

**REPORT OF
THE BOARD OF VISITORS,
NATIONAL DEFENSE UNIVERSITY MEETING
Held on April 18, 2024**



**A public meeting was held on April 18, 2024 by the Board of Visitors,
National Defense University in Marshall Hall, Room 155, Fort McNair,
Washington DC, 20319**

Date of this Report: July 18, 2024


**Norton A. Schwartz, General, USAF (Ret.)
Chair**

**National Defense University
Board of Visitors Meeting
April 18, 2024
MINUTES**

The National Defense University Board of Visitors (BoV) met on April 18, 2024. The attendance roster and agenda are attached in Appendix A and B.

0900 Call to Order – Open Meeting Starts, Administrative Notes ADFO comments, Ms. Joycelyn Stevens, Alternate Designated Federal Officer (ADFO) and General Norton Schwartz, USAF (Retired), BOV Chair

General Norton A. Schwartz, USAF (Ret.) – Board Chair

Today in person we have Admiral Breckenridge, General Hooper, Ambassador Roemer and myself, and remotely we have Dr. Howard, Dr. Logan, and The Honorable Ms. Wada. And with that, Joycelyn, ma'am, over to you.

Ms. Joycelyn Stevens – Alternate Designated Federal Officer (ADFO)

Thank you, sir. Good morning, all. I am Joycelyn Stevens, the Alternate Designated Federal Officer for the Board of Visitors, National Defense University. Under the provisions of Public Law 92-463, I would like to welcome everyone to today's Board meeting.

NDU'S Board of Visitors is chartered under the authority of the Secretary of Defense to provide "independent advice and recommendations on the overall management and governance of NDU in achieving its mission." NDU's senior leaders are present to address issues and answer questions or to clarify information as well as to listen to today's board recommendations.

This meeting is open to the public from now until approximately 1435 (2:35 pm) this afternoon, April 18th, 2024.

The University appreciates the significant and conscientious time and work of our Board members in preparing for this meeting and for their forthcoming deliberations. I and the Board also wish to thank my NDU colleagues for all their efforts in preparing for this meeting.

Public observation of the NDU Board of Visitors meeting is in person.

Pursuant to the Federal Advisory Committee Act of 1972, written statements to the Board of Visitors may be submitted at any time by email or fax to Ms. Joycelyn Stevens at bov@ndu.edu or by Fax (202) 685-3920. Any written statements will be distributed to the Board of Visitors, National Defense University in the order received.

The board has received 2 public comments in advance of today's meeting. They, as well as any additional comments received, will be preserved as public records of the meeting.

Copies of all meeting materials and public comments will be available on the NDU BOV website.

Now, I need to mention the importance of using your microphones, please: We have virtual Board Members and an NDU audience that need to hear what is being discussed. Please ensure that the green light is on and speak into the microphone. More importantly, please ensure the green light is off when you are not speaking, or if you are going to say something that you do not wish to have transmitted.

In closing, again, I wish to thank the Board for your participation in today's meeting.

And with that, Mr. Chairman, The Board of Visitors, National Defense University is hereby called to order in accordance with the provisions of Public Law 92-463.

Gen (Ret.) Schwartz

Thank you, ma'am. And once again, we very much appreciate, Joycelyn, your role in helping us perform our duties as well. Thank you. And, Mr. President, if you are prepared, shall we begin? Thank you.

0905 State of the University Address, Lieutenant General Michael T. Plehn, NDU President
<Slide 1 - Agenda>

Lieutenant General Michael T. Plehn, USAF – NDU President

Good morning, esteemed Chair, Vice Chair, and Members of the NDU Board of Visitors, ladies and gentlemen, we are pleased to welcome you back to the National Defense University for your first meeting of 2024. Today, we will provide updates on four important areas of effort for the National Defense University: First, the status of our accreditation; Second, management issues, including budget, hiring, facilities, and technology; Third, the NDU Implementation Plan to achieve the goals set forth in the 2022-2027 NDU Strategic Plan, and Fourth, the climate within our university. In today's meeting we will provide more detailed updates on these areas. We look forward to your questions, discussion and recommendations.

At your previous meeting in December, I reported the Middle States Commission on Higher Education (MSCHE) issued a Notification of Non-Compliance Action to NDU, and requested a monitoring report to provide additional evidence of NDU's compliance in the following areas: First, Educational Effectiveness Assessment under Standard V; Second, All applicable federal, state, and Commission policies and regulations under Standard II; and Third, Implementation of organized and systematic assessments that evaluate institutional effectiveness under Standard VI.

The preparation of this monitoring report and the follow-up visit by MSCHE evaluators provided us with a valuable opportunity to conduct a deeper, more candid, and more detailed self-assessment of our university. We used the Middle States' findings as the starting point for a fresh self-evaluation, which we undertook in the spirit of continuous institutional improvement.

Through this whole-of-university effort, we implemented new procedures and policies to correct the identified deficiencies and to achieve and sustain compliance with all Middle States requirements.

At the recommendation of several members of the Board of Visitors, we brought on board three Expert Consultants to guide us through this effort. Their expertise, along with the five NDU-wide teams we formed, were key to developing the required Monitoring Report, which we delivered to Middle States ahead of the January 16 deadline. This set the stage for a visit by Middle States evaluators on 28-29 February 2024. Based on the effort put into the Monitoring Report and the informal feedback we received during the evaluation visit, I am cautiously optimistic the NDU accreditation reaffirmation package will be favorably received when the full Commission meets in June. Our Provost will provide you with additional details on the institutional accreditation process, as well as details on the Joint Staff's process for the accreditation of Joint Professional Military Education. I would emphasize that, rather than viewing these processes as simple checklist items to be revisited in several years in preparation for the next accreditation cycle, the NDU team truly is committed to continuous self-evaluation and improvement in how we do business and deliver our mission. To this end, we are using the requirements for both Middle States institutional accreditation and the Joint Staff's professional accreditation to inform everything we do, from strategic planning and implementation planning to daily activities in the classroom.

Providing a safe, productive environment in which to learn and work is key to achieving our mission. We continue to pursue adequate, predictable, and stable funding from OSD and the Joint Staff for our requirements-and we continue to make progress. This includes securing additional funding for facilities and technology improvements across NDU. We look forward to sharing our progress on key management initiatives, including budget, hiring, facilities, and technology updates.

The NDU budget for Fiscal Year 2024 totals \$132.5 million in direct funding, up from \$109 million last year. This includes significant investments in our facilities and Information Technology-\$18.5 million and \$13.5 million, respectively. The \$13.5 million for IT likely will require re-programming of DoD Operations & Maintenance funds into procurement funds.

Much remains to be done, however. As we enter the 100th anniversary year of the Eisenhower School, restoration and modernization work of their home continues. This project is now 45% complete. At the previous BoV meeting in December, we discussed the factors (including removing solar panels from the roof) which drove a delay in the estimated completion date. Contractor work is currently on track to meet the beneficial occupancy target date of 28 February 2026 and our team is focused on ensuring timely delivery. However, this date may also slip as we have identified the need for IT wiring infrastructure and other issues to ensure the building is complete and usable when the renovation is finished. Overall, this project was made possible by Congressional funding, support from the U.S. Army, and the hard work of the U.S. Army Corps of Engineers.

With Eisenhower Hall renovations well under way, we are now pursuing funding for similar repairs on Roosevelt Hall, home to the National War College. During the previous BoV meeting, we discussed the restoration and modernization engineering design study, which we now expect to receive in January 2025. The projected cost estimate remains at \$65 million. In your 13 December 2023 letter to the Chairman of the Joint Chiefs of Staff, you noted NDU's strategy to secure funding for this critical project. We seek funding in FY25 or FY26 and anticipate being ready to advertise the contract in May 2025, depending on funding availability. As with the Eisenhower Hall project, we greatly appreciate the BoV and NDU Foundation support for this key initiative. We also appreciate the attention and support of Congress for NDU's requirements; for example, in the FY24 NDAA process, the Armed Services committees of both the House and Senate requested reports on NDU's infrastructure and other needs, and those reports are in development now.

With this much-needed revitalization of physical infrastructure underway, NDU is facing the possibility students, faculty and staff of both the Eisenhower School and National War College could be displaced simultaneously due to renovation and modernization work on Eisenhower and Roosevelt halls. To mitigate disruption, the Provost is establishing a whole-of-University working group to develop options supporting the simultaneous use of Lincoln and Marshall Halls by all four Ft. McNair campus colleges. Our goal would be to enable continued academic delivery and business support functions, while minimizing impacts on students' academic experience, thus setting conditions for an orderly transition back into those facilities when work is complete.

Shifting focus to another area requiring additional revitalization, we continue to invest significant effort and resources into improving NDU's information technology infrastructure, as you have previously recommended to us. At your last meeting we awaited the results of the Command Cyber Readiness Inspection (CCRI), which had just concluded. We knew we had work to do to modernize the university's information technology infrastructure and operations, and we had invested thousands of staff-hours revising policies, updating software, and replacing equipment prior to the inspection. Even so, the inspection uncovered additional areas where we were not in compliance with DoD standards and the NDU network was assessed as "Very High Risk." We have taken this rating very seriously and have already rectified many of the issues identified in the inspection. In today's briefing, we will provide you details of the specific steps we are taking to resolve the remaining issues, with the intent to be re-inspected later this year.

On a very positive IT note, we continue to make demonstrable progress on our digital transformation. This is most evident in our "NDU Connect" initiative, which will directly improve our students' experience, provide needed academic tools and insight for faculty, and enable enterprise-wide institutional research. We are making progress in standardizing and automating our Academic and Business Support (ABS) processes, which promises to enable better staff support that will benefit all faculty, staff, and students. We are also making progress on Knowledge and Data Management initiatives to enhance information collection, storage, sharing, analysis, and reporting to inform decision making across the enterprise.

Improvements to our facilities, information technology, and other infrastructure are necessary, but not sufficient to ensure the continued success of this university. NDU's mission is people-focused and people-delivered. Producing the most capable, best prepared national security leaders for the future is only possible with a well-staffed, well-led, and motivated team. In the NDU Strategic Plan, our third Line of Effort-Develop Our Team-requires us to seek improvement through recruiting and retaining world-class talent and further streamlining the hiring process and policies and implement a strategy to identify, attract, hire, and retain diverse new talent. From 2015 through 2021 NDU staffing declined by 20%, but we have arrested that decline and are turning it around. Through a focused hiring effort, we achieved net personnel gains in fiscal years 2022, 2023, and year to date in 2024. We continue to streamline the hiring process, improving Title 5 hiring times from 211 days to 118 days this year. Similarly, we have improved time-to-hire for Title 10 faculty from 274 days to 168 days. We also have more than 70 faculty and staff hiring packages in work. We will continue our efforts to improve these trends.

In previous BoV meetings, you encouraged us to pay close attention to senior leader turnover. As of last week, we completed selections for new personnel in the following roles: Chief Information Officer, NWC Dean of Faculty and Academic Programs, JFSC Dean of Administration, and the Director of the University Consortium for Cybersecurity for CIC. Additionally, we selected Dr. Brian Buckles for the newly established position of Associate Provost for Academic Programs and Faculty Affairs, and Dr. Mary Todd as our new University Institutional Research (IR) Director. We are reviewing application packages for the CISA Chancellor and are in the interview stage for a new Chief Human Capital Officer.

In other senior personnel news, the United States Marine Corps announced this month that Major General Paul Rock has been nominated for promotion to the rank of Lieutenant General and, if confirmed, he will be the next Director of the Marine Corps Staff at Headquarters, USMC. We congratulate General Rock on this terrific news.

[Applause]

Major General Paul J. Rock, USMC

I'm gonna miss this place, that's for sure.

Lt Gen Plehn

Related to this, the Navy announced Rear Admiral (lower half) Chase Patrick will relieve General Rock as the next National War College commandant.

Continuing with the theme of Developing Our Team, I'm pleased to report that NDU's Senior Vice President, Ambassador Cabral, is leading our efforts to improve the work environment and morale for all NDU faculty, staff, and students. She created and coordinates the NDU Culture and Climate Advisory Council, which provides a venue to unify our efforts across the university on key issues of hiring, retention, morale, professional development, transparency, and a climate characterized by fairness and respect. Ambassador Cabral will be providing an update today on this important work.

Another example of our commitment to Developing our Team is the completion of the first cohort of 25 participants in the BetterUp leadership-coaching program. The participants reported positive results in terms of performance, well-being, growth, development, transformational leadership, and more. Cohort 2 started the program on 6 March. This program supplements the terrific work being done for all NDU students, faculty, and staff by our psychologists and other health professionals on the Health & Fitness team. Additionally, under the Provost's leadership, we continue to implement promotion processes for both faculty and academic support staff, with the next promotion board scheduled for the end of this month. We also recently announced the competitive selection of three faculty members for Sabbaticals during Academic Year 2024-2025:

- Dr. Rameez Abbas (CISA) will focus her research on "Transit Country Migration Management"
- Dr. Nicole Crain (ES) will research "Regulation and the Supply of National Security"
- Dr. Mariya Omelicheva (NWC) will focus on "The Z-Galaxy: The Gravity of Radical Influencers in Russia"

In addition to these significant events, we have had a productive and full agenda since your last meeting. In early December, we celebrated CISA's 20th anniversary and hosted the NATO Parliamentary Transatlantic Forum. A week later we hosted President Volodymyr Zelenskyy of Ukraine for an address to our student body. In February we partnered with the Office of the Assistant Secretary of Defense for Readiness to host a Future Operating Environment Faculty Workshop on "Disruptive Technologies and the Changing Character of War." In March, CIC presented the 2024 Admiral Grace Hopper Award to Lieutenant General (Ret.) Mary O'Brien, former Director of Command, Control, Communications, and Computer/Cyber (16) and Chief Information Officer for the Joint Staff. Last week we inducted General Luis Carlos Córdoba Avendaño, Commander of the Colombian Air Force, into the NDU International Hall of Fame; he is a 2012 CISA alumnus. This afternoon we will have the pleasure of inducting General (Ret.) Anthony Zinni, former commander-in-chief of U.S. Central Command into our National Hall of Fame. We also anticipate inducting former Secretary of Defense General (Ret.) James Mattis into our National Hall of Fame in May.

Looking forward, it promises to be an action-packed Spring and Summer as well. In May we will co-host the 53d annual NATO Conference of Commandants with the NATO Defense College. This is the first time ever the conference will be held in the United States, and it coincides with the 75th anniversary year of the signing of the North Atlantic Treaty right here in Washington, DC. This year also marks the 100th anniversary of the founding of the Army Industrial College, predecessor of the Industrial College of the Armed Forces, which was renamed the Dwight D. Eisenhower School for National Security and Resource Strategy in 2012 in honor of its most famous graduate.

Speaking of graduates, all five of our colleges will host graduation ceremonies soon. At our Ft. Liberty campus, JSOMA will graduate on 31 May. At the Hampton Roads campus in Norfolk, JAWS will graduate on 7 June. Our largest graduation event here at the Ft. McNair campus will occur on 13 June. You are most welcome at any of these events.

