

# Fiscal Year 2010 Budget Estimates National Defense University (NDU)



May 2009

(This page intentionally left blank.)

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

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

	FY 2008	Price	Program	FY 2009	Price	Program	FY 2010
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
NDU	87,190	2,435	-3,465	86,160	1,443	15,805	103,408

**I. Description of Operations Financed:** The National Defense University (NDU), under the direction of the Chairman, Joint Chiefs of Staff (CJCS), is the premier center for Joint Professional Military Education (JPME). The University's main campus is on Fort McNair in Washington, D.C. The Joint Forces Staff College is located in Norfolk, VA. The Commission on Higher Education of the Middle States Association of Colleges and Schools accredits the National Defense University. The NDU conducts world class JPME, seminars, symposia and professional development and conferencing for DOD and Congressional representatives. The NDU colleges and institutions are:

- CAPSTONE / PINNACLE / KEYSTONE
- Center for Complex Operations
- Center for Joint and Strategic Logistics Excellence (CJSLE)
- Industrial College of the Armed Forces
- Information Resources Management College
- Institute for National Security Ethics and Leadership (INSEL)
- Institute for National Strategic Studies
- Joint Forces Staff College
- National War College

The CJCS 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," December 22, 2005, and for NDU in the

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

CJCS Instruction (JSCI) 1801.01, January 1, 2008, "National Defense University Education Policy."

**National War College**

<u>Dollars in Thousands</u>		
FY 2008	FY 2009	FY 2010
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
5,318	5,397	6,488

The National War College (NWC) conducts a senior-level course of study in national security strategy to prepare selected military officers, federal officials, and international Officers 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 224 students for Academic Year (AY) 2008 which consisted of 128 U.S. military (42 Army, 42 Air Force, 13 United States Marine Corps (USMC), 29 Navy, and 2 Coast Guard), 14 Defense Leadership and Management Program (DLAMP), 14 DOD civilians, 37 non-DOD, and 31 International officers from 31 countries. The AY 2009 class consists of 224 students (131 U.S. military (43 Army, 44 AF, 14 USMC, 28 Navy, and 2 Coast Guard), 14 DLAMP, 13 DOD civilians, 33 non-DOD, and 33 international officers). The number of students for AY 2010 will remain at 221 students and will consist of 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 15 Defense Leadership Management Program(DLAMP), 11 DOD civilians, 33 non-DOD, and 32 international officers.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

**Industrial College of the Armed Forces**

<u>Dollars in Thousands</u>		
FY 2008	FY 2009	FY 2010
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
8,053	12,956	9,104

The Industrial College of the Armed Forces (ICAF) prepares 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 2008, ICAF graduated 318 students (includes 185 U.S. military, 1 international civilian and 20 International officers, 61 from DOD agencies and DLAMP, 41 from non-DOD agencies and 10 private sector). The 185 military consisted of 61 from Army, 61 Air Force, 41 Navy, 19 USMC, and 3 USCG. Student population grew to 321 students in AY 2009 and will remain constant through FY 2010. Per the (JSCI) 1801.01 that specifies interagency representation, 41 students comprised the interagency student load in AY 2008. Interagency representation will remain constant for AY 2009-2010. The ICAF maintains the current student-faculty ratio of 3.5:1 through a combination of authorized civilian and military faculty positions and a limited number of interagency and military services' faculty chairs.

**Information Resources Management College**

<u>Dollars in Thousands</u>		
FY 2008	FY 2009	FY 2010
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
8,206	8,851	10,057

The Information Resources Management College (IRM College) prepares leaders to direct the information component of national power by leveraging information and information

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

technology for strategic advantage. IRM College programs 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, 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; Organizational Transformation (OT) Certificate Program; Enterprise Architecture (EA) Certificate Program; and the Information Technology Project Management (ITMP) Certificate. The Committee on National Security Systems provides the college national recognition for its curriculum in information systems security. NSA certified the college as Center of Academic Excellence in Information Assurance Education. The College also educates students as a part of the DOD Information Assurance Scholarship Program. In FY 2008, the College, in concert with DOD Comptroller and the Federal Chief Financial Officer (CFO) Council, established the CFO Academy to prepare middle to senior level members of the government financial management community for senior 21st Century management and leadership responsibilities. Through the Academy, the College offers courses in strategic finance and leadership as part of its CFO Leadership Certificate program. In FY 2008, the IRM College filled 3,235 class seats. In FY 2009, the CFO Academy expands its student load by 60 new students; and then increases student load by another 75 in FY 2010.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

**Joint Forces Staff College**

<u>Dollars in Thousands</u>		
<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
16,215	15,690	22,083

