

Fiscal Year (FY) 2012 Budget Estimates National Defense University (NDU)



February 2011

NATIONAL DEFENSE UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 Budget Estimates

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
NDU	102,699	917	-5,983	97,633	577	-4,862	93,348

* The FY 2011 Estimate column reflects the FY 2011 President's budget request.

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 (ICollege)
- Information Resources Management College
- Institute for National Security Ethics and Leadership (INSEL)

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- Institute for National Strategic Studies
- Joint Forces Staff College
- National War College

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 1800.01D, "Officer Professional Military Education Policy", dated July 15, 2009, and for NDU in the Chairman of the Joint Chief of Staff Instruction (JSCI) 1801.01, dated November 22, 2010, "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. The National Defense University in-sourced six (6) contracted positions in line with the Secretary of Defense's decision to create manpower efficiencies in FY 2010, earlier than originally planned.

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National War College

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
7,023	7,157	7,200

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) 2010 class consisted of 221 students: 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 13 Defense Senior Leader Development Program (DSLDP) students, 11 DOD civilians, 33 non-DOD, and 34 international officers. The number of students for AY 2011 is 221 and consists of 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 8 Defense Senior Leader Development Program (DSLDP) students, 14 DOD civilians, 35 non-DOD, and 34 international officers. AY 2012 student projection remains at the same level as AY 2010. The NWC 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.

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Industrial College of the Armed Forces

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
9,302	9,522	9,485

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 2010, ICAF graduated 320 students (including 182 U.S. military, 1 international civilian and 22 International officers, 66 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 42 students from non-DOD agencies and as authorized in Section 526 of the National Defense Authorization Act for FY 2010, 7 private sector students. The 182 military consisted of 57 Army, 2 Army National Guard, 1 Army Reservist, 56 Air Force, 3 Air National Guard, 3 Air Force Reservists, 43 Navy, 14 USMC, 1 USMC Reservist and 2 USCG. The student population for AY 2011 is 321 with authority to grow to 330 by adding 10 Industry Private Sector Fellows for AY 2012. The AY 2011 student body is composed of 185 U.S. military, 2 international civilian and 28 International officers, 53 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 44 students from non-DOD agencies and as authorized in

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Section 526 of the National Defense Authorization Act for FY 2010, 10 private sector students. The 185 military consists of 58 Army, 1 Army National Guard, 2 Army Reservists, 55 Air Force, 3 Air National Guard, 3 Air Force Reservists, 42 Navy, 16 USMC, 2 USMC Reservist and 3 USCG. Interagency representation is projected to remain constant for AY 2011 and 2012. 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.

Icollege

(Formerly known as Information Resources Management College)

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
10,636	10,350	10,390

The Information Resources Management College (Icollege) prepares leaders to direct the information component of national power by leveraging data and information technology for strategic advantage. ICollege programs provide a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for ICollege 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:

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Chief Information Officer (CIO) Certificate Program; Chief Financial Officer (CFO) Certificate Program; Advanced Management Certificate Program (AMP); Information Assurance (IA) Certificate Programs; Enterprise Architecture (EA) Certificate Programs; Government Strategic Leader (GSL) Certificate Program; and the Information Technology Project Management (ITPM) Certificate Program. 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 2010 the College filled over 3,200 class seats and plans to fill a slight increase in the level of seats for FYs 2011 and FY 2012. 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 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; and maintain that level in FY 2012.

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Joint Forces Staff College

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
22,762	21,491	21,738

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. The OPMEP CJCSI 1800.01D established three schools: the Joint Advanced Warfighting School (JAWS), the Joint and Combined Warfighting School (JCWS), and the Joint Continuing and Distance Education School (JCDES) to meet that mandate.

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) 2010, JFSC graduated 1,346 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; 1,016 JCWS graduates; and 290 JCDES graduates from the Advanced Joint Professional Military Education (AJPME) course. These totals include 904 active duty officers, 318 reserve component graduates, 99 International officers, and 25 civilians. Also, JFSC's other programs (JC2IOS, JIMPC, and HLSPC) produced 698 additional graduates. The JC2IOS produced 335 graduates and continues to expand its

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mobile training capabilities. The high-demand, one-week Joint, Interagency, and Multinational Planners Course (224 graduates) and the Homeland Security Planners Course (139 graduates) are both offered three to five times a year at JFSC and periodically at remote locations. In AY 2010, over 7,555 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 2011 and AY 2012, the JFSC has programmed for an estimated 1,350 JPME graduates.