Shortly after graduation, our next cohort of International Fellows will arrive for Academic Year 2024-2025. Our International Student Management Office under the leadership of Ambassador Andrew Young continues to provide exceptional support and education for our Allies and Partners, and their families. Convocation for the entire University will occur in the Summer, with JAWS in late July and the Ft. McNair campus in early August.

The last major event in the summer will be our annual International Alumni Continuing Education Security Seminar-where we bring together International Alumni from around the world for a week-long seminar focusing on current and future security challenges, while also providing them the opportunity to renew old friendships and develop new relationships.

For the past three years I have consistently assured you the NDU team is dedicated, focused, and effectively delivering the world's premier joint professional military education as we make progress along our three Lines of Effort: Enable student, alumni, and stakeholder success; Improve our University, and; Develop our Team. This assurance continues today as we drive toward the goals articulated in the NDU strategic and implementation plans. Your continued guidance and support remain a critical component of our current and future success. Thank you for your steadfast support that is enabling and enhancing the important work of the National Defense University. I would be happy to take your questions.

<Cover Slide – Briefing for the NDU Board of Visitors, 18 April 2024 >

Gen (Ret.) Schwartz

Mr. President, just for timing purposes, when is the next Joint Staff accreditation review?

Lt Gen Plehn

It has moved to a series of rolling assessments of each program since it assesses at the program level, and we're in the transition to outcomes-based military education. The provost will take you through a chart in a discussion on where each of the five colleges stands on that right now, sir. Short answer, JAWS – April, milestone 2.

Gen (Ret.) Schwartz

Other questions?

Dr. Christopher B. Howard

Sir, may I ask a question?

Gen (Ret.) Schwartz

Sure! From afar!

Dr. Howard

General Plehn, great presentation. I was curious about the sabbaticals you discussed, the three faculty members. How does that process work? You said it was competitive. Do they have to

have a certain amount of time in the job and then there was a selection committee? I'm not clear how that process works.

Lt Gen Plehn

Thank you, Dr. Howard.

The short answer, and then I'll look to the Provost and then the INSS director for any amplification, is that the Institute for National Strategic Studies under Dr. Denise Natali runs the sabbatical selection process for the entire university.

If I may, Mr. Chair, turn to the Provost and Dr. Natali?

Gen (Ret.) Schwartz

Yes

Dr. James Lapse – Provost and Vice President for Academic Affairs

Yes, Sir. We have an NDU instruction that details the actual sabbatical process that we follow. There is a minimum time requirement of a faculty member to have been on the faculty 7 years to be eligible for a sabbatical, and then after, if they've had one sabbatical, for the next one they have to have at least the same period (six years) for the next one. Actually, the process is that we put out a call for sabbaticals. Anybody that is in the eligibility category can submit, through their college, a request to be considered. Then we have a board that is chaired by INSS, Dr. Natali, and is made up of members from across the University of faculty members that evaluate each proposal that comes in. And it's fairly detailed. We require them to submit a detailed research proposal, their methodology, and how they plan on doing it. That board meets and evaluates it and then makes a recommendation to me, which I forward to General Plehn.

Dr. Howard

How many people applied?

Dr. Lapse

This year we had three apply, and all three were approved.

Dr. Howard

Thank you.

Lt Gen Plehn

Versus last year, where we had six apply, and four were approved.

Gen (Ret.) Schwartz

Any other questions? Ambassador?

Ambassador Tim Roemer

Thank you, Mr. Chairman.

General, thank you for a very helpful and comprehensive presentation. I intend to ask the provost this question too, but, as the president of the university, I want to give you the first

crack at it, and you and I talked about this a little bit at the reception last night. The accreditation process is such an arduous one for everybody at NDU to go through this. If you could please briefly talk about the progress in a little bit more detail. You're cautiously optimistic--Why? Secondly, problems. Do you anticipate any kind of problems coming up? And then thirdly, positives. What has this arduous process taught us at NDU about improving curriculum? Lessons learned? How can we institutionalize what we've learned going through this accreditation process itself?

Lt Gen Plehn

Thank you, Ambassador Roemer. I'm going to steal a little bit of the provost's thunder because he's going to go into detail on this in his presentation, but I'll try to give you my layman's president's view of all of this. So, our accreditation reaffirmation journey began more than three years ago. Our previous accreditation reaffirmation started in 2012. We received a warning notification at that time as well, and it wrapped up in the 2013/2014 timeframe after additional reporting requirements and additional visits by Middle States. So, coming into the initial accreditation reaffirmation evaluation by Middle States last year, we had to turn in our self-study report, which is a two year long process that Dr. John Yaeger let us through, and we felt pretty good about that at the time, quite honestly. And when the evaluation team in 2023 reported out their findings, they said to all of us, and many of you remember this, that in their judgment NDU appeared to meet all standards and requirements of affiliation for the Middle States Commission. So quite frankly, we were a bit surprised in June of 2023 when we received the notice from the Middle States Commission of notification of noncompliance. Specifically with standard five in its entirety, but sub elements of standard two and standard six. So, the provost immediately took this as his number one priority, and we established it as the number one short term priority for our entire university. For the last nine months [we] have really gotten after this, and the provost will walk you through the very specific areas. But we've revised or just outright developed new policies and processes. We've stood up a new organization, we've done some reorganization within the university because Middle States was right, we were missing in several of those areas under those three different standards. And today we are a far better and stronger university, especially with the ability to look at ourselves and assess our effectiveness than we were when we received that letter on June 29th, 2023. If I may defer the rest of that conversation, the provost will cover it in detail, Sir.

Gen (Ret.) Schwartz

One thing that was of interest, I think, to all of us, particularly from a compliance point of view, was the apparent lack of written guidance on human subject research. A non-trivial matter and not just for academic institutions. Where I come from, we have a similar mandate. So, the bottom line was, as you will hear, and as the President suggested, that's been remedied, but in a very constructive way. So, you know, Middle States wasn't off the mark.

Lt Gen Plehn

And if I may amplify that chairman, under Dr. Natali's leadership, she grabbed ahold of this, and we'll talk about everything that she and the team put in place for the rest of the university. But to finish answering your question, moving forward, as I mentioned in my remarks, we turned

our monitoring report in a few days early to Middle States. The evaluation team came, we received their out brief, and, again in this out brief, they said in their judgment NDU appeared to meet all standards and requirements for affiliation. That report goes to a next tier review of a committee at Middle States, and after that committee's review will be presented to the full Commission in June. So, we expect to hear back in June the status of our accreditation reaffirmation package.

Gen (Ret.) Schwartz

Mr. President, thank you so much. If we can go to the provost at this time, Dr. Lapse, over to you, Sir.

0932 Reaffirmation of Middle States Commission on Higher Education (MSCHE) Accreditation Update, Dr. James Lapse, Provost

<Cover Slide – Accreditation Updates>

Dr. Lapse

Good morning,

With your permission, Mr. Chairman, I will begin my presentation.

Gen (Ret.) Schwartz

Over to you, Sir.

<Slide 1 – Overview>

Dr. Lapse

Today's presentation will provide an update on the two types of accreditation NDU maintains:

Our institutional accreditation which falls under the purview of the Middle States Commission on Higher Education and our accreditation of Joint Professional Military Education (JPME) programs which is analogous to a professional accreditation. This accreditation is overseen by the Joint Staff. Next slide.

<Slide 2 – MSCHE Title Slide>

We will begin with an update on our institutional accreditation, through the Middle States Commission on Higher Education.

<Slide 3 – Notification Letter>

Slide 3 is Notification Letter at the heading.

As you likely recall from our last BoV meeting, in June of last year NDU received a Notification of Non-Compliance from the Middle States Commission on Higher Education (MSCHE). The notification letter specifically requested NDU provide a Monitoring Report back to the MSCHE no later than January 16, 2024, addressing three areas of concern:

First, Evidence that NDU is in compliance with Standard V (Educational Effectiveness Assessment) of their Standards for Accreditation and Requirements for Affiliation.

Second, Further evidence of compliance with Standard II, Ethics and Integrity.

And third, Further evidence of compliance with Standard VI, Planning, Resources, and Institutional Improvement.

After further discussions with our assigned MSCHE Vice President for Institutional Field Relations, it was clarified they were specifically asking us to resubmit our self-study for Standard V in its entirety (using the new 14th edition standards), show proof of compliance with DoD Institutional Review Board policies (Standard II), and submit our completed Implementation Plan (I-plan) to the NDU Strategic Plan (Standard VI).

Our Monitoring Report was delivered to MSCHE on time, and the evaluation team visit was held a few weeks ago. In this briefing I will update you on the actions we have taken and how that evaluation team visit went. It is important to emphasize that Monitoring Reports are quite common and that NDU remains accredited throughout this process. Next slide, please.

<Slide 4 – NDU Response Actions>

The entire NDU team has been very busy over the past 9 months evaluating the findings, developing corrective measures where needed, gathering evidence of compliance, and telling our story in the Monitoring Report. We already briefed you on much of this work at the last BoV meeting.

Since that meeting, we have submitted our Monitoring Report (in mid-January) and had our evaluation visit on 28-29 February. I will discuss that visit more on the next slide. From this point we are essentially waiting on the “Committee on Follow-Up Actions” to meet and make recommendations to the Commission. This committee, which meets on May 22, will review our Monitoring Report and evidence, the evaluation team report, and our institutional response. The committee will then recommend an action to the Commission, which meets on June 26. The Commission can reaffirm our accreditation, keep us on a warning/monitoring status, or deny our reaccreditation. Based on the evaluation team’s acknowledgement of the significant progress that we have made, we feel the last option is unlikely and are hopeful for a positive outcome. Nonetheless, a second follow-up report will be required since this is standard practice. Our focus going forward is on sustaining the progress that we have made and continuing to improve our university.

I am proud of our university-wide efforts and the work that has been accomplished since we received the notification letter. Much of it is owed to the five teams that focused on each of the core areas—Standard 2, Standard 5, Standard 6, evidence management, and an additional team that focused on planning for the evaluation team visit.

We also brought in some outside consultants to help guide and review our work. Collectively, the team assembled a thorough Monitoring Report backed up by 143 pieces of cited evidence.

But more importantly, they also implemented numerous actions that will help sustain our efforts going forward. We will take another look at those actions in a couple of slides. Next slide please.

<Slide 5 – MSCHE Evaluation Team Visit>

As mentioned, the evaluation visit took place at the end of February, and many thanks to General Schwartz for attending that out brief. The team that visited us was comprised of 3 peer evaluators and 1 MSCHE representative. They were with us for a day and a half.

During their visit, they spoke with a number of different audiences and asked for some additional evidence which we were able to provide.

All of our interactions with the team were very positive, and the out brief and evaluation report appear to be positive. However, it is important to note the committee and commission are the ones who will determine our next steps—the committee makes the recommendation, and the commission decides.

Importantly, the report acknowledged the progress we have made and added 4 recommendations and 2 pieces of collegial advice.

While we are not celebrating yet, we feel pretty good about the path we are on and our ability to sustain these improvements.

Vice Admiral Jody A. Breckenridge, USCG (Ret.)

Mr. Provost, before we leave this slide, could you offer a little bit more comment on the nature of the recommendations and advice that was offered?

Dr. Lapse

Yes, ma'am. I can't go into great detail in a public setting. The Commission gave us direction to keep those [private]. But recommendations—there were none for Standard 2. Standard 5 had two recommendations and two [pieces of] collegial advice, and Standard 6 had a recommendation. The essence of the recommendation that is particular for Standard 5 is further evidence, just more evidence, because many of the processes that we put in place and the procedures and everything, there's a low run time on it, so they just wanted to see more evidence of what we've put in place.

VADM (Ret.) Breckenridge

Thank you.

Dr. Lapse

Yes, ma'am. And I would add same with the implementation plan for Standard 6, that we put in the plan, but now it's executing the plan and how are we actually executing it, evidence of that.

<Slide 6 – Key Response Actions>

As previously mentioned, a lot of work has gone in to put NDU on a path of sustained compliance with MSCHE accreditation standards.

Collectively, the team published several new documents or updated existing documents to incorporate improvements to our processes or to improve our guidance. These documents focused on areas such as institutional level assessment processes, the university Human Subjects Research Protection program, our policy for reviewing and updating issuances, updating the organization and functions of NDU, and a new implementation plan for accomplishing our strategic goals that will be presented later by Mr. Steve Heffington.

We also made substantive organizational changes. We have a newly established Office of Human Subjects Research Protection that resides within INSS. And the reorganization of Academic Affairs, which began before we received the notification letter, established two associate provost positions that will help strengthen our oversight of accreditation efforts and academic programs. These new structures plus the standing up of a new Committee on Educational Effectiveness Assessment, and the recent hiring and onboarding of our new Director of Institutional Research put us in a great place going forward.

AMB Roemer

May I ask a quick question about that? On creating the two new associate provosts—those people are now in place and working to sustain the improvement plan?

Dr. Lapse

Yes, Sir. We have two associate provosts. Both of them are in place, Dr. Kate Kuehn, the associate provost for educational innovation and institutional effectiveness, and Dr. Brian Buckles, the associate provost for academic programs and faculty affairs.

AMB Roemer

And can you, Provost, can you provide just a paragraph on precisely how they are going to work to maintain compliance and improve programs going forward? What is their role and how are they going to do this?

Dr. Lapse

Yes, Sir. The Associate Provost for Educational Innovation and Institutional Effectiveness, who is also the DFO (Designated Federal Officer) for the BoV, has the institutional research function under her, and has the newly stood-up Committee on Educational Effectiveness Assessment. So, we have a standard committee--they're working with IR across the university--so her role as that associate provost is basically how we are doing the assessments of data collection across the university. One thing that we've learned is we have to do things more systematically and more structured across so we're collecting for five colleges in a systematic method and manner. So we're doing it through institutional research and with the associate provost overseeing that data collection and analysis process. The Associate Provost for Academic Programs and Faculty Affairs is more focused on what we teach. Are we meeting stakeholder requirements? All the joint learning areas through the officer professional military education policy, all the mandates

that we have to do, so just more of the content of the curriculum. Is that correct, are we meeting all the mandates across all 5 colleges and all the programs that we have—the JPME programs, as well as a non JPME programs that we maintain here. So, it's kind of, it's set up as a check and balance essentially one focused on content, the other on how are we doing in the assessment of the quality of delivery.

AMB Roemer

And they report directly to you, to President Plehn, to both?

Dr. Lapse

They report to me, and I report to General Plehn. Yes, Sir.

Gen (Ret.) Schwartz

Dr. Logan, do you have a question?

Dr. Suzanne Logan

Thank you very much, I do. When we were talking about this at our last meeting, I suggested that it might be very valuable for NDU for you to have either faculty and/or staff participating in becoming evaluators for the Middle States Association. Has any of that been taken into consideration? Is any of it underway?

