

Fiscal Year (FY) 2011 Budget Estimates National Defense University (NDU)



February 2010

(This page intentionally left blank.)

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

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

	FY 2009 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2010 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>
NDU	83,736	1,358	18,141	103,235	1,451	-7,053	97,633

I. Description of Operations Financed: The National Defense University (NDU) is the premier center for Joint Professional Military Education (JPME) and is under the direction of the Chairman, Joint Chiefs of Staff. 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 Joint Professional Military Education (JPME), seminars, symposia and professional development and conferencing for DOD and Congressional representatives.

The NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA, 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

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

The NDU is under the direction of the Chairman of the Joint Chiefs of Staff. 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 Chairman of the Joint Chief of Staff Instruction 1800.01C, "Officer Professional Military Education Policy", dated December 22, 2005, and for NDU in the Chairman of the Joint Chief of Staff Instruction (JSCI) 1801.01, dated January 1, 2008, "National Defense University Education Policy".

The Department is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. In FY 2011 the National Defense University intends to replace approximately 25 contractors with approximately 17 government employees at a total cost savings of \$815 thousand.

National War College

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
6,305	6,488	7,157

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 Academic Year (AY) 2009 class consisted of 224 students (131 U.S. military (43 Army, 44 AF, 14 USMC, 28 Navy, and two Coast Guard), 14 Defense Senior Leader Development Program (DSLDP) students, 13 DOD civilians, 33 non-DOD, and 33 international officers). The number of students for AY 2010 is 221 and consists of 130 U.S. military (43 Army, 43 Air Force, 15 United States

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

Marine Corps (USMC), 27 Navy, and two Coast Guard), 15 Defense Senior Leader Development Program (DSLDP) students, 11 DOD civilians, 33 non-DOD, and 32 international officers. AY 2011 student projection is at the same level as AY 2010.

<u>Industrial College of the Armed Forces</u>	<u>Dollars in Thousands</u>		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	9,333	9,104	9,522

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 2009, ICAF graduated 320 students (including 182 U.S. military, 1 international civilian and 22 International officers, 64 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 41 students from non-DOD agencies and as authorized in Section 526 of the National Defense Authorization Act for FY 2010, 10 private sector students . The 182 military consisted of 59 from Army, 55 Air Force, 3 Air National Guard, 2 Air Force Reservists, 43 Navy, 16 USMC, 2 USMC Reservists and 2 USCG. Student population will remain at 320 students in AY 2010 and is expected to grow to 321 in FY 2011. Interagency representation is planned to remain constant for AYS 2010-2011. 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.

**NATIONAL DEFENSE UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed (continued):

Information Resources Management College

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
8,659	10,057	10,350

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 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 Certificate Program (AMP); 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. Nearly, 1,200 students take an average of 2.5 courses in any given academic year. In FY 2009 the IRM College filled 3,235 class seats and plans to fill the same level of seats for FYs 2010 and FY 2011. The 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 management and leadership

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

responsibilities. Through the Academy, the College offers courses in strategic finance and leadership as part of its CFO Leadership Certificate program. In FY 2010 the CFO Academy expanded its student load by 60 new students and will increase student load by another 90 in FY 2011.

Joint Forces Staff College

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
15,727	22,083	21,491

The Joint Forces Staff College (JFSC) is an intermediate and senior-level joint college, that educates 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. 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 Operations School (JC2IOS). In Academic Year (AY) 2009, JFSC graduated 1,250 students from its Joint Professional Military Education (JPME) programs, including 40 JAWS graduates who were awarded Master of Science degrees in Joint Campaign Planning and Strategy; 1,011 JCWS graduates; and 199 JCDES graduates from the Advanced Joint Professional Military Education (AJPME) course. These totals include 920 active duty officers, 226 reserve component graduates, 85 International officers and 19 civilians. Also, JFSC's other programs produced 659 additional graduates. The JC2IOS produced 305 graduates and continues to expand its mobile training capabilities. The high-demand,

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

one-week Joint, Interagency, and Multinational Planners Course (182 graduates) and the Homeland Security Planners Course (170 graduates) are both offered four times a year at JFSC and periodically at remote locations. In AY 2009, over 5,000 students completed the Senior Enlisted Joint Professional Military Education (SEJPME) web-based course, administered by the JCDES, an increase of over 50 percent from the prior academic year. For AY 2010 and AY 2011, the JFSC has programmed for an estimated 1,260 JPME graduates.

