

National Defense University

Joint Forces Staff College



That we may labor as one...

Joint Forces Staff College Operational Plan

2012/2013 to 2016/18

One University Evolution

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Mission, Vision, and Core Values/Guiding Principles

NDU Mission

National Defense University supports the joint warfighter by providing rigorous Joint Professional Military Education to members of the U.S. Armed Forces and selects others in order to develop leaders who have the ability to operate and creatively think in an unpredictable and complex world.

JFSC Mission

The Joint Forces Staff College educates national security professionals to plan and execute operational-level joint, multinational, and interagency operations and instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives.

NDU Vision

National Defense University will be the premier national security institution focused on advanced joint education, leader development and scholarship.

JFSC Vision

The Joint Forces Staff College will be the flagship institution for educating national security professionals involved in planning and executing joint operations.

JFSC Embraces the NDU Core Values and Guiding Principles

Academic Excellence

Joint Forces Staff College fosters and promotes scholarly distinction in its work and its people.

Academic Freedom

Joint Forces Staff College fosters and protects free expression and open intellectual exchange based on responsible professionalism.

Collaboration

Joint Forces Staff College fosters collaborative, transparent, and inclusive processes and decision-making activities consistent with legal lines of authority and accountability.

Diversity

Joint Forces Staff College embraces a diverse mixture of people, culture, and ideas.

Holistic Development

Joint Forces Staff College always fosters and promotes an environment that nurtures individual intellectual development and physical well-being and encourages career long learning.

Integrity

Joint Forces Staff College shall always foster and promotes a culture of trust, honesty, and ethical conduct.

Strategic Goals for 2012-2013 to 2017/2018

One: Education and Leader Development

National Defense University educates and develops national security leaders ready to meet the needs of the nation.

IFSC operational goal:

Joint Forces Staff College fosters joint acculturation by educating, preparing, and qualifying military officers, non-commissioned officers, and other national security professionals to lead, plan and execute joint, multinational and interagency operations.

Two: Scholarship

National Defense University creates, preserves, and disseminates knowledge intrinsic to advanced joint education and leader development.

IFSC operational goal:

Joint Forces Staff College rigorously educates and mentors joint leaders to think creatively and critically, understand their environment, deal with surprise and uncertainty, recognize and anticipate changing circumstances, operate on intent to foster trust, and innovatively solve complex problems that link ends to means.

Three: Institutional Enablers

National Defense University creates integrated solutions and services that support advanced joint education and focus on customer service, collaboration, effectiveness, efficiency, innovation, and fiscal responsibility.

IFSC operational goals:

Joint Forces Staff College creates an efficient and balanced educational environment with a civilian and military team of professional educators who are scholar –practitioners in joint operations. The college is supported by a professional staff that efficiently empowers educators to focus on their mission. The education is supported by a state of the art academic facility that includes a world-class library and wargaming center. Students are supported on site with comfortable accommodations and athletic facilities that enable students to study, play, and socialize together in an academical village that fosters joint acculturation.

Four: University Transformation

National Defense University transforms the culture, organization, processes, practices and structures to foster institutional collaboration and integration.

IFSC operational goals:

Joint Forces Staff College organizationally realigns to strengthen NDU functional areas and further adopts all NDU processes and practices to promote institutional collaboration and to create efficiencies. Integrated systems and common applications facilitate leadership decision making and promote balanced governance and teamwork across the University enterprise.

Strategic Priorities for 2012-2013 to 2017/2018

Core Priorities: Perpetual

Education and Leadership Development

National Defense University will align leadership, resources, and management to support quality and rigorous education and its direct enablers.

JFSC Action: *Joint Forces Staff College focuses resources on providing a quality education by improving the academic environment to emulate a Combatant Commander's joint planning group. Student outcomes will meet the joint warfighter needs to include critical thinking, joint operational planning, and creative writing at the master campaign planner level (Joint Advanced Warfighting School) and joint operational planner level (Joint and Combined Warfighting School -and- Joint Continuing and Distance Education School). Through immersive, contextual, facilitated problem-solving exercises, students are prepared and educated to assume leadership roles in the future. JFSC will be a critical enabler for students achieving Joint Qualified Officer status.*

Scholarship

National Defense University will align leadership, resources, and management to support its excellence through scholarship.

JFSC Action: *Joint Forces Staff College focuses resources on continuously updating curricula to meet emerging leadership guidance, evolving joint doctrine, and joint operational lessons. The faculty refines scholarly practices using the Socratic teaching methodology in a balanced joint and combined seminar format that maximizes applied joint collaboration and fosters joint acculturation. Primacy of the classroom ensures institutional focus across the College on instilling 21st century leader attributes. Faculty and students are encouraged to publish scholarly research in joint publications.*

Immediate Priorities:

Critical Priorities for AY 2012-2013

One University Transition

National Defense University will align leadership, resources, and management to support the implementation organizational, structural and fiscal changes to align with actions specified for One University transition.

