



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5086

REPLY TO  
ATTENTION OF:

Office of the President

21 February 2014

MEMORANDUM FOR NATIONAL DEFENSE UNIVERSITY

SUBJECT: NDU Curriculum Implementation for AY 2014-15.

1. PURPOSE. This memorandum provides implementation guidance for AY 2014-15 and assigns responsibilities for the implementation of the NDU curriculum.

2. APPLICABILITY. This memorandum applies to the National War College (NWC), Eisenhower School (ES), College of International Security Affairs (CISA), iCollege, and other NDU stakeholders involved in Phase I curriculum development, execution, and approval. The leadership of the Joint Forces Staff College (JFSC) and the Joint Advanced Warfighting School (JAWS) will determine to what extent, if any, they will implement aspects of the NDU three-phase curriculum in AY 2014-15.

3. BACKGROUND AND DECISIONS.

a. Given the significance of the NDU Joint Education Transformation initiative, I directed the NDU Provost to guide the process through the efforts of working group committees composed of faculty and staff from across the University. Based on input from the working groups, the College Deans, and other University sources of input, a range of courses of action were developed, analyzed, and presented to the NDU leadership between 11 and 21 February 2014.

b. Based on the analysis provided by faculty working groups and planning teams, I have approved the Phase I solution recommended by the Provost and Deans and direct implementation of the six week long College-delivered "NDU Strategic Leader Foundational Course." Details were briefed to NDU leaders on 21 February 2014.

c. Phase III shall consist of, at a minimum, an eight-week NDU elective and capstone period.

d. The NDU Common Academic Calendar for AY 2014-15 will reflect these decisions.

4. IMPLEMENTATION GUIDANCE.

a. The NDU Provost and Academic Deans will provide oversight to the collaborative development of the "NDU Strategic Leader Foundational Course" in order to best ensure a quality product and academic experience for our students.

b. Members of the teaching faculty from each College will be integral to the process of curriculum development and course design that produces a common course syllabus framework with common University learning outcomes for the "NDU Strategic Leader Foundational

Course.” The goal is to have this developed NLT 6 March 2014 to allow Colleges to continue with their detailed planning for AY 2014-15.

c. The collaboratively developed course syllabus framework for the “NDU Strategic Leader Foundational Course” will be finalized in College syllabi, tailored to College missions as appropriate, and executed by the Colleges.

d. The Phase I curriculum is expected to provide a foundation for the academic year in the CJCS’s specified tasks: ethics and the profession of arms, the desired leader attributes for Joint Force 2020, and lessons learned from a Decade of War.

e. The Phase I curriculum should also incorporate statutory JPME subjects in 10 USC at the levels of learning identified by the Phase I faculty working group.

f. Phase I will also include NDU and College orientations, diagnostic writing assessments, opportunities for individual health/fitness/resiliency assessments, student academic program counseling, and student development plans.

g. The curriculum development process must identify potential assessment tools for the common learning outcomes as part of a common University assessment program at the end of Phase I.

h. In Phase II, components will build upon the desired leader attributes defined in Phase I, tailoring those to their individual missions and programs.

##### 5. ADDITIONAL RESPONSIBILITIES.

a. NDU Provost. The NDU Provost will continue to act as the primary oversight for the NDU Joint Education Transformation initiative. Designate a faculty lead for the collaborative development process and the development of the “NDU Strategic Leader Foundational Course” syllabus framework.

b. College Commandants and Chancellors. Component leaders will identify any additional resources, enablers, and support necessary to develop, prepare, or implement this guidance. Final suspense to NDU Provost is 6 March 2014.

c. Academic Deans. Designate (NLT 25 February 2014) and provide a College faculty representative to participate in the collaborative curriculum development process and potentially serve as the College course director for the Foundational Course in Phase I.

6. POC for this memorandum is Dr. Michael Bell, Deputy to the NDU President for University Innovation and Transformation, (202) 685-8685.

BREAK OUT!  




GREGG F. MARTIN, Ph.D.  
Major General, U.S. Army  
14<sup>th</sup> President