



## Briefing for the NDU Board of Visitors, 18 April 2024

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



**NATIONAL DEFENSE**  
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Washington, D.C.

# Agenda



- **Accreditation Updates**
- **Budget, Hiring, Facilities & Technology**
- **Realizing the Vision 2022-2027: NDU Implementation Plan**
- **Command Climate**



# Accreditation Updates



*Imagine, Create, and  
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Dr. Jim Lapse  
Provost



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# Overview



- **Middle States Commission on Higher Education (MSCHE)** – Institutional accreditation
- **Joint Professional Military Education (JPME)** – Professional accreditation



# Middle States Commission on Higher Education

Institutional Accreditation

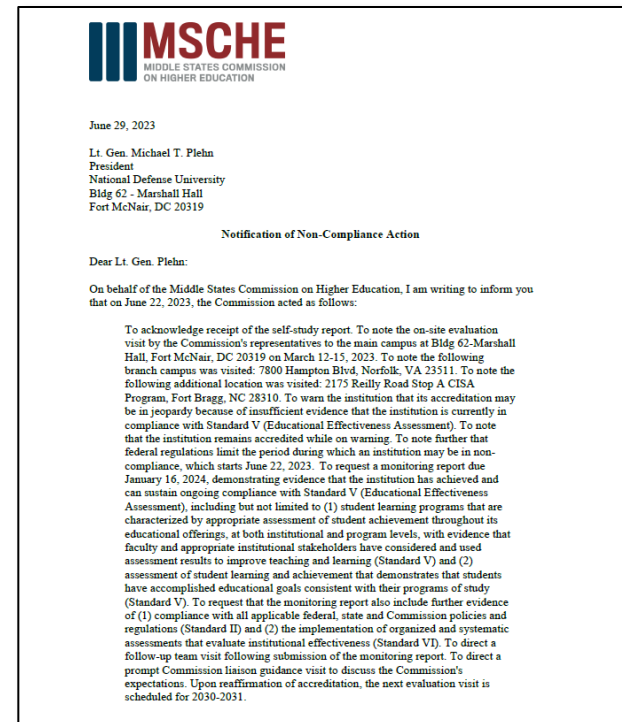
# Notification Letter



Following NDU's Self-Study (Feb 2023) and Evaluation Visit (Mar 2023), NDU received a **Notification of Non-Compliance Action** (Jun 2023) from MSCHE.

Letter directed NDU submit a Monitoring Report due to MSCHE on January 16, 2024, demonstrating:

- Further evidence of compliance with all applicable federal, state and Commission policies and regulations (Standard II)
  - Show compliance with DoD Human-Subjects Research Protection policies (i.e., IRB)
- Further evidence the implementation of organized and systematic assessments that evaluate institutional effectiveness (Standard VI)
  - Show completion of Implementation Plan (I-Plan) to NDU's Strategic Plan
- Evidence NDU has achieved and can sustain ongoing compliance with Standard V (*Educational Effectiveness Assessment*)
  - Resubmit Standard V in entirety (using new 14th edition)

