

NIU Strategic Plan

Education • Research • Outreach

2017–21



National Intelligence University

Strategic Plan

2017–21







Our Mission

The National Intelligence University (NIU) advances the intelligence profession through a holistic, integrative, contextual approach to education that promotes dynamic teaching, engaged learning, original research, academic outreach, analytical problem solving, rigorous research methods, collaborative processes, and lifelong learning.



Our Vision

NIU-the Center of Academic Life for the Intelligence Community—preparing today's Intelligence Community leaders for tomorrow's challenges.



Our Values

Academic Freedom: *NIU embraces the principle that students, faculty, and staff have the academic freedom to explore significant and controversial questions as an essential precondition to fulfilling the mission of educating students and advancing knowledge.*

Learning: *Students, faculty, and staff embrace a culture of continuous learning. Every new challenge presents the opportunity for growth; every interaction presents the opportunity for the acquisition of new knowledge.*

Collaboration: *NIU embraces the spirit of collegiality; the mission is only accomplished if we work as a team. Students, faculty, and staff must have the character and conviction to lead and the strength to follow.*

Diversity: *NIU embraces the fact that differing backgrounds and experiences make us stronger. We promote inclusion in our workforce and encourage diversity in our thinking.*

Integrity: *NIU holds a special public trust. We practice careful stewardship of our resources, both financial and human. We will not just say the right thing—we will do the right thing and remain accountable to ourselves, and ultimately to the American people.*



Foreword

Today's complex and ever changing national security environment demands intelligence professionals be uniquely rigorous in their search for understanding and highly accurate in anticipating future scenarios. The National Intelligence University (NIU) exists for the very purpose of developing intelligence leaders skilled in meeting these demands.

Since the 2011 re-designation of the National Defense Intelligence College as NIU, substantial progress has been made to develop and deliver the highest quality education programs and research efforts of common concern for the Intelligence Community (IC) and Department of Defense (DoD).

The uniqueness of NIU makes it invaluable for the advancement of the intelligence profession and the grooming of IC leaders. Operating as a regionally accredited academic institution, NIU is committed to the vital role it plays as the academic center for the IC and the DoD. This unique role is grounded in its core mission capabilities that align education, research, and outreach operating at the Top Secret/Sensitive Compartmented Information level.

The way forward for NIU is expressed in the 2017-21 Strategy and corresponding implementation plan in 3 goals and 10 objectives. First and foremost, Goal 1 is to produce the highest quality graduates who will pay long-term dividends to the IC and DoD by advancing the profession of intelligence. Second, and equally important, Goal 2 is the guidepost for NIU to elevate the role of research and partner with IC components to identify solutions for current and anticipated intelligence challenges. Last, Goal 3 is paramount in fully integrating NIU into the IC by enabling cross-community partnerships, while leveraging NIU alumni to build relationships within the intelligence and national security communities, academia, think tanks, private industry, and international partners. Transitioning in 2016 to its new campus in Bethesda, Maryland, NIU will truly become the Center of Academic Life for the Intelligence Community.

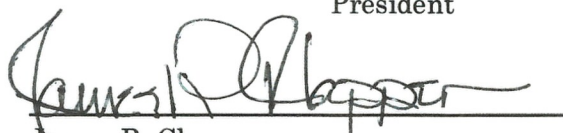
Join me in implementing this dynamic and enduring strategy. Together, we will tangibly contribute to achieving the desired outcomes articulated in the 2014 National Intelligence Strategy by grooming the intelligence leaders of the 21st century.



Susan Martin Studds, Ph.D.
Provost

 4/27/2016

David R. Ellison, RADM, USN (Ret.), Ph.D.
President



James R. Clapper
Director of National Intelligence



The Strategy Statement

The NIU 2017-21 Strategy instills constant innovation and performance assessment while providing dynamic teaching and learning, original research, and academic outreach to advance the intelligence profession while grooming IC leadership for the 21st century.

Operating as an integrated, agile, and results-oriented university, NIU must outpace the rapidly evolving threat spectrum by consistently developing regional and functional academic concentrations based on current and future IC needs; producing relevant research results which advance or challenge current views, perspectives, and models; and engaging with a myriad of public and private sector communities to establish mutually beneficial partnerships that strengthen our understanding of an increasingly complex and dangerous strategic environment.

