Fiscal Year (FY) 2008/FY 2009 Budget Estimates
National Defense University (NDU)

February 2007

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NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2008/FY 2009 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 3: Training and Recruiting

	FY 2006 Actuals	Price Change	Program Change	FY 2007 Estimate	Price Change	Program Change	FY 2008 Estimate	Price Change	Program Change	FY 2009 Estimate
NDU	76,779	1,650	4,769	83,198	2,014	5,887	91,099	1,989	3,171	96,259

I.   Description of Operations Financed: Funding provides for the operation and support of the National Defense University(NDU).   The NDU is one of the primary DOD centers for seminars and symposia and frequently provides professional development and conferencing for DOD and Congressional representatives.   The **NDU is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools.**

The FY 2007 to FY 2008 increase of $7.9 million is comprised of a price change of $2.0 million and a program increase of $5.9 million for civilian pay, reflecting a DoD initiative to convert military authorizations to civilian workforce and a decision to replace, with permanent Title 10 civilian faculty, a majority of faculty provided by interagency Memorandum of Agreements (MOAs).   The FY 2008 to FY 2009 increase is due to a price change of nearly $2.0 million and a program increase of $3.2 million for continuation of the previous year's program changes, reflecting the military to civilian conversion program and the increase in civilian faculty.

The NDU is under the direction of the Chairman of the Joint Chiefs of Staff as provided in the amended 1986 Department of Defense Reorganization Act.   The Chairman defines the objectives and policies for Professional Military Education (PME) for the United States Armed Forces through the Military Education Division of the Joint Staff.   Specific objectives and policies for PME appear in CJCS Instruction 1800.01C, "Officer Professional Military Education Policy," 22 December 2005 and for NDU in CJSCI 1801.01,

I. <u>Description of Operations Financed (continued)</u>:

1 July 2002, "National Defense University Education Policy". The NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA, are:

- National War College
- Industrial College of the Armed Forces
- Information Resources Management College
- Joint Forces Staff College
- Institute for National Strategic Studies
- CAPSTONE
- National Security Education Program

<u>National War College</u>
The National War College (NWC) conducts a senior-level course of study in national security strategy to prepare selected military officers and federal officials for high-level policy, command, and staff responsibilities. The College emphasizes the joint (multi-service) and interagency perspectives and awards the Master of Science in National Security Strategies. The NWC graduated 208 students for Academic Year (AY) 2006 which consisted of 128 U.S. military (42 Army, 42 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 10 Defense Leadership Management Program (DLAMP), 11 DOD civilians, 27 non-DOD, and 32 International officers from 32 countries. The AY 2007 class consists of 215 students (128 U.S. military (42 Army, 42 AF, 14 USMC, 28 Navy, and two Coast Guard), 15 DLAMP, 11 DOD civilians, 29 non-DOD, and 32 International officers). The number of students for Academic Years 2008 and 2009 will increase to 224 students and will consist of 132 U.S. military (43 Army, 43 Air Force, 16 United States Marine Corps (USMC), 28 Navy, and two Coast Guard), 15 Defense

I. Description of Operations Financed (continued):

Leadership Management Program(DLAMP), 11 DOD civilians, 34 non-DOD, and 32 International officers.

Industrial College of the Armed Forces

The Industrial College of the Armed Forces (ICAF) mission is to prepare selected military officers and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy. The College emphasizes the joint (multi-service) and interagency perspectives and awards its graduates a Master of Science degree in National Resource Strategy. For AY 2006, ICAF graduated 305 students (includes 177 U.S. military, 1 international civilian and 21 International officers, 57 from DOD agencies and DLAMP, 38 from non-DOD agencies and 11 private sector). The 177 military consisted of 60 from Army, 56 Air Force, 43 Navy, 16 USMC and 2 USCG. Student population will grow to 320 students beginning in AY 2008. Interagency representation will increase and sixty percent of the student body will be U.S. military personnel. The ICAF maintains the current student-faculty ratio through a combination of authorized civilian and military faculty positions, augmented by a limited number of interagency and military services' faculty chairs.