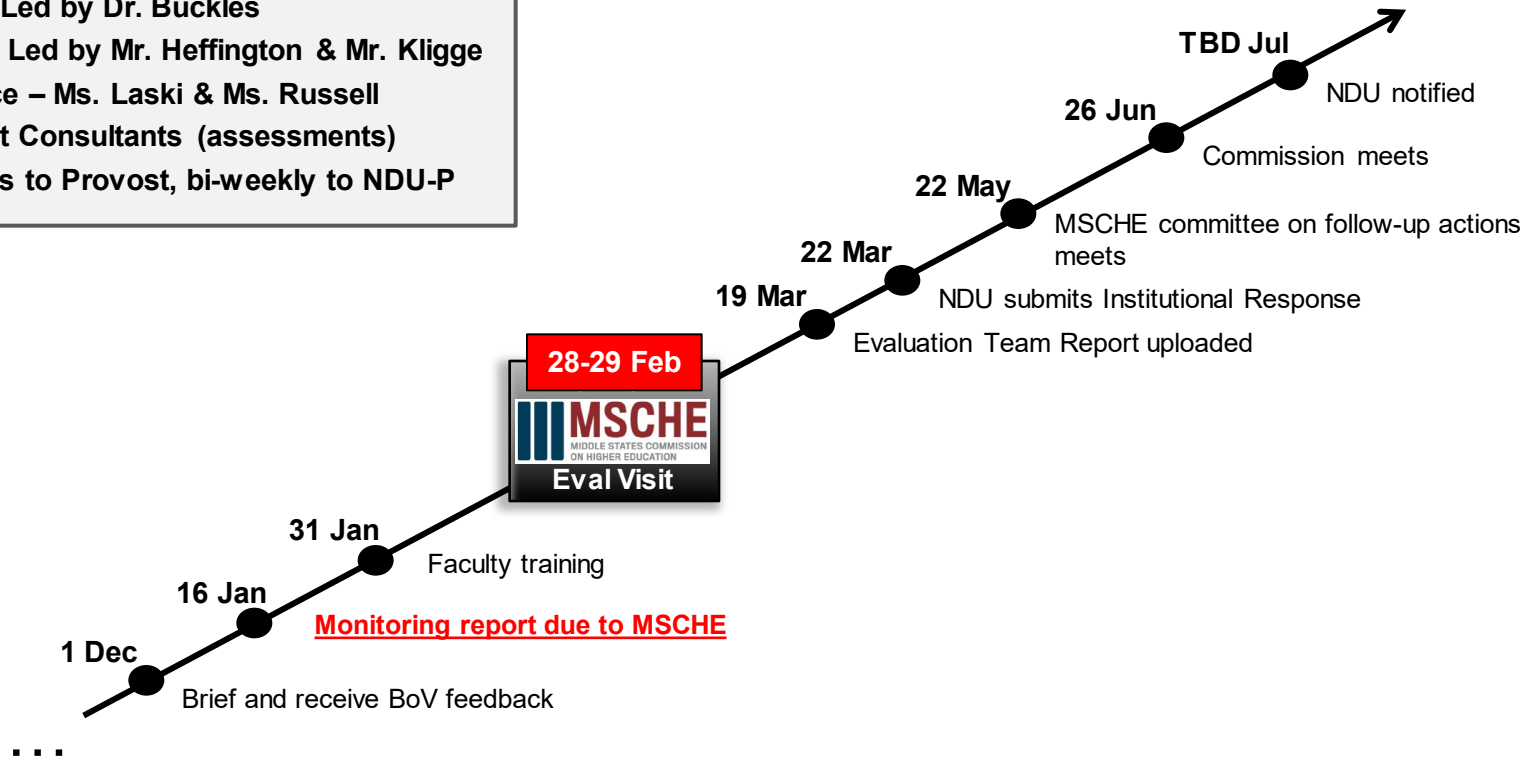


**NDU remains accredited while on warning status**

# NDU Response Actions



- Provost overall lead for Working Group
  - Assistant – Col Matt Hart, USAF
- Four teams:
  - Std II – Led By Dr. Natali & Dr. Cragin
  - Std V – Led by Dr. Buckles
  - Std VI – Led by Mr. Heffington & Mr. Kligge
  - Evidence – Ms. Laski & Ms. Russell
- Hired 2x Expert Consultants (assessments)
- Weekly updates to Provost, bi-weekly to NDU-P



**A second follow-up report will be required; due date TBD**

# MSCHE Evaluation Team Visit



- **MSCHE evaluation team visit was conducted 28-29 February**
  - 3 evaluators + MSCHE liaison
  - Held meetings with Faculty, Students, Academic Deans, Institutional Research Directors, Working Group members (Standards 2, 5, and 6), and Academic Affairs leadership
- **Team report seems promising, but commission will make final call**
  - Acknowledged the great progress NDU has made
  - Included 4x recommendations and 2x pieces of collegial advice
- **NDU submitted an institutional response to the evaluation team report to ensure clarity and understanding of NDU context**

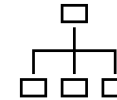


# Key Response Actions



## New Documents

- ✓ Wrote and Published NDUI 9020.01, *Educational Assessments*
- ✓ Wrote and Published NDUI 9010.01, *Human Subjects Research Protection Program (IRB)*
- ✓ Wrote and Published NDUI 5025.02, *Issuance Program (Ops Team)*
- ✓ Updated NDU Directive 5100.01A, *Organizations and Functions*
- ✓ Developed *Strategy of the Future Implementation Plan*
- ✓ Completed Monitoring Report with 143 pieces of cited and uploaded evidence



## New Oversight

- ✓ New Office of Human-Subjects Research Protection (INSS)
- ✓ AA reorg\* created two new Associate Provosts
- ✓ Committee on Educational Effectiveness Assessment
- ✓ Recently onboarded new Director of Inst. Research

\* Initiated in Spring 2023




# **Joint Professional Military Education (JPME)**


Professional Accreditation by the Joint Staff


# JPME Transition & Milestones




- To award JPME credit, NDU programs must receive accreditation through the Joint Staff's Process of Accreditation for Joint Education (PAJE)
- All JPME programs are transitioning to new Outcomes-Based Military Education (OBME) requirements codified in the CJSCI 1800.01F Officer Professional Military Education Policy. Programs have established their own timelines to meet the OBME milestones:

  
**Milestone 1**  
Review of Program Learning Outcomes (PLOs) and a program's PLO development process.

  
**Milestone 2**  
Review of a program's Assessment Plan and process for developing, implementing, and documenting annual assessments.

  
**Milestone 3**  
Review of a program's compliance with JPME requirements mandated by statute and policy. For conditional recertification, a program must also demonstrate compliance with the six common education standards (CES).

  
**Milestones 4, 5, & 6**  
Review of reports demonstrating continued CES compliance (annual) and PLO achievement (biennial). Programs are eligible for full recertification after two accepted biennial reports.

## NDU Timeline

*Mission complete*

*NLT July 2024*

*NLT July 2025*

*Every two years →*

# OBME Status



- NDU colleges are making progress towards OBME milestones
- No anticipated delays, but relies on JS/J7 support

<b>College</b>	<b>Milestone 1</b>	<b>Milestone 2</b>	<b>Milestone 3</b>	<b>Milestones 4, 5, &amp; 6</b>
<b>CIC</b>	✓	May 24		
<b>CISA</b>	✓	May 24		
<b>ES</b>	✓	✓	Sep 24	
<b>JAWS</b>	✓	May 24		
<b>JCWS</b>	✓	✓	Apr 24	
<b>NWC</b>	✓	✓	Jun 24	

Dates reflect best estimates



# *Questions*





# ***Backup Slides***

# Accreditation Standards



JPME Common Education Standards	MSCHE Standards (14 <sup>th</sup> Edition)
Standard 1 Joint Acculturation	Standard III Design and Delivery of the Student Learning Experience
Standard 2 Academic Experience	Standard III Design and Delivery of the Student Learning Experience Standard IV Support to the Student Learning Experience
Standard 3 Student Achievement	Standard V Educational Effectiveness Assessment
Standard 4 Program Review	Standard I Mission Achievement Standard V Educational Effectiveness Assessment Standard VI Planning, Resources, and Institutional Improvement
Standard 5 Faculty Selection, Development, and Performance Assessment	Standard III Design and Delivery of the Student Learning Experience
Standard 6 Infrastructure and Financial Capabilities	Standard III Design and Delivery of the Student Learning Experience Standard VI Planning, Resources, and Institutional Improvement