MSCHE Response

National Defense University will align leadership, resources, and management to support the implementation planning (planning, prioritizing, resourcing, assessment, and evaluation), organizational, structural and fiscal changes to align with actions specified by MSCHE.

JFSC Action: *Joint Forces Staff College will adopt NDU processes and procedures and align designated staff functions under NDU authority and oversight. The college will organize remaining staff and faculty billets into a most efficient organization consistent with the other NDU components. Common processes and systems for human resource management, student registration and management, resource management, institutional research, library management, facility management, and secretariat administration will be implemented university-wide.*

Immediate to Mid-Range Priorities: AY 2012-2013 to AY 2017-2018

One University Evolution

National Defense University will align leadership, resources, and management to support the integration of the best from each college, school, program, component, and individual to produce synergy, enhancements, alignment and excellence for the whole and the colleges.

JFSC Action: Joint Forces Staff College will collaborate with all NDU components to integrate JFSC core competencies into other NDU programs as appropriate. JFSC will analyze the mission and organization of each school to leverage interdependencies, efficiencies, faculty exchanges, and development of cross-NDU educational synergies.

Long Range

Task Force 2020: University Transformation

National Defense University will align leadership, resources, and management to support the development of a long-range vision, goals, and strategies for the transformation of advanced joint education, leadership development, and scholarship.

JFSC Action: Joint Forces Staff College will dialogue with external stakeholders and participate in the NDU TF2020 initiative to evolve Joint Professional Military Education to meet the nation's national security needs and develop tomorrow's leaders.

Strategic Goal One: Education and Leader Development

National Defense University educates and develops national security leaders ready to meet the needs of the nation.

Sub-Goal

- 1.1 NDU's academic programs enable graduates to lead effectively in a rapidly changing global security environment.

Objective

- 1.1.1 Academic programs and curricula meet current and future requirements of all stakeholders. (Mission)

JFSC Action: Joint Forces Staff College incorporates the elements of Title X U.S. code, CJCS joint education directives and white papers concerning the direction of the force and profession of arms, the decade of war study, and other applicable joint staff sponsored studies to develop rigorous and relevant college-wide curricula.

Strategies

- 1.1.1.1 NDU determines needs of tomorrow's leaders.

JFSC Action: Joint Forces Staff College will reaffirm its commitment to the Profession of Arms by embedding key elements of joint leadership throughout the curricula.

Specifically:

- ✓ ***JFSC works closely with Service Doctrine Commands and the Joint Doctrine developers to develop and implement joint educational curricula that advance emerging joint concepts and incorporate operational lessons and instill leader attributes as described in the CJCS 2013 JPME study.***
- ✓ ***JFSC dynamically and continuously enhances the joint curricula to prepare joint leaders to be ethical, innovative, adaptive, and critical thinkers who can operate in complex and unstructured security environments.***
- ✓ ***JFSC through its CJCS Professor of Military Studies Chair will closely collaborate with the CJCS and Joint Staff to develop instructional material to promote joint leadership development.***

- 1.1.1.2 Work with Stakeholders on the forecasted changes and the updated curriculum to meet the changes.

JFSC Action: JFSC actively participates in stakeholder councils, solicit input from stakeholders (primarily the JS, CCDRs, JFCs and Services), and incorporates stakeholder feedback into the curriculum. Specifically:

- ✓ ***JFSC actively participates in MECC and the development of the next generation of requirements within the OPMEP to meet the needs of joint military commanders.***
- ✓ ***JFSC works closely with the Joint Staff J-7 including their Southern Component JS J-7 South in Suffolk, VA, to incorporate emergent lessons learned and new joint wargaming techniques into all JFSC academic programs.***
- ✓ ***JFSC will conduct a dedicated assessment program to collect feedback from JPME graduates and their supervisors to adapt curriculum to meet the needs of joint commands and activities.***

1.1.1.3 NDU participates actively in MECC/CT/CIO and other Stakeholder councils to meet stakeholder requirements (content and pedagogy).

JFSC Action: Joint Forces Staff College actively participates in the MECC and other councils to advance JPME and explore new and innovative delivery schemes to improve access and/or reduce costs. JFSC implements and assesses the viability fiscal efficiency and effectiveness of satellite campuses to improve joint education access to students at Combatant Commands. JFSC leverages information management technology where possible to make curriculum available to students via learning management systems for students unable to attend in residence.

Objective

1.1.2 Academic programs maintain institutional and specialized accreditation.

Strategies

1.1.2.2 NDU and its components will comply with periodic accrediting body requirements

JFSC Action: Joint Forces Staff College will contribute to the final accreditation of NDU by the Middle States accrediting authority and complete periodic re-accreditation of JPME programs by the Joint Staff through the Process for Accreditation of Joint Education (PAJE). Best practices will be articulated and embraced.