Information Resources Management College

The Information Resources Management College (IRM College) prepares leaders to direct the information component of national power by leveraging information and information technology for strategic advantage. IRM College programs are designed to provide a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for IRM leadership. Primary areas of concentration include policy, strategic planning, leadership/management,

I. Description of Operations Financed (continued):

process improvement, capital planning and investment, performance and results-based management, technology assessment, enterprise architecture, information assurance and security, acquisition, organizational transformation, and information operations. The college offers the following programs: Chief Information Officer (CIO) Certificate Program; Advanced Management Program; Information Assurance (IA) Certificate Programs (NTSISSI NO. 4011, CNSSI NO. 4012, and Chief Information Security Officer); Organizational Transformation (OT) Certificate Program; Enterprise Architecture (EA) Certificate Program; and the Information Technology Project Management (ITMP) Certificate. The college is nationally recognized for its curriculum in information systems security by the Committee on National Security Systems and is certified as an NSA Center of Academic Excellence in Information Assurance Education. The College also educates retention students as a part of the DOD Information Assurance Scholarship Program. On average, the College fills 3,235 class seats annually. IRMC accepts approximately 278 new students annually into the CIO Certificate Program, 250 into the IA Certificate Program, 54 into the EA Program, 44 into the ITPM Program, and 50 into the OT Program.

Joint Forces Staff College
The Joint Forces Staff College (JFSC) continues to evolve to meet the new security environment. JFSC is an intermediate and senior-level joint college whose mission is to educate military officers and other national security leaders in joint, multinational, and interagency teamwork, attitudes, and perspectives. The College is congressionally mandated to educate joint leaders through three schools: the Joint Advanced Warfighting School (JAWS), the Joint and Combined Warfighting School (JCWS), and the Joint Continuing and Distance Education School (JCDES). The Joint Forces Staff College has a fourth school sponsored by the Joint Staff, the Joint Command, Control, and Information Warfare School (JC2IOS). All four schools have grown in the last two years to provide much

I. Description of Operations Financed (continued):

needed education to our joint warriors in their fight on the war on terror. In AY 2006, JFSC had 1,173 graduates from its JPME (Joint Professional Military Education) programs, including 29 JAWS graduates who were awarded Master of Science in Joint Campaign Planning and Strategy, and 450 graduates from JC2IOS. JCWS graduated 888 active component duty officers. Additionally, reserve component graduates reached a record high (158), as did international officers (86), a 34 percent increase from the previous year. Interagency graduates increased significantly. Recent efforts include the high demand one-week Homeland Security Planners Course and the new Joint, Interagency, and Multinational Planners Course both offered four times a year at JFSC and periodically at remote locations. The new Joint Information Operations Planning Course (JIOPC) was introduced in AY 2005 and fills a critical role in the Secretary of Defense's IO Roadmap. Nonresident courses were taught to over 3,000 students. As the requirements for the military to get more involved in multinational and interagency actions, the four joint schools at JFSC will continue to meet the increased demand in FYs 2008 and 2009.

CAPSTONE

CAPSTONE, a congressionally mandated Joint Professional Military Education program, is an intensive six-week course consisting of seminars, case studies, informal discussions, visits to key U.S. military commands within the continental United States, and overseas field studies to areas with high U.S interests. Overseas field studies involve interactions with the Combatant Commanders, American Ambassadors, embassy staffs, senior political and military leaders of foreign governments. In FY 2006, Capstone educated 156 newly selected general and flag officers and selected senior civilians. Beginning in FY 2007, NDU plans to increase the number of students to as many as 172. Coincident with Capstone's last week, NDU offers a course for spouses of Capstone Fellows. The Executive Development Program focuses on geo-political, international issues, with additional

I. <u>Description of Operations Financed (continued)</u>:

discussions on leadership, military family policy, health, diet and nutrition. The goal of the course is to increase the participants' understanding of these issues and enhance their effectiveness as partners with their general/flag officer spouses. Approximately 100 General and flag officers' spouses attend the course.