# Budget, Hiring, Facilities & Technology Update



**Ms. Kathryn Kolbe**  
**Chief Operating Officer**

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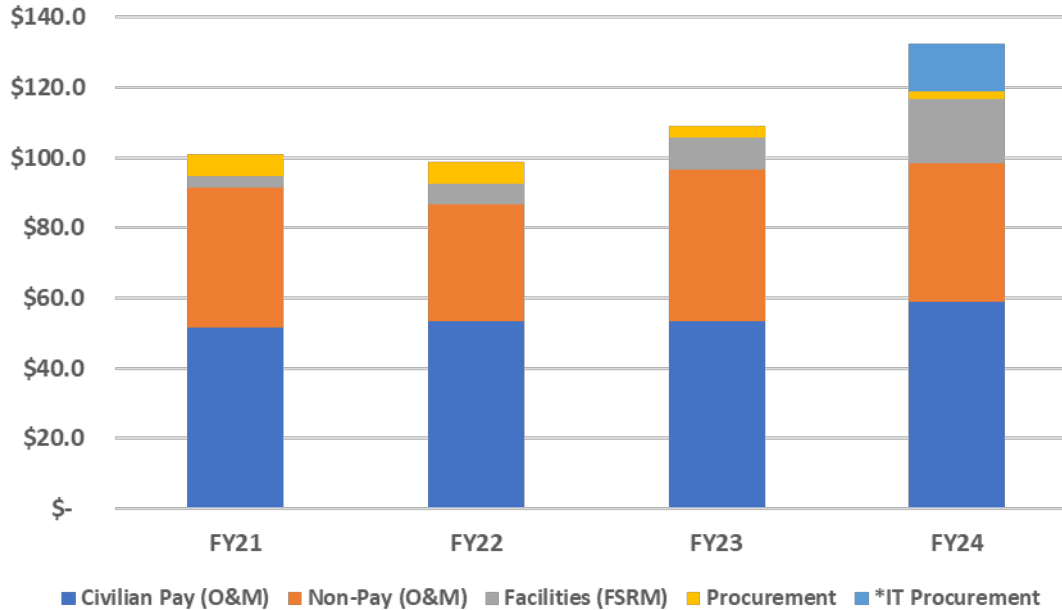
# Budget and Resourcing

# NDU Budget Profile

## FY 2021-2024



FY 2024 Direct Funding



	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
<b>Total O&amp;M</b>	<b>\$ 94.9</b>	<b>\$ 92.6</b>	<b>\$ 105.9</b>	<b>\$ 116.8</b>
Procurement	\$ 6.0	\$ 6.0	\$ 3.1	\$ 2.2
**IT Procurement				\$ 13.5
<b>Total Procurement</b>	<b>\$ 6.0</b>	<b>\$ 6.0</b>	<b>\$ 3.1</b>	<b>\$ 15.7</b>
<b>Total Funding</b>	<b>\$ 100.9</b>	<b>\$ 98.6</b>	<b>\$ 109.0</b>	<b>\$ 132.5</b>

\*FY24 NDU-P approved Civilian Pay: \$59M

\*\*IT Procurement pending JS reprogramming



# FY24 Enacted Funding



## The Joint Staff FY24 Summary Detail:

<b>Defense-Wide O&amp;M</b>			
	<b>Request</b>	<b>P.L. 118-47</b>	<b>Change</b>
JCS Staff	\$ 461,370	\$ 433,370	\$ (28,000)
JTEEP	\$ 701,081	\$ 677,081	\$ (24,000)
JCS Cyber	\$ 8,210	\$ 8,210	
NDU	\$ 118,172	\$ 118,172	
<b>Total</b>	<b>\$ 1,288,833</b>	<b>\$ 1,236,833</b>	<b>\$ (52,000)</b>
<b>Procurement</b>			
JCS Staff	\$ 1,581	\$ 1,581	
*NDU	\$ 2,166	\$ 2,166	
<b>Total</b>	<b>\$ 3,747</b>	<b>\$ 3,747</b>	
<b>Grand Total</b>	<b>\$ 1,292,580</b>	<b>\$ 1,240,580</b>	<b>\$ (52,000)</b>

*\*Does not include JS reprogramming of \$13.5M*

- Significant Program Pending Obligation/Spending Way Ahead:
  - Civilian Pay: \$30.3M
  - IT Procurement (Auditorium/Classroom/SCIF Modernization): \$13.5M
  - IT Support Services Contract: \$10M
  - Facility Operations and Maintenance Contract: \$9.2M
  - Eisenhower AV/IT Support Requirements: \$4.8M

# Reimbursable Cost Model



- The Cost Model purpose is to capture costs incurred supporting reimbursable customers
  - The DSCA Regional Centers receive direct operational support from NDU administrative directorates
  - Per DoD Regulation, NDU requires reimbursement for the cost of operational support provided to the Regional Centers.
- Used GAO cost estimating and assessment guide to calculate
  - Cost per course for courses offered across the colleges
  - Reimbursable costs for the regional centers
  - Cost to educate international fellows & visiting scholars
- The costs were developed leveraging operational costs & support costs allocated by cost drivers
  - Number of faculty, staff and contractors
  - Number of students on campus vs distance learning students
  - IT accounts
  - Square footage