1.1.2.3 NDU and its components continually assess its programs and processes and use the assessment data to govern and revitalize it.

JFSC Action: JFSC continues to refine a system of academic assessment and targeted improvement. Specifically:

- ✓ ***JFSC combines institutional research resources with NDU and implements the OIRPA Institutional Assessment, Evaluation, and Planning System as directed by NDU.***
- ✓ ***The JFSC academic board governs academic processes and provides curricula oversight in consultation with cross-school working groups that maintain curricula to ensure it is relevant and current.***

1.1.2.4 NDU and components allocates its resources consistent with its Strategic Plan.

JFSC Action: JFSC participates in and executes the policies of the University Executive Council (EC), University Resources Council (URC) and NDU sponsored Information Technology Steering Committee (ITSC) and Facilities Resources Board (FRB) to properly and deliberately align resources to mission requirements.

1.1.2.5 NDU establishes and uses an effective and efficient transparent governance structure.

JFSC Action: College decision-making, resource allocations, and resourcing priorities are solicited from the faculty and staff through a variety of mechanisms. Specifically:

- ✓ ***Staff and faculty concerns and views are solicited from the faculty council, seminar team leader meetings, the academic board, staff meetings, town-halls, suggestion boxes, and other venues to promote transparency and to provide a voice to the staff, faculty, and students.***

- ✓ *The above internal governing bodies hold regular meetings, schedule open feedback sessions and publish minutes to facilitate tracking decisions and resolutions.*
- ✓ *The JFSC SharePoint Portal will be utilized to post actions and activities to maximize transparency and communicate intent.*

Objective

- 1.1.3 Academic programs are relevant and provide the knowledge, skills and dispositions for understanding and leading in the rapidly changing global security environment.

JFSC Action: *JFSC continues to develop proficient joint operational planners and leaders by implementing a curriculum that continues to adapt to a rapidly changing global security environment while incorporating lessons from a decade of war and feedback from customers.*

Strategies

- 1.1.3.2 Academic Programs are based on active learning principles.

JFSC Action: *JFSC applies active learning principles including facilitated and contextual problem-solving exercises, case studies, wargaming, individual and group assignments, facilitated active participation in seminar discussions, comprehensive domestic and international scenario driven simulations, and joint operational field study.*

- 1.1.3.3 Academic programs are rooted in active, seminar style, experiential learning to include gaming, simulation and field studies as appropriate.

JFSC Action: *JFSC continues to apply an active Socratic teaching methodology in the classroom, in the field and during wargaming. Specifically:*

- ✓ *JFSC embraces a balanced and diverse service mix, balanced functional expertise, and a balanced experience mix in a seminar environment that embraces the Socratic Method.*
- ✓ *JFSC will restructure the wargaming support team under one university and explore the next generation wargaming system that may be inter-connected to the wider DoD wargaming enterprise. This will be done in collaboration with the Joint Staff South Joint Wargaming Center, Old Dominion University modeling and simulation center and other contributors.*
- ✓ *JFSC will continue to conduct joint operational field studies and staff-rides that have contemporary relevance at Yorktown (American Revolution Op-design Case Study), Fredericksburg and Gettysburg (Civil War Case Studies-JAWS), Washington DC (Interagency Field Study), Tampa (Seminole Wars), and the Normandy Invasion Campaign of WWII (JAWS only).*

- 1.1.3.4 Faculty regularly participate in internal and external professional development programs

JFSC Action: *JFSC will promote and resource (as feasible) a comprehensive faculty development program. Specifically:*

- ✓ *JFSC faculty continues to participate in the comprehensive faculty training program administered by the Dean of Academic Programs. This program includes a guest speaker series on relevant joint topics, curriculum developer*

assessments and updates, and faculty educational skills training and workshops.

- ✓ *JFSC will develop faculty individual performance and development plans (IDPs) that will identify professional development opportunities. While a lack of available resources has been a significant barrier to professional development, JFSC will link IDPs with available financial resources.*
- ✓ *Faculty will leverage available resources within and actively participate in the Virginia Tidewater Consortium activities including their symposia on faculty training; continue to pursue terminal degrees for aspiring professors; travel to the CCMDs to gain regional perspectives; participate in federally sponsored mission training teams when appropriate and exchange with Service JPME institutions on a regular basis.*

Sub-Goal

- 1.2 NDU graduates employ innovative, critical, open, and system thinking.

Objective

- 1.2.1 Student engaged in academic programs which are diverse in design and delivery.

Strategies

- 1.2.1.2 Curriculum, student body, and faculty incorporate diverse professional and personal perspectives.

