

NATIONAL WAR COLLEGE

STUDENT CATALOG



National Defense University
Academic Year 2015/2016

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PART 1: OVERVIEW

NATIONAL DEFENSE UNIVERSITY

The National War College is a component of the National Defense University. Other components include the Eisenhower School (ES), the Joint Forces Staff College (JFSC), the College of International Security Affairs (CISA), and the Information Resources Management College (iCollege). JFSC is located in Norfolk, VA. The other components reside on Fort McNair in Washington, D.C.

- CISA is located in Abraham Lincoln Hall (Building 64);
- iCollege are located in Marshall Hall (Building 62);
- NWC is located in Theodore Roosevelt Hall (Building 61); and
- ES is located in Dwight D. Eisenhower Hall (Building 59).

More information is found on the NDU homepage at: <http://www.ndu.edu>.

NATIONAL WAR COLLEGE

The National War College (NWC) was officially established on 1 July 1946, as an upgraded replacement for the Army-Navy Staff College (June 1943 - July 1946). According to Lieutenant General Leonard T. Gerow, President of the board that recommended its formation, *"The College is concerned with grand strategy and the utilization of the national resources necessary to implement that strategy... Its graduates will exercise a great influence on the formulation of national and foreign policy in both peace and war..."* This theme was underscored with the inclusion of State Department and eventually, other government agency representatives into both the faculty and the student body.

American experience in 21st Century wars and conflicts repeatedly show that the complexity of planning and conducting global war, and joint and combined military operations requires officers and civilians in government to be thoroughly familiar with each other's roles and missions. Additionally, understanding international context and culture has taken on a new emphasis. Rising leaders need the skills to operate comfortably at levels in which key national security and strategic decisions are made in peace and war. Since its inception, the National War College has proven invaluable in preparing students for those responsibilities.

NWC is located in Theodore Roosevelt Hall on Fort Lesley J. McNair, the oldest active Army post in existence today. Established near the confluence of the Anacostia and Potomac Rivers, Fort McNair was designed to protect Washington from river invasion. It was also the site of the trial and hanging of four conspirators convicted in the plot to assassinate President Lincoln. On 21 February 1903, President Theodore Roosevelt laid the cornerstone of the building that bears his name. Since that date, it has been home to the Army War College (1903-1917, 1919-1940); the War Plans Division; War Department General Staff; Selective Service System Headquarters; Headquarters, U.S. Army Ground Forces (all successively during World War II); and the National War College (1946-present). In June 1974, this unique structure was designated a national historic landmark. In December 1997, extensive renovations to Roosevelt Hall began and NWC was temporarily moved to the Coast Guard Headquarters Building adjacent to Fort McNair. Renovations were completed in 1999 and NWC returned to Roosevelt Hall. Again, in 2008-2009,

Roosevelt Hall underwent a renovation program, but most activities continued in Roosevelt Hall with periodic shifts of operations to Eisenhower and Marshall Halls on Fort McNair.

The number of graduates promoted to the top of their Services or civilian components of the government is an indicator of the importance of NWC, but its most profound effect has been on individual critical thinking and intellectual growth. The first NWC class, which met on 1 September 1946, had 100 Americans and 6 foreign observers in attendance. To date, NWC has graduated over 10,000 students.

THE NWC CREST



Description. The shield includes the national colors. The crossed quill pens represent the Department of State. The three swords on the white chevron represent the Departments of the Army, Navy, and Air Force. The laurel and oak branches represent achievement and strength. The lamp of knowledge is a recognized symbol of learning.

NWC MISSION

The National War College mission is to educate future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy, command and staff responsibilities by conducting a senior-level course of study in national security strategy.

The NWC program is designed to expand and enhance students' ability to analyze national security issues and where challenges to security exist, develop appropriate national security strategies – strategies that integrate all the elements of national power. The curriculum addresses the fundamentals of thinking strategically, the elements and instruments of national power, the theory and practice of war, the domestic and international context of national security strategy, and contemporary military strategy.

A fundamental strength of NWC is its thoroughly joint, interagency, and multinational environment and its approach to study. Students and faculty are drawn from all U.S. armed forces evenly, from U.S. civilian departments and agencies concerned with national security policy, and from a broad coalition of foreign militaries. The NWC program stresses the interrelationship of domestic, foreign, and defense policies, and the necessity of inclusion and coordination of Service, interagency, and multinational capabilities, perspectives, and other factors in national security strategy planning and execution.

Qualified graduates earn the degree of Master of Science in National Security Strategy.