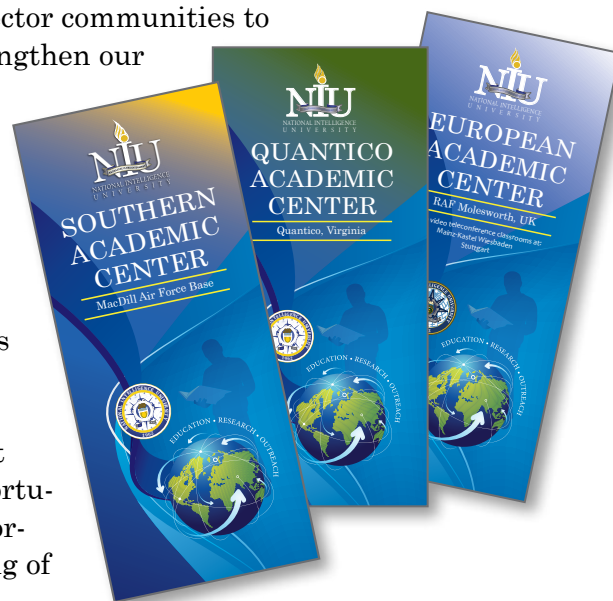
In managing an increasing demand for the university's education programs and research efforts within available resources, NIU must strengthen linkages among strategic objectives, mission performance measures, technology, business capabilities, and shared services to inform current and future changes in curriculum and personnel. NIU components will identify practical budget offset opportunities and program-specific trade space opportunities for NIU leadership consideration through rigorous program performance monitoring and forecasting of future IC education and research needs.

NIU will then redirect savings and other resources to existing high performing programs and emerging IC priorities which require university focus.

In managing the workforce, NIU will prioritize recruiting, developing, and retaining faculty with the highest possible academic and professional intelligence qualifications. Further, emphasis will be placed on the business acumen of NIU leadership and administration at all levels to identify and implement programmatic efficiencies.

NIU will implement this strategy guided by the following eight principles shared by the global higher education community.

- ▶ Pursue excellence across all of its operations to create an environment which nurtures learning, creativity, and discovery.
- ▶ Deliver a research program that has both depth and breadth, producing recognized and relevant research results through publications, teaching, and community engagement.



The Strategic Environment

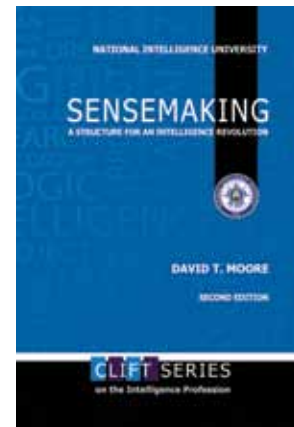
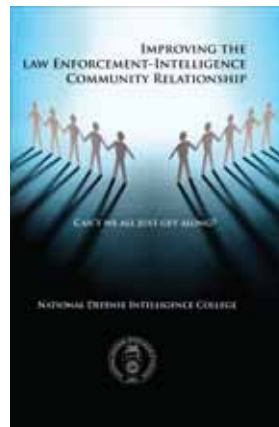
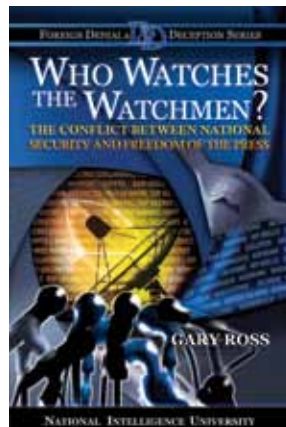
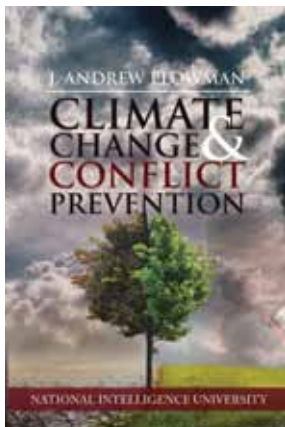
The United States faces a complex and evolving security environment with extremely dangerous, pervasive, and often elusive threats. NIU remains focused on the missions of cyber intelligence, counterterrorism, counter-proliferation, and counterintelligence, as well as threats posed by state and non-state actors challenging U.S. national security and interests worldwide.



