

# Curriculum Transformation



**Dr. John Yaeger, Provost**  
**11 May 2020**

*Imagine, Create, and  
Secure a Stronger Peace...*



**NATIONAL DEFENSE**  
**UNIVERSITY**  
Washington, D.C.

# Response to COVID-19 Impact on Curriculum



## Social Distancing

- Reconsidered social distancing impact on seminars and practicums
- Limited in-person attendance in the large Presidential Lecture Series

## Remote Teaching

- Students remained off-campus for the remainder of the semester
- All curriculum delivered remotely
- Adjustments made to Wargame exercises
- Utilized Blackboard for student & faculty engagement

## Preparing for Hybrid Approach

- Curriculum split between online and in-person
- Maximize social distancing for in-person classes
- Opportunities for innovative learning environments



## *Center for Applied Strategic Learning (CASL)*

### **Curriculum Re-design/Delivery**

- JAWS Baltics Left of Bang (BLoB)- wargame exercise modified from in-person event to distributed learning in 1- month
- CISA Phase 3 Exercise: Adapted to discuss COVID-19 impact on AFRICOM

### **Collaboration**

- Increase collaboration between JPME gaming centers

### **Technology**

- Bb Collaborate & Breakout Room Functionality successful
- MS Teams intuitive; Simultaneous editing

# Vision and Mission



To develop joint warfighters and national security leaders of the future, the University rigorously pursues the Chairman of the Joint Chiefs of Staff's ***Vision***:

- ***NDU will create strategic advantage by developing joint warfighters and other national security leaders and forging relationships through whole-of-nations and whole-of-governments educational programs, research, and other engagement.***

***Mission:***

- ***NDU educates joint warfighters in critical thinking and the creative application of military power to inform national strategy and globally integrated operations, under the condition of disruptive change, in order to conduct war.***

# Globally Integrated Operations



## Gaining Asymmetric Advantage

- **Globally integrated, joint, all domain, combined arms, partnered operations**
- **Overmatch across the Competition Continuum**
- **Allied and Partnered “Common Defense” and Complementary Capability**

# Other Indicators of “Why Now”



- National Defense Strategy
- New Secretary of Defense Curriculum Guidance
- Capstone Concept for Joint Operations
- New Chairman’s vision for PME
- Revised Chairman’s Officer Professional Military Education Policy
- Accreditation
- Our responsibility to continually assess what our programs need to deliver

What We Teach: *Upon completion of their academic programs at NDU, students will demonstrate the ability to:*



1. Create, construct, and adapt globally-integrated, multi-instrument, all-domain strategies and plans that align with and support national objectives.
2. Analyze effective uses of information and cyberpower in strategic competition across all warfighting domains.
3. Work in complex irregular-warfare settings, including state- and non-state actors engaging in terrorism, insurgency, political warfare, and hybrids of these, to include partnering to meet strategic objectives.
4. Assess the global security environment using appropriate interdisciplinary analytical frameworks.

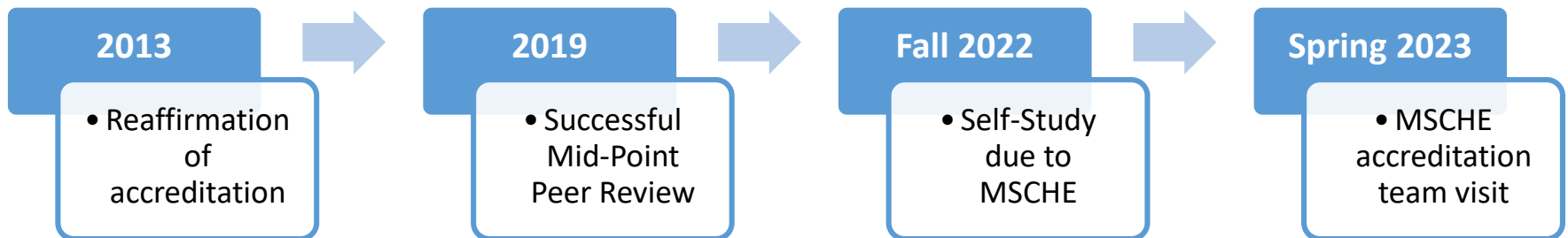
What We Teach: *Upon completion of their academic programs at NDU, students will demonstrate the ability to:*



5. Create risk- and resource-informed options for generating, integrating, and sustaining military power in order to win decisively in war, prevail in irregular warfare, and conflict short of war.
6. Communicate effectively (oral and written) in order to provide concise policy options and military recommendations for senior decision makers across various forums.
7. Apply principles of strategic leadership including, creative and critical thinking, decision-making and ethical conduct.
8. Demonstrate an ability to foster collaborative relationships across boundaries to leverage joint attitudes, resources, and learning opportunities.