CAPSTONE / Pinnacle / Keystone

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,682	3,183	3,199

CAPSTONE is a congressionally mandated course that is required for all newly promoted active duty one star generals/admirals. Attendance is required within the first two years of promotion to the one star rank. CAPSTONE 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 and maintained through FY 2011. Coincident with Capstone's last week, CAPSTONE offers a Executive Development Course for spouses of the Fellows. The Executive Development Course 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.

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

Pinnacle focuses on two and three star general and flag officers and selected interagency civilians. The one-week course is held 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 and three allied country officers (Australian, British, and Canadian). Pinnacle graduated 36 Fellows in FY 2009. A similar composition and total number of students is planned for FY 2010 and FY 2011.

The Keystone Course is designed for Command Senior Enlisted Leaders (CSEL) that serve or are scheduled to serve in general/flag officer level joint headquarters or Service headquarters assignments. The course prepares Command Senior Enlisted Leaders for challenges associated with 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 student throughput will remain constant at 90 Fellows for FY 2010 and FY 2011.

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

Institute for National Strategic Studies

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
7,320	8,514	8,991

The Institute for National Strategic Studies (INSS) mission is to assess the emerging security environment, develop new strategic concepts and integrated strategies to manage complex challenges, and advance strategic thinking for the SecDef, CJCS, CoComs, other components of the NDU and JPME, and for the broader security community spanning the interagency and key national and international audiences. Established by the SecDef and CJCS in 1984, INSS is comprised of 3 components:

The Research Directorate conducts studies - both regional and strategic - to assist senior DOD policy-makers, interagency partners, and inform the larger public policy debate. Research agenda highlights 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. INSS' cutting-edge research studies and analyses on strategic, national security issues are published via a range of books, policy papers, and electronic media, as well as policy, academic, and mass-media publications.

The Center for Applied Strategic Learning (CASL), conducts comprehensive exercises for senior and mid-level leaders to support education on development of policy and strategy options for national and international complex challenges, including stability operations. Events for Congress provide insight into the complexity of policymaking in the global security environment, and enhance Executive-Legislative Branch dialogue by

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

collaboratively examining possible responses to emerging national security crises. Practical exercises provide strategic level experiential education in national security policy and crisis decision-making to core NDU academic institutions, outreach audiences, and Geographic Unified Commands.

The Conference Directorate conducts several major outreach symposia each year, open to the public, designed to address strategic issues critical to the DoD and the nation in meeting national and global challenges. It also executes numerous smaller conference events in support of INSS research and gaming and often co-sponsored by OSD, Combatant Commands, or other research centers which facilitate dialogue on timely and relevant issues providing insights for strategy and policy decision makers.

Center for Joint and Strategic Logistics Excellence (CJSLE)

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
0	1,112	1,166

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 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 Center was created in response to the need identified

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

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.

Center for Complex Operations

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,125	2,600	2,470

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. The purposes of the Center are 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. The CCO transferred to NDU in FY 2010 from the Defense Security Cooperation Agency (DSCA).

The CCO supports continued development of Irregular Warfare (IW), Counterinsurgency (COIN), and Stability Operations education and training capabilities throughout the USG. The CCO has been designated as the location for an interagency hub for reconstruction and stabilization lessons learned by the Reconstruction and Stabilization Integrated Policy

**NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed (continued):

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.