Dr. Lapse

Yes, ma'am. It has been taken under consideration and in fact, Dr. Kuehn has applied and [been] accepted through the Middle States Commission to join evaluation. We're going to expand that now across the board as you said, but we have started with Dr. Kuehn [who] has already applied and gotten notification and I believe one other person, I can't remember exactly who, Mr. Chairman. If I may ask Doctor Kuehn, who the other person is?

Dr. Kathleen Kuehn

Yes, sir. I know at least two of our IR directors are also recently accepted. One has already done one of those visits before, Dr. Stephanie Zedlar, and Dr. Linda Baughman has also joined. So, the assessment team, our IR specialists are making sure that we're getting involved very closely with the Middle States process just as we've been with the outcomes-based process migration.

Dr. Lapse

And Dr. Baughman, she's the Institutional Research Director for the College of Information and Cyberspace. So, she's involved. So, to answer your question, Dr. Logan, yes, we are working that. We've started, and we intend to expand it too.

Dr. Logan

Good. I really appreciate your response, and I'm pleased to see that. I can tell you from my own experience of years and years of working with the accreditation associations that there is so much one gains, even faculty can come back with really, really newly developed insights that are going to make this hopefully never happen to you again, because they understand what the

accreditation teams are looking for and kind of what the hot topics are that could be of consequence, so thank you.

Dr. Lapse

Yes, ma'am.

Dr. Lapse

General, over to you.

Gen (Ret.) Schwartz

Thank you very much. I just want to make sure I understand. So, one of the two new associate provosts will be the Chairman of the Standing Committee on Educational Effectiveness Assessment. Is that correct?

Dr. Lapse

Yes, Sir. Dr. Kuehn is the chair of that.

Gen (Ret.) Schwartz

Okay, and is that one of many duties that the [associate] provost will have?

Dr. Lapse

Yes, Sir.

Gen (Ret.) Schwartz

Will there be sufficient infrastructure in place to make sure that there's continuity on this issue while the associate provost's attentions might be elsewhere?

Dr. Lapse

I believe there will be.

Gen (Ret.) Schwartz

So, like a permanent secretary or someone devoted specifically to this issue? And it's a question I'm just asking.

Dr. Lapse

Yes, sir. No, we don't have a permanent position assigned specifically to that committee. We don't. It's a committee chaired by the associate provost and made up of members from across the university, the different colleges, primarily for that particular committee. A lot as IR directors, but also we want to include faculty and other members of that group. And they have met a couple times now, but there's not a permanent person that that's their full-time job, sir.

Gen (Ret.) Schwartz

Okay. Thank you. Just making sure that it doesn't become one of many activities that sometimes you know if someone's very busy, focus might be lost on the issue from time to time, that was the thrust of my question.

Dr. Lapse

And then that work of the committee, just so you know, it goes to the Deans Council, which is made up of the deans of the academic programs from across the university. So, we'll have to make deliberate effort and under the new implementation plan process that you'll hear about later, we have different reports that are due from different committees, including that one, and including [from] the Deans Council.

Gen (Ret.) Schwartz

No, thank you very much. Whenever I see the word committee, my first question is who's in charge?

Dr. Lapse

Yes, sir. So, if we shift to the next slide, please.

<Slide 7 – JPME Title Slide>

We will transition to a brief discussion of our JPME accreditation, which is currently undergoing transition to OBME or an outcomes-based military education approach.

<Slide 8 – JPME Transition & Milestones>

In 2020, the Joint Staff directed all JPME programs to transition to an outcomes-based military education (OBME) model. The procedural requirements were then determined and published in an implementation manual in 2022. All JPME awarding programs are required to transition to OBME, and our progress is reviewed at pre-designated points known as milestones.

Milestone 1 focuses on each program's process for developing program learning outcomes (PLOs).

Milestone 2 focuses on each program's plan for assessing those PLOs and the overarching assessment processes.

Milestone 3 ensures programs are compliant with all mandated JPME topics and requirements, and six defined common education standards.

Milestones 4, 5, and 6 are biennial reviews of a program's compliance and program achievement reports that ensure programs remain in compliance with JPME's common education standards and program assessment expectations.

As professional accreditation, JPME certification is granted to individual programs rather than at the institutional or university level. All NDU programs are at varying stages in this journey, with most somewhere between milestone 2 and milestone 3; however, we have established common target dates for completing each milestone. Progress against these milestones is monitored by one of our new associate provosts and briefed at our Dean's Council at various times throughout the year.

Gen (Ret.) Schwartz

Can you characterize the status of Milestone 2 overall?

Dr. Lapse

Yes, Sir. If you will permit, next slide.

<Slide 9 – OBME Status>

This slide provides a quick snapshot of where each program is in their OBME implementation process. Both CIC and CISA had a late start due to the proposed closure of those colleges a few years ago. We also accepted some delays as we focused our attention on our monitoring report and MSCHE re-visit, which has been NDU's priority for the past nine months. That said, we have continued to make progress and expect all colleges will be at Milestone 2--complete-- by the end of the summer. Of note, there is one correction to the slide. We have received confirmation that JAWS will be conducting their Milestone 2 briefing tomorrow, April 19, instead of May 2024 as shown on this slide. Importantly, the accreditation status for JPME and MSCHE are closely aligned. This means our efforts can be mutually reinforcing as we continue to engage with both accreditors. Next slide please.

<Slide 10 – Questions>

Subject to your questions, this concludes my presentation.

Gen (Ret.) Schwartz

How does the format of the evaluation differ between Middle States and the Joint Staff? Is there a visiting team? Is it done in person? Remotely? How does it happen?

Dr. Lapse

It is different under Middle States, whether it was a self-study or the monitoring report, we submit that, then a month or two later there's a team that comes and visits us, and in each case it's a different team. So, the team that did our self-study was different from the one that did our monitoring report. If we, like I said, we will most likely have to submit a second monitoring report. The team that comes for that one will be an entirely different team, so each one is different. The OBME has made a change since the old PAJE (Process for the Accreditation of Joint Education) process where they used to have a PAJE team come and it's made up of members from across the DoD JPME enterprise from the different service colleges. Under OBME now, it's more of a—the ones that we've had—have been more of a virtual visit where they go through, there's expectations that you have to meet the different evidence and

documents that are required for the different milestones to show the progress. They review it beforehand, and they have to make sure that they're comfortable with it before they allow you to have your briefing for that milestone. But the ones that we've had so far have been virtual in nature, but they are made up of representatives from the different PME institutes and then conducted under the auspices of J7 involvement. Sir.

Gen (Ret.) Schwartz

Thank you. Other questions for the Provost? Ambassador.

AMB Roemer

Thank you, Mr. Chairman, I appreciate it. I'm interested in following up on my question to General Plehn. This accreditation process, the problems that you have dealt with and tackled and hopefully resolved, which ones are you most concerned about in terms of potentially, out of the three things that the accreditation committee can come back with, reaffirm, monitor, or warning, which ones of those problems are most concerning to you that might result in a warning that you're trying to make sure this doesn't happen and mitigate that kind of outcome?

Dr. Lapse

Yes, sir. The biggest concern I would have is the sustainment of everything. We put a lot of time and effort and a lot of hard work into the new policies and procedures. We have our new instruction on educational assessment in the curriculum review process and how that works. Going forward, what we have to do is focus on sustaining that and with the data collection, make sure we're collecting it in a systematic, standard way across the entire university. That we have it in a repository, that we can pull it and analyze it correctly. So, I think it's to make sure we take these processes and have it in a meaningful, you know, systematic way of collecting, analyzing data to show sustainment of the entire effort.

AMB Roemer

And are you as General Plehn said, are you cautiously optimistic that we're going to hit the reaffirm status rather than get a warning or a monitoring assessment?

Dr. Lapse

Yes sir, I am cautiously optimistic. But like I said talking to Middle States, a second report will be required. But we've tried to emphasize to the extent that we can not to have it in too soon because it would be the same issue of not enough evidence. So, we'll do the second report in six months. I'm hopeful that it's more like a year so that we have time to collect data across the entire university. And we'll have to do it in a more systematic way so that we have it on all five colleges and all their programs—JPME, non JPME, everything. So, yes, I am cautiously optimistic but acknowledging that we will get a requirement to conduct a second monitoring report and then that will be followed by a second team visit.

AMB Roemer

And I know as a new provost, relatively new in the job, that this is a tough thing to take on stepping in here. I know we've had some turnover in the provost position. As a new member of

the board, I think we've had two or three. Hopefully we have some sustainability here and you're happy in your job and gonna stay for a while. What are the positives for this institution as you go around and listen, learn from the people that have been here. What through this accreditation process can we look at as positive lessons learned that make NDU a stronger university with better curriculum and a better reporting process and better learning and listening skills and so forth to the different colleges and campuses and so forth. What are your one or two positive outcomes for this for the institution?

Dr. Lapse

Yes, sir. And time flies. I'm in my seventeenth month as provost, but nine months have been really focused on this monitoring report. Positives: I think it's made us take a deeper look at ourselves and look at how we're collecting things. I think the positive is that we know we have to sustain this and do it in a systematic way across the university. We have 5 colleges and all the different programs. But as far as educational assessment data and the different processes that we put in place, that we do it collectively across the university in a structured manner and put more structure in place in the way we collect and analyze data and information. Then the different positives are like the IRB and how we're conducting that and the use of that or the implementation plan. So, there's a lot of positives. The other thing I would say is the positive is really the teamwork across the university and with people and this has been an all-hands effort. As I mention there were five teams for the monitoring report effort, one on each of the three standards, plus the evidence team and the visit team, and within those teams there are multiple people. So, it's an effort across the university. That's been a positive doing things across the university in a more systematic, structured manner and as a team. The positive is all the hard work that has been put into this.

Gen (Ret.) Schwartz

Just to follow on to the Ambassador's theme, it seems to me that many institutions and firms follow the model of assessing risk, and clearly accreditation was an existential risk. It might be handy after the completion of their reaffirmation in July that the university think about risk. For example, the IRB process that is human subject research is actually a criminal risk, so that is something to pay attention to for obvious reasons. My suggestion is that perhaps that you, the president and the leadership team give some sense to how do you orchestrate a risk-focused management process and how that might contribute to maintaining the momentum that you were talking about earlier. Just a suggestion.

AMB Roemer

Yeah, Mr. Chairman, I just want to applaud you for that insight. A risk assessment. Private sector firms are constantly going through this exercise and this evaluation of outside forces, inside forces, black swans and etcetera, etcetera that can happen. And I would just encourage you to look for ways not only to wrap in that risk assessment, but also this team approach and this collaboration that you have been forced to use across this accreditation process across the different schools and campuses. How do you expand that collaboration and teamwork in other areas? Not just when it comes to accreditation, but some of the other challenges: IT challenges, infrastructure challenges, diversity challenges, inclusiveness challenges. We have a public

comment asking about how does any institution today always improve their inclusivity. You know their goals in that respect, their listening to others. That's something we're all trying to do in the private sector and the public sector as well, and I would just say there's some lessons learned from this in that in addition to the Chairman's astute comments on risk assessment, collaboration can be expanded, I think, as well, and you should look at that.

Dr. Lapse

Yes, sir. I totally agree. And as we previously discussed, we're expanding getting into part of the Middle States evaluation process, so we go see other peer institutions and what they're doing because we can learn from lessons learned or how other schools are doing it. We are already active, a number of our faculty in the JPME peer review process of different schools, but I think that's an important thing too. See how others are doing it that we can incorporate into our programs.

Lt Gen Plehn

Mr. Chairman, if I may, just to amplify on that excellent point by both you and Ambassador Roemer and the provost. In our strategic plan, we have a basic framework for the risks we've assessed already, largely through the assumptions that we've made in the development of that plan. So, we'll take that on board to do a deeper dive on that. Over.

Gen (Ret.) Schwartz

It doesn't need to be onerous necessarily. It can be, but it doesn't need to be, but it is a good way to sort of help prioritize your efforts. Priority risks should get the most attention, needless to say.

Okay. Any further questions from Dr. Howard or Dr. Logan? The Honorable Ms. Wada?

Dr. Howard

I don't have any questions. I just commend the team on bouncing back from a tough one. I told you personally, I've gone through something similar in my first presidency with the SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) and I've dealt with Middle States, and I think you have the right attitude and I think the follow-on recommendations around using this to do even better going forward are the appropriate ones. But good luck, Mr. President, good luck, Mr. Provost, and I know we're gonna be in good shape and popping champagne in a couple of months, so here we go.

Dr. Logan

I agree. I think they've done an admirable job of bringing the entire university together to focus on this and take hold of it, and as long as we can keep hold on this for the long term, we're in great shape.

The Honorable Debra Wada

I just wanted to thank the team like everyone else. I know it took a lot of time and resources and everybody's attention to this issue, so I greatly appreciate all the work that has been done and look forward to June!

Gen (Ret.) Schwartz

Likewise. Okay, I think we have a resource discussion to follow. Thank you so much.

Lt Gen Plehn

Mr. Chairman, if I might offer a suggestion, that discussion may be a longer one, so if we take our break 10 minutes early that that may be a good way to go.

Gen (Ret.) Schwartz

Let's take a break. Please return at 10:30, okay?

Lt Gen Plehn

Yes, Sir.

1020-1030 BREAK

1030 Cybersecurity Update and Path Forward, Budget Outlook, and National Defense Authorization Act Facilities Report Summary and Cost Model Findings, Mark A. Bertolini, Chief of Staff, COO

Mr. Mark A. Bertolini

<Slide 1 – Cover Slide: Budget, Hiring, Facilities & Technology Update>

Good morning, General Schwartz, and distinguished members of the board. During today's update I will provide an update on NDU's budget profile, reimbursable cost model, Eisenhower and Roosevelt building modernization projects, the cyber security program and the NDU IT digital transformation.

Next slide, please.

<Slide 2 – Budget and Resourcing>

<Slide 3 – NDU Budget Profile FY21-24>

The budget profile has increased year over year, primarily due to the growth in funding support for facilities infrastructure. Our Facilities Sustainment Restoration and Modernization (FSRM) funding jumped from \$9.2M in FY23 to \$18.5M in FY24. FY24 funding includes OSD (Office of the Secretary of Defense) directed funding of \$14.1M in base FSRM that would be applied to both facilities in North and South campus of \$4.4M as a consequence of NDU issue papers that we submitted to the Joint Staff & OSD in previous years addressing financial gaps in our budget.

The requirements addressed with these new funds are specifically:

\$9.3M for a facilities O&M (Operations and Maintenance) contract to provide preventative and operational maintenance for North and South campus mechanical, electrical, and plumbing infrastructure as well as \$4.8M for Eisenhower Hall for the Furniture, Fixtures, and Equipment (FF&E) as we fit out that building.

Gen (Ret.) Schwartz

Before you move on, just a question about Non-Pay O&M. Was there a signal there or was that just budgeteering? My question is we went from 43.2 to 39.3 on non-pay O&M and whether that was just serendipity or was there a message in that?

