



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

REPLY TO  
ATTENTION OF:

Office of the Provost

February 6, 2020

MEMORANDUM FOR DEANS OF FACULTY

SUBJECT: Policy Guidance for AY2020 -2021 Curriculum

**REFERENCES:**

- a) Summary of the 2018 National Defense Strategy: Sharpening the American Military's Competitive Edge (Washington, DC: Department of Defense, 2018)
- b) Officer Joint Professional Military Education Policy (CJCSI 1800.0 IF draft)
- c) NDU Regulation 5.75, 1 June 2014, ND U Electives Program
- d) NDU Instruction 1025.0IA, 31 January 2017, NDU Speaker's Program

**PURPOSE:** To provide guidance in the form of an academic program framework for AY 2020 - 2021 that will assist colleges in developing the curriculum tailored to each college's mission.

**BACKGROUND:**

Reference (a) demands that we emphasize intellectual leadership and military professionalism in the art and science of warfighting, deepening our knowledge of history, while embracing new technology and techniques to counter competitors. In addition to adhering closely to the National Security Strategy, National Defense Strategy, National Military Strategy and the OPMEP (reference (b)), our AY 2020-21 curriculum must prepare our students for strategic leadership in a dynamic and uncertain national security environment by refreshing the core curricula for each program and beginning development of concentration-based programs.

The Secretary of Defense has directed NDU design JPME II Master's degree programs for AY 2021-22 with 50% of curriculum focused on strategic competitors, to include enhancing understanding of non-military aspects of the strategic competition (e.g., economic, information, etc.) and emergent domains (e.g., space, cyber, AI/ML).

**GUIDANCE:**

Academic Deans will immediately begin assessing what portions of their Master's programs are focused on strategic competitors, to include enhancing understanding of non-military aspects of the strategic competition (e.g., economic, information, etc.) and emergent domains (e.g., space, cyber, AI/ML).

For AY20-21, we will continue to deliver and update the same degree programs that were delivered in AY19-20; however we also must move now toward greater integration of Cyber and CTIW into the core curricula of all our JPME II Master's degree programs as part of "What every NDU graduate needs to know." Toward this end, the immediate task is for CIC and CISA to deliver their own programs in AY20-21 and participate in the revision of the core curricula for the National Security Strategy and National Resource Strategy degrees to reflect Cyber/Info and CTIW learning objectives for every student. The CIC and CISA will each exchange one faculty member with ES and one faculty member with NWC for the entire year. This will enrich curricular options by drawing on the subject matter expertise from each of the colleges. Therefore, the AY 2020-2021 curriculum will align to the university's Institutional Learning Outcomes.

Transformation of the curriculum is reflected in these three Lines of Effort:

1. Revise the core curriculum of ES and NWC to incorporate C/1 and CTIW.
2. Design the C/1 and CTIW concentrations.
3. Meet the Secretary's guidance that 50% of curriculum be focused on strategic competitors, to include enhancing understanding of non-military aspects of the strategic competition (e.g., economic, information, etc.) and emergent domains (e.g., space, cyber, AI/ML).

Pages 6-8 of this guidance contain the milestones.

## **INSTITUTIONAL LEARNING OUTCOMES (ILOs)**

*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 cybberpower 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.

We will also align these additional Institutional Level Outcomes to the curriculum:

4. Assess the global security environment using appropriate inter-disciplinary analytical frameworks.
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.

## **PROGRAM FRAMEWORK AND ACADEMIC CALENDAR:**

This section outlines key dates and phases for AY 2020-21, which is the first year of the re-designed program structure consisting of five elements: 1) the Strategic Leader Foundation Course 2) College Core Curriculum 3) Electives Program 4) Field Studies/Practicum and Research and 5) Capstone.

In-Processing & Orientation: (03 - 04 Aug 2020). The first two days of the academic calendar are reserved to support effective in-processing and University orientation. The remainder of the first week is allotted to the colleges for further orientation services.