CAPSTONE / Pinnacle / Keystone

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
3,525	3,199	3,116

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 selection 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. The program provides leadership instruction to 204 students annually. Coincident and in conjunction with the students last week of the course, CAPSTONE offers an Executive Development Course for spouses of the Fellows. The

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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. Although the general and flag officers' spouses are only provided funding for their travel, the course averages 115 attendees annually.

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 30 Fellows in FY 2010. A similar composition and total number of students is planned for FY 2011 and FY 2012.

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

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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 2011 and FY 2012.

Institute for National Strategic Studies

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
8,502	8,991	11,564

Commencing in FY 2012, NDU plans to reorganize its research centers to best leverage university research assets in light of increased demands from combatant commanders and other DOD agencies. INSS will become NDU's primary dedicated research arm and includes the following centers: Center for Strategic Research (CSR), Center for the Study of Chinese Military Affairs (CSCMA), Center for Transatlantic Security Studies (CTSS), Center for Complex Operations (CCO), and Center for Strategic Conferencing (CSC). The mission of the research and applied learning components is to conduct strategic studies and synthesize the resultant research, publication, and applied learning activities in support of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the combatant commanders. They also provide educational support to the national strategic components of the academic programs at NDU and provide outreach to other U.S. Government Agencies and to the broader national security community.

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The CSR provides advice to the SECDEF, CJCS, JS, and CoCOMs through strategic studies, reports, and briefings; conducts directed research and analysis in the areas of strategic and regional studies; and engages in independent and leading-edge research and analysis in related areas. The CSCMA serves as a national focal point and resource center for multidisciplinary research and analytic exchanges on the national goals and strategic posture of the People's Republic of China. The CTSS serves as a national and international focal point and resource center for Multi-disciplinary research on issues relating to transatlantic security strategy, defense policy, and military strategy. The CCO provides for effective coordination in the preparation of DOD and other U.S. Government personnel for complex operations; fosters unity of effort among the Departments and Agencies of the U.S. Government, foreign governments and militaries, international organizations, and nongovernmental organizations; conducts research; collects, analyzes, and distributes lessons learned; and compiles best practices in matters relating to complex operations.

The CSC develops a program of symposia, workshops, and seminars in which NDU (in concert with SECDEF, CJCS, and JS) explores alternatives and issues pertaining to national security strategy, defense policy, and national military strategy; provides a venue for NDU researchers to engage with their national security community counterparts and test strategic concepts and security policies at hosted and co-sponsored events; and conducts conferences with select foreign counterpart institutions to foster better understanding and further U.S. national interests. The CASL enhances the decision-making capabilities of military and civilian leaders from the U.S. and other countries through strategic-level experiential learning opportunities that address the complex, evolving, and interlinked international, national, and local security environments. NDU Press is the University's cross-component, professional military and academic publishing house with the mission of advancing Joint Professional Military Education, national security policy,

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and international security issues for the Chairman of the Joint Chiefs of Staff in the form of accessible, balanced, and thoroughly researched professional publications. The eight published INSS research product lines are used by various elements of the OSD, Joint Staff, Combatant Commands, NSC, Congress, interagency partners, NDU and other PME institutions, and the national security policy and decision-making community. All products are also available on-line. INSS research plans are refreshed annually to ensure relevance and strategic focus and coordinated through the Joint Staff and OSD. INSS nominated 65 research projects in its current plan, inclusive of 14 topics which are independent of immediate stakeholder requirements, but approved as appropriate additional research. The resulting product lines are customer oriented and serve to inform the debate and influence policy formulation and execution. Additionally, strategic-level applied learning exercises are developed and facilitated for participants of the supported organizations allowing them to think collaboratively and strategically about critical national security issues. INSS is revitalizing its interaction with relevant Joint Staff and OSD offices to further shape research and policy analyses to emergent world events.