Lt Gen Plehn

Mr. Chairman, if I can take a swing at that, please. As we discussed at your last meeting, we continue to increase our CIVPAY line as we continue with our hiring surge, but we are not receiving a top line increase to do that. We're having to take it out of the base funding, so that's the substantive cause of the dip between '23 and '24 and O&M, because that was the bill payer. Our long-term goal is to get a top line increase for civilian pay to be able to afford all of the civilian positions that we are authorized. Over.

Gen (Ret.) Schwartz

Got it. Thank you. Other questions?

Mr. Bertolini

With permission, I'll continue. Next slide, please.

<Slide 4 – FY24 Enacted Funding>

The table on this slide details the overall Joint Staff budget. It shows the enacted funding for FY24, and the requested versus the enacted. NDU retained all requested funds. The NDU programmed procurement that you see of \$2.166M covers continued enterprise data management system development.

With the increased procurement as indicated here (\$13.5M), pending Joint Staff reprogramming of these funds, as the president mentioned earlier in his opening letter and statement, we will invest in the following:

\$4.1M Auditorium Modernization Projects (McNair Phase 1) (to include Clarke, Arnold, and Deibel Auditoriums)

\$3.7M will be spent on general classroom technology upgrades.

\$3.4M for necessary SCIF modernization.

Lieutenant General Charles W. Hooper, USA (Ret.)

Mr. Chairman, since this \$13.5M requires reprogramming, it might be worth a mention in our communications to the Joint Staff.

Lt Gen Plehn

Yes, and Mr. Chairman, if I may amplify that, we would certainly appreciate that, General Hooper, thank you.

LTG (Ret.) Hooper

Yes.

Lt Gen Plehn

What else is important on this slide is to note that the Joint Staff has taken a large mark against their overall budget. And their three biggest line items—two of them come out in this chart and the other one does not—the joint training exercise education program, the JTEEP is their single largest line item. It's more than half of their budget. NDU's budget is in third place. What's included in here but does not stand out is the Joint Staff civilian pay program, which falls in between those two programs. So, there's not a lot of fungible money in the Joint Staff budget when they receive direction from OSD to plus up NDU's facilities or IT if the Joint Staff does not also receive a top line increase to accommodate that. Over.

LTG (Ret.) Hooper

Well, that's the Chairman's problem, it seems to me. Thank you, Mr. President, and forgive the being flippant, I shouldn't be flippant. But I do have another question on this slide. Is the IT Services Support Contract competitively bid?

Mr. Bertolini

Yes, Sir.

LTG (Ret.) Hooper

Okay, thank you.

Lt Gen Plehn

Let me amplify that just a little bit. The approach we're taking right now is working through DSCA [Defense Security Cooperation Agency] through their contract vehicle, so it's competitively bid through whatever their contract vehicle is. Yes, Ma'am?

VADM (Ret.) Breckenridge

Now that the cyber security assessment is finished, are there dollars that are required to bring NDU in compliance with all the cyber security?

Mr. Bertolini

Yes, ma'am. And I'll elaborate that in a little more detail to show you what we're doing with that. Some of the best money you could find is other people's money. I just received some augmentation to help us work off some of the deficiencies. Actually coming through the Joint Staff directly as they fund some augmentation for personnel that may come to assist us for this. It's still in the works right now.

VADM (Ret.) Breckenridge

And do you have an indication at this time whether those measures that are underway will be sufficient to bring us in compliance, or are there additional resources that will be needed?

Mr. Bertolini

What I'll indicate are five broad areas that we are focused on. We do believe that when we achieve these—we do believe that they are achievable based on our constraints and so forth financially—that we will be able to meet the standard, yes, ma'am.

VADM (Ret.) Breckenridge

Thank you.

AMB Roemer

Mr. Chairman, thank you. The \$13.5M for FY24—is this going to be continued at this kind of level or stepping up in the future? What do you see are the needs in this? What's the trend line here?

Mr. Bertolini

Yes, sir. Some of this is a lifecycle refresh in terms of what we're doing here. We do believe that once this money is applied that it will certainly fix the problem for a period of time. There's no telling the future amount that would be provided to us, but obviously what we're doing is we're taking a deep assessment of all of the systems across the university—and some of those I'll cover later on—in kind of the out years to identify what those are and do it early enough that we're able to impact that through our white papers and our statements back up through the Joint Staff and OSD.

AMB Roemer

So, the 4.1 million for the auditoriums, that is probably going to sustain you for a period of years to the next upgrade. How about the SCIFs [Sensitive Compartmented Information Facility]? That's something the board and the Chairman have been very interested in. Is that going to achieve everything we need or is that going to be a continual \$3 or \$4 million?

Mr. Bertolini

So, we don't think, I don't believe it's going to be a number that large. I do think that once we invest the initial amount of money here, any sustainment would be much, much less year over year.

AMB Roemer

And does the 3.4 million do everything we want it to do? Or does it still leave a short, not just at the NDU campus, but at other facilities, particularly down South?

Mr. Bertolini

So, the critical shortfalls that we know in our SCIF facilities, those that would bring us up to in compliance to standard and so forth, we believe the \$3.4 million will achieve that goal.

AMB Roemer

Everywhere?

Mr. Bertolini

Yes, sir.

AMB Roemer

Thank you.

Lt Gen Plehn

But Ambassador, there is a long-term aspect to this that you've alluded to, and Congress put in legislation or requirement not only for NDU but the other service war colleges to submit a report regarding advanced research and wargaming. So, we've taken that on board. We're looking out in the short-, medium- and long-term approach. The report has not yet been submitted, but what I would tell you is we've laid out some future year requirements that would require additional investment in IT, in SCIF space at both of the major campuses, and the possibility in the long term to have a new war gaming and cyber lab facility here on the McNair campus, that would have a lot of SCIF space. But that is an unplanned future possibility.

AMB Roemer

I do think, general, we discussed this before that when you could convey that in the appropriate and legal and ethical ways back to Congress and staff, that you have upgraded these facilities, that you are doing wargaming in these areas, that you're open to do this for staffing and members of Congress to show them where their money is being spent, whether you do that through the Foundation or other places, that is gold for you.

Gen (Ret.) Schwartz

Is the SCIF facility multiple use? In other words, multiple colleges? Does it also enable other potential government entities to make use of it in a contingency?

Lt Gen Plehn

Sir, I would say yes, in a limited way. So largely just constrained by the size of the individual facilities.

Gen (Ret.) Schwartz

What I'm alluding to is there are other interests at stake here that we might play to. So, thank you.

Mr. Bertolini

Yes, sir. And in the past, we have also actually linked together multiple SCIFs in coordination as well, which expanded the capability. That's also a potential possibility, sir. Next slide please.

<Slide 5 – Reimbursable Cost Model>

I would like to turn our attention to the Reimbursable Cost Model which is something that during the course of FY24 we have spent significant amount of time updating in order to calculate the financial costs associated with the support provided by the university at the university level to the colleges, research centers, and three regional centers located here on the North Campus. Two physically located in Lincoln Hall and the other here on Ft. McNair.

The cost model uses known cost drivers such as full-time equivalents, students, student days on campus, network accounts, and general square footage of the facilities to establish costs for each supported organization.

NDU's cost model was last revised in 2014 (a decade ago) and we employ currently an OSD PA&E [Program Assessment and Evaluation] Cost Team to validate the costs of NDU colleges, research centers, and administrative directorates within the university and to validate and update the methodologies and cost drivers used to allocate support costs.

The updated cost model will allow NDU to determine how much reimbursement NDU should receive from the DSCA Regional Centers, generally funded through their executive agent DSCA; update reimbursements from non-DoD students who attend NDU programs; and help NDU make a case for additional reimbursement from the Army Security Assistance Training Field Activity to cover the costs of international students taking NDU courses, and that has grown over the years as you're aware. (under the auspices of the International Military Education and Training program).

The efforts made to refine the model will better enable us to plan for and manage our future costs and reimbursable agreements.

Gen (Ret.) Schwartz

What's the approximate number? How much do we typically get on return for reimbursable cost?

Mr. Bertolini

Per student, sir? That sort of thing?

Gen (Ret.) Schwartz

No, just aggregate.

Mr. Bertolini

The aggregate number? We're still defining that, to be very clear.

Gen (Ret.) Schwartz

Well, I'm less concerned about what the new target is. What has been the history of reimbursement over time?

Mr. Bertolini

Yes, sir. It has been fairly inconsistent, I would say. That's how I'd characterize it. In some cases, it was not elected whatsoever. In other cases, it was probably much lower than the actual amount because there was no rigor applied to how you calculate that.

Gen (Ret.) Schwartz

Okay, thanks.

Lt Gen Plehn

Mr. Chairman, if we could take that for the record and circle back with the board. My recollection of this is that it has varied between about 10 million a year to 20 million a year over a number of years just in total reimbursements.

Gen (Ret.) Schwartz

Nontrivial.

Mr. Bertolini

Yes, sir, so we were looking at 10-20% of our steady course budget. Fairly significant, yes, sir.

Gen (Ret.) Schwartz

Thank you.

Mr. Bertolini

Yes, Sir. Next slide, please.

<Slide 6 – Hiring and Staffing>

Next slide.

<Slide 7 – Staffing and Hiring Trends>

This is our staffing and hiring trends, and I'd like to report that this is overall a very good news story and has been for the past three years.

In FY24, we continue to increase our staffing levels. We have had an overall net gain of 13 personnel in FY24 to date and counting. There were a couple of folks onboarding in the past week that are not reflected on this slide. We are building on the gains we achieved in FY 2022 and 2023.

In addition, we currently have over 74 additional hiring actions in progress, and we anticipate finishing the year with an even stronger net gain than we did in the previous two years.

We are also continuing to improve efficiency within our hiring process, and the president mentioned this earlier on, in FY24 we have further reduced the time hire for Title 5 staff by

nearly 20% (3 weeks faster) over FY23, which I think is very significant in terms of bringing on the faculty and staff that we need in a timely fashion.

Gen (Ret.) Schwartz

A quick question. On 49 hires so far in this fiscal year, what's the split between faculty and support?

Mr. Bertolini

I don't have that number. With your permission, sir, if I could turn to my colleague? The split between faculty and staff, Josh, with the 49?

Mr. Joshua I. Cover, Director, Civilian Personnel Division

What I've seen is the number is larger on the staff side, sir, by about a factor of two-thirds to one-third, somewhere in there, sir.

Gen (Ret.) Schwartz

Other questions?

Mr. Bertolini

Yes, ma'am?

VADM (Ret.) Breckenridge

I just had a quick question on the hiring and want to commend the staff. I know there has been a very focused and dedicated effort to reduce the number of days in the hiring process. But relative to the market, are you competitive in the market that you're trying to operate in today?

Mr. Bertolini

Ma'am, are you referring to from the timing standpoint or the monetary standpoint?

VADM (Ret.) Breckenridge

I would be most interested in the Title V arena, and probably most interested in the academic at this point.

Mr. Bertolini

Yes, ma'am. What I can speak to is we have identified that as an issue clearly. We're driving down the time to hire just because there's so much competition here in the NCR [National Capital Region], as you're all aware. So, we wind up losing some very well qualified candidates unless we act as quickly as we can. So, we've driven that number down. I might point out too that, I'm fairly certain that our number for Title 5 is actually below the average hiring across the Joint Staff in general that I've seen from those statistics. So that's a good news story. In terms of being more competitive, we look holistically at everything that we have to offer, so we've identified clearly that one aspect of folks that apply one of the first questions they ask is the telework policies. So, we've taken a hard look at that as well and seen where we could use that to leverage enticing folks to come work at NDU. In addition, we have actually adjusted some of

our positions to be ladder positions, so they're not fixed in one GS grade, for example. So instead of just the GS 13, GS11-12-13, something like that, to allow for growth and also to again entice the candidate.

VADM (Ret.) Breckenridge

Yeah, I just wanted to offer a general comment on this. I can tell you that in California running the military council out there, so we have over 40 major DoD installations out there, every single installation commander, one of their top issues is hiring civilians, and it's the process and the salaries offered. So, you're not alone in this challenge, and I know that there's some things going on. The army, I know, is testing some things out there down in Texas next month, trying a direct hire. And now they can only go for specific specialties to do that, but there are some things in progress, and I think the more that we can keep an eye on this, I think it's pretty clear that the OPM [Office of Personnel Management] standards and the system, while well intended, it's just not competitive with the external market right now.

Mr. Bertolini

Yes, ma'am. Fully acknowledged. And what I would say too is that we try to leverage everything we possibly can within the bounds of the OPM restrictions and DFAS [Defense Finance Accounting Service] guidelines. But we have certainly looked at what is possible in the direct hire realm as well as in our administratively determined [which has] much more latitude in there as well. So, we try to maximize that as much as we can.

VADM (Ret.) Breckenridge

Have you thought about requesting some pilot programs, or are there some initiatives there that the board may perhaps help with?

Mr. Bertolini

So, we've looked at best practices from other organizations, ma'am and so we're taking a look at that. And once we kind of have a firm understanding of what might work here, we would certainly love to have support from the board.

VADM (Ret.) Breckenridge

And Dr. Logan may be able to help with some of that also. I suggest a conversation with her.

Mr. Bertolini

Yes, ma'am.

AMB Roemer

Mr. Chairman, I just want to follow up on the Admiral's excellent line of questions here. Rather than only looking, and that you've explained to us, it's not just through reducing the number of days it takes.

There are lots of complicated questions here coming out of a pandemic—work-life balance, how much remote work can they do? The salary, the reputation, all kinds of things that come into this. One of the great things that you have that other places don't have, in this Maryland,

Virginia, DC area, is the number of retired experts in a whole lot of different areas in government and the private sector and everything in between—diplomats, military—that might be able to be enticed to come in and perform certain roles. I know you have certain limitations here at NDU, but the board, your foundation, other places are good sounding boards to go to to try to bring in some of this exceptional talent. And I'm not talking about every position here, I'm talking about some of those positions that are highly competitive and bring in some good teachers and faculty and experts in different areas. But as the Admiral said, I would be innovative, be curious, and rely on your board outside experts to do this. Really explore this hard.

Mr. Bertolini

Absolutely. Yes, sir. When you mentioned reputation, sir, I think reputation goes a long way and it has a larger impact far beyond what we think it does. I would say anecdotally that many of the certificates of eligibles we have are very lengthy, so there are dozens and dozens, and in some cases hundreds of candidates who have cleared the DFAS hurdle, and they are interested in working at National Defense University. So that's a positive sign as well.

Gen (Ret.) Schwartz

Questions?

Mr. Bertolini

Yes, sir.

LTG (Ret.) Hooper

Separations, is that all categories of separations?

Mr. Bertolini

Yes, sir. So that's retirements and those that have left the federal service and so forth.

LTG (Ret.) Hooper

Is there any particular demographic that dominates that number? In other words, voluntary, involuntary retirements?