# MSCHE Accreditation Timeline for NDU



# MSCHE Self-Study Timeline



## AY 20-21

- Self-Study Steering Committee formed; chair(s) named
- Fall 2020: *MSCHE Self-Study Institute*, to be attended by three reps from NDU, including Steering Committee chair(s)
- Selection of Institutional Priorities and self-study organizational approach (standards-based or priorities-based)
- Communication of Institutional Priorities to MSCHE, BOV and campus constituencies



## AY 21-22

- Steering Committee organizes and recruits working groups appropriate to study design
- Working groups draft sections of report and collect evidence of compliance
- Steering Committee compiles report and supporting evidence
- Draft report produced by 30 June 2022



## AY 22-23

- Draft report edited for clarity, completeness; additional supporting evidence gathered if necessary
- Fall 2022: Self-Study submitted to MSCHE
- Spring 2023: MSCHE accreditation team visits NDU

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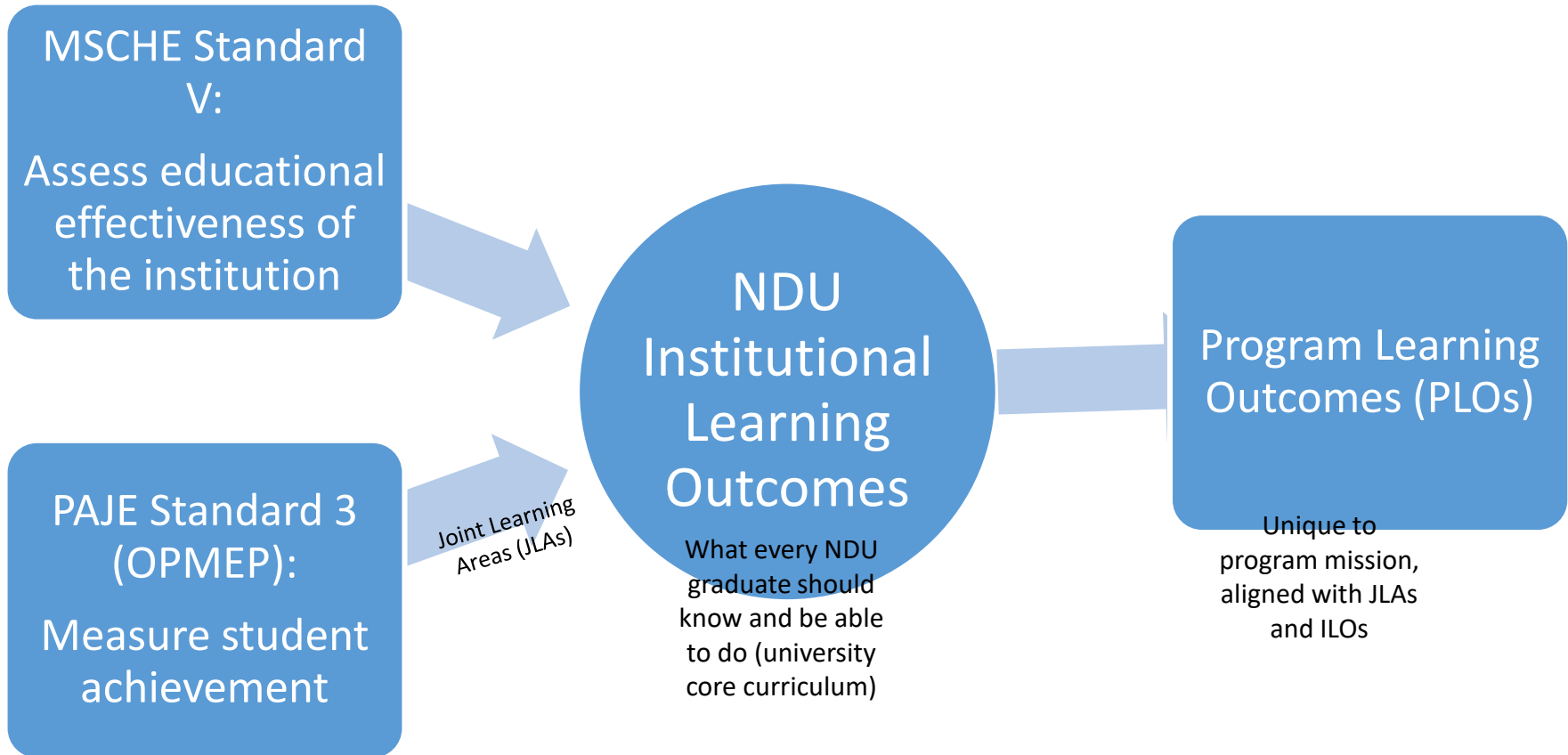
**BOV Important Role in Establishing Institutional Priorities**

