



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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J-7  
DISTRIBUTION: A, B, C

CJCSI 1801.01D  
10 June 2015

## NATIONAL DEFENSE UNIVERSITY POLICY

References: See Enclosure G.

1. Purpose. This instruction disseminates the policies, procedures, objectives, and responsibilities of the National Defense University (NDU) and its components as prescribed in references a and b and related documents.
2. Superseded/Cancellation. CJCSI 1801.01C CH 1, 2 September 2011, "National Defense University Policy," is superseded.
3. Applicability. This instruction applies to the Joint Staff, National Defense University (NDU), and the Military Services. Distribution to other agencies is for information only.
4. Policy
  - a. General. NDU is the Nation's premier Joint Professional Military Education (JPME) provider. Its fundamental purpose is to educate emerging senior leaders in the defense and interagency communities at the strategic and operational levels. NDU's primary focus is the provision of JPME, enabled by premier teaching, scholarly research and academic engagement. As an academic institution, NDU operates on the principle of academic freedom.
  - b. Mission. NDU supports the Joint Warfighter by providing rigorous JPME to members of the U.S. Armed Forces and select others in order to develop leaders that have the ability to operate and creatively think in an unpredictable and complex world.
  - c. Vision. NDU will be the premier national security institution focused on advanced joint education, leader development, and scholarship.

d. NDU Components. Enclosure A describes NDU components and their missions.

e. Resources

(1) The Secretary of Defense is the executive agent for funding the professional education operations of all NDU components. This responsibility, effectively for operations and maintenance (O&M) and manpower, is exercised by the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer (USD(C)/CFO).

(2) As required by federal law, NDU is funded by Department of Defense (DoD)-wide O&M funding. The OUSD(C)/CFO provides this funding. The Military Department installation that hosts NDU or its components is responsible for selected base operations, facility, logistics, and administrative support of NDU.

(3) NDU will formally submit all Planning, Programming, Budgeting, and Execution (PPBE) products (including the Program and Budget Review and Mid-Year Review) through the Joint Staff J-7 to the Joint Staff J-8. NDU PPBE submissions will occur before OUSD(C)/CFO and OUSD Cost Assessment and Program Evaluation (CAPE) timelines to ensure NDU can fulfill the Chairman's title 10 responsibilities.

(4) NDU is authorized to recoup resources for providing NDU programs or support to Federal Agencies outside the Department of Defense, the private sector, and international students. Such compensation is to be in accordance with applicable statutory and regulatory authorities. NDU may conduct reimbursable research in accordance with paragraph 4.c. of Enclosure A.

5. Definitions. Refer to the Glossary for abbreviations and acronyms.

6. Responsibilities. Enclosure B details NDU-related responsibilities of the Chairman of the Joint Chiefs of Staff (CJCS); the President, NDU (NDU-P); the Joint Staff; and the Military Services. Enclosure C provides policy regarding NDU senior leadership and faculty. Enclosure D details policy regarding NDU JPME class size, composition, and student selection. Enclosure E lists recurring reports required of NDU. Enclosure F provides the due dates of each NDU report.

7. Summary of Changes

a. Restates the Policy section and relevant sections of the enclosures to incorporate elements from Change One to the instruction.

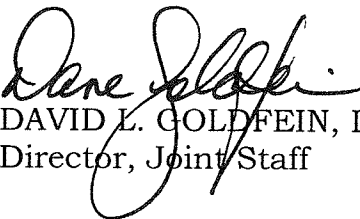
b. Incorporates the new mission statement of NDU.

- c. Incorporates the new vision for NDU.
- d. Restates the Resources section for improved clarity.
- e. Removes the Teach, Research, and Outreach construct.
- f. Incorporates new name and mission of the Industrial College of the Armed Forces.
- g. Updates the mission statements of Joint Forces Staff College and its component schools.
- h. Removes Senior Enlisted JPME; NATO Staff Officer Orientation Course; Reserve Component National Security Course; Institute for National Security Ethics and Leadership; Center for Joint and Strategic Logistics Excellence; Center for Transatlantic Security Studies; Center for Strategic Conferencing; and the Secretary of Defense Corporate Fellows Program.
- i. Adds responsibilities of Vice President for Academic Affairs (Provost); Department of Ethics; Health and Fitness Directorate; Office of Institutional Research, Planning, and Assessment; Enrollment Management and University Registrar; and the Director, Research and Strategy Support.
- j. Incorporates revised mission statements of the Institute for National Security Studies and its components.
- k. Adds the description of the process for oversight of NDU research activities.
- l. Restates the description of NDU outreach and collaboration.
- m. Updates the responsibilities of the Military Service Chiefs, the Joint Staff, and the President of NDU.
- n. Updates the officer grade requirements for the president of NDU and the College Commandants.
- o. Incorporates the College of International Security Affairs as senior-level education and a provider of JPME II.
- p. Updates officer grade requirements for the Joint Advanced Warfighting School.
- q. Updates the International Student Program.
- r. Updates required reports and due dates.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal Agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: <[http://www.dtic.mil/cjcs\\_directives/](http://www.dtic.mil/cjcs_directives/)>. Joint Staff activities may also obtain access via the SIPR Directives Electronic Library Web sites.

9. Effective Date. This INSTRUCTION is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

  
DAVID L. GOLDFEIN, Lt Gen, USAF  
Director, Joint Staff

Enclosures:

- A - NDU Components
- B - Responsibilities
- C - NDU Senior Leadership and Faculty
- D - JPME Class Size, Composition, and Student Selection
- E - Reports
- F - Reports and Submissions Summary
- G - References
- GL - Glossary

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## ENCLOSURE A

### NDU COMPONENTS

1. Overview. This enclosure describes the major components of NDU and includes their mission statements.
2. The following NDU components are primarily venues for educating students. They include offerings designated as JPME venues in federal law and CJCS policy.

