Imagine, Create, and Secure a Stronger Peace...

Dr. John W. Yaeger
Provost
May 2014
2014-15 Delivery Changes

Planning & Assessment
Develop the individual student assessment and learning plan

Phase 1: Strategic Leader Foundational Course
- 6 weeks

Phase 2: College Core Curricula
- 28 weeks
  - Cyber (iCollege)
  - Irregular Warfare/CT (CISA)
  - Joint Campaign Planning (JFSC)
  - National Security (NWC)
  - Resourcing & Acquisition Strategy (ES)

Phase 3: Tailored Leader Development
- 8 weeks
  - Electives
  - Capstone Project

Common Academic Calendar

Planning & Assessment
- Empirical feedback from students, faculty and customers for continuous program improvement
- Graduate life-long learning plan development

Engaging students before arrival

Engaging graduates
Apply critical and strategic thinking tools for understanding the security environment, and for anticipating and managing complexity, uncertainty, change, and surprise.

1. Understand the security environment & instruments of national power
2. Anticipate and respond to surprise & uncertainty
3. Anticipate and recognize change & lead transitions
4. Operate on intent through trust, empowerment & shared values of the profession of arms
5. Make ethical decisions based on shared values of the profession of arms
6. Think critically & strategically in applying joint warfighting principles and concepts to joint operations

- National Security Strategy
- National Military Strategy
- Joint Doctrine
- Joint Planning at all Levels of War
- Joint Command & Control
- Joint Force & Joint Requirements Development
- Operational Contract Support
- National Security Strategy
- Theater Strategy & Campaigning
- Joint Planning Processes & Systems
- Joint, Interagency, & Multi-National Capabilities

**Phase I**
(Common Introduction to Joint Matters)

*Lessons from a Decade of War / Applied to Anticipating Future Challenges*

- Analyze decisions against ethical standards and the shared values of the profession of arms 12 hrs
- Apply critical and strategic thinking tools for understanding the security environment, and for anticipating and managing complexity, uncertainty, change, and surprise 18 hrs
- Evaluate the enduring lessons from the Decade of War 5 hrs*
- Apply tools for developing trust, and for understanding and leading change 9 hrs
- Comprehend the National Security Strategy and National Military Strategy 5 hrs
- Comprehend the role of joint planning processes and systems in the development and execution of national-level strategy 5 hrs
- Comprehend the role of theater strategy and campaigning in the development and execution of national-level strategy 5 hrs
- Comprehend the role of joint doctrine in the development and execution of national-level strategy 3 hrs
- Comprehend the role of operational contract support in the development and execution of national-level strategy 2 hrs

**Phase II**
(College Core Curricula)
(Mission-tailored JPME II focus)

- DLA 5
- DLA 1, 2, 3 & 6; JPME
- CISA (College of International Security Affairs)
  (Irregular Warfare/Counterterrorism)
- ES (Eisenhower School)
  (National Security & Resource Strategy)
- iCollege
  (Cyber)
- NWC (National War College)
  (National Security Strategy)

- Single “Foundational” course = 64 hrs, 5 weeks
- Meets some JPME II requirements fully; others met in Phase II
- Focused at national strategic level
- Mix of activities that are common for all NDU students with college-specific activities
- Learning Outcomes interwoven across 5 weeks, not separate blocks; and all hours are approximations

**Phase III**
(Tailored Leader Development)
University College Student Collaboration

- DLA 4
- JPME
- JPME
- JPME
- JPME
- JPME
Tailored Leader Development Phase III

Electives:
Planning “Brown Bags”
6 weeks

Capstone Project
2 weeks

Assessment:
Career Long Learning
2 weeks

Graduation
19 June

13 Apr 15 – 22 May 15

25-29 May 15 & 1-5 June 15

8-12 June 15 & 15-19 June 15
Imagine, Create, and Secure a Stronger Peace...
① Analyze decisions against ethical standards and shared profession of arms values