JFSC Action: *JFSC will work with service representatives and manpower components to ensure a diverse student body that includes international fellows and interagency representatives. Specifically:*

- ✓ *JFSC will include multi-service perspectives and capabilities including interagency processes and procedures in the curriculum.*
- ✓ *Faculty will include a service balance mix that will strive to achieve that balance for each seminar consistent with the OPMEP Directives. New Faculty hiring will include a matrix plan to cover desired experience, expertise and professional diversity.*
- ✓ *JFSC will maintain connections with the interagency and offer responsive joint and interagency education in operational planning to civil-military representatives.*

- 1.2.1.3 Assessments require students demonstrate critical, open and systems thinking.

JFSC Action: *Under the supervision of the Dean of Academic Programs in collaboration with the School Directors, the curriculum will include practical exercises and written assessments for student critical thinking. Specifically:*

- ✓ *NDU-JFSC Institutional Research, Assessment, and Accreditation Division (IRAAD) will administer a student survey and assessment program under the supervision of the Dean of Academic Programs.*
- ✓ *IRAAD will establish assessment metrics and solicit stakeholders by collecting data in the internal and external environments to support academic planning, decision-making, and policy formulation.*

- 1.2.1.4 Regular curriculum review processes document alignment of program to mission.

JFSC Action: The JFSC academic board will conduct periodic curriculum reviews with the CMDT and with the NDU-P to ensure quality academic programs and reaffirm the proper alignment of resources to mission.

Objective

- 1.2.2 Academic programs are appropriately designed and delivered to protect, promote and defend open intellectual discourse and academic freedom.

Strategies

- 1.2.2.2 NDU has a policy on academic freedom consistent with the AAUP 1940 Statement on Academic freedom and UMCJ.

JFSC Action: The JFSC vigorously promotes and enforces the NDU and JFSC policies on academic freedom.

- 1.2.2.3 Annual Survey of students and faculty: % of students who feel they are free to responsibly express their thoughts within the protective bounds of academic freedom.

JFSC Action: IRAAD collects student and faculty data annually concerning their freedom of expression and perceptions of the academic environment.

- 1.2.2.4 Faculty promote academic freedom and non-attribution

JFSC Action: The JFSC faculty will receive periodic refresher training and will promote and enforce the NDU and JFSC policies on academic freedom.

- 1.2.2.5 Academic Freedom and Non-attribution policies published and used in all academic programs.

JFSC Action: The JFSC policies on academic freedom and non-attribution are consistent with NDU policy and published in Policy Directive 2 – Student Handbook.

Objective

- 1.2.3 Innovative programs and services develop the whole-person enable graduates to achieve career-long success.

Strategies

- 1.2.3.2 Deliver a comprehensive total fitness program.

JFSC Action: JFSC – specifically the Registered Nurse Practitioner - will continue the strong partnership with Navy MWR to offer a comprehensive total fitness program including access to the Senior Health Assessment program Enterprise (SHAPE) and an aggressive intramural sports program that includes volleyball and softball. The sports program is integrated with the curriculum to promote joint acculturation, teamwork and trust. Fitness facilities maintain state of the art equipment and provide personal fitness support across a variety of areas.

Strategic Goal Two: Scholarship

National Defense University creates, preserves, and disseminates knowledge intrinsic to advanced joint education and leader development.

Scholarship Defined: National Defense University defines scholarship as the faculty engagement in discovery, creation, integration, application, sharing, dissemination and other professional activities which contribute to the education, leadership development and career-long growth of national security leaders. To accomplish this, faculty are producers, resources and engagers in teaching, research, outreach, service and professional development.

Sub-Goal

2.1 The University culture values and promotes scholarship to drive leader development.

Objective

2.1.1 Increase faculty's ability to develop and update curriculum to reflect significant and relevant changes in security studies

JFSC Action: JFSC continued to promote faculty development that supports a college-wide dynamic curriculum development. Specifically:

- ✓ ***JFSC will prioritize resource allocation that promotes and rewards excellence in faculty scholarship.***
- ✓ ***JFSC will maintain curricula working groups (CWGs) to include foundations of unified action, theater campaign planning strategy, and contingency planning (operational art) that incorporate new joint doctrine and lessons just in time for student delivery. CWGs encourage the use of best teaching practices and ensure a faculty investment in all curricula within their respective department.***

Strategies

2.1.1.1 Prioritize resource allocation that promotes and rewards excellence in scholarship to reflect a balance between teaching, research, service and outreach.

JFSC Action: JFSC will promote and resource (as feasible) sabbaticals and other scholarship-driven outreach engagements (to include conferences, speaking engagements and publications). JFSC will promote the publishing of articles in joint publications and support such scholarship with a sponsored awards program for outstanding achievement.

Sub-Goal

2.2 The University fosters a reputation for excellence in scholarship that attracts and retains a highly effective faculty and staff of national and international prominence in their disciplines.

Objective

2.2.1 Increase faculty's access to opportunities to improve scholarship skills and practices.

Strategies

2.2.1.1 Prioritize resource allocation that promotes and rewards excellence in scholarship to reflect a balance between teaching, research, service and outreach.

