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**CJCSI 1801.01F  
14 October 2022**

**NATIONAL DEFENSE  
UNIVERSITY POLICY**



**JOINT STAFF  
WASHINGTON, D.C. 20318**

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# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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J-7

DISTRIBUTION: A, B, C

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14 October 2022

## 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 Superseded/Canceled. Chairman of the Joint Chiefs of Staff (CJCS) Instruction (CJCSI) 1801.01E, "National Defense University Policy," 20 December 2019, is superseded.
3. Applicability. This instruction applies to the Joint Staff, NDU, and the Military Services. Distribution to other agencies is for information only.
4. Policy
  - a. Chairman of the Joint Chiefs of Staff Controlled Activity. NDU is a Chairman's Controlled Activity (CCA). As such, NDU has a Secretary of Defense (SecDef)-approved charter, which provides guidance and prescribes the basic organization and resourcing of NDU and assigns key responsibilities of major stakeholders.
  - b. 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 and governance.
  - c. Mission. NDU educates joint warfighters and other national security leaders in critical thinking and the creative application of military power to

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CJCSI 1801.01F  
14 October 2022

inform national strategy and globally integrated operations, under conditions of disruptive change, in order to prevail in war, peace, and competition.

d. Vision. NDU will create strategic advantage by developing joint warfighters and other national security leaders and forging relationships through whole-of-nations and whole-of-governments educational programs, research, and engagement.

e. NDU Components. Enclosure A describes NDU major components and their missions.

f. Resources

(1) The CJCS has direct management control and responsibility over the programming and execution of resources for NDU. This responsibility is executed through the Director, Joint Staff (DJS).

(2) NDU will submit all planning, programming, budgeting, and execution (PPBE) products (including the Program and Budget Review and Mid-Year Review) to the Joint Staff Comptroller. NDU PPBE submissions will occur prior to the Under Secretary of Defense (USD) Comptroller/Chief Financial Officer (CFO) and Director, Cost Assessment and Program Evaluation (CAPE) timelines to ensure NDU can fulfill the CJCS's title 10 responsibilities and the Joint Staff can incorporate into overall Joint Staff products.

(3) The Army is responsible for resourcing facilities and installation support for NDU and its components at Fort McNair. The Navy is responsible for resourcing facilities and installation support at the Joint Forces Staff College Campus aboard NSA Hampton Roads.

g. Relationships

(1) NDU, as a CCA under the authority, direction, and control of the CJCS, coordinates through the Joint Staff Director for Joint Force Development, J-7 for all issues dealing with JPME. For issues regarding resourcing and manpower, NDU will coordinate DJS and Vice Director, Joint Staff to ensure visibility and support across the Joint Staff, and will inform DJ-7. This is in accordance with sections 113, 153, and 2165 of reference a and reference h.

(2) The Office of the Secretary of Defense (OSD) Principal Staff Assistants (PSA) have both functionally specific and cross-cutting equities in some NDU academic programs and curricula.

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CJCSI 1801.01F  
14 October 2022

(a) NDU will consult with OSD PSAs to understand and incorporate PSA perspectives into appropriate NDU academic programs and curricula.

(b) OSD PSAs may enter into memorandums and reimbursable support agreements with NDU to obtain research or sustain academic programs. Such agreements shall be coordinated via the Joint Staff J-7 and Joint Staff Comptroller as otherwise specified by reference f and this instruction.

(c) NDU will inform DJS and DJ-7 of significant actions undertaken in support of PSAs.

(3) NDU is authorized to establish memorandums and reimbursable support agreements and accept qualifying research grants with Department of Defense (DoD) components, other Federal agencies, and non-governmental organizations, as permitted by law and DoD policy, as necessary and desired.

(4) The NDU General Counsel falls under the authority, direction, and control of the DoD Office of the General Counsel/Director, Defense Legal Services Agency. NDU General Counsel will coordinate with OCJCS Legal Counsel and CJCS, when appropriate.

h. Administration. Revisions to this instruction require approval of the SecDef if they affect the status of NDU as a CCA, the NDU roles and relationships with OSD PSAs, or the establishment/disestablishment of NDU components described in title 10, U.S. Code.

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

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

7. Summary of Changes. This revision:

- a. Revises the NDU mission statement.
- b. Clarifies CJCS management control is executed through DJS.
- c. Clarifies responsibility for resourcing, facilities, and manpower.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

- d. Restates the Education section to clarify component descriptions and responsibilities.
- e. Restates the missions of some NDU Component Colleges and Schools.
- f. Adds responsibilities to the Office of the Senior Vice President.
- g. Changes responsibilities of the Office of Chief Operating Officer.
- h. Clarifies U.S. Army and U.S. Navy responsibilities for funding.
- i. Adds NDU-P as a member of the Board of Directors of the U.S. Institute of Peace.
- j. Creates the Office of the Vice President for Accreditation and Strategic Planning.
- k. Restates responsibilities of the Director, Institute for National Strategic Studies (D-INSS).
- l. Changes the description of Joint Force Development and Design.
- m. Adds NDU responsibility to respond to the annual call from Joint Staff J-7 for ongoing efforts related to gaps identified on Combatant Commander (CCDR) integrated priority lists during the Capability Gap Assessment (CGA) process.
- n. Changes due date of the NDU Annual Report and NDU Research Plan.


8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the non-secure internet protocol router network (NIPRNET). DoD Components (to include the Combatant Commands (CCMDs)), other Federal Agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: <<http://www.jcs.mil/library/>>. Joint Staff activities may also obtain access via the secure internet protocol router network (SIPRNET) Directives Electronic Library web sites.

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CJCSI 1801.01F  
14 October 2022

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

For the Chairman of the Joint Chiefs of Staff:



GEORGE M. WIKOFF, RADM, USN  
Vice Director, Joint Staff

Enclosures:

- A – NDU Components
- B – Responsibilities
- C – NDU Senior Leadership and Faculty
- D – Joint Professional Military Education
- E – Reports
- F – Reports and Submissions Summary
- G – References
- GL – Glossary

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CJCSI 1801.01F  
14 October 2022

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**UNCLASSIFIED**



# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

## TABLE OF CONTENTS

	Page
ENCLOSURE A – NDU COMPONENTS.....	A-1
Overview .....	A-1
Office of the NDU President .....	A-1
NDU Board of Visitors .....	A-1
Education .....	A-1
Office of the Vice President for Academic Affairs/Provost.....	A-1
Institute for National Strategic Studies.....	A-3
International Student Management Office .....	A-4
NDU Component Colleges and Schools.....	A-4
General/Flag Officer, Combatant Command, and Command Senior Enlisted Program .....	A-6
Outreach.....	A-7
Office of the Senior Vice President.....	A-7
Office of Strategic Communications.....	A-8
Operations .....	A-8
Office of the Vice President for Administration/Chief Operating Officer.....	A-7
Accreditation and Strategic Planning .....	A-9
Office of the Vice President for Accreditation and Strategic Planning.....	A-9
ENCLOSURE B – RESPONSIBILITIES.....	B-1
Overview.....	B-1
Chairman of the Joint Chiefs of Staff .....	B-1
Office of the Chairman of the Joint Chiefs of Staff.....	B-1
Communications .....	B-1
Legislative Affairs.....	B-1
Public Affairs .....	B-1
Service Chiefs.....	B-1
Joint Staff .....	B-2
Director, Joint Staff .....	B-3
Joint Staff Director for Manpower and Personnel, J-1 .....	B-3
Joint Staff Director for Operations, J-3 .....	B-3
Joint Staff Director for Strategy, Plans, and Policy, J-5 .....	B-4
Joint Staff Director for Command, Control, Communications, and Computer (C4)/Cyber, J-6.....	B-4
Joint Staff Director for Joint Force Development, J-7 .....	B-4
Director, Directorate of Management.....	B-5
NDU-President .....	B-7