Global power is becoming more diffuse. New alignments and informal networks outside of traditional power blocs and national governments will increasingly have significant impact in economic, social, and political affairs. Resolving complex security challenges will require the IC's attention to a broader array of actors. Private, public, governmental, commercial, and ideological players will become increasingly influential, both regionally and virtually.

Technology will continue to be a catalyst for the rapid emergence of changes for which it is difficult to anticipate or prepare; these forces can test the strength of governments and potentially jeopardize U.S. citizens and interests overseas. Technological advances also create the potential for increased systemic fragility as foreign governments and non-state actors attempt to leverage new and evolving technologies to press their interests.

Developing intelligence leaders who will be put to the test in an era of persistent conflict and enduring fiscal constraints reinforces the university's value and commitment to producing the highest quality graduates; developing and offering certificate programs that contribute to lifelong learning; conducting research efforts that meet IC and DoD needs; and engaging with partners to enhance access to information and perspectives otherwise unavailable on matters of common concern. NIU's evolution from the National Defense Intelligence College in October 2011 has well prepared it to meet 21st century intelligence demands.



Goals And Objectives

Three strategic goals build upon published strategies of the College of Strategic Intelligence, the School of Science and Technology Intelligence, and the Center for Strategic Intelligence Research to strengthen alignment between the university's education, research, and outreach components. The objectives supporting each goal outline vital and measurable success factors that form the foundation for validated performance assessments, which are intended to satisfy academic standards put forth by the Middle States Commission on Higher Education and the Joint Professional Military Education program.

1 Develop Strategic Leadership in the Profession of Intelligence

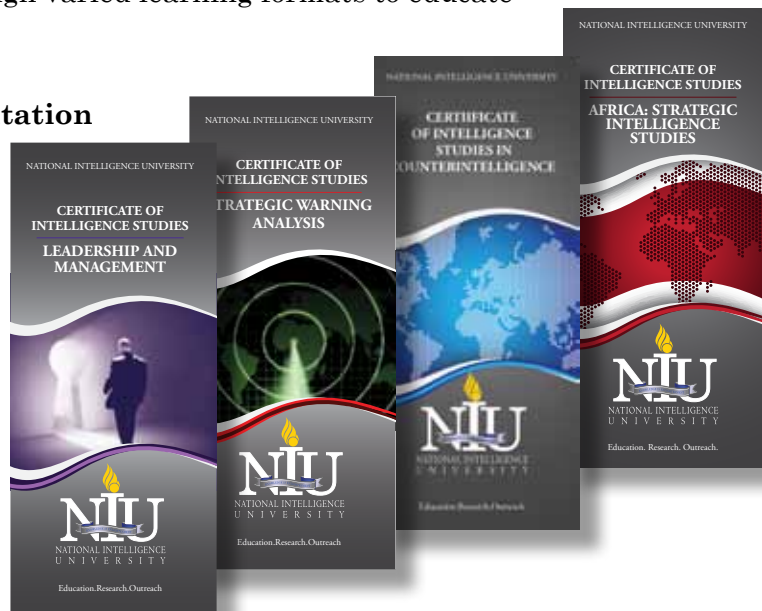
The university's value proposition is the development of strategic leadership in the profession of intelligence. To succeed, NIU will emphasize the following:

- ▶ Maintaining federal degree authorizations and regional accreditation.
- ▶ Crafting curricula that anticipate and meet emerging national security priorities.
- ▶ Developing a critical mass of faculty with strong academic credentials.
- ▶ Producing the highest quality graduates.
- ▶ Developing certificate programs which contribute to lifelong learning.
- ▶ Using innovative technologies to deliver education.

Goal 1 expresses an outcome-based approach contingent on relevant curricula taught by experienced faculty members through varied learning formats to educate future intelligence leaders.