<u>**Institute for National Strategic Studies**</u>

The Institute for National Strategic Studies (INSS) is a policy research and strategic gaming organization within the NDU, serving the U.S. Department of Defense, its components, and interagency partners. The Institute provides timely, objective analysis and gaming events to senior decision makers and supports NDU educational programs in the fields of international security and defense policy. Through an active outreach program, including conferences, international exchanges, and publications, the Institute seeks to promote wider understanding of emerging international security challenges and defense policy options. Established by the Secretary of Defense in 1984, INSS is comprised of four components and two major programs:

- The Research Directorate, which analyzes global and regional security trends and frames national security policy and defense strategy options for senior decision-makers;
- The National Strategic Gaming Center, which develops and facilitates numerous strategic-level policy exercises and experiential learning activities for senior Executive Branch officials, the military combatant commands, Members of Congress, and various NDU educational programs;
- The NDU Press, which is responsible for the editorial development and production of a range of NDU Press publications, as well as Joint Force Quarterly (JFQ), published for the Chairman of the Joint Chiefs of Staff;

I. <u>Description of Operations Financed (continued)</u>:

- The Conference Directorate, which annually organizes several major symposia and supports more than 100 other conferences, seminars, and round-tables organized by the research staff;

- The Interagency Transformation, Education, and Analysis (ITEA) program, delivering interagency education programs and support to a variety of DOD Components, other agencies, and the combatant commands; and

- The Executive Strategic Gaming Initiative, which brings together Members of Congress and senior Executive branch officials for the Strategic Policy Forum series – strategic-level exercises designed to enhance dialog and understanding of critical national security challenges. INSS is also home to the Center for the Study of Chinese Military Affairs. The Director of INSS serves concurrently as NDU Vice President for Research.

Chief Information Officer

The Chief Information Officer organization provides robust, reliable, secure, and accessible enterprise information and educational technology through enterprise services, support, and change management to achieve the National Defense University's mission, vision, and strategic goals.

National Security Education Program

The mission of the National Security Education Program (NSEP) is to equip Americans with proficiencies in less commonly taught languages and cultures critical to national security and to provide a cadre of highly qualified candidates for employment in the national security community. NSEP is an integral component of the Department of Defense Language Transformation Plan, the Quadrennial Defense Review (QDR), and the President's

I. Description of Operations Financed (continued):

National Security Language Initiative (NSLI). In spring 2006, the Under Secretary of Defense, Personnel and Readiness, assumed overall authority for the program although NSEP remains administratively part of National Defense University. NSEP represents a vital DoD investment in strategic partnerships with the U.S. education community to ensure a flow of more qualified language proficient candidates to the federal sector. During FY 2006, NSEP continued its vital efforts to identify and support language studies among U.S. undergraduates and graduate students and to expand opportunities for advanced language learning in the highly successful National Flagship Language Program (NFLP). During FY 2006, NSEP initiated a national model for language learning by entering a partnership with the University of Oregon and Portland Public Schools. This innovative, K-16 effort provided much of the foundation for the NSLI effort that will begin officially in FY 2007. FY 2007 funds provide for an expansion of the NSEP National Flagship Program, an effort that supports the President's NSLI and the QDR, by expanding efforts in Arabic, Chinese, Persian languages, as well as initiating programs in Central and South Asian languages. The Pilot Civilian Linguist Reserve Corps is a second FY 2007 program initiative that supports the NSLI and QDR. This program will provide and maintain a civilian corps of language experts in languages integral to the security of the nation. During FY 2007, NSEP will initiate a process that is designed to reach an enrollment of as many as 2000 students in advanced language learning by the end of the decade and a Linguist Reserve with no fewer than 1,000 certified Members. In FYs 2008 and 2009, funding for NSEP will continue to address the goals of the DoD Language Transformation Plan, the QDR, and the NSLI that will lead to a new national capacity to educate students to advanced levels of language proficiencies and to bring the Linguist Reserve Pilot program to a full operational capacity.

II. Force Structure Summary: N/A

III. Financial Summary ($ in thousands)

A. Subactivities	FY 2006 Actuals	Budget Request	FY 2007 Congressional Action Amount	FY 2007 Congressional Action Percent	FY 2007 Appropriated	Current Estimate	FY 2008 Estimate	FY 2009 Estimate
3. Training & Recruiting								
NWC	1,346	1,378	-14	-1.0	1,364	1,378	1,378	1,378
ICAF	1,649	1,390	-14	-1.0	1,376	1,495	1,495	1,495
IRMC	821	1,405	-14	-1.0	1,391	1,000	1,000	1,000
JFSC	6,918	5,348	-53	-1.0	5,295	5,278	5,833	5,766
INSS	1,958	2,790	-28	-1.0	2,762	2,692	2,600	2,600
CIO	5,485	0	0		0	5,530	6,000	6,000
NSEP	980	19,200	-2,666	-13.9	16,534	16,700	20,700	20,700
Labor	43,713	42,200	-418	-1.0	41,782	42,663	48,600	52,019
Other Programs	13,909	11,420	1,273	11.1	12,693	6,462	3,493	5,301
Total	76,779	85,131	-1,933	-2.3	83,198	83,198	91,099	96,259