JFSC Action: JFSC will promote and resource (as feasible) sabbaticals and other scholarship-driven outreach engagements (to include conferences, speaking engagements and publications).

2.2.1.2 Maintain competitive compensation, professional development and retention policies.

JFSC Action: JFSC will implement NDU compensation and retention initiatives.

Objective

2.2.2 Increase ability to capture knowledge and meaning from the contemporary security environment.

Strategies

2.2.2.1 Ensure that faculty, students and staff have an integrated, robust, accessible, enterprise-wide library and information resources system.

JFSC Action: JFSC will promote a collaborative engagement between faculty/students and library subject matter experts to understand and utilize NDU wide library resources. The JFSC Library will continue to promote and develop online services available to students at any time. New students will be briefed on library resources and services.

2.2.2.2 Capitalize on the unique demographic of NDU faculty of practitioners, scholars and policy makers in order to inform the future discourse on security education.

JFSC Action: JFSC foster a culture of security through comprehensive policy directives and by leverage security professionals to conduct training to promote physical and informational security.

Sub-Goal

2.3 The University develops and maintains an open, inclusive, and transparent educational environment of enterprise-wide collaboration, academic freedom and academic diversity that supports the pursuit of excellence in scholarship.

Objective

2.3.1 Increase faculty governance, participation, collaboration and involvement in decision making related to creation and dissemination of knowledge.

Strategies

2.3.1.1 Establish and maintain clear parameters for a representative faculty group with consistent advisory access to the University president, Executive Council and Dean's Council.

JFSC Action: JFSC will actively promote and support NDU's faculty advisory council charter.

Sub-Goal

2.4 National Defense University promotes awareness of and access to NDU scholarship and expertise across the institution and key stakeholders.

Objective

2.4.1 NDU scholarship is relevant, shared, and disseminated to the institution, students, alumni the joint warfighter, joint combat commands, national security professionals and other key stakeholders

Strategies

2.4.1.1 Utilize resources and tools to share, disseminate, archive and preserve NDU scholarship

JFSC Action: JFSC will promote lifelong learning and social interaction between faculty and alumni through social media. JFSC will also archive student products and maintain command archival data consistent with DoD records policy. JFSC will leverage learning management system technology to provide “reach-back” capability to graduates requiring support in their joint assignments. Student reach-back and lifelong connectivity to the College is encouraged and regularly leveraged.

Strategic Goal Three: Institutional Enablers

National Defense University creates integrated solutions and services that support advanced joint education and focus on customer service, collaboration, effectiveness, efficiency, innovation, and fiscal responsibility.

Sub-Goal

- 3.1 National Defense University's workforce is recognized for excellence in thought leadership and their profession.

Objective

- 3.1.1 NDU recruits, employs, develops and retains a workforce of professionals and respected practitioners to support the academic priorities and mission of NDU.

JFSC Action: JFSC has been subject to a hiring pause and subsequent freeze from June 2011 through FY 2013. The ability to recruit, hire, develop, and retain has been severely hampered by fiscal constraints. The NDU One University process has identified a most efficient organization with priority fills that will be pursued once the fiscal barriers are removed.

Strategies

- 3.1.1.1 Develop a systematic approach to talent recruitment, selection, acquisition, development, and retention for the National Defense University enterprise.

JFSC Action: JFSC will participate in NDU's talent management board to develop a systematic approach to hiring the right talent to meet mission requirements.

JFSC Action: The Dean of Academic Programs working with the school Directors will finalize a faculty skills matrix and implement faculty individual performance plans to prioritize new hire skill sets and promote continued professional development within the existing cadre.

JFSC Action: The Chief of Staff will complete the implementation for the NDU Title V performance system that sets civilian Title V performance goals including the identification of professional development opportunities.

Objective

- 3.1.2 NDU has the right workforce skill mix (civilian, military, contractor) required to accomplish its mission and sustain superior performance.

Strategies

- 3.1.2.1 Develop a systematic approach to talent recruitment, selection, acquisition, development, and retention for the National Defense University enterprise.

JFSC Action: JFSC will continue to progress toward the one university organization that balances the workforce mix.

Objective

- 3.1.3 NDU recruits, selects, hires, and renews personnel effectively and efficiently.

Strategies

- 3.1.3.1 Establish clear procedures for recruitment, selection, hiring, and renewals

JFSC Action: JFSC hiring actions are governed by the NDU human resources policies and procedures and will work with that division to ensure that position descriptions are

accurate, application screening is effective, and reduce the recruitment to hire period to 60 days or less.

Objective

- 3.1.4 NDU rewards, recognizes and compensates the workforce effectively and transparently while exercising fiscal stewardship.

Strategies

- 3.1.4.1 Establish and maintain competitive compensation, professional development, and retention policies. Establishment of a faculty compensation scale. Compensate appropriately, motivate and reward. Establishment of a mechanism to identify, develop, compensate and reward faculty who already are or are likely to become exceptional teachers or leaders in their discipline or field.