② Apply critical & strategic thinking:
   • To understand security environment
   • To anticipate and manage complexity, uncertainty, surprise, and change

③ Evaluate enduring lessons from the Decade of War

④ Apply tools for developing trust, understanding, and leading change

⑤ Comprehend National Security Strategy and National Military Strategy

⑥ Comprehend role of joint planning processes in national level strategy

⑦ Comprehend role of theater strategy and campaigning in national level strategy

⑧ Comprehend role of joint doctrine in national level strategy

⑨ Comprehend role of operational contract support in national level strategy
Desired Leader Attributes

① Understand the Security Environment and Instruments of National Power

② Anticipate and Respond to Surprise and Uncertainty

③ Anticipate and Recognize Change and Lead Transitions

④ Operate on Intent Through Trust, Empowerment and Understanding

⑤ Make Ethical Decisions Based on Shared Value of the Profession of Arms

⑥ Think Critically/Strategically in applying Joint Concepts to Joint Operations

*Reinforced throughout the entire academic year*
Lessons from a Decade of War

Phase I: Foundational Focus

• Understanding Environment
• Conventional Warfare Paradigm
• Battle for Narrative
• Transitions
• Adaptation
• Special Operations Forces
• Interagency Coordination
• Coalition Operations
• Host-Nation Partnering
• State Use of Surrogates/Proxies
• Super-Empowered Threats

Phase II: Builds on Phase I, addressing balance of lessons
JPME II Emphasis

- National Security Strategy
- National Defense Strategy
- Joint Operational Planning
- Theater Strategy & Campaigning
- Joint Doctrine
- Operational Contract Support
- Joint, Interagency, Multinational Capabilities
NWC Phase I Design Concept: Foundational Intersections

Desired Leader Attributes

- Lessons from Decade of War
- JPME II

Phase II: Builds on Phase I
NWC Phase I Design Process

• Start with **NDU Learning Outcomes** (LOs) and identify subordinate skills
  • Skill development through active learning
  • **How to Think**, not what to think
    • Multiple frameworks; Multiple opportunities to practice before assessment
• Identify **Intersections** between DLAs, JPME, DoW Lessons
• Design final exercise, assignments, and assessment rubrics to meet LOs
• Reverse engineer topics and active learning activities to enable practice that builds to assessment in graded assignments and final exercise
• Consolidate nine LOs into two program objectives for group assessment
• Two Organizing Lenses:
  • Weeks 1-4: **Lessons from a Decade of War**
    • Iraq 1991; Iraq 2003; Libya (Afghanistan covered in Phase 2)
  • Weeks 5-6: **Future Role of U.S. in the World**
    • Scenario Planning/Alternative Futures Analysis; Syria Final Exercise

