Briefing for the NDU Board of Visitors, Sept 2024

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

NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

Agenda

- **State of the University Address**
- **Accreditation Updates**
- **NDU Mission Assessment & Strategic Initiatives**
- **NDU Organizational Revision**
- **Budget, Hiring, Facilities & Technology Update**
- **NDU Connect Demonstration**

Accreditation Updates

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

Dr. Jim Lepse
Provost

NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

Overview

- **Middle States Commission on Higher Education (MSCHE) –** Institutional accreditation

- **Joint Professional Military Education (JPME) –** Professional accreditation

Middle States Commission on Higher Education

Institutional Accreditation

Accreditation Status

- NDU's accreditation has been **reaffirmed** by the Middle States Commission on Higher Education at their annual meeting.

- Per standard practice, NDU is required to submit an additional monitoring report due on 1 Aug 2025. The focus will be on Standard V.

- NDU's next full review will be under the new 14th-edition standards and will require:
  - 5 years of evidence - AY2026-AY2030
  - Self-Study - Fall 2028-Fall 2030
  - Accreditation Reaffirmation Team Visit - Spring 2031

2024	2025			2026			2027			2028			2029			2030			2031
F	Sp	Su	F	Sp	Su	F	Sp	Su	F	Sp	Su	F	Sp	Su	F	Sp	Su	F	Sp

Monitoring Report (Standard V) — Visit

Report Evidence Collection

Self-Study Evidence Collection

Self-Study Design & Review 14th-Edition Standards — Visit

MSCHE Action Letter - 27 June 2024

To request a monitoring report, due August 1, 2025, demonstrating sustainability of implemented corrective measures and further evidence of :

1) clearly stated student learning outcomes at the institution and degree/program levels, which are interrelated with one another, with relevant educational experiences, and with the institution's mission (Standard V);

   Std V

2) support and sustain the complete assessment cycle of student learning outcomes, including identifying results, leading to improvement actions, and communicate the results of this assessment to stakeholders (Standard V);

   Std V

3) disaggregated assessment results for all student populations for the improvement of student learning outcomes, student achievement, and institutional and program-level educational effectiveness (Standard V); and

   Std V

4) additional evidence of planning that integrates goals for institutional effectiveness and improvement, including a focus on student achievement, educational outcomes, overall institutional improvements, and the results of institutional assessments (Standard V)(Fourteenth Edition and Evidence Expectations by Standard Guidelines).

   Std V
   Std VI

To direct a follow-up team visit following submission of the monitoring report. The next evaluation visit is scheduled for 2030-2031.
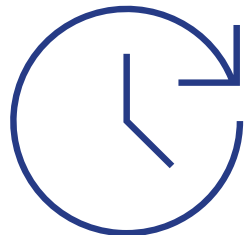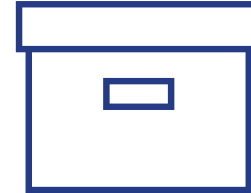
Near- and Long-Term Preparations

Monitoring Report Team (Standard V)

- Lead: Todd
- Members: Committee on Educational Effectiveness Assessment & Heffington

Evidence & Academic Archive Design Team

- Leads: Laski & Russell

Reaffirmation: 14th Edition Audit Team

- Lead: Kuehn
- Members: Assigned Standard Leads

Key Deliverables

☐ **Baseline Audit of 14th edition Standards I, II, III, IV, VI, & VII (Target: 13 DEC 24, OPR: Audit Team)**

☐ **Monitoring Report Evidence Collection & Review(NLT 25 JUL 25, OPR: Std V & Evidence Teams)**

　☐ AY24 Evidence Archived (13 DEC 24, OPR: Evidence Team)

　☐ AY25 Evidence Due (12 JUL 25, OPR: Std V Team)

☐ **Monitoring Report (NLT: 1 AUG 25, OPR: Std V & Evidence Teams)**

　☐ Draft 1 (Target: 7 MAR 25 to NDU-P)

　☐ Draft 2 (Target: 30 MAY 25 to NDU-P)

　☐ Final Review (Target: 25 JUL 25 to NDU-P)