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

ENCLOSURE C – NDU SENIOR LEADERSHIP AND FACULTY.....	C-1
Senior Leadership .....	C-1
NDU-President.....	C-1
Senior Vice President, NDU.....	C-1
Office of the Vice President for Academic Affairs/Provost.....	C-1
Office of the Vice President for Administration/Chief Operating Officer.....	C-1
Office of the Vice President for Accreditation and Strategic Planning.....	C-2
Deputy Provost for Academic Affairs.....	C-2
College Commandants and Chancellors .....	C-2
Director, Institute for National Strategic Studies .....	C-2
Principal Advisors .....	C-2
Faculty.....	C-3
Personnel.....	C-3
Military Faculty .....	C-4
Civilian Faculty.....	C-4
Student-to-Faculty Ratio.....	C-4
Faculty Exchanges.....	C-5
CJCS Chair Program.....	C-5
Senior Service/Agency Advisors .....	C-5
ENCLOSURE D – JOINT PROFESSIONAL MILITARY EDUCATION .....	D-1
Size and Composition Plan .....	D-1
Student Selection .....	D-1
U.S. Military Students .....	D-1
U.S. Civilian Students.....	D-3
International Students.....	D-3
Reallocation of Student Quotas.....	D-3
PINNACLE .....	D-3
CAPSTONE .....	D-3
Academic Programs .....	D-4
Appendix A - International Student Program.....	D-A-1
Appendix B - Collaboration with Joint Force Development and Design.....	D-B-1
ENCLOSURE E – REPORTS.....	E-1
NDU Annual Report.....	E-1
Student Composition Reports .....	E-1
Student Size and Composition Plan .....	E-1
Annual NDU Research Plan .....	E-1

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

ENCLOSURE F – REPORTS AND SUBMISSIONS SUMMARY .....	F-1
ENCLOSURE G – REFERENCES/OTHER RELATED DOCUMENTS.....	G-1
GLOSSARY .....	GL-1

**UNCLASSIFIED**

CJCSI 1801.01F  
14 October 2022

(INTENTIONALLY BLANK)

**UNCLASSIFIED**

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

## ENCLOSURE A

### NDU COMPONENTS

1. Overview. This enclosure describes the major components of NDU and includes mission statements where appropriate.
2. Office of the NDU President. The NDU-P has overall responsibility for NDU's rigorous, multidisciplinary education, research, engagement, and operations.
3. NDU Board of Visitors. NDU will establish a Federal Advisory Committee Act-constituted advisory Board of Visitors (BOV) that supports the NDU-P in maintaining the academic integrity of the institution. The BOV:
  - a. Serves the public interest, ensures that NDU clearly states and fulfills its mission and goals, and provides independent advice and assessments for academic quality, planning, and the well-being of the institution.
  - b. Has sufficient independence and expertise to ensure the integrity of the institution.
  - c. Advises at the policy level the quality of teaching and learning, the approval of degree programs, and the awarding of degrees.
  - d. Reports to the CJCS after each meeting on the substance of deliberations and assessments.
4. Education. The following NDU components are primarily venues for creating, preserving, and disseminating knowledge intrinsic to advanced joint education and leader development. They include offerings designated as JPME venues in federal law and CJCS policy. NDU-P has the authority to adjust non-statutory administrative, staff, and faculty structure and responsibilities to best meet NDU current and future requirements and will inform DJ-7 of any changes.
  - a. Office of the Vice President for Academic Affairs/Provost. The Vice President for Academic Affairs (VP-AA)/Provost ensures high quality, coherent, and rigorous academic programs, making use of best practices to support joint education, leader development, and scholarship. As the University's Chief Academic Officer, the Provost is responsible and accountable for the efficacy and accreditation of all academic programs, including teaching, research, and all academic support activities, and is delegated the necessary authorities to execute those responsibilities. The Provost provides functional leadership and

# UNCLASSIFIED

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

support through the Commandants; Chancellors; D-INSS; Director of the International Student Management Office; and Deans of Faculty and Academic Programs; and through the functional leads for specific subject areas as designated by NDU-P. The Provost also provides academic support across the University via the following organizations:

(1) Center for Applied Strategic Learning. The Center for Applied Strategic Learning (CASL) is the strategic lab component of the student learning experience. CASL's mission is to develop challenging and complex games, exercises, models, and simulations (GEMS) designed to meet the learning outcomes as directed by the Officer Professional Military Education Policy (OPMEP), Joint Chiefs of Staff's vision for JPME, College learning objectives, and other guiding documents. GEMS allow students and policymakers to apply concepts they are learning or testing, using realistic scenarios and experiential education activities. CASL creates environments where teaching faculty can perform authentic assessments of their students, individually and collectively. CASL's wargaming faculty serve as NDU's resident experts in the field of GEMS and experiential education. CASL's wargaming faculty work closely with all components, including the component colleges and the NDU Library and Learning Center, to ensure the faculty have the ability to perform authentic assessments of their students, individually and collectively using GEMS. Further, in support of policymakers, CASL ensures its GEMS provide creative opportunities for holistic examination of current and potential future challenges in a low-threat environment. CASL also conducts and supports research and analysis relevant to JPME as well as providing strategic support to national security stakeholders.

(2) 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 students, faculty, and staff.

(3) NDU Library and Learning Center. The primary purpose of the Library and Learning Center is to serve the teaching, research, and scholarly activities of NDU faculty, staff, and students. The Center also supports the Middle States Commission on Higher Education (MSCHE) Standards III and IV (Design and Delivery of the Student Learning Experience and Support of the Student Experience). The institutional improvement of the University is also reflected in the Center. The Center will provide resources and services to maximize the effectiveness and efficiency of all NDU faculty and staff and create the foundation for academic programs that can evolve into the future and meet the expectations of students. The Special Collections Archives and

# UNCLASSIFIED

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

History Division accepts voluntary donations of non-record copies of personal papers from any former CJCS, Vice Chairman of the Joint Chiefs of Staff, or CCDR. The Classified Documents Center is the repository for classified NDU student papers.

(4) 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.

(5) Office of the Registrar. The Registrar is responsible for and delivers enrollment and registration services and functions including maintaining the official academic records of students and courses offered by the University.

b. Institute for National Strategic Studies. INSS is the University's dedicated research component. The INSS mission is to conduct research in support of NDU academics; provide strategic and research support to the SecDef, CJCS, Services, and CCMDs; and engage with the broader national security community in service of the common defense. INSS and its subcomponent centers provide timely, objective analysis and feedback and policy recommendations to senior decision makers and support NDU educational programs in the fields of international security, defense policy, and weapons of mass destruction (WMD) education. INSS research faculty support NDU's education mission through teaching, advising students, and conducting research, knowledge creation, and external engagement on security matters to advance strategic thinking. INSS includes three centers and the NDU Press.

(1) Center for the Study of Chinese Military Affairs. The congressionally mandated mission of the Center for the Study of Chinese Military Affairs 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.

(2) Center for Strategic Research. The Center for Strategic Research (CSR) mission is to conduct objective, rigorous, and timely research, analyses, and publications on regional and functional topics that respond to the needs of decision-makers in the DoD and other policy audiences. CSR research pays particular attention to emerging strategic trends that pose longer-term challenges for U.S. national security.

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# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

(3) Center for the Study of Weapons of Mass Destruction. The Center for the Study of Weapons of Mass Destruction's (CSWMD's) mission is to prepare U.S. national security leaders to address the challenges posed by WMD through academics, research, and engagement 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. The CJCS designated CSWMD the focal point for WMD education in JPME.

