



The National Intelligence University

# Together We Transform



## Strategic Plan 2024-2032

---

*Empower Minds, Shape Futures, and Enable Lifelong Learning  
for Tomorrow's Critical Thinkers*



*“The National Intelligence University Strategic Plan 2024-2032 is an ambitious roadmap designed to educate and prepare the next generation of Intelligence Community leaders. The plan and its Three Pillars for Advancement aligns with the National Intelligence Strategy 2023 and reflects a commitment to developing an educational framework for building our capacity to remain at the cutting edge of study, research, and analysis. With this plan as a guide, NIU will cultivate a cadre of public servants who will propel the Intelligence Community forward to maintain our nation's intelligence advantage in an increasingly complex threat environment.”*

– Director of National Intelligence Avril Haines





## About NIU

The National Intelligence University (NIU) is unique in both the academic and the national security realm. Our long-term educational goals are purposely aligned with the National Intelligence Strategy (NIS) of the United States. This alignment is not only distinctive but also deeply compelling, as our intelligence programs encompass a broad range of disciplines, from liberal arts to STEM, all while serving the defense of our Nation.

We offer three degrees—Bachelor of Science in Intelligence, Master of Science of Strategic Intelligence, and Master of Science and Technology Intelligence—as well as a Certificate in Intelligence Studies. Our students come from the IC, military services, and other Federal Departments and Agencies. They study around the globe and are united in pursuit of advanced intelligence education. Our alumni serve in senior leadership positions in and out of government, applying their NIU education to advance national security.



## Strategic Context

*“A highly connected and complex world means that transnational and transboundary challenges are having increasingly broad implications for U.S. interests in every region and in multiple domains. The world is facing more frequent and intense crises due to the effects of climate change, narcotics trafficking, financial crises, supply chain disruptions, corruption, new and recurring diseases, and emerging and disruptive technologies. Moreover, these cross-border challenges are increasingly interacting with and compounding traditional state-based political, economic, and security challenges with unexpected second consequences, from food and energy insecurity to irregular migration, and civil unrest to conflict.”*

— The National Intelligence Strategy of the United States of America, 2023.

*“The changing landscape of higher education necessitates a commitment to innovation, strategic leadership, and the preparation of graduates for the evolving demands of future careers. Embracing emerging technologies (e.g., Generative Artificial Intelligence) and fostering lifelong learning are crucial for ensuring students thrive in an increasingly dynamic world.”*

— U.S. Department of Education, “Reimagining the Role of Technology in Higher Education,” 2022.

Given this strategic context, NIU is transforming the way we educate future intelligence leaders. We are adopting **adaptive andragogy** to nurture the creativity and confidence essential to address the challenges looming in the coming decades. Our overarching goals are to support lifelong learning and to enhance the ability of intelligence professionals to think creatively and act confidently in the face of uncertainty. By empowering minds and shaping futures, NIU prepares tomorrow’s critical thinkers to lead the IC in the decades ahead.

▶ **Adaptive andragogy** is a flexible, student-centered educational approach. It personalizes teaching methods and course pacing to the needs of each student, designed to promote more effective learning. This approach is particularly effective in rapidly evolving environments, such as in intelligence education.



Our **Vision** as the intellectual hub for the intelligence profession, enabling leaders to advance our national interests, emphasizes NIU's role in preparing leaders to meet the challenges of the future.



Our **Mission** to advance knowledge and educate leaders in strategic intelligence to strengthen national security meets the needs of the Nation.



Our **Values** of Integrity, Modernization, Professional Expertise, Accountability, Collaboration, and Transparency provide the foundation for the impact we seek to have on national security.

# Three Pillars for Advancement

Our students are our *raison d'être*, and their success drives our primary efforts. To best meet the challenges of the future, they deserve opportunities to develop relationships across the IC, strengthen partnerships with others outside the federal government, and explore new technologies that will support their work on behalf of the American people.

Building trust and strengthening partnerships is integral to our strategy and is reflected in our *One IC* approach to education. In today's complex intelligence environment, the ability to forge and maintain such relationships is a critical skill for intelligence officers, and we will reinforce this skillset throughout our educational programs.

By leveraging partnerships with the private sector, other academic institutions, and foreign entities, we will enhance our ability to provide a comprehensive and cutting-edge education. These collaborations are crucial in today's intelligence environment, equipping our students with the attitudes and skills needed to navigate and excel in a complex global landscape.

Fostering strategic awareness, integrating technology, and enhancing expertise in emerging disciplines are also essential components for preparing intelligence officers to succeed in our complex intelligence environment, and we will prioritize these efforts throughout our educational programs.

To enable the transformation required by the evolving nature of the intelligence profession, we have worked as a team to develop three **Pillars for Advancement**:



## Advance Student Success

Transform the learning environment.  
Increase classroom diversity.  
Improve Accessibility and Flexibility.



## Strengthen Our Talented and Diverse Team

Recruit, develop, and retain world-class faculty and staff.  
Modernize university tools and processes.



## Serve the Nation

Shape the intelligence profession.  
Improve the national security enterprise.