NDU Operations

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
31,585	40,094	33,287

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 civilians working in national security arenas. In FY 2009, JRAC hosted three RCNSCs, and 355 students attended the courses. In FY 2010 and FY 2011, JRAC will conduct 4 RCNSCs, planning for 400 students annually.

The NDU NATO Education Center (NEC) provides NATO instruction in a variety of ways. The resident program held at National Defense University conducted four classes with a student population in FY 2009 of 130. In FY 2010 and FY 2011, 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 2010 and beyond is planned for 130 students. Annually, 110 Defense Acquisition University students receive NATO instruction from the

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (continued):

NATO Education Center faculty at their locations. Internationally, NEC provides tailored instruction on a requested case by case basis.

The Secretary of Defense Corporate Fellows Program (SDCFP) was established by the Secretary of Defense in 1994 to become a long-term investment in transforming our forces and capabilities and, as such, 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 knowledgeable in the organizational and operational opportunities made possible by their training throughout the year.

The National Defense University Chief Information Officer (CIO), Operations, Human Resources, Resource Management, Contracting, Library, NDU-Press, and Health Fitness Directorates provide general and direct support to the Joint Staff and NDU components. Specifically the support proffered by these directorates, in the functional areas of facilities engineering, logistics, security, multimedia services, printing and publications, 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) 2011 Budget Estimates

III. Financial Summary (\$ in Thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. BA Subactivities							
Training & Recruiting							
National War College	6,305	6,488			6,488	6,488	7,157
Industrial College of the Armed Forces	9,333	9,104			9,104	9,104	9,522
Information Resources Management College	8,659	10,057			10,057	10,057	10,350
Joint Forces Staff College	15,727	22,083			22,083	22,083	21,491
CAPSTONE/PINNACLE/KEYSTONE	2,682	3,183			3,183	3,183	3,199
Institute for National Strategic Studies	7,320	8,514			8,514	8,514	8,991
Center for Joint Strategic Logistics Excellence	0	1,112			1,112	1,112	1,166
Center for Complex Operations	2,125	2,600			2,600	2,600	2,470
National Security Education Program	0	0			0	0	0
NDU Operations	31,585	40,267	-173	-0.4	40,094	40,094	33,287
Total	83,736	103,408	-173	-0.2	103,235	103,235	97,633

NATIONAL DEFENSE UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2011 Budget Estimates

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

B. <u>Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	103,408	103,235
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-173	
Subtotal Appropriated Amount	103,235	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding		
Anticipated Supplemental		
Reprogrammings		
Price Changes		1,451
Functional Transfers		
Program Changes		-7,053
Current Estimate		97,633
Less: Wartime Supplemental		0
Normalized Current Estimate	103,235	97,633

NATIONAL DEFENSE UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2011 Budget Estimates

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

	Amount	Totals
FY 2010 President's Budget Request		103,408
1. Congressional Adjustments		-173
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8093 - Economic Assumptions	-129	
e. Congressional Earmarks - Sec 8037 Indian Lands Environmental Impact	-44	
FY 2010 Appropriated Amount		103,235
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		103,235
4. Reprogrammings		
Revised FY 2010 Estimate		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		103,235
6. Price Change		1,451
7. Functional Transfers		
8. Program Increases		3,132
a. Annualization of New FY 2010 Program		
1) Includes the increase of civilian pay reflecting the DoD initiative to transition military personnel to a civilian workforce (FY 2010 Baseline \$55,270)	890	
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Reflects the Administration's initiative to replace contractor workforce with federal employees (FY 2010 Baseline \$55,270)	2,211	