(4) National Defense University Press. The mission of NDU Press is to disseminate knowledge intrinsic to advanced joint education and leader development by publishing the *Joint Force Quarterly* journal, 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.

c. International Student Management Office. The mission of the International Student Management Office (ISMO) is to support the NDU mission through international student support and partnership building initiatives in order to strengthen alliances and attract new partners. The ISMO advances joint security cooperation through student services, education, training, and engagement. The full integration of international students across NDU programs directly supports the education of the joint warfighter by providing unique perspectives that broaden students' understanding of the environment and form the foundation of enduring partnerships. The American Studies Program of this office offers a sustained analytical approach to various aspects of the United States that may play into future instances of bilateral interactions between countries sending international students and their U.S. counterparts.

d. NDU Component Colleges and Schools. All NDU component colleges and schools deliver academic programs that are credit bearing, degree-granting, or certificate programs under MSCHE; or JPME II accredited. All provide the "rigorous education" mandated by the Goldwater-Nichols Act to develop joint warfighters and national security leaders to assume leadership roles within their respective organizations.

(1) College of Information and Cyberspace. The mission of the College of Information and Cyberspace (CIC) is to educate joint warfighters, national security leaders, and the cyber workforce on the cyber domain and information environment to lead, advise, and advance national and global security. The CIC degree program offers a Master of Science in Government Information Leadership and JPME II certification. CIC also offers graduate level certificates

# UNCLASSIFIED



# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

to support the education of the DoD Cyberspace Workforce in accordance with the references i and m.

(2) College of International Security Affairs. The mission of the College of International Security Affairs (CISA) is to educate joint warfighters and national security leaders in creative and critical thinking for the strategic challenges of winning strategies for 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. CISA prepares students for high-level policy and command and staff responsibilities through a graduate, interagency, and joint professional military education program. The CISA programs offer a Master of Arts in Strategic Security Studies and JPME II certification, and a Joint Special Operations Master of Arts for officers and enlisted personnel, international partners, and interagency personnel located at Ft. Bragg in Fayetteville, North Carolina.

(3) Dwight D. Eisenhower School for National Security and Resource Strategy. The mission of the Eisenhower School is to educate joint warfighters and other national security leaders for strategic leadership and success in analyzing national security strategy and in evaluating, marshaling, and managing resources in order to execute that strategy. The Eisenhower School program offers a Master of Science in National Security Resource Strategy and JPME II certification.

(4) Joint Forces Staff College. The mission of the Joint Forces Staff College (JFSC) is to develop joint warfighters and other national security leaders to plan and execute operational-level military operations in a joint, multinational, and interagency environment and to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. JFSC accomplishes its mission through three schools:

(a) Joint Advanced Warfighting School. The mission of the Joint Advanced Warfighting School (JAWS) is to produce joint operational artists fully prepared to serve as senior planners, joint leaders, and advisors at OSD, the Joint Staff, or a four-star CCMD/Sub-Unified Command. Graduates are historically informed, strategically-minded, skilled joint warfighters. They are critical and creative thinkers who expertly translate strategic decisions to operational and tactical actions through design-informed operational planning. JAWS provides a senior-level education program that is tailored to its unique mission and focus. The JAWS program provides a Master of Science degree in Joint Campaign Planning and Strategy and JPME II certification.

# UNCLASSIFIED

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

(b) Joint and Combined Warfighting School. The mission of the Joint and Combined Warfighting School (JCWS) is to produce joint warfighters and national security professionals who can plan and execute joint, interagency, intergovernmental, and multinational operations. Graduates are critically thinking, operationally minded, skilled joint warfighters who can operationalize national, military, and theater security strategies into design-informed operational plans. Graduates have a primary commitment to joint, interagency, intergovernmental, and multinational teamwork, attitudes, and perspectives. JCWS is a JPME II program with two delivery modes, a 10-week in-resident mode and 40-week hybrid mode. JCWS provides its in-resident delivery primarily at the Norfolk Campus located aboard NSA Hampton Roads, or via a single-seminar satellite team that rotates between CCMDs. JCWS-Hybrid is primarily a Reserve Component (RC) officer course of instruction identical in core content with the resident JCWS delivery mode. It is a hybrid-flexible model of education composed of an optimized blend of online synchronous, asynchronous, and in-resident delivery modes. JCWS course materials, assessments, and outcomes are shared across all delivery modes.

(c) Joint Command, Control, and Information Operations School. The mission of the Joint Command, Control, and Information Operations School (JC2IOS) is to educate and prepare military officers, senior noncommissioned officers, and their civilian equivalents to enter the Joint Information Operations or Command, Control, Communications, Computers, and Intelligence (C4I) Cyber workforce.

(5) National War College. The mission of the National War College (NWC) is to educate joint, interagency, and international leaders and warfighters by conducting a senior-level course of study in national security strategy, preparing graduates to function at the highest levels of strategic leadership in a complex, competitive, and rapidly evolving strategic environment. The NWC program offers a Master of Science in National Security Strategy and a JPME II certificate.

e. General/Flag Officer, Combatant Command, and Command Senior Enlisted Program. The Director of CAPSTONE is aligned directly under the NDU-P. Primary mandated programs are PINNACLE, CAPSTONE, and KEYSTONE.

(1) PINNACLE. A one-week course conducted biannually as a JPME seminar for select O-8/O-9s. The curriculum helps prepare prospective joint/combined force commanders to lead joint and combined forces, building upon the progression of knowledge imparted first by CAPSTONE.

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CJCSI 1801.01F  
14 October 2022

(2) CAPSTONE. In accordance with title 10, the OPMEP, and the Outcomes-Based Military Education Procedures Manual for Officer Professional Military Education, CAPSTONE is a 5-week course that broadens the understanding of all newly promoted general officers/flag officers (GO/FO) of both national security issues and joint and combined military operations. Curriculum conveys to the prospective joint/combined force commander an understanding of national policy and objectives with attendant international implications and the ability to operationalize those objectives/policies into integrated campaign plans.

(3) KEYSTONE. In accordance with the Enlisted Professional Military Education Policy, KEYSTONE is a two-week JPME course for senior enlisted. This program ensures that select Senior Enlisted Leaders with joint force assignments understand the fundamentals of joint doctrine and the joint operational art; how to integrate the elements of national power in order to accomplish national security and national military strategies; and how joint, interagency, and multinational operations support national strategic goals and objectives to better prepare them as effective advisors to the joint force commander.

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

a. Office of the Senior Vice President. The Office of the Senior Vice President provides oversight, coordination, and content enhancement for NDU international outreach and manages NDU's relationship with the Department of State (DOS), NDU's largest and most critical interagency partner.

b. Office of Strategic Communications. Under the Office of the NDU-P, the Office of Strategic Communications assists NDU senior leaders in developing, maintaining, and strengthening relationships with NDU's internal and external stakeholders.

6. Operations. The Chief Operating Officer (COO) organization is the primary venue for conducting the day-to-day business and operations of the University.

a. Office of the Vice President for Administration/Chief Operating Officer. The Office of the Vice President for Administration (VP-AD)/COO ensures NDU enterprise business processes, resources, policies, procedures, and operations support the University's strategic plan and the academics, research, and engagement missions. The COO is responsible and accountable for all business, operations, and support activities across the enterprise, and is delegated the necessary authorities to execute those responsibilities. The COO

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# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

also ensures these elements are compliant and audit-ready in accordance with all applicable laws, regulations, and instructions. The COO is NDU's official representative to the NDU Foundation, an independent, nonpartisan 501(c)(3) philanthropic organization whose mission is to raise awareness and support for NDU.

b. The VP-AD/COO provides functional leadership through the Deans of Administration and the following functional program managers/directorate heads/organizations:

(1) Director of Operations Management. The Director of Operations Management is responsible for:

(a) University administrative programs, including knowledge management, issuance program, and oversight of annual training program requirements.

(b) Oversight and execution of University events to support engagement programs.

(c) Serves as the NDU representative and primary office responsible for continuity of operations.

(d) Responsible for aligning the core capabilities of logistics, transportation, and mailroom operations.

(e) Provide audiovisual and visual information support to support the academic and leader development missions of NDU.

(2) Chief Financial Officer/Director, Resource Management Directorate. Director, Resource Management Directorate will coordinate with the Joint Staff Comptroller for:

(a) Future Year Programming and current year budget formulation and execution.