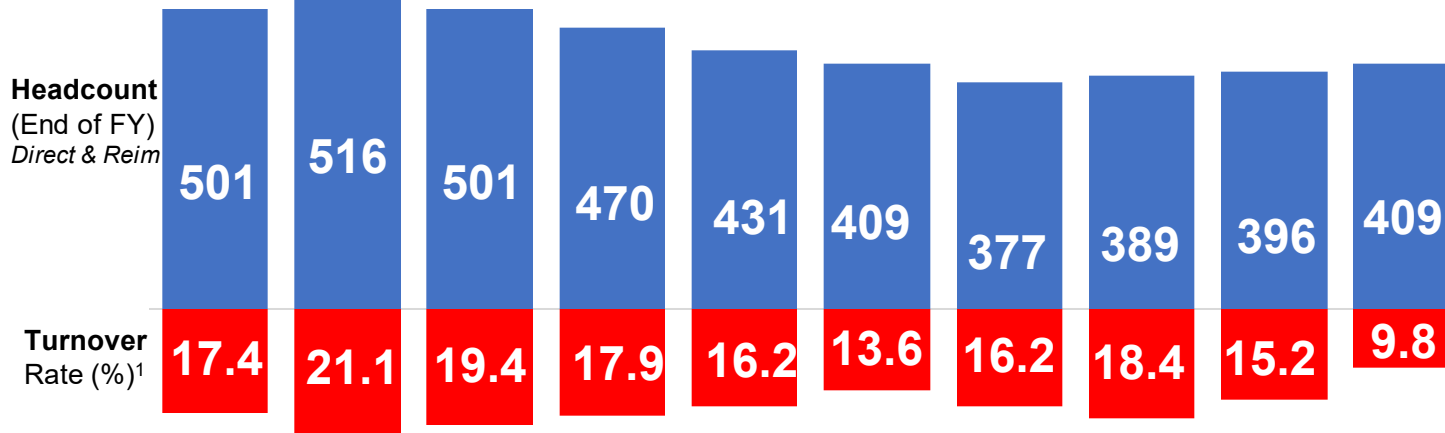
# Hiring and Staffing

# Staffing & Hiring Trends



**NDU staffing levels vs. turnover (2015-2024)**

Avg. Days to Hire	Past	FY 2022	FY 2023	FY 2024
Title 5	211	165	118	96
Title 10	274	200	168	169



<b>Separations</b>	87	110	99	87	76	58	66	63	60	20
<b>New Hires</b>	89	105	90	70	37	40	35	88	76	49
<b>Fiscal Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>

## Key Takeaways

- NDU staffing declined 20% between 2015-21
- Focused hiring effort led to net gains in FY22, FY23, & FY24
- Over 74 hiring actions are in progress currently

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



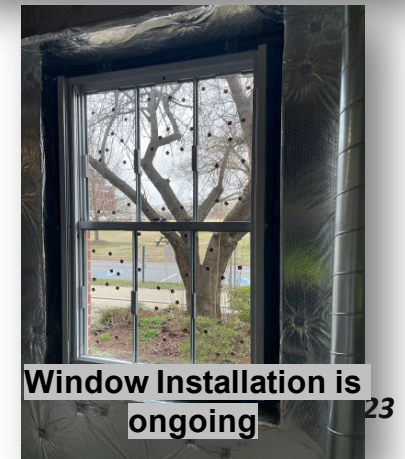
# Facilities Restoration & Modernization



# Eisenhower Hall Restoration & Modernization Status



- The original estimated beneficial occupancy date (BOD) was Feb 25, but unexpected site conditions have delayed the ECD
  - Delays to remove solar panels from the roof, by the garrison, postponed roof replacement & interior work, due to leaks
  - Modifications to telecom infrastructure are required to deliver a usable building
- The project is approximately 45% complete.
  - HVAC installation is 40% complete
  - Roof & building envelope 60% complete
  - Piping replacement throughout 70% complete
- Awaiting construction modification estimates for changes to request funds from Joints Staff and OSD.



Upcoming Milestones	Original Estimate	Current Estimate
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



- The restoration and modernization design is under way (65% complete)
- Building design will be completed in FY25
- Renovation project ready to advertise in May 2025, funding dependent.
- Estimated construction award date in November 2025, funding dependent.
- The projected renovation cost is \$65M+
- The project ranked #25 (out of 87) on the Army's Facility Investment Plan (FIP) prioritization list in FY23



Upcoming Milestones	Original Estimate	Current Estimate
100% Design Completion	12 Dec 23	29 Jan 25
Ready to Advertise	9 Feb 24	14 May 25
Construction Award	16 Sept 24	TBD
Construction Complete	--	AY28

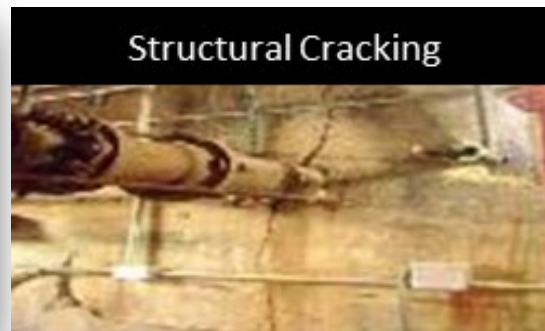
# National Defense Authorization Act House and Senate Reports



- FY24 Senate NDAA report states:
  - DoD budgetary decisions have left NDU facilities in disrepair
  - It's anticipated "building systems will fail, jeopardizing the NDU mission and alternate use of the facility as a continuity of operations site."
- Both House and Senate Committees on Armed Services requested FY24 reports to identify the needs and assessment of gaps related to aging NDU infrastructure.
  - Capital investment strategy is being updated to respond to Congress:
    - Common deficiencies seen across North and South Campuses such as deteriorating building envelopes, cracked concrete & stone, declining support systems, and issues affecting life, health, safety.
  - Forward-looking, capital investment is needed vs. low-cost O&M projects.
  - Academic technology requirements and climate change resilience will also be addressed



Lincoln Hall



Roosevelt Hall

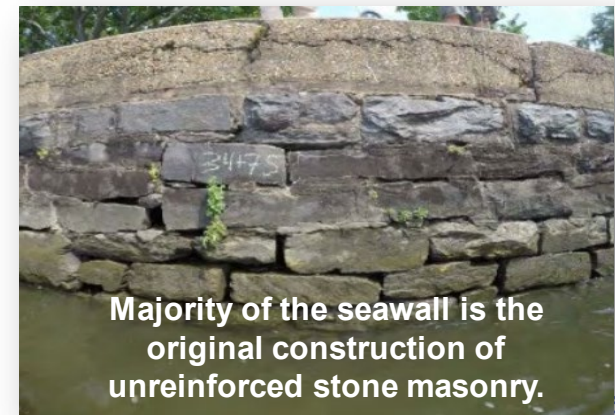


Normandy Hall

# Flooding & Climate Change Vulnerabilities



- Fort McNair is vulnerable to three types of flooding:
  - Riverine flooding & sea-level rise from the Potomac River
  - Pluvial, or stormwater, from overwhelmed storm drainage infrastructure
  - Coastal storm surges
- Requirements due to Fort McNair siting within the 500-year flood plain, with the southern portion in the 100-year flood plain
  - Raising critical infrastructure above 500-year flood plain.
  - Locating any future projects 1-foot freeboard of the 500-year flood plain
- The garrison also has roughly 5,750 linear feet of seawall in various stages of repair.
  - The National Park Service is planning to rehabilitate approximately 6,800 feet of seawall in the Tidal Basin due to similar conditions & rising sea levels.