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

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

	Amount	Totals
2) Includes an increase in travel to reflect requirements created by the conversion of contractors to government employees (FY 2010 Baseline \$8,034)	31	
9. Program Decreases		-10,185
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
1) Reflects the reduction of the one-time FY 2010 increase for the completion of Lincoln Hall fit-up and the build-out of Marshall and Eisenhower Halls effected by the move into Lincoln Hall (2010 NDU Operations Baseline \$25,964) and the renovation of one Joint Advanced Warfare (JAWS) classroom at the Joint Forces Staff College (FY 2010 Baseline \$22,083)	-6,545	
2) Reflects the reduction of the one-time FY 2010 increase for the purchase of an Integrated Library System (FY 2010 NDU Operations Baseline \$25,964)	-135	
c. Program Decreases in FY 2011		
1) Decrease reflects material and supply requirement efficiencies resulting from the implementation of new IT capabilities (i.e. eBook readers) (FY 2010 Baseline \$4,832)	-425	
2) Reflects the Administration's initiative to replace contractor workforce with federal employees (-\$1,229) and a complementary NDU initiative to reduce the overall scope of contractor support (-\$1,777) (FY 2010 Baseline \$6,721)	-3,026	
3) Reflects DoD accounting service efficiencies (FY 2010 Baseline \$432).	-54	
FY 2011 Budget Request		97,633

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

The National Defense University (NDU) has made significant efforts to achieve the strategic goal of promoting unity of effort across and beyond the U.S. Government through national security education programs, research, activities, and organizations that anticipate and address complex security challenges. Over the past several years, the footprint of NDU has expanded to meet increasing demands stemming from threats to our Nation's security and well being. Our focus remains steadfast - to provide Joint Professional Military Education (JPME) to our leaders of tomorrow; to outreach to our former students; to build capacity among our interagency, international, and domestic partners; and continue to conduct cutting edge research that supports NDU's mission and advances U.S. National Security Strategy.

The NDU's operating budget supports ten colleges and institutions. A key performance measurement is total student load. Student load represents the typical ten month academic year. The table below represents a subset by fiscal year (FY) of student load trained at NDU and includes the three JPME colleges. The number of students includes only resident courses and does not include web-base classes.

NDU's three JPME colleges respond to both external and internal drivers of change with a revamped curriculum at the National War College (NWC), expanded Industry Studies at the Industrial College of the Armed Forces (ICAF) and increasing reserve component and international participation in the courses at the Joint Forces Staff College (JFSC). In academic year 2009, students from 55 countries participated in the International Fellows program at ICAF and NWC.

Our plan is to continue to update JPME and our strategic development programs based on consultation with war fighter and combat arms professionals, PAJE accreditation, and updated U.S. Joint Forces Command (JFCOM) requirements in support of the Chairman of the Joint Chiefs of Staff and the Commander, JFCOM as informed by the HASC Oversight and Investigations assessment report and the Defense Science Board assessment and report.

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

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

In addition to the 10 month JPME course at JFSC, an additional 657 students successfully completed a highly demanded one-week Joint-Interagency, the Multinational Planners course and the Homeland Security Planners Course, taught at JFSC and remote locations. While the numbers of students participating in these short term classes are significant, they are difficult to measure in the same terms as JPME. Additionally, over 5,000 students completed a web-based Senior Enlisted Joint Professional Military Education course - an increase of over 50 percent from the prior fiscal year.

BA 3 Training and Recruitment (\$ in thousands)
Average Cost per Student

	<u>Dollars in Thousands</u>		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
NWC	71,077	73,700	75,600
ICAF	77,222	81,200	83,000
JFSC	25,771	27,874	27,532

Average Cost per student is based on resident courses.

Average cost per student has been adjusted for standard pay and non pay inflation rates.