# MSCHE Standards for Accreditation



Std	Title	Criteria
I	Mission & Goals	Collaboratively developed and publicized mission and goals, which guide decision-making, address all constituencies and are approved by BOV
II	Ethics & Integrity	Commitment to academic freedom, climate of respect, avoidance of conflict of interest, fairness, truthful communications, and compliance
III	Design & Delivery of Student Learning Experience	Experiences that are characterized by rigor and coherence; designed, delivered, assessed by qualified faculty; provide opportunities for scholarship and independent thinking
IV	Support of the Student Experience	Commitment to student retention, persistence, completion and success; includes services such as advising, registrar, and learning center
V	Educational Effectiveness Assessment	Stated educational goals that are systematically assessed; assessment results used for improvement of educational effectiveness
VI	Planning, Resources & Institutional Improvement	Stated institutional objectives that are assessed and used for planning, resource allocation and institutional improvement; well-defined decision-making processes with accountability
VII	Governance, Leadership & Administration	Operates as an academic institution with appropriate autonomy and has a governance structure outlining roles, responsibilities and accountability for BOV, chief executive officer and administration

# Institutional Learning Outcomes (ILOs)



# Joint Learning Areas (JLAs)



## Outcome Mapping

### Joint Learning Areas (JLAs)

1. Strategic thinking and communications
2. The profession of arms
3. The continuum of competition, conflict and war
4. The security environment
5. Strategy and joint planning
6. Globally integrated operations

NDU Institutional Learning Outcome	JLA Number					
	1	2	3	4	5	6
1. Create, construct, and adapt globally-integrated, multi-instrument, all-domain strategies and plans that align with and support national objectives.					X	
2. Analyze effective uses of information and cybberpower in strategic competition across all warfighting domains.	X		X			
3. Work in complex irregular-warfare settings, including state- and non-state actors engaging in terrorism, insurgency, political warfare, and hybrids of these, to include partnering to meet strategic objectives.			X			X
4. Assess the global security environment using appropriate interdisciplinary analytical frameworks.				X		
5. Create risk- and resource-informed options for generating, integrating, and sustaining military power in order to win decisively in war, prevail in irregular warfare, and conflict short of war.	X				X	
6. Communicate effectively (oral and written) in order to provide concise policy options and military recommendations for senior decision makers across various forums.	X					
7. Apply principles of strategic leadership including, creative and critical thinking, decision-making and ethical conduct.		X				
8. Demonstrate an ability to foster collaborative relationships across boundaries to leverage joint attitudes, resources, and learning opportunities.						X