Majority of the seawall is the original construction of unreinforced stone masonry.



# Information Technology



# Command Cyber Readiness Inspection (CCRI) Results



- **Results:**

- Conducted 27 Nov - 8 Dec 2023; NDU network assessed as **"Very High Risk"**

- **Way Ahead Priorities:**

- Enlist Joint Staff cyber expertise
- Fill all government cybersecurity roles
- Augment staff & continue SAV(s):
  - VA National Guard & AF Reserve Assistance Visit (May/June)
  - DISA Visit (Fall 2024)
- Add threat intelligence to operations

- **Top Five Cyber Focus Areas:**

1. CCRI vulnerability remediation
2. Prioritize security over functionality & convenience
3. Remove/replace end of life/end of service equipment
4. Implement procedures for remediating newly released vulnerabilities
5. Purchase/implement software/tools to validate security of network

## Current Remediation Status

	Corrected	Open	% Complete
<b>Key Indicator of Risk (KIOR)</b>	<b>6</b>	<b>7</b>	<b>54%</b>
<b>Category I</b>	<b>18</b>	<b>5</b>	<b>78%</b>
<b>Category II</b>	<b>61</b>	<b>31</b>	<b>66%</b>
<b>Category III</b>	<b>8</b>	<b>5</b>	<b>61%</b>

\*Key Indicator of Risk: is a metric for measuring combined events & consequences that exceeds the risk, causing a negative impact to be successful. CAT I: May result in a total loss of information. CAT II: High potential of giving access to an intruder. CAT III: Potential for compromise or unauthorized access.

# Digital Transformation



## Enterprise Initiatives



### NDU Connect (Academic)

Provides an academic data management platform for accreditation & to facilitate student & academic success



### NDU Connect (Operations)

Creates an enterprise data management platform to modernize & facilitate operational performance



### ABS Processes

Standardizes & automates Academic & Business Support processes & empowers staff to be more productive in supporting student, staff & faculty success



### Knowledge & Data Management

Modernizes the creation, use, management & sharing of information to drive mission success and eliminate silos

Supports NDU Strategy & Improves Organizational Effectiveness





# *Questions*

# Realizing the Vision 2022-2027: NDU Implementation Plan



**Mr. Steve Heffington**  
**Director of Strategic Planning and**  
**Innovation**

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# Implementation Plan '22 – '27: “Achieving the Vision” Agenda



- NDU Strategic Planning Environment } 3 - Slides
- NDU Implementation Plan Concept } 2 - Slides
- NDU Implementation Plan Actions } 1 - Slides
- NDU Implementation Plan Tracking and Assessment } 2 - Slides

*“Force is a vicious cycle—or rather, a spiral—unless its application is controlled by the most carefully reasoned calculation. Thus war, which begins by denying reason, comes to vindicate it—through all phases of the struggle.”*

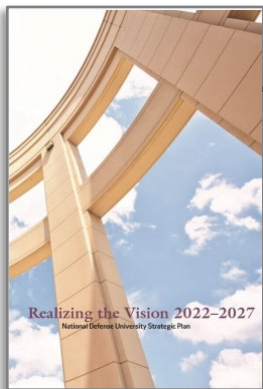
B.H. Liddell Hart



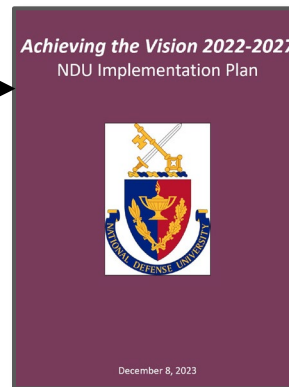
# NDU Strategic Planning Environment - Process



NDU  
Strategic Plan  
Dec 19, 2022

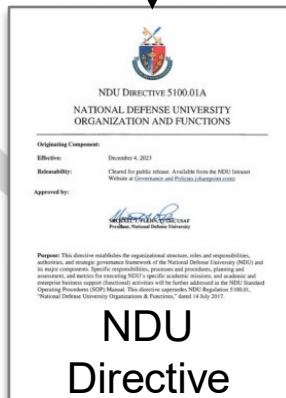


NDU Strategy is brought into reality  
by the "Implementation Plan"



NDU  
Implementation Plan  
Dec 8, 2023

**Process:** "How does NDU systematically assess, review, revise, and replace these plans?"



Dec 4, 2023

**Contextual Assessment:** "What is going on?"  
given what is going on

**Goal Setting:** "Where do we want to go?"  
broadly how do we get there

**Strategic Concept:** "What are our Priorities & Lines of Effort?"

**Specific Actions:** "What detailed actions must we take to get to our goals?"

**Ownership:** "Who is responsible for carrying out those actions?"

**Orchestration:** "How do our actions fit together?"

**Assessment:** "How do we know if each action is on the right track?"

# Strategic Planning Environment - Outline



## Strategic Goals:

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

**Goal 2:** Provide an attractive environment in which to work, learn, and grow that fosters ethical behavior with an inclusive, diverse, and collaborative professional community that advances national security.