JFSC is an intermediate and senior-level joint college, that educates the national security leaders to plan and execute joint, multinational, and interagency operations, instilling a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. Congress mandated the College 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 Operations School (JC2IOS). The college continues a steady growth pattern, increasing total enrollment by more than 55 percent with the addition of mobile training capabilities and on-line courses, such as the Senior Enlisted Joint Professional Military Education Course. In AY 2008, JFSC had 1,258 graduates from its Joint Professional Military Education (JPME) programs, including 41 JAWS graduates who earned Master of Science degrees in Joint Campaign Planning and Strategy, 1,008 JCWS graduates, and 212 JCDES graduates. These totals include 940 active duty officers, a record high of 226 reserve component graduates, and 72 International officers. JC2IOS graduated 374 students. The program will continue to expand its mobile training capabilities. Additionally, the high demand one-week Joint, Interagency, and Multinational Planners Course (248 graduates) and the Homeland Security Planners Course (82 graduates) are both offered four times a year at JFSC and periodically at remote locations. JFSC taught nonresident courses to over 4,700 students. During AY 2009 and AY 2010, joint, multinational, and interagency course demand will remain at the same level at the four joint schools at JFSC.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

**CAPSTONE / PINNACLE / KEYSTONE**

<u>Dollars in Thousands</u>		
<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
2,391	2,530	3,183

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, and senior political and military leaders of foreign governments. An increase to 204 students is reflected in FY 2010. Coincident with Capstone's last week, CAPSTONE offers a course for spouses of the Fellows. The Executive Development Program focuses on geo-political, international issues, with additional discussions on leadership, military family policy, and military family health. The course increases the participants' understanding of these issues and enhances their effectiveness as partners with their general/flag officer spouses. The General and flag officers' spouse course averages 115 attendees annually.

PINNACLE focuses on two and three star general and flag officers and selected interagency civilians. The one-week course occurs twice annually. PINNACLE conveys an understanding of national policy and objectives, with attendant international implications, and the ability to place the objectives/policy into integrated, operational campaign plans to the prospective joint/combined force commander. The overarching goal is to set conditions for future success in the joint, combined, and interagency arenas by utilizing advanced knowledge of operational art to underpin the instinct and intuition of the prospective commanders. Each PINNACLE class has a maximum capacity of 15 US Fellows, not inclusive of three allied country officers (Australian, British, and Canadian). PINNACLE will have 36 total Fellows in FY 2009. A similar composition and total number of students will continue for FY 2010.



**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

The KEYSTONE Course focuses on Command Senior Enlisted Leaders (CSEL), serving, or scheduled to serve, in general/flag officer level joint headquarters or Service headquarters assignments. Course completion will better prepare Command Senior Enlisted Leaders for challenges associated with potential joint task force assignments. KEYSTONE will parallel the Capstone course for newly selected General and Flag officers in that the learning will focus on "those that do." The course will visit the Combatant Commands, Joint Task Forces, and senior leadership (both officer and enlisted) in the Washington area to explore the relationships and challenges of operating in a joint environment. Specifically, the course covers the very special relationship between the Command Senior Enlisted Leader of a Joint Force Commander and the enlisted personnel from all the services operating under the Commander. KEYSTONE classes are two weeks in length with a maximum of 45 Fellows per class. KEYSTONE will have 90 Fellows complete the program in 2008; with another 90 planned for both FY 2009 and FY 2010.

**Institute for National Strategic Studies**

<u>Dollars in Thousands</u>		
FY 2008	FY 2009	FY 2010
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
7,210	7,799	8,514

The mission of the Institute for National Strategic Studies (INSS) is to assess the emerging security environment, develop new strategic concepts and integrated strategies to manage complex challenges, and advance strategic thinking for the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Combatant Commanders, and other components of the National Defense University and Joint and Professional Military Education, as well as for the broader security community spanning the interagency and key national and international audiences. Established by the Secretary of Defense and the Chairman of the Joint Chiefs of Staff in 1984, INSS is comprised of four interrelated components:

