

Fiscal Year 2013 Budget Estimates
National Defense University (NDU)



February 2012

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**National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

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

	<u>FY 2011</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2013</u> <u>Estimate</u>
NDU	97,025	661	-4,530	93,156	860	-9,017	84,999

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.

NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA.
Note: The ICAF has been re-designated by NDAA 12 as the Dwight D. Eisenhower School of National Security and Resource Strategy:

- CAPSTONE / PINNACLE / KEYSTONE
- Center for Complex Operations (CCO)
- Center for Joint and Strategic Logistics (CJSL)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- Information Resources Management College (iCollege)
- Institute for National Security Ethics and Leadership (INSEL)
- Institute for National Strategic Studies (INSS)

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I. Description of Operations Financed (cont.)

- Joint Forces Staff College (JFSC)
- National War College (NWC)

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I. Description of Operations Financed (cont.)

National War College

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
7,157	7,191	6,390

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) 2011 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), 8 Defense Senior Leader Development Program (DSLDP) students, 14 DOD civilians, 35 non-DOD, and 34 international officers. AY 2012 class consists of 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 11 Defense Senior Leader Development Program (DSLDP) students, 13 DOD civilians, 33 non-DOD, and 34 international officers. AY 2013 plans for 221 students consisting of the following: 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 11 Defense Senior Leader Development Program (DSLDP) students, 13 DOD civilians, 33 non-DOD, and 34 international officers.

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I. Description of Operations Financed (cont.)

Dwight D. Eisenhower School of National Security and Resource Strategy
 (formerly Industrial College of the Armed Forces)

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
9,522	9,471	8,086

The Eisenhower School 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 2011, the Eisenhower School graduated 316 students (including 183 U.S. military, 2 international civilian and 26 International officers, 58 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 35 students from non-DOD agencies and as authorized in Section 526 of the National Defense Authorization Act for FY 2011, 12 private sector students. The 183 military consisted of 58 Army, 1 Army National Guard, 2 Army Reservist, 55 Air Force, 2 Air National Guard, 3 Air Force Reservists, 42 Navy, 16 USMC, 3 USMC Reservist and 2 USCG. The student population for AY 2012 is 321. The AY 2012 student body is composed of 184 U.S. military, 26 international officers, 66 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 36 students from non-DOD agencies and as authorized in Section 526 of the National Defense Authorization Act for FY 2010, 9 private sector students. The 184 military consists of

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I. Description of Operations Financed (cont.)

60 Army, 1 Army National Guard, 1 Army Reservists, 54 Air Force, 4 Air National Guard, 3 Air Force Reservists, 39 Navy, 1 Navy Reservist, 15 USMC, 3 USMC Reservist and 3 USCG.

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I. Description of Operations Financed (cont.)

iCollege

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
10,350	10,384	8,790

The National Defense University (NDU) Information Resources Management College (iCollege) prepares leaders to direct the information component of national power by leveraging data and information technology for strategic advantage. The NDU 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 information resources management 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, cyber space, cyber security, and information operations. The College plays an important role in Joint PME via its Joint PME elective programs. The National Security Agency certified the college as Center of Academic Excellence in Information Assurance and Cyber Security Education. The Department of Education authorized the NDU iCollege to have masters degree granting authority. The NDU iCollege 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 2011 the NDU iCollege filled over 3,200 class seats and plans to fill a slight increase in the level of seats for FYs 2012 and FY 2013. 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

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I. Description of Operations Financed (cont.)

CFO Leadership Certificate program. In FY 2011 the CFO Academy increased its student load to over 200 students and will maintain that level in FY 2012 and FY 2013.

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I. Description of Operations Financed (cont.)