# How We Teach (NDU Transformation)

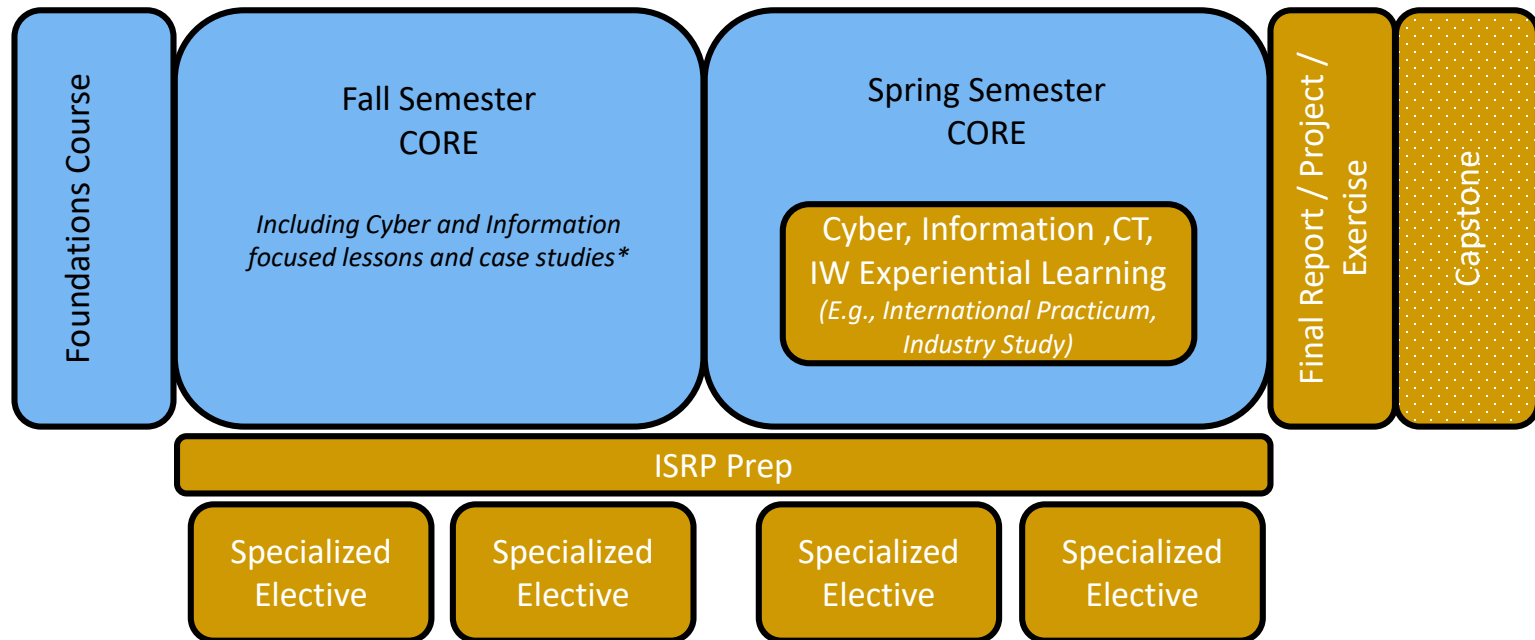


Effective AY 21-22 National Defense University will integrate College of Information and Cyberspace and College of International Security Affairs JPME II programs into the NWC and ES JPME II Programs.

- Cyber and Information, Counterterrorism and Irregular Warfare learning outcomes will be integrated into ES and NWC baseline curriculum
- Specialized education in Cyber and Information, Counterterrorism and Irregular Warfare will be delivered via concentrations of electives based on stakeholder-verified curricular content

# Concentration Program Overview

To earn a Cyber, Information, Counterterrorism/Irregular Warfare Concentration, students must complete everything in blue. However, Specialized Electives are open to all students, subject to availability.





# How we determined what goes in core or electives



## CIC – Organizational Dynamics and Culture for Strategic Leaders

Eisenhower School - AY2020 Course Learning Objectives (CLOs)
<b>LEADERSHIP (LEAD) COURSE - ES6500 (3 Credits)</b>
1. Lead the creation of executive-style narrative on wicked situations communicating the complexity at hand thereby influencing shared meaning for inter-organizational cooperation and policymaking
2. Reframe leadership as a social construct rather than an individual skillset designed to influence without authority through inter-organizational cooperation and policymaking.
3. Steward professional knowledge design (sense-making), policy entrepreneurship, and ethical/values-based practice across diverse national security resourcing organizations.
<b>STRATEGY (STRAT) COURSE - ES6130 (4 Credits)</b>
3. Comprehend and apply country analysis, globally integrated operations, and long term strategy methodologies, tools and case studies to develop long term strategies within the construct of the current challenges posed by the national security and national defense strategies and great power competition
<b>ECONOMICS (ECON) COURSE - ES6124 (3 Credits)</b>
2. Create politically and resource-informed national security, national defense, national military and theater strategy, policy and plans at the strategic level.
3. Analyze the political and economic interactions and trade-offs in developing resource-informed strategy, policy, plans and capabilities and their execution, to include the impact of government logistics and acquisition policies and processes on the U.S. economy and the industrial base.

