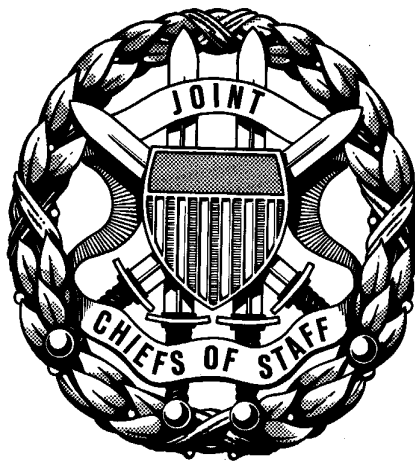


**CJCSI 1801.01C**  
**22 November 2010**  
**CH 1, 2 September 2011**

# **NATIONAL DEFENSE UNIVERSITY POLICY**



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

(INTENTIONALLY BLANK)



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF NOTICE

---

J-7  
DISTRIBUTION: A, B, C

CJCSI 1801.01C CH 1  
2 September 2011

## CHANGE 1 TO CJCS INSTRUCTION 1801.01C

1. Holders of CJCSI 1801.01C, 22 November 2010, "National Defense University Policy," are requested to make the following page substitutions:

<u>Remove Pages</u>	<u>Add Pages</u>
1 thru 2	1 thru 2
i	i
A-1 thru A-3	A-1 thru A-3
B-1	B-1
B-3 thru B-4	B-3 thru B-4
C-3	C-3
C-A-1 thru C-A-2	C-A-1 thru C-A-2
D-2	D-2
GL-1	GL-1

2. Summary of the changes is as follows:

- a. Add resource management guidance.
- b. Reassign NDU responsibilities based on disestablishment of USJFCOM.
- c. Reassign NDU responsibilities based on reorganized JS J-7.

3. When the prescribed action has been taken, this transmittal should be filed behind the basic document.

4. This notice is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this notice through the Internet from the CJCS Directives Home Page--[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

A handwritten signature in black ink, appearing to read "W. E. Gortney", with a stylized flourish at the end.

WILLIAM E. GORTNEY  
VADM, USN  
Director, Joint Staff



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7  
DISTRIBUTION: A, B, C

CJCSI 1801.01C  
22 November 2010  
CH 1, 2 September 2011

## NATIONAL DEFENSE UNIVERSITY POLICY

References: See Enclosure G.

1. Purpose. This instruction promulgates the policies, procedures, objectives, and responsibilities of the National Defense University (NDU) and its components.
2. Cancellation. CJCSI 1801.01B, 1 April 2009, "National Defense University Education Policy," is canceled.
3. Applicability. This instruction applies to the Joint Staff, NDU, and the Military Services. It is distributed to other agencies for information only.
4. Policy
  - a. General. As provided for by federal law, NDU is a joint professional military education (JPME) institution operating under the direction of the Chairman of the Joint Chiefs of Staff (CJCS).
  - b. Mission. NDU prepares military and civilian leaders from the United States and other countries to evaluate national and international security challenges. It achieves this mission through multidisciplinary educational and research programs, professional exchanges, and outreach.
  - c. Chairman's Vision. In priority order, NDU's main efforts are centered on teaching varied and diverse student bodies; performing research to broaden the breadth and depth of knowledge regarding national and international security matters; and conducting outreach across the U.S. interagency community and internationally. The themes of "Teach, Research, and Outreach" combine to mark NDU as the Department of Defense's (DOD's) preeminent academic institution.

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

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

6. Responsibilities. Enclosure B details NDU-related responsibilities of the Chairman; the President, NDU (NDU-P); the Joint Staff; and the Military Services.

7. Resources

a. As required by federal law, NDU is funded by DOD-wide Operations and Maintenance (O&M) funding. The Military Department installation that hosts NDU or its components is responsible for selected base operations, facility, logistics, and administrative support of NDU. Selected Joint Forces Staff College (JFSC) base operations, logistics, and maintenance support are funded through the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer (OUSD(C)/CFO).

b. The Secretary of Defense is the executive agent for funding professional development education operations of all NDU components, including JFSC. This responsibility (effectively for O&M and manpower) is exercised by the OUSD(C)/CFO.

c. NDU will formally submit all Planning, Programming, Budgeting, and Execution (PPBE) products (including the Program and Budget Review and Mid-Year Review) to the Joint Staff for the Chairman's endorsement before submitting them to OSD. NDU PPBE submissions will occur before OUSD(C)/CFO and OUSD Program Analysis and Evaluation timelines to ensure NDU can fulfill the Chairman's Title 10 responsibilities.

d. NDU is authorized to recoup resources for providing NDU programs or support to federal agencies outside Department of Defense, the private sector, and international students. Such compensation is to be in accordance with applicable statutory and regulatory authorities.

8. Personnel

a. Executive agency for NDU manpower resides in OUSD(C)/CFO; however, the Chairman approves the number of NDU personnel based on the NDU-P's recommendation.

b. Enclosure C provides policy regarding NDU senior leadership and faculty.