☐ **Academic Archive / Evidence Repository (Target: 12 JUL 25, OPR: Evidence Team)**

　☐ Beta-test (Target: 10 JAN 24, OPR: Evidence Team)

☐ **NDUI on Accreditation Records (Target: 15 SEP 25, OPR: APEI & Evidence Team)**

Joint Professional Military Education (JPME)

Professional Accreditation by the Joint Staff

OBME Status

- NDU colleges are making progress towards OBME milestones

- No anticipated delays, but relies on JS/J7 support

College	Milestone 1	Milestone 2	Milestone 3	Milestones 4, 5, & 6
CIC	✔	✔	Jul 25	Approximately every 2 years
CISA	✔	✔	Jul 25	
ES	✔	✔	Sep/Oct 24	
JAWS	✔	✔	Jul 25	
JCWS	✔	✔	✔*	
NWC	✔	✔	Sep/Oct 24	

* Stakeholder brief 26 Sep 2024. Dates reflect best estimates

Questions

NDU Mission Assessment & Strategic Initiatives

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

NATIONAL DEFENSE UNIVERSITY Washington, D.C.

NDU Reports

- Section 565 of H.R. 2670, National Defense Authorization Act for FY24

  - Report on NDU Wargaming & Advanced Research

- HASC requested reports in the FY24 NDAA draft

  - Comprehensive Mission Assessment

  - Detailed Engineering Survey

Report Requirements

- Indicated interest in the NDU Mission

- Provided opening to highlight NDU requirements

- Aligned tightly with NDU LOEs and Strategic Initiatives

Realizing the Vision 2022–2027
National Defense University Strategic Plan

WARGAMING, SIMULATION & APPLIED CYBER EDUCATION

Wargaming

- NDU's Center for Applied and Strategic Learning (CASL) supports 80 – 90 events annually (up 22% in last 10 years)
- 90% NDU academics & 10% support to DOD & Partner Nations
- Insufficient capacity to provide analytic wargaming to joint community

Cyber Simulation & Applied Cyber Education

- College of Information & Cyberspace - Cyber Labs (attack/defend, SCADA, challenge) – degraded significantly over last 10 years
- Cyber knowledge in rising senior leaders increasingly important
- Added need for Mis-Information Lab & Machine Learning & AI tools

WARGAMING, SIMULATION & APPLIED CYBER EDUCATION

Requirements

- Proposed 140K – 200K sqft Wargaming & Cyber Lab facility

- Reconstitute existing cyber labs with modern technology

- Add emerging technology capabilities to new cyber labs

- Increase CASL manpower, funding, & classified gaming space to support analytical wargaming and increased scale / scope of Gaming, Exercises, Modelling, and Simulation (GEMS) events

Tomorrow
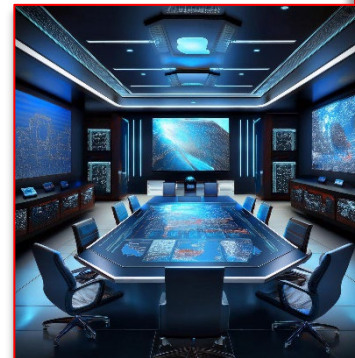
Today

ADVANCED RESEARCH CAPABILITIES

NDU Research

- NDU's Institute for National Strategic Studies (INSS) composed of 23 full-time fellows

- Supports directed / sponsored research for DOD or U.S. Govt. agencies

- Supports time-sensitive analysis & SME requests from senior leaders

- Participates in analytic & academic GEMS events

- Unable to support demand – 25% China / Indo-PACOM support requests fulfilled – only two fellows dedicated to disruptive & emerging tech

INSS

WORKING PAPER

INSTITUTE FOR NATIONAL STRATEGIC STUDIES

Xi's Cross-Strait Policy in the "New Era"
by Derek Grossman and Cindy Zheng

March 2024

ADVANCED RESEARCH CAPABILITIES

Requirements

- Establish a research center for the Study of Disruptive Technologies and Future Warfare [COMPLETE "*out of hide"*]

  - Currently only staffed with two fellows

- Expand NDU's existing Center for the Study of Chinese Military Affairs to support increased demand for advanced research, analysis, reporting, and collaboration