CIC
<b>Organizational Dynamics and Culture for Strategic Leaders</b>
1. Analyze the critical role organizational dynamics play in organizational behavior.
2. Evaluate how an organization's dynamics affect its performance within its strategic context.
3. Create concepts and plans to change organizations' dynamics for improved mission-related performance.

<b>ACQUISITION AND INNOVATION (A&amp;I) COURSE - ES6131 (3 Credits)</b>
2. Analyze the political and economic interactions and trade-off that influence the policies and processes governing the development and sustainment of capabilities.
3. Analyze how government acquisition and logistics policies and processes affects industrial base capabilities and how trends in industrial base capabilities influence government acquisition and logistics policies and processes.
<b>INDUSTRY ANALYSIS (IA) COURSE - ES6206 (3 Credits)</b>
2. To learn how successful corporate executives frame their problem sets and why they act as they do or refrain from acting when making critical decisions for their company's future.
<b>NATIONAL SECURITY EXERCISE (NSE) - ES6603 (1 Credit)</b>
2. Evaluate how the geostrategic context (to include the Nation's history, geography, natural resources, cultural identity, governance, macro-economic policy, security interests) and the government-business environment shape the United States and other select countries' defense industrial bases, resulting in different approaches to integrating strategy and resources to provide security.



“ PME is to be used as a strategic asset to build trust and interoperability across the Joint Forces and with allied and partner forces.”

# Board Assistance



- Actively participating in Self Study (next few meetings)
- Helping determine institutional priorities to guide self study and improve the institution (next meeting)
- Ensure we have the right students as we rapidly expand our international partners.



# *Back Up Slides*

# Elective and Core Schedule



	Mon	Tue	Wed	Thu	Fri
0800-1130	Concentration or Elective	Concentration or Elective	PLS or CLS	NWC/ ES Core	NWC/ ES Core
1230-1600	Concentration or Elective	Concentration or Elective	NWC/ ES Core	NWC/ ES Core	NWC/ ES Core

# Joint Advanced Warfighting School (JAWS)



## Theory & History of War

- Philosophy of War
- U.S. Military Ops in the 20<sup>th</sup> & 21<sup>st</sup> Centuries
- New War
- War & Warfare in the 21<sup>st</sup> Century

## Strategy

- Strategic Environment
- National Security Decision Making
- Instruments of National Power
- Strategic Assessment

## Operational Art and Campaign Planning

- Joint Campaign Planning: Foundations of Op Design
- Contingency Planning I & II
- Joint Crisis Planning

## JAWS Synthesis

- 18<sup>th</sup> – 20<sup>th</sup> century field studies (Yorktown, Fredericksburg, Chancellorsville, Normandy)
- Senior Leader Engagement (CJCS, CCDRs, other senior mil, civ, & international leaders)
- DoD, Joint, and Interagency Field Studies, Washington, D.C.
- Intergovernmental & Multinational Field Research in Europe
- Capstone Exercise (near future complex contingency)

## Research Seminars / Electives/Thesis

- Chinese Way of War
- Innovation & Change
- Great Books
- Economics for Strategists
- SOF in the Contemporary Environment
- Cyber, Intel, and Info Ops

- Thematically unifying questions:
  - What is war, its nature, character, and conduct?
  - What is strategy, grand strategy, policy? How does strategy relate to war?
  - What are the traits & abilities of an effective planner in a Joint, Interagency, Intergovernmental, Multinational (JIIM) environment?
  - What are the challenges of senior leadership? Of strategic leadership?

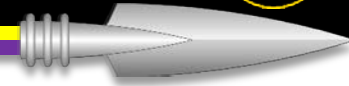


*Strategic. Interoperable. Lethal. Just.*



# Current Curriculum (10-Month TS-SCI MS with JPME II Credit)

## MS in Government Information Leadership, Concentration in National Security Cyberspace Studies




Phase 1	Fall Semester	Phase 2	Spring	Phase 3
Strategic Leader Foundations Course 4 CrHrs)	Foundations of the Cyberspace Terrain (3 CrHrs)	Information and Strategy (3 CrHrs)	Curriculum Practicum	
	National Security Strategy (3 CrHrs)	Campaigning in Cyberspace (4 CrHrs) (TS/SCI)		
	Law, Authorities, and Warfare (3 CrHrs)	International Context of Cyberspace (3 CrHrs)		
		Warfighting at the Speed of Light (2 CrHrs)		
	International Practicum Prep			
	Individual Student Research Paper (ISRP) Research and Writing Seminar (3 CrHrs)			ISRP Presentation
	Organizational Dynamics and Culture for Strategic Leaders (2 CrHrs)			Capstone Exercise
	NDU Electives 1 (2 CrHrs)			
	NDU Electives 2 (2 CrHrs)			

