



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066

REPLY TO
ATTENTION OF: VP-AA 02-18-2015

Office of the President

9 April 2015

MEMORANDUM FOR ALL NDU STAFF AND FACULTY

SUBJECT: Policy Guidance for Developing Curriculum for AY 2015-16

REFERENCES: (a) Point Paper, 8 December 2014, Initial Analysis of Assumptions, Factors and Considerations Related to the Assessment of the NDU Curriculum Design for AY 2014-2015
(b) Provost Memorandum, 14 December 2014, *Strategic Leadership Foundational Course Syllabus Framework AY 2015-16*
(c) Provost Memorandum, 15 April 2014, *Tailored Leader Development Curriculum Framework*
(d) NDU President Memorandum, 21 February 2014, *NDU Curriculum Implementation for AY 2014-2015*
(e) *NDU Regulation 5.30, 14 July 2014, NDU Speaker's Program*

PURPOSE: To provide guidance in the form of an academic program framework for AY 2015-16 that will assist colleges in developing the curriculum tailored to each college's mission.

BACKGROUND: In a dedicated effort to improve the quality of advanced joint education, leader development and scholarship, NDU and its components initiated a significant transformation in AY2014-15. NDU's Program Assessment Team, with representatives of the colleges and the university, worked collaboratively to assess that program design and apply the lessons learned to the academic program framework for AY 2015-16 to better support achieving institutional academic goals and the academic and leader development interests of each student. With the refinement to the NDU academic program framework reflected in this memorandum the transformation is complete.

PROGRAM FRAMEWORK:

1. In-Processing & Orientation (3-6 Aug 2015). The first week on the academic calendar is reserved to support the effective in-processing, orientation and preparation of students to begin the academic year.
2. Phase I. Senior Leadership Foundational Course (SLFC) (7 Aug-11 Sept 2015). In accordance with the guidance in reference b, the purpose of the SLFC is to provide students with a common intellectual foundation essential for success at NDU and longer-term success as senior leaders. The course will provide a foundation for developing the skills for creative and critical thinking; principles, skills and challenges of strategic leadership; and an introduction to the strategic aspects of Joint Professional Military Education. This course will improve the efficient use of resources/expertise across NDU and ensure a common understanding of fundamentals required for

academic success in all the colleges, including the CJCS's emphasis on Desired Leader Attributes, lessons learned from a decade of war, and the statutory JPME II subjects.

3. Phase II. College Core Curriculum (15 September 2015 - 27 May 2016). In preparing and implementing the curriculum for the current academic year, we have learned a number of lessons. The time allocated in the academic year led to a high pace of core course instruction with core courses often taught mornings and afternoons with too little time for students to prepare and reflect. Additionally, we needed to better integrate and build upon the lessons from the Strategic Leadership Foundation Course. Finally, many students experienced an unintended "overload" because contact hours were not scheduled to properly support individual student studies related to their individual strategic research paper (ISRP), field studies/practicum, or selected concentrations.

Based on these lessons learned, Phase II has been extended by five weeks to provide a better tempo or pace of instruction. This should allow each college to more effectively teach its core curriculum and to better support the academic interests of each student and the development of their ISRP/thesis. The core curriculum will be designed to best ensure students master the unique competency expressed in the mission of each college, building on the foundational material in the Strategic Leadership Foundation Course and addressing the strategic aspects of JPME II. Phase II includes four unique elements:

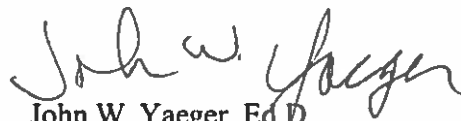
- a. Individual Specialized Studies (Tuesday and Wednesday afternoons, 21 September – 11 December 2015). This period will complement the core curriculum while supporting individual students' studies related to their research projects, selected concentrations, and field studies or practicums. Each student will have two courses and each course will be worth two credit hours. Courses will be scheduled in one of four time periods: Tuesday's 1330-1520 or 1530-1720, and Wednesday's 1330-1520 or 1530-1720. After six weeks, early and late courses flip time slots.
- b. Electives (Tuesday and Wednesday afternoons, 11 January – 1 April 2016). This period will provide students the opportunity to select from a wide variety of electives across NDU that will support their individual leader development and broaden their perspectives. Students who have selected a concentration will continue their studies during this period. Electives will be scheduled in one of four time periods: Tuesday's 1330-1520 or 1530-1720, and Wednesday's 1330-1520 or 1530-1720. After six weeks, early and late courses flip time slots.
- c. Field Studies/Practicum and Research (approximately 2 April – 1 May 2016). During this period colleges will continue core course instruction and identify a window during which students will participate in their selected practicum or field studies that compliments the core curriculum. This window of time will support some dedicated time for student research and writing. The experience students gain and lessons learned from their practicum or field studies will be integral to the curriculum objectives remaining in Phase II.
- d. NDU's Speaker's Program (Select Wednesday Mornings). Beginning in Phase I, but primarily during Phase II, Wednesday mornings will usually be reserved for distinguished guest speakers or panels participating in the NDU President's Lecture Series, the Strategic Leadership Forum, or the individual colleges' Commandant's Lecture Series. Complementing NDU's focus on the development of strategic leaders, this program provides students the opportunity to engage with distinguished leaders in person and in a non-attribution setting.

4. Phase III. Capstone Phase (30 May -15 June 2016) There are three goals of Phase III. First, to conduct final counseling and work with students on their individual leader development and promotion of career long learning as they prepare for their next assignments. Second, for each college to conduct a capstone activity to wrap up the academic year in a coherent manner that enables the faculty to assess that each student has met or exceeded the standards associated with the college's academic goals and objectives. Finally, to support student's interests and preparation for follow-on assignments, NDU will coordinate a series of brown-bag lunches. These optional brown bag lunches will provide students the opportunity to engage with COCOM liaison officers and other representatives of organizations which students may be assigned to following graduation. This Phase also allows time for colleges to conduct award/recognition ceremonies, for students to out-process and to complete other required administrative actions prior to graduation.

5. Graduation. The NDU Graduation Ceremony will be held on 16 June 2016.

REQUIREMENTS: I expect each Dean to provide me with an outline of their concept for their college's academic program and curriculum design to support this guidance no later than 30 April. The concept outline should include the core courses that will make up Phase II (their anticipated length, contact hours, and primary academic focus supporting the college's OPMEP requirements) and a matrix reflecting which courses will include the various JPME II requirements. Additionally, I'll be interested in your ideas on which courses you have or may develop to support the Individual Select Studies (regional courses, courses related to concentrations, research/writing courses, and others). Finally, be prepared to review your college's AY16 ISRP requirements and how they may relate to elective concentrations, practicum field studies or other elements of your academic program. This process will benefit us as we ensure we comply with the new Officer Professional Military Education Policy.

CONCLUSION: Thank you for all your efforts during this period of transformation. I'm especially grateful for the collaborative effort in implementing and assessing this year's program and helping us refine NDU's academic program design for AY16. With this refinement, our transformation is complete. While the colleges will assess and incrementally refine courses in our continuing effort to improve, at the University level, the basic academic program framework reflected in this guidance will remain the same for the next two academic years. This will provide needed stability and time to better assess how effectively we are accomplishing our mission to develop leaders that have the ability to operate and think in an unpredictable and complex world.



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



F.M. PADILLA
Major General, USMC
15th President

Approve: _____



Disapprove: _____