JFSC Action: JFSC will continue to participate in the NDU compensation reform initiative to establish a fair and equitable compensation policy across all of NDU. The Dean of Academic Programs

Sub-Goal

- 3.2 National Defense University allocates and manages resources effectively, efficiently and transparently to achieve mission excellence.

Objective

- 3.2.1 NDU manages fiscal resources (resources planning, budget programming, budget execution, acquisition management, auditing and accounting) based and tied to the University Strategic Plan and Priorities. (Fiscal)

Strategies

- 3.2.1.1 Prioritize and allocate resources based on strategic plan. Utilize best practices in fiscal resource management.

JFSC Action: JFSC will participate in the University Resources Council (URC) to fairly manage available fiscal resources and plan future budgets consistent with NDU mission priorities as established by the NDU Executive Council (EC). JFSC will collaborate with Naval Support Activity-Hampton Roads to ensure the funding of support services at levels consistent with the JFSC mission.

Objective

- 3.2.2 NDU manages administrative and operational resources effectively and efficiently based and tied to the University Strategic Plan and Priorities.

Strategies

- 3.2.2.1 Prioritize and allocate resources based on strategic plan. Utilize best practices in administrative and operational resource management.

JFSC Action: JFSC completed a most efficient organization review and will continue to work toward the one university organization that manages administrative and operational resources. Through the targeting of key new hires that is enabled by the attrition of identified divested positions, JFSC will continue to move toward the establishment of the most efficient organization under one university.

Objective

- 3.2.3 NDU manages physical resources (resources planning, maintenance, budget programming, acquisition management, life cycle replacement) effectively and efficiently based and tied to the University Strategic Plan and Priorities.

Strategies

- 3.2.3.1 Prioritize and allocate resources based on strategic plan. Utilize best practices in physical resource management.

JFSC Action: JFSC will provide recommendations to and participate in the NDU Information Technology Steering Committee (to establishment IT procurement priorities) and the Facilities Review Board (to set infrastructure procurement and improvement priorities). These Boards are chartered to prioritize and allocate resources appropriately across the entire enterprise based on the strategic plan.

Sub-Goal

- 3.3 National Defense University's information and educational technology resources systems are integrated, robust, accessible, and enterprise-wide.

Objective

- 3.3.1 NDU will establish and maintain a robust, scalable, flexible and secure information and technology infrastructure.

Strategies

Develop and implement an enterprise IT resources strategic plan and priorities.

JFSC Action: JFSC will finalize the planning and implementation of merging the North and South IT enclaves under the supervision of the NDU Chief Information Officer.

JFSC Action: JFSC will work with NDU IT to achieve a fully DoD compliant IT network within FY13.

JFSC Action: JFSC will integrate wargaming division with the Center for Applied Strategic Leadership (CASL) to develop the next generation wargaming and simulation capability that meets or exceeds mission joint educational requirements.

Objective

- 3.3.2 NDU will establish, maintain, create and innovate dynamic, robust, scalable, and flexible education technologies.

Strategies

- 3.3.2.1 Develop an enterprise educational technology resources plan inclusive of the academic computing environment, faculty engagement and student engagement.

JFSC Action: JFSC will participate in the Academic Computing Environment (ACE) working group to develop the next generation classroom facility and leverage distance education technologies to meet mission requirements.

JFSC Action: JFSC will continue to leverage technology and advance active learning using the Blackboard Learning Management System (LMS), a distance education tool that provides a model best practice for military education.

Sub-Goal

- 3.4 National Defense University's library and information resources are integrated, robust, accessible and enterprise-wide.

Objective

- 3.4.1 NDU will create, maintain and innovate a dynamic virtual library and information resources system.

Strategies

- 3.4.1.1 Develop plan for enterprise virtual library and information resources system.

JFSC Action: JFSC will support the NDU virtual library initiative and incorporate the advantages of increased access to resource material within the curriculum.

Objective

- 3.4.2 NDU will create, maintain and innovate a dynamic information literary programs that support faculty, staff, students, and alumni.

Strategies

- 3.4.2.1 Develop information literary program.

JFSC Action: JFSC continues to promote professional writing program with the ultimate goal to publish student and staff works on a regular basis. Specifically:

- ✓ ***JFSC promotes professional writing by targeting germane joint topics and specific publications***
- ✓ ***JFSC will recognize student and faculty excellence in writing***
- ✓ ***Cross-school faculty teams will assist in student thesis research***
- ✓ ***JFSC will use external consultants (contractors) to independently assess and edit student writing***
- ✓ ***JFSC library will combine resources with NDU library to leverage all-NDU writing and research expertise – and afford greater access to library resources***
- ✓ ***Title X faculty will mentor military faculty in PhD-level dissertation standards and research techniques***

Strategic Goal Four: University Transformation

National Defense University transforms the culture, organization, processes, practices and structures to foster institutional collaboration and integration.