Joint Forces Staff College

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
21,491	21,697	16,870

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 Officer Professional Military Education Policy (OPMEP), CJCSI 1800.01D, establishes three Joint Professional Military Education (JPME) programs: 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. JFSC has a fourth school sponsored by the Joint Staff: the Joint Command, Control, and Information Operations School (JC2IOS). In Academic Year (AY) 2011, JFSC graduated 1,359 students from its JPME programs, including 41 JAWS graduates, who were awarded Master of Science degrees in Joint Campaign Planning and Strategy; 1,017 JCWS graduates; and 301 JCDES graduates from the Advanced Joint Professional Military Education (AJPME) course. These totals include 926 active duty officers, 334 Reserve Component graduates, 74 International officers, 3 Senior Enlisted leaders, and 22 civilians. JC2IOS and JFSC's short courses, the Joint, Interagency, and Multinational Planners Course (JIMPC) and the Homeland Security Planners Course (HLSPC) produced 872 additional graduates. JC2IOS produced 417 graduates and continues to expand its mobile training capabilities. The high-demand, one-week JIMPC and HLSPC had 233 and 222 graduates respectively. Both are offered three to five times a year at JFSC and

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I. Description of Operations Financed (cont.)

periodically at satellite locations. In AY 2011, over 10,724 students completed the web-based Senior Enlisted Joint Professional Military Education (SEJPME) course, administered by JCDES, an increase of over 40 percent from the prior academic year. For AY 2012 and AY 2013, JFSC has programmed for an estimated 1,429 JPME graduates. Beginning in FY 2013, IO Planners/Operations Course, Homeland Security Planners Course, Joint Medical Planners Course, and Multi-National Planners Course will be funded from the students' organizations.

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I. Description of Operations Financed (cont.)

CAPSTONE / Pinnacle / Keystone

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
3,199	3,103	2,923

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 five-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 with the students' last week of the course, CAPSTONE offers an 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 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

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I. Description of Operations Financed (cont.)

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 2011. A similar composition and total number of students is planned for FY 2012 and FY 2013.

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 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 2012 and FY 2013.

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I. Description of Operations Financed (cont.)
Institute for National Strategic Studies (INSS)

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
8,991	11,130	8,858

In FY 2011, NDU reorganized its research centers to best leverage university research assets in light of increased demands from combatant commanders and other DOD agencies. INSS became 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), and the Center for Complex Operations (CCO). The mission of the research and applied learning components is to conduct strategic studies and synthesize the resultant research and analysis into policy recommendations, publications, and applied learning activities in support of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the combatant commanders to provide educational support to academic programs and provide outreach to other U.S. Government Agencies and the broader national security community.

The CSR provides policy advice to the SECDEF, CJCS, JS, and CoCOMs through strategic studies, policy papers, reports, and briefings; conducts both directed and independent leading-edge research and analysis in the areas of strategic and regional studies. 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. INSS Centers develop a program

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I. Description of Operations Financed (cont.)

of workshops and seminars in which NDU (in concert with SECDEF, CJCS, and JS) explores alternatives and tests strategic concepts and policy issues pertaining to national security strategy, defense policy, and national military strategy, as well as to foster better understanding and further U.S. national interests with select foreign counterpart institutions. The CASL enhances the decision-making capabilities of military and civilian leaders from the U.S. and other countries through strategic-level applied learning opportunities that address complex and evolving national and international security issues. NDU Press is NDU's cross-component publishing house with the mission of advancing JPME, national security policy, and international security issues for the CJSC in the form of balanced and thoroughly researched professional publications. Print and on-line versions of 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. Refreshed annually to ensure relevance and strategic focus, INSS research plans are coordinated through the Joint Staff and OSD. Focused on analysis of global trends and stakeholder issues, INSS' current plan contains 143 research projects. The resulting product lines are customer oriented and serve to inform the debate and influence policy formulation and execution.

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

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I. Description of Operations Financed (cont.)

Center for Joint and Strategic Logistics (CJSL)

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
1,166	1,111	996

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. In FY 2011, the Center was chartered by logisticians from each of the Service Staffs, the Deputy Director of US Transportation Command, the Director of DLA as well as the President, National Defense University who all serve as a governing board that guides and directs CJSL initiatives. 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 organization has started to build a 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. The Center has been engaged in many outreach and education/development efforts over the past year and has developed a curriculum development guide, produced a case study and moderator's guide for Joint Force Reception, hosted a myriad of seminars with industry and academia to advance logistics outcomes and conducted a faculty development seminar with logistics faculty from each professional military education institution to encourage sharing of knowledge and offer more opportunities for faculty to reach out to experts, share information and experiences and offer opportunities for collaboration. The Center has also facilitated discussions on life cycle systems management and depot maintenance with Service representatives, the GAO, major union representatives, and both the HASC and SASC staffers.