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

- The Research Directorate conducts a range of studies—both regional and strategic -- to assist senior DoD policy-makers, their interagency partners and to inform the larger public policy debate. Highlights of the INSS research agenda include a Global Strategic Assessment, a Civil-Military Lessons Learned Initiative, Emerging Power Centers, an expanding China Center portfolio, Energy Security, the future of U.S.-Russia relations, Extended Deterrence in East Asia, Spacepower Theory, and a series of competitive strategic analyses;
- The National Strategic Gaming Center (NSGC) conducts comprehensive exercises for senior and middle level leaders to support education on and doctrinal development of policy and strategy options for national and international complex challenges, including stability operations. Targeted events for Members of Congress provide insight into the complexity of policymaking in the global security environment, and enhance Executive-Legislative Branch dialogue by collaboratively examining possible responses to emerging national security crises. Strategic level experiential education in national security policy and crisis decision-making to core NDU academic institutions, outreach audiences and Geographic Unified Commands reinforce and manifest understanding of policy guidance through practical exercises.
- NDU Press, publishes *Joint Force Quarterly (JFQ)* for the Chairman of the Joint Chiefs of Staff, as well as a range of books, pamphlets, and electronic media on cutting-edge strategic issues. Its website features all current and archived publications for local download and reproduction with indexes to support joint professional military education and research. NDU Press also sponsors the annual Secretary of Defense and Chairman of the Joint Chiefs of Staff strategic essay competitions; and
- The Conference Directorate develops and conducts several major outreach symposia each year that address strategic issues critical to the DoD and the nation in meeting national and global challenges. These events are open to the public. The Directorate also organizes and supports numerous other conference and roundtable events hosted by the INSS

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

Research Directorate or the National Strategic Gaming Center and often co-sponsored by OSD, Combatant Commanders, or other research centers which focus and facilitate dialogue on timely and relevant issues and provide critical insights for strategy and policy decision makers.

**Center for Joint and Strategic Logistics Excellence (CJSLE)**

Dollars in Thousands

<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
0	0	1,112

The mission of Center for Joint and Strategic Logistics Excellence (CJSLE), standing up in FY 2010, is to provide analysis to improve joint and strategic logistics education, expertise, and competence throughout the Defense, interagency, and multinational communities. The Center's education focus is on developing future leaders who understand and employ the "force multiplying effect" of joint and strategic logistics. The Center provides unbiased, dispassionate, supply chain oriented analysis to support joint and strategic logistics decision makers. The Center networks with existing educational programs to improve joint and strategic logistics education. The outcomes from the Center's efforts will be to make certain future leaders are able to employ the "force multiplying effects" of joint and strategic logistics. The Center responds to the need identified by USTRANSCOM, Office of the Undersecretary of Defense for Acquisition, Technology, and Logistics, and Defense Logistics Agency for a single organization responsible for the educational requirements of this logistical community.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

**Center for Complex Operations**

<u>Dollars in Thousands</u>		
<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
0	0	2,600

The Center for Complex Operations (CCO) is a DoD-led collaboration with the State Department and the United States Agency for International Development (USAID) created to improve U.S. Government approaches to complex operations through improvements in education and training and development of a "community of practice" among practitioners, trainers, educators, and thought leaders. In FY 2009, Congress authorized the Secretary to establish the Center (10 U.S.C. §409). The Center is to 1) provide for effective coordination within the Interagency for complex operations, 2) to foster unity of effort during complex operations within the USG, with foreign government and militaries, and with international and nongovernmental organizations, 3) to conduct research; collect, analyze, and distribute lessons learned; and compile best practices in matters relating to complex operations, and 4) to identify gaps in the education and training of DoD personnel, and other relevant USG personnel relating to complex operations and to facilitate efforts to fill such gaps. NDU begins program responsibility commencing in FY 2010 via a functional transfer from OSD Policy (DSCA).

The CCO supports continued development of Irregular Warfare (IW), Counterinsurgency (COIN) and Stability Operations education and training capabilities throughout the USG. Additionally, the CCO is an interagency hub for reconstruction and stabilization lessons learned by the Reconstruction and Stabilization Integrated Policy Committee. The hub will serve as the central and institutionalized proponent to coordinate, facilitate, and support the implementation of lessons learned across the whole-of-government reconstruction and stabilization partners.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

**Chief Information Officer**

<u>Dollars in Thousands</u>		
FY 2008	FY 2009	FY 2010
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
13,978	11,438	14,303

The Chief Information Officer organization provides robust, reliable, secure, and accessible enterprise information and educational technology (includes all office computing, networking, communications, and audiovisual systems) through enterprise services, support, and change management. This technology support's the National Defense University's (to include all components) mission, vision, and strategic goals.

Major initiatives and cost factors beyond current support costs include improving network security, obtaining and maintaining certification and accreditation of the network and associated information technology enterprise systems, providing lifecycle replacement at industry standards, and continued implementation of continuous changes in information technology.

**NDU Operations**

<u>Dollars in Thousands</u>		
FY 2008	FY 2009	FY 2010
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
25,819	15,099	25,964

In addition to the educational instruction offered by the major schools and colleges, NDU is composed of several special components that offer specialized short-term instruction to a wide range of students, including active and reserve military members. The Joint Reserve Affairs Center (JRAC) mission is to conduct the Reserve Components National Security Course (RCNSC). RCNSC is a two-week seminar offered to senior officers and non-commissioned officers in the U.S. Reserve Components, allied officers, and selected

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

civilians working in national security arenas. In FY 2009, JRAC will host three RCNSCs, planning student throughput of 330 students. In FY 2010 and beyond, JRAC will conduct four RCNSCs, planning for 440 students annually.