Sub-Goal

- 4.1 National Defense University will lead in the transformation/evolution of professional military education for 2020 and beyond.

Objective

- 4.1.1 NDU will lead innovation in professional military education.

Strategies

- 4.1.1.1 Develop and promote a vision for the future of professional military education.

JFSC Action: JFSC promotes the CJCS vision for Joint Education and incorporate the recommendations and directives of joint education. Specifically:

- ✓ ***JFSC will incorporate appropriate recommendations of the CJCS- Directed Review of Joint Education; 24 June 2013***
- ✓ ***JFSC will incorporate the recommendations of the 2013 external review of JFSC***

- 4.1.1.2 Develop and promote a recommended structure for professional military education.

JFSC Action: JFSC will promote the CJCS vision for hybrid Joint Education. Specifically:

- ✓ ***JFSC will continue to experiment with potential hybrid joint education approaches- such as the satellite campus approach - to improve access to joint education.***
- ✓ ***JFSC will enhance lifelong learning by promoting virtual connectivity before and after completing a JFSC course of instruction***
- ✓ ***JFSC will integrate their programs into the continuum of joint lifelong learning.***

- 4.1.1.3 Develop plan for a terminal degree in professional military education and/or national security education.

JFSC Action: JFSC will assist in the development of a respected NDU terminal degree program after assessing the need, target population, and degree design.

Sub-Goal

- 4.2 National Defense University will value and promote an institutional environment and culture of trust and openness.

Objective

- 4.2.1 NDU will utilize effective, efficient and sustainable governance structures, practices, and processes

Strategies

- 4.2.1.1 Develop and recommend improved governance structures, practices, and processes to ensure that NDU accomplishes its mission effectively, efficiently, and sustainably.

JFSC Action: JFSC will actively participate in and make recommendations to NDU governance structures including the Executive Council, the Deans Council, the Chief's Forum including the University Resources Council (URC), the Facilities Board, the Information Technology Steering Committee (ITSC) – all supported by various working groups that will include JFSC representation.

- 4.2.1.2 Develop comprehensive costing model for university (cost of student, cost to the USG and DOD)

JFSC Action: JFSC will provide supporting metric data – to include tuition calculations, cost of operations, and facilities maintenance - as input to the comprehensive costing model that includes a traditional “brick and mortar” costing model and hybrid models that include distance educational costs.

- 4.2.1.3 Develop, approve and begin initiation of an operational (campaign) plan for NDU 2020 to ensure NDU's transformation beyond “One University.”

[Assignment: TF 2020]

JFSC Action: JFSC has previously and will actively participate in the NDU TF2020 initiative.

- 4.2.1.4 Develop a “One University Campaign for NDU 2020” by 15 December 2012 by integrating the goals and objectives of the revised Strategic Plan. (Submit to Deans Council)

JFSC Action: JFSC will transform all JFSC specific business processes and procedures into one university processes to achieve greater consistency as identified in the one university campaign. Specific processes to be integrated include: human resources personnel management, facilities management, resource management and contracting, institutional research, student registration, library acquisition and administration, administration, and continuity of operations.

Objective

- 4.2.2 NDU integrates across the enterprise through a culture of collaboration, cooperation and communication.

Strategies

- 4.2.2.1 Develop and implement mechanisms to incentivize collaboration, cooperation, and communication across NDU institutionalizing its commitment to “One University,” its mission, and its students.

JFSC Action: To better understand the educational value of all NDU components, JFSC will promote collaboration, cooperation, and communication by fully integrating collaborative tools (Share-point) and maximizing video and audio connectivity between Washington-NDU and Norfolk-JFSC. Specifically:

- ✓ ***Climate survey feedback and resolutions will be promulgated on the college website.***

- ✓ *Student comment cards and Faculty and Staff suggestions will be publicly posted and resolutions tracked.*
- ✓ *JFSC faculty advisory representative will actively participate in NDU academic governance activities.*
- ✓ *NDU town-hall meetings will be streamed live for all staff access*
- ✓ *JFSC will promote frequent visits to both campuses by the NDU leadership and representatives of the NDU functional groups.*
- ✓ *JFSC CMDT will provide weekly staff and faculty messages – promulgated to NDU leadership - that recap the weekly activities and ongoing policy decisions.*
- ✓ *Minutes from all working groups and governance entities will be promulgated and posted on shared IT resources.*

Sub-Goal

- 4.3 National Defense University will continually pursue institutional and academic excellence via institutional improvement and renewal.

Objective

- 4.3.1 NDU will create a strategic plan for NDU 2020 and beyond

Strategies

- 4.3.1.1 Develop and approve a strategic vision for NDU 2020 to ensure NDU's transformation beyond "One University."

