



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066

MARCH 23, 2016

REPLY TO
ATTENTION OF:

Office of the Provost

MEMORANDUM FOR DEANS OF FACULTY

SUBJECT: Policy Guidance for AY 2016-17 Curriculum

REFERENCES: (a) NDU President Memorandum, 9 April 2015 Policy Guidance for Developing Curriculum for AY 2015-16
(b) NDU Regulation 5.30, 14 July 2014, NDU Speaker's Program
(c) NDU Regulation 5.75, 1 June 2014, NDU Electives Program

PURPOSE: To provide guidance in the form of an academic program framework for AY 2016-17 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. This transformation was completed and Reference (a) directed that the basic academic program framework will remain the same through AY 2017-18. Reference (a) further directed the University to assess and incrementally refine courses in our continuing effort to improve at the University level.

PROGRAM FRAMEWORK:

1. **In-Processing & Orientation (8-11 Aug 2016)**. 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. Strategic Leader Foundation Course (SLFC) (12 Aug-16 Sept 2016)**. 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 Desired Leader Attributes, lessons learned from a decade of war, and the statutory JPME II subjects. The Provost may approve a SLFC extension past 16 September provided the extension does not interfere with students being allowed to participate in University concentration programs as outlined below in 3.a.

3. **Phase II. College Core Curriculum (19 September 2016 – 19 May 2017)**. 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 Leader Foundation Course and addressing the strategic aspects of JPME II. This next year we are striving for a more

inclusive electives program which will both enrich the student experience by encouraging those in attendance to seek out educational opportunities that lie outside of their core programs; and facilitate a more diverse portfolio of elective course offerings as a larger pool of faculty from across the university are engaged in teaching during both the fall and spring terms. Phase II includes four unique University elements:

a) Fall Electives (Tuesday and Wednesday afternoons, 20 September – 7 December 2016). The reason for this change is to allow students from across the University the opportunity to participate in the Joint Land, Air, Sea Strategy course, Scholars programs that have foundation courses associated with them, and concentration programs with foundation coursework. 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. Each course will be worth two credit hours. Courses will be scheduled in one of four time periods: Tuesday's 1330-1525 or 1535-1730, and Wednesday's 1330-1525 or 1535-1730. After six weeks, early and late courses flip time slots. Make-up periods will be 13 and 14 December 2016. A course catalog will be developed by NDU-AA, with descriptions provided by the components. The elective open house for fall electives will be 17 August 2016. Registration will be managed by NDU-AA, with an electronic form developed in advance of the start of the academic year and completed by students within a week of the conclusion of each open house. See reference c for further guidance.

b) Spring Electives (Tuesday and Wednesday afternoons, 10 January – 29 March 2017). 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 1330-1525 or 1535-1730, and Wednesday's 1330-1525 or 1535-1730. After six weeks, early and late courses flip time slots. Make-up periods will be 30 and 31 March 2017. Spring elective open-house will be 5 October 2016.

c) Field Studies/Practicum and Research (6 April — 5 May 2017). During this period colleges will continue core course instruction and identify a window during which students will participate in their selected practicum of 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 (22 May -8 June 2017):** 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 faculty to ensure, through formal assessments, 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 8 June 2017.

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 2016. The concept outline should include:

1. Your college's plan for assessing the Strategic Leader Foundation Course.
2. 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.
3. Which elective courses you have or may develop to support the Spring and Fall elective programs (regional courses, courses related to concentrations, research/writing courses, and others). For elective courses, I would like to know when the most recent assessment of this course was completed as required in reference c.
4. Review your college's AY17 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.
5. No later than 3 weeks after completion of student practicum travel, I expect a back-brief on the follow-up sessions you will conduct as a part of the program review task # 5.

CONCLUSION: Thank you for all of your efforts in providing the best possible education for our leaders. 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 AY 17.

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

CF:
SVP
COO
Commandants, ES, JFSC and NWC
Chancellors, CISA and IRMC
Directors, CAPSTONE, INSS and ISMO

APPROVE: AP
DISAPPROVE:

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

MAR 23 2016