H.R. 2670 Response
# NDU Outline

Contents

NDU RESPONSE

- Comprehensive assessment of Risks and Requirements

- Provided in Three Sections

  - Background – "*How did we get here?*"

  - Findings – "*What are the current risks?*"

  - Recommendations – "*How do we mitigate risks and improve performance?*"
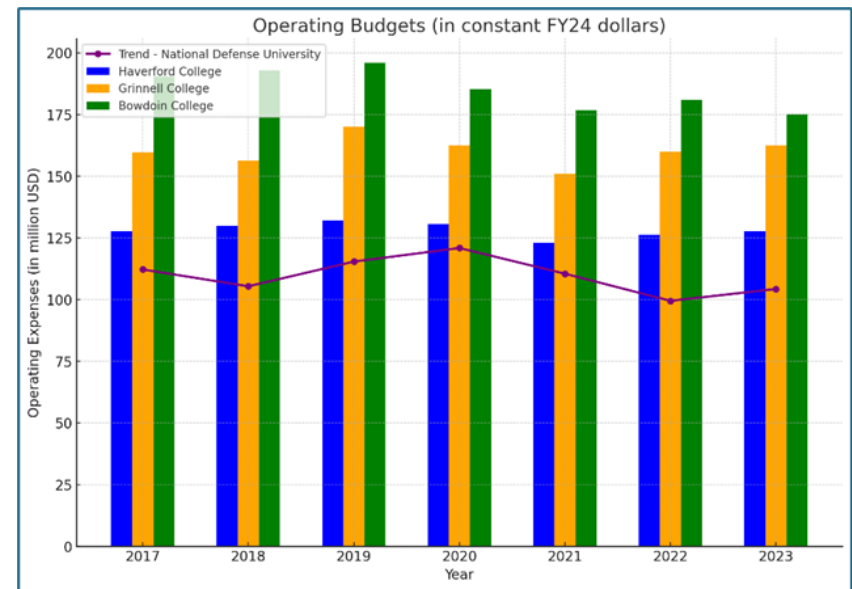
- NDU Title 5 & 10 manning down from peak of approx. 590 to 335

- Substantial budget fluctuations and below inflation growth
  - Peaked in 2010 at $148M (FY24 constant dollars)
  - Fluctuations of nearly 20% over 2-year periods
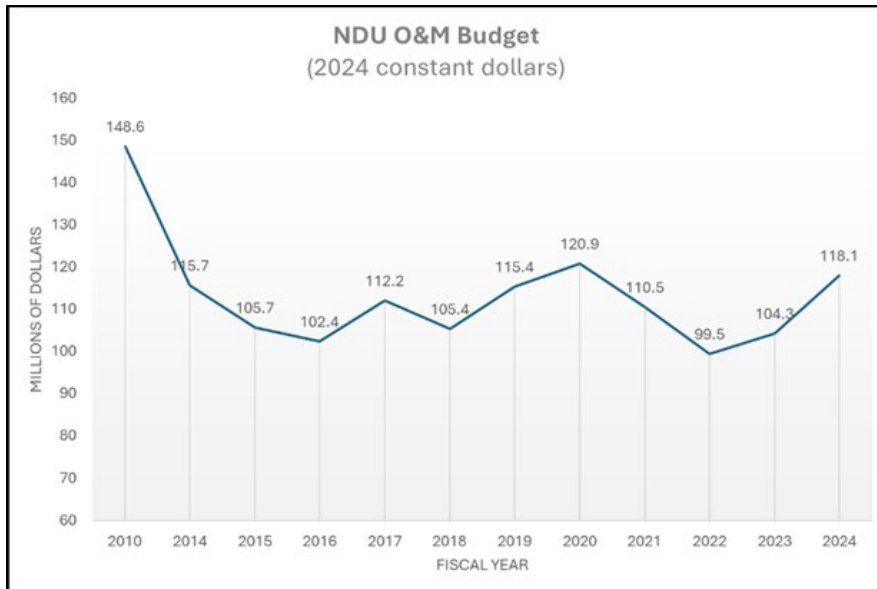
NDU O&M Budget from OSD Comptroller Green Book

O&M Budget of generally comparable civilian programs

Funded Projects

North & South Campus ESS Upgrades: $6.5M (O&M) on a multi-year effort to upgrade the electronic security system (ESS)

South Campus Roof & Elevator Repair: $3.7M (O&M) to repair the Normandy and Okinawa Hall roofs and the Normandy Hall passenger elevator.