9. JPME Class Size, Composition, and Student Selection. Enclosure D details policy regarding NDU JPME class size, composition, and student selection. Policy regarding international students is found in Appendix A to Enclosure D.
10. Reports. Enclosure E lists recurring reports required of NDU.
11. Summary of Changes. This revision updates CJCSI 1801.01B as follows:
  - a. Adds the Office of the Vice President for Research and Applied Learning as having oversight over the Institute for National Strategic Studies (INSS), the Center for Applied Strategic Learning (CASL), and the National Defense University Press.
  - b. Adds the NDU Research Council, which coordinates research across all teaching and research components at NDU.
  - c. Renames the former INSS Research Directorate as the Center for Strategic Research (CSR).
  - d. Renames the former INSS Conference Directorate as the Center for Strategic Conferencing (CSC).
  - e. Incorporates the functions of the former NATO Education Center (NEC) into the Center for Transatlantic Security Studies (CTSS).
  - f. Deletes the description of the Strategic Policy Forum (SPF) as a separate entity within the CASL organization. The CASL description incorporates the functions of the SPF program.
  - g. Deletes the description of the Interagency Transformation, Education, and Analysis (ITEA) program as a separate entity within the CASL organization. The CASL description incorporates the functions of the ITEA program.
  - h. Revises the mission statement of the College of International Security Affairs (CISA) to better reflect who and what the school teaches.
12. Revisions. Submit recommended changes to this policy to the Joint Staff, J-7, Joint Education Branch, 7000 Joint Staff Pentagon, Washington, D.C., 20318-7000.

13. Information Requirements. In accordance with reference a, reports required by this policy are exempt from normal reporting procedures.

14. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (including the combatant commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from CJCS Directives Home Page--<http://www.dtic.mil/doctrine>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

15. Effective Date. This instruction is effective upon receipt.



WILLIAM E. GORTNEY  
VADM, USN  
Director, Joint Staff

Enclosures:

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





TABLE OF CONTENTS

ENCLOSURE	PAGE
A – NDU COMPONENTS.....	A-1
Overview .....	A-1
Teach .....	A-1
General/Flag Officer (G/FO) JPME .....	A-1
Senior JPME .....	A-1
Senior Enlisted Professional Military Education.....	A-2
Other Colleges/Schools/Courses .....	A-3
Research.....	A-4
Office of the Vice President for Research and Applied Learning .....	A-4
Center for the Study of Weapons of Mass Destruction (CSWMD) .....	A-6
NDU Library Special Collection.....	A-6
Outreach.....	A-6
International Student Management Office (ISMO) .....	A-6
Secretary of Defense Corporate Fellows Program (SCDFP).....	A-6
B – RESPONSIBILITIES.....	B-1
Overview .....	B-1
Chairman of the Joint Chiefs of Staff.....	B-1
NDU-P .....	B-1
Service Chiefs .....	B-2
Director, Joint Staff (DJS) .....	B-3
Joint Staff.....	B-3
Director for Manpower and Personnel, Joint Staff (DJ-1).....	B-3
Director for Operations, Joint Staff (DJ-3) .....	B-3
Director for Strategic Plans and Policy, Joint Staff (DJ-5).....	B-3
Director for Command, Control, Communications and Computer (C4) Systems, Joint Staff (DJ-6).....	B-3
Director for Joint Force Development, Joint Staff (DJ-7).....	B-3
Director for Force Structure, Resources, and Assessment, Joint Staff (DJ-8).....	B-4
C – NDU SENIOR LEADERSHIP AND FACULTY.....	C-1
Senior Leadership .....	C-1
NDU-P and College Commandants .....	C-1
Senior Vice President, NDU .....	C-1

Faculty.....	C-1
All Personnel .....	C-1
Military Faculty .....	C-2
Civilian Faculty .....	C-3
Student-to-Faculty Ratio .....	C-4
D – JPME CLASS SIZE, COMPOSITION, AND STUDENT SELECTION .....	D-1
Size and Composition Plan (SCP) .....	D-1
Student Selection .....	D-1
U.S. Military Students .....	D-1
U.S. Civilian Students .....	D-2
International Students .....	D-3
Reallocation of Student Quotas .....	D-3
PINNACLE.....	D-3
CAPSTONE.....	D-3
NWC and ICAF .....	D-3
JFSC .....	D-4
Appendix A – International Student Program .....	D-A-1
General .....	D-A-1
Administration .....	D-A-1
Process.....	D-A-1
E – REPORTS .....	E-1
NDU Annual Report.....	E-1
PINNACLE, CAPSTONE, and KEYSTONE Curriculum Report .....	E-1
Student Composition Reports.....	E-1
Student Size and Composition Reports .....	E-1
F – REPORTS AND SUBMISSIONS SUMMARY .....	F-1
G – REFERENCES.....	G-1
GLOSSARY.....	GL-1

ENCLOSURE A

NDU COMPONENTS

1. Overview. This enclosure describes the major components of NDU and includes component mission statements. Although the components are organized by theme (“Teach,” “Research,” and “Outreach”), they may serve in one or more of these broad areas. In cases where a component supports more than one theme, the component is listed under the theme most central to its mission.

2. Teach. The following NDU components are primarily venues for educating students. Priority placement goes to those offerings designated as JPME venues in federal law and CJCS OPMEP policy.

a. General/Flag Officer (G/FO) 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 trains commanders to integrate those policies and objectives into operational campaign plans.