### Program Learning Objectives (PLOs): A graduate of the program will be able to...

- ❖ (PLO 1) Evaluate the national security environment with an emphasis on the impact of the Information instrument of national power.
- ❖ (PLO 2) Integrate Joint Doctrine with Trans-Regional, Multi-Domain, Multinational perspectives into information and cyberspace operations.
- ❖ (PLO 3) Analyze the critical aspects of the human-made terrain that underpins information and cyberspace operations to include the technology, law, and policy that supports that terrain.
- ❖ (PLO 4) Apply principles of strategic leadership, including creative and critical thinking, decision-making, and ethical conduct.

# CISA's Interwoven Curriculum



	<b>Counterterrorism/ Irregular Warfare Fellowship Program (CTIW)</b>	<b>South and Central Asia Program (SCAP)</b>	<b>Joint Special Operations Master of Arts (JSOMA)</b>
<b>Core Courses</b>	Introduction to Security Studies-3 cr. Power, Ideology, and Legitimacy – 3 cr. Strategic Thought – 3 cr.		
<b>Critical Thinking, Research &amp; Writing</b>	Policy Analysis & Critical Thinking - 3 cr. Thesis Research and Advising – 3 cr.		
	Thesis Preparation & Defense – 1 cr.		
<b>Leadership and Practice</b>	Foundations of Strategic Leadership - 4 cr.		
	CTIW Academic Visits/ – 1 cr. X2  Strategic Advising Exercise – 2 cr.	SCAP Academic Visits – 1 cr. X2	Triangle Institute for Security Studies – 1 cr. X2
<b>Area of Concentration (AOC)</b>	<b>Counterterrorism/Irregular Warfare</b> Dynamics of IW – 3 cr. Countering IW – 3 cr. IW Strategies and Policies – 3 cr.	<b>South and Central Asia</b> South Asia Politics, Security & History – 3 cr. The Art & Science of Statecraft– 3 cr. Politics and Security of Eurasia– 3 cr.	<b>International Security Studies</b> American Foreign Relations – 3 cr. <b>AOC-Choice – 6 cr. (Choose 2)</b> CISA6034 Political Corruption CISA6908 Political Economy of Contemporary Conflict (3cr); CISA6903 Origins of Conflict & War(3cr); CISA6973 Conflict Resolution (3cr); CISA6750 Comparative Political Analysis (3cr) CISA6902 Force & Statecraft: Empires (3cr)
	AOC-Elective – 2 cr.		