Product lines include: *Joint Force Quarterly*, *PRISM*, books, monographs, policy briefs, strategic perspectives, case studies, and occasional papers.

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Center for Joint and Strategic Logistics (CJSL)

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
1,127	1,166	1,113

The mission of Center for Joint and Strategic Logistics (CJSL) is to shape the development of logisticians proficient in applying logistics support across the national security enterprise. The Center was created in response to the need identified by 2008 Defense Business Board study and acted upon 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. By focusing on shaping development, the Center offers a comprehensive analysis of the joint and strategic logistics enterprise and highlights the development of enterprise logisticians beyond simply "formal" education and training. The vision is to build an organization that will be the network hub for the study of Defense logistics and to provide support to the community of practice--our overriding objective is to enhance logistics success and commensurately, to improve the enterprise outcomes logisticians are accountable to deliver.

During FY 2012, the efforts of the CJSL will continue to be augmented by collaborative relationships across civilian and military academic and research organizations, the Office of the Secretary of Defense, the Joint Staff and Service staffs as well as major

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Defense agencies and industry partners. The CJSL will continue to build strategic relationships that will allow the Center to encourage interest in joint logistics concepts and issues, shape logistics thinking and learning, and facilitate an understanding of the implications of logistics in the future environment.

In FY 2012 CJSL will build a "body of knowledge" which will drive the development of enterprise logisticians to allow logisticians access to useable and useful information within the logistics community. CJSL will continue work on an OPMEP-based framework and case studies focused on critical joint logistics learning outcomes, conduct a faculty development education seminar, as well as develop electives for "Defense Resource Decisions and National Security and Life Cycle Systems Management." CJSL will continue to focus on refining a Combatant Command Joint Logistic preparatory course designed to help prepare incoming Combatant Command Joint Logistic Directors, and continue developing a methodology to design exercises focused on relationships and enterprise outcomes. CJSL will serve as the senior mentor for exercises hosted in AFRICOM, EUCOM, PACOM, Army War College, the Capabilities Based Assessment Supply Joint Integrating Concept Wargame between the Joint Staff Logistics Directorate/Defense Logistics Agency, the Joint Concept for Logistics experiment, the Interagency National-level exercise as well as Marine Corps Logistics Education Program initiatives.

During FY 2012 CJSL will conduct seminars with interagency, commercial, non-governmental, and other private organizations share information and discuss solutions to better network and optimize organizations that have different processes and procedures, reporting chains, funding streams and languages.

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Center for Complex Operations

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,700	2,470	0

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

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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. Recognizing efficiencies in combining mission related research centers, beginning in FY 2012, CCO falls under the direction of the Institute for National Strategic Studies.

NDU Operations

Dollars in Thousands

<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
37,112	33,287	28,742

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. It is the only National Security course offered to Reservists and graduates receive two Joint Professional Qualification points in the Joint Qualification process. In FY 2010, JRAC hosted three RCNSCs, and 341 students attended the courses. In FY 2011 and FY 2012, JRAC is planning to conduct 4 RCNSCs for more than 400 students annually.

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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 Information Technology Directorate (ITD), Operations, Human Resources, Resource Management, Library, and Health Fitness Directorates provide general 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

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III. Financial Summary (\$ in thousands)

	FY 2011					FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action		Current Estimate	
			Amount	Percent Appropriated		
A. BA Subactivities						
3. Training	102,699	97,633			97,633	93,348
CAPSTONE/PINNACLE/KEYSTONE	3,525	3,199			3,199	3,116
Center for Complex Operations	2,700	2,470			2,470	0
Center for Joint Strategic Logistics	1,127	1,166			1,166	1,113
Industrial College of the Armed Forces	9,302	9,522			9,522	9,485
Information Resources	10,636	10,350			10,350	10,390
Management College (ICollege)						
Institute for National Strategic Studies	8,502	8,991			8,991	11,564
Joint Forces Staff College	22,762	21,491			21,491	21,738
National War College	7,023	7,157			7,157	7,200
NDU Operations	37,122	33,287			33,287	28,742
Total	102,699	97,633			97,633	93,348