### Program Framework Elements

1. Strategic Leader Foundation Course (SLFC): (10 Aug - 11 Sep 2020). Building on the experience and lessons learned from AY 2019 -2020, 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. Institutional learning outcomes should be introduced as appropriate. 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 and the statutory JPME II subjects. The Provost may approve a SLFC extension past 11 September provided the extension does not interfere with a student's ability to participate in the University Elective Studies programs as outlined below in 3a.
2. College Core Curriculum: (14 Sep 2020 - 21 May 2021). 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.
3. Electives Program: 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. Each elective must be tied to at least one [LO. There will not be any College "mandatory" electives.

Electives will be offered on Mondays and Tuesdays during four 3.5 hour time blocks in both the fall and spring as depicted below. North Campus Colleges will ensure their students are free and will not schedule core courses during these time blocks. Electives may be offered for two or three credits; in general, 2-credit electives should meet for 2 hours of instruction during their time block, and 3-credit electives should meet for 3 hours during their time block.

Electives and Core Schedule, fall 2020 and spring 2021

	Mon	Tue	Wed	Thu	Fri
<b>0800-1130</b>	Elective 1	Elective 3	PLS or CLS	Core	Core
<b>1230-1600</b>	Elective 2	Elective 4	Core		

- a) Fall Electives: (Mondays and Tuesdays, 14 Sep - 08 Dec 2020). The make-up periods for Columbus Day will be 10 December 1230-1600 for the Elective 1 period and 11 December 1230-1600 for the Elective 2 period. If necessary, make-up periods will also be held on 14 and 15 December, with classes using the standard schedule times (0800-1130 or 1230-1600). North Campus Colleges will not schedule any other Events during the make-up periods, unless receiving prior approval from the Provost or Deputy Provost. The open house for fall electives will be 12 August 2020.
- b) Spring Electives: (Mondays and Tuesdays, 04 Jan - 23 Mar 2021). The make-up periods for Martin Luther King Day will be 25 March 1230-1600 for the Elective 1 period and 26 March 1230-1600 for the Elective 2 period. The make-up day for Washington's Birthday will be 29 March using the regularly scheduled Elective periods (0800-1130 and 1230-1600). If necessary, make-up periods will also be held on 30 and 31 March, with classes using the standard schedule times (0800-1130 or 1230-1600). North Campus Colleges will not schedule any other events during the make-up periods, unless receiving prior approval from the Provost or Deputy Provost. The open house for spring electives will be 21 October 2020.

*Note that an electives course catalog will be developed by NDU-AA, with descriptions provided by the colleges and components. Electives registration will be managed by NDU-AA, using an electronic form developed in advance of the start of the open house and completed by students within a week of the conclusion of each open house. See reference (c) for further guidance.*

- 4. Field Studies/Practicum and Research: (1 Apr - 07 May 2021). 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 complements 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 during their time at NDU.

5. Capstone Phase: (24 May - 4 June 2021). There are three goals of this Phase. 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 assessment that each student has met or exceeded the standards associated with the college's academic goals and objectives. Finally, to support students' 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 representatives of organizations to which students may be assigned following graduation, such as U.S. government departments and agencies, the Joint Staff, and the Combatant Commands. 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.

NDU Scholars Program: Applications for the Scholars Program will be accepted during 07 August - 18 September 2020. Applications will be submitted to the Scholars Program Board and must include the approvals of the faculty advisor and Dean of Faculty to qualify for the Field Studies/Practicum and Research credit for each applicant's respective college.

NDU and College Lecture Series: (Select Wednesday mornings). Wednesday mornings will usually be reserved for distinguished guest speakers or panels participating in the President's Lecture Series (see reference (d)), the Strategic Leadership Forum, or the individual colleges' Commandant's/Chancellor'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. NDU requires the recognition of cognitive diversity and a broad, inclusive, and representative approach to planning and structuring these programs.

University Faculty Development: (Second Wednesday of each month. 1130-1250). University faculty development sessions will be held the second Wednesday of each month from 1130 - 1250. Colleges should not schedule other events during this time. Sponsors for each session will rotate among Colleges and there will be one session each semester reserved for Joint Staff to participate. These sessions will be coordinated by INSS.