- a. General/Flag Officer (GO/FO) and Command Senior Enlisted JPME

- (1) PINNACLE. PINNACLE's mission is to convey an understanding of national policy and objectives, with attendant international implications, to prospective joint/combined force commanders. PINNACLE also educates commanders on how to integrate those policies and objectives into operational campaign plans.

- (2) CAPSTONE. CAPSTONE's mission is to increase the effectiveness of all newly selected Active Component GO/FOs) in planning and employing U.S. Forces in joint and combined operations. Additionally, CAPSTONE enhances knowledge and exposure to all the instruments of national power by integrating senior officials from the interagency into course content and class composition.

- (3) KEYSTONE. KEYSTONE's mission is to prepare Active Component command senior enlisted leaders for service in a flag officer joint headquarters. The primary course focus is on the strategic and operational levels of war as well as integrating the elements of national power to achieve national security objectives.

- b. Senior Education

- (1) College of International Security Affairs (CISA). The CISA mission is to educate and prepare civilian and military national security professionals and future leaders from the United States and partner nations for the strategic challenges of the contemporary security environment. CISA is the DoD flagship for education and the building of partnership capacity in combating terrorism and irregular warfare at the strategic level.

- (2) Dwight D. Eisenhower School for National Security and Resource Strategy (Eisenhower School). The Eisenhower School (ES) mission is to prepare selected military officers and civilians for strategic leadership and

success in developing national security strategy and in evaluating, marshaling, and managing resources in the execution of that strategy.

(3) Information Resources Management College (IRMC, also known as the iCollege). The IRMC mission is to prepare military and civilian leaders to optimize information technology management and secure information dominance within cyberspace.

(4) National War College (NWC). The NWC mission is to educate future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy, command, and staff responsibilities by conducting a senior-level course of study in national security strategy.

(5) Joint Forces Staff College (JFSC). The JFSC mission is to educate national security professionals to plan and execute operational-level joint, multinational, and interagency operations to instill a primary commitment to teamwork, attitudes, and diverse perspectives. JFSC is composed of four schools, each with different student populations and purposes.

(a) Joint Advanced Warfighting School (JAWS). JAWS produces graduates who can create campaign-quality concepts, plan for the employment of all elements of national power, accelerate transformation, succeed as joint force operational/strategic planners and be creative, conceptual, adaptive, and innovative. JAWS is designed for a small group of selected Service-proficient senior officers en route to planning-related positions in the Combatant Commands.

(b) Joint Combined Warfighting School (JCWS). The JCWS mission is to prepare and educate national security professionals to anticipate, innovate, plan, and execute operational level joint, interagency, intergovernmental, and multinational operations in order to instill a primary commitment to joint, interagency, intergovernmental, and multinational teamwork, attitudes, and perspectives.

(c) Joint Command, Control, and Information Operations School (JC2IOS). JC2IOS is designed to educate and train military officers and civilian equivalents in the concepts, applications, and procedures associated with Command, Control, Communication, Computers, and Intelligence (C4I) and Information Operations planning in joint and multinational environments. The school is composed of a C4I and an Information Operations (IO) division, offering a variety of educational opportunities to the joint community.

(d) The Joint Continuing and Distance Education School (JCDES). JCDES offers the Advanced Joint Professional Military Education (AJPME)



course. AJPME is a 40-week hybrid course composed of an optimized blend of synchronous, asynchronous, and in-residence delivery modes. AJPME is a Reserve Component (RC) officer course that incorporates interagency organizations and senior non-commissioned officers into a course of instruction similar in content, but not identical to, the in-residence JCWS course.

3. Vice President for Academic Affairs (Provost). The Provost is NDU's Chief Academic Officer and advances the mission and values of NDU. The Provost ensures high quality and rigorous academic programs, making use of best practices to support joint education, leader development, and scholarship. The Provost facilitates institutional research, evidence-based decisions, continuous institutional and academic assessment, evaluation, planning, improvement, effectiveness, enrollment management, registration and other services in support of the academic mission of NDU. The Provost promotes the academic mission through:

a. Center for Applied Strategic Learning (CASL). CASL's mission is to research, develop, and facilitate experiential education products and events (e.g., simulations, war games, and exercises) to provide JPME for the joint warfighter, including the U.S. military students and select others at NDU. CASL supports the NDU leadership, the components, and others by providing experiential education services. CASL faculty serves as NDU's resident experts in the field of exercises, war games, and facilitation.

b. Department of Ethics. The Department of Ethics mission is to teach courses, conduct research, and produce teaching materials (including case studies) in the fields of national security ethics and law, primarily in support of JPME and professional military education. In addition, the Department of Ethics serves as NDU's subject matter experts in ethics and the Profession of Arms, and as such works with college faculties and researchers to enhance the consideration of ethics in NDU's curricula.

c. Health and Fitness Directorate. The Health and Fitness Directorate's mission is to support NDU's strategic goals by enhancing Joint Total Fitness through health, fitness and wellness interventions that optimize performance across the joint force to include classroom instruction, resiliency programs, and individual interventions with faculty, staff, and students.

d. NDU Libraries. The mission of the NDU Libraries is to advance education through teaching information fluency; collecting, organizing, making accessible, and preserving recorded knowledge and products of human creativity. The NDU Library supports all NDU educational programs. The NDU Library staff provides information literacy instruction for all students at NDU,

teaching critical research skills that students will carry forward into subsequent professional assignments.

(1) One Virtual Library. One Virtual Library provides a common interface that delivers library resources and services to students and faculty at any location. NDU will maintain the Military Education Research Library Network (MERLN) to provide ready-made Web guides on topics of interest to JPME.