South Campus Breezeway Project: $1.7M (O&M) to repair the glass breezeway connector between Normandy & Okinawa Halls

HVAC & Mechanical, Electrical, and Plumbing (MEP): OSD Issue paper funded $19M over FYDP for HVAC and MEP contract at both campuses

Wireless Network: $3.3M (FY23 UFR) North & South Campus upgrade

Classroom & Auditorium Modernization: $10M lifecycle replacement

H.R. 2670 Directed
NDU Findings

BLUF: *NDU is accomplishing our mission, meeting our educational and research outcomes. Yet we are building bow wave of risk and beginning to fall behind peer institutions in areas of disruptive change and emerging technology*

Structural budgetary issues: Large fluctuations & Joint Staff can't increase NDU's top line without decrementing their budget

- OSD supportive of issue papers but at Joint Staff's budget expense

Insufficient budget: Personnel, FSRM, and IT under funded

Infrastructure Bow Wave: Substantial built-up critical infrastructure needs

Low Service Priority: Army & Navy not fulfilling installation owner obligations

Changing Student Demographic: Increasing trend for Services to send more officers to Service War Colleges, because no Joint assignment payback

- Eisenhower Hall unfinished and not fully funded
  - Waiting USACE design - expect $20M - $35M additional requirements

- Substantial FSRM requirements over next 5-years across all primary facilities
  - Not funded at this time
  - Increasing chances of failures

- IT Infrastructure beyond upgrade capability
  - Does not support next-gen IT
  - Requires full modernization

Campus/Building	Fiscal Year	Cost Estimate
North Campus		
Roosevelt Hall	2025	$104,000,000
Marshall Hall	2029	$224,000,000
Lincoln Hall	2032	$251,000,000
	Total	$579,000,000
South Campus		
Normandy Hall	2026	$122,000,000
Okinawa Hall	2030	$63,000,000
Chapel/Maintenance	2028	$14,000,000
	Total	$199,000,000

Note: This table does not include Eisenhower Hall on the North Campus because it is undergoing a major renovation as of the date of the preparation of this report.

"There is more to sustaining a competitive advantage than acquiring hardware; we must gain and sustain an intellectual overmatch as well. The agility and lethality of the force must be applied appropriately to deter, fight, and win against adversaries..."

JCS Vision and Guidance on PME

NDU provides world-class JPME programs – But in today's environment disruptive change & dangerous great power rivalry, world class is not good enough
- NDU needs to be world leading
- Education is the best investment a nation can make during rapid change

NDU has a strategy & plan to get there – Requires resources to mitigate existing risks and improve capability and capacity