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I. Description of Operations Financed (cont.)

During FY 2013, 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 Defense agencies, industry partners and Congress. 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 2013 CJSL will continue to refine the online interactive website for logistics faculty which will support the logistics "body of knowledge" and 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 the annual faculty development seminar, as well as complete an elective for "Defense Resource Decisions and National Security as well as start the work on an elective for "Life Cycle Systems Management." CJSL will continue to focus on refining a Combatant Command Joint Logistics preparatory course designed to help prepare incoming Combatant Command Joint Logistics Directors, and continue developing a methodology to design exercises focused on relationships and enterprise outcomes. CJSL will serve as observers/mentors 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.

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I. Description of Operations Financed (cont.)

During FY 2013 CJSL will conduct seminars with Congress, interagency, commercial, non-governmental, and other private organizations to share information and discuss solutions to better network and optimize the efforts of 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 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,470	0	0

Beginning in FY 2012, CCO falls under the direction of the Institute for National Strategic Studies.

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NDU Operations

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
32,679	29,069	32,086

The National Defense University Information Technology Directorate (ITD), Facilities, Events, Human Resources, Resource Management, Library, and Health Fitness Directorates provide general support to the Joint Staff and NDU components enabling the University to optimize its educational, research, and outreach mission.

In addition to the educational instruction offered by the major schools and colleges, NDU includes other components that offer specialized short-term instruction to a wide range of students, including active and reserve military members.

The primary mission of the Joint Reserve Affairs Center (JRAC) is to educate future leaders of the seven Reserve Components. It is the only National Security course offered to Reservists, who provide the United States and its citizens the best strategic link between the military and its civilian population. Beginning in FY 2013, the JRAC program will be funded by other DoD organizations.

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

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I. Description of Operations Financed (cont.)

are selected each year to receive their military senior service college credit by training with sponsoring institutions. Beginning in FY 2013, the SDCFP program will be funded by other DoD organizations.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	Current Estimate		
			Amount	Percent Appropriated				
A. BA Subactivities								
3. Training	97,025	93,348	-192	-0.2	93,156	93,156	84,999	
CAPSTONE/PINNACLE/KEYSTONE	3,199	3,116	-13	-0.4	3,103	3,103	2,923	
Center for Complex Operations	2,470	0	0	n/a	0	0	0	
Center for Joint Strategic Logistics	1,166	1,113	-2	-0.2	1,111	1,111	996	
Eisenhower School	9,522	9,485	-14	-0.2	9,471	9,471	8,086	
Information Resources	10,350	10,390	-6	-0.1	10,384	10,384	8,790	
Management College (iCollege)								
Institute for National Strategic Studies	8,991	11,142	-12	-0.1	11,130	11,130	8,858	
Joint Forces Staff College	21,491	21,738	-41	-0.2	21,697	21,697	16,870	
National War College	7,157	7,200	-9	-0.1	7,191	7,191	6,390	
NDU Operations	32,679	29,164	-95	-0.3	29,069	29,069	32,086	
Total	97,025	93,348	-192	-0.2	93,156	93,156	84,999	

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	93,348	93,156
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-155	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-37	
Subtotal Appropriated Amount	93,156	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	93,156	
Supplemental		
Reprogrammings		
Price Changes		860
Functional Transfers		
Program Changes		-9,017
Current Estimate	93,156	84,999
Less: Wartime Supplemental		
Normalized Current Estimate	93,156	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		93,348
1. Congressional Adjustments		-192
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-155	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 - Mitigation of Environment Impacts	-37	
FY 2012 Appropriated Amount		93,156
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		93,156
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		93,156
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		93,156
6. Price Change		860
7. Functional Transfers		
8. Program Increases		3,707
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) Acquisition Changes	2,258	
Reflects decision to extend the Information Technology life-cycle equipment replacement program by one year, which effected an increase in Equipment Maintenance costs (\$1,280) (FY 2012 Baseline \$408); and a decision to create more efficiencies by utilizing Other Intra-government Purchases and Services (\$978) (FY 2012 Baseline \$1,813)		