(2) CAPSTONE. CAPSTONE’s mission is to increase the effectiveness of all newly selected G/FOs in planning and employing U.S. forces in joint and combined operations. Additionally, CAPSTONE enhances knowledge and exposure to all the elements of national power by integrating senior officials from the interagency into course content and class composition. CAPSTONE is mandated by federal law.

b. Senior JPME

(1) National War College (NWC). NWC’s 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. NWC is a senior-level course of study in national security strategy. NWC is a JPME-II venue.

(2) Industrial College of the Armed Forces (ICAF). ICAF’s mission is to prepare selected military and civilian leaders for strategic leadership and success in developing our national security strategy. It also trains them to evaluate, marshal, and manage resources in the execution of that strategy. The ICAF curriculum includes courses of study in acquisition-related subjects in conjunction with the Defense Acquisition University Senior Acquisition course. In addition, the ICAF curriculum includes a Supply Chain Management Concentration Program in conjunction with U.S. Transportation

Command (USTRANSCOM). ICAF is a JPME-II venue.

(3) Joint Forces Staff College (JFSC). JFSC's mission is to educate national security leaders in joint, multinational, and interagency operational-level planning and warfighting to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. Among its wide variety of offerings, JFSC includes the following JPME courses:

(a) Joint Advanced Warfighting School (JAWS). JAWS focuses on the military art and science of planning, preparing, and executing campaign plans for joint, interagency, and multinational participants across the full range of military operations. The JAWS course emphasizes joint military operations at the operational and strategic levels of war and crisis resolution employing all instruments of national power. JAWS is a JPME-II venue.

(b) Joint Combined Warfighting School (JCWS). JCWS offers JPME Phase II for officers expected to be nominated for Joint Qualified Officer (JQO). By federal law, JCWS is a JPME II venue and will be at least 10 weeks in duration. JCWS is a JPME II program.

(c) Advanced Joint Professional Military Education (AJPME) Course. AJPME is a Reserve Component (RC) course similar in content, but not identical to, the in-residence JCWS course. RC officers may complete either JPME II or AJPME to meet the JPME education requirements for JQO level 3.

c. Senior Enlisted Professional Military Education

(1) KEYSTONE. KEYSTONE's mission is to prepare 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.

(2) Senior Enlisted JPME (SEJPME). SEJPME is a CJCS-sponsored, assignment-oriented JPME program for senior enlisted personnel serving in, or projected to serve in, joint and combined headquarters. It focuses on preparing senior enlisted personnel who are assigned to joint organizations to successfully support activities and supervise members of multiple Services.

d. Other Colleges/Schools/Courses

(1) Information Resources Management College (IRMC). The IRMC mission is to prepare military and civilian leaders to direct the information component of national power by leveraging information and information technology for strategic advantage.

(2) College of International Security Affairs (CISA). CISA's 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 Department of Defense 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. This organization is funded externally.

(3) NATO Staff Officer Orientation Course (NSOOC). NSOOC is conducted at INSS' Center for Transatlantic Security Studies. The NSOOC mission is to facilitate the integration of U.S. officers into the alliance structure and environment. The course is intended to enable the officers to function effectively with their NATO counterparts.

(4) Reserve Component National Security Course (RCNSC). RCNSC is conducted by NDU's Joint Reserve Affairs Center. The RCNSC mission is to provide lectures, seminars, and simulation exercises dealing with national security policy and defense resource management. RCNSC is designed for selected senior RC officers.

(5) Institute for National Security Ethics and Leadership (INSEL). INSEL's mission is to develop a nationally and internationally recognized center of excellence in ethics and leadership in national and international security affairs. INSEL teaches courses, conducts research, and produces case studies and other teaching materials in the field of ethics and leadership, primarily in support of joint professional military education/ professional military education (JPME/PME). INSEL also conducts outreach programs in ethics and leadership.

(6) Center for Joint and Strategic Logistics Excellence (CJSLE). CJSLE provides analysis to improve joint and strategic logistics education, expertise, and competence throughout the Defense, interagency, and multinational communities. CJSLE's education focus is on developing future leaders who understand and employ the "force multiplying effect" of joint and strategic logistics. CJSLE provides unbiased, dispassionate, supply chain-oriented analysis to support joint and strategic logistics decision makers. CJSLE networks with existing educational programs to improve joint and strategic

logistics education. CJSLE's efforts educate future leaders who are able to employ the "force multiplying effects" of joint and strategic logistics.

3. Research. The National Defense University (NDU) incorporates the Nation's premier national security and defense technology research centers. The following research components provide unbiased, non-partisan, academic venues for increasing the breadth and depth of knowledge regarding national and international security matters and for the advancement of strategic thinking.

a. Office of the Vice President for Research and Applied Learning (VP-R/AL). The mission of the Office of the VPR/AL is to promote and support research and to synthesize the research, publication, and applied learning activities of the Institute for National Strategic Studies' (INSS) core research centers, the NDU Press, and the Center for Applied Strategic Learning (CASL). The VPR/AL also orchestrates liaison efforts with NDU colleges and components, the regional centers, and other national and international research centers and partners to inform and encourage collaboration. The Office of the VP-R/AL consists of the following three components.