(b) Oversight and management of Risk Management and Internal Control (RMIC) program.

(3) Chief Information Officer/Director, Information Technology Directorate. Director, Information Technology Directorate coordinates with the Joint Staff Directorate for Command, Control, Communications and Computers/Cyber, J-6 for Authority to Operate NDU computer systems.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

(4) Chief Human Capital Officer/Director, Human Resources Directorate. Director, Human Resources Directorate coordinates with the Joint Staff on Personnel and Manpower Requirements.

## 7. Accreditation and Strategic Planning

a. Office of the Vice President for Accreditation and Strategic Planning. The Vice President for Accreditation and Strategic Planning (VP-A & SP) ensures all aspects of accreditation and accreditation reaffirmation.

(1) Coordinates with MSCHE for accreditation issues.

(2) Coordinates with Provost and Joint Staff J-7 for accreditation issues.

b. Serves as the Designated Federal Official to interface with the NDU BOV.

c. Leads NDU's strategic planning efforts and develops NDU's Strategic Plan in consultation with NDU-P, the BOV, and NDU components.

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CJCSI 1801.01F  
14 October 2022

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# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

## ENCLOSURE B

### RESPONSIBILITIES

1. Overview. This enclosure outlines responsibilities of the CJCS, Services, Joint Staff, and NDU-P relative to NDU.
2. Chairman of the Joint Chiefs of Staff. The CJCS, exercising authority, direction, and control of NDU on behalf of the SecDef, is responsible for:
  - a. Approving the mission of NDU and the missions of its component institutions.
  - b. Selecting an NDU-P from Service nominees.
  - c. Providing resources for execution of NDU's mission.
  - d. Approving CJCS chairs for NDU.
  - e. Advising and assisting the SecDef on education of the Joint Force. This responsibility is executed, inter alia, through the periodic review and revision of the curriculum of each NDU school to enhance the education of officers in joint matters.
  - f. Rating NDU-P with appropriate Service input and review.
3. Office of the Chairman of the Joint Chiefs of Staff
  - a. Communications. Providing engagement with senior Joint, Service, DoD, and agency leadership as needed.
  - b. Legislative Affairs. Coordinating and supporting NDU engagement with Congress (congressional representatives and staff) for academic programs, visits, speaker events, exercises, and briefings, as needed.
  - c. Public Affairs. Coordinating and providing support for public affairs issues as needed.
4. Service Chiefs. The Service Chiefs are responsible for:
  - a. Supplying sufficient students for JPME academic programs at NDU so that each Military Department provides approximately one-third of the U.S.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

military student body to meet requirements delineated by federal law and CJCS policy.

b. Supplying sufficient qualified military faculty for JPME academic programs at NDU so that each Military Department can provide approximately one-third of the U.S. military faculty to meet requirements delineated by Federal law and CJCS policy. Services are strongly encouraged to fill military faculty billets to 100 percent to enable NDU to meet OPMEP-mandated student-to-faculty ratios.

c. Nominating, as solicited, GO/FOs to serve as NDU-P and as commandants of the Eisenhower School, JFSC, and NWC.

d. Approving Service Chief and Marine Corps Commandant Chairs.

e. Providing base operations, facility, logistic, and administrative support at these locations:

(1) Department of the Army. NDU main campus, Fort Lesley J. McNair, Washington, D.C. and Fort Bragg, North Carolina operating location. Support agreements establish specific terms, conditions, and responsibilities for mission and base operations support to be furnished. The U.S. Army is strongly encouraged to fund NDU facilities, sustainment, and restoration and modernization (FSRM) requirements to 100 percent annually, and ensure those funds are fenced for NDU facilities requirements.

(2) Department of the Navy. A memorandum of understanding implements delivery of agreed upon services for the NDU South Campus, Joint Forces Staff College, Norfolk, VA. The Navy is strongly encouraged to fund NDU FSRM requirements to 100 percent annually, and ensure those funds are fenced for NDU facilities requirements.

f. Ensuring that sufficient student officers are assigned to JAWS to be able to fill planner positions as described in the OPMEP, this instruction, and the annual NDU Student Size and Composition Plan (SCP). Those planner positions may also be filled with Service advanced school graduates.

5. Joint Staff. All Joint Staff directorates are responsible for assisting/ collaborating with NDU in all aspects that are related to their assigned functional area. Specific roles, responsibilities, and support services are documented, when necessary, in a written support agreement between Joint Staff directorates and NDU.



# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

a. Director, Joint Staff. The DJS is responsible for:

(1) Overseeing Joint Staff support for NDU.

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

(3) Approving the NDU research plan. Each year, INSS prepares the NDU Research Plan that summarizes every planned project. INSS coordinates with the Directors of the Joint Staff J-5 and J-7, the Office of Under Secretary of Defense for Policy (OUSD(P)), and other departments and/or agencies for which NDU research was commissioned. The final Research Plan is submitted to the DJS.

b. Joint Staff Director for Manpower and Personnel, J-1. DJ-1 (or NDU, where specified) is responsible for:

(1) J-1 Human Capital Division (HCD), Joint Officer Management Branch, in coordination with J-7, processes Direct Entry Waivers (DEWs). The DJ-1 is the DEW approval authority. A DEW is required when an officer is attending any JPME II granting institution (Senior Service Colleges, NDU schools, etc.) without having already completed JPME I. The DEW is initiated by the officer's Service, submitted to J-1, coordinated with J-7, and sent to DJ-1 for decision.

(2) J-1 HCD provides manpower requirements and resources oversight (reference a, section 153). J-1 HCD Requirements Branch is responsible for assisting NDU with manpower transactions, to include vetting new manpower requests, maintaining existing manpower authorizations by staffing military manpower changes to the Services for approval and review, and approval of civilian manpower transactions. J-1 HCD Resources Branch is responsible for providing oversight of all NDU programmed manpower resources and acts as liaison and advocate with internal (J-8) and external (OSD CAPE, OSD Comptroller) resource authorities.

(3) J-1 Personnel Services Division provides advice and assistance to NDU's Awards Program. NDU retains control of its awards program continuing to follow the Joint Staff and Military Service policies.

c. Joint Staff Director for Operations, J-3. The DJ-3 is responsible for coordination on the content and execution of JFSC information operations courses.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

d. Joint Staff Director for Strategy, Plans, and Policy, J-5. The DJ-5 is responsible for:

(1) Providing Joint Staff collaboration and support, in coordination with J-7 and OUSD(P), for NDU research activities, to include, but not limited to: guidance and coordination on NDU's strategic studies, regional security studies programs, the annual United States-United Kingdom Rising Leaders Forum, and the SecDef's Strategic Policy Forum.

(2) Providing Joint Staff collaboration and support regarding NDU engagement activities. This includes prioritizing the participation of nations and international students in NDU academic programs and prioritizing NDU's institutional engagements with counterpart organizations in accordance with Joint Staff engagement priorities.

e. Joint Staff Director for Command, Control, Communications, and Computer (C4)/Cyber, J-6. The DJ-6 is responsible for:

(1) Providing, in coordination with the DoD Chief Information Officer (CIO), Joint Staff collaboration and support for CIC and JFSC's C4I education program as presented in reference g.

(2) The Authorization Official (AO) for the Joint Staff promotes assessment and authorization decisions of NDU information systems/networks/services that continuously balance mission and business needs with security concerns that are commensurate with and on par with other .edu institutions. The JS AO requires that all appropriate Risk Management Framework (RMF) tasks are initiated and completed, with supporting documentation for the assigned NDU information systems provided in the Enterprise Mission Assurance Support Service.