III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change FY 2007/FY 2007	Change FY 2007/FY 2008	Change FY 2008/FY 2009
Baseline Funding	85,131	83,198	91,099
Congressional Adjustments (Distributed)	-1,100	n/a	n/a
Congressional Adjustments (Undistributed)	-452	n/a	n/a
Adjustments to Meet Congressional Intent	-42	n/a	n/a
Congressional Adjustments (General Provisions)	-339	n/a	n/a
Subtotal Appropriated Amount	**83,198**	n/a	n/a
Fact-of-Life Changes (CY to CY Only)		n/a	n/a
Subtotal Baseline Funding		n/a	n/a
Anticipated Supplemental		n/a	n/a
Reprogrammings		n/a	n/a
Price Changes		2,014	1,989
Functional Transfers		500	500
Program Changes		5,387	2,671
Current Estimate		**91,099**	**96,259**
Less: Wartime Supplemental			
Normalized Current Estimate	**83,198**	91,099	96,259

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2007 President's Budget Request		85,131
1. Congressional Adjustments		
a. Distributed Adjustments		-1,100
b. Undistributed Adjustments – Unobligated Balances		-452
c. Adjustments to meet Congressional Intent		
d. General Provisions		-339
1) Sec 8106 – Economic Assumptions	-280	
2) Sec 8097 - Excessive Growth in Travel	-59	
e. Congressional Earmarks – Mitigation of environmental impact and training on Indian Lands		-42
FY 2007 Appropriated Amount		83,198
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2007 Baseline Funding		83,198
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2007 Estimate		83,198
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2007 Normalized Current Estimate		83,198
6. Price Change		2,147
7. Transfers – from Department of Army for financial and human resource services		500
8. Program Increases		
a. Annualization of New FY 2007 Program		
b. One-Time FY 2008 Increases		
c. Program Growth in FY 2008		5,254

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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
1) Civilian conversion of military authorizations and inter-agency faculty (MOA) replacements (FY 2007 Baseline: $42,663)	4,657	
2) Increases for travel, equipment, information technology, and supplies (FY 2007 Baseline: $40,535) (Less $500 transfer mentioned above)	597	
9. Program Decreases		
FY 2008 Budget Request		91,099
10. Price Change		2,036
11. Functional Transfers		
12. Program Increases		3,124
c. Program Growth in FY 2009		
1) Civilian conversion of military authorizations (FY 2008 Baseline: $48,600)	2,297	
2) Increases for travel, equipment, information technology, and supplies (FY 2008 Baseline: $42,499)	827	
13. Program Decreases		
FY 2009 Budget Request		96,259

IV. <u>Performance Criteria and Evaluation Summary</u>

The current National Defense University (NDU) mission is to prepare military and civilian leaders from the United States and other countries to address national and international security challenges, through multi-disciplinary educational programs, research, professional exchanges, and outreach. The NDU proposes to revise it mission to preparing military and civilian leaders from the United States and other countries to meet national and international security challenges. The NDU conducts graduate level education, research, and outreach to improve joint, interagency, and coalition operations. The NDU has identified the following values as keys to the success of this transition:

- **Academic Freedom -** A climate that promotes and protects free expression, analysis and intellectual exchange.
- **Collegiality -** A nurturing community that promotes and rewards cooperation and collaboration.
- **Diversity -** An environment that embraces diverse people, ideas, and cultures.
- **Excellence -** An institution that recognizes and rewards superior performance, innovation and creativity.
- **Growth and Development -** An environment that fosters intellectual and physical well being.
- **Integrity -** An organizational culture based on openness, honesty, trust and ethical conduct.