## Advance Student Success

**“Enhanced professional development opportunities at every level of the workforce are critical to building a shared strategic awareness of the IC’s full capabilities, its missions, and its challenges and ensuring greater literacy and expertise in emerging disciplines and fields.”**

*The National Intelligence Strategy of the United States of America, 2023*

---

***Transform the learning environment.*** To accomplish a real transformation and further develop the learning environment our students need to excel, we must:

- Foster adaptive andragogy.
- Conduct research to ensure we deliver the most current and relevant curriculum.
- Implement an outcomes-based approach to maximize NIU’s relevance to the IC.
- Support diverse educational environments with a variety of learning dynamics, such as the Intelligence, Research, Education, and Solutions (iRES) Laboratory.
- Optimize the use of classified and unclassified learning and resources.
- Infuse emergent intelligence topics into degree programs.
- Raise the data/information/technical literacy of all students.
- Build ethical leadership into every program NIU offers.
- Incorporate externship opportunities for students to gain real-world experience.
- Transform our assessment environment.
- Renovate NIU’s physical appearance to enhance our student-focused global campus.
- Increase utilization of unique experiences in the local area.

***Increase classroom diversity.*** To improve the diversity of thought within our learning commons, we must:

- Promote more diversity in classrooms, with an emphasis on diversity of thought.
- Increase enrollment from Federal partners and non-executive branch agencies.
- Pursue authority for non-Federal students to attend NIU.
- Integrate students from allies and partners, where appropriate.
- Select and integrate additional non-IC subject matter experts into our faculty team.

***Improve accessibility and flexibility.*** To expand our support for student learning across our global campus system, we must:

- Enhance the non-resident student learning experience.
- Ensure courses are accessible to students no matter where they are.

- Expand the global campus to enhance the flexibility of our programs.
- Integrate appropriate emerging technologies and techniques into all classrooms.
- Develop a continuum of educational opportunities for intelligence professionals.
- Develop a long-range academic calendar with degree maps.
- Improve support and advisement services provided to all students.



## Strengthen Our Talented and Diverse Team

**“The IC’s future success depends on its ability to attract and retain a highly technical and talented workforce that draws on one of our country’s unmatched reservoirs of strength: our diversity. Varied backgrounds, perspectives, and experiences strengthen our workforce, our ability to deliver on our Mission, and the trust of the American public.”**

*The National Intelligence Strategy of the United States of America, 2023*

**Recruit, develop and retain world-class faculty and staff.** To strengthen our faculty and staff, we must:

- Integrate additional faculty (to include adjuncts) doing cutting-edge work on intelligence-related fields.
- Foster innovative faculty and staff development programs.
- Promote faculty expertise across the IC and academia through their publications, presentations, and other events.
- Create sabbaticals/rotation programs and other opportunities for faculty to refresh their knowledge and teaching methodologies.
- Enrich morale and recognition programs to make NIU a sought-after place to work.

**Modernize university tools and processes.** To better support our faculty, staff, and students, we must:

- Deploy modern educational systems to better manage university operations and engage with students.
- Improve classroom Instructional Technology across the global campus.
- Develop technology policies to allow for innovation.
- Build dashboards to improve data-informed decisionmaking.
- Operationalize a strong in-processing program.





## Serve the Nation

**“Our support to policymakers, operators, and warfighters is critically dependent on our ability to look beyond the immediate horizon to ensure the Intelligence Community is well postured to address emerging threats, promote national resilience and innovation, defend our competitive advantage, and promote shared prosperity....Whether we are successful in achieving these goals will depend on whether we can maintain a talented and diverse workforce, and whether we can adapt, increase resilience, and sustain our focus on overcoming the challenges of a rapidly changing environment”**

*The National Intelligence Strategy of the United States of America, 2023*

---

***Shape the intelligence profession.*** To advance the profession of intelligence, we must:

- Provide the intellectual framework for future IC development.
- Pursue research and publication on the state of the profession and changes needed to advance it.
- Build the broader community of academic intelligence programs.
- Work with intelligence training centers and schoolhouses to better connect what they teach with concepts of strategic intelligence education.
- Collaborate with partners and allies to shape a global perspective on the profession.
- Develop a robust engagement with industry to give intelligence professionals a more diverse mindset of problem solving.
- Determine the needs of the strategic intelligence professional of the future.
- Explore development of a Doctorate in Strategic Intelligence program at NIU.

***Improve the national security enterprise.*** To fulfill our role to advance national security, we must:

- Anticipate over-the-horizon national security threats.
- Convene contrary voices on issues to help envision alternative futures.
- Serve as a convening authority to bring together IC, academic, and non-governmental partners to focus on emerging issues.
- Increase NIU’s presence in high-profile national security forums.
- Inform policy and decisionmaking with impactful research by faculty and students.
- Establish an NIU Society for Intelligence Studies and serve as the hub for other similar groups focused on intelligence or national security.
- Develop creative ways to offer executive education for senior intelligence professionals.
- Restore the IC Scholars Program.
- Develop post-graduation utilization processes to improve alumni placement.

# Our Strategic Approach— Transforming Together

This strategic plan was developed by multiple University working groups composed of faculty, staff, and students and with the input of many of our diverse stakeholders. It was coordinated with our Board of Visitors and with senior leaders from across the IC. For this plan to succeed, it requires that we execute it in a coordinated way, monitoring our progress in both quantitative and qualitative ways with our three strategic themes always in mind. We do not expect that this plan will be implemented exactly as described now because we want to be open to emerging ideas and approaches, but we recognize that its success will be founded on how well **We Transform Together.**



**John R. Ballard, Ph.D.**

President



**Gilman Louie**

Chair, Board of Visitors



  
**NIU**  
NATIONAL INTELLIGENCE  
UNIVERSITY



<https://www.ni-u.edu>



<https://www.linkedin.com/school/nationalintelu>



<https://www.facebook.com/NationalIntelU>



[NIU\\_Engagement@niu.odni.gov](mailto:NIU_Engagement@niu.odni.gov)