(3) Joint Staff J-6 leads the Joint C4I Cyber Course, as presented in reference g. The course is hosted at JFSC in accordance with a written support agreement between the Joint Staff and NDU. The course prepares military officers, senior non-commissioned and their civilian counterparts to perform Joint C4I cyber roles at the CCMD, Joint Task Force, or equivalent-level organizations.

f. Joint Staff Director for Joint Force Development, J-7. The DJ-7, providing guidance and Joint Staff support to NDU on behalf of the CJCS, is responsible for:

(1) Providing policy guidance for NDU.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

(2) Providing primary Joint Staff guidance and advocacy for NDU on JPME matters, which include establishing CJCS's NDU policy and issuing other such administrative guidance as required.

(3) Initial coordination and appropriate tasking of all formal correspondence related to the provision of NDU support to DoD Components, other Federal agencies, and foreign governments.

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

(5) Coordinating and approving the annual NDU Student SCP.

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

(7) Coordinating NDU student visits to the Joint Staff.

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

g. Director, Directorate of Management. The Director, Directorate of Management (DOM) is responsible for assisting NDU staff by providing Joint Staff collaboration and support, through the Joint Staff Comptroller, Joint Staff Support Services Office (JSSSO), Joint Staff Security Office (JSSO), and the Secretariat of the Joint Staff (SJS). Within DOM:

(1) The Joint Staff Comptroller is responsible for:

(a) In instances not explicitly captured in the following paragraphs, establishing a written support agreement in coordination with NDU CFO and COO providing a framework for the specific financial management responsibilities of each office.

(b) Collaborating and supporting NDU's participation in DoD's PPBE process. This includes the Program and Budget Reviews, the President's Budget submission and justification to the U.S. Congress, and Mid-Year Reviews. In addition, the Joint Staff Comptroller will consider NDU's unfunded requirements identified during the Mid-Year Review.

(c) Ensuring NDU requirements are considered/supported in the Joint Staff budget development process.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

(d) Management of the overall Joint Staff Manager's RMIC Program. The Joint Staff Comptroller will provide annual guidance, coordinate with, and assimilate the NDU internal controls assessment as part of the annual Joint Staff Statement of Assurance.

(e) Acting as the primary point of contact for all external audit related requests for all Joint Staff financial audits, reviews, inspections, etc. The Joint Staff Comptroller will review, collaborate, and coordinate with NDU on audit submissions.

(f) Coordinating and obtaining a contracting support agreement for the Joint Staff and NDU on a reimbursable fee-for-service basis with a primary contracting support agency.

(g) Providing an electronic acquisition processing tool to facilitate NDU's procurement requirement development, coordination, approval, and transmittal of Administrative Service Requests (DD Form 1262) and Military Interdepartmental Purchase Requests (DD Form 448) to supporting organizations.

(h) Certifying NDU's monthly financial statements for budget execution.

(i) In coordination with NDU, providing budget authority and overseeing the accurate and timely recording of financial transactions in the Joint Staff Comptroller's financial management systems.

(2) JSSSO is responsible for providing advisory services to NDU staff on all facilities, logistics, supply, and support issues. Specific services will be documented in a written support agreement between the JSSSO and NDU's Support Services Director and COO.

(3) JSSO may function in an advisory capacity for NDU staff regarding security programs such as personnel security; information security; operations security; protective services; privacy; access control and badging; foreign disclosure/foreign visits; DoD internal surveys and information collections; and Information Management Control Officer coordination not covered by OSD, host nation, and/or the Services. Specific roles, responsibilities and support services will be documented in a written support agreement between the JSSO and NDU's Security Division, Staff Director, and COO.

(4) SJS is responsible for providing NDU with support, guidance, collaboration, training, tools, information, and expertise in the following areas:

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

administrative support, training, information management, and records management. Specific roles, responsibilities, and support services will be documented in a written support agreement between the SJS and NDU's Office of the COO.

6. NDU-President. The NDU-P is under the authority and direction of the CJCS, subject to the supervision and guidance of the DJS. NDU-P is responsible for:

- 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 and DoD and CJCS policies, directives, and instructions.
- c. Maintaining joint and academic accreditation status in accordance with public law and DoD and CJCS policies, directives, and instructions; the Department of Education; and relevant civilian academic accreditation agencies—specifically, MSCHE.
- d. Managing NDU resources in accordance with public law and DoD and CJCS policies, directives, and instructions.
- e. Coordinating all PPBE products with the Joint Staff Comptroller for submission to the OSD Comptroller within provided timelines and guidance.
- f. Coordinating joint table of distribution manpower changes with the Joint Staff.
- g. Coordinating base operations, facility, logistic, and administrative support services with OSD, host installations, OCJCS, Joint Staff Directorates, and the Services.
- h. Recommending Eisenhower School, JFSC, and NWC commandant nominees to the CJCS.
- i. Participating in the Military Education Coordination Council.
- 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.

# UNCLASSIFIED

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

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

1. Approving membership in the NDU Hall of Fame.

m. Coordinating with the Joint Staff J-7 on all aspects of military education policy, operations, and execution. NDU will continue to seek additional guidance and administrative support from the Joint Staff J-7 as required.

n. Serving on the Board of Directors of the U.S. Institute of Peace, in accordance with reference n.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

## ENCLOSURE C

### NDU SENIOR LEADERSHIP AND FACULTY

#### 1. Senior Leadership

a. NDU-President. NDU-P is a nominative position filled by a GO/FO. The usual tour length is three years.

(1) NDU-P is an active-duty officer serving in grade O-9. The Services fill the position on a nominative basis to the SecDef 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) With the exception of the Senior Vice President, NDU, all NDU civilian senior leadership positions are selected through a competitive search process with final decision authority by 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 DOS will normally fill this position. The Senior Vice President reports to NDU-P. Through DOS, NDU recruits senior Foreign Service Officers to take assignments as faculty members or civilian leaders at NDU.

c. Office of the Vice President for Academic Affairs/Provost. To ensure leadership continuity at NDU, the VP-AA/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 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 NDU-P's principle academic advisor.

d. Office of the Vice President for Administration/Chief Operating Officer. The COO develops and maintains the University's enterprise business processes and is a title 10 employee that NDU selects through a competitive search process. All aspects of the business enterprise should be transparent,

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

repeatable, and auditable in accordance with established DoD priorities and policies. The COO works directly with the Provost to ensure the business enterprise is supporting the academic programs of the University.

e. Office of the Vice President for Accreditation and Strategic Planning. The Vice President for Accreditation and Strategic Planning (VP-A & SP), ensures all aspects of accreditation and accreditation reaffirmation are planned and executed in a timely fashion. The VP-A & SP also serves as the Designated Federal Official for the NDU BOV under the Federal Advisory Committee Act, leads NDU's strategic planning efforts, and develops NDU's Strategic Plan in consultation with NDU-P, the BOV, and NDU components.

f. Deputy Provost for Academic Affairs. The Deputy Provost for Academic Affairs serves as the principle educational advocate and senior advisor to the VP-AA and Provost on academic governance, teaching and learning, research, accreditation, and faculty management.

g. College Commandants and Chancellors. The commandants of the Eisenhower School, JFSC, and NWC are nominative positions filled by GO/FOs, usually in grade O-7. The usual tour length is three years. The Services fill these positions on a nominative basis to the CJCS through NDU-P. Typically, officers from different Services staff these positions. The chancellors of CISA and CIC are competitively selected title 10 positions, subject to all requirements of the U.S. Code.

h. Director, Institute for National Strategic Studies. The D-INSS is a title 10 employee possessing a terminal degree and chosen through a competitive search process. D-INSS is responsible for the development, promotion, and dissemination of scholarly research in support of joint education and for strategic support to the broader national security and Joint community. D-INSS coordinates development of the annual research plan and assesses the quality and productivity of the research faculty and staff.

i. Principal Advisors. The Chief Human Capital Officer (CHCO), CIO, and CFO are responsible and accountable to provide independent assessments and recommendations relative to their respective functional areas for NDU-P and NDU executive leadership team as required per DoD guidelines and regulations.

