilities & Technology Updates



Ms. Kathryn Kolbe

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Budget and Resourcing

FY24 Resourcing Highlights



OSD supported a \$14.1M FY24 funding increase

- \$9.3M for facilities maintenance
- \$4.8M for furniture, fixtures, & equipment for the Eisenhower School



Estimated 10% increase in Civilian Pay budget to continue to increase personnel end strength.



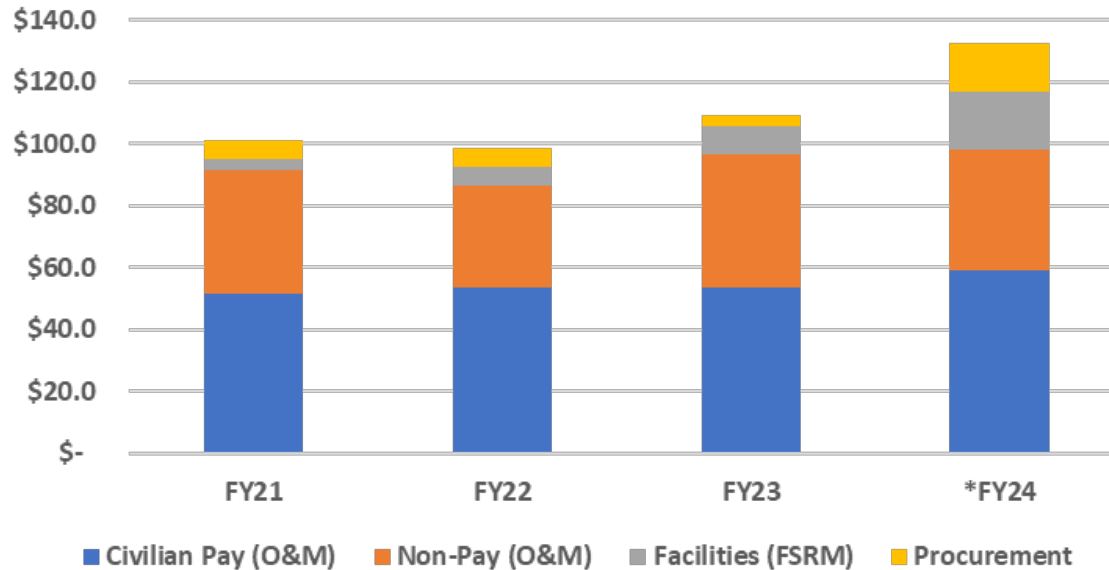
OSD directed FY25+ “advance” funding for IT modernization

- Request for \$16.8M
- Funded \$13.5M

NDU Budget Profile Fiscal Years 2021-2024



Direct Funding \$M



* FY 24 NDU-P approved Civilian Pay: \$59M

	FY21	FY22	FY23	*FY24
Civilian Pay (O&M)	\$ 51.4	\$ 53.4	\$ 53.5	\$ 59.0
Non-Pay (O&M)	\$ 39.9	\$ 33.2	\$ 43.2	\$ 39.3
Facilities (FSRM)	\$ 3.6	\$ 6.0	\$ 9.2	\$ 18.5
Total O&M	\$ 94.9	\$ 92.6	\$ 105.9	\$ 116.8
Procurement	\$ 6.0	\$ 6.0	\$ 3.1	\$ 15.7
Total Funding	\$ 100.9	\$ 98.6	\$ 109.0	\$ 132.5