- 4.3.1.2 Develop a strategic plan for NDU 2020

JFSC Action: JFSC will actively participate in developing the strategic vision for NDU 2020.

Objective

- 4.3.2 NDU uses best practices for institutional planning, research, assessment, evaluation and effectiveness

Strategies

- 4.3.2.1 Develop and implement an institutional planning, research, assessment, evaluation and effectiveness system. Assess and recommend changes to structures, practices, and processes that conduct University-wide assessment, strategic planning, resource allocation, education innovation, and communications.

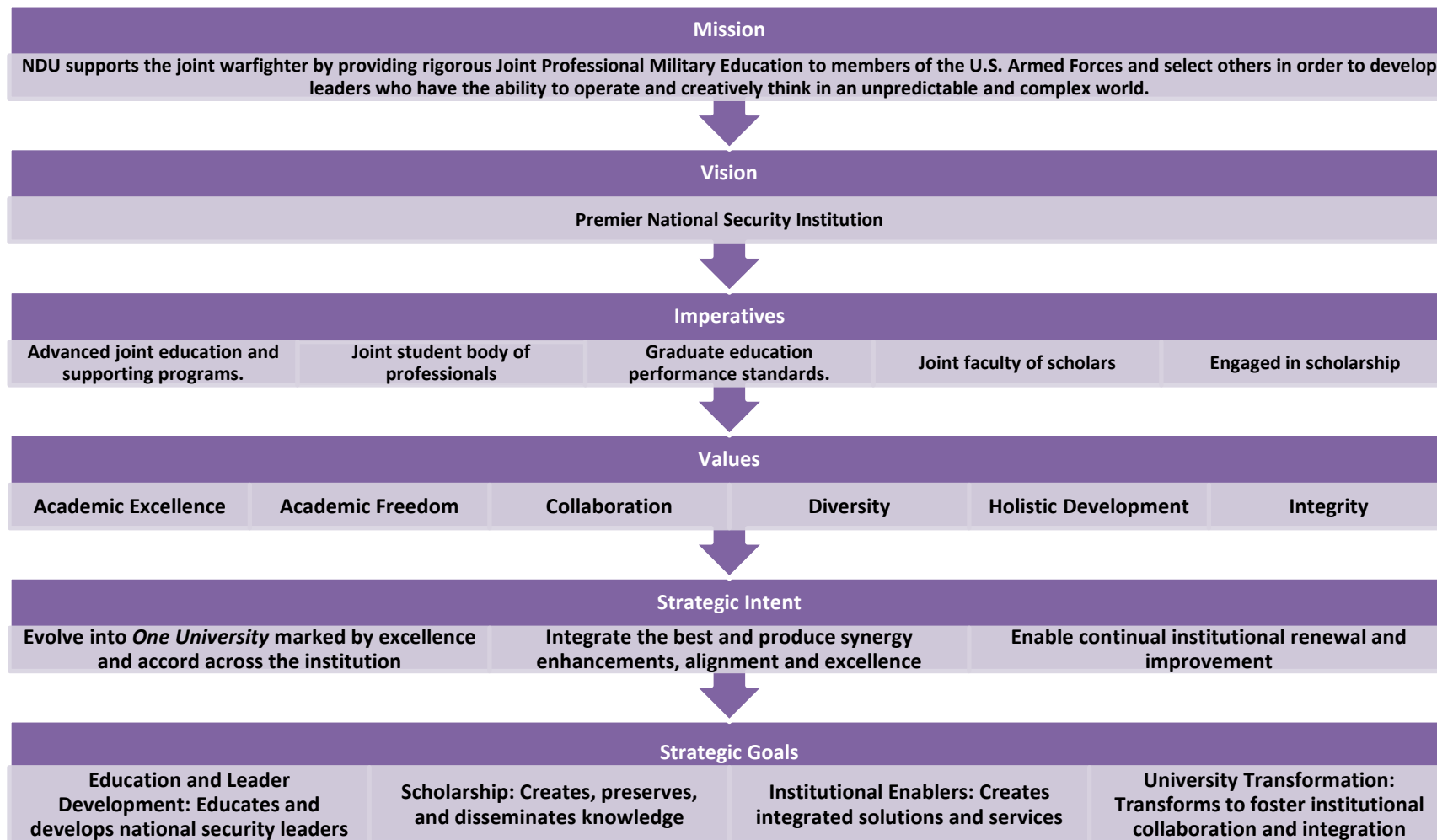
JFSC Action: JFSC will assist in the development of a NDU institutional planning and assessment system to drive effective and efficient resource allocation and management. The JFSC resource management division has been integrated into a single centralized NDU functional team using common business practices and procedures – and the same tools and processes.

JFSC Action: JFSC will integrate institutional research, accreditation, and assessment assets (IRAAD) into the NDU system to leverage all NDU resources for specific JFSC requirements.



Strategic Plan Framework

One University Transformation





Strategic Plan Framework

One University Transformation