To achieve these core values, NDU has identified a broad range of university-wide strategic departmental goals and performance objectives to meet the new mission of preparing military and civilian leaders from the United States and other countries to meet national and international security challenges.

IV. <u>Performance Criteria and Evaluation Summary</u>

<u>Academic Programs</u>

Strategic Goal: **Provide academic programs that respond to the evolving needs of the national security community.**

Objectives:

1) Develop and teach academic programs that are relevant and current
2) Conduct high quality academic programs that include appropriate content, rigor, and depth
3) Ensure all academic programs are meeting the intended purpose, focused on continuous improvement, and making a contribution to national security

Strategies:

- Maintain close relationship with sponsors, students, graduates, and user communities to ensure program goals are met
- Assess new programs to ensure adequate funding, congruency with university mission areas, and effective program development
- Internally assess new and existing programs at both the University and Component levels (involving administration, faculty, and students) to ensure they meet the need and are high-quality and effective
- Ensure accountability and effectiveness with external sponsoring and academic communities from both a content and qualitative perspective
- Assess program outcomes by the user community and graduates

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IV. <u>Performance Criteria and Evaluation Summary</u>

Performance Measures:

- Percentage internal education/research programs tied to a documented national security need and sponsor
- University and its programs maintain all required internal and external certifications and accreditations
- University maintains accountability for meeting mission requirements as evidenced in reports to the Chairman, Joint Chiefs of Staff, other stakeholders, and internal University-level assessments
- Percentage graduates/supervisors and/or user community that believes NDU academic programs/products increased their ability to meet national security challenges
- Percentage of new curriculum, research, and outreach initiatives meeting university-level academic targets as outlined in program plans

External Factors:

- Middle States Association of Colleges & Schools (Standards of Excellence)
- Middle States Report of Findings
- JCS guidance & Joint Professional Military Education Criteria (CJSCI 1801B)
- PAJE Report of Findings
- Law (Title 10 USC, Subtitle A, Part III, SEC 2165)
- Office of the Secretary of Defense guidance & funding documents
- National Security Strategy

Office of Primary Responsibility: Academic Affairs

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IV. <u>Performance Criteria and Evaluation Summary</u>

<u>**Institutional Communications**</u>

Strategic Goal: **Develop and implement a comprehensive internal and external institutional communications program between the university and its audiences to increase awareness of the university and to support accomplishment of its mission.**

Objectives:
1) Develop effective and efficient two-way communications between leadership, faculty, staff, and students to ensure and facilitate exchange of information in support of university and component missions
2) Inform, influence, and persuade attentive national and international audiences regarding issues of import in a manner that supports the university's mission
3) Establish and maintain effective two-way communications with stakeholders and influential audiences in a manner that supports the University vision and mission

Strategies:

- Review communications structures and methods and assess current effectiveness in order to develop communications approaches

- Review and define potential audiences

- Define messages

- Define communications tools

- Develop an institutional communications (public affairs) plan

IV. Performance Criteria and Evaluation Summary

Performance measures:

- Number of products produced
- Quality, attractiveness, accuracy, and consistency of products produced
- Actions or responses from the intended audiences

External factors:

- Resource commitment and tasking to the public affairs office
- Laws, policies, and regulations
- Freedom of the press issues
- Academic freedom issues
- The national security environment and related strategies

Office of Primary Responsibility: Public Affairs

IV. <u>Performance Criteria and Evaluation Summary</u>

<u>Information Technology</u>

Strategic Goal: Provide a robust, reliable, and accessible information infrastructure that supports NDU's educational and business processes

Objectives:

1) Continuously improve information infrastructure availability
2) Ensure that all NDU faculty, staff, students, and designated participants have global access to the necessary and appropriate information technologies

Strategies:

- Maintain Information Strategic Action Performance Plan (ISAP2)

- Ensure robustness through a secure, responsive, sustainable, and redundant network; responsive to changing information technology and maintaining "state of the market" industry standards

- Provide reliability with an information infrastructure that is available when the customer wants to use it

- Ensure accessibility so every designated individual (faculty, student, staff member, participant) will be ale to access and use the NDU information infrastructure from anywhere in the world, 24 hours a day, 7 days a week