(2) Special Collections/Classified Documents Center (CDC). Special Collections/CDC accepts voluntary donations of non-record copies of personal papers from any former Chairman or Vice Chairman of the Joint Chiefs of Staff and any former Combatant Commander. NDU faculty, staff, and authorized researchers have access to this repository for research. Using the papers and artifacts from senior military leaders, Special Collections staff creates exhibits throughout NDU that provide visual learning experiences. Special Collections/CDC is the repository for NDU student papers.

e. Office of Institutional Research, Planning, and Assessment. The Office of Institutional Research, Planning, and Assessment is responsible for the research, assessment, surveying, evaluation, effectiveness, and planning services and functions across NDU. The office provides management and oversight for these efforts and integrates, aligns, and standardizes practices, processes, procedures, resources, tools, and tasks.

f. Enrollment Management and University Registrar. The Registrar is responsible for and delivers enrollment and registration services and functions. These services and functions are those areas that involve maintaining the official academic records of students and courses offered by the university.

4. Research and Strategic Support. NDU incorporates some of the Nation's premier national security and defense technology research and scholarship centers.

a. Director, Research and Strategic Support (D-RSS). The D-RSS promotes, supports, and disseminates scholarly research across NDU and the broader national security and Joint community. The D-RSS conducts outreach with NDU colleges and components, the regional centers, and other national and international academic bodies to inform and encourage research collaboration. The D-RSS leads and directs the Institute for National Strategic Studies (INSS) and facilitates the coordination of research across NDU. The mission of INSS is to conduct research in support of the academic and leader development programs at NDU, to provide strategic support to the Secretary of Defense, the Chairman, and the Combatant Commands, and to interact with other U.S.

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governmental agencies and the broader national security community. INSS consists of the following components that provide academic venues for increasing the breadth and depth of knowledge regarding national and international security matters and for the advancement of strategic thinking:

(1) Center for Complex Operations (CCO). The CCO is a congressionally authorized center. Its mission is to conduct research, identify lessons learned, enhance training and education, and improve the planning and execution of interagency operations.

(2) Center for the Study of Chinese Military Affairs (CSCMA). The mission of CSCMA is to serve 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 and the ability of that nation to develop, field, and deploy an effective military instrument in support of its national strategic objectives.

(3) Center for Strategic Research (CSR). The CSR supports the INSS core mission of providing objective, rigorous, and timely analyses that respond to the needs of decision-makers in the Department of Defense and other policy audiences. In formulating research plans it pays particular attention to emerging strategic trends that pose longer-term challenges for U.S. national security and raise complex trade-offs for policy-makers. The Center includes the Center for Study of Chinese Military Affairs.

(4) Center for the Study of Weapons of Mass Destruction (CSWMD). CSWMD's mission is to prepare U.S. national security leaders to address the challenges posed by weapons of mass destruction (WMD) through education, research, and outreach activities across the full spectrum of WMD issues. CSWMD provides cutting-edge research on the impact of WMD on U.S. and global security to the national security community. CSWMD is the focal point for WMD education in JPME.

(5) Center for Technology and National Security Policy (CTNSP). The mission of CTNSP is to conduct research and analysis, and to design curricula on future trends in science and technology and their implications for national security policy, military transformation, and defense strategy. CTNSP harnesses the talents of senior defense scientists, technologists, and defense policy analysts who develop new concepts to deal with the missions outlined in the Quadrennial Defense Review. It also advises senior DoD officials and publishes the results of its research.

(6) NDU Press. The mission of NDU Press is to disseminate knowledge intrinsic to advanced joint education and leader development by publishing

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books, policy briefs, occasional papers, monographs, and special reports on national security strategy, defense policy, national military strategy, regional security affairs, and global strategic problems. NDU Press also publishes the Joint Force Quarterly, a professional military and security journal.

b. Strategic Support. In addition to research for internal requirements, NDU research provides strategic support to decision-makers in the Office of the Secretary of Defense (OSD), the Joint Staff, the military departments, Combatant Commands, Defense Agencies, and other organizations. NDU generates and disseminates knowledge to promote policy development, innovation, and whole of society engagement that can be of broad value to the Department of Defense. Such work must be within NDU's capacity and be approved by NDU leadership. The results of this work should be linked to NDU's primary mission of JPME and leader development as much as possible.

c. Process. Useful research requires a well-defined process for initiation, conduct, and assessment, while maintaining a focus on the anticipated users of the research. This process must allow senior stakeholders the opportunity to shape efforts through early collaboration on broad themes and permit a review and evaluation of output in a structured, scheduled and meaningful way.

(1) Annually in September, INSS will coordinate with stakeholders on proposed research themes for the next fiscal year. The Joint Staff J-5 and J-7 as well as OSD (Policy) will be included in this coordination.

(2) These themes will guide researchers and sponsors as they develop projects, deliverables, and evaluation criteria. OSD and Joint Staff directorates and approved others can coordinate requests for research directly with direct-funded research centers. Approved sponsors may work directly with reimbursable centers in conjunction with resources provided. Appropriate memoranda of agreement or understanding, or statements of work, along with oversight and review mechanisms and reporting requirements, shall govern resource transfers.

(3) Annually in June, INSS will present the state of NDU research plans and projects to the Directors of the Joint Staff J-5 and J-7, OSD (Policy), and other stakeholders.

5. Outreach and Collaboration. The following NDU components are primary venues for conducting international outreach.

a. International Student Management Office (ISMO). The ISMO mission is to administer and oversee all resident international students enrolled in

academic programs on the Fort McNair campus. The ISMO duties are comprehensive. They include pre-arrival coordination; procuring temporary and permanent lodging; arranging for banking, medical insurance, and driver's licenses; coordinating schooling for dependent children; and post-graduation follow-up through alumni outreach.

(1) ISMO runs the International Student Hall of Fame (HOF) program. Any interested party may nominate potential HOF inductees to ISMO. The normal process begins once ISMO determines a graduate is eligible. To be eligible, graduates must be a Service Chief, Chief of Defense, Minister, Ambassador, commander of a United Nations Task Force, or a similar high-level position.

(2) Vetting is a three-part process. ISMO gathers nominations and submits them to the appropriate U.S. embassy country team, the appropriate Combatant Command and to the Joint Staff. Once all concur, ISMO informs the graduate and conducts the appropriate ceremony.

b. International Military Student Office (IMSO). IMSO executes a mission similar to ISMO for international students enrolled in NDU academic programs on the JFSC Norfolk campus.