## Strategic Plan Lines of Effort:

**LOE 1:** Enable Student, Alumni, and Stakeholder Success

- **NDU-P Strategic Initiative 1:** Wargaming Center and Cyber Labs (Operate Phase)
- **NDU-P Strategic Initiative 2:** Distance Learning, Short Courses, and Certificates

Academics,  
Research, &  
Engagement

**LOE 2:** Improve Our University

- **NDU-P Strategic Initiative 1:** Wargaming Center and Cyber Labs (Build Phase)
- **NDU-P Strategic Initiative 3:** Infrastructure and Technology Revitalization

Infrastructure  
& Processes

**LOE 3:** Develop Our Team } People and Partners



# Strategic Planning Environment – Budget Alignment



## Strategic Plan Lines of Effort:

### **LOE 1:** Enable Student, Alumni, and Stakeholder Success

- **NDU-P Strategic Initiative 2:** Distance Learning, Short Courses, and Certificates

### **LOE 2:** Improve Our University

- **NDU-P Strategic Initiative 1:** Wargaming Center and Cyber Labs (Build Phase)
- **NDU-P Strategic Initiative 3:** Infrastructure and Technology Revitalization

### **LOE 3:** Develop Our Team

## Budget Alignment Examples

- All CivPay
- Infrastructure Sustainment
- Academic Delivery & Ops
- Information Tech Sustainment
- Outreach & Engagement

- Infrastructure Revitalization and Modernization
- New Infrastructure
- IT Modernization & New IT

- Pro-Dev Funds
- Adjunct Professor Funding
- Manning Studies
- Faculty & Staff Recruiting
- DEI & Climate Activities

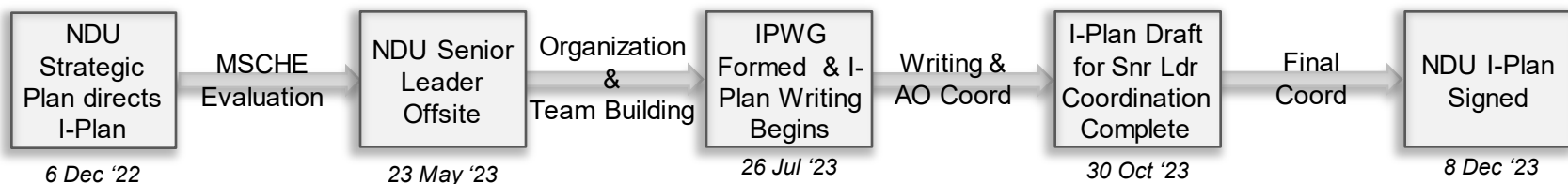
# Implementation Plan Concept: Methodology



## NDU Implementation Plan Development Starting Point

- Not a “Shelf-Plan” – Plan designed to be a used and living document that forms the foundation for NDU forward progress
- Whole of University Effort - Transparent, inclusive planning effort. Purposefully brought in as broad an input as possible
- Shared Responsibility – All Components had veto for any critical non-concurs in the base plan
- Broad Ownership - Each Component responsible for writing and updating their own annex

## NDU Implementation Plan Development Timeline





# Implementation Plan Concept: Structure



## LOE 1: Enable Student, Alumni, & Stakeholder Success

## I-PLAN Actions

- **Obj 1:** Adapt curricula and research to meet enduring and emerging need → 6
- **Obj 2:** Ensure academic Support → 4
- **Obj 3:** Expand cross-component & cross-governmental collaboration → 3
- **Obj 4:** Increase Alumni and Stakeholder Engagement & Support → 5

## LOE 2: Improve our University

- **Obj 1:** Develop Beyond State-of-the-Art Infrastructure → 9
- **Obj 2:** Implement Industry-Leading Business Processes → 7

## LOE 3: Develop our Team

- **Obj 1:** Develop Faculty and Staff to Meet Enduring and Emerging Needs → 6
- **Obj 2:** Hire to Mission Needs → 2
- **Obj 3:** Promote and Retain Top Talent → 4
- **Obj 4:** Foster Environment of Transparency, Trust, Belonging, & Partnership → 5

# Implementation Plan Actions: Prioritization and Sequencing



## *Reasoned Sequencing and Prioritization Crucial to Success*

- Insufficient bandwidth to do tackle all actions at one time
- Many actions are dependent on other actions being accomplished first
- All Actions in the main I-Plan prioritized and sequenced (Priority **1A** “Highest Priority immediate” though Priority **4D** “Lowest Priority”)