- Ensure NDU community members are able to communicate with NDU educational and business partners

- Chief Information Office takes responsibility to secure inputs from all components and staff using information technology resources

Performance Measures:

- Mean-time between failures for the information infrastructure

IV. <u>Performance Criteria and Evaluation Summary</u>

- Number of authorized personnel who are able to gain access to the NDU information infrastructure when the need to, regardless of location
- Monthly basic support performance reports
- Quarterly performance goal reports
- Compliance with continuous or specific dates in the Information Strategic Action Plan (ISAP2)

External Factors:
- The information technology workforce
- Technological change and advances
- Changes in policy
- Changes in funding from external sources
- Changes in information assurance and security guidance

Office of Primary Responsibility: Chief Information Officer

IV. <u>Performance Criteria and Evaluation Summary</u>

<u>Human Resources (HR)/ Development</u>

Strategic Goal: **Recruit, develop and retain the highest quality and diverse faculty and staff.**

Objectives:
1) Effective Human Resources Policy Development/Management in support of NDU goals and mission accomplishment
2) Effective Personnel Management in support of NDU goals and mission accomplishment
3) Effective Personnel Administration in support of NDU goals and mission accomplishment
4) Responsive Customer Support to NDU employees
5) Effective Mail Distribution in support of NDU mission accomplishment
6) Quality Support to Long-term Students (ICAF, NWC and JFSC)
7) Effective Management Control Program
8) Effective HR Information Systems Technology

Strategies:
- Develop a formal university HR Steering Board
- Develop the NDU Human Capital Management Plan
- Develop an employee survey system to capture trends, perceptions, etc.
- Develop a customer service survey system
- Develop a formal training needs assessment/methodology/system for employees and managers
- Prepare for and conduct a smooth transition to National Security Personnel System (NSPS)

IV. <u>Performance Criteria and Evaluation Summary</u>

- Continuously examine (directed and self-initiated) and improve our policies and processes in order to achieve dependable and customer-oriented practices in Human Resource Management
- Maintain effective relationships with all NDU Directorates and Components and work collaboratively with them to develop innovative solutions to meet the changing needs of the University
- Plan recruitment and retention in order to meet mandated faculty to student ratio and faculty service mix

Performance Measures:
- The university has implemented a comprehensive human capital master plan that is sound, rational, vetted through components, and continuously reviewed
- NDU components are collaborated with and have a voice in shaping human capital policies
- Manning levels meet the needs of NDU management/components
- Internal university personnel are satisfied that services are adequate and focused on the user
- NDU personnel data are reliable, accurate and accessible via automated systems
- Accreditation maintained

External Variables:
- Implementation of NSPS
- Federal rules and regulations & HR case law
- Service rules, practices and strategies
- Office of Personnel Management inspections
- Accreditation guidelines
- Economy / local hiring market

IV. <u>**Performance Criteria and Evaluation Summary**</u>

Office of Primary Responsibility: Human Resources

IV. <u>Performance Criteria and Evaluation Summary</u>

<u>**Resource Management**</u>

Strategic Goal: Improve financial management through performance and budget integration.

Objectives:
1. Ensure full implementation of University-wide Performance Based Budgeting
2. Improve financial management accuracy throughout the University through a better understanding of the complete cost of our programs
3. Provide responsive support to internal and external RMD customers

Strategies:
- Provide clear policies and procedures to ensure effective Resource Management and Execution
- Ensure funds are distributed to components based on detailed execution plans
- Ensure execution plans are based on scheduled/planned documented mission tasking
- Ensure cost estimates for mission activities are based on detailed, accurate data and are updated annually and as needed
- Ensure components explain deviations from their execution plans
- Ensure reimbursable accounts are managed per the Financial Management Regulation
- Ensure all OSD budget exhibits are accurate and submitted on time
- Ensure an effective internal control program is maintained
- Ensure timely submission of manpower changes into Table of Distribution
- Ensure quality execution of fiscal resources through systems accounting

IV. <u>Performance Criteria and Evaluation Summary</u>

Performance Measures:

- NDU Financial execution plan established each fiscal year
- Percent of components with approved execution plans in place at the start of fiscal year
- Accuracy and timeliness of financial exhibits submitted to OSD/Comptroller
- Percent of programs with accurate (and annually updated) cost estimates
- Percent of NDU elements complete with Defense Travel System implementation (100 percent of group travel accomplished using DTS within one year software release and implementation)
- All card-holder data accurately recorded and properly filed
- Percent of Centrally Billed Account (CBA) statements complete and accurate prior to submission)
- Number of Government Travel Cards suspended
- Percent participation in annual OSD Internal Control Program (ICP) process
- Percent of components receiving annual ICP training
- Green or above rating by OSD for NDU ICP process

External Factors:

1. Accreditation processes
2. OSD as a source of reimbursable tasks
3. Non-DOD government entities as sources of reimbursable tasks
4. OUSD/C for direction and oversight of the financial management process
5. Congressional interest in NDU
6. Government Performance and Results Act

Office of Primary Responsibility: Resource Management

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IV. <u>Performance Criteria and Evaluation Summary</u>

<u>Facilities and Infrastructure</u>
Strategic Goal: Provide high quality facilities and services that anticipate evolving university missions.

Objectives:

1) NDU components have priority for facility usage and a standardized method of acquiring and using space throughout the university.

2) Internal university personnel are satisfied that services are adequate and user-focused.

3) Proper space utilization in accordance with established policies and regulations.

Strategies:

- Develop a formal process whereby evolving university missions are reflected in appropriate modifications in the physical plant. Key stakeholders must be a part of this process to include: Department of Academic Affairs, School Deans, CIO, Resource Management Directorate, Operations Directorate, and Command Group.

- Increase strategic leverage of existing campus facilities.

- Optimize the balance between physical (local and deployed) programs and virtual/distributed learning offerings.

- Pursue conduct of NDU activities worldwide.

- The university has a comprehensive facility master plan that effectively manages current operations and addresses future needs.

- A written vision exists for university expansion beyond the campus (e.g. distributed learning, alternative classroom sites).

IV. <u>Performance Criteria and Evaluation Summary</u>

- A coordinated facility master plan (a formal framework) is developed and tracked to identify current resources and use, projected future needs, and a timeline for development of new requirements.

- A facility usage chart is developed (with intranet visibility) with sign-up capability.

Performance Measures:

- Measure of ideal vs. actual space use at regular intervals and upon major changes

- Accreditation

- Percentage of university personnel satisfied with services. Action plan developed for deficiencies

External Variables:

- Availability of resources to implement integrated plan (some money, but mostly manpower)

- New missions or significant changes in existing ones

- Changes imposed by external agents (Fort Myer Military Community, Naval Base Norfolk)

- Changes in interface with adjacent communities (DC, Norfolk)

- Changes in technology, particularly communications/Audio Visual

- Changes in applicable codes, laws and regulations

- Levels of external support, particularly for maintenance and services

Office of Primary Responsibility: Engineering

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V. Personnel Summary	FY 2006	FY 2007	FY 2008	FY 2009	Change FY 2006/ FY 2007	FY 2007/ FY 2008	FY 2008/ FY 2009
Active Military End Strength (E/S) (Total)	269	265	255	232	-4	-10	-23
Officer	179	176	181	172	-3	+5	-9
Enlisted	90	89	74	60	-1	-15	-14
Reservists on Full Time Active Duty (E/S)	8	8	10	10	0	+2	0
Officer	8	8	10	10	0	+2	0
Enlisted	0	0	0	0	0	0	0
Civilian End Strength (Total)							
U.S. Direct Hire	517	517	563	586	0	+46	+23
Foreign National Direct Hire	0	0	0	0	0	0	0
Total Direct Hire	517	517	563	586	0	+46	+23
Memo: Reimbursable Civilians Included	113	132	132	132	+19	0	0
Active Military Average Strength (A/S) (Total)	269	265	255	232	-4	-10	-23
Officer	179	176	181	172	-3	+5	-9
Enlisted	90	89	74	60	-1	-15	-14
Reservists on Full Time Active Duty (A/S) (Total)	8	8	10	10	0	+2	0
Officer	8	8	10	10	0	0	0
Enlisted	0	0	0	0	0	0	0
Civilian FTEs (Total)							
U.S. Direct Hire	512	503	548	571	-9	+45	+23
Memo: Reimbursable Civilians Included	110	126	126	126	+16	0	0
Average Annual Civilian Salary ($ in thousands)	$112.4	$113.2	$115.2	$116.9	+.8	+2.0	+1.7

VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2006 Actuals	Change FY 2006/FY 2007		FY 2007 Estimate	Change FY 2007/FY 2008		FY 2008 Estimate	Change FY 2008/FY 2009		FY 2009 Estimate
		Price	Program		Price	Program		Price	Program	
101 Executive, Gen'l & Special Schedules	43,147	950	-1811	42,286	1,270	4,659	48,215	1,110	2,300	51,625
103 Wage Board	404	9	-36	377	10	-2	385	12	-3	394
106 Benefits to Former Employees	**162**	**3**	**-165**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
199 Total Civilian Personnel Comp	**43,713**	**962**	**-2,012**	**42,663**	**1,280**	**4,657**	**48,600**	**1,222**	**2,297**	**52,019**
308 Travel of Persons	2,681	64	1,420	4,165	94	0	4,555	96	100	4,751
399 Total Travel	2,681	64	1,420	4,165	94	0	4,555	96	100	4,751
416 GSA Managed Supplies & Materials Purch	8	0	17	25	1	15	41	1	18	60
499 Ttl Fund Supplies & Materials Purch	8	0	17	25	1	15	41	1	18	60
507 GSA Managed Equip	2,116	51	-1,012	1,155	27	1,230	2,412	53	0	2,465
599 Total Fund Equip Purchases	2,116	51	-1,012	1,155	27	1,230	2,412	53	0	2,465
633 Def. Publication & Printing Service	0	0	450	450	35	-485	0	0	0	0
673 Defense Financing & Accounting Svce	0	0	905	905	-43	87	949	-50	100	999
699 Total DAPS and DFAS Services	0	0	1,355	1,355	-8	-398	949	-50	100	999
771 Commercial Trans	107	2	-105	4	0	72	76	2	0	78
799 Total Trans	107	2	-105	4	0	72	76	2	0	78

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2008/FY 2009 Budget Estimates

OP 32 Line	FY 2006 Actuals	Change FY 2006/FY 2007 Price	Change FY 2006/FY 2007 Program	FY 2007 Estimate	Change FY 2007/FY 2008 Price	Change FY 2007/FY 2008 Program	FY 2008 Estimate	Change FY 2008/FY 2009 Price	Change FY 2008/FY 2009 Program	FY 2009 Estimate
912 Rental Payments to GSA (SLUC)	33	1	24	58	1	0	59	1	1	61
Purchased Utilities (Non-Fund)	20	0	-20	0	0	0	0	0	0	0
Purchased Communications (Non-Fund)	733	18	-630	121	3	-83	41	1	0	42
917 Postal Svces (U.S.P.S.)	9	0	2	11	0	0	11	0	1	12
920 Supplies & Mat'l	2,109	51	1,551	3,711	85	2,696	6,492	144	269	6,905
921 Printing & Repro	1,181	28	-411	798	18	458	1,274	28	-1	1,301
922 Equip Maintenance by contract	87	2	893	982	23	-2	1,003	22	-1	1,024
923 Facility SRM	3,030	73	-253	2,850	66	-6	2,910	64	-8	2,966
925 Equip Purch (Non-Fund)	1,763	37	-936	864	20	1,135	2,019	44	454	2,517
931 Contract Consultants	107	3	-110	0	0	0	0	0	0	0
932 Mgt & Professional Support Services	7,762	186	3,180	11,128	256	1,418	12,802	282	-10	13,074
933 Studies, Analysis & Evaluations	90	2	15	107	2	0	109	2	0	111
937 Locally Purch Fuel	1	0	0	1	0	0	1	0	0	1
989 Other Contracts	11,208	170	1,807	13,185	144	-5,597	7,732	173	-46	7,859
998 Other Costs	21	0	-6	15	0	-2	13	0	1	14
999 Total Other Purch	**28,154**	**571**	**5,106**	**33,831**	**618**	**17**	**34,466**	**761**	**660**	**35,887**
Total	**76,799**	**1,650**	**4,769**	**83,198**	**2,014**	**5,887**	**91,099**	**1,989**	**3,171**	**96,259**

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