*Create Foundation for Phase II and entire year*
Phase I Integrated Course

Apply Critical Thinking to Understand Environment
DLA 1 & 6

Environment
DoW Lesson 1

Joint Operational Planning
JP 5-0
“PMESII” Framework

Women Peace and Security

Security Environment
Learning Outcomes 2, 3, 5, 6, 7
<table>
<thead>
<tr>
<th>LEARNING OBJECTIVE</th>
<th>HOURS</th>
<th>NWC TOPICS</th>
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<td><strong>2</strong> Apply critical and strategic thinking tools for understanding the security environment, and for anticipating and managing complexity, uncertainty, change, and surprise.</td>
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<td><strong>3</strong> Evaluate and apply the enduring lessons from the Decade of War</td>
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<td><strong>4</strong> Apply tools for developing trust, and for understanding and leading change.</td>
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<td>14</td>
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<td><strong>3</strong> Anticipate and Recognize change and Lead Transitions.</td>
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<td>13</td>
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<td><strong>4</strong> Operate on Trust, Empowerment and Understanding (Mission Command)</td>
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<td><strong>5</strong> Make Ethical Decisions Based on Shared Values and the Profession of Arms.</td>
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<td>Week 3</td>
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<td><strong>NDU &amp; NWC Orientation</strong></td>
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<td><strong>T-9</strong> Ethics</td>
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<td><strong>T-1</strong> Conflict Management and Relationship Building Assessment Strategies for Collaboration</td>
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<td><strong>T-2</strong> Decision Making: Cognitive Biases and Rational Actors</td>
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<td><strong>T-8</strong> Understanding Environment: Decade of National Security Strategies</td>
<td><strong>T-13</strong> Lessons from a Decade of War: Decision to go to War - Iraq</td>
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<th>Week 4</th>
<th>Week 5</th>
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<td><strong>T-14</strong> Ethics</td>
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<td><strong>T-19</strong> Anticipating Strategic Surprise: Role of U.S. in World: three competing views</td>
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<td><strong>T-30</strong> Final Exercise: Syria Day 2: The Operational Environment</td>
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# DLA 2: Anticipate/Respond to Uncertainty

## Week 1
- **NDU & NWC Orientation**
- **T-1** Conflict Management and Relationship Building Assessment
  *Strategies for Collaboration*
- **T-2** Decision Making: Cognitive Biases and Rational Actors
- **NDU Cyber Exercise**

## Week 2
- **T-3** Ethics
- **T-4** Elements of *Critical Reading, How to Make an Argument, Cognitive Traps*
- **T-5** Historical Ambivalence of U.S. National Security Strategies
- **T-6** *Trust: Prisoner’s Dilemma Exercise*
- **T-7** Critical Thinking: *Knowns, Unknowns, Assumptions*
- **T-8** Understanding Environment: *Decade of National Security Strategies*

## Week 3
- **T-9** Ethics
- **T-10** *Trust: Coalition Building Exercise*
- **T-11** *Interest Based Leadership and Two Decades of War I*
- **T-12** *Interest Based Leadership and Two Decades of War II*
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## Week 5
- **T-20** *Detecting Change: Identifying Driving Forces (more world views)*
- **T-21** *Detecting Change: Identifying Driving Forces Exercise*
- **T-22** *Managing Surprise: Identifying Critical Uncertainties (more world views)*
- **T-23** *Managing Surprise: Identifying Critical Uncertainties Exercise*
- **T-24** *Managing Uncertainty: Plotting a Scenario Matrix*

## Week 6
- **T-25** Ethics
- **T-26** *Managing Uncertainty: Developing Scenario Narratives*
- **T-27** *Anticipating Surprise: Identifying Indicators and Implications*
- **T-28** *Managing Surprise: Identifying Options & Testing Robustness*
- **T-29** Final Exercise: *Syria Day 1: The Strategic Environment*
- **T-30** Final Exercise: *Syria Day 2: The Operational Environment*
# Lessons From a Decade of War

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- **T-1** Conflict Management and Relationship Building Assessment
  *Strategies for Collaboration*
- **T-2** Decision Making: Cognitive Biases and Rational Actors

## Week 2
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- **T-28** *Managing Surprise: Identifying Options & Testing Robustness*
- **T-29** Final Exercise: *Syria Day 1: The Strategic Environment*
- **T-30** Final Exercise: *Syria Day 2: The Operational Environment*
Final Exercise