NWC ALUMNI ASSOCIATION

The NWC Alumni Association (NWCAA) is an independent 501(c) educational organization with 30% of the College's more than 10,000 graduates as life and annual members. The Association promotes the educational and social life of both its graduates and the National War College itself. NWCAA supports its graduates with a series of seminars, class luncheons, and socials in the Washington, D.C. area, and periodic regional conferences throughout the continental United States. It supports the College through a variety of programs to enhance guest lecturer programs, the awards programs, and activities related to operations during the academic year. The Association also provides funding for a variety of student social, athletic, and liaison activities. The Alumni Association website is www.nationalwarcollege.org.

Further information is available by calling (202) 863-2306 or alumni@nationalwarcollege.org.

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PART 2: CLASS ORGANIZATION AND ACTIVITIES

EXECUTIVE COMMITTEE

The Executive Committee (EXCOM), composed of the class president, vice president, the student chairperson from each of the 10 student class committees, and the secretary-treasurer, provides class leadership and accomplishes class business. A military member is normally appointed class president, the State Department member is the vice president, and the junior military member is appointed secretary-treasurer. Committee chairs are appointed as described below. With the guidance of the Dean of Students, the EXCOM oversees the activities of the special committees and disseminates information of mutual interest to all members of the class. It meets at the request of the class president and/or the Dean of Students.

CLASS COMMITTEES

Committees are formed to assist in the execution of class administration and social functions. There are 10 class committees (homerooms) of approximately 20 students who remain together throughout the year. A senior military or civilian student serves as the committee chair. Faculty members volunteer as committee sponsors and assist the class committees.

SPECIAL COMMITTEES

Special committees are formed to coordinate specific class activities, normally with the advice and assistance of faculty advisors. There are seven special committees described and organized below.

- **Social.** Coordinates student-run class social functions. Each class committee nominates a representative for the social committee. From those representatives, a class social committee leader will volunteer or be chosen.
- **Esprit/Welfare.** Coordinates class activities to provide expressions of sympathy and/or recognize special personal events for class members and their families (i.e., births, marriages, etc.). Each class committee will nominate a representative for the Esprit/Welfare committee. One member from the Esprit/Welfare Committee serves as the Student Esprit/Welfare Leader.
- **Athletic.** Coordinates all NWC intramural athletic activities. Each class committee has a representative on the athletic committee. The committee assists in organizing events and schedules for athletic events against Eisenhower School and in organizing teams for Jim Thorpe Days competition at Carlisle, Pennsylvania. One member of the Athletic Committee serves as the Student Athletic Leader.
- **Information Technology (IT).** Works with fellow students as first line of support for issues with wireless connectivity, access to Blackboard and the Google domain, Committee room IT resources (laptop, printer, and supplies), and serves as liaison with the NWC Director of Educational Technology on matters relating to the use of the academic computing environment. The goal is to optimize student use of technology in the classroom while operating in the BYOD environment at NDU.
- **Professional Enhancement Program Travel (PREP-T).** Coordinates the voluntary

program that plans trips to military installations and government agencies. It is designed to enhance student understanding of military capabilities and other aspects of U.S. national security policy and strategy development and implementation. Students assume the primary active roles in organization and execution this program. Each class committee has a representative and one of these representatives serves as the Student PREP-T Leader.

- **Yearbook.** Coordinates the assembly and production of the class yearbook. The yearbooks are paid for through a combination of class dues and advertisement sales. Each class committee appoints a member to this committee. One of the class committee representatives serves as the Student Yearbook Leader.
- **Brent Elementary School.** Coordinates the voluntary tutoring program for elementary students at Brent Elementary School (in Washington, D.C.). Tutoring subjects include reading and math with the objective of helping students overcome academic deficiencies and enriching their school experience with individualized instruction.

CLASS DUES

The EXCOM determines the class dues or “landing fees.” Dues are used for:

- Deposits on reservations for class-sponsored parties,
- Coffee mess,
- Class projects as determined by the Executive Committee,
- Esprit/Welfare expenditures,
- First year membership to the Alumni Association after graduation, and
- Class coins.

SOCIAL EVENTS

Various social events are scheduled during the academic year to promote social interaction among students, staff, faculty, speakers, and visitors to the College. Spouses are usually invited. Unless specified, attendance by children is not appropriate at these events.

The Executive Committee and the Dean of Students coordinate College/class-sponsored social activities, which in the past included:

- **Commandant’s Reception.** A semi-formal evening reception for the students, faculty, staff, distinguished guests, and spouses held in Roosevelt Hall usually the first Friday of each academic year.
- **Class-Sponsored Events.** Events planned by the class such as formal holiday dinner-dance, Potomac cruise, Oktoberfest, picnics, chili cook-off, food fest, or a Nationals baseball game. Costs are prorated among attendees.
- **Other Events.** Functions determined by the sponsoring group and arranged by individual class committees, seminars, trip groups, service groups, and faculty members. The sponsors of the event are responsible for all arrangements from setup to cleanup.
- **Graduation Ball.** An event co-hosted by the Commandant and the NDU President, prior

to the graduation ceremonies, for students, spouses, faculty, staff, and guests.