The NDU NATO Education Center (NEC) provides NATO instruction in a variety of ways. The resident program held at National Defense University will conduct four classes with an estimated student population in FY 2009 of 130. In FY 2010, the number of classes will increase to five with a corresponding increase in students to approximately 200. In the United States outreach programs, instruction is provided to the US reserve components during drill periods. Student load in FY 2009 and beyond will be 130 students. Annually, 110 Defense Acquisition University students receive NATO instruction from the NATO Education Center faculty at their locations. Internationally, NEC provides tailored instruction on a requested case-by-case basis. In FY 2008, 45 persons in Bosnia-Herzegovina and the Republic of Georgia received NDU-NEC instruction.

The Secretary of Defense Corporate Fellows Program (SDCFP) is a key part of the Department of Defense (DoD) strategy to achieve its transformational goals. Two or more officers from each military service are selected each year to receive their military senior service college credit by training with sponsoring institutions, i.e., corporations, companies, commercial enterprises, etc., who have earned a reputation for insightful long-range planning, organizational and management innovation, and implementation of new information and other technologies. SDCFP Fellows form a cadre of future leaders made knowledgeable in the organizational and operational opportunities made possible by their training throughout the year.

The Institute of The National Security Ethics and Leadership (INSEL) addresses the demand on ethics and the teaching of ethics as a means of avoiding both willful and inadvertent lapses in ethical behavior in public service. INSEL fills a significant void by providing military and professional civilian leaders the capability of facing 'real-world' ethical problems.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**I. Description of Operations Financed (continued):**

The National Defense University Operations, Human Resources, Resource Management, Contracting, Library, and Health Fitness Directorates provide general and direct support to the NDU components. Specifically the support proffered by these directorates in the functional areas of Joint Programming and Plans, facilities engineering, logistics, security, multimedia services, personnel, acquisition and resource management, research services, and health and wellness programs enable the University to optimize its educational, research, and outreach missions.

**II. Force Structure Summary: N/A**

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**III. Financial Summary (\$ in Thousands)**

	FY 2009						
	FY 2008 Actuals	Budget Request	Congressional Action			Current Estimate	FY 2010 Estimate
			Amount	Percent	Appropriated		
<b>A. BA 3.Subactivities: Training</b>							
National War College	5,318	5,428	-31		5,397	5,397	6,488
Industrial College of the Armed Forces	8,053	13,031	-75		12,956	12,956	9,104
Information Resources Management College	8,206	8,872	-21		8,851	8,851	10,057
Joint Forces Staff College	16,215	15,823	-133		15,690	15,690	22,083
CAPSTONE/PINNACLE/KEYSTONE	2,391	2,530	0		2,530	2,530	3,183
Institute for National Strategic Studies	7,210	7,830	-31		7,799	7,799	8,514
Center for Joint Strategic Logistics Excellence	0	0	0	0	0	0	1,112
Center for Complex Operations	0	0	0	0	0	0	2,600
National Security Education Program	0	0	6,400		6,400	6,400	0
Chief Information Officer	13,978	6,475	-37		6,438	6,438	14,303
NDU Operations	25,819	19,971	128		20,099	20,099	25,964
<b>Total</b>	<b>87,190</b>	<b>79,960</b>	<b>6,200</b>		<b>86,160</b>	<b>86,160</b>	<b>103,408</b>

\* NDU did not receive any Emergency Supplemental or Bridge funding.



NATIONAL DEFENSE UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2010 Budget Estimates

III. Financial Summary (\$ in Thousands) (continued):

<b>B. <u>Reconciliation Summary</u></b>	<b><u>Change</u> <u>FY 2009/FY 2009</u></b>	<b><u>Change</u> <u>FY 2009/FY 2010</u></b>
<b>Baseline Funding</b>	79,960	86,160
Congressional Adjustments (Distributed)	6,400	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	-37	
Congressional Adjustments (General Provisions)	-163	
<b>Subtotal Appropriated Amount</b>	<b>86,160</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>		
Anticipated Supplemental		
Reprogrammings		
Price Changes		1,443
Functional Transfers		2,600
Program Changes		13,205
<b>Current Estimate</b>	<b>86,160</b>	<b>103,408</b>
Less: Wartime Supplemental		0
<b>Normalized Current Estimate</b>	<b>86,160</b>	<b>103,408</b>

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**III. Financial Summary (\$ in Thousands) (continued):**