(1) Chief Human Capital Officer. The CHCO is the primary strategic human capital advisor and serves as the conduit between the University's leadership and the colleges/components with respect to all human resource and manpower policies, processes, and practices. The CHCO will ensure that



# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

mechanisms are in place to recruit, retain, and reward top-quality faculty, researchers, and staff across the NDU enterprise in accordance with merit system principles. The CHCO provides the NDU-P and the NDU senior leadership with informed and prudent advice on all matters/policies relating to the human resource dimension of NDU, including: recruiting, staff and faculty hiring, retention, compensation, performance management, recognition, in-processing/on-boarding, workforce planning and development, professional development, manpower management, succession planning, and management/employee relations issues. The CHCO helps NDU formulate and operationalize the strategic plan in the human capital domain.

(2) Chief Information Officer. The CIO advises NDU-P and senior leadership on the strategic direction, acquisition, management, and use of information technology (IT). The CIO provides oversight of the organizational cybersecurity program in accordance with the Federal Information Security Modernization Act of 2014 (FISMA)—codified in reference d—and The Information Technology Management Reform Act of 1996 (also known as the Clinger-Cohen Act)—codified in reference e. The CIO, in partnership with the AO, ensures an integrated decision structure for cybersecurity risk management (the RMF) of NDU IT, information systems, and cybersecurity personnel. The CIO is responsible and accountable for all IT resources at the University, to include personnel, assets, and funding. The CIO is responsible for developing, implementing, and maintaining an integrated IT architecture and ensures alignment with NDU's strategy. The CIO monitors performance of IT programs, measures and evaluates the performance of those programs, and continues, modifies, or terminates the programs or projects. The CIO assesses the requirements for NDU personnel regarding knowledge and skill required to achieve the goals outlined in the CIO IT Strategy and develops plans for hiring, training, and professional development of the IT workforce.

(3) Chief Financial Officer. In accordance with reference o, the CFO is the principal advisor to NDU-P for all budgetary and fiscal matters, including financial management, accounting policy and systems, management control systems, budget formulation and execution, contract and audit administration, and general management improvement programs

## 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 or educational support functions may not be counted as faculty for computing student-to-faculty ratios.

# UNCLASSIFIED

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

## 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 school's faculty are uniformed personnel who prepare, design, or teach JPME curricula or conduct 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 academic program may appoint one additional faculty member for an indefinite period. Academic Affairs is authorized the indefinite appointment of one military officer. NDU-P coordinates with the Services 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.

(4) Officers assigned to teach acquisition at the Eisenhower School must be Level-3 certified in accordance with reference p.

c. Civilian Faculty. Pursuant to reference a, delegations of authority, and upon the recommendations of component heads, NDU-P determines the appropriate number of civilians to resource for NDU's academic programs. All faculty members will meet the requirements of the CJCS Process for the Accreditation of Joint Education and the MSCHE standards of accreditation. They are expected to 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 academic programs in accordance with guidance in the OPMEP.

(1) 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.

(2) The prescribed student-to-faculty ratio is not applicable to:

(a) Non-resident education programs as defined in reference c.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

(b) NDU components not recognized as JPME venues.

(c) CAPSTONE, KEYSTONE, and PINNACLE.

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 academic programs count as faculty for student-to-faculty ratio purposes.

f. CJCS Chair Program

(1) Each JPME accredited academic program 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 OCJCS and 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 CJCS 90 days before the departure of the incumbent CJCS chair.

g. Senior Service/Agency Advisors

(1) The Senior Service/Agency Advisor (SSA) provides organization-specific expertise on administrative matters for all staff, faculty, and students assigned to NDU from their representative Service or agency. The SSA serves as the representative for unique issues and administrative matters of Service or agency, to include time and attendance requirements, advice on evaluations, organizational/Service ethics and values, standards and training, and readiness programs.

(2) NDU staff, faculty, and students assigned from a Service or other Federal agency conduct their organization/Service-specific business and administrative tasks through the University SSA. If there is no SSA representing an organization/Service within NDU, members shall be directed to another component's advisor by their Dean of Faculty, Dean of Students, or staff manager.

(3) The SSA is generally the senior organization/Service member on the faculty/staff, selected subject to the NDU-P's approval. The SSA serves as the

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

senior representative to the NDU and university component leadership, faculty, and staff to coordinate extracurricular training and readiness events in order to comply with organization/Service unique regulations and requirements. The SSA serves as the university liaison to the organization/Service staff.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

## ENCLOSURE D

### JOINT PROFESSIONAL MILITARY EDUCATION

#### 1. Size and Composition Plan

a. The SCP establishes student quotas by category (i.e., U.S. military, DoD civilian, non-DoD government civilian, international fellows, and private sector) for attendance at NDU institutions. Student quotas for all courses (including non-JPME) conducted at NDU will be reflected on the SCP. The DJ-7 publishes the SCP annually on 31 July—approximately 12 months prior to the beginning of the academic year (AY)—for the following AY.

b. To support the July promulgation of the SCP, NDU will submit its student capacity for the follow-on AY to the Joint Staff J-7 annually on 1 June. The determination of capacity will consider all resources available for the AY. The J-7 will validate requirements of the Services and other stakeholders and construct a student SCP reflecting all OPMEP requirements. DJ-7 is the approval authority for the student SCP.

c. The U.S. officer composition of NDU academic programs will be approximately one-third by Military Department.

d. The U.S. officer composition of JCWS classes will be in accordance with the distribution of billets by Service on the Joint Duty Assignment List (JDAL). JCWS Hybrid class student mix will strive to be one-third by Military Department, but may be adjusted for the size of the Service components and the number of officer instructors provided by each component.

#### 2. Student Selection

a. U.S. Military Students. Services should select students with a representative mix of operational and functional expertise, with consideration for the educational program focus at each NDU institution. The Services may allocate a portion of their military quotas to RC 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 positions are broadly defined as Service warfighting headquarters personnel who serve as Service Component Commanders in a joint force or who may be designated as the backbone of a Joint Task Force headquarters.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

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

(3) College of Information and Cyberspace. Officers participating in the JPME program must attain the grade of O-5 before the AY 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) College of International Security Affairs. Officers participating in the JPME program must attain the grade of O-5 before the AY 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.

(5) Eisenhower School. Officers must attain the grade of O-5 before the AY starts. Officers will also have a demonstrated record of outstanding performance and have the potential for future growth in positions of senior strategic leadership.

(6) National War College. Officers must attain the grade of O-5 before the AY starts. Officers will also have a demonstrated record of outstanding performance and have the potential for future growth in positions of senior strategic leadership.

(7) Joint Advanced Warfighter School. Officers must be selected by their Service for Senior Level Education and attain the grade of O-5 before the AY starts. Officers should have a demonstrated record of outstanding performance, the potential for future growth in positions of senior strategic leadership, and must be JPME I graduates. JAWS military graduates are subject to direct placement in designated JDAL billets upon graduation.

(8) Joint and Combined Warfighting School. Military officers attending JCWS via the resident and satellite delivery modes are designated by their Service to fill a valid JDAL billet. Military officers attending JCWS-Hybrid are boarded by their Service to meet joint requirements of primarily the Reserve and National Guard. All officers attending JCWS must be in the grade of O-4 or above, nominated by their Service, and successfully complete JPME I, or the Joint Transition Course with an appropriate Joint Staff waiver, before the course starts.

(9) Joint Command, Control, and Information Operations School. Military officers attending JC2IOS courses are generally those reporting to or supporting the Joint Information Operations (IO) Force as defined by the Joint

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

IO Proponent. In some cases, attendance is a critical component of career field professional development.

(10) KEYSTONE. The Services select their senior enlisted personnel from the population of qualified candidates. 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 academic programs 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 DoD.

(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 involved.

(3) Students from the private sector are allowed to attend NDU (see reference i).

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.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

(4) Provide an opportunity for DoD Senior Executive Service employees to attend.

c. Academic Programs. NDU-P may reallocate unfilled academic program quotas equitably among the Military Departments after coordination with the Joint Staff J-7. 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.



# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

## APPENDIX A TO ENCLOSURE D

### INTERNATIONAL STUDENT PROGRAM

1. General. ISMO executes 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 Request

a. Allocation and Invitation Process. NDU includes international seats across all academic programs in the annual student size and composition plan approved by the DJ-7 each year.

b. In conjunction with the CCMDs, the Chairman's Memorandum on International Professional Military Education Emphasis, and the annual guidance from the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict, ISMO determines how many seats are apportioned to each CCMD.

c. ISMO prepares a single proposed list on international seat allocations and forwards to the Joint Staff via the J-7 for coordination. The Joint Staff convenes a CJCS Invitational Advisory Board that provides a final review. At this point, DOS, DSCA, the Services, and the academic programs at NDU align seat allocations and funding.

d. Once a country accepts an invitation, NDU works with Security Assistance Training Field Activity to provide visibility of all invitations that are extended.

3. Programs. The NDU ISMO has responsibility for the execution of four programs: Administration/Student support, Field/American Studies, Alumni Engagement, and Distinguished Visitor Orientation Tours (DVOTs). The first two programs are a part of the "total life-cycle management" of an International Fellow's connection to NDU.

a. Administration/Student Support Program. ISMO provides facilitation for international students and families, where appropriate, with administrative support for issues including transition to the United States and NDU, initial

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

onboarding and orientation, housing, medical care, travel logistics, and final out-processing. The professional successful execution of these administrative activities has a major impact on partnerships for the United States.

b. Field/American Studies Program. The Field/American Studies Program is mandated by references q and r. The goal is for International Fellows to return home with a much clearer understanding of the foundations and core ideals, principles, and values that shape American policy and the American way of life. These programs provide better insights into what drives strategic decision making. American studies provide both introductory contexts as well as after action review and discussion of the lessons learned during the visits.

c. Alumni Outreach and Continuing Education Program. This program contains four major components: Alumni Continuing Education Security Seminars, the NDU International Fellows Hall of Fame, the NDU Alumni database, and the Alumni Strategic Communications and access.

d. Distinguished Visitor Orientation Tour. In accordance with reference q, NDU/ISMO is required to conduct Orientation Tours for mid- and senior-level foreign military personnel. DVOTs must include GO/FO or equivalent Ministry of Defense civilian personnel in their delegation. ISMO plans, executes, and provides programmatic oversight for the program. DVOTs are hand-tailored, short, and intensive educational programs that meet the specific needs of a country. The goal of the DVOT program is ultimately to enhance mutual understanding, cooperation, and friendships between the United States and participating nations.

# UNCLASSIFIED

CJCSI 1801.01F  
14 October 2022

## APPENDIX B TO ENCLOSURE D

### COLLABORATION WITH JOINT FORCE DEVELOPMENT AND DESIGN

#### 1. General

a. NDU is a key participant in Joint Force Development and Design (JFDD). NDU will actively work to align its core activities (teaching, research, engagement, and service) with JFDD efforts for the Joint Force.

b. JFDD is a deliberate, iterative, and continuous process of planning and developing the future Joint Force through concept development, assessment, and capability development.

2. NDU Contributions to JFDD. NDU will contribute to JFDD by supporting JFDD activities, which advance solutions to identified problems, or by helping to identify emerging problem sets. NDU contributions will principally advance JFDD through the development of JPME curricula and through research. As such, NDU will establish standing relationships with Joint Staff J-7 counterparts as follows:

#### a. JPME Curriculum

(1) NDU Academic Affairs will collaborate with the Joint Staff J-7 Director for JFDD Center in order to leverage developments in JFDD into NDU's JPME curricula, where appropriate. The initial focus will be in the curriculum of JCWS and JAWS.

(2) Many JFDD efforts have potential overlap with NDU's delivery of JPME curricula—specifically these are concept development, experimentation, wargaming, and exercises. JFDD event schedules may not occur in harmony with NDU academic calendars, and NDU's academic mission will take priority for NDU in case of conflicting scheduling requirements. Nevertheless, NDU will seek opportunities to leverage JFDD activities into NDU's JPME student learning wherever feasible. Examples may include, but are not limited to, NDU faculty and students participating in JFDD experiments, wargames, exercises, and concept development efforts when they are consistent/contributory to the approved curriculum.

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14 October 2022

## b. Research

(1) Collaboration. NDU INSS will collaborate with Joint Staff J-7 Deputy Director for JFDD Integration in order to incorporate JFDD requirements into NDU's Annual Research Plan (ARP). These may be either "planned" or "ad hoc," depending on timing, criticality, resources, and expert availability. In addition to the ARP, NDU INSS will respond to the annual call from Joint Staff J-7 for ongoing efforts related to gaps identified on CCDR integrated priority lists during the CGA process. Whenever possible, INSS will support emergent requests with the understanding that doing so will likely incur opportunity costs in the form of delayed planned research projects. INSS and the DJS will collectively manage associated risks to the research plan and timeline.

(2) NDU-wide Faculty Research. Faculty research will align with issues laid out in the *National Defense Strategy*, *National Military Strategy*, and the annual CGA Joint Requirements Oversight Council Memorandum that identifies the most pressing capability gaps of the Joint Force. When JFDD has specific or emergent research topics, the Director of INSS will transmit those topics to the NDU components for consideration in faculty research, consistent with the existing research plan and competing academic priorities.

(3) NDU-wide Student Research. Students are driven by an academic schedule that limits their availability to accept new research. The Director, INSS ensures that JFDD topics are offered in each year's NDU student research topics and well socialized with NDU faculty at the beginning of the AY.

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14 October 2022

## ENCLOSURE E

### REPORTS

1. NDU Annual Report. Annually, by 1 January, NDU-P will submit a written report to CJCS through the Joint Staff J-7 concerning NDU's colleges and other activities within its area of responsibility during the previous 12-month period ending 30 June. The report will include specific areas of interest requested by the CJCS and will specifically address:

- a. Use of delegated hiring authority under section 1595, reference a.
- b. An assessment of the effectiveness of the CAPSTONE course in meeting its objectives in accordance with reference k.
- c. Institutional information required for MSCHE reporting (e.g., finances and enrollment).

2. 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 an identifier such as the DoD benefit number; and total numbers of international, interagency, and DoD/non-DoD civilians.

3. Student Size and Composition Plan. By 1 June annually, NDU-P will submit to the Joint Staff J-7 capacity for student size and composition for all programs and courses for the following AY that begins 14 months later. Capacity must include all resources (space, faculty, staff) that will be in place for the upcoming AY. Joint Staff J-7 staff will validate requirements with the Services and other stakeholders. DJ-7 will then approve a Student SCP.

4. Annual NDU Research Plan. Annually, INSS will coordinate with stakeholders on proposed research themes for the next fiscal year. Joint Staff J-5 and J-7, as well as OUSD(P), will be included in this coordination. This plan will be submitted for approval to the DJS by 30 August.