Mr. Bertolini

I think it's cyclical, sir. You know, with the retirements, I know that we did have quite a large number just recently here in the past couple quarters. But I think it's a fairly steady stream and you know we have some very long-standing employees here. We had one that retired yesterday that started in 1985 so you know it's across the board. So yes, sir, it's kind of a mixture.

LTG (Ret.) Hooper

And we're about 1/4 of the way through the year and we're at 20 at this point. So, do we anticipate where it looks like it's kind of leveling off at 60 or do we anticipate a continued decline in separations?

Mr. Bertolini

As best as we can anticipate, sir, and also forecasting, certainly the retirements are easier to forecast than those folks that suddenly decide they'd like to work somewhere else. We do think we're on track to level off, as you said.

LTG (Ret.) Hooper

Thank you.

Mr. Bertolini

Yes, sir.

Lt Gen Plehn

General Hooper, if I may amplify just a little bit in that regard. We are working a project to analyze the demographics of retirements versus separations and we've got some initial work going on that. We plan for about a 16% attrition rate every year, which this year like last year will be 65 to 70 people. And then to the earlier question of what does the breakdown of the new hires look like, we do a monthly budget and hiring update and Mark hit the nail on the head. Along with those 49 new hires, we've had about 24 losses. And we're about even on faculty--lost six gained 6--but our faculty is in a much better place today than it was a year or two ago. We put a serious focus on faculty hiring. We lost about 18 staff members, but we brought on 47. We had the same questions a year or two ago, so we started tracking by faculty and by staff. We'll drill deeper into the type of attrition.

Mr. Bertolini

Next slide, please.

<Slide 8 – Facilities Restoration & Modernization>

Next slide, please.

<Slide 9 – Eisenhower Hall Restoration and Modernization Status>

At this point, I'd like to turn over to our restoration and modernization programs for Eisenhower Hall and then I'll continue with Roosevelt Hall. So, as you are all very well aware and probably saw some of the work in progress as you walked in the building this morning, Eisenhower Hall is currently undergoing a comprehensive restoration and modernization effort due to water intrusion and mold, which became a life-health-safety issue for the students, staff and faculty in 2019. It has now been closed for nearly 5 years. Faculty and students from the Eisenhower School are currently operating out of Lincoln and Marshall Halls.

The project is progressing steadily but is currently a year behind schedule due to challenges with unforeseen conditions and delays with funding to support design and construction modifications.

To date the project is approximately 45% complete. As you can see from the photo on the right, the overhead rough-in of steel, copper, and duct work is also progressing throughout the building. The north, west, and south windows have been reinstalled and the east side installation is ongoing. SCIF construction has also started, with new security measures being implemented.

Required changes such as adding telecommunications and an electronic security system (ESS), and elevator replacement are awaiting AECOM and Baltimore District design and cost estimates, and we are working with them very closely. As you may have seen, Baltimore District is very busy these days. This will facilitate our ability to request funds required for the completion of building fit-out with information technology & audio-visual needs being met. NDU has begun the process to request these funds from the Joint Staff & OSD as an unfunded requirement. The Army Corps of Engineers is currently projecting beneficial occupancy of the building in February 2026. This funding shortfall has the potential to delay the project completion.

Next slide, please.

<Slide 10 – Roosevelt Hall Restoration and Modernization Design>

The Roosevelt Hall restoration and modernization. Roosevelt Hall's critical facility concerns include extensive failure of the building envelope, much like we saw at Eisenhower, as well as internal infrastructure system failures including the mechanical, electrical, and heating ventilation and air conditioning (HVAC) systems.

Major components of the restoration and modernization project include replacing the roof, the mechanical and electrical systems, and all windows, repairing masonry and structural issues, renovating bathrooms, and addressing life-safety issues such as water infiltration and asbestos abatement. A complete IT infrastructure upgrade is also planned which includes re-cabling the entire building, modernizing conference rooms, and updating the auditoriums and common areas.

The restoration and modernization design is currently 65% complete and the current cost estimate is approximately \$65M.

The 100% design is scheduled to be ready by January 2025. (The delay from the original estimate is due to an architecture and engineering task order modification to include additional scope items such as elevator replacement, SCIF upgrades, moving pump vaults above ground due to the flood plains, cybersecurity classification updates, and adding secure space.)

This project is ranked #25 (out of 87) on the Army's Facility Investment Plan (FIP) prioritization list. We anticipate that this will continue to be below the Army funding line and NDU will likely only receive funding to support if provided by Congress.

Gen (Ret.) Schwartz

What is the game plan? Will this involve making the whole building uninhabitable during the renovation process, and if that's the place, is there a game plan for alternate space utilization? There's not a plan to discontinue classes, I assume?

Mr. Bertolini

No, absolutely not, sir. We will continue classes, the same program of instruction and so forth, and try to impact the student experience the least amount possible. We've looked at multiple courses of action and there's really no way to do this complete restoration and modernization without displacing the student body. We're looking very hard right now, as the provost alluded to, for an all of university look. We're looking outside the box at all those scenarios that we could use to accommodate even more students in Marshall, Lincoln Hall, and the like.

Gen (Ret.) Schwartz

Mr. President, this might not exactly be Board of Visitors stuff, but I think in the context of existential risks, it seems to me that how that displacement occurs rather than sort of spontaneously as it did with Eisenhower, I think perhaps at our next meeting if that's possible to get some insight into what the gameplan is for accommodating both the 2025 or 2026 school years without the needed facilities.

Mr. Bertolini

Yes, sir. We'll be happy to update you all on that.

Lt Gen Plehn

Yes, sir, just to amplify some of the discussions that have already occurred, we did consider a course of action to continue occupying Roosevelt while it was under renovation. That doubled the length of time to do the project and increased the cost and didn't really seem feasible. Another option we considered was to put up temporary trailers. And you just had the same response I did. I think that would detract from the brand of the National Defense University. So, we want our students being educated inside of these facilities rather than some temporary trailers. So, then we settled on the next piece which the provost alluded to in his discussion earlier, which is how do we simultaneously use this space? Morning classes? Afternoon classes? So, it's going to be some type of time share arrangement is what we anticipate, over.

Gen (Ret.) Schwartz

I understand. It would be worth looking at.

VADM (Ret.) Breckenridge

How far below the cut is this project? From the Army's plan?

Mr. Bertolini

I don't know the exact number where it is, but the last time I looked it's significantly below that. It would not be directly funded. It's not in the plan right now based on the funding availability for the Army.

VADM (Ret.) Breckenridge

And this is a little bit of a political question, but do you happen to know whether any of the Army's educational campuses have projects that are funded on the list?

Lt Gen Plehn

The Army War College just recently opened a new general educational building at Carlisle Barracks that was completed within the last year.

VADM (Ret.) Breckenridge

Thank you.

Mr. Bertolini

So, I am aware that some of the priorities that they have are really life, health and safety as well.

Gen (Ret.) Schwartz

Yeah, a dilemma at the moment, barracks at the moment have microscopic attention, so I understand. I think this is one of those cases where we're gonna need to get celestial help.

[laughter]

AMB Roemer

I like that term, Mr. Chairman. Can I ask a question too, sir? Following up on a couple of the other questions. The \$65 million for the completion of construction date in 28. I'm sure I know the answer to this, but just to reaffirm it, that \$65 million would include all the IT, the digital transformation issues, everything AI that we're gonna need in that building that is going to be transformative and changing between now and 28? Can you tell me out of the 65 million, how that breaks down?

Mr. Bertolini

The 65 million gets us to the basic, and right now it's an estimate of course as the design is going forward, it's not even you know 65% complete on the design so remains to be seen this number may in fact grow a bit but in the end there's no way that that amount I think is going to encompass everything that's required.

AMB Roemer

Because now's time to try to anticipate what you need on the AI and the SCIF, and digital transformation issues and build that into the cost.

Mr. Bertolini

Yes, sir, and there's nothing like the very recent experience of Eisenhower Hall and applying those lessons learned directly to Roosevelt Hall, and we're trying to do that to the maximum amount possible. Yes, sir.

AMB Roemer

And to the degree that you have numbers that can compel Congress to say if you had done this proactively and done it on time, you would have saved the taxpayer X amount of money. There is a lesson to be learned here that Congress, I think in its delays and the problems faced there, it does end up costing the taxpayer more. And we don't need to make those mistakes again with Roosevelt.

Mr. Bertolini

Absolutely. And in the most diplomatic fashion, I'm sure you're aware of is we've slid that into every paper to basically say you're mortgaging the future and it's either, you know, pay for it now or you're going to pay three times as much in the future as construction costs rise and things aren't getting any cheaper, supply chain problems and all of that as well.

AMB Roemer

And that's a compelling message to both Democrats and Republicans. Finally, let me just ask uh, it's ranked 25 of 87, you said?

Mr. Bertolini

Yes, sir.

AMB Roemer

And is there any way to try to make sure that that moves up in that ranking as one of the treasured buildings in Washington? I mean that the War College Roosevelt Building is truly a jewel and a treasure of DC.

Mr. Bertolini

Yes, sir. We do interact with the senior commander and the garrison. We have routine meetings quarterly and so forth. We meet with the MDW [Military District of Washington] commander who's the senior commander here. We absolutely do press our case. But again, I think what you're looking at here is you're looking at everyone is in a worst-case scenario, and as General Schwartz mentioned, they're looking at deferred maintenance on buildings for the Old Guard that have been like that for the past decade and so forth. They're literally falling down on the soldiers that are barracked there.

AMB Roemer

Understood.

LTG (Ret.) Hooper

Very quickly, and this is going back to the Eisenhower, but also may apply to Roosevelt. Are the solar panels on the Eisenhower Hall going to be replaced?

Mr. Bertolini

Yes, sir.

LTG (Ret.) Hooper

Okay. And this is going to sound like it's down in the weeds, but it really isn't. Is there a provision that the equipment and the materials used on these buildings have to be sourced from the United States? The reason I mention that is because the top 6 manufacturers of solar panels in the world are Chinese. And it would be an unnecessary foot shot. And I know we don't have responsibility, but it might be worthwhile to ask the question.

Mr. Bertolini

Yes, sir, absolutely.

VADM (Ret.) Breckenridge

If you haven't already, I would add something to your risk assessment. As you're looking at power that the ambassador mentioned AI requirements, but as you look back into the pipeline that you're feeding into the power companies, it's not too early to start having some conversations to understand what's going on holistically in the system because the growth of data storage centers and data system centers along with the exponential growth in AI is outstripping all of the power companies' planning processes for the near to medium term, which could obviously have unintended consequences. So just being aware and making sure that you're asking those questions and to the extent that you can controlling your own destiny, it is a conversation well worth having.

Mr. Bertolini

Yes, ma'am.

Gen (Ret.) Schwartz

Let's go to the next slide.

Mr. Bertolini

Yes, sir. Next slide please.

<Slide 11 – National Defense Authorization Act House and Senate Reports>

Gen (Ret.) Schwartz

And I don't think we need to say much more on this one.

[laughter]

Mr. Bertolini

Yes, Sir. Next slide, please.

<Slide 12 – Flooding & Climate Change Vulnerabilities>

Okay. This is a general topic about the condition of the installation itself looking at Ft. McNair flooding and general climate change. So, as you know, the NDU north campus is particularly vulnerable to flooding and sea level rise due to its location at the confluence of the Potomac and Anacostia Rivers. The base is subject to stormwater flooding as well as coastal storm surges. The majority of Ft. McNair lies in the 500-year flood plain, with the southern portion in the 100-

year flood plain. Flash flooding has already impacted existing buildings, and the possibility of long-term sea level rise may further reduce buildable space along the perimeter of the installation.

The basement of Roosevelt Hall is at high risk of inundation, and the fire pump vault and cooling tower vault are both situated within the 100-year flood plain. We are addressing these items in the Roosevelt Hall Renovation design. The transformer and switchgear pads behind Lincoln Hall are also in danger of inundation and need to be considered in future projects.

Additionally, the garrison has roughly 6,000 linear feet of seawall in various stages of disrepair. The National Park Service is planning to begin a \$113M rehabilitation project this year to restore and repair approximately 6,800 feet of seawall in the Tidal Basin and West Potomac Park due to similar conditions that we experience here. The garrison is currently conducting a study to evaluate the seawall conditions surrounding Ft. McNair itself.

Gen (Ret.) Schwartz

Take out your checkbook.

Mr. Bertolini

Next slide, please.

<Slide 13 – Information Technology>

Next slide please.

<Slide 14 – Command Cyber Readiness Inspection (CCRI) Results>

At this point, I'd like to move on, sir, with an update on our Command Cyber Readiness Inspection, which you know was conducted at the end of November through the first week of December, and tested our cyber and physical assets, classified and unclassified data protection measures, and general workforce behaviors while operating on the network.

The Defense Information Systems Agency (DISA), reported 141 Category 1, 2, and 3 findings and 13 Key Indicators of Risks (KIOR), which ultimately led NDU to receive a grading of 'Very High Risk'.

Our ITD team has been working hard over the last few months and has now remediated to date 66% of the shortfalls in the findings from the CCRI and have outlined a plan to remediate those findings that remain.

In addition, we have been working closely with the Joint Staff J1 and Joint Staff J6 to bring on National Guard cybersecurity experts to augment the NDU team and provide expertise in remediating the remaining vulnerabilities. As I mentioned earlier, the J1 has just as of today indicated they'd be willing to fund some of that.

We will fill all cybersecurity positions within the next month, and that ties back into our great progress made in the HR arena.

We plan to have our cyber security posture inspected again around the September/October timeframe.

We also plan to integrate intelligence feeds into our IT Directorate to ensure we are aware of the most current threats and vulnerabilities to stay up to speed.

Going forward we have identified five cyber focus areas to ensure that the vulnerabilities identified during the CCRI are remediated and do not happen again. Some of these focus areas include:

Finalizing the remediation of vulnerabilities identified during the CCRI.

Prioritizing network security while maintaining functionality.

Continuing to ensure future year budgets account for replacing equipment that is End-of-Life/End-of-Service and no longer supportable with cyber security patches and upgrades.

Ensuring that vulnerabilities are addressed as soon as they are released and that these actions are appropriately tracked.

Finally, we are purchasing and implementing software and tools which we will use to confirm the security posture of our networks.

This focus on vulnerabilities, personnel, equipment, and threat intelligence will put the University, we believe, in a better posture moving forward.

Gen (Ret.) Schwartz

Do you have a forensics firm on retainer for if penetration occurs, something of that nature, or even one of those events where someone is trying to lock up your data or get paid, do you have such professional help on retainer?

Mr. Bertolini

No, sir, not such as that. But we have in-house expertise that we've really developed in the past three years at least that I can attest to far beyond that. However, our reach-back capability would then go up to the Joint Staff, J6, and then DSCA—we work with DSCA very closely, on a weekly basis actually.

Lt Gen Plehn

And I might also add that through Microsoft Azure cloud solutions, Microsoft has direct comms with our IT department if they're starting to see unusual network activity.

Gen (Ret.) Schwartz

So that implies that you're migrating to the cloud and have fewer on-prem servers?