Questions

Organizational Revision

COL Chris Nyland
Chief of Staff

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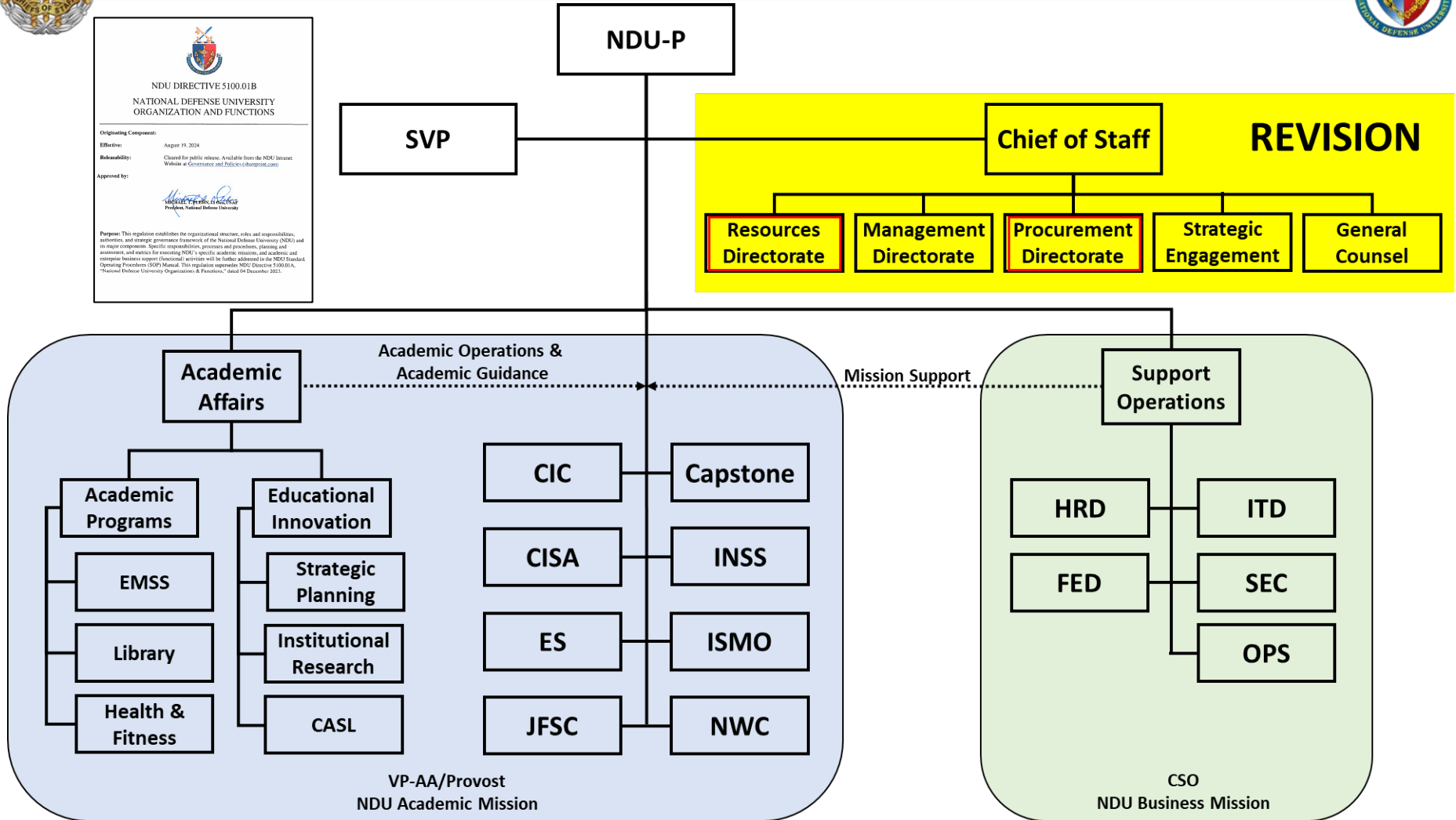UNIVERSITY
Washington, D.C.

NDU Organization Chart

NDU DIRECTIVE 5100.01B
NATIONAL DEFENSE UNIVERSITY
ORGANIZATION AND FUNCTIONS

NDU-P

SVP

Chief of Staff — **REVISION**

- Resources Directorate
- Management Directorate
- Procurement Directorate
- Strategic Engagement
- General Counsel

Academic Affairs
Academic Operations & Academic Guidance ← Mission Support → **Support Operations**

Academic Affairs branch:
- Academic Programs
  - EMSS
  - Library
  - Health & Fitness
- Educational Innovation
  - Strategic Planning
  - Institutional Research
  - CASL

- CIC — Capstone
- CISA — INSS
- ES — ISMO
- JFSC — NWC

VP-AA/Provost
NDU Academic Mission

Support Operations branch:
- HRD — ITD
- FED — SEC
- OPS

CSO
NDU Business Mission

"…integrates, synchronizes, and harmonizes all activities across the university and ensures the NDU-P's vision and priorities are effectively resourced across the organization."