NDU Graduation Ceremony: (10 June 2021). The NDU Graduation Ceremony will be held at Fort McNair on **10 June 2021**.

Holidays: Federal holiday observance dates and dates for the NDU winter holiday break are listed in Attachment I.

**REQUIREMENTS**: In order to accomplish the timely development and establishment of learning outcomes, there will be weekly meetings of the Academic Deans, Chancellors, Commandants, Deputy Provost and Provost. There will be a monthly update to the NDU President. These are the milestones:

<b>Outcome Level</b>	<b>Outcome Development Milestone</b>	<b>Due Date</b>
<i>Institutional Learning Outcomes (ILOs)</i>	University Level University Core (Strategic Leader Foundation)	Accomplished 18 February
<i>Academic Program Learning Outcomes (PLOs)</i>	College Level	17 March
<i>Concentration Learning Outcomes (CLOs)</i>	Definitions and Outcomes, First DRAFT Definitions and Outcomes, <b>FINAL</b>	12 April 19 May
<i>Elective and Certificate Learning Outcomes (ELOs)</i>	Electives Outcomes Certificate Outcomes	24 March 24 March
<i>Course Learning Outcomes (CLOs)</i>	<i>Alignment with higher level outcomes</i>	Ongoing

**18 February 2020:** Draft memorandum for the NDU response to the Secretary of Defense Curriculum guidance.

**12 April 2020:** Each Dean will provide the Provost with an outline of their concept for their college's academic program and curriculum design to support this guidance. Note that the number of credits to graduate with a master's degree shall be a minimum of 32 credits and a maximum 36 credits. College core curricula, concentrations, and university electives must be designed so that it will be possible for students to complete all degree requirements within those credit limits.

The concept outline should include:

- a) The college's plan for assessing the Strategic Leader Foundation Course.
- b) The core courses that will make up academic degree core curriculum (their anticipated length, contact hours, and primary academic focus supporting the college's OPMEP requirements) and a matrix reflecting which courses will address the five Chairman's Special Areas of Emphasis for Academic Year 2021:
  1. Globally Integrated Operations in the Information Environment
  2. Strategic Deterrence in the 21st Century
  3. Modern Electromagnetic Spectrum Battlefield
  4. Space as a Warfighting Domain
  5. The Return to Great Power Competition
- c) The elective courses you have or may develop to support the electives study programs (regional courses, courses related to concentrations, research/writing courses, and others). For elective courses, please inform the Office of the Provost when the most recent assessment of this course was completed as required in reference (c).
- d) A summary of the degree requirements for programs offered by your College

- e) A review of your college's AY 2020 ISRP requirements and how they may relate to elective concentrations, practicum field studies or other elements of your academic program. This process will benefit NDU as we ensure we comply with the Officer Professional Military Education Policy.
- f) The college's plan to increase the diversity of speakers in the college's lecture series.
- g) If you are engaged or planning to engage in classified instruction or curriculum delivery, you and your commandant/chancellor should provide to the Provost a written plan with concurrence from security and facilities prior to scheduling classified instruction with estimates for the following:
  - 1. Course/Session description
  - 2. Level of anticipated classification
  - 3. Participation level (NO FORN, FVEY, NATO, etc.)
  - 4. Number of offerings of each class or session
  - 5. Number of students in each class
  - 6. Source of clearance processing (NDU will not provide clearance for students)
  - 7. Source of security management (storage, accounts, collaboration)
  - 8. Educational IT requirements (secure e collaboration, Blackboard, email, etc.)

All instructors must take mandatory classification and markings training (JKO course STR -USA34-Derivative Classification and Markings) prior to teaching, and have a certificate of completion on file with security (Deb Scavone) prior to authorization to teach or lead classified sessions.

- h) In addition, no later than 3 weeks after completion of AY 2020 student practicum travel, the office of the Provost will receive a back-brief on the assessment of the value added and how the practicum learning objectives are being incorporated into the remainder of the curriculum.

Attachment 2 provides a template for submitting most of the required information. Back-briefs on practicum travel will be delivered separately.