Mr. Bertolini

Yes, sir, and some of that will be covered in my next slide. Next slide, please.

<Slide 15 – Digital Transformation>

And that leads us into the overall holistic look at digital transformation within the university and our four pillars that you see in the slide.

NDU has made great progress in the last several years with a digital transformation that is changing how we plan, execute, and measure our academic and operational processes. This transformation is having a positive impact on students, staff, and faculty experiences. I am pleased to report much progress has been made, but significant work remains.

The four pillars of our digital transformation are rooted in our motivation to be more effective & efficient in how we do business day to day.

The first column, NDU Connect -- Academic, is a capability we are very proud of developing and is otherwise known as the Student Information System on the Salesforce platform. Today, we have over 350 students enrolled in our new student information system. We now process student nominations and applications in an enterprise data management platform required of all colleges and universities. We have an integrated workflow and system to enroll students and track their progress in their student lifecycle with the goal to roll out the system across all colleges by July of this year.

The next column is the NDU Connect -- Operations. This platform will streamline and automate processes within the functional support directorates. The operational processes include facilities, finance, human resources, procurement, information technology, security and general operational support. We have over 300 user stories that we have collected and will begin building into the enterprise platform this summer.

The third column represents streamlining the processes and technologies that our Academic and Business support staff within the colleges use to support their academic mission, which today are largely manual and time consuming. This month we are launching automated applications for travel management, purchasing and event management.

The final column represents our work to revolutionize how we manage our data and documentation. Today, NDU has over 38 million documents on SharePoint and One Drive, causing confusion, productivity loss, and duplication. We are just about to launch an initiative to streamline and update how all that data is managed, stored, and used. But more importantly, it will create a better student, staff, and faculty experience.

We are all very proud of our teammates who are getting this work done and producing results to modernize how work is accomplished at NDU.

Gen (Ret.) Schwartz

It's certainly very promising, both the NDU Connect Ops and ABS. What's the platform that you're using or forecast to use there?

Mr. Bertolini

Salesforce platform, sir.

Gen (Ret.) Schwartz

Okay. Other questions? Dr. Logan or Deb Wada, anything?

Ms. Wada

No.

Gen (Ret.) Schwartz

Okay. Thank you.

Mr. Bertolini

With your permission, sir?

<Slide 16 – Questions>

In closing, to summarize, NDU has made great strides in improving the university by addressing facility deficiencies, accelerating hiring and prioritizing cyber security.

The Board of Visitors and the NDU Foundation support have been instrumental in NDU's progress. To sum it up, the most pressing resourcing requirements going forward continue to be the \$65M for the Roosevelt Hall Restoration and Modernization project in FY25 as well as continuing to strengthen our cyber security measures and digital transformation efforts. With that, sir, I open the floor for additional questions if there are any.

Gen (Ret.) Schwartz

I think we're good to go. Thank you very much. Very comprehensive presentation. And again compliments, this is all about change management and what have you, it's a heavy lift. We acknowledge that, thank you. Any problem with pressing on? Let's press on, please. Thank you. Over to you, sir.

1123 Realizing the Vision 2022-2027: NDU Implementation Plan, Mr. Steve Heffington, Director of Strategic Planning and Innovation

Mr. Steven R. Heffington - Director of Strategic Planning and Innovation

<Title Slide – Realizing the Vision 2022-2027: NDU Implementation Plan>

Thank you, sir. Ladies and gentlemen. Chairman. Good morning. I'm Steve Heffington, the NDU Director of Strategic Planning and Innovation. I, alongside Mr. Ken Kligge, co-led both the Strategic Plan Working Group and the Implementation Plan Working Group for NDU. Today, I look forward to discussing the Implementation Plan with you. Slide please.

<Slide 1 – Implementation Plan '22 - '27: "Achieving the Vision" - Agenda>

I have a total of nine slides for you today. I will start with an outline of the planning environment in which we developed the I-Plan. I will then take a couple of slides to walk through the general concept of the I-Plan. Following that I will use one more slide to discuss the details of the I-Plan actions, and I will conclude with two slides focused on tracking and assessment of the I-Plan. If you have any questions or would like additional information during my briefing, please stop me at any time. Slide please.

<Slide 2 – NDU Strategic Planning Environment - Process>

The first slide depicts the relationship between NDU's three key planning documents. The strategic plan spells out our broad contextual assessment, as well as our strategic goals, and very generally, NDU's strategic concept. The implementation plan takes that broad direction provided in the strategic plan and converts the ideas and theory into hard actions intended to produce specific outcomes. Finally, as Dr. Lapse referenced, our new NDU Directive 5100.01A spells out the systematic process by which NDU will assess institutional effectiveness and review, revise and, as needed, replace the strategic plan and implementation plan. Slide please.

<Slide 3 – Strategic Planning Environment - Outline>

NDU's Strategic Plan, which was completed December 2022, provides the outline and structure for the implementation plan. The strategic plan presents our two strategic goals and lays out the three lines of effort NDU we will follow in pursuit of those strategic goals. The strategic plan also introduces NDU-P's strategic initiatives, which the implementation plan expands upon. Slide please.

<Slide 4 – Strategic Planning Environment - Budget Alignment>

Many implementation plan (I-Plan) actions are sufficiently resourced within the existing NDU budget and manpower. However, the I-Plan is not a fully resourced plan. Many I-Plan actions will require development of additional resources, as you have already heard today. This is most evident in Line of Effort 2 actions, focused on Information Technology infrastructure, as well as facilities modernization and construction. However, while Line of Effort 2 includes most of our unrealized resource needs, to fully implement all actions in Lines of Effort 1 and 3, we will also need to develop additional resources. Identification of these resourcing gaps should help NDU more effectively justify the requirements.

Gen (Ret.) Schwartz

Can you elaborate on the adjunct professor funding issue, please?

Mr. Heffington

The adjunct professor funding issue? The I-Plan action that we are focused on for adjunct professors is really the ability to pull in. It is less a funding issue as it is an issue in how we fund pulling in exactly, as was referenced previously, those experts from outside that are already resident here in DC who would like to come in and teach maybe one class or two classes or for a specific event. How we can fund that within our existing funding mechanisms? It is a budgeting issue, but it is more a policy and process issue that we're trying to work through.

Lt Gen Plehn

And as you know, chairman, we already do not have sufficient civilian pay funding just for our authorized billets, much less adjuncts.

AMB Roemer

Could you also expand on your certificates? We're finding and looking at higher education at places like the University of Maryland that are highly innovative in their new certifications for students--national security, AI, cyber issues, training the future leaders for our intel community. How are we doing here? What are our certificates, and where do you see those going in the future?

Mr. Heffington

Sir, I'll start that, and then if I could turn it over to Dr. Lapse? We have multiple certificate programs now, many of them within our CIC program, but also within CISA, and a couple of our other programs offer certificate programs that are long-standing and very popular, many of them focused on technology or, from out of the CIC perspective, on cyber and information. We also have an NDU-P Strategic Initiative that looks at expanding those and pulling in different audiences, and we're working on that right now. And I'll turn the rest of the question over to Dr. Lapse.

Dr. Lapse

Yes, sir. As Steve said, most of our certificates currently are with the College of Information and Cyberspace. They have a number of certificates that exist right now, and if you would, CISA and others, but what we're looking at is expanding that in the future and looking at the concept of stackable certificates, whereby somebody got different certificates from across the university—how can we bundle that into maybe a degree at NDU? So, we're looking at that right now in terms of how we could expand it. But right now, today, the bulk of our certificates are in the cyber college.

Gen (Ret.) Schwartz

What's the demand signal for the certificates? From where is that demand signal evolving?

Lt Gen Plehn

Sir, it's largely for CIC. It's from the defense cyber workforce, and the certificates are stackable, particularly in CIC, in a fashion that allows those students to also pursue our only distance

learning Master's program, which is through the College of Information and Cyberspace. Currently over 100 enrollees doing that over a number of years.

Gen (Ret.) Schwartz

Do you have a relationship with CYBERCOM [U.S. Cyber Command] at this level?

Lt Gen Plehn

Yes, sir. CYBERCOM and NSA [National Security Agency], and with the Chief Information Officer Office in OSD.

AMB Roemer

And, General, is it appropriate or is there a way to do an abbreviated certification for our foreign students that come in? I know there are security issues that we have to be very careful of, but is there a teaser course that you could give to them?

Lt Gen Plehn

The primary teaser course as such is really our Joint Combined Warfighting School [JCWS] 10-week program under General Crimmins's Joint Forces Staff College there.

Dr. Lapse

Yes. And I failed to mention that JCWS is basically our largest certificate program. It's offered 4 times a year, it's 10 weeks long, but that's a large throughput of students. And that's not a degree program, it's a certificate at JCWS.

Mr. Heffington

We also offer a certificate program for our reserve component through the RCNSC [Reserve Components National Security Course] program that is in very high demand and that is CISA. Out of CISA. Slide, please.

<Slide 5 – Implementation Plan Concept: Methodology>

In development of the I-Plan, we used the same general methodology we applied to write the Strategic Plan. First, we made clear that we did not expect this plan to be put on the shelf and pulled out for inspections and periodic administrative updates. This plan was to be used daily across NDU to drive action. From that starting point we were adamant this plan needed to be developed as a whole-of-university effort, in an exceptionally transparent and collaborative manner. Further, every NDU component was tasked to individually develop a component annex for the I-Plan that would supplement the base plan and in detail provide component level objectives and actions. Though this method of focused collaboration, transparency, and integrated component level planning did extend the timeline significantly, it served to create an ownership and buy-in that is crucial for driving real long-lasting improvements. Overall, from the signing of the strategic plan on 6 December 2022, it took NDU almost exactly one-year to finalize what is the university's first implementation plan.

Gen (Ret.) Schwartz

Questions please?

Dr. Logan

This is Suzanne. I have a question please. I'm thrilled to see this. I think you're certainly doing exactly what needs to be done to make certain that the strategic plan is implemented properly and becomes an integrated part of the university. What I am concerned about, I mean the last thing I see here is that the I-plan was signed in December 2023. What is the plan for ongoing review, some sort of periodic review to see what's happening now, rather than just hoping and trusting that the implementation's actually occurring all the places that you expect it is?

Mr. Heffington

Ma'am, thank you for that question. I specifically addressed that in the last couple of slides, but I'll touch on that. That, I think, is probably the single most crucial question in what we were doing and was absolutely integral to how we were planning. And that goes back to NDU Directive 5100.01A, our new one. We completely rewrote it, included a brand-new section that is the strategic planning process and outlined all of the timelines associated with when the plans are reviewed, how they are reviewed and when they will be looked at for replacement. We stood up a strategic planning working group, or we created the Strategic Planning Working Group and the Implementation Planning Working Group, that will stand up for review in a specific timeline every year and look at the plans. We created an entire process that is a university wide process to deal with this and we made it an annual part of our planning cycle and we did all of that within NDU Directive 5100.01A.

Dr. Logan

So, is the answer that you gave me, and I have certainly been listening, but I wasn't hearing any kind of timed review, so, is the time to review on a yearly basis and then it is up to the individual parts to maintain that progress toward that yearly review?

Mr. Heffington

The yearly review, yes, the review for the base plan, for the whole plan, is on a yearly basis--part of a structured review process. But, in addition to that, and I'll cover this in the next couple slides, we also created a dashboard that will track the implementation of the plan live for the entire university to see, and we will brief that quarterly to the Executive Council.

Dr. Logan

Good. That's what I was looking for. Thank you very much.

Mr. Heffington

Yes, ma'am. Slide please.

<Slide 6 – Implementation Plan Concept: Structure>

Subordinate to each Line of Effort in the I-Plan base plan are 2 to 4 objectives. Each of these objectives is served by between 2 and 9 individual actions. The concept is that if NDU

sufficiently accomplishes enough actions under each objective we will achieve that objective. Then once the objectives are sufficiently achieved NDU will have reached the desired 2027 LOE end states. Bottomline, we developed this structure specifically so that everything in the plan can be tied from the smallest action, clearly and directly, to top-level strategic goals...and back down again. Slide please.

<Slide 7 – Implementation Plan Actions: Prioritization and Sequencing>

The resulting 50 plus actions identified in the base plan, clearly cannot all be pursued at one time, especially as many actions depend on others being accomplished first. Thus, the I-Plan prioritizes and phases all base plan actions. Each action is prioritized 1A (highest priority) to 4D (lowest priority) then based on this priority each action is allocated to Phase 1 – 3 to facilitate the reasoned sequencing of our efforts. The bottom half of this slide shows what an individual I-Plan action looks like. The priority of the action is clear, all actions are assigned to a specific individual for primary responsibility, never a group or organization. Additionally, each action in the I-Plan provides guidance on timing to completion, resource needs, and performance indicators. Slide please.

<Slide 8 – Implementation Plan Tracking>

To facilitate tracking of implementation status, NDU is in the final steps of fielding a dashboard. The dashboard will be viewable by everyone across NDU's intranet, and will present a live status of all actions, objectives, and performance metrics across the entire Implementation Plan. Its primary formal use will be to provide status updates to the NDU Executive Council during scheduled EC meetings. Yes sir.

AMB Roemer

You're in the final stages. When is it going to be completed?

Mr. Heffington

Sir, the ITD folks who have been developing this got me the final draft of it Monday. I plan to review that early next week. I will release that out to all of the owners of the implementation plan actions, the OPRs [Office of Primary Responsibility] for those actions, next week. As soon as I'm done reviewing, I will have them update them. When we finish that update, the lessons learned from that update that I will get from the OPRs--and I'm sure we haven't gotten everything right on this initial draft--I'll take those in. We'll make any needed changes, and we'll have it back out. My intent is by June we will have a final product that will be on the street that we'll be using for the base plan. At the same time, I will be developing--it is duplicating the base plan for all of the annexes and making sure the data for those annexes is uploaded so the annex owners can be updating the information as well. However, the annexes are going to have to probably be in August or September before they're fully live and operational, just because there is so much data to upload in there. Slide please.

<Slide 9 – Implementation Plan Assessment>

To support sustainment of relevant and viable strategic and implementation plans, NDU developed the strategic planning framework shown on this slide. The framework leverages the NDU advisory councils, which in combination, cover the full range of institutional activities, to assess and make recommendations for revising the plans. Each council will submit an annual evidenced-based report covering their functional area and the elements of the strategic plan and implementation plan that fall within that area. These reports will go to the NDU Executive Council, which will use them to build a recommendation memo for the NDU President. This recommendation and the supporting advisory council reports will form the basis of an annual NDU-P Planning Guidance Memo, which will initiate a planning working group to review the existing strategic plan and/or implementation plan as needed. These revisions will be complete in time to inform NDU's budget and academic planning cycles.

Gen (Ret.) Schwartz

Dr. Logan, I think this addresses your earlier question.

Dr. Logan

Yes, sir, it does. Thank you.

Gen (Ret.) Schwartz

Okay, excellent. Other inputs please? Okay.

Mr. Heffington

Slide please.