(1) Institute for National Strategic Studies (INSS). The mission of INSS is to conduct strategic studies for the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the Unified Combatant Commands to support the national strategic components of the academic programs at NDU and to provide outreach to other US governmental agencies and to the broader national security community. INSS consists of the following six components.

(a) Center for Strategic Research (CSR). The mission of CSR is to provide advice to the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the Unified Combatant Commands through studies, reports, briefings, and memorandums; conduct directed research and analysis in the areas of strategic studies and regional studies; and engage in independent and leading-edge research and analysis in related areas.

(b) Center for the Study of Chinese Military Affairs (CSCMA). The mission of the China Center 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. It also focuses on the ability of that nation to develop, field, and deploy an effective military instrument in support of its national strategic objectives.

(c) Center for Transatlantic Security Studies (CTSS). The mission of the CTSS is to serve as a national and international focal point and resource center for multidisciplinary research on issues relating to transatlantic security strategy, defense policy, and military strategy. It advises and makes recommendations to senior U.S. and international government officials,

publishes the results of its research, and conducts a broad range of outreach activities to inform the broader U.S. national and transatlantic security. The CTSS also develops and conducts education and orientation programs for U.S. military officers, government civilians, and international partners on issues relating to NATO, transatlantic security and defense policy.

(d) 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, publishes the results of its research, and teaches as part of NDU's JPME mission. This organization is funded externally.

(e) Center for Complex Operations (CCO). The CCO is a congressionally mandated center located at the National Defense University. Its mission is to conduct research, identify lessons learned, enhance training and education, and improve the planning and execution of interagency operations.

(f) Center for Strategic Conferencing (CSC). The mission of the CSC is to conduct major outreach symposia which include two regional symposiums, a symposium on Joint Force issues, and another on topical issues of importance. The Center additionally supports nearly 100 research-related conferences, roundtables, seminars, and workshops on an annual basis.

(2) Center for Applied Strategic Learning (CASL). The mission of the CASL is to conduct comprehensive exercises for senior and mid-level leaders to support educational, doctrinal, policy, and strategy development to help meet national and international complex challenges. Targeted, Strategic Policy Forum, events for members of Congress and interagency partners provide insight into the complexity of security policymaking and enhance Executive-Legislative Branch dialogue by collaboratively examining possible responses to emerging national security crises, including stability operations. Other strategic-level experiential exercises advance education in national security policy and crisis decision-making for both officials, including geographic combatant commands, and core academic institutions and outreach audiences.

(3) NDU Press. The mission of NDU Press is to publish 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, and *PRISM*, a national security journal.



b. 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 the Department of Defense's joint professional military education system. This organization is funded externally.

c. NDU Library Special Collection. This collection will expand and accept voluntary donations of electronic versions of personal papers from former senior DOD officials and combatant commanders, as well as former Chairmen and Vice Chairmen of the Joint Chiefs of Staff. NDU faculty, staff, and authorized researchers will have access to this repository for defense policy research.

4. Outreach. The following NDU components are primarily venues for conducting interagency and international outreach.

a. International Student Management Office (ISMO). The Fort McNair campus IMSO mission is to administer and oversee all resident international students enrolled in academic programs on the Fort McNair campus. The JFSC IMSO executes a similar mission for international students enrolled in NDU academic programs on the Norfolk campus. IMSO duties are comprehensive. They include pre-arrival coordination; procuring temporary and permanent lodging; arranging for banking, medical insurance, and driver's licenses; coordinating dependent schooling for children; and post-graduation follow-up through alumni outreach.

b. Secretary of Defense Corporate Fellows Program (SDCFP). SDCFP's mission is to provide an option for officers, in their Service's senior fellowship programs, to train in corporate America. This experience exposes them to business reshaping practices that could be applied to DOD transformation programs.

ENCLOSURE B

RESPONSIBILITIES

1. Overview. This enclosure outlines responsibilities of the Chairman, the Joint Staff, NDU-P, and the Military Services relative to NDU.
2. Chairman of the Joint Chiefs of Staff. The Chairman is responsible for the following:
  - a. Approving the charter and mission of NDU and its component institutions.
  - b. Recommending an NDU-P nominee to the Secretary of Defense.
  - c. Approving CJCS chairs for NWC, ICAF, and JFSC.
  - d. Advising and assisting the Secretary of Defense by periodically reviewing and revising the curriculum of each NDU school to enhance the education and training of officers in joint matters.
  - e. Approving NDU's staffing.
3. NDU-P. 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 Association of Colleges and Secondary Schools).
  - d. Managing NDU resources in accordance with public law, DOD and CJCS policies, directives, and instructions.
  - e. Coordinating base operations, facility, logistic, and administrative support services with OSD, host installations, and Services.
  - f. Recommending NWC, ICAF, and JFSC commandant nominees to the Chairman.