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Budget, Hiring, Facilities & Technology Update

Mr. Mark Bertolini
Chief Support Officer

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Budget and Resourcing

Fiscal Years 24 to 26 Budget Profile

NDU Major Program Details as submitted in the FY 2026 Budget Submission

	FY 2024	FY 2025	FY 2026
Civilian Pay	$ 60,941	$ 60,472	$ 60,734
Facilities, Sustainment & Restoration	$ 18,468	$ 35,152	$ 35,490
Other Programs	$ 37,296	$ 36,477	$ 36,112
Total Operation & Maintenance	$ 116,705	$ 132,101	$ 132,336
Procurement	$ 15,666	$ 14,531	$ 9,890
Total Funding	$ 132,371	$ 146,632	$ 142,226
FTE	335	335	330

OSD-Comptroller FY 24-26 Program & Civilian Pay inflation cap set at 2.1%; cap drives programmatic reductions to remain within FYDP control

Fiscal Year 2026 Budget Summary

Fiscal Year 2026 POM Challenge – anticipate $2.1M total decrement against pay & select program lines

	($K)	FTE
Fiscal Year 2025 Budget Request	$132,101	335
*Inflation Increase of 2.1% (FY26 Budget Review Guidance)	$2,756	
Program Decrease – Facilities Sustainment & Modernization	-$400	
Fiscal Year 2025 "Current Services"	**$134,457**	**335**
FUTURE YEAR's DEFENSE PROGRAM (FYDP) TOP-LINE (FY26)	$132,336	
TOTAL FYDP Off-Sets	**-$2,121**	**-5**
- Civilian Pay	-$991	-5
** - Various Programs	-$1,130	
Fiscal Year 2026 Budget Request	**$132,336**	**330**

*FY26 Budget Review Guidance instructs all organizations to factor in a 2.1% inflation rate

**Various program adjustments include management professional services ($500K), IT contract support ($380K), and supplies & materials ($250K)

Current Services Estimate:

Estimates submitted by the President based on budget authority levels and outlays for the ensuing fiscal year for the continuation of existing levels of service
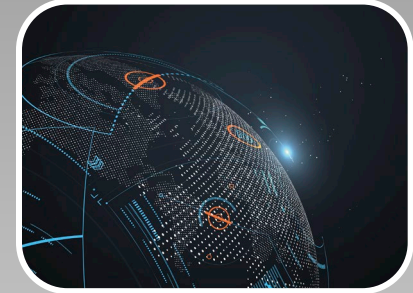
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FY26 POM – Issue Paper Summary

Roosevelt Hall
$120M renovation estimate; FY26 investment declined by OSD Comptroller
Will resubmit for FY27 once design study (DD 1391) is complete

*Information Technology
$34.7M for NDU Connect, classroom updates, IT lifecycle & sustainment

*Civilian Pay
$35.9M increase to meet authorized staffing level of 391 by FY30

*Wargaming & Experimental Learning
$564M to build a new center on McNair and expand CASL delivery capability

*Issue papers not advanced beyond Joint Staff Comptroller

Civilian Payroll Issue Paper
Detailed Analysis

Civilian Pay	FY26	FY27	FY28	FY29	FY30	Total
Budgeted FTE	330	330	330	330	330	
Budgeted Payroll	$ 60,734	$ 62,009	$ 63,312	$ 64,641	$ 65,999	$ 316,695
Budgeted FTE Cost	$ 184	$ 188	$ 192	$ 196	$ 200	
Required FTE	343	355	367	379	391	
Required Payroll	**$ 63,112**	**$ 66,705**	**$ 70,391**	**$ 74,208**	**$ 78,200**	**$ 352,616**
*Pay Shortfall	$ (2,378)	$ (4,696)	$ (7,079)	$ (9,567)	$ (12,201)	$ (35,921)

* Pay Shortfall ($K) based on FYDP top-level funding for NDU in the FY 2026 - 2030 FYDP

Joint Staff Resource Management Council (RMC) did not recommend this issue paper for submission to OSD for consideration

Result: The $36M required to ramp up staffing to achieve our authorized full-time equivalent (FTE) level of 391 by FY30 is not included in this year's budget submission to Congress

NDU Reimbursable Funding Profile

Summary of Direct and Reimbursable Funds (K)

Fiscal Year	Direct Funding	Reimbursable Funding	Total By Year
FY 2023	$ 109,152	$ 22,139	$ 131,291
FY 2024	$ 132,088	$ 25,126	$ 157,214