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## ENCLOSURE B

## RESPONSIBILITIES

1. Overview. This enclosure outlines responsibilities of the CJCS, the Military Services, the Joint Staff, and the NDU-P, relative to NDU.
2. Chairman of the Joint Chiefs of Staff. The Chairman is responsible for the following:
  - a. Approving the mission of NDU and its component institutions.
  - b. Selecting an NDU-P from Service nominees.
  - c. Approving CJCS chairs for CISA, ES, JFSC, and NWC.
  - d. Advising and assisting the Secretary of Defense by periodically reviewing and revising the curriculum of each NDU college to enhance the education and training of officers in joint matters.
3. Military Service Chiefs. The Military Service Chiefs are responsible for the following:
  - a. Supplying sufficient students for JPME colleges and schools so that each Military Department can provide approximately one-third of the U.S. military student body to meet requirements delineated by federal law and CJCS policy.
  - b. Supplying sufficient military faculty for JPME colleges and schools so that each Military Department can provide approximately one-third of the U.S. military faculty at each college and school.
  - c. Nominating, as solicited, GO/FOs to serve as the NDU-P and as commandants of ES, JFSC, and NWC.
  - d. Approving Service Chief chairs for ES, JFSC, and NWC.
  - e. Providing base operations, facility, logistic, and administrative support at these locations:
    - (1) U.S. Army: NDU main campus, Fort Lesley J. McNair, Washington, D.C.
    - (2) U.S. Navy: Coordination for selected support provided to JFSC, Norfolk, Virginia.

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f. Ensure that officers graduating from JAWS are assigned to planner positions as described in the Chairman's Officer Professional Military Education Policy (OPMEP) instruction and the annual NDU Student Size and Composition Plan.

4. Director, Joint Staff (DJS). The DJS is responsible for the following:

a. Overseeing Joint Staff support for NDU.

b. Approving the annual NDU Student Size and Composition Plan for JPME venues.

c. Serving as the Joint Staff authority to approve/disapprove waiver requests from the Services for JAWS graduates assignments as described in the OPMEP.

5. Joint Staff. All Joint Staff directorates are responsible for assisting/providing collaboration on NDU education offerings that parallel their assigned functional area.

a. Director for Manpower and Personnel, Joint Staff (DJ-1). DJ-1 is responsible for providing Joint Staff collaboration and support regarding NDU students, personnel and staffing issues, as required.

b. Director for Operations, Joint Staff (DJ-3). The DJ-3 is responsible for coordination of JFSC Information Operations courses.

c. Director for Strategic Plans and Policy, Joint Staff (DJ-5). The DJ-5 is responsible for the following:

(1) Providing Joint Staff collaboration and support, in coordination with J-7 and OSD (Policy) for NDU research activities to include, but not limited to, the following: guidance and coordination on NDU's strategic studies, regional security studies programs, and the Secretary of Defense's Strategic Policy Forum program.

(2) Providing Joint Staff collaboration and support regarding NDU engagement activities. This includes prioritizing the participation of nations in the NDU international student programs at ES, CISA, JAWS, JCWS and NWC.

d. Director for Command, Control, Communications, and Computer (C4) Systems, Joint Staff (DJ-6). The DJ-6 is responsible for the following:



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(1) Providing, in coordination with the DoD Chief Information Officer, Joint Staff collaboration and support for IRMC and JFSC's C4I education program as presented in CJCSI 6245.01 Series.

(2) Providing network support to NDU by extending Joint Staff Information Network capabilities to the NDU campus at JFSC.

e. Director for Joint Force Development, Joint Staff (DJ-7). The DJ-7 is responsible for the following:

(1) Providing primary Joint Staff oversight for NDU matters, which include establishing Chairman's NDU policy and issuing other such administrative guidance as required to discharge oversight responsibilities.

(2) Approving NDU's personnel staffing.

(3) Initial coordination and appropriate tasking of all formal correspondence related to the provision of NDU support to the Office of the Secretary of Defense, the Combatant Commands, Services, Defense Agencies, the U.S. interagency, and allies.

(4) Providing Joint Staff collaboration and support to NDU regarding the delivery of JPME including the following:

(a) Coordinating the annual NDU Student Size and Composition Plan.

(b) Coordinating CJCS invitations for the NDU International Fellows program.

(c) Hosting NDU student visits to the Joint Staff.

(d) Periodically reviewing the curriculum of each NDU school to enhance the education and training of officers in joint matters.

(5) Validating, in coordination with DJ-8, all NDU PPBE products.

(6) Providing the Joint Operations Module portions of the CAPSTONE, PINNACLE, and KEYSTONE programs.

f. Director for Force Structure, Resources, and Assessment, Joint Staff (DJ-8). The DJ-8 is responsible for the following:

(1) Providing Joint Staff collaboration and support to NDU's participation in the DoD PPBE process, including the Program and Budget Review and Mid-Year Review. Additionally, DJ-8 responsibilities include

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validating and advocating for any unfunded requirements during Mid-Year Review that could affect the Chairman's title 10 authority.

(2) Reviewing and collaborating with the DJ-7 on all NDU PPBE products and preparing CJCS endorsement of NDU PPBE submissions to OSD.

(3) The Chemical Biological Defense Program provides annual funding, via J-8's Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense, to the NDU CSWMD for the cost of salaries and other expenses to execute the WMD JPME focal point mission.