- g. Participating in the Military Education Coordination Council.
  - h. Providing necessary support functions, including library services, for mission accomplishment. NDU will maintain the Military Education Research Library Network to provide access to library holdings and unique collections around the world.
  - i. Maintaining a professional interchange with selected educational and research organizations involved in the study of national security affairs, operational art, and resource management strategies.
  - j. Planning and executing the DOD Distinguished Visitors Orientation Tour in coordination with the Defense Security Cooperation Agency.
  - k. Providing all necessary funding and administrative support for the Secretary of Defense Corporate Fellows Program.
  - l. Other mission areas or tasks as assigned by the Secretary of Defense and/or the Chairman.
4. Service Chiefs. The Service Chiefs are responsible for the following:
- a. Supplying sufficient students for NWC, ICAF, JAWS, and JCWS 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 NWC, ICAF, JAWS, and JCWS so that each Military Department can provide approximately one-third of the U.S. military faculty at each college or school.
  - c. Nominating, as solicited, G/FOs to serve as the NDU-P and as commandants of NWC, ICAF, and JFSC.
  - d. Approving Service Chief chairs for NWC, ICAF, and JFSC.
  - 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.

f. Ensure that officers graduating from JAWS are assigned to Joint Duty Assignment List (JDAL) billets upon graduation, unless waived by the Director, Joint Staff.

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

a. Overseeing Joint Staff support for NDU.

b. Approving the annual size and composition of NDU JPME venues.

c. Will serve as the Joint Staff authority to approve/disapprove waivers requests from Services for JAWS graduates not projected to fill a JDAL billet upon graduation.

6. Joint Staff. All Joint Staff directorates are responsible for assisting/providing collaboration on NDU education offerings that parallel their assigned functional area per reference b, except as specified below.

a. Director for Manpower and Personnel, Joint Staff (DJ-1). DJ-1 is responsible for providing Joint Staff collaboration and support regarding NDU 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 the USD(P), for NDU research activities that include the following: guidance and coordination on NDU's strategic policy 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 NWC, ICAF, JAWS, and JCWS.

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

(1) Serving as the principal Joint Staff point of contact for NDU matters, which include establishing CJCS NDU policy.

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

- (a) Coordinating the annual size and composition of NDU JPME courses.
- (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.
- (e) Providing the Joint Operations Module portions of the CAPSTONE, PINNACLE, and KEYSTONE programs (budgeting accordingly).

(3) Validating, in coordination with DJ-8, all NDU PPBE submissions.

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

(2) Reviewing and collaborating 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 Joint Requirements Office (JRO), to the NDU Weapons of Mass Destruction Center for the cost of WMD salaries and other compensation in order to execute the WMD education focal point requirement.

## ENCLOSURE C

### NDU SENIOR LEADERSHIP AND FACULTY

#### 1. Senior Leadership

a. NDU-P and College Commandants. NDU-P and the commandants of NWC, ICAF, and JFSC are nominative positions filled by G/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-9 or higher. The Military Departments fill the position on a nominative basis to the Secretary of Defense through the Chairman. NDU-P will have a broad operational perspective, an advanced degree, and extensive joint experience. 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 NWC, ICAF, and JFSC commandants are active duty officers who are usually in grade O-8. The Military Departments fill these positions on a nominative basis to the Chairman through the NDU-P.

(3) The Vice President for Academic Affairs and Vice President for Research and Applied Learning are selected through a search process with final decision authority by NDU-P.

(4) IRMC, INSS, CTNSP, and CISA Senior Directors are selected through a 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 the Department of State will normally fill this position.

#### 2. Faculty

a. All Personnel. Personnel (military and civilian) who -- as determined by the college or school -- teach, prepare, or design JPME curricula, or conduct research related to 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/school's faculty shall be active duty U.S. military officers. Per reference c, military faculty are uniformed personnel who prepare, design, or teach PME curricula or conduct research related to PME curricula.

(2) Given the grade and seniority of NDU students, as a general 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) NWC, ICAF, and JFSC JAWS faculty shall be in grades O-5 and O-6 and possess an advanced degree in relevant academic disciplines. Officers in grade O-5 who possess unique skills must obtain a waiver of the grade requirement from the commandant of the appropriate college and NDU-P. Officers assigned to teach acquisition at ICAF shall be level 3 certified. The requirement for an advanced degree can be waived for officers with unique qualifications for faculty duty. Military faculty will be one-third by Military Department at NWC, ICAF, and JFSC JAWS.

(b) JFSC faculty (other than JAWS) shall be primarily in grade O-5 and possess an advanced degree in relevant academic disciplines. The requirement for an advanced degree can be waived for officers with unique joint or operational qualifications. O-4s selected for O-5s (and some O-4s in specific curriculum-related disciplines with exceptional professional credentials) may also be accepted for assignment to faculty duty. All JFSC (other than JAWS) 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 at JFSC.

(c) IRMC military faculty members will normally be in grade O-5 and/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.

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

(e) 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. Military faculty assigned to the Center for Applied Strategic

Learning will be in grades 0-4 through 0-6 and possess an advanced degree and/or relevant joint or interagency experience.

c. Civilian Faculty. Pursuant to reference d, DOD instructions, and delegations of authority, 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. The ratios of students to faculty at JPME venues are delineated by CJCS policy. The student-to-faculty ratio of NWC, ICAF, and JAWS will be maintained no higher than 3.5 students for every faculty member (3.5:1). JFSC JCWS will be maintained no higher than 4 students for every faculty member (4.0:1).

(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 Chairman's Process for the Accreditation of Joint Education.