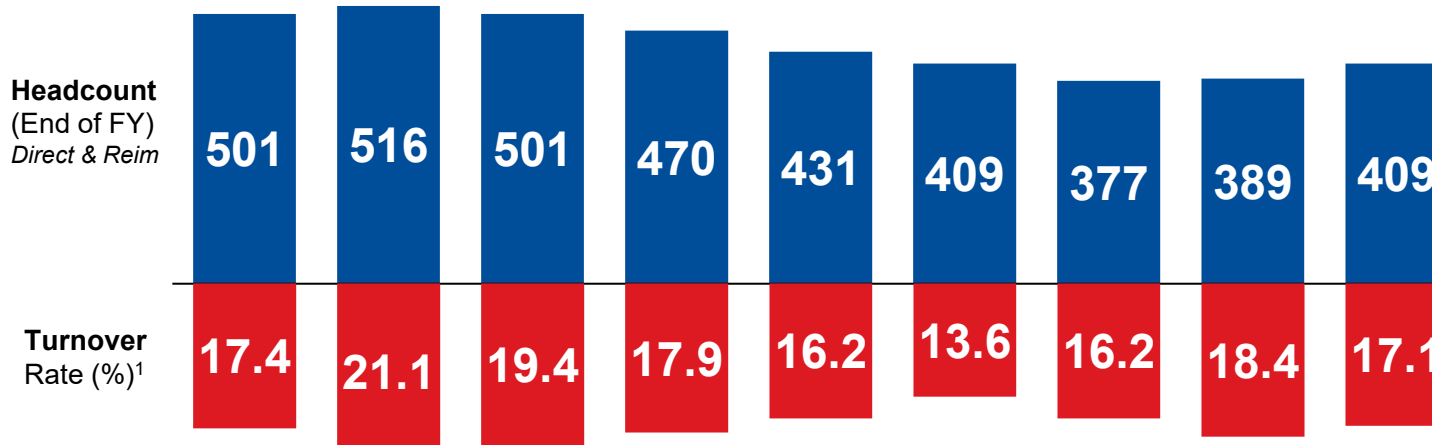
Hiring and Staffing

Staffing & Hiring Trends



**NDU staffing levels vs. turnover
(2015-2023)**

Avg. Days to Hire	Past	FY 2022	FY 2023
Title 5	211	165	118
Title 10	274	200	168



Separations	87	110	99	87	76	58	66	63	60
New Hires	89	105	90	70	37	40	35	88	76
Fiscal Year	2015	2016	2017	2018	2019	2020	2021	2022	2023

1. Employee turnover rate = the percentage of employees who leave an organization over a given period Source: NDU DFAS Quarterly Update

Key Takeaways

- NDU staffing declined 20% between 2015-21
- Focused hiring effort led to net gains in FY23 & FY24
- Over 65 hiring actions are in progress currently



Facilities Restoration & Modernization

Eisenhower Hall Restoration & Modernization



Project Scope

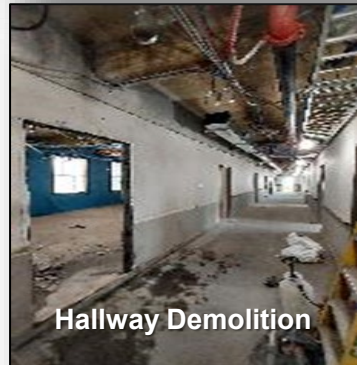
- Repair Building Exterior Vertical Envelope
- Replace Roof
- New interior air barrier & insulation
- HVAC System Replacement
- Repair Crawl Spaces
- Mold Mitigation
- Refurbishment Throughout; Including Gym & Shower Area
- Install new IT and AV Equipment



Fan Coil Unit and Air Barrier



Demoed Classroom



Hallway Demolition



Telecom Cable Replacement



New Chillers

Schedule Milestones	Estimated	Current
Notice to Proceed	3 Nov 22	✓ 3 Nov 22
Mobilization to Site	19 Dec 22	✓ 19 Dec 22
Start of Demo/Abatement	26 Jan 23	✓ 26 Jan 23
Demo/Abatement Completed	19 Jul 23	✓ 28 Jul 23
MEP Rough In Completed	12 Oct 23	✓ 6 Nov 23
Roof Completion	21 Nov 23	28 Aug 24
Construction Complete	26 Apr 24	21 Apr 25
Fit Out	1 Aug 24	20 May 25
BOD	28 Feb 25	28 Feb 26