6. NDU-President. The NDU-P is responsible for the following:

a. Accomplishing the NDU mission, including the missions of all its components, as described in this instruction.

b. Developing a set of unified directives for all aspects of NDU and its components in accordance with public law, DoD and CJCS policies, directives, and instructions.

c. Maintaining joint and academic accreditation status in accordance with public law, DoD and CJCS policies, directives and instructions; the Department of Education; and relevant civilian academic accreditation agencies (specifically, the Middle States Commission on Higher Education).

d. Managing NDU resources in accordance with public law, DoD and CJCS policies, directives, and instructions.

e. Routing all PPBE products through the DJ-7 and DJ-8 prior to submission to the OSD Comptroller.

f. Coordinating base operations, facility, logistic, and administrative support services with OSD, host installations, and the Services.

g. Recommending ES, JFSC, and NWC commandant nominees to the Chairman.

h. Participating in the Military Education Coordination Council.

i. Providing necessary support functions, including library services, for mission accomplishment.

j. Maintaining a professional interchange with selected educational and research organizations involved in the study of national security affairs, operational art, and resource management strategies.

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k. Planning and executing the DoD Distinguished Visitors Orientation Tour in coordination with the Defense Security Cooperation Agency.

l. Other mission areas or tasks as assigned by the Secretary of Defense and the CJCS.

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ENCLOSURE C

NDU SENIOR LEADERSHIP AND FACULTY

1. Senior Leadership

a. NDU-P and College Commandants. NDU-P and the commandants of ES, JFSC, and NWC are nominative positions filled by GO/FOs. The usual tour length is 3 years. Typically, officers from different Services staff these positions.

(1) NDU-P is an active duty officer serving in grade O-8. The Military Departments fill the position on a nominative basis to the Secretary of Defense through the CJCS. NDU-P will have a broad operational perspective, an advanced degree, and extensive joint experience and education. Additionally, NDU-P will be knowledgeable in national security strategy formulation and execution, joint operations planning and programming, and other matters related to national security strategy. NDU-P must be familiar with the interaction among national security interests in the Executive Branch, Congress, other government agencies, international entities, industry, and the media.

(2) The ES, JFSC, and NWC commandants are active duty officers who are usually in grade O-7. The Military Departments fill these positions on a nominative basis to the CJCS through the NDU-P.

(3) All NDU civilian senior leadership positions are selected through a competitive search process with final decision authority by the NDU-P.

b. Senior Vice President, NDU. Due to the vital linkage between statecraft and military power, a civilian official of ambassadorial rank from the Foreign Service appointed by the Department of State will normally fill this position.

c. Vice President for Academic Affairs (Provost). To ensure leadership continuity at NDU, the Provost is a title 10 employee, possessing a terminal degree that NDU selects through a competitive search process. The Provost is the Chief Academic Officer and reports directly to the NDU-P on all academic matters. The Provost ensures the quality of institutional teaching and student scholarship programs. The College and academic component leaders coordinate on all academic matters with the Provost who is the NDU-P's principle academic advisor.

d. Director for Research and Strategic Support. The Director, Research and Strategic Support (D-RSS) is a title 10 employee possessing a terminal degree, chosen through a competitive search process. The D-RSS reports directly to the NDU-P and is responsible for the development, promotion, and

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dissemination of scholarly research in support of joint education and leader development and for strategic support to the broader national security and Joint community. The D-RSS coordinates development of the strategic and annual research plans, and assesses the quality and productivity of the research faculty and staffs. The D-RSS coordinates with the Provost and college component heads on issues of research faculty in an adjunct instructional role and regarding the infusion of scholarship into the college curricula.

## 2. Faculty

a. Personnel. Personnel (military and civilian) who, as described in the OPMEP and determined by the Provost, teach, prepare, or design curricula, or conduct research in support of JPME, may be counted as faculty. Personnel performing strictly administrative functions may not be counted as faculty for computing student-to-faculty ratios.

### b. Military Faculty

(1) Active duty military officers bring to the NDU faculty invaluable operational currency and expertise; therefore, a sufficient portion of each JPME college/schoolitary officers bring to the NDU faculty invaluable operational cufaculty are uniformed personnel who prepare, design, or teach JPME curricula or conducts research related to JPME curricula.

(2) The Provost may designate one billet for each JPME college from each Military Department as an indefinite-length tour. In addition, each JPME college may appoint one additional faculty member for an indefinite period. Academic Affairs is authorized the indefinite appointment of one military officer. The NDU-P coordinates with the Military Departments for appointment of officers to indefinite-length tours.

(3) Given the grade and seniority of NDU students, as a rule, the grade of military faculty members shall be senior to the average college/school student grade. Specifically, grades and qualifications shall be as follows:

(a) ES, JAWS, and NWC faculty shall be in grade O-6 and possess an advanced degree in a relevant discipline. Additionally, officers assigned to teach acquisition at ES must be Level-3 certified in accordance with the Defense Acquisition Workforce Improvement Act. College commandants can waive the grade and/or the degree requirement for officers with exceptional professional or academic qualifications. Military faculty will be one-third by Military Department at ES, JAWS, and NWC. All ES and NWC military faculty members should be graduates of a senior-level Service JPME program (resident programs preferred) or NDU senior-level JPME program. JAWS faculty will be Joint Qualified Officers and senior-level JPME program graduates.

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(b) JFSC faculty (other than JAWS) shall be primarily in grade O-5 and possess an advanced degree in relevant academic disciplines. College commandants can waive the requirement for an advanced degree for officers with exceptional joint or operational qualifications. JFSC may accept O-4s selected for O-5 (and some O-4s in specific curriculum-related disciplines with exceptional professional credentials) for assignment to faculty duty. All JFSC (other than JAWS) faculty members should be graduates of an intermediate or senior-level Service JPME program (resident programs preferred) or NDU senior-level program. Military faculty will be one-third by Military Department.

(c) CISA faculty shall be primarily in grade O-5 and O-6 and possess an advanced degree in relevant academic disciplines. The preference is for faculty with terminal degrees and previous teaching experience. CISA may accept O-4s selected for O-5 (and some O-4s in specific curriculum-related disciplines with exceptional academic credentials) for assignment to faculty duty. All CISA military faculty members should be graduates of an intermediate or senior Service JPME program or NDU senior-level college program. Military faculty will be one-third by Military Department.