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

V. Personnel Summary

	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>Change FY2009/ FY2010</u>	<u>Change FY2010/ FY2011</u>
<u>Active Military Endstrength (E/S)</u>	242	200	200	-42	0
<u>(Total)</u>					
Officer	182	181	181	-1	0
Enlisted	60	19	19	-41	0
<u>Reservists on FT* Active Duty (E/S)</u>	9	9	9	0	0
<u>Total</u>					
Officer	9	9	9	0	0
Enlisted	0	0	0	0	0
<u>Civilian EndStrength (Total)</u>					
U.S. Direct Hire	448	490	515	+42	+25
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	448	490	515	+42	+25
Foreign National Indirect Hire	0	0	0	0	0
<u>Active Military Average Strength (A/S)</u>	242	200	200	-42	0
<u>(Total)</u>					
Officer	182	181	181	-1	0
Enlisted	60	19	19	-41	0
<u>Reservists on FT* Active Duty (A/S)</u>	9	9	9	0	
<u>(Total)</u>					
Officer	9	9	9	0	0
Enlisted	0	0	0	0	0
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	439	469	505	+30	+36
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	439	469	505	+30	+36
Foreign National Indirect Hire	0	0	0	0	0
 Average Annual Civilian Salary (\$ in thousands)	 \$112.5	 \$117.8	 \$117.1		

NATIONAL DEFENSE UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2011 Budget Estimates

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

<u>OP 32 Line</u>	<u>FY 2009</u>	<u>Change</u>		<u>FY 2010</u>	<u>Change</u>		<u>FY 2011</u>
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Executive, General & Special Schedules	48,810	976	4,902	54,688	766	3,101	58,555
103 Wage Board	570	11	1	582	8	1	591
199 Total Civilian Personnel Comp	49,380	987	4,903	55,270	774	3,102	59,146
308 Travel of Persons	6,281	69	1,684	8,034	112	31	8,177
399 Total Travel	6,281	69	1,684	8,034	112	31	8,177
415 DLA Managed Supplies & Materials	1	0	-1	0	0	0	0
416 GSA Managed Supplies & Materials Purchases	234	3	203	440	6	-1	445
499 Total Fund Supplies & Materials Purchases	235	3	202	440	6	-1	445
507 GSA Managed Equip	134	1	1,324	1,459	20	-4	1,475
599 Total Fund Equip Purchases	134	1	1,324	1,459	20	-4	1,475
633 Def. Pub & Printing Service	828	5	-126	707	21	-11	717
673 Defense Financing & Accounting Service	255	-1	178	432	2	-54	380
699 Total DFAS Services	1,083	4	52	1,139	23	-65	1,097
771 Commercial Trans	183	2	-99	86	1	0	87
799 Total Trans	183	2	-99	86	1	0	87
912 Rental Payments to GSA (SLUC)	173	4	-177	0	0	0	0

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

<u>OP 32 Line</u>	<u>FY 2009</u>	<u>Change</u>		<u>FY 2010</u>	<u>Change</u>		<u>FY 2011</u>
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
913 Purchased Utilities	9	0	-9	0	0	0	0
914 Purchased Communications (Non-Fund)	290	3	1,547	1,840	26	-6	1,860
917 Postal Services (U.S.P.S.)	1	0	42	43	1	-1	43
920 Supplies & Material	3,941	43	848	4,832	68	-425	4,475
921 Printing & Repro	355	4	451	810	11	-2	819
922 Equip Maintenance by contract	599	7	-404	202	3	-1	204
923 Facility SRM	775	9	6,806	7,590	106	-6,477	1,219
925 Equip Purchases (Non-Fund)	497	5	5,777	6,279	88	-19	6,348
932 Mgt & Professional Support Services	2,365	26	4,330	6,721	94	-3,026	3,789
933 Studies, Analysis, & Evaluations	2,042	22	-2,064	0	0	0	0
937 Locally Purchased Fuel	0	0	1	1	0	0	1
989 Other Contracts	15,367	169	-7,351	8,185	114	-158	8,141
998 Other Costs	26	0	278	304	4	-1	307
999 Total Other Purchases	26,440	292	10,075	36,807	515	-10,116	27,206
Total	83,736	1,358	18,141	103,235	1,451	-7,053	97,633

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

(This page intentionally left blank.)