<b><u>C. Reconciliation of Increases and Decreases</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
<b>FY 2009 President's Budget Request</b>		<b>79,960</b>
1. Congressional Adjustments - National Security Education Program	6,400	6,200
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions - Sec 8101 Economic Assumptions	-163	
e. Congressional Earmarks - Sec 8037 Indian Lands EnvironmentImpact	-37	
<b>FY 2009 Appropriated Amount</b>		<b>86,160</b>
2. War-Related Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2009 Baseline Funding</b>		<b>86,160</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2009 Estimate</b>		<b>86,160</b>
5. Less: Item 2, War-Related Supplemental Appropriations		
<b>FY 2009 Normalized Current Estimate</b>		<b>86,160</b>
6. Price Change		1,443
7. Functional Transfers In - Includes the functional transfer of the Center for Complex Operations from OSD Policy (Defense Security Cooperation Agency. Funds reflect costs for civilian workforce (\$615) and program requirements (interagency support (\$410); contractor support (\$1,329); travel (\$50), and furniture and supplies (\$196).		2,600
8. Program Increases		
a. Annualization of New FY 2009 Program: The increase of civilian pay reflecting the DoD initiative to transition military personnel to a civilian workforce (FY 2009 Baseline: \$52,019)	1,595	
b. One-Time FY 2010 Increases: For the completion of Lincoln Hall fit-out and the build out of Marshall and Eisenhower Halls needed due to the move into Lincoln Hall (FY 2009 Baseline \$20,099) and the renovation of one Joint Advanced Warfare (JAWS) classroom at the Joint Forces Staff College (FY 2009 Baseline \$15,690)	6,389	

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**III. Financial Summary (\$ in Thousands) (continued):**

**C. Reconciliation of Increases and Decreases**

	<u>Amount</u>	<u>Totals</u>
c. Program Growth in FY 2010		
1) Initial phase of university-wide life-cycle IT replacement program (FY 2009 Baseline \$6,438); audio/visual and IT equipment associated with library technological upgrades and the IT upgrades of the Joint and Combined Warfighting School classrooms	4,560	
2) NDU decided to rebalance Joint Professional Military Education civilian authorizations to JPME schools, NWC (\$259) and JFSC (\$2,543) from ICAF to satisfy congressionally directed student to faculty ratios and to maintain academic standard to ensure Middle States accreditation while maintaining the academic requisite within ICAF	2,802	
3) Travel and commercial transportation associated with curriculum expansion for JPME students (FY 2009 Baseline \$2,732)	2,732	
4) Increase in NDU printing costs for Defense Publications and Printing Services and general printing due to Joint Staff's decision to expand the contents of the Joint Forces Quarterly; also funds supplies and materials, including custodial, classroom, security and general maintenance associated with operating the newly constructed Lincoln Hall (FY 2009 Baseline \$20,099)	1,759	
5) Expands support services for security guards, custodial and general maintenance staff associated with Lincoln Hall; reflects maintenance contract for the security detection access system and provides security guards at JFSC to replace deployed military.	1,301	
6) For initial phas of facility modernization of 16 seminar rooms into Advanced Leadership Instructional classrooms at JFSC (FY 2009 Baseline \$15,690)	824	
7) Support costs associated with start-up of the Chief Financial Officer Academy and funds to enhance learning environment with experiential technological upgrade at the Information Research Management College (FY 2009 Baseline \$8,851)	445	
9. Program Decreases		
a. Annualization of FY 2009 Program Decreases		

NATIONAL DEFENSE UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2010 Budget Estimates

III. Financial Summary (\$ in Thousands) (continued):

C. Reconciliation of Increases and Decreases

	<u>Amount</u>	<u>Totals</u>
b. One-Time FY 2009 Increases - Congressional add for national Security Education Program	-6,400	
c. Program Decreases in FY 2010: Reflects the NDU decision to rebalance JPME civilian authorizations from ICAF to other JPME schools, NWC and JFSC to satisfy congressionally directed student to faculty ratios and to maintain academic standards to ensure Middle States accreditation while maintaining the academic requisite within ICAF.	-2,802	
<b>FY 2010 Budget Request</b>		<b>103,408</b>

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary:**

The National Defense University (NDU) mission is to prepare military and civilian leaders from the United States and other countries to evaluate national and international security challenges through multi-disciplinary educational and research programs, professional exchanges and outreach. The NDU conducts graduate level education, research, and outreach to improve joint, interagency, and multinational operations. NDU identifies the values listed below as keys to the success of the transition.