**30 April 2020 (NLT):** NDU Senior Leadership obtains approval of Cyber/Info and CTIW learning objectives from appropriate stakeholders.

**19 May 2020:** Decision by Provost:

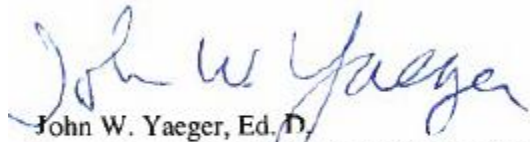
- a. Amount of credit required for the new concentrations to achieve stakeholder approved learning outcomes.
- b. Whether or not the Cyber/Info concentration will be offered in AY 21 or AY 22. Similarly, the decision will be made for the CTIW concentration.

Office of the Provost

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These 19 May 2020 decisions will depend on the complexity of the concentrations required by the stakeholder. If these decisions cause changes to your college's curriculum outline and degree requirements the revisions should be submitted to the Provost **NLT 31 May 2020**.

**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 ND U's academic program design for AY 2021.



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

Attachments:

As Stated

CF:

NDU-P

SVP

COO

Commandants, ES, JFSC and NWC

Chancellors, CISA and CIC

Directors, CAPSTONE, RSS and ISMO



Attachment 1

<b>Date</b>	<b>Holiday</b>
<b><i>Federal Holidays*</i></b>	
Monday, September 7, 2020	Labor Day
Monday, October 12, 2020	Columbus Day
Wednesday, November 11, 2020	Veterans Day
Thursday, November 26, 2020	Thanksgiving Day
Friday, December 25, 2020	Christmas Day
Friday, January 1, 2021	New Year's Day
Monday, January 18, 2021	Martin Luther King Day
Monday, February 15, 2021	Washington' s Birthday
Monday, May 31, 2021	Memorial Day
Monday, July 5, 2021	Independence Day (observed)
<b><i>NDU Holidays</i></b>	
Monday, December 21, 2020 through Friday, January 1, 2021	Holiday Break

\*2020 Federal holiday information obtained from [www.OPM.gov](http://www.OPM.gov); 2021 Federal holiday information obtained from Internet source.

Attachment 2

**ACADEMIC PROGRAM AND CURRICULUM DESIGN  
CONCEPT OUTLINE TEMPLATE  
DUE DATE: 12 APRIL 2020**

a) **Strategic Leader Foundation Course Assessment Plan**

<b>Outcome</b> (Tentative; to be finalized 18 Feb)	<b>Assessment Method</b>
Development of creative and critical thinking skills	
Understanding of the principles, skills and challenges of strategic leadership	
Knowledge of the strategic aspects of Joint Professional Military Education	

b) **Program Core Curriculum**

<b>Course Number</b>	<b>Course Title</b>	<b>Contact Hours</b>	<b>Credit Hours</b>	<b>Primary Academic Focus/OPMEP Requirement</b>	<b>SAE*</b>

\*Indicate correspondence to Chairman's Special Area of Emphasis (SAE):

1. Globally Integrated Operations in the Information Environment
2. Strategic Deterrence in the 21st Century
3. Modern Electromagnetic Spectrum Battlefield
4. Space as a Warfighting Domain
5. The Return to Great Power Competition

c) **Electives**

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>	<b>New Course? (Yes/No)*</b>	<b>Last course assessment</b>	<b>Concentration (leave blank if open elective)</b>

- d) **Degree plan:** Please attach a summary of the degree requirements for your program(s), to include course numbers, course titles, course credit hours, date or term of offerings, and total credits.
- e) **Review of AY2020 ISRP requirements:**
- f) **Plan for increasing diversity of speakers:**
- g) **Classified instruction**  
Provide the following information for all classified teaching (copy as necessary for additional courses):
1. Course/Session description
  2. Level of anticipated classification
  3. Participation level (NOFORN, FVEY, NATO, etc.)
  4. Number of offerings of each class or session
  5. Number of students in each class
  6. Source of clearance processing (NDU will not provide clearance for students)
  7. Source of security management (storage, accounts, collaboration)
  8. Educational IT requirements (secure collaboration, Blackboard, email, etc.)