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C. Reconciliation of Increases and Decreases	Amount	Totals
and not commercial resources to acquire communication equipment and support services. (Baseline \$0)		
2) Information Assurance Improvements	1,241	
Reflects increased enhancements and emphasis on Information Assurance mandated services (Other Services) (\$724) (FY 2012 Baseline \$494) and Equipment Purchases (\$517) (FY 2012 Baseline \$7,122).		
3) Civilian Pay Adjustment	208	
Includes an increase in civilian pay to reflect one additional man-day in the fiscal year and an increase for wage grade employees to reflect a requirement for greater skills to keep pace with technological changes (\$208) (FY 2012 baseline \$54,061)		
9. Program Decreases		-12,724
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Programmatic Reduction Decision	-9,787	
Reflects the programmatic decision to reduce the NDU footprint by eliminating the Secretary of Defense Corporate Fellows Program, the Joint Reserve Affairs Center and the non-Joint Professional Military Education courses at the Joint Forces Staff College; GSA Managed Supplies & Materials (-\$276) (FY 2012 Baseline \$453); Purchased Communications (-\$2,854) (FY 2012 Baseline \$3,409); Supplies & Materials (-\$1,231) (FY 2012 Baseline \$4,345); Printing & Reproduction (-\$538) (FY 2012 Baseline \$1,570); Facilities Sustainment, Restoration and		

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C. Reconciliation of Increases and Decreases	Amount	Totals
Modernization (-\$360) (FY 2012 Baseline \$2,175); Management Support Services (-\$1,223) (FY 2012 Baseline (\$3,703); Lands & Structures (-\$532) (FY 2012 Baseline \$1,245); Equipment Contracts (-\$2,719) (FY 2012 Baseline \$3,477) and small reductions in postal, fuel costs and GSA Managed Equipment (-\$54) (FY 2012 Baseline \$1,721). (Baseline \$0)		
2) Civilian Pay Adjustment Reflects civilian pay and FTE adjustments associated with the decision to reduce the NDU footprint by disestablishing the Secretary of Defense Corporate Fellows Program, the Joint Reserve Affairs Center and the non- Joint Professional Military Education courses at the Joint Forces Staff College. In addition this adjustment recognizes internal programmatic education efficiencies that allow for civilian manpower reductions (-\$2,000) (FY 2012 Baseline \$54,061, -17 FTEs). (Baseline \$0)	-2,000	
3) Travel Adjustment Reflects the NDU initiative to reduce travel costs by further reducing CAPSTONE conus and oconus travel and the decision to eliminate almost all travel associated with faculty and staff training and instead limit training to only those that are offered on-line (-937) (FY12 Baseline \$7,157).	-937	
FY 2013 Budget Request		84,999

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IV. Performance Criteria and Evaluation Summary:

National Defense University's primary mission is to prepare and support national security leaders through teaching, research, and applied learning. Success of the University's programs is measured in the quantity and quality of graduates who are skilled in national and international security, joint professional military education, and strategic leadership and decision making. The University also measures success by the caliber of its faculty, the quality and rigor of its academic programs, and the level and pace in which research products enter the national security arena.

Faculty is selected primarily based on strategic needs of joint education and national security reflecting the institution's mission to prepare strategic leaders for national and international security and joint leadership. Seventy-nine percent of NDU's faculty members have graduate degrees and a significant number are joint qualified officers. NDU has prepared a student body who will assume senior leader positions immediately upon graduation to enhance global strategic security.

All joint academic programs at NDU have been reviewed and approved by the Program for Accreditation of Joint Education, a rigorous evaluation of the curriculum and student outcomes assessment. In addition, the University is regionally accredited by the Middle States Commission on Higher Education.

NDU Faculty and staff are nationally and internationally recognized for their expertise and contributions to research in their respective fields. Topics include ethical leadership, logistics management, the role of military forces in various countries, joint operations, and other related security issues. Due

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IV. Performance Criteria and Evaluation Summary:

to the sensitive nature and complex topics addressed, many products of NDU faculty and staff cannot be attributed or publicly disclosed. NDU publishes The Chairman of the Joint Chiefs of Staff national security journal, *Joint Force Quarterly*, which is a major contribution to the research and curriculum quality. NDU also publishes a journal of complex operations, titled *Prism*, which has been highly regarded in its inaugural year.