**Academic Programs**

**Academic Freedom:** An educational and research climate that fosters and protects free expression, rigorous analysis and open intellectual exchange

**Integrity:** An organizational culture based on openness, honesty, trust, and ethical conduct

**Excellence:** A determined commitment to scholarship, knowledge development, institutional agility, innovation, and creativity

**Community:** The embrace of diverse peoples, ideas, and cultures in a spirit of lifelong professional cooperation and collaboration

**Growth and Development:** An environment that fosters individual intellectual and physical well being

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

**Strategic Goals and Objectives:**

**Strategic Goal #1:** Achieve the highest standard of Joint Professional Military Education

Objective 1.1: Prepare graduates to work effectively in joint, interagency, and multinational situations with the ability to bring a joint perspective to thinking and action

Objective 1.2: Engage with nominating organizations to ensure NDU receives highly qualified students with outstanding professional credentials and leadership potential

Objective 1.3: Develop and maintain an educational environment that maximizes student learning

Objective 1.4: Develop and implement curriculum that supports the CJCS Officer Professional Military Education Policy, is responsive to the current and evolving requirements of national security, and recognized for quality

Objective 1.5: Recruit, develop, and retain a faculty recognized for its excellence in curriculum development, teaching, military acumen, interagency expertise, and scholarship

**Strategic Goal # 2:** Develop strategic knowledge and critical thinking, promote cross-cultural understanding, and create operational awareness to prepare graduates to exercise strong leadership

Objective 2.1: Foster an environment that promotes critical thinking and strategic knowledge essential for engaging effectively in the evolving global security environment

Objective 2.2: Strengthen NDU as a leadership laboratory through innovative, interdisciplinary academic and research programs, active learning, and mentoring

NATIONAL DEFENSE UNIVERSITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2010 Budget Estimates

**IV. Performance Criteria and Evaluation Summary (continued):**

Objective 2.3: Develop leaders who are strategically-minded, culturally aware, and effective communicators

Objective 2.4: Develop leaders skilled in joint, integrated, international, and interagency operations

**Strategic Goal #3:** Promote unity of effort across and beyond the US government through national security education programs, research activities, and organizations that anticipate and address complex security challenges

Objective 3.1: Enhance capabilities at existing NDU programs to deliver education that meets the core competency requirements of a national security subject matter expert

Objective 3.2: Expand learning and knowledge capability in a flexible manner through new programs, revised curricula, and/or new instructional components to research and teach issues related to complex security challenges

Objective 3.3: In collaboration with other interagency community (IAC) educational institutions, develop and participate in a consortium for national security education (CNSE) capable of delivering an agreed-upon curriculum to educate selected IAC officers in national security affairs/studies

Objective 3.4: Encourage full interagency participation in these new educational opportunities, and explore more fully the scope for non-governmental and private agencies, as well as non-USG actors, to contribute to unity of effort

Objective 3.5: Lead research in complex security challenges and build research relationships in this area with US and international partners

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

**Strategic Goal #4:** Cultivate national and international relationships that contribute to the University's vision and mission

Objective 4.1: Provide multi-disciplinary educational programs to enable students to anticipate and address U.S. and international security challenges

Objective 4.2: Engage in research and scholarship with U.S. and international students and partners to enhance knowledge and address national security challenges

Objective 4.3: Increases awareness of the University's programs and services by integrating U.S. and international students and partners in outreach and public diplomacy events

Objective 4.4: Develop and maintain relationships with U.S. and international institutions to encourage global cooperation and networking

Objective 4.5: Enhance national security capacities and competencies among U.S. and international partners

Objective 4.6: Provide advice and expertise to U.S. and international partners

Objective 4.7: Attract and integrate a diversity of international students into NDU programs

**Strategic Goal #5:** Build life-long learning communities that sustain and renew the skills of graduates over the course of their professional careers

Objective 5.1: Promote access to educational and research resources for graduates within the NDU community

Objective 5.2: Build networks of graduates to share knowledge and expertise



**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

Objective 5.3: Provide relevant and timely educational content that meets the needs of NDU graduates

Objective 5.4: Use available technologies across NDU to build and sustain life-long learning

**Strategic Goal #6:** Invest in Faculty, Staff, technology, and facilities to promote excellence in educational programs, research, exchanges and outreach

Objective 6.1: Recruit and retain the finest faculty and staff that NDU and the military services can afford

Objective 6.2: Encourage a proactive faculty and staff outreach program to graduates, academia, industry, think tanks, and the international community to share ideas, articles, research, curricula, and opinions within specific topics

Objective 6.3: University facilities, in terms of real property, equipment, and Audio Visual, serve as the state of the art in educational delivery

Objective 6.4: Leverage the use of information technology to improve the effectiveness and efficiency of NDU programs and operations

Objective 6.5: Impart to all personnel the knowledge and skills needed to reduce health risks, maintain healthy life styles and live safely

Objective 6.6: Ensure that all applicable organizations provide the Resources Management Directorate with a thorough detailed plan that addresses all requirements for faculty, staff, technology, and facilities and ensure its optimal execution

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

**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)
- Program for the Accreditation of Joint Education (PAJE) Report of Findings
- Public 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

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

**Institutional Communications**

**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

NATIONAL DEFENSE UNIVERSITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2010 Budget Estimates

IV. Performance Criteria and Evaluation Summary (continued):

**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

NATIONAL DEFENSE UNIVERSITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2010 Budget Estimates

IV. Performance Criteria and Evaluation Summary (continued):

Information Technology

**Strategic Goal:** Leverage the use of information technology to improve the effectiveness and efficiency of NDU programs and operations.