<Slide 10 - Questions>

And, sir, that concludes my briefing, pending any questions.

Gen (Ret.) Schwartz

Okay. Thank you. Good presentation.

Mr. Heffington

Thank you, sir.

Gen (Ret.) Schwartz

As I understand it, we have lunch at 12:15, So let's take a break and reconvene in the area down the hall. Is that right?

1215-1315 LUNCH

1330-1400 Command Climate, Ambassador Roxanne Cabral, Senior Vice President

Gen (Ret.) Schwartz

...workplace climate in another context, so, ma'am, you're on.

Ambassador Roxanne Cabral – Senior Vice President

<Title slide>

Mr. Chairman and Distinguished Members of the Board, good afternoon. I'm very happy to have the slot right after lunch. Thanks, Joycelyn.

I'd like to first thank the Board of Visitors for your continued support and interest on initiatives related to climate and morale. I want to give special thanks to board member Dr. Logan, is she on? Not yet? Okay, well, we'll have to come back to that. Thank you. Okay, I want to give special thanks to board member Dr. Logan for helping us think through ways to approach institutionalizing our efforts and addressing specifically issues related to diversity, equity, inclusion and accessibility (DEIA). Thanks so much Suzanne.

Dr. Logan

You're most welcome. You did a great job.

AMB Cabral

So, based on Dr. Logan's advice, we reviewed the activities at several of our sister organizations, including the Naval War College, Army War College, and the Coast Guard Academy, as well as the United States Institute of Peace. The following brief will provide the Board with an update on our initiatives. Next slide. Should be the Mission slide. Go back, please, to the beginning. Okay, just stay there then.

<Slide 1 – Command Climate>

Our efforts to create and sustain a work environment that contributes to operational effectiveness and high morale is codified in Goal #2 of our strategic plan. Next slide.

<Slide 2 – NDU Strategic Plan>

That is: "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."

And this objective is fully articulated in Line of Effort #3 – "Develop Our Team" – which says: "Foster an environment of transparency, trust, belonging, and partnership. We will promote an environment of belonging, dignity, and respect for all." Next slide: Implementation Plan

<Slide 3 – NDU Implementation Plan>

As an indication of NDU's commitment, more than 25% of all activities in the implementation plan are fully or partially focused on climate and culture. The topics listed on the slide come directly from various lines of effort in the implementation plan, focusing on the most pressing and prevalent issues of concern to employees. Our goal is to field the best and most productive team possible, who enjoy, and take pride in their work at NDU. You can see that many of these issues on the slide directly relate to retention. While NDU's overall retention rate is consistent with comparable institutions, we want to be better, and to do that we need to better understand the issues that contribute to premature departure from NDU.

We identify “regrettable attrition or regrettable turnover” as the departure of talented and highly valued employees who leave, often unexpectedly due to factors like job dissatisfaction, poor management practices, lack of career growth, poor work culture, and other similar factors. An example of how we are prioritizing this issue in our strategic implementation plan, is Lt. Gen Plehn’s directive to elevate to the Senior Vice President level, that’s me, the task of developing an NDU-wide Out-Processing Interview Program. While this program is getting established, I’ve personally been conducting exit interviews over the last several months. By doing this, we’re not only collecting data on why people are leaving -- developing our diagnoses to address these causal factors -- we also are sending the message that we, senior leaders, care.

Of this list on the slide, accountability is the most important part. All implementation plan activities, as Steve Heffington described, are being tracked by a dashboard and require regular briefings to leadership. This means: We’re on the hook. Next slide, please.

AMB Roemer

Along those lines, without mentioning any names, can you give me an example of an exit interview you did where it was actually pretty positive and you learned some good things, and then one that was just gut wrenching to you that we really could have done some things to keep this person from leaving and here's what we need to do in the future.

AMB Cabral

Yeah, I mean, there are a lot of factors that go into a decision for an employee to leave an organization. I would say of the dozen or so that I've conducted so far, they all love working at NDU, but for possibly personal reasons or time management reasons, workplace flexibility or work/life balance, things that we probably can control better, those were some of the factors that contributed to them leaving, but they all loved working at NDU. That was a common theme that came across. Does that help?

AMB Roemer

Yes, but, you know, is there one where somebody said something to you that you thought maybe in retrospect you could have done something about? They loved NDU, but maybe the work/life balance or remote work or childcare or something stuck out that you thought you might have been able to do something about, if they'd not made their decision already.

AMB Cabral

Oh, I think all of them.

AMB Roemer

All those.

AMB Cabral

All of them, all of them. Childcare never came up, interestingly, but I think all of the factors that can be controlled relatively with a moderately inexpensive way, childcare aside, for example, I

think we need to work on and do better, and that's the goal of what our brief and what we've been trying to accomplish is looking at, okay.

<Slide 4 – Defense Organizational Climate Survey (DEOCS)>

So, NDU has employed various assessment tools to gauge enterprise performance and employee job satisfaction, including the McKinsey Organizational Health Instrument, the Federal Employee Viewpoint survey, and the Defense Organizational Climate Survey (DEOCS). These instruments have helped leadership measure climate, harassment and discrimination, leadership support, diversity and inclusion, among other issues. As a result of the information gathered in these assessments, in 2021, three Working Groups were created and comprised of volunteers from across the university to make recommendations to leadership in the key areas listed on the slide. Some examples of the Working Group outcomes include:

- From the Hiring and Recruiting Group, the first one: Academic Affairs and HR broadened their outreach for recruitment – including expanding advertising beyond USA Jobs to other academic and professional organizations.
- From the Communications and Transparency Work Group: We got the Sunday Skim, the COO Ask Me Anything sessions, NDU President Monthly Town Hall meetings with faculty and staff, as well as his quarterly meetings with students, and an anonymous Suggestion & Complaint box.

As you can imagine, the issues tackled by the third group -- ensuring fairness and climate of respect – are much more complicated. Some of the activities related to these issues are included as lines of effort in the implementation plan, as described previously, and many of these types of issues are being addressed at the component level through their own Action Plans that address concerns specific to their particular work environments.

I would also like to emphasize that over the past few years, there has been an increasing number of team members who actively endeavor to improve our workplace and foster inclusivity at their own initiative, and many of them are sitting in this room today with us. Employees, for example, have taken full ownership in organizing prominent and impactful activities to commemorate designated heritage months and special observance days throughout the year.

Our experience in trying to address, at the university level, these more complex issues related to fairness, accountability, trust, DEIA, and respect has led us to create a permanent entity to not only carry on the efforts of these Working Groups, but also address new issues that might arise.

Gen (Ret.) Schwartz

Have you discovered any differences between the various campuses?

AMB Cabral

Yes.

Gen (Ret.) Schwartz

Would you care to elaborate?

AMB Cabral

I think that the distance between Norfolk and DC as--General Hooper, what is the Chinese phrase? The emperor is far?

LTG (Ret.) Hooper

Heaven is high and the emperor is far away.

AMB Cabral

Yes, that kind of illustrates the dynamic between our two campuses. So, we are trying to actively participate in more activities in Norfolk. I, in the senior leadership, go to Norfolk quarterly now trying to bridge that gap. I don't know if General Crimmins wanted to add anything to that?

Gen (Ret.) Schwartz

I guess my question though was more are there different perceptions or different needs at the two locations? Or are they essentially the same or nearly the same?

AMB Cabral

That's a great question. I would say in general, they're essentially the same, but the cultures and the rhythm, very different. Next slide please.

<Slide 5 – Culture and Climate Advisory Council (CCAC)>

This is the CCAC slide. So, to capitalize on the investment our people are making on their own to create and foster an environment where we all want to work, last fall, Lieutenant General Plehn authorized the establishment of the Culture and Climate Advisory Council (called the CCAC for short). There are seven goals that contribute to the Mission Statement on the screen:

1. The first one is to attract, recruit, develop, and retain skilled and diverse faculty and staff.
2. Foster equitable and impartial access to resources and opportunities, enabling the entire NDU community to be successful.
3. Foster an inclusive organizational culture that ensures NDU personnel have a sense of belonging, integration, and an opportunity for their voices to be heard.
4. Strive to achieve equitable access in all aspects of NDU's workplace that honors and respects everyone's dignity and unique abilities.
5. Increase understanding regarding workforce motivations, career goals, job satisfaction, connectedness, and work-life harmony.
6. Promote the development and implementation of tools and training that support NDU's mission and values.
7. And encourage and model clear, transparent, and regular communication.

Next slide.

<Slide 6 – CCAC Key Features>

So here are the CCAC key features. The first one, and the most foremost one is that it is an advisory group whose purpose is to identify and understand the most pressing and prevalent issues, including DEIA, across the university and make recommendations to senior leadership; This is an employee led organization. Members are volunteers and the goal is to be inclusive. Anyone that wants to participate is welcome. Meetings are open to everyone. It aims to be inclusive. Members represent the broad diversity across the university at all levels. The Senior Vice President is the Executive Agent and, as an official university-wide council, it must meet all the requirements, including having a strategic plan and conducting an annual assessment. Currently, there are three co-chairs: Major General Bill Seely, Ms. Nakia Logan, and Ms. Michelle Germany.

While the focus is on employees of NDU, the CCAC also liaises with student organizations interested in these issues. This includes the new Student Leader Advisory Council (fondly called the SLAC), which comprises the Class Presidents and Vice Presidents from each of the five colleges (and JSOMA in Fayetteville) as well as the President of the International Fellows community. They provide feedback on the student experience directly to General Plehn and senior leadership every month.

The CCAC also liaises with the various student-led and faculty-supported DEIA Communities of Interest. One student member recently provided a superb training class on Intentional Inclusive Leadership to the CCAC members, and in addition to student organizations, the CCAC also liaises with the Ethics Committee, led by Mr. Don Loren, as well as the Staff and Faculty Advisory Councils. Next slide.

LTG (Ret.) Hooper

I just had a real quick question or maybe comment.

AMB Cabral

Can you use your microphone please?

LTG (Ret.) Hooper

I think I am. Oh, there it goes. You talk about – can you go back real quick?

AMB Cabral

Yep.

LTG (Ret.) Hooper

Just wanna take a look at it. So, bullet two, when you talk about focusing on the most pressing and prevalent, one might infer that the organization, that the committee was reactive as opposed to proactive, when I don't think that's the intent from what I'm hearing you say. It's just, I would be mindful of the fact that when you say pressing and prevalent, someone could infer that the committee only is focused when something happens, and they react to it as opposed to being proactive.

Lt Gen Plehn

If I may, the Ambassador is being very kind and adopting the language I've used for the last three years, particularly with the DEOCS surveys, because there's so much that's in there that you can't do everything that's in there. So, we focused on what were both the most pressing and important issues and then the most prevalent ones, right? Because if they're prevalent, then they're important because they matter to a lot of different people. But your point, General Hooper, is very well taken about projecting into the future as well. There are no boundaries on the CCAC for being able to do that. Would you agree, Ambassador?

AMB Cabral

Yeah, I would also add, we're probably gonna be seeing more issues emerge, especially after COVID and the demands for more workplace flexibility, work/life balance. Gen Z has their own issues and concerns that might not be addressed by my generation or understood by my generation as well, so that's an area of focus that we need to do.

LTG (Ret.) Hooper

Thank you, it makes perfect sense. Thank you.

AMB Cabral

So since its inception, next slide please.

<Slide 7 – Current Tasks>

The CCAC has been meeting monthly and has created three initial working groups to help get it off the ground. The first one is focused on creating a charter to guide council activities and institutionalize it. Thank you, Dr. Logan, for that tip. The second group is devising a process to gather data on specific employee concerns to help inform the council's priorities and recommendations, and I think, General Hooper, this will get to some of your questions. And then the third group is somewhat related to the second group. It is looking at best practices for developing an out-process interview program to better understand retention issues. Next slide.

<Slide 8 – Future Working Groups>

The council is currently considering the next set of topics for future working groups to address. For example, the council is planning to amp up its outreach efforts to explain its mission and goals, recruit new participants, and hear from underrepresented groups. As part of this effort, and to ensure participation from the entire NDU Community, the CCAC traveled to Norfolk in January to meet with teammates from JFSC and plans to make regular visits to Norfolk and Fayetteville. And in coordination with the Staff Advisory Council led by Miss Nakia Logan, the CCAC will help design a Mentoring and Professional Development program spearheaded by our HR team, which will be onboarding a new training specialist later this summer to help with some of these initiatives.

The council recognizes the immense talent and expertise that already exists at NDU and hopes to tap into and expand on their individual efforts. In one example, Dr. Sonya Finley from the National War College, pictured here, received the Women in American History Award from the

Daughters of the American Revolution for advocating for equity, diversity, and inclusion in Professional Military Education. Next slide.

<Slide 9 – Challenges>

So, some of the initiatives related to climate and culture will be beyond the scope of the new council. One such area is with equal employment opportunity expertise. Currently EEO services are provided by the Army for Ft. McNair and Navy for Norfolk on an ad hoc basis, and we are currently working to regularize on-site visits. In another example, some of the resources and tools available to us through the Department of Defense have limited application to an academic setting -- for example, the DEOC Survey and some DoD Training just don't fit well here. And as I mentioned previously, retention issues can be complicated, especially those related to legacy issues associated with CIC, JFSC, and CISA. Next slide.

<Slide 10 - Questions>

So, as General Plehn said this morning: NDU's mission is People focused and People driven. Therefore, our people are our most important resource and taking care of them is our highest priority. Much progress has been made over the past couple of years, and I believe we have a strong and solid path forward to build an even stronger, more cohesive, and high-performing organization.

Our biggest advantage that NDU has over many other organizations is that across the university, everyone who works here believes and is dedicated to our mission. So, by proactively and collectively addressing employee concerns and harnessing employee momentum, we can create a workplace culture that attracts, engages, and retains top talent who are excited to contribute to NDU's long-term success. Before I conclude, I want to reiterate our appreciation for the Board's continued support and guidance on these initiatives. Thank you.

Gen (Ret.) Schwartz

Deb or Suzanne? Comments from afar?

Dr. Logan

I'm a little prejudiced, but I do believe they did a great job of a start. I think the point that General Hooper brought up is a very important one that we do need to watch the wording on, and I understand that the wording is completely intended to do what General Hooper was suggesting it needed to do, so I was actually doing a little googling to see if I could come up with some words that might replace those. So, I think that if they can get the wording right, I think they've done an outstanding job of getting this organized and operational in a very short time actually. So, I commend what they're doing.

Gen (Ret.) Schwartz

Thank you, and I think ChatGPT might be able to help with that. Or not? That's right.

AMB Cabral

General Plehn, this is all on you, by the way.

Dr. Logan

So that's where I was. ChatGPT is what I have up.

Gen (Ret.) Schwartz

Oh, you do? Okay. Deb, anything, ma'am?

Ms. Wada

No, I think it's a great start. I was just wondering, I know that the participants, the board members are voluntary, but do we have sort of a stratification of the different generations of the workforce that are represented?

Gen (Ret.) Schwartz

Interesting question.