(d) IRMC military faculty members will normally be in grade O-5 or O-6 and possess an advanced degree in a relevant academic discipline. Some O-4s with exceptional professional credentials in specific curriculum-related disciplines are also acceptable for assignment as faculty.

(e) The length of military faculty assignment to NDU is usually 3 years.

(f) Senior Military fellows assigned to INSS research billets will be in grade O-6 and possess advanced degrees and/or relevant joint or interagency experience.

(g) Military faculty assigned to the Center for Applied Strategic Learning will be in grades O-4 through O-6 and possess an advanced degree and/or relevant joint or interagency experience.

c. Civilian Faculty. Pursuant to reference a, DoD instructions, and delegations of authority, and upon the recommendations of component heads, NDU-P determines the appropriate number of civilians on the various NDU faculties. All faculty members will be of the highest caliber, possess strong academic credentials, and combine functional or operational expertise with teaching ability.

d. Student-to-Faculty Ratio. CJCS policy delineates the ratios of students to faculty at JPME venues. NDU maintains the student-to-faculty ratios at all JPME colleges and schools in accordance with guidance in the OPMEP.

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(1) Faculty includes U.S. military and civilian members, full- and part-time members, and U.S. and international faculty members, as determined by the respective NDU college/school commandant and as validated by the CJCS Process for the Accreditation of Joint Education.

(2) All (U.S. and international) military officers and civilians assigned to NDU as students for the purpose of completing a prescribed course of instruction count as students in the computation of student-to-faculty ratios.

(3) The prescribed student-to-faculty ratio is not applicable to the following:

(a) Nonresident education programs as defined in reference b.

(b) NDU components not officially recognized as JPME venues.

e. Faculty Exchanges. Faculty/fellows exchanges between NDU colleges and appropriate organizations or other educational institutions (public, private, and foreign) are encouraged when they contribute to NDU's academic enrichment. Faculty/fellows assigned or associated full-time to NDU's JPME colleges/schools count as faculty for student-to-faculty ratio purposes.

f. CJCS Chair Program

(1) Each NDU JPME college will establish a CJCS Professor of Military Studies Chair. CJCS chairs will be military faculty of appropriate rank who are a Joint Qualified Officer, have recent joint operational experience, and are capable of contributing insight into joint matters to the faculty and student body. CJCS chairs act as direct liaisons with the Office of the CJCS and the Joint Staff.

(2) The CJCS approves nominees for these chairs, which are from authorized military faculty positions. Each college shall submit a nomination (via NDU and Joint Staff/J-7) for new CJCS chairs to the Chairman 90 days before the departure of the incumbent CJCS chair.

g. Service and Other Chairs

(1) Each NDU JPME college is encouraged to establish Service chief chairs from authorized military faculty positions for each of the Services.

(2) NDU components may establish chairs and each JPME college is encouraged to name distinguished individuals as chairs. Examples include the Roosevelt Chair and the Edison Chair as well as interagency and private sector Chairs.



ENCLOSURE D

JPME CLASS SIZE, COMPOSITION, AND STUDENT SELECTION

1. Size and Composition Plan (SCP)

a. The student SCP establishes quotas by student category (i.e., military, DoD civilian, non-DoD government civilian, international fellows, and private sector) for attendance at NDU JPME institutions. The Director, Joint Staff, publishes the SCP annually on 31 July for the following academic year (approximately 12 months prior to the class matriculation date).

b. To support the July promulgation of the SCP, NDU will submit its recommendations for the SCP to the J-7 annually on 1 June. This allows time for the J-7 to staff the SCP proposal to the Military Departments.

c. The Service composition of CAPSTONE, CISA, ES, JAWS, NWC, and PINNACLE classes will be approximately one-third by Military Department.

d. The Service composition of JCWS and AJPME classes will be in accordance with the distribution of billets by Service on the Joint Duty Assignment List.

2. Student Selection

a. U.S. Military Students. Military Departments should select students with a representative mix of operational and functional expertise, with consideration for the educational program focus at each NDU institution. The Military Departments may allocate a portion of their military quotas for NDU colleges to Reserve Component officers.

(1) PINNACLE. The Services select attendees in accordance with Joint Staff guidance. The Services select attendees using a tiered system. Normally, Tier I officers attend PINNACLE. Tier I billets are those billets that have the greatest potential to produce a future Joint Force Commander.

(2) CAPSTONE. Attendance is based on GO/FO population by Service.

(3) ES and NWC. Officers attending ES and NWC must attain the grade of O-5 before the academic year starts. Officers will also have a demonstrated record of outstanding performance and have the potential for future growth in positions of senior strategic leadership.

(4) JAWS. Officers attending JAWS should normally be in grades O-5 or O-6 before the academic year starts. Officers will also have a demonstrated

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record of outstanding performance, have potential for future growth in positions of senior strategic leadership, and be JPME I graduates.

(5) JCWS and AJPME. Officers attending JCWS and AJPME must attain the grade of O-4 and successfully complete JPME Phase I, or the Joint Transition Course with an appropriate Joint Staff waiver, before the course starts.

(6) CISA

(a) Combatting Terrorism Fellowship Program (CTFP). Officers must be in grades O-5 or O-6 before the academic year starts. Officers will also have a demonstrated record of outstanding performance and have potential for future growth in positions of senior strategic leadership oriented toward Combating Terrorism, Irregular Warfare, and non-traditional threats.

(b) South and Central Asia Program (SCAP). Officers attending SCAP must be in grades O-4 to O-6 before the academic year starts. Officers will also have a demonstrated record of outstanding performance and have potential for future growth in positions of senior strategic leadership oriented toward advising partners in South and Central Asia.

(7) KEYSTONE. The Services select their senior enlisted personnel from the population of qualified candidates in accordance with the tiered system. Normally Tier 1 senior enlisted personnel attend Keystone. The Senior Enlisted Advisor to the CJCS adjudicates the final list.

b. U.S. Civilian Students

(1) U.S. government civilian students attending NDU will be professionals in their parent organizations and comparable in rank and potential to their military student counterparts. In addition, civilians attending NDU colleges/schools will possess a bachelor's degree and demonstrate potential to serve at the senior executive level. The NDU-P may make exceptions to these criteria when in the interest of the Department of Defense.