BA 3 Training and Recruitment (\$ in thousands)

Average Cost per Student

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
NWC	78,571	79,032	75,200
Eisenhower School	83,977	85,828	83,562
JFSC	27,532	28,674	26,478

Average Cost per student is based on resident courses.

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<u>V. Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	<u>200</u>	<u>190</u>	<u>190</u>	<u>-10</u>	<u>0</u>
Officer	181	171	171	-10	0
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>9</u>	<u>11</u>	<u>14</u>	<u>2</u>	<u>3</u>
Officer	9	11	14	2	3
<u>Civilian End Strength (Total)</u>	<u>619</u>	<u>582</u>	<u>593</u>	<u>-37</u>	<u>11</u>
U.S. Direct Hire	619	582	593	-37	11
Total Direct Hire	619	582	593	-37	11
Memo: Reimbursable Civilians Included	143	92	122	-51	30
<u>Active Military Average Strength (A/S)</u>	<u>200</u>	<u>190</u>	<u>190</u>	<u>-10</u>	<u>0</u>
(Total)					
Officer	181	171	171	-10	0
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>	<u>9</u>	<u>11</u>	<u>14</u>	<u>2</u>	<u>3</u>
(Total)					
Officer	9	11	14	2	3
<u>Civilian FTEs (Total)</u>	<u>598</u>	<u>554</u>	<u>567</u>	<u>-44</u>	<u>13</u>
U.S. Direct Hire	598	554	567	-44	13
Total Direct Hire	598	554	567	-44	13
Memo: Reimbursable Civilians Included	131	87	117	-44	30
Average Annual Civilian Salary (\$ in thousands)	128.3	115.8	116.6	-12.5	.8
 <u>Contractor FTEs (Total)</u>	 <u>69</u>	 <u>69</u>	 <u>46</u>	 <u>0</u>	 <u>-23</u>

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

OP 32 Line	FY 2011 Actuals	Change FY 2011/FY 2012		FY 2012 Estimate	Change FY 2012/FY 2013		FY 2013 Estimate
		Price	Program		Price	Program	
101 Exec, Gen'l & Spec Scheds	58,661	0	-5,285	53,376	192	-1,798	51,770
103 Wage Board	1,254	0	-569	685	2	6	693
199 Total Civ Compensation	59,915	0	-5,854	54,061	194	-1,792	52,463
308 Travel of Persons	6,776	122	259	7,157	122	-937	6,342
399 Total Travel	6,776	122	259	7,157	122	-937	6,342
416 GSA Supplies & Materials	208	4	241	453	8	-276	185
499 Total Supplies & Materials	208	4	241	453	8	-276	185
507 GSA Managed Equipment	223	4	1,361	1,588	27	-20	1,595
599 Total Equipment Purchases	223	4	1,361	1,588	27	-20	1,595
771 Commercial Transport	0	0	90	90	2	-1	91
799 Total Transportation	0	0	90	90	2	-1	91
914 Purch Com (non fund)	57	1	3,351	3,409	58	-2,854	613
917 Postal Svc (USPS)	8	0	35	43	1	-33	11
920 Supplies/Matl (non fund)	4,128	74	143	4,345	74	-1,231	3,188
921 Print & Reproduction	804	14	752	1,570	27	-538	1,059
922 Eqt Maint Contract	841	15	-448	408	7	1,280	1,695
923 Facilities Maint by Contr	3,609	65	-1,499	2,175	37	-360	1,852
925 Eqt Purch (Non-Fund)	9,333	168	-2,379	7,122	121	517	7,760
932 Mgt Prof Support Svcs	3,318	60	325	3,703	63	-1,223	2,543
957 Lands and Structures	1,955	29	-739	1,245	21	-532	734
960 Interest and Dividends	8	0	-5	3	0	0	3
984 Equipment Contracts	694	12	2,771	3,477	59	-2,719	817
987 Other IntraGovt Purch	3,051	55	-1,293	1,813	31	978	2,822
989 Other Services	2,097	38	-1,641	494	8	724	1,226

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	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>
<u>OP 32 Line</u>		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
999 Total Other Purchases	29,903	531	-627	29,807	507	-5,991	24,323
Total	97,025	661	-4,530	93,156	860	-9,017	84,999