



**The National Defense University  
Office of Academic Affairs  
Washington, DC 20319-5066**

REPLY TO  
ATTENTION OF:

NDU-AA

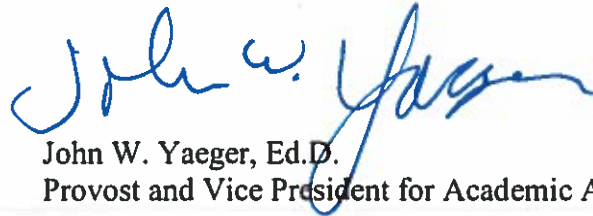
21 October 2014

**MEMORANDUM FOR NATIONAL DEFENSE UNIVERSITY**

**Subject: NDU Strategic Leader Foundational Course for AY 2015-16**

1. **PURPOSE:** This memorandum provides guidance to develop the Strategic Leader Foundational Course (SLFC) for implementation in AY 2015-16.
2. **APPLICABILITY:** This memorandum applies to the College of International Security Affairs (CISA), Eisenhower School (ES), iCollege, Joint Advanced Warfighting School (JAWS), National War College (NWC), and other NDU stakeholders involved in SLFC curriculum development, execution, and approval.
3. **BACKGROUND:**
  - a. This academic year we implemented the SLFC. There are several reasons for a University course: On July 18, 2012 the Chairman of the Joint Chiefs of Staff directed NDU to return to the essential elements of Joint Education. General Dempsey emphasized the importance of maintaining the student at the center of our efforts. On June 28, 2013 the Chairman directed implementation of the Desired Leader Attributes into Joint Education Curriculum. Additionally, his implementation memorandum highlighted that education should not be isolated from training and experience in developing joint leaders. In December 2013 NDU was directed to include *Lessons Learned from a Decade of War Study* into our curriculum.
  - b. To achieve including new content into the Joint Education Curriculum and to leverage the enormous talent from across the University the SLFC was collaboratively developed.
  - c. The purpose for developing the SLFC was to place the student at the center of University efforts, better address the joint learning outcomes reflected in legislation and the new desired learning attributes, increase rigor in the programs, and respond to the new fiscal realities. The primary goal remained to provide the best possible educational experience to all NDU students.
  - d. In late June and early July of 2013 a staff assist visit of educators from across Professional Military Education reviewed the curriculum and confirmed that the new curriculum met the Chairman's intent. Their key recommendation to the NDU President and Provost was "strategic patience". Specifically they recommended no other major changes should occur for at least three academic years.
  - e. Several other assessment instruments have been employed or will be. These include student assessments of the learning outcomes, focus groups (faculty, senior leaders, course directors and students, which will be repeated prior to December 2014), and survey data.

4. **DECISION:** There will be a faculty team to build the outline/framework for the SLFC to serve the students in AY15-16. The assessment data highlighted above will help inform the work of this team. This team will, through an iterative process involving the faculty and Deans, complete a framework for the Foundational course by December 15, providing sufficient time for a better developed curriculum. Next year's course will take into account the common learning outcomes of the graduating students from the Colleges. This should ensure a more cohesive linkage to core curriculum. Several faculty members from across the University have offered opinions on length of the SLFC. Length will only be determined after identifying learning outcomes and then the delivery methods. Only then can a length of time for the course be adequately determined.



John W. Yaeger, Ed.D.  
Provost and Vice President for Academic Affairs