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14 October 2022

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14 October 2022

## ENCLOSURE F

### REPORTS AND SUBMISSIONS SUMMARY

<b>REPORT</b>	<b>SUBMITTER</b>	<b>DUE DATE</b>
Annual Report to CJCS	NDU	1 January
Student Composition	NDU	Within 10 business days of class convening and graduation
Student Size and Composition Plan	NDU	1 June
State of NDU research plans and projects	INSS	30 October
Monthly Cybersecurity Scorecard	NDU	As directed by Joint Staff J-6
Annual Federal Information Security Modernization Act (FISMA) Cyber Workforce Report (DoDI 8570.01-M IA Workforce Improvement Program)	NDU	As directed by Joint Staff J-6
Annual FISMA Privacy Reports (pursuant to OMB Memorandum M- 06-15)	NDU	As directed by Joint Staff J-6
Annual FISMA Privacy Reports (pursuant to OMB Memorandum M-06-15)	NDU	As directed by JSSO/Privacy
CJCS Chair Nominations to Chairman	CISA, Eisenhower School, JFSC, NWC, CIC	90 days to CJCS prior to CJCS Chair Departure
JCWS International Student Nominations	NDU ISMO	Within 30 days of class convening date
NDU Int'l Fellow Program Nominations	NDU ISMO	1 September
NDU Research Plan	INSS	30 August
JPME student/faculty report as required by the OPMEP, including non-JPME programs size and composition	NDU	1 November

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CJCSI 1801.01F  
14 October 2022

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CJCSI 1801.01F  
14 October 2022

## ENCLOSURE G

### PART I – REFERENCES

- a. Title 10, U.S. Code, sections 113, 153, 1595, and 2165
- b. CJCSI 1800.01 Series, “Officer Professional Military Education Policy (OPMEP)”
- c. DoD 8570.01-M, 19 December 2005, “IA Workforce Improvement Program”
- d. Title 44, U.S. Code, chapter 35, “Federal Information Security Modernization Act of 2014, as amended”
- e. Title 40, U.S. Code, “Information Technology Management Reform Act, also known as Clinger-Cohen Act, as amended”
- f. DoDI 4000.19, 16 December 2020, “Support Agreements”
- g. CJCSI 6245.01 Series, “Management of Joint Command, Control, Communications, and Computer (C4)/Cyber Education and Training Programs”
- h. CJCSI 1001.01 Series, “Joint Manpower and Personnel Program”
- i. Title 10, U.S. Code, section 2167, “National Defense University: Admission of Private Sector Civilians to Military Education Program”
- j. CJCSI 5760.01 Series, “Records Management Policy for the Joint Staff and Combatant Commands”
- k. CJCSM 1810.01 Series, “Outcomes Based Military Education Procedures Manual for Officer Professional Military Education”
- l. JSI 7200.01 Series, “Joint Staff Resource Management”
- m. DoD Cyberspace Strategy, 2018
- n. Public Law 98-525, Section 1706(b)(3)
- o. Chief Financial Officers Act of 1990
- p. Defense Acquisition Workforce Improvement Act, November 1990

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CJCSI 1801.01F  
14 October 2022

q. AR 12-15/SECVAINST 4950.4B/AFI 16-105, “Joint Security and Cooperation and Training Regulation,” 3 January 2011

r. DoDI 5410.17, 15 September 2006, “United States Field Studies Program (FSP) for International Military and Civilian Students and Military-Sponsored Visitors”

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CJCSI 1801.01F  
14 October 2022

## PART II -- RELATED

1. Title 10, U.S. Code, section 184, "Regional Centers for Security Studies"
2. Title 10, U.S. Code, section 663, "Education"
3. National Defense Authorization Act, Fiscal Year 2000, Section 914, "Center for the Study of Chinese Military Affairs"
4. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy"
5. JSM 5100.01 Series, "Organization and Functions of the Joint Staff"
6. DoDD 5100.01, 21 December 2010, "Functions of the Department of Defense and Its Major Components"
7. DoDD 5400.11, 29 January 2019, "DoD Privacy and Civil Liberties Programs"
8. DoDI 1402.06, 23 January 2020, "Civilian Positions in DoD Post-Secondary Educational Institutions"
9. DoDI 8140.01, 5 October 2020, "Cyberspace Workforce Management"
10. DoDI 8910.01, Volume 1, 30 June 2014, "Information Collections Manual"
11. DoDI 8500.01, 14 March 2014, "Cybersecurity"
12. Title 5, U.S. Code, section 552a (also known as the Privacy Act, as amended)
13. NDU Regulation 5100.01, 20 July 2017, "National Defense University Organization and Functions"
14. "Developing Today's Joint Officers for Tomorrow's Ways of War, The Joint Chiefs of Staff Vision and Guidance for Professional Military Education & Talent Management," 1 May 2020
15. "Developing Enlisted Leaders For Tomorrow's Wars, Our Shared Vision for Enlisted Professional Military Education & Talent Management," February 2021

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CJCSI 1801.01F  
14 October 2022

16. "Shared Governance in Times of Change: A Practical Guide for Universities and Colleges" by Steven C. Bahls, AGB Press, 2014 ("Purple Book")
17. AAUP Policy Documents and Reports, 11th. edition. ("Red Book")
18. Title 44, U.S. Code, chapter 31, "Records Management by Federal Agencies"
19. Title 44, U.S. Code, chapter 33, "Disposal of Records"
20. DoDI 5015.02, 24 February 2015, "DoD Records Management Program"
21. DoD 5015.02-STD, 25 April 2007, "Electronic Records Management Software Design Criteria Standard"

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14 October 2022

## GLOSSARY

### PART I – ABBREVIATIONS AND ACRONYMS *Items marked with an asterisk (\*) have definitions in PART II*

AC	Active Component
AO	Authorization Official
ARP	Annual Research Plan
AY	Academic Year
BOV	Board of Visitors
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
CAPE	Cost Assessment and Program Evaluation
CASL	Center for Applied Strategic Learning
CCA	Chairman’s Controlled Activity
CCDR	Combatant Commander
CFO	Chief Financial Officer
CGA	Capability Gap Assessment
CHCO	Chief Human Capital Officer
CIC	College of Information and Cyberspace
CIO	Chief Information Officer
CISA	College of International Security Affairs
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COO	Chief Operating Officer
CSR	Center for Strategic Research
CSWMD	Center for the Study of Weapons of Mass Destruction
DEW	Direct Entry Waiver
D-INSS	Director, Institute for National Strategic Studies
DJS	Director, Joint Staff
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DOM	Directorate of Management
DOS	Department of State
DSCA	Defense Security Cooperation Agency
DVOT	Distinguished Visitor Orientation Tour
FISMA	Federal Information Security Modernization Act

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14 October 2022

FSRM	facilities, sustainment, and restoration and modernization
GEMS	games, exercises, models, and simulations
GO/FO	general officer/flag officer
HCD	Human Capital Division
INSS	Institute for National Strategic Studies
IO	information operations
ISMO	International Student Management Office
IT	information technology
J-1	Joint Staff Directorate for Manpower and Personnel
J-3	Joint Staff Directorate for Operations
J-5	Joint Staff Directorate for Strategic Plans and Policy
J-6	Joint Staff Directorate for Command, Control, Communications and Computers/Cyber
J-7	Joint Staff Directorate for Joint Force Development
J-8	Joint Staff Directorate for Force Structure, Resources, and Assessment
JAWS	Joint Advanced Warfighting School
JC2IOS	Joint Command, Control and Information Operations School
JCWS	Joint and Combined Warfighting School
JDAL	Joint Duty Assignment List
JFDD	Joint Force Development and Design
JFSC	Joint Forces Staff College
JPME	Joint Professional Military Education
JSSO	Joint Staff Security Office
JSSSO	Joint Staff Support Services Office
MSCHE	Middle States Commission on Higher Education
NDU	National Defense University
NDU-P	President, National Defense University
NIPRNET	non-secure internet protocol router network
NWC	National War College
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OPMEP	Officer Professional Military Education Policy
OSD	Office of the Secretary of Defense
OUSD(P)	Office of Under Secretary of Defense for Policy
PPBE	planning, programming, budgeting, and execution

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14 October 2022

PSA	Principal Staff Assistant
RC	Reserve Component
RMF	Risk Management Framework
RMIC	Risk Management and Internal Control
SCP	Size and Composition Plan
SecDef	Secretary of Defense
SIPRNET	secure internet protocol router network
SJS	Secretariat of the Joint Staff
SSA	Senior Service/Agency Advisors
SVP	Senior Vice President
USD	Under Secretary of Defense
VP-A & SP	Vice President for Accreditation and Strategic Planning
VP-AA	Office of the Vice President for Academic Affairs
VP-AD	Office of the Vice President for Administration
WMD	weapons of mass destruction

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14 October 2022

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