ATHLETIC PROGRAM

Sports competition between NWC and ES (and CISA depending on the sport) are in the following sports: softball, soccer, basketball, volleyball, tennis, golf, bowling, racquetball, and a 5-K run. A trophy for each sport is presented to the winning school. The President's Trophy is presented to the school winning the greater number of competitions at the end of the academic year.

Individualized Health and Fitness programs are available. Information regarding these programs is published throughout the year and can be accessed at www.ndu.edu/HealthFitness.

Jim Thorpe Days. In addition, NWC competes with the other senior Service colleges in a multi-event sports tournament (Jim Thorpe Days) in April, hosted by the Army War College in Carlisle, PA. This sports program is managed by the Student Athletic Leader for both individual and team sports.

ALCOHOL CONSUMPTION

The Dean of Students must approve activities involving use of NWC facilities. The consumption of alcoholic beverages at the College requires specific prior approval of the Dean of Students or Assistant Dean of Students in **every** instance. The routine storage of these beverages in committee rooms, offices, or lockers is not authorized.

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PART 3: ACADEMIC INFORMATION

JOINT PROFESSIONAL MILITARY EDUCATION

The NWC core curriculum incorporates the program of Joint Professional Military Education (JPME) initially approved by the Chairman Joint Chiefs of Staff (CJCS) in November 1987 and later refined in CJCS Instruction 1800.01, “Officer Professional Military Education Policy” (OPMEP), last updated by the CJCS in May 2015. The NWC core curriculum covers all the JPME II learning objectives the Chairman has assigned to the College in the OPMEP, and completion of the NWC academic program fulfills the educational requirements for Joint Qualification L-III. In addition to the coverage of the required JPME objectives in the core curriculum, students have the opportunity to expand their study of joint matters through the wide variety of electives offered by NWC and the other components at the National Defense University.

OPMEP LEARNING AREAS

The Chairman, via the OPMEP, has assigned NWC the mission “to educate future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy, command and staff responsibilities by conducting a senior-level course of study in national security strategy.”

Further, the OPMEP directs that the College concentrate on “developing the habits of mind, conceptual foundations, and critical faculties graduates will need to operate in a competitive, complex, volatile environment at their highest level of strategic responsibility. Its goal is to produce resilient and adaptive national security practitioners who can develop and implement national security strategies holistically by orchestrating all the instruments of national power to achieve national objectives.” Then the OPMEP specifies that the following learning areas comprise the NWC JPME II program.

Learning Area 1-Strategic and Critical Logic. In order to develop the ability to think critically and strategically in applying key principles and concepts and to anticipate and respond to change, surprise and uncertainty, students should be able to:

- a. Evaluate key concepts, theories, and analytical approaches that shape critical and strategic logic.
- b. Apply critical and strategic thinking tools and concepts for anticipating and managing complexity, uncertainty, change, and surprise.
- c. Apply strategic logic and critical thinking to develop a national security strategy for a specific security challenge that is appropriately joint, interagency, intergovernmental, and multinational.
- d. Evaluate a given national security strategy.

Learning Area 2-The Context for Strategy. In order to understand the domestic and international elements of the security environment and their implications for the use of all instruments of national power, students should be able to:

- a. Assess how U.S. domestic conditions influence the formulation and execution of national security strategy.
- b. Assess the implications of the processes for formulating and implementing U.S. national security strategies and policies for the viability of a proposed strategy.
- c. Comprehend the role of U.S. joint planning processes and systems in the development and

execution of national security strategy.

- d. Assess the suitability of the structure and processes in the U.S. for national leaders to exercise joint command and control over the implementation of national security strategies.
- e. Assess how conditions within other countries shape those countries' leaders' perceptions, policy decisions, and reactions to the strategic environment.
- f. Analyze transnational and international factors that shape policy and strategy in the United States and selected nations.

Learning Area 3-Instruments of Power. In order to understand the contributions of all elements of national power and to think critically and strategically in applying concepts and principles of national security strategy, students should be able to

- a. Analyze the fundamental nature, capabilities, and limitations of the instruments of national power as tools of statecraft in war and peace.
- b. Comprehend the role of operational contract support in the development and execution of national level strategies.
- c. Postulate U.S. force requirements and force development initiatives in light of the current and anticipated security environment.
- d. Evaluate key concepts, doctrine, and approaches for the use of specific instruments of power.
- e. Evaluate concepts/ approaches for the orchestration of instruments of power to achieve national goals in a coordinated, holistic manner.
- f. Critique selected cases of the coordinated use of multiple instruments as tools of statecraft.