* The FY 2011 Estimate column reflects the FY 2011 President's budget request.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2011/FY 2011	Change FY 2011/FY 2012
Baseline Funding	97,633	97,633
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	97,633	
Fact-of-Life Changes (2011 to 2011 Only)		
Subtotal Baseline Funding	97,633	
Anticipated Supplemental Reprogrammings		
Price Changes		577
Functional Transfers		
Program Changes		-4,862
Current Estimate	97,633	93,348
Less: Wartime Supplemental		
Normalized Current Estimate	97,633	

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	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2011 President's Budget Request (Amended, if applicable)		97,633
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2011 Appropriated Amount		97,633
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
3. Fact-of-Life Changes		
FY 2011 Baseline Funding		97,633
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2011 Estimate		97,633
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2011 Normalized Current Estimate		97,633
6. Price Change		577
7. Functional Transfers		
8. Program Increases		1,726
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Information Assurance and Technology improvements:	1,632	
Funds Defense Information Systems Agency mandated information assurance hardware, software and services to protect NDU's enterprise network and prevent intrusion into the DoD network. Lands and Structures (\$8) (FY 2011		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Baseline \$1,219); Equipment Purchases (\$737) (FY 2011		
Baseline \$6,348); Equipment Maintenance (\$201) (FY 2011		
Baseline \$204); Intra governmental Purchases (\$517) (FY 2011		
Baseline \$1,277); GSA Managed Equipment (\$91) (FY 2011		
Baseline \$1,475); Purchase Communications (\$21) (FY 2011		
Baseline \$3,338); Other Services (\$43) (FY 2011 Baseline		
\$444); and other miscellaneous expenses (\$14)		
2) Civilian Pay Adjustment:	94	
Includes an increase in civilian pay for wage grade		
employees attributable to a requirement for greater skills		
to keep pace with technology changes. (FY 2011 Baseline		
\$59,146)		
9. Program Decreases		-6,588
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Civilian Pay Adjustment:	-2,548	
Reflects the elimination of the federal civilian pay raise		
per the direction of the President and Congress (-\$2,322)		
and a decrease of one workday in the workyear (-\$226)		
(FY 2011 Baseline \$59,146)		
2) Defense Efficiency - Civilian Staffing Reduction:	-2,284	
As part of the Department of Defense reform agenda,		
eliminates civilian full-time equivalent positions to		
maintain, with limited exceptions, civilian staffing at the		
FY 2010 level. (FY 2011 Baseline \$59,146, -35 FTEs)		
3) Defense Efficiency:	-1,357	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Reflects the civilian pay NDU decision to consolidate Equal Employment Opportunity functions with Ft. Myer facilities (-\$91)(FY 2011 Baseline \$59,146, -1 FTE); decreases the number of days of JPME (ICAF and NWC) and CAPSTONE conus and oconus travel and implements a NDU-wide organizational travel reduction (-\$1,143) (FY 2011 Baseline \$8,177); decreases non-IT equipment purchases (-\$58) (FY 2011 Baseline \$6,348); limits equipment contracts for non-critical hardware (-\$52) (FY 2011 Baseline \$3,477); and creates efficiencies in other areas (-\$13)		
4) Civilian to Military Conversion: Reflects NDU's agreement with the Army to convert two civilian positions to military authorizations in NDU Operation' s human resource and health fitness organziations (FY 2011 Baseline \$59,146, -2 FTEs)	-256	
5) Defense Efficiency - Contractor Staff Support: As part of the Department of Defense reform agenda, reduces funds below the aggregate level reported in FY 2010 for contracts that augment staff functions (FY 2011 Baseline \$3,789)	-143	
FY 2012 Budget Request		93,348

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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 2010, 57 students from 51 countries participated in the International Fellows program at ICAF and NWC.

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In addition to the 10 month JPME course at JFSC, an additional 425 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 9,450 students completed a web-based Senior Enlisted Joint Professional Military Education course - an increase of over 85 percent from the prior fiscal year.

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

	<u>Dollars in Thousands</u>		
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
NWC	76,629	78,500	79,508
ICAF	81,352	83,000	83,687
JFSC	29,079	27,532	28,600

Average Cost per student is based on resident courses.