Summary of Reimbursable Funds (K)

Fiscal Year	Reimbursable Authority	Funds Used	Execution Rate
FY 2021	$ 13,112	$ 13,091	100%
FY 2022	$ 19,492	$ 19,472	100%
FY 2023	$ 22,139	$ 22,106	100%
FY 2024	$ 25,127	$ 17,282	69%

Main Reimbursable Funding Sources

Defense Security Cooperation Agency (DSCA) Regional Centers

- Total of $4.3M for FY23 & FY24
- Estimated reimbursement FY25-26 $3.7M

Security Assistance Training Field Activity (SATFA)

- Total of $19.7M for FY23 & FY24
- Estimated reimbursement FY25-26 $25M

DSCA Regional Defense Fellowship Program (RDFP)

- Total of $5.8M for FY23 & FY24
- Estimated reimbursement FY25-26 $10.8M
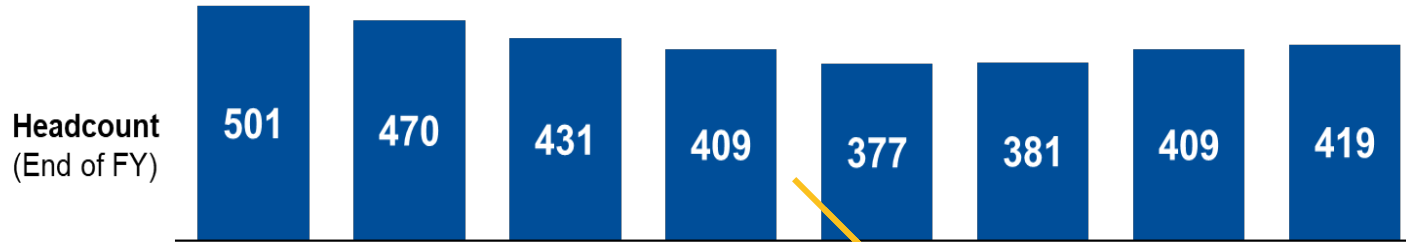
Hiring and Staffing

Staffing & Hiring Trends

NDU staffing levels vs. turnover (2017-2024)

Avg. Days to Hire	Past	FY 2023	FY 2024
Title 5	165	120	101
Title 10	200	169	168

Headcount (End of FY)

501	470	431	409	377	381	409	419

Turnover Rate (%)[1]

19.4	17.4	16.2	13.5	16.1	16.7	15.7	13.4

Year	2017	2018	2019	2020	2021	2022	2023	2024
Separations	99	87	76	58	66	63	60	55
New hires	90	70	37	40	35	88	76	91

114 net losses

77 net gains

Key Takeaways

- NDU staffing declined 20% between 2017-2021

- Continued effort towards efficiency led to net gains in FY22, 23 and 24

- 76 hiring actions are currently in progress

The University continues to show good progress in hiring & staffing to overcome the five-year period when it lost substantially more talent than it brought onboard

Facilities Restoration & Modernization

Eisenhower Hall Restoration & Modernization

- Original beneficial occupancy date (BOD) Feb 2025; unexpected site conditions have delayed completion to AY26-27
  - Solar panel removal delayed roof replacement & interior work until leaks could be addressed
  - Additional modifications for telecom, electronic security system, elevators & electrical required to deliver a usable building

Penthouse Mechanical Rough-in

Upcoming Milestones	Original Estimate	Current Estimate
Construction Complete	*26 Apr 24*	21 Apr 26
Fit Out	*1 Aug 24*	20 May 26
BOD	*28 Feb 25*	28 Feb 27

- Project is approximately 66% complete
- Separate AV/IT design contract
  - Design funded; <u>installation contract unfunded</u>
- Furniture, fixtures & equipment on schedule
- Awaiting construction modification estimates to request additional funding from Joint Staff & OSD Comptroller
- Pedestrian gate project funded; award this month