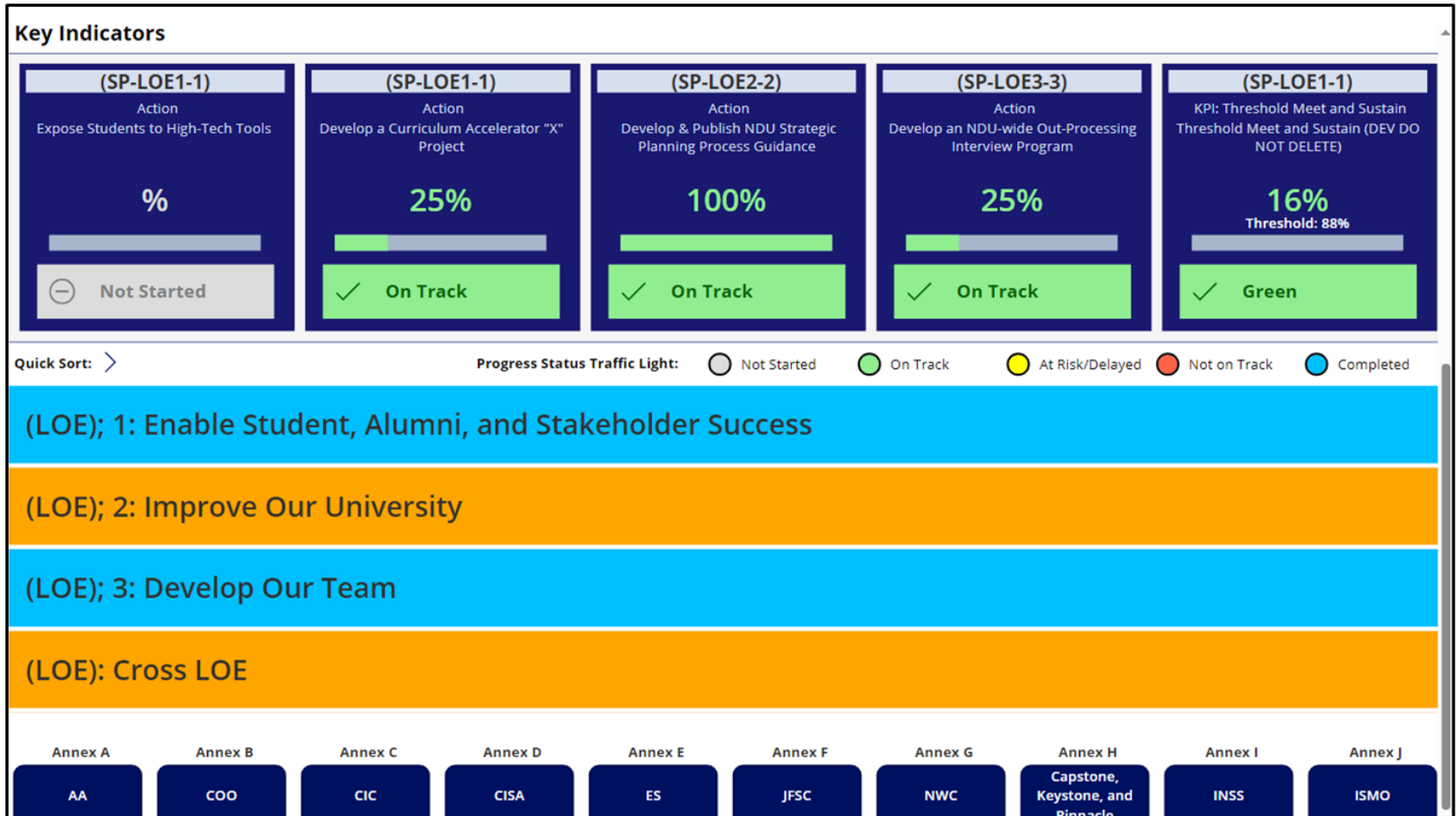
Example Action

<b>Priority: 2A</b>	<p><b>Action: Implement &amp; Sustain a Modern Student Information &amp; Enterprise Data Management System:</b> Enable LOE1 through a modern data management system that delivers an intuitive, trusted platform for critical academic and mission support functions (i.e., faculty and student user creation, enrollment, grades, and assessments course and program creation reporting against learning outcomes).</p> <ul style="list-style-type: none"><li>▪ <b>OPR:</b> COO / CIO</li><li>▪ <b>OCR:</b> AA / APEI</li><li>▪ <b>Timing &amp; Completion:</b> FOC AY25</li><li>▪ <b>Resources Needed:</b> Procurement Funding to Complete Development through FOC and with Operations &amp; Maintenance (O&amp;M) Funding to Sustain the Platform for Steady-State Operations</li><li>▪ <b>Dependencies:</b> Contracting Agency Support; Sustained Funding; Awarded Contractor Cost, Schedule and Performance Delivery</li><li>▪ <b>Key Performance Indicator(s):</b><ul style="list-style-type: none"><li>▪ Initial Operational Capability (IOC) Mid-AY24; FOC AY25</li><li>▪ Required Reports to Support Accreditation</li></ul></li></ul>
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# Implementation Plan Tracking

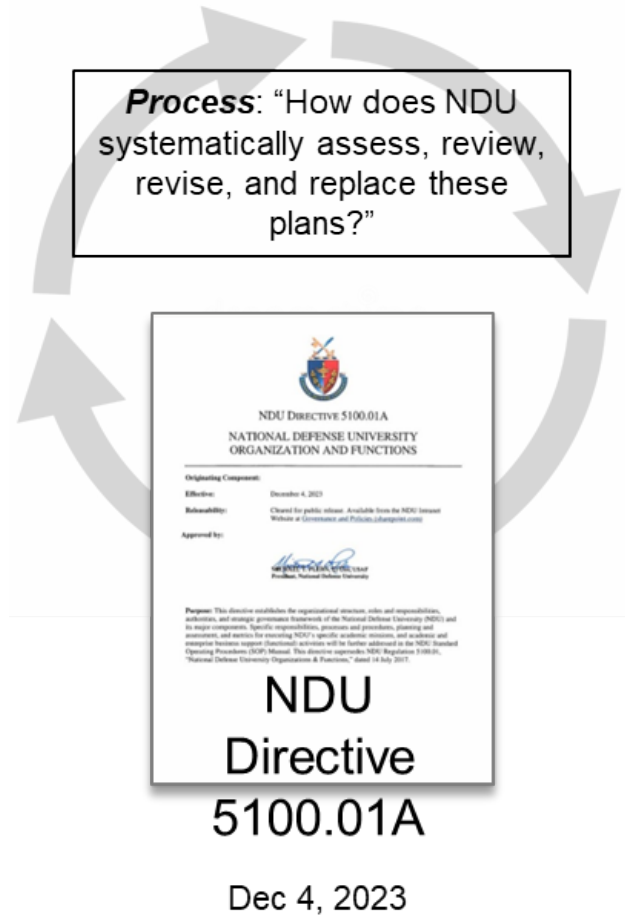
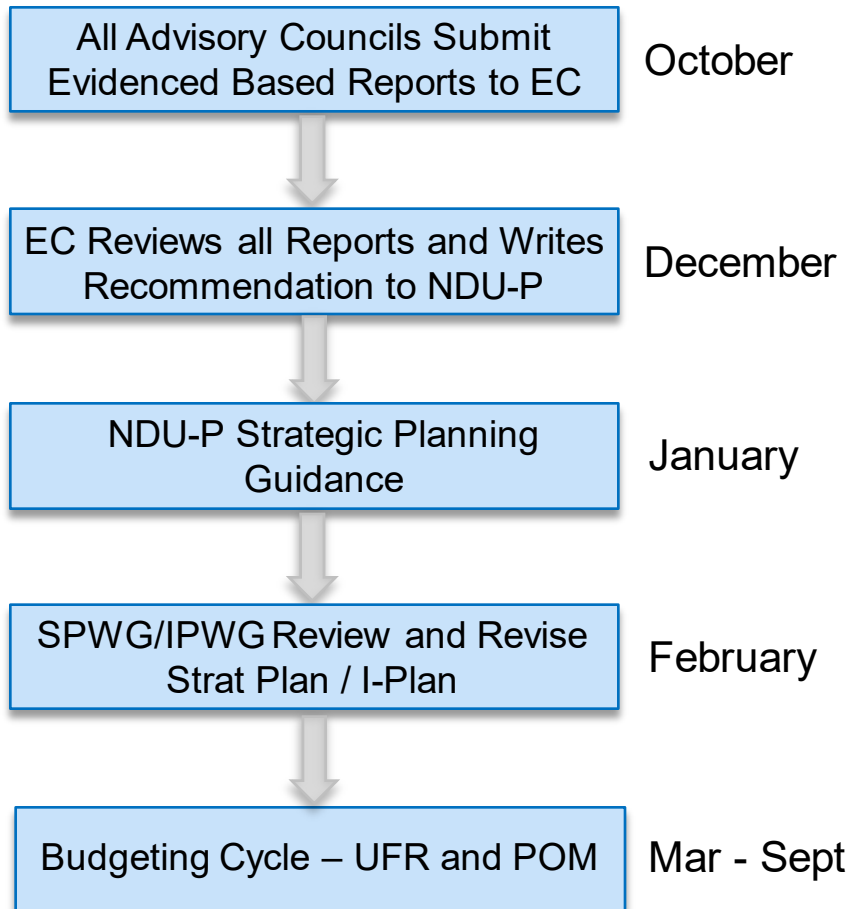