# "PERSPECTIVE-BASED APPROACH" JCWS Revised Curriculum (AY 2020-2021)



GLOBAL INTEGRATION GREAT POWER STRATEGIC & CRITICAL

COMPETITION  
GLOBALLY INTEGRATED  
OPERATIONS

THOUGHT  
UNIFIED  
ACTION

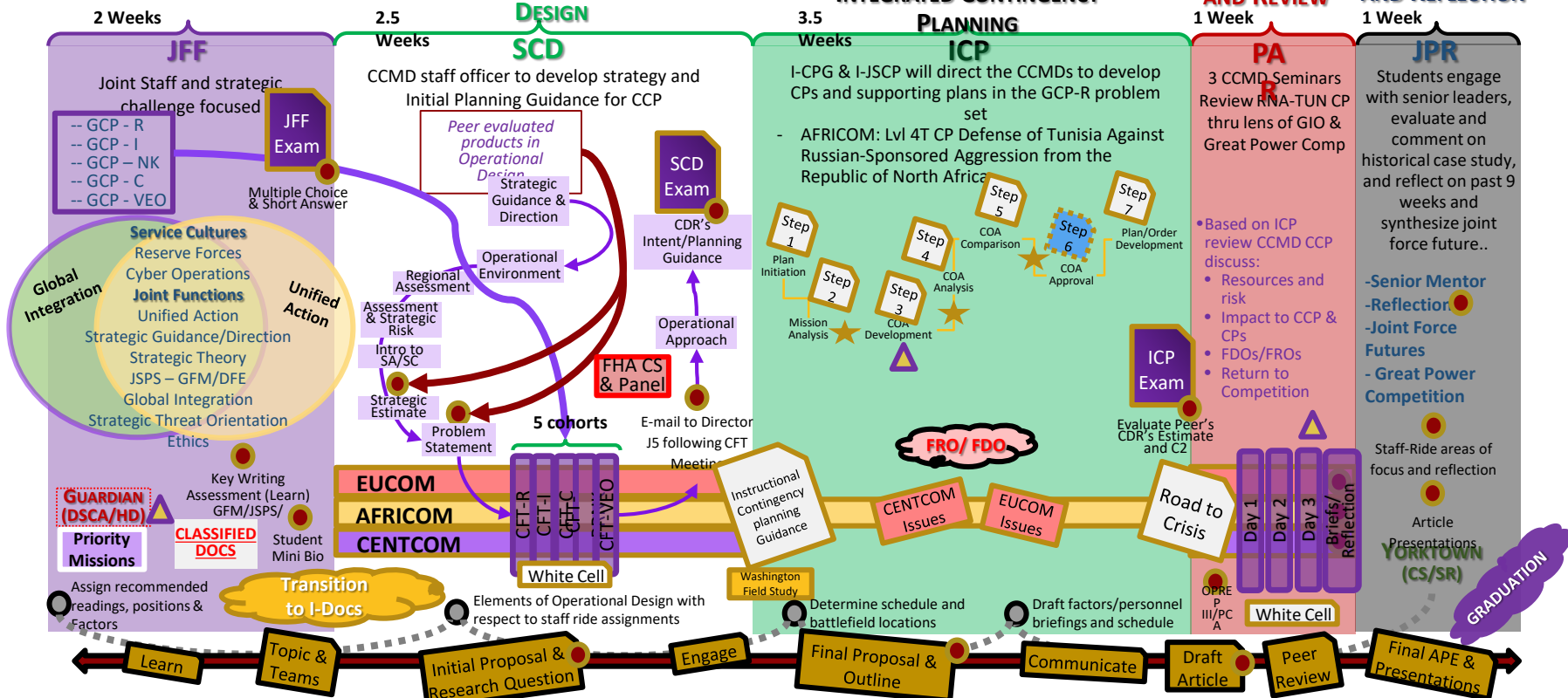
## JOINT FORCE FUNDAMENTALS

## STRATEGY & CAMPAIGN DESIGN

## (Within the GCP-R Problem Set) INTEGRATED CONTINGENCY PLANNING

## PLANNING AND REVIEW

## JOINT PERSPECTIVE AND REFLECTION



▲ Participation Grade ★ Briefings/VTCs ● Assessed Writing Assignments ● Capstone milestones

AO WG Meeting (Facts & Assumptions)

# NWC Academic Calendar AY 2020-2021



## NWC School Academic Curriculum

03 Aug 2020

19 Dec 2020 –  
04 Jan 2021

10 June 2021

### Fall Semester

### Spring Semester

In-processing 3 – 4 Aug

**NDU 6000**  
**Foundations Course - 4 CH**  
(7 Aug – 11 Sept)

Econ  
1 Ch

**NWC 6500**  
**The Global Context – 4 CH**  
(14 September – 30 October)

**NWC 6400**  
**The Domestic Context - 4 CH**  
(2 November – 18 December)

Fall Orals

**NWC 6xxx Negotiation For Strategists**  
(4-8 Jan) 1 CH

**NWC 6210**  
**Statecraft I :Historical Cases**  
– 4 CH  
(11 January – 26 Feb)

**NWC 6310**  
**Statecraft II :Contemporary**  
**Cases – 4 CH**  
(1 March– 9 Apr)

**National Security Strategy Practicum**  
(cont)  
(12 April – 30 April)

**NWC 6710 Strategy Development and**  
**Implementation – 2 CH (3 May – 21 May)**

**NWC 6600**  
**National Security Strategy Practicum - 6 CH**  
(10 Sept –Dec 17)

**National Security Strategy Practicum (cont)**  
(7 Jan – 8 April)

**Capstone/Practical Skills**  
(24 May – 4 June)

**Graduation Week**  
Out Processing

• **NDU-wide Elective Program- 2CH**  
(14 Sept – 8 Dec)

• **NDU-wide Elective Program- 4 CH**  
(4 Jan – 23 Mar)

### Total Credit Hours (CH)

36 CH minimum

36 CH for  
Concentrations