(2) All (U.S. and international) military officers and civilians assigned to the institution 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 c.

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

e. Management Guidance. See Appendix A to this Enclosure.

(1) 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.

(2) CJCS Chair Program

(a) Each NDU JPME college will establish a CJCS Professor of Military Studies Chair. CJCS chairs will be military faculty of appropriate rank who have completed JPME or are JQO, 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 Chairman and the Joint Staff.

(b) The Chairman approves nominees for these chairs, which will be filled 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.

(3) Service and Other Chairs

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

(b) Chairs may be established throughout the NDU components, and each NDU JPME college is encouraged to name distinguished individuals as chairs. Examples include the Roosevelt Chair, the Edison Chair, and the Transformation Chair.

APPENDIX A TO ENCLOSURE C

NDU /JOINT STAFF RESOURCE MANAGEMENT GUIDANCE

1. Overview. The Director for Force Structure, Resources and Assessment, Joint Staff (J8) has responsibility to review and prepare for CJCS endorsement, all NDU Planning, Programming, Budgeting, and Execution (PPBE) products. J8's Program and Budget Analysis Division (PBAD) is the Joint Staff lead for NDU PPBE issues.
2. Timelines. NDU PPBE submissions will occur before OUSD(C)/CFO and OUSD Program Analysis and Evaluation timelines to ensure adequate time for Joint Staff analysis and recommendation to CJCS. Specifically:
  - a. Program Objective Memorandum/Budget Estimate Submission (POM/BES): NDU will provide J8 PBAD, their POM/BES submission seven working days prior to the OSD suspense date. NDU will provide a briefing to the J8 on POM/BES submission to include any Unfinanced Requirements (UFRs) or other issues that impact NDU resources. J8 will endorse NDU submissions to OSD in time to meet OSD suspense.
  - b. Program-Budget Review Issue Nominations: If needed, NDU will provide issue nominations to J8 PBAD seven working days prior to the OSD suspense date. NDU-P will brief DJ8 on issue nominations before inclusion in the Joint Staff Issue Nomination list. DJ8 will submit the Joint Staff Issue Nomination list to the Deputy Secretary of Defense in time to meet OSD suspense.
  - c. Issue Nomination Reclamas: NDU will provide to J8 PBAD any reclamas to OSD decisions, which will be forwarded through DJ8 to OSD.
  - d. Mid Year Review: When directed by the Joint Staff, NDU will provide to J8 PBAD an updated list of Unfunded Requirements (UFRs) and mid-year obligation reports prior to submission to OSD.
3. Request for financial resources outside the normal budget cycle will come to DJ8, through PBAD. Impacts to NDU operations such as issues resulting from a Continuing Resolution, will be sent to DJ8 for endorsement before going to the OSD Comptroller.
4. NDU will continue to work day to day business, such as spend plans, reprogramming or other daily interactions with OSD Comptroller to ensure successful financial operations, all the while keeping J8 PBAD informed.

5. Management of Full-Time Equivalent (FTE) Positions. NDU will manage their FTE positions within the strictures of their budgetary authorities, in accordance with applicable statutory and regulatory authorities. NDU will submit to J8 annually (NLT 1 Sept) a detailed spreadsheet of all DoD funded and non-DoD funded FTE billets. Regarding reimbursable FTEs, the following additional guidance applies:

a. NDU will delineate between its DoD-Funded and Non-DoD FTE positions. DoD-funded positions are capped in accordance with the authority instantiated in NDU annual budget. Non-DoD funded FTE positions are not counted against this cap; however, NDU will ensure they remain within their annual total Reimbursable Funding Authority counting both DoD-Funded and Non-DoD FTEs.

(1) NDU will provide a monthly Reimbursable Obligation Rate Report to the J8 PBAD in conjunction with submission to OSD Comptroller. This report will break out numbers of DoD and non-DoD funded FTEs.

b. NDU will manage their external work order requests within their DoD-funded FTE cap and reimbursable authority. Before any work can be accepted by Memorandum of Agreement (MOA) that is above the DoD-funded FTE cap, NDU will submit a request to the Director of the Joint Staff through DJ8. The Director will endorse and forward the request to increase the FTE cap to the DoD Efficiencies Task Force, or its follow-on group.

(1) All requests for increases in the DoD-funded FTE cap should discuss potential offsets in current DoD-funded FTEs and the detail associated risks.

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 civilian, international fellows, and private sector) for attendance at NDU JPME institutions. The SCP is published annually by the Director, Joint Staff, in September for the following academic year (approximately 11 months prior to the class matriculation date).

b. To support September promulgation of the SCP, NDU will submit its recommendations for the SCP annually not later than (NLT) 1 June. This allows time for the SCP proposal to be staffed appropriately to the Military Departments.

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

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

e. The Chairman and his Senior Enlisted Advisor will allocate the quotas for Senior Enlisted JPMEs to the Services based on their E-9 populations.

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 RC officers.

(1) PINNACLE. Attendees are selected by the Services in accordance with Joint Staff guidance. 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 G/FO population by Service.