Strategic Planning Dashboard



SharePoint Dashboard no PPT updates - drill down capable dashboard to check and track I-Plan status - Anytime, by anyone in NDU

# Implementation Plan Assessment





# Questions

# Command Climate



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**Ambassador Roxanne Cabral  
Senior Vice President**



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# Command Climate



- NDU Strategic and Implementation Plans
- Defense Organizational Climate Survey (DEOCS)
- Culture and Climate Advisory Council (CCAC)
  - Mission
  - Key Features
  - Current Initiatives
  - Future Working Groups
- Challenges



# NDU Strategic Plan



*“Our success is dependent on the collective energy, intelligence, and contributions of all our team members.”*

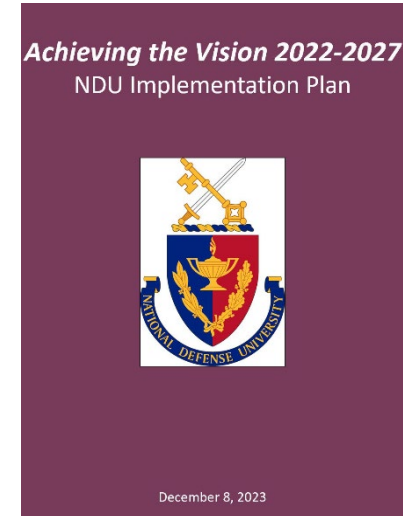


# NDU Implementation Plan



## Line of Effort 3: *Develop Our Team*

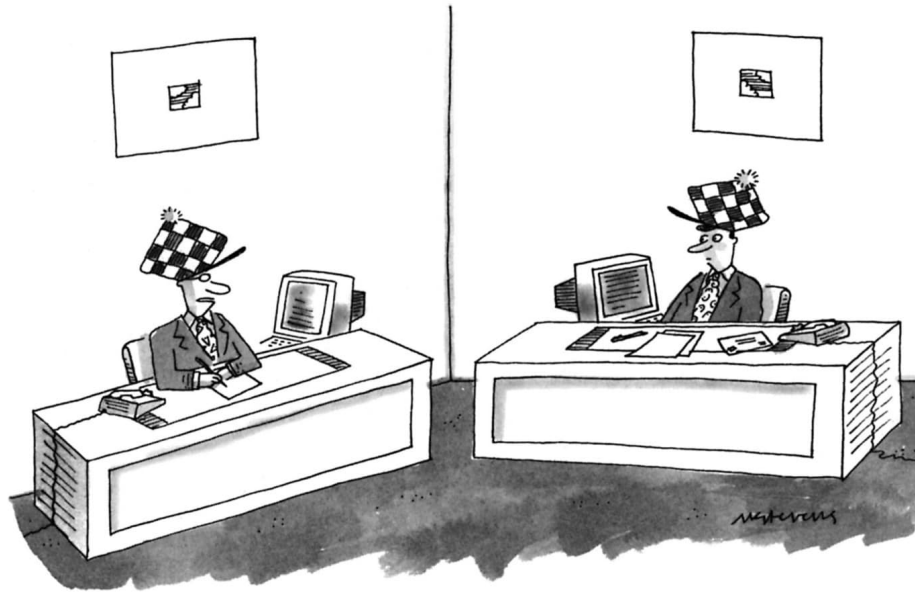
- Hire to Mission Needs
- Develop Training and Professional Development Program
- Refine Recruitment Plan
- Understand Why People Leave
- Create Retention Plan that Accounts for the Value of Diversity in the Workforce
- Develop Mentorship Program
- Foster an Environment of Transparency, Trust, Belonging, & Partnership
- Accountability



# Defense Organizational Climate Survey (DEOCS)



- Hiring and Recruiting Working Group
- Transparency and Communications Working Group
- Fairness and Climate of Respect Working Group



*"I don't know how it started, either. All I know is that it's part of our corporate culture."*

# Culture and Climate Advisory Council (CCAC)



Mission: The CCAC contributes to the NDU Strategy by identifying opportunities to optimize talent and experience of its diverse workforce, enabling individuals and teams to effectively serve and function at all levels.

# CCAC Key Features



- Independent Advisory Group to NDU Leadership
- Focus on the most “***pressing and prevalent***” issues, including diversity, equity, inclusion, and accessibility, and transparent communication
- Employee led and open to all NDU employees
- Council composition is representative of the broad diversity and functions at NDU
- Senior Vice President is the Executive Agent
- Three Co-Chairs
- Student Representation

# Current Tasks



- Develop a Charter
- Gather data on “most pressing and prevalent issues”
- Understand retention issues

# Future Working Groups



- Outreach
- Component or affinity sub-groups
- Mentoring and Professional Development
- Best practices for Creating Inclusive Curricula





# Challenges



- Need for additional expertise
- Applicability of DoD Tools and Resources to academic setting
- Complexity of retention issues



# *Questions*