(2) The presence of non-DoD civilians in the student bodies of all NDU colleges has a positive effect on the learning process for all concerned.

(3) Students from the private sector are allowed to attend NDU (see title-10, United States Code, Section 2167).

c. International Students. See appendix A to this Enclosure.

### 3. Reallocation of Student Quotas

a. PINNACLE. NDU-P may reallocate unfilled PINNACLE seats in the following priority:

(1) Reduce the backlog of Active Component (AC) GO/FOs who have not attended PINNACLE, prioritized by tier level.

(2) Provide an opportunity for RC GO/FOs or senior civilians to attend.

b. CAPSTONE. NDU-P may reallocate unfilled CAPSTONE seats in the following priority:

(1) Reduce the backlog of AC GO/FOs who have not attended.

(2) Provide an opportunity for RC GO/FOs to attend.

(3) Provide an opportunity for interagency GO/FO equivalents to attend.

(4) Provide an opportunity for DoD senior executive service employees to attend.

c. Colleges. NDU-P may reallocate unfilled college quotas equitably among the Military Departments. NDU may make unfilled military quotas available to qualified federal government civilians after coordination with the Joint Staff J-7. NDU will allocate civilian backfills to organizations in the following priority:

(1) The same Military Department returning the quotas.

(2) Other Military Departments.

(3) Other DoD Agencies.

(4) Other Federal Agencies.

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APPENDIX A TO ENCLOSURE D

INTERNATIONAL STUDENT PROGRAM

1. General. The International Student Management Office (ISMO) and the JFSC's International Military Student Office (IMSO) execute security assistance and security cooperation programs for select members of the international Defense community by providing sustained superior support before, during, and after their NDU program. ISMO objectives reflect the ISMO mission and are divided primarily into administrative support and building partnerships. International students bring an essential perspective to NDU educational offerings.

2. Quota Process/Selection. NDU includes international seats in the annual size and composition submission to the Joint Staff in the spring of each year for ES, JAWS, and NWC. NDU collects requests and consolidates the lists using priority lists provided by the Combatant Commands. NDU distributes seats in a manner designed to achieve a global representation in classes.

a. NDU determines how many seats are apportioned to each Combatant Command and recommends countries for invitations or placement on the alternate list. NDU will base its lists on the Security Cooperation Guidance issued by the Secretary of Defense and will annotate countries by tier group. Occasionally, changes are made on the ranking of the alternate list, but in general, NDU closely follows the rankings of the Combatant Commands.

b. NDU sends a single proposed list of international attendees to the Joint Staff. The J-5 coordinates and adjudicates the list based on current political/military situations and events and the Security Cooperation Guidance. The Chairman approves and sends out invitations for ES, NWC and JAWS in November. If a country declines the invitation, NDU processes the invitation for alternate countries and NDU-P signs the invitation. Following country acceptance of the invitation, all further administrative support is via the U.S. Army TRADOC Security Assistance Training Field Activity (SATFA). This organization processes international students for all NDU colleges.

c. International program quotas are managed by SATFA and are also coordinated at the annual Security Cooperation Education and Training Working Group per Combatant Command.

3. Administration. ISMO is focused on supporting the international students (and families where appropriate) in administrative issues such as initial orientation, housing support, medical support, technology support, travel logistics, and final out-processing. The professional and successful fulfillment of these administrative activities prepares and enables students to have a more focused and positive academic experience and has a major impact on building

partnerships for the United States with each student and her/his respective country.

a. Field Study Program. The Field Study Program is designed to expose and educate international students to the many facets of American life and its people (culture, economics, military, political, health system, education system, etc.).

b. Graduate Writing Course. The writing course is specifically designed for non-native English speakers. The course introduces students to the components of American academic writing at the graduate level. ISMO also offers writing assistance and coaching throughout the year. A resident assistant professor within ISMO handles both teaching and coaching functions.

c. American Studies Course. The American Studies Course is designed to supplement the Field Study Program with academic discussion of the field studies and the associated topics. It also exposes the students to the foundations and core ideals, principles, and values that shape American policy, the American way of life, and its people. The NDU Provost and a resident ISMO assistant professor teach this course.

d. Ongoing Education. Using alumni outreach tools and mediums (newsletters, social media, reunions, continuing education symposiums, etc.), ISMO engages in post-graduation education with the students after they return to their home country. Services like MERLN and newsletters that contain information on NDU materials provide students with the opportunity to stay connected academically to NDU and current on today's global security challenges.

e. International Fellow Sponsorship Program. This dynamic sponsorship program exposes international students to various aspects of American culture, history, traditions, politics, and society outside of the classroom environment through volunteers who share their friendship and family. Additionally, the sponsorship program encompasses attendance and participation by U.S. sponsors and senior foreign military officer NDU students and their families in official and non-official social functions hosted by NDU leadership, by the business community, as well as selected non-profit organizations that support the program on a voluntary basis.

f. DVOT/OT Program. In accordance with the Security Cooperation Education and Training Program (SCETP), ISMO plans, executes, and provides programmatic oversight over the Department of Defense Orientation Tour (OT) and Distinguished Visitor Orientation Tour (DVOT) Program. ISMO develops and executes OT and DVOT, in close coordination with U.S. Embassy Country Teams and international military partners worldwide. OTs and DVOTs are hand-tailored, short, intensive training programs designed specifically to

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support visits to selected DoD facilities by senior foreign military officers and government civilians of new or transitioning countries or of countries who have established strategic, military-to-military and/or military training relationships with the United States. The broad objective of OTs and DVOTs is to familiarize participants with U.S. military doctrine, techniques, procedures, facilities, equipment, organization, management practices, operations, and civil-military theories and practices. The OT/DVOT Program also serves to enhance mutual understanding, cooperation, and friendships between U.S. Forces and participating nations.