Assess Syrian Security Environment
Feasibility of Humanitarian Intervention

- DLA 1, 2, 3, 4, 5, 6
- DOW Lesson 1, 5, 7, 8
- LO 5, 6, 7, 8, 9

Women Peace and Security
Opportunity to Make NWC Better

• Conduct robust Scenario Planning to address DLA 2 shortfall
• Integrate TKI & negotiations into core to address DLA 4 shortfall
• Set students up for writing success: retooled diagnostic
• Mentor student writing throughout the year
• Leverage Joint Pub frameworks for enhanced critical thinking
• Align foreign travel with CJCS priorities: DLA 1 and DoW Lessons
• Ensure Learning Outcomes drive course development
• Take assessment rubrics to the next level
• Leverage scholarship from across the university
Imagine, Create, and Secure a Stronger Peace...
• Same course director, teaching faculty, and student sectioning for Phase I and 6100
• Same FSL will evaluate student's first paper in Phase I and paper for 6100 – tailored mentoring
• Critical/creative thinking skills from Phase 1 underpin strategic logic in 6100.
• Collaboration skills from Phase 1 practiced in group work in 6100
• Scenario Planning introduced in Phase 1, practiced in 6100, and applied in Phase III
• Security environment in Phase I sets up global context, travel and scenario planning
• Statutory JPME requirements sets foundation for examining use of the military instrument
Backup Slides
PMESII Analysis

Political, Military, Economic, Social, Information, and Infrastructure System Analysis

Figure III-5. Political, Military, Economic, Social, Information, and Infrastructure System Analysis
Scenario Planning Framework: Explore Driving Forces

Identify “STEEP” elements that underlie the visible surface of change

- Events
- Trends and Patterns
- Underlying Structures

- Political
- Social
- Technological
- Economic
- Environmental
## DLA 4: Operate on Trust (Mission Command)

### Week 1
- **NDU & NWC Orientation**
  - T-1 Conflict Management and Relationship Building Assessment
  - Strategies for Collaboration
  - T-2 Decision Making: Cognitive Biases and Rational Actors
  - NDU Cyber Exercise

### Week 2
- **T-3 Ethics**
- **T-4 Elements of Critical Reading, How to Make an Argument, Cognitive Traps**
- **T-5 Historical Ambivalence of U.S. National Security Strategies**
- **T-6 Trust: Prisoner’s Dilemma Exercise**
- **T-7 Critical Thinking: Knowns, Unknowns, Assumptions**
- **T-8 Understanding Environment: Decade of National Security Strategies**

### Week 3
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- **T-10 Trust: Coalition Building Exercise**
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- **T-21 Detecting Change: Identifying Driving Forces Exercise**
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- **T-23 Managing Surprise: Identifying Critical Uncertainties Exercise**
- **T-24 Managing Uncertainty: Plotting a Scenario Matrix**

### Week 6
- **T-25 Ethics**
- **T-26 Managing Uncertainty: Developing Scenario Narratives**
- **T-27 Anticipating Surprise: Identifying Indicators and Implications**
- **T-28 Managing Surprise: Identifying Options & Testing Robustness**
- **T-29 Final Exercise: Syria Day 1: The Strategic Environment**
- **T-30 Final Exercise: Syria Day 2: The Operational Environment**
**Phase 1 Syria EXERCISE, AY 2015**  
**Seminar Group Performance Assessment Sheet**

**Performance Requirement #1:** Drawing on the Chairman’s six Desired Leader Attributes (DLAs) and applying the appropriate enduring lessons from a Decade of War, develop an assessment of the security environment in Syria that includes, where appropriate:

<table>
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<tr>
<th>Component</th>
<th>EXCEEDS</th>
<th>MEETS</th>
<th>BELOW</th>
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<tbody>
<tr>
<td>Identification of Driving Forces</td>
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<tr>
<td>Identification of Critical Uncertainties</td>
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<tr>
<td>Brainstorming Potential Scenarios</td>
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<tr>
<td>Identifying Applicable Sections of NSS/NDS</td>
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<td>Identify Interests of: USG, Coalition Partners, and Opponents</td>
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<td>Plan For Building a Coalition</td>
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<tr>
<td>Identification of Potential Ethical Issues</td>
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</tbody>
</table>
**Final Exercise, Assessment Rubric**

**Phase 1 Syria EXERCISE, AY 2015**  
Seminar Group Performance Assessment Sheet

**Performance Requirement #2:** Drawing on the appropriate lessons from a Decade of War, develop an assessment of the operational security environment in Syria using select dimensions of joint operational planning including, where appropriate:

<table>
<thead>
<tr>
<th>Component</th>
<th>EXCEEDS (Thorough, applicable, credible, insightful, integrated, collaborative.)</th>
<th>MEETS (Minor shortfalls in either: thoroughness, applicability, insightfulness, integration, or collaboration.)</th>
<th>BELOW (Major shortfalls in either: thoroughness, applicability, credibility, insightfulness, integration, collaboration.)</th>
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<tr>
<td>Description of the Current Operational Environment using a ‘Systems Perspective’ and the PMESII Analytical Framework (page III-9, JP 5-0)</td>
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<td>Center of Gravity Analysis of Coalition Partners and Opponents (page III-25, JP 5-0)</td>
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<tr>
<td>Interagency Coordination Requirements (page II-35, JP 5-0)</td>
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</table>

Page numbers for JP 5-0 “Joint Operation Planning”, are for the most recent version dated 11 August, 2011.
Three Assessment Opportunities

- Writing assignment at start of week 3
  - Builds on first two weeks of Critical Reading:
    - Identifying thesis and assumptions
    - Identifying evidence to support thesis
  - Gather assessment data on four areas
    - Thesis development and use of evidence (graded)
    - Grammar and composition (diagnostic)
  - Make an Argument: most important DLA or DoW Lesson

- Final Exercise (Humanitarian Intervention Syria)
  - Individual point paper (Assess DLAs and DoW Lessons)
  - Two group analyses (Assess JPME, DLAs, DoW Lessons)
Transform NDU Education Experience by Leveraging Intersections

Desired Leader Attributes

Lessons from Decade of War

JPME II

Phase I Foundations of Strategic Leadership
Interagency Coordination
Learning Outcomes 3, 4, 5, 6, 7

Develop Trust (Relationships) and Lead Change
DLA 4, 3

Interagency Coordination
DoW Lesson 7

Interagency Coordination
JP 5-0

Integrated Course
Coalition Operations
Learning Outcomes 3, 4, 5, 6, 7, 8, 9

Develop Trust (Relationships) and Lead Change
DLA 4, 3

Coalition Operations
DoW Lesson 8

Joint Operational Planning
JP 5-0
Center of Gravity Analysis

Integrated Course
Center of Gravity Analysis

Figure III-12. Center of Gravity Analysis Example
Adaptation Learning Outcomes 2, 3, 5, 6, 7, 8

Apply Critical Thinking to Anticipate/Manage Complexity, Uncertainty & Change
DLA 2, 6

Adaptation
DoW Lesson 5

Adaptive Planning

Integrated Course
APEX Process

Figure I-1. Adaptive Planning Review and Approval Process

Legend
- CCDR: combatant commander
- IPR: in-progress review
- IPR A: strategic guidance
- IPR C: concept development
- IPR F: plan approval
- IPR R: plan assessment
- JPEC: joint planning and execution community

*Approving official is typically the Secretary of Defense or designated representative
Scenario Thinking & the Strategic Conversation

1. Focal Question
2. Driving Forces
3. Critical Uncertainties
4. Plotting Scenarios
5. Develop Narratives
6. Implications Options Indicators
7. Test Options for Robustness & Risk
8. Insights Inform Strategy
9. Monitor Indicators & Adapt

ORNIENT
EXPLORE
INSIGHT
FORESIGHT
REPERCEPTION

GBN modified Bronson 2013
Assessment Methodology: Using Best Practices

Learning Outcome

Instructional Approach

Assessment Rubric
Writing Assignment #1: Making an Argument, Learning Outcomes 1, 2, 3, 4

- DLA 1, 2, 3, 4, 5, 6
- DOW Lesson 1, 5, 7, 8
- Institutionalizing Lessons: Phases

Make an argument supported by evidence:

*most important DOW lesson or most important DLA*