**Objectives:**

- 1) Ensure information technology (IT) products and services effectively and efficiently support NDU goals and mission accomplishment
- 2) Provide responsive customer support to NDU employees and students
- 3) Continuously improve information infrastructure to support evolving NDU requirements

**Strategies:**

- Provide secure, responsive, sustainable, and redundant network and systems that are responsive to changing information technology needs and maintain "state of the market" industry standards
- Continuously improve customer service
- Implement a formal IT governance structure for NDU to improve IT decision-making
- Provide clear IT policies and procedures
- 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

**Performance Measures:**

- NDU network and systems are certified and accredited
- IT products and services meet customer needs
- IT governance structure is implemented and operating to improve IT decision-making

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

- IT policies and procedures are published for easy access by employees and students
- Mean-time between failures for the information infrastructure
- 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:**

- Federal and DoD policies, rules, and regulations, particularly those related to information assurance and security
- Funding levels
- Threats to the IT infrastructure, systems and data
- Technological change and advances
- The information technology workforce
- Changes in policy
- Changes in information assurance and security guidance

**Office of Primary Responsibility:** Chief Information Officer

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

**Human Resources (HR)/ Development**

**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)
- 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

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

- 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

**Office of Primary Responsibility:** Human Resources



NATIONAL DEFENSE UNIVERSITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2010 Budget Estimates

IV. Performance Criteria and Evaluation Summary (continued):

Resource Management

**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 Resource Management Directorate 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

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

**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 government credit 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
- Percentage of organizations participating in annual OSD Internal Control Program (ICP) process
- Percentage of organizations receiving annual ICP training
- Green or above rating by OSD for NDU ICP process

**External Factors:**

- Accreditation processes
- OSD as a source of reimbursable tasks
- Non-DOD government entities as sources of reimbursable tasks
- OUSD(C)for direction and oversight of the financial management process
- Congressional interest in NDU
- Government Performance and Results Act

**Office of Primary Responsibility:** Resource Management

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

**Facilities and Infrastructure**

**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 appropriate modifications in the physical plant reflect evolving university missions. 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 advantage of existing campus facilities.
- Optimize the balance between physical (local and deployed) programs and virtual/distributed learning offerings
- 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
- Develop a facility usage chart (with intranet visibility) with sign-up capability

**Performance Measures:**

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

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

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

**External Variables:**

- Availability of financial and human resources to implement integrated plan
- 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

NATIONAL DEFENSE UNIVERSITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2010 Budget Estimates

IV. Performance Criteria and Evaluation Summary (continued):

NDU Library

**Strategic Goal:** Provide full library and information services to the University's faculty, research fellows, students and staff

**Objectives:**

- 1) To provide the best information resources possible in all formats to support the curriculum and research of students and faculty
- 2) To utilize the best emerging technologies to enhance the library's role as the premiere defense education library within the JPME and international military education communities

**Strategies:**

- Provide library services, resources and equipment integral to the current and future success of NDU
- Ensure sufficient library support for new courses and programs
- Develop collections to increase scope and depth of information resources to support the mission of the university
- Implement technology enhanced distance learning
- Provide library instruction to increase information literacy and maximize end-user research skills

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

**NDU Library**

**Performance Measures:**

- NDU Library Annual Survey results
- Usage statistics for end user access to library resources and services
- Association of College and Research Libraries annual Trends and Statistics Survey
- NDU Library Collection Development Policy
- Student assessment of effectiveness of instruction programs

**External Factors:**

- Middle States Association of Colleges & Schools (Standards of Excellence)
- Middle States Report of Findings
- National Defense University Policy CJCSI 1801.01A
- Program for the Accreditation of Joint Education (PAJE) Report of Findings
- Availability of fiscal and human resources
- National Security Strategy