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

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<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Active Military End Strength (E/S)</u>	<u>193</u>	<u>200</u>	<u>190</u>	<u>7</u>	<u>-10</u>
(Total)					
Officer	170	181	171	11	-10
Enlisted	23	19	19	-4	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>9</u>	<u>9</u>	<u>11</u>	<u>0</u>	<u>2</u>
Officer	9	9	11	0	2
<u>Civilian End Strength (Total)</u>	<u>490</u>	<u>515</u>	<u>490</u>	<u>25</u>	<u>-25</u>
U.S. Direct Hire	490	515	490	25	-25
Total Direct Hire	490	515	490	25	-25
<u>Active Military Average Strength (A/S)</u>	<u>200</u>	<u>200</u>	<u>190</u>	<u>0</u>	<u>-10</u>
(Total)					
Officer	181	181	171	0	-10
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>	<u>9</u>	<u>9</u>	<u>11</u>	<u>0</u>	<u>2</u>
(Total)					
Officer	9	9	11	0	2
<u>Civilian FTEs (Total)</u>	<u>463</u>	<u>505</u>	<u>467</u>	<u>42</u>	<u>-38</u>
U.S. Direct Hire	463	505	467	42	-38
Total Direct Hire	463	505	467	42	-38
Memo: Reimbursable Civilians Included	89	88	87	-1	-1
Average Annual Civilian Salary (\$ in thousands)	124.9	117.1	115.8	-7.8	-1.3
 <u>Contractor FTEs (Total)</u>	 <u>70</u>	 <u>69</u>	 <u>69</u>	 <u>-1</u>	 <u>0</u>

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

OP 32 Line	FY 2010	Change		FY 2011	Change		FY 2012
		<u>FY 2010/FY 2011</u>			<u>FY 2011/FY 2012</u>		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Schedules	57,037	285	1,233	58,555	0	-5,179	53,376
103 Wage Board	776	4	-189	591	0	94	685
199 Total Civ Compensation	57,813	289	1,044	59,146	0	-5,085	54,061
308 Travel of Persons	7,432	104	641	8,177	123	-1,143	7,157
399 Total Travel	7,432	104	641	8,177	123	-1,143	7,157
416 GSA Supplies & Materials	537	8	-100	445	7	1	453
499 Total Supplies & Materials	537	8	-100	445	7	1	453
507 GSA Managed Equipment	150	2	1,323	1,475	22	91	1,588
599 Total Equipment Purchases	150	2	1,323	1,475	22	91	1,588
771 Commercial Transport	0	0	87	87	1	2	90
799 Total Transportation	0	0	87	87	1	2	90
914 Purch Com (non fund)	3,025	42	271	3,338	50	21	3,409
917 Postal Svc (USPS)	1	0	42	43	1	-1	43
920 Supplies/Matl (non fund)	315	4	4,156	4,475	67	-6	4,536
921 Print & Reproduction	1,536	22	-22	1,536	23	11	1,570
922 Eqt Maint Contract	2,000	28	-1,824	204	3	201	408
923 Facilities Maint by Contr	3,615	51	-1,517	2,149	32	-6	2,175
925 Eqt Purch (Non-Fund)	5,857	82	409	6,348	95	679	7,122
932 Mgt Prof Support Svcs	5,072	71	-1,354	3,789	57	-143	3,703
937 Local Purch Fuel (nonfund)	1	0	0	1	0	0	1
957 Lands and Structures	7,590	106	-6,477	1,219	18	8	1,245
984 Equipment Contracts	4,028	56	-607	3,477	52	-52	3,477

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OP 32 Line	FY 2010	Change		FY 2011	Change		FY 2012
		<u>FY 2010/FY 2011</u>			<u>FY 2011/FY 2012</u>		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
987 Other IntraGovt Purch	3,287	46	-2,056	1,277	19	517	1,813
989 Other Services	437	6	1	444	7	43	494
998 Other Costs (SOCOM Only)	3	0	0	3	0	0	3
999 Total Other Purchases	36,767	514	-8,978	28,303	424	1,272	29,999
Total	102,699	917	-5,983	97,633	577	-4,862	93,348

* The FY 2011 Estimate column reflects the FY 2011 President's budget request.

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