Objective 1.1: Maintain Accreditation

Maintain federal degree authorizations and regional accreditation to provide an environment where students from multiple agencies collectively study, reflect on, and discuss the issues confronting the IC and impacting U.S. national security. NIU continues to offer the only professional education program available at the Top Secret/Sensitive Compartmented Information level that meets the mission of the IC.



Objective 1.2: Deliver Relevant Curricula

Reflect the foundational knowledge of the intelligence profession, develop and stimulate creative and critical thinking skills, and serve as a platform for intelligence research relevant to the needs of the IC, as articulated in the strategic guidance of the Director of National Intelligence to NIU.

Objective 1.3: Develop a Professional Faculty

Maintain the highest possible academic, ethical, and professional standards and qualifications in the NIU faculty in order to deliver the intelligence curriculum. Bridge academic learning and knowledge with professional experience in the IC and national security decisionmaking process.

Objective 1.4: Educate a Student Body of the Highest Caliber

Attract, recruit, and graduate a highly qualified student body representative of the richness of the IC by providing flexible educational platforms and learning opportunities.

Objective 1.5: Explore Alternative Academic Technologies and Methodologies

Ensure that alternative delivery methods and content meet NIU quality standards and comply with relevant Middle States Commission on Higher Education and federal requirements.



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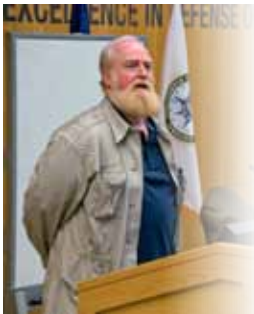
Contribute to the Body of Knowledge of the Intelligence Profession and the IC and Inform Strategic Intelligence Solutions

The future of NIU is nested in its evolution to become a recognized university that partners with IC components to identify solutions for current and anticipated intelligence challenges. NIU will:

- ▶ Organize and produce research projects that invite collaboration with IC leaders and researchers.
- ▶ Publish and present cutting-edge research.
- ▶ Strengthen research support.

Goal 2 is an outcome-based approach that leverages NIU students, faculty, research fellows, and partnerships with the IC, academia, think tanks, and lab environments to produce and publish projects that find solutions for current and anticipated intelligence challenges.

Objective 2.1: Improve Research Quality and Impact



Build strategic research agendas responsive to and complementary of NIU curricula and ongoing research efforts in existing regional and functional communities of expertise within the IC. Enable students, faculty, and research fellows to use advanced research practices and techniques that improve the quality of NIU research.

Objective 2.2: Leverage Collaborative Research Relationships

Cultivate partnerships with IC organizations as well as with academia, think tanks, government labs, and other organizations to promote academic research on topics aligned with IC missions.

Objective 2.3: Produce and Publish Independent, Relevant Research Focused on the Intelligence Enterprise and the Strategic Intelligence Mission



Maintain publishing capabilities that produce academic and commercial quality books and research reports. Adhere to academic publishing standards and practices to improve the quality of NIU research products.

3 Fully Integrate NIU into the IC

Higher education is a linchpin in a world that has learned it must operate across autonomous borders to achieve desired results. Creating new, and building on existing, relationships and partnerships, will strengthen the university's role in supporting the vision of a fully integrated IC.

Objective 3.1: Leverage Outreach and Engagement

Enable relationships between NIU, academics, and key partners that create mutual benefit. Actively engage the intelligence and national security communities to ensure the highest quality NIU outcomes.



Objective 3.2: Promote Alumni Achievement and Engagement

Build and sustain an engaged community of current and former students, faculty, and staff, to enable networked relationships within the intelligence and national security communities, academia, think tanks, and private industry.



Conclusion

NIU recognizes that innovative education, research, and outreach models and partnership opportunities must be adopted to accomplish its mission. Building on the university's uniqueness and high standards, coupled with strong partnerships with IC and DoD components, NIU will continue to educate the IC leaders of the 21st century and advance the profession of intelligence.

This Strategy focuses NIU on its core mission of quality higher education while elevating research and laying the foundation to become a university recognized as the Center of Academic Life for the Intelligence Community. In support of this Strategy, each of the 10 objectives will be incorporated into an implementation plan for execution by the entire NIU workforce.





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