(3) NWC and ICAF. Officers attending NWC and ICAF (including the Senior Acquisition course) must have a bachelor's degree from an accredited

college or university, must attain the grade of O-5, and must have completed an accredited resident or nonresident Intermediate Service College JPME Phase I curriculum 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) JFSC JAWS. Officers attending JFSC JAWS must have a bachelor's degree from an accredited college or university, must be in grades O-5 to O-6, and must have completed an accredited resident or nonresident Intermediate Service College JPME Phase I curriculum 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. In accordance with CJCS policy, Services will ensure that JAWS graduates are assigned to JDAL billets upon graduation, unless waived by the Director, Joint Staff.

(5) JFSC JCWS and AJPME. Officers attending JFSC JCWS and AJPME must attain the grade of O-4 and complete an accredited resident or nonresident Senior Service College or Intermediate Service College JPME Phase I curriculum before the course starts. These U.S. students should have a bachelor's degree.

(6) KEYSTONE. Senior enlisted personnel are selected by their respective Service from the population of qualified candidates. The final list is adjudicated by the Chairman and his Senior Enlisted Advisor.

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, they should possess a graduate degree and demonstrate potential to serve at the senior executive level. Civilian students attending JFSC must possess a bachelor's degree. The NDU-P may make exceptions to these criteria when it is judged to be in the interest of the Department of Defense.

(2) The presence of non-DOD civilians in the student bodies of ICAF, NWC, JAWS, JCWS, and IRMC has a positive effect on the learning process for all concerned. Attendance is on a non-interference basis with the education of U.S. military and government personnel.

(3) A number of 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 is authorized to reallocate unfilled PINNACLE seats in the following priority:

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

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

b. CAPSTONE. NDU-P is authorized to reallocate unfilled CAPSTONE seats in the following priority:

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

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

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

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

c. NWC and ICAF. NDU-P is authorized to reallocate unfilled NWC and ICAF quotas equitably among the Military Departments. Unfilled military quotas may be made available to qualified federal government civilians after coordination with the Deputy Director, Joint Staff for Military Education. Civilian backfills will be allocated 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.

d. JFSC. Requests for quota reallocations between JFSC course offerings must be formally submitted in writing to the NDU-P for coordination with the Joint Staff NLT 60 days before the start of the class for which the reallocation is requested. Military Departments will not send personnel to attend JFSC without approved quotas.

(INTENTIONALLY BLANK)

## APPENDIX A TO ENCLOSURE D

### INTERNATIONAL STUDENT PROGRAM

1. General. International students participate in many programs offered by NDU as part of the University's teaching and outreach efforts. There is essentially one approval process but many delivery venues, including the International Fellows Program, International Counterterrorism Fellowship Program (ICTFP), IRMC, NSOOC, Joint Reserve Affairs Center (JRAC) RCNSC, JCWS, JAWS and AJPME. International students bring an essential perspective to NDU educational offerings.

2. Administration. International students attending the JFSC are under the administrative control of the Naval Education and Training Security Assistance Field Activity. International students on the Fort McNair campus (ICTFP, IRMC, NSOOC, NWC, ICAF, and JRAC RCNSC) are under administrative control of the Security Assistance Training Field Activity.

3. Process. NDU includes international seats in the annual size and composition submission to the Joint Staff in June. The University 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. This process occurs in August.

b. The University sends a single proposed list of international attendees to the Joint Staff by September 1 each year. The J-5 coordinates and adjudicates the list based on current politico/military situations and events and the Security Cooperation Guidance. The Chairman approves and sends invitations for ICAF and NWC in November; NDU approves and sends invitations for all other NDU schools and programs. If a country declines the invitation, NDU processes the invitation for alternate countries and the invitation is signed by NDU-P.



(INTENTIONALLY BLANK)

ENCLOSURE E

REPORTS

1. NDU Annual Report. Annually (NLT 10 January) the NDU-P will submit a written report to the Chairman, with copies to the respective Service executive agents, concerning NDU's colleges and other activities within the University's area of responsibility during the past calendar year. The report will include a detailed discussion of the curricula, students, faculty, research, facilities, budget, administration, future plans, and other areas of interest to the Chairman. The report will specifically address the following:

- Use of delegated Title 10, United States Code, Section 1595 hiring authority.
- An assessment of the effectiveness of the CAPSTONE course in meeting its objectives.
- A student body profile of the most recent NWC and ICAF classes graduated (i.e., operational experience, command assignments, joint experience, Service college attendance, 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 curriculums. A copy of the revised curriculum with highlighted changes and a course schedule for the upcoming year will be forwarded to the Chairman annually NLT 31 January.

3. Student Composition Reports. Within 5 days of the start and graduation of each NWC, ICAF, and JFSC JAWS and JFSC class, 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. NLT 1 June, NDU-P will submit Student Size and Composition reports for each NWC, ICAF, and JFSC class for the upcoming academic year to the Director, Joint Staff for approval.