**Office of Primary Responsibility:** NDU Library

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>Change FY 2008/ FY 2009</u>	<u>Change FY 2009/ FY 2010</u>
<u>Active Military Endstrength (E/S) (Total)</u>	265	242	200	-23	-42
Officer	191	182	181	-9	-1
Enlisted	74	60	19	-14	-41
<u>Reservists on FT* Active Duty (E/S) Total</u>	8	9	9	-1	
Officer	8	9	9	-1	
Enlisted					
<u>Civilian EndStrength (Total)</u>					
U.S. Direct Hire	516	539	581	+23	+42
Foreign National Direct Hire					
Total Direct Hire	516	539	581	+23	+42
Foreign National Indirect Hire					
Memo: (Reimbursable Civilians Included)	91	91	91		
<u>Active Military Average Strength (A/S)</u>	265	242	200	-23	-42
(Total)					
Officer	191	182	181	-9	-1
Enlisted	74	60	19	-14	-41
<u>Reservists on FT* Active Duty (A/S)</u>	8	9	9	-1	
(Total)					
Officer	8	9	9	-1	
Enlisted					
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	503	526	556	+23	+30
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	503	526	556	+23	+30
Foreign National Indirect Hire					
Memo: Reimbursable Civilians Included)	87	87	87		
Average Annual Civilian Salary (\$ in thousands)	\$108.0	\$118.5	\$117.8		

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

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2010 Budget Estimates**

<u>OP 32 Line</u>	<u>FY 2008</u>	<u>Change</u>		<u>FY 2009</u>	<u>Change</u>		<u>FY 2010</u>
		<u>FY 2008 to FY 2009</u>			<u>FY 2009 to FY 2010</u>		
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>FEstimate</u>
101 Exec, Gen'l & Spec Schedules	44,356	1,685	5,408	51,449	1,029	2,210	54,686
103 Wage Board	569	21	-20	570	12	0	584
<b>199 Total Civilian Personnel Comp</b>	<b>44,925</b>	<b>1,706</b>	<b>5,388</b>	<b>52,019</b>	<b>1,041</b>	<b>2,210</b>	<b>55,270</b>
308 Travel of Persons	5,307	106	-223	5,190	62	2,782	8,034
<b>399 Total Travel</b>	<b>5,307</b>	<b>106</b>	<b>-223</b>	<b>5,190</b>	<b>62</b>	<b>2,782</b>	<b>8,034</b>
416 GSA Supplies & Materials	428	9	-3	434	5	0	440
<b>499 Total Supplies &amp; Materials</b>	<b>428</b>	<b>9</b>	<b>-3</b>	<b>434</b>	<b>5</b>	<b>0</b>	<b>440</b>
507 GSA Managed Equip	2,714	54	-1,326	1,442	17	0	1,459
<b>599 Total Fund Equip Purchases</b>	<b>2,714</b>	<b>54</b>	<b>-1,326</b>	<b>1,442</b>	<b>17</b>	<b>0</b>	<b>1,459</b>
633 Def. Pub & Printing Service	452	-29	228	651	6	50	707
673 DFAS	1,110	-58	-625	427	-1	6	432
<b>699 Total Services</b>	<b>1,562</b>	<b>-87</b>	<b>-397</b>	<b>1,078</b>	<b>5</b>	<b>56</b>	<b>1,139</b>
771 Commercial Trans	2	0	83	85	1	0	86
<b>799 Total Trans</b>	<b>2</b>	<b>0</b>	<b>83</b>	<b>85</b>	<b>1</b>	<b>0</b>	<b>86</b>
912 Rental Payments to GSA (SLUC)	10	0	-10	0	0	0	0
914 Purch Comm (Non-Fund)	378	8	1,432	1,818	22	0	1,839
917 Postal Services (U.S.P.S.)	4	0	39	43	0	0	43
920 Supplies & Material	3,524	70	-121	3,473	42	1,490	5,005
921 Printing & Repro	360	7	23	390	5	415	810
922 Equip Maintenance by contract	385	8	-193	200	2	0	202
923 Facility SRM	434	9	-70	373	4	7,213	7,590
925 Equip Purchases (Non-Fund)	5,792	116	-4,209	1,699	20	4,560	6,279
932 Mgt & Professional Support	4,422	88	6,720	11,230	135	-4,644	6,721
937 Locally Purchased Fuel	1	0	0	1	0	0	1
989 Other Contracts	16,344	127	-10,286	6,385	77	1,723	8,189
998 Other Costs	598	14	-312	300	4	0	304
<b>999 Total Other Purchases</b>	<b>32,252</b>	<b>647</b>	<b>-6,987</b>	<b>25,912</b>	<b>311</b>	<b>10,757</b>	<b>36,980</b>
<b>Total</b>	<b>87,190</b>	<b>2,435</b>	<b>-3,465</b>	<b>86,160</b>	<b>1,443</b>	<b>15,805</b>	<b>103,408</b>



(This page intentionally left blank.)