



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

**Strategic Leadership Foundational Course
Syllabus Framework
March 5, 2014**

In accordance with the National Defense University (NDU) President's memorandum of February 21, 2014, titled *NDU Curriculum Implementation for AY 2014-15*, this syllabus framework provides additional guidance for the NDU Colleges at Fort McNair to finalize College-specific syllabi, tailored to College missions as appropriate, for a six-week, Phase-I, course, also called the Strategic Leadership Foundational Course (SLFC), to run from August 4, 2014 to September 12, 2014.

Common University Learning Outcomes: The following learning outcomes will be attained in Phase-I. Students that successfully achieve these learning outcomes will earn four credits toward a Master's Degree. In each case the estimated approximate number of contact hours recommended to attain the desired learning outcomes is also indicated.

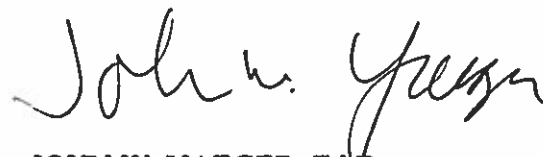
1. Analyze decisions against ethical standards and the shared values of the profession of arms . (12 hours) Joint Advanced Warfighting School will participate in these sessions.
2. Apply critical and strategic thinking tools for understanding the security environment, and for anticipating and managing complexity, uncertainty, change, and surprise. (18 hours)
3. Evaluate the enduring lessons from the Decade of War. (5 hours)¹
4. Apply tools for developing trust, and for understanding and leading change. (9 hours)
5. Comprehend the National Security Strategy and National Military Strategy. (5 hours)
6. Comprehend the role of joint planning processes and systems in the development and execution of national-level strategy. (5 hours)
7. Comprehend the role of theater strategy and campaigning in the development and execution of national-level strategy. (5 hours)
8. Comprehend the role of joint doctrine in the development and execution of national-level strategy. (3 hours)
9. Comprehend the role of operational contract support in the development and execution of national-level strategy. (2 hours)

¹ Lessons from a Decade of War will focus at the strategic-level and will be integrated into various other lesson areas, such as ethics and the profession of arms, critical and strategic thinking, and Desired Leader Attributes; therefore it will receive more attention than the hours above indicate.

DLAs and JPME: The common university learning outcomes described above will be addressed in a manner that will enhance student learning about Desired Leader Attributes (DLAs) and will introduce the statutory requirements for Joint Professional Military Education (JPME) . The attached graphic attempts to map the connections between learning outcomes, DLAs and JPME requirements.

Planning for Execution: Pursuit of the Common University Learning Outcomes shall be interwoven across the last five weeks of Phase-1 (from 11 August until 12 September), rather than in concentrated, sequential blocks of instruction. For planning purposes the Colleges should schedule no more than 13 contact hours per week, with academic activities on Mondays, Tuesdays, Thursdays and Fridays. Ideally, SLFC topics will be integrated so more than one learning outcome may be addressed within a given contact hour. Time for the study of ethics should be blocked in recurring weekly time-slots (e.g., Monday mornings) and given top priority on the calendar due to the senior distinguished lecturers anticipated for those lessons. The goal is to have these four distinguished speakers scheduled by 15 April 2014. (Ethics and Character should be touched on in every lesson during the entire academic year). Other academic sessions should also be blocked on the calendar (e.g., Tuesday, Thursday, and Friday mornings) and should be given priority just behind the study of ethics. Student meetings with advisors should take place outside of blocked academic time-slots. Wednesdays will be reserved for resiliency (screening for health/fitness, fun run etc), library orientation, and other non-credit bearing activities.

CAPSTONE EXERCISE: We must remember that NDU's mission is to develop leaders who have the ability to operate and creatively think in an unpredictable and complex world. With the SLFC learning objectives and University mission in mind, a capstone exercise of approximately two days will be developed to be the culminating event for the course.



JOHN W. YAEGER, Ed.D.
Provost and Vice President for Academic Affairs

JPME:	National Military Strategy	Joint Planning at all Levels of War	Joint Doctrine	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	
DLAs:	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 and Understanding (Mission Command)		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