AMB Cabral

Yeah, that's part of our member recruitment program. We only have a couple of Gen Z members right now, so we're scoping the university to try to recruit more, but I think we're fairly well represented in a lot of the other categories, but our charter, which is still in draft form, is looking at membership composition to make sure that it's institutionalized and codified, the composition of our membership.

Ms. Wada

Great. Thank you.

AMB Roemer

Question, Mr. Chairman, thank you. Thank you for the excellent presentation and very helpful and we commend your progress in this area, everyone who's been involved in this. As a board, an independent board, we pay careful attention to public comment and Joycelyn sent around the public comment that I'll give you the opportunity to answer. I'll just put it in the record. I think you've answered a great deal of it today with your superb comments and presentation. The question from the public was, are you making progress to implement a 360-degree evaluation process to hold all NDU members accountable for fostering a working climate where everyone feels valued, belongs and is respected?

AMB Cabral

The short answer is yes, we're considering that. Michelle Germany has been spearheading the effort to find some pilot programs that we could implement here on a smaller scale to see how it would work. And then, as General Plehn mentioned in his brief this morning, the BetterUp coaching service that we've been using since the fall includes a 360-degree review if employees choose to do that. So, it exists somewhat, but I think we need to look at ways to use it more for professional development versus performance and evaluation. There are different models out there that we need to consider.

AMB Roemer

Thank you.

Gen (Ret.) Schwartz

Is it fair to say, regarding the 360, I've seen it used on a wholesale basis and I've seen it used on a retail basis and the former seems to be better. I don't know that you would wanna implement a 360 for the entire population of NDU, but I have seen it work effectively for executive teams, for example, for the leadership cadre. I'm just curious, sort of, where you think it might land?

AMB Cabral

I would probably agree with that. I'm from the State Department and we use it mostly for managers and supervisors and it's part of their training program that they get a 360 from whoever they choose to complete the form. So, it's at that mid- and upper-level is where I think it's the most useful in my own experience.

Gen (Ret.) Schwartz

Understood. Thank you.

VADM (Ret.) Breckenridge

Yeah, I think we all have varied experience with the 360 and there are wrong ways to implement a 360 that actually don't give you much value. Obviously, that's not what we're after, so I just think you need to be specific about what outcome so that people feel like they're giving the honest feedback that will be of value to the individual. In most cases, that really requires some pretty savvy individuals to sort of help manage the process through to get to that end state. So it does require, in my opinion, a very deliberate effort. The best one I've ever seen done actually did personal interviews for senior level, and that was, in my opinion, extremely effective. The best feedback I ever got in my career. So, I just would caution that there are lots of models out there. That doesn't mean they're equally good or effective.

AMB Cabral

May I ask a question? Dr. Logan, if you have any ideas of good models that you've run across, I would love your input on that.

Dr. Logan

I'd love to talk to you about that, and we can do that. I'd be happy to do that with you, and I completely agree with the concern about the overuse of the 360. I think there are valuable pieces to it, and I think sometimes, decisions are made by jumping to conclusions without completely understanding them, so, happy to take that offline with you. In the chat on the video conference, I stuck in 10 different phrases for you to look at. They came from ChatGPT, by the way, and they might give you some forward-looking aspects to say exactly what you're trying to do. Thanks.

Gen (Ret.) Schwartz

This is a very modern BoV.

Dr. Logan

Sorry about that.

Gen (Ret.) Schwartz

Any additional questions for the VP? Ma'am, thanks so much.

AMB Cabral

Thank you.

1400-1405 Discussion of Public Written Comments, Board Members

Gen (Ret.) Schwartz

I think we've arrived at that point where we are to consider the public comments. Am I correct, Joycelyn? Okay, I think we've discussed one concerning 360 pretty thoroughly actually. There was another question concerning our visibility to internal control mechanisms and metrics, my words, not exactly as it was stated, and internal controls in my experience are typically in the audit or financial realm, and so it wasn't quite clear to me from the brief comment if that was what the individual was thinking about. Perhaps Mr. President or others might have a better sense of what the intent was. I would just say that given that this board does not have a fiduciary responsibility by Charter that the question of internal controls is really not our primary consideration. You all may not agree. Please feel free to comment, but my take was if we're talking about internal controls with regard to financial viability and/or abuse, we rely on the entities that provide the leadership team with audit capability to validate that condition. Is that fair, Mr. President?

Lt Gen Plehn

Mr. Chairman, I think you've explained it very well. It primarily is an audit-type function. The current program in place across the Department of Defense, which used to be called the Management Internal Control Program, is now called the Resource Management Internal Controls, and it is focused on a number of different things and to Ambassador Roemer's earlier point before lunch, a lot of it is about risk assessment as well. So, we look at it from all of our programs, each of our major areas has a unit assessable monitor who then contribute to a report that informs my annual Statement of Assurance back to the Joint Staff that we have sufficient internal controls in place to be good stewards of the resources that we have been given to accomplish our mission. Over.

Gen (Ret.) Schwartz

Other comments from others or members of the BoV? Okay. In that event, we certainly appreciate, if the individual or individuals who contributed questions are online and listening, sincere appreciation for your willingness to bring that to our attention and we'll certainly keep both of those issues -- that is the question of honest feedback that 360 implies and the question of whether internal controls are both relevant and effective on our radar stream going forward. So, thank you very much for those pulses. And with that, I think we have some time for open

deliberation on what we've heard this morning and so on before we go to sort of wrap-up and final remarks.

1405-1420 BOV Member Deliberation and Feedback, Board Members

Gen (Ret.) Schwartz

As I've mentioned to a couple of you, I do have a topic that I'd like for all of us to consider in executive [administrative] session.

AMB Roemer

Mr. Chairman, can I just bring up something for the Board to think about? And I'd be interested in your comments and insights and analysis of that and certainly NDU. I think today or last night, Harvard University just released a poll on the views of young people 30 and younger. And we all know there are great divisions in America today along party lines and other things, but there seem to be emerging, really interesting trend lines from our young people that they see America and the world very differently than generations within our country above 30. And so, at universities, I think this is a really fascinating opportunity for us to listen to the students and gain their feedback. Mr. Chairman, as you said so well, and Hoop and Jody said this too on the way back, the conversations with students at lunch today were fascinating. And, you know, their perspective on the world, their travel, they're learning from other cultures and countries how they see the United States. This is really important for a university to internalize and reflect on and inform you on your curriculum and on what their needs are and how they see the world. So, I just think that this is something that we need to pay attention to as you are. I mean, setting us up at this lunch is really great fun and helps me think through some of the challenges that I face as a father and paying tuition at schools and doing all these things about university and college costs. But I do think there's an emerging area here of how young people see the world. America, democracy, higher education, some of it's getting too expensive, too costly. Certifications that are more and more important to young people today, to get them from the workplace or get them from a place like NDU that specializes in cyber and other areas. You know, doing some deep thinking on this and getting some analysis on this, I think would sure help the Board, and I think it'd be interesting for NDU too, just to throw out there, Mr. Chairman.

Gen (Ret.) Schwartz

You know, my sense is, regrettably, Susie and I do not have youngsters, so this is sort of an impression rather than something born out of experience, but I do sense that there is a nontrivial amount of cynicism amongst Gen Z. And it's because, well, in part it is because, we haven't delivered to them a circumstance that makes sense to them in many ways. But one thing that I think is vitally important here, because the audience for NDU is somewhat specialized, and that is an audience that starts from the proposition that there is some nobility in public service, whether it be in uniform or out. And so, it is my hope that the early career people that come to NDU come away from NDU with a little less cynicism about our country and a little less cynicism about the opportunity to lead. I mean one of the things that concerns me most, frankly, Ambassador, is that some of the youngsters, early career people, I've had this

discussion with have no aspiration to lead, at least not in the way you and I understand it, and I worry about that. So, I guess my appeal to the faculty here, to all the players, is part of our responsibility is to inspire broadly. That the success of our communities and the country broadly depends on principled ethical leadership that you practiced, we all did, I hope. I tried. So, anyway, I don't mean to be too philosophical, but that's sort of my take, that part of the outcome from a year or less here in the NDU environment is in appreciation for the ability to contribute in meaningful ways to quality of life, to public safety, and certainly to the nation's security. So anyway, that's a good point. Any other thoughts?

VADM (Ret.) Breckenridge

Well, I don't disagree with anything you said, sir, though the one thing that I would add is, while not trying to teach the characteristics of a generation or anything like that, I think as new leaders are coming along, it is helpful to at least have some discussions on the system of leadership and hierarchy that exists within the military and many of our agencies, with, how do you leverage all of these bright young minds that are part of your junior workforce to leverage that expertise and their insights such that when you're confronted with that chaos and that unknown, you get the best possible information holistically in which to make a decision?

LTG (Ret.) Hooper

There's really not much I can add to what's already been said by both of you, but we live in a country that is evolving very rapidly and, in many respects, may seem unrecognizable to many of us as well as the young people. And we need to be cognizant of that and we need to help them. Not so much teach them what they need to do but teach them and provide them with the skills to adapt their leadership to a rapidly evolving situation.

Dr. Logan

This is Suzanne, and I turned my microphone on and actually turned my camera off. I'm sorry. I agree with everything that's been said and I think it is especially troublesome in some ways. I also serve on the Board of Trustees for the Coast Guard Academy, and we were having meetings last week and in those conversations we were talking about the balancing act that they find themselves in with a student population that is very, very concerned about acceptance, personal security and confidence and a personal identity which actually fits very easily into the Coast Guard mission during peace time, which turns primarily into supporting peacetime missions and recovery of, you know, after floods and so forth and so on. But they're struggling with the need to also teach command and control, because at the time of war, then that service is transferred over to DoD and it operates very differently. So, how do you mix the need to be an individual, comfortable in yourself, happy to express yourself, but feeling that everyone is treated in an equal fashion with the knowledge that at any moment, all of that could become secondary to a command and control situation? And that was very striking to me in our discussions, and while that's not exactly what we're faced with in this situation at this moment in time, there are many aspects of that that are true today for NDU and will become more and more true in the years ahead. So, how do we create this as a valuable space that can do both of those things? That can help the individual be the individual, but with the understanding that none of us are without a commander, if I can just put it that way? That we have to report

somewhere in some way. And, balancing that, we were talking earlier about the certificate programs, and while I believe strongly in certificate programs, I love certificate programs that can be stacked and turned into degrees. We're also suffering as an academic institution in many of the ways that our federal government is suffering lack of trust and in not seeing the value in an academic experience. So, what do we do to help that not get lost? And the important part of that, from my perspective, is that the academic experience is only a part of what happens at an academic institution. There is so much more learning that goes on there than the academic content that's imparted, but I'm fearful that that is getting lost in the aversion to a degree which we're fighting with, so, it's a troublesome time. It's a wonderful opportunity for us to find answers that might help not only NDU through this and the Coast Guard through this, but to help our country through it. So, we're a mighty little band if we can work together to find some answers for all of it.

Gen (Ret.) Schwartz

Well said. Yes, ma'am. Thank you, indeed. Are there other comments before we move on? Okay.

1418 Wrap-up and Closing Remarks, General Schwartz and Lieutenant General Plehn

Gen (Ret.) Schwartz

Let me just say to the team again, certainly to the presenters today, and the leadership cadre to my left who, there will be one person departing for a very demanding role as a director of staff here before too long, that's otherwise known as sort of a chief of staff role in many ways. But, bottom line is thank you all for hosting us, for allowing us to perform the role that the Secretary of Defense and the Chairman expect of us, and, just to reiterate that hopefully our comments and our insights are of value, on the one hand, and that our advocacy delivers results for you as well. With that said, Mr. President, do you have any closing comments?

Lt Gen Plehn

Sir, only to thank you and the rest of the members of this truly outstanding board for your commitment to serving the National Defense University and our future generations of leaders. Thank you.

Ms. Stevens

Okay, the public session of the Board of Visitors of National Defense University is hereby ended in accordance with the provisions of Public Law 92-463. Board members will meet for an administrative session in the McNair Conference Room - that's Room 305 here in Marshall Hall. NDU personnel will escort the members to the meeting room and the administrative session will begin at 1500 – 3:00pm. Thank you.

Gen (Ret.) Schwartz

Why don't we plan to start at quarter 'til?

Ms. Stevens

Okay, it will begin at a quarter 'til 3:00pm. Thank you.

Gen (Ret.) Schwartz

Thank you.

**National Defense University
Board of Visitors Attendance Roster
April 18, 2024**

1. Vice Admiral Jody Breckenridge, USCG (Ret)
2. Lieutenant General Charles Hooper, USA (Ret)
3. Dr. Chris Howard ([virtual attendance](#))
4. Dr. Suzanne Logan ([virtual attendance](#))
5. The Honorable Tim Roemer
6. General Norton Schwartz, USAF (Ret) — Chair
7. The Honorable Debra Wada ([virtual attendance](#))

Not In Attendance:

1. Colonel Nora Marcos, USA (Ret)
2. Ambassador Bismarck Myrick (Ret) — Vice Chair
3. Dr. DJ Patil



**National Defense University
Board of Visitors Meeting
April 18, 2024
AGENDA**

Meeting Dress Code

Military: Class A Uniform

Civilian: Business Suit

Thursday, 18 April 2024

Room 155A&B, Marshall Hall + Virtual Access for BOV members only

0900 (ET)	Call to Order – Open Meeting Starts <i>(Room 155A&B, Marshall Hall + Virtual Access for BOV members only)</i>	Ms. Joycelyn Stevens, Alternate Designated Federal Officer (ADFO)
0900-0905	Administrative Notes <i>ADFO comments/overview of agenda</i>	Ms. Stevens and General Norton Schwartz, USAF (Retired), BOV Chair
0905-0950	State of the University Address	Lieutenant General Michael T. Plehn, NDU President
0950-1020	Reaffirmation of Middle States Commission on Higher Education (MSCHE) Accreditation Update	Dr. James Lapse, Provost
1020-1035	BREAK	
1035-1120	Budget, Hiring, Facilities & Technology Update <i>(Cybersecurity Update and Path Forward, Budget Outlook, and National Defense Authorization Act Facilities Report Summary and Cost Model Findings)</i>	Ms. Kathryn Kolbe, Chief Operating Officer
1120-1135	BREAK	
1135-1205	Realizing the Vision 2022-2027: NDU Implementation Plan	Mr. Steve Heffington, Director of Strategic Planning and Innovation
1215-1315	<i>Buffet Lunch with Students Room 1302, Lincoln Hall</i>	<i>Board Members, NDU-P, SVP, Dr. Yaeger, ADFO, and Select Students (invitation only)</i>
1330-1400	Command Climate	Ambassador Roxanne Cabral Senior Vice President
1400-1405	Discussion of Public Written Comments	Board Members

1405-1420	BOV Member Deliberation and Feedback	Board Members
1420-1435	Wrap-up and Closing Remarks	General Schwartz and Lieutenant General Plehn
1435	MEETING ENDS	Ms. Stevens