Fan Coil Unit Install

Roosevelt Restoration & Modernization

- Design is 65% complete; will be complete in Spring 2025

- Projected renovation cost is $120M+

- Held site visit and facility tour with OSD Comptroller

  - Anticipate funding NET FY26 or FY27

- Project ranked 206 out of 273 on Army Facility Investment Plan in FY24

- Developing swing space option plan to deconflict with Eisenhower Hall project and potential for both buildings being unavailable for academic support

Upcoming Milestones	Original Estimate	Current Estimate
100% Design Completion	*12 Dec 23*	29 Jan 25
Ready to Advertise	*9 Feb 24*	14 May 25
Construction Award	*16 Sept 24*	TBD – (FY26 or 27)
Construction Complete	--	TBD – (AY29 or 30)

Information Technology

Cyber Command Readiness Inspection (CCRI)

	Current Remediation Status		
	Corrected	**Open**	**% Complete**
KIOR*	8	5	62%
CAT I	18	5	78%
CAT II	83	9	90%
CAT III	10	3	77%

*Key Indicator of Risk: is a metric for measuring combined events & consequences that exceeds the risk, causing a negative impact to be successful.
CAT I: May result in a total loss of information; CAT II: High potential of giving access to an intruder; CAT III: Potential for compromise or unauthorized access.
Decrease in open findings from 47 open to 22 open findings.
11 out of 22 open findings have MFR's waiting J6 approval.
11 remaining open findings focus on Lifecycle Replacement, DOD GiG Waiver, Network Infrastructure.

Post-CCRI Focus Areas

- Remediate CCRI vulnerabilities
    - Four USAF Reserve Cyber Specialists provided to address deficiencies
    - May 2024 passed two-part cyber inspection with overall scores of 85% & 100%
- Replace end of life/end of service equipment
- Implement cutting edge tools to validate security of the network
    - Automated Security Validation tool from USCYBERCOM; no cost to NDU
    - Evaluate Security Technical Implementation Guide (STIG) tool to validate devices for compliance

Digital Transformation
Modern SIS Delivered For Accreditation

New Student Information System (SIS) deployed across all colleges & programs to support AY25 JPME programs
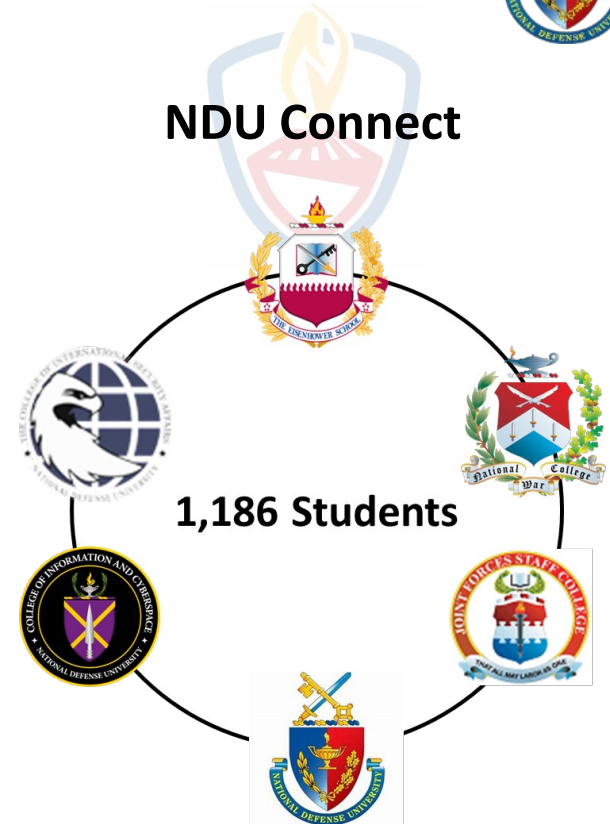
- Legacy system (USMS) will be retired this Fall

Significant time, quality & data improvement for Registrar Office and student onboarding

- Driving re-engineering, and in some cases, elimination of legacy student enrollment/onboarding processes

Institutional Research capabilities coming on-line

- Enhanced reporting and analytics

NDU Connect

1,186 Students

Collective achievement by AA, CSO, and the Colleges to develop and deploy a modern SIS platform that satisfies Middle States accreditation requirements

NDU Connect Demonstration