Roosevelt Restoration & Modernization Design

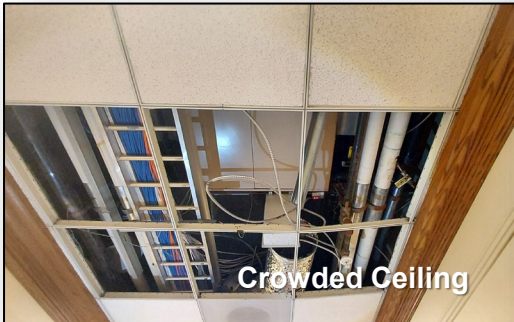


Project Scope

- Repair Masonry
- Analyze Structural Elements
- Replace all 215 Windows
- Waterproof Front Steps
- Repair Roof
- Install new Seminar Room 3rd floor
- Replace Fan Coil Units
- Replace Ductwork
- Replace Electrical Pannels
- Update Fire Suppression System
- Asbestos abatement
- Bathroom renovation



Est. 1907



Crowded Ceiling



Loose Roof Tiles

Schedule Milestones	Estimated	Current
Design Start	1 Mar 23	✓ 1 Mar 23
35% Design Submitted	24 Mar 23	✓ 24 Mar 23
65% Design Submitted	16 Aug 23	✓ 20 Sep 23
Fly through Presentation	10 Oct 23	✓ 10 Oct 23
Value Engineering Study	25 Set 23	✓ 26 Oct 23
100% Design Completion	12 Dec 23	13 Mar 24