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ENCLOSURE E

REPORTS

1. NDU Annual Report. Annually by 1 January, the NDU-P will submit a written report to the CJCS through the J-7, with copies to the respective Service executive agents, concerning NDU's colleges and other activities within its area of responsibility during the past 12 month period ending on 30 June. The report will include a detailed discussion of the curricula, students, faculty, research, facilities, budget, administration, plans, and other areas of interest to the CJCS. The report will specifically address the following:

- a. Use of delegated title 10, United States Code, Section 1595 hiring authority.
- b. An assessment of the effectiveness of the CAPSTONE course in meeting its objectives.
- c. A student body profile of the most recent CISA, ES, JAWS, and NWC classes graduated (operational experience, command assignments, joint experience, and graduate degrees).

2. PINNACLE, CAPSTONE, and KEYSTONE Curriculum Report. The NDU-P will annually review and, as necessary, recommend changes to the PINNACLE, CAPSTONE, and KEYSTONE curricula. NDU will forward annually a copy of the revised curriculum with highlighted changes and a course schedule for the upcoming academic year to the CJCS through the J-7 by 31 January.

3. Student Composition Reports. Within 10 business days of the start and graduation of each JPME program cohort, the NDU-P will submit reports to the Joint Staff (J-1 and J-7) and the Military Departments indicating the number of students enrolled by Military Department; complete student names, ranks, and social security numbers; and total numbers of international, interagency, and DoD/non-DoD civilians.

4. Student Size and Composition Reports. By 1 June annually, NDU-P will submit the Student Size and Composition Plan for each PINNACLE, CAPSTONE, KEYSTONE, AJPME, CISA, ES, JAWS, JCWS, and NWC class for the upcoming academic year to the Director, Joint Staff, through the J-7 for approval.

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ENCLOSURE F

REPORTS AND SUBMISSIONS SUMMARY

<b>REPORT</b>	<b>SUBMITTER</b>	<b>DUE DATE</b>
Annual Report to CJCS	NDU	1 January
Curriculum Report to CJCS	NDU	31 January
Student Composition	NDU	Within 10 business days of class convening and graduation
Student Size and Composition Plan Submission to J-7	NDU	1 June
CJCS Chair Nominations to Chairman	CISA, ES, JFSC, NWC	90 Days to Chairman prior to CJCS Chair Departure
JCWS Int'l Student Nominations to J-7	NDU ISMO	Within 30 days of class convening date
NDU Int'l Fellow Program Nominations to J-7	NDU ISMO	1 September

TABLE 1. Reports and Submissions Summary

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ENCLOSURE G

REFERENCES

- a. Title 10, United States Code, Section 1595, "Civilian faculty members at certain Department of Defense schools: employment, and compensation"
- b. CJCSI 1800.01 Series, "Officer Professional Military Education Policy (OPMEP)"

OTHER RELATED DOCUMENTS

1. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy (OPMEP)"
2. CJCSI 6245.01 Series, "Management of Joint Command, Control, Communications, and Computer (C4)/Cyber Education and Training Programs"
3. Defense Acquisition Workforce Improvement Act (Public Law 101-510), 1990
4. Joint Staff Manual, 5100.01 Series, "Organization and Functions of the Joint Staff"
5. National Defense Authorization Act, FY 2000, Section 914, "Center for the Study of Chinese Military Affairs"
6. Title 10 United States Code, Section 2167, "National Defense University: Admission of Private Sector Civilians to Military Education Program"
7. 18th Chairman's 2d Term Strategic Direction to the Joint Force
8. Title 10, United States Code, Section 184, "Regional Centers for Security Studies"
9. Title 10, United States Code, Section 663, "Education"

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## GLOSSARY

AJPME	Advanced Joint Professional Military Education
C4I	Command, Control, Communications, Computers, and Intelligence
CAPE	Cost Assessment and Program Evaluation
CASL	Center for Applied Strategic Learning
CCO	Center for Complex Operations
CDC	Classified Documents Center
CISA	College of International Security Affairs
CJCS	Chairman of the Joint Chiefs of Staff
CSCMA	Center for the Study of Chinese Military Affairs
CSR	Center for Strategic Research
CSWMD	Center for the Study of Weapons of Mass Destruction
CTFP	Combatting Terrorism Fellowship Program
CTNSP	Center for Technology and National Security Policy
DJS	Director, Joint Staff
DoD	Department of Defense
DVOT	Distinguished Visitor Orientation Tour
D-RSS	Director, Research and Strategic Support
GO/FO	general/flag officer
ES	Eisenhower School
IMSO	International Military Student Office
INSS	Institute for National Strategic Studies
IO	Information Operations
IRMC	Information Resources Management College
ISMO	International Student Management Office
J-1	Manpower and Personnel Directorate, Joint Staff
J-2	Intelligence Directorate, Joint Staff
J-3	Operations Directorate, Joint Staff
J-5	Strategic Plans and Policy Directorate, Joint Staff
J-6	Command, Control, Communications and Computer (C4) Systems, Directorate, Joint Staff

J-7	Joint Force Development Directorate, Joint Staff
J-8	Force Structure, Resources, and Assessment Directorate, Joint Staff
JAWS	Joint Advanced Warfighting School
JC2IOS	Joint Command, Control and Information Operations School
JCWS	Joint and Combined Warfighting School
JFSC	Joint Forces Staff College
JPME	Joint Professional Military Education
JQO	Joint Qualified Officer
MERLN	Military Education Research Library Network
NDU	National Defense University
NDU-P	President, National Defense University
NWC	National War College
O&M	operations and maintenance
OPMEP	Officer Professional Military Education Policy
OT	orientation tour
OSD	Office of the Secretary of Defense
OUSD(C)/CFO	Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer
PPBE	Planning, Programming, Budget, and Execution
SCAP	South Central Asia Program
SCETP	Security Cooperation Education and Training Program
SCP	Size and Composition Plan
WMD	Weapons of Mass Destruction