(INTENTIONALLY BLANK)

ENCLOSURE F

REPORTS AND SUBMISSIONS SUMMARY

<u>REPORT</u>	<u>SUBMITTER</u>	<u>DUE DATE</u>
ANNUAL REPORT TO CHAIRMAN	NDU	10 JAN
CAPSTONE CURRICULUM REPORT TO J-7	NDU	ANNUALLY
STUDENT COMPOSITION	NDU	WITHIN FIVE DAYS OF CLASS CONVENING AND GRADUATION
STUDENT SIZE AND COMPOSITION PLAN SUBMISSION TO CHAIRMAN	NDU	1 JUN
CJCS CHAIR NOMINATIONS TO CHAIRMAN	NWC, ICAF, JFSC	90 DAYS PRIOR TO CJCS CHAIR DEPARTURE
JFSC QUOTA REALLOCATIONS TO NDU	SERVICES	30, 60, AND 90 DAYS PRIOR TO CLASS CONVENING DATE
JCWS INT'L STUDENT NOMS TO J-7	NDU ISMO	WITHIN 30 DAYS OF CLASS CONVENING DATE
NDU INT'L FELLOW PROGRAM NOMINATIONS TO J-7	NDU ISMO	1 SEP

(INTENTIONALLY BLANK)

ENCLOSURE G

REFERENCES

- a. DOD Manual 8910.1M, 30 June 1998, "DOD Procedures for Management of Information Requirements"
- b. National Defense Authorization Act, Fiscal Year 2007
- c. CJCSI 1800.01 Series, "Officer Professional Military Education Policy"
- d. Title 10, United States Code, Section 1595, "National Defense University, Foreign Language Center of the Defense Language Institute: Civilian Faculty Members"

OTHER RELEVANT DOCUMENTS

2006 Quadrennial Defense Review (QDR) Strategic Communications (SC) Execution Roadmap, 25 September 2006

ASD(SOLIC) memorandum, 1 May 2007, "Regional Defense Counterterrorism Fellowship Program Interim Guidance Memorandum No. 3"

CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy"

Defense Acquisition Workforce Improvement Act (Public Law 101-510), 1990

DOD Directive 1322.23, 22 February 2005, "Secretary of Defense Corporate Fellows Program (SDCFP)"

Goldwater-Nichols DOD Reorganization Act, 1986

Army Regulation 12-15, 5 June 2000, "Joint Security Assistance Training (JSAT)"

Joint Staff Manual 5100.01C, 30 April 2007, "Organization and Functions of the Joint Staff"

National Defense Authorization Act, FY 2000, Section 914, "Center for the Study of Chinese Military Affairs"

National Defense Authorization Act, FY 2002, Title 10, United States Code, Sections 527 and 2162

National Military Strategic Plan for the War on Terrorism, 1 February 2006

NDU Admission of Private Sector Civilians to Military Programs, Title 10 United States Code, Section 2167

SecDef Washington DC 251853ZMAR03, "Implementation Guidance for Regional Defense Counterterrorism Fellowship Program," Title 10, United States Code, Section 2249c

The 16th Chairman's Guidance to the Joint Staff--Shaping the Future, 1 October 2005

Title 10, United States Code, Section 184, "DOD Regional Centers for Security Studies"

Title 10, United States Code, Section 663, "Education"

Title 50, United States Code, Section 1906, "National Security Scholarships, Fellowships, and Grants: Annual Report"

USD(P) memorandum, "Regional Defense Counter-Terrorism Fellowship Program"

## GLOSSARY

AJPME	Advanced Joint Professional Military Education
C4I	command, control, communications, computers, and intelligence
CASL	Center for Applied Strategic Learning
CSWMD	Center for the Study of Weapons of Mass destruction
CJCS	Chairman of the Joint Chiefs of Staff
CJSLE	Center for Joint and Strategic Logistics Excellence
CTNSP	Center for Technology and National Security Policy
CISA	College of International Security Affairs
CCO	Center for Complex Operations
CSC	Center for Strategic Conferencing
CSR	Center for Strategic Research
CTSS	Center for Transatlantic Security Studies
DAU	Defense Acquisition University
DOD	Department of Defense
G/FO	general/flag officer
ICAF	Industrial College of the Armed Forces
ICTFP	International Counterterrorism Fellowship Program
INSEL	Institute for National Security Ethics and Leadership
INSS	Institute for National Strategic Studies
IRMC	Information Resources Management College
ISMO	International Student Management Office
ITEA	Interagency Transformation, Education, and Analysis
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, 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
JCWS	Joint and Combined Warfighting School
JFSC	Joint Forces Staff College
JPME	joint professional military education
JPME/PME	joint professional military education/professional military education
JQO	Joint Qualified Officer
JRAC	Joint Reserve Affairs Center
NATO	North Atlantic Treaty Organization
NDU	National Defense University
NDU-P	President, National Defense University
NLT	not later than
NSOOC	NATO Staff Officer Orientation Course
NWC	National War College
O&M	Operations and Maintenance
OPMEP	Officer Professional Military Education
OSD	Office of the Secretary of Defense
OUSD(C)/CFO	Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer
PA&E	Program Analysis and Evaluation
PPBE	Planning, Programming, Budget, and Execution
RCNSC	Reserve Component National Security Course
SCP	Size and Composition Plan
SDCFP	Secretary of Defense Corporate Fellows Program
SecDef	Secretary of Defense
SEJPME	Senior Enlisted Joint Professional Military Education
USJFCOM	U.S. Joint Forces Command
USTRANSCOM	U.S. Transportation Command
VP-AA	Vice President for Academic Affairs
VP-R/AL	Vice president for Research and Applied Learning