Leaking Windows



Damage in Carriageway Passageway

Current Construction Estimate: \$65M

Goal: FY25 Appropriations Funding

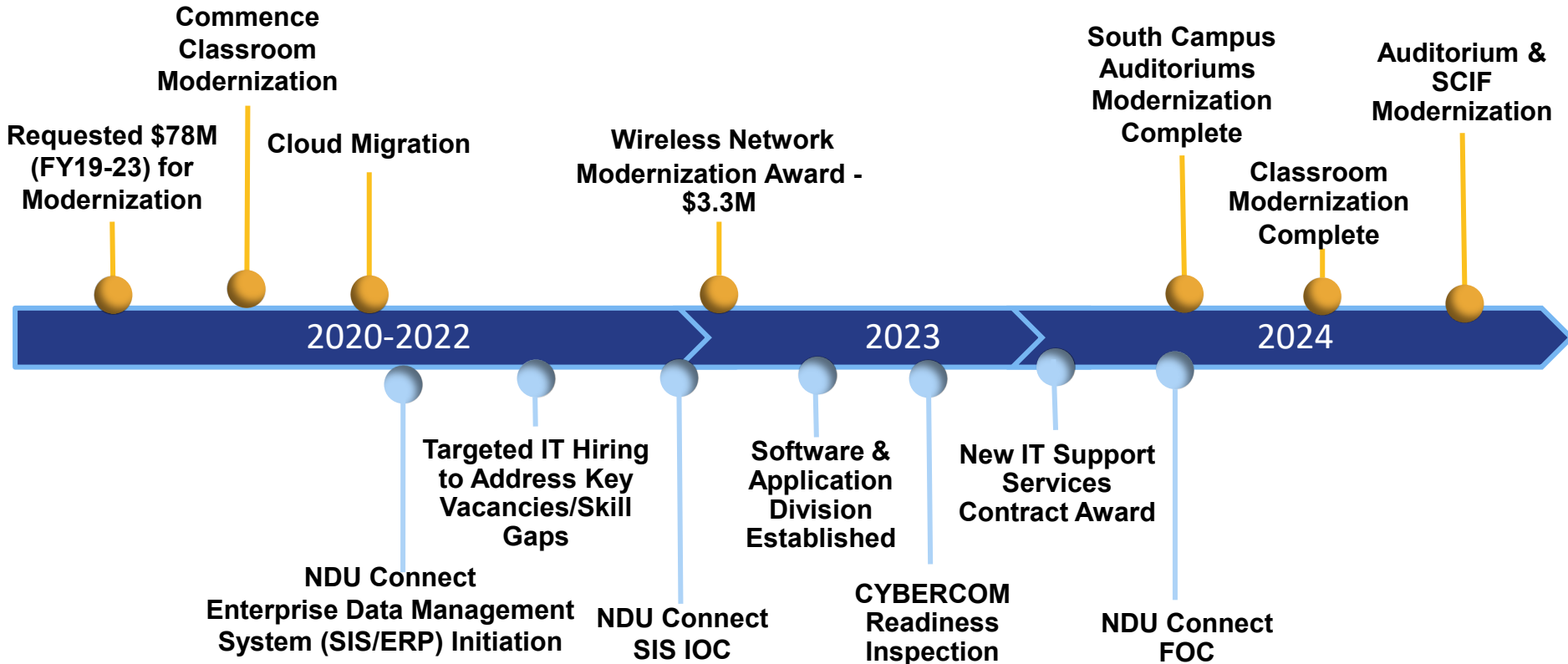


Information Technology

Information Technology Modernization



Infrastructure Milestones



Organizational Milestones



Questions

NDU Ethics Committee Update



Dr. Jim Lapse and The Honorable Don Loren

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Background



- The NDU Ethics Committee was formally constituted in March 2023 and meets monthly, with the aim to:
 - Identify both ethics education needs and opportunities,
 - Identify synergies that can be best achieved by the joint action of the NDU components in support of ethics education; and
 - Share best practices
- The Committee is composed of select members at-large and the ethics chairs of each component college

NDU Initiatives to date



- Added an additional Institutional Learning Outcome (ILO) that focuses on ethics:

Apply principles governing the profession of arms, civil-military relations, and ethics to support strategic level decision-making.

- Established University-wide Area of Concentration in Ethics – to be annotated on student’s transcripts (effectively a “minor”)
 - NDU 6028: The Future, Technology, and Ethics
 - NDU 6029: The Strategic Leader as Ethical Leader
 - NDU 6034: U.S. Civil-Military Relations and Professionalism
 - NDU 6063: Ethics and Statecraft: The Strategic Imperative
 - NDU 6071: Thinking about the “Unthinkable”: Strategic Weapons, Strategic Warfare, and Enduringly Consequential Choices
- Each college increasing emphasis on ethics within their curriculum

Committee Outreach



- **Internal – Met with the Colin Powell Chair for National Security Leadership, Character and Ethics, Gen Peter Pace, USMC (ret)**
- **External outreach opportunities for 2024 (selected):**
 - The Joint Professional Military Ethics Working Group (JPMEWG), United States Army War College, Carlisle, PA o/a February 2024
 - McCain Conference, Stockdale Center for Ethical Leadership, USNA, o/a 28-29 March 2024
 - Command and General Staff College Ethics Symposium, Fort Leavenworth, o/a 25-26 April 2024
 - International Society for Military Ethics in Europe (Euro ISME), TBD, 8-10 May 2024
 - West Point Ethics of War and Peace Conference, USMA, o/a 16-18 October 2024
 - National Conference on Ethics in America, TBD (previously at USMA in 2023), o/a 13-14 November 2024

Committee Goals



- Conduct an ongoing review and assessment the success of the colleges' ethics education program, sharing best practices and ideas for refinement.
- Explore professional development opportunities, such as academic conference attendance by members of the NDU Ethics Education Council.
- Liaise with other senior PME institutions to understand and share best practices in their respective ethics programs.
- Liaise with the NDU Press to explore opportunities for publishing on ethics-related topics.
- Establish an NDU student ethics and leadership essay award, with top papers being published in Joint Forces Quarterly.
- Develop concrete proposals for establishment of a permanent University center for the study of ethics, with a full-time Title X director, charged with the responsibility to chair the NDU Ethics Education Committee and to organize and facilitate outreach efforts, symposia, etc.
- Explore funding opportunities including possibly through the NDU Foundation, for sponsorship of special ethics-related events at the university level, such as an annual ethics symposium.



Questions

53rd NATO Conference of Commandants



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53rd NATO Conference of Commandants

7-10 May 2024



NDU and the NATO Defense College will co-host the 53rd NATO Conference of Commandants (CoC) with the theme “*Developing leadership for the next 75 years of the Alliance.*”

- CoC brings together the Commandants of the senior defense education institutions to exchange information in the field of higher defense education.
- Participation includes institutions from the Partnership for Peace Consortium and other Non-NATO Entities (NNEs). This is the first time the conference is hosted in the U.S. and coincides with the 75th Anniversary of NATO.
- The 52nd Conference was co-hosted by the Baltic Defense College in Tallin, Estonia focusing on e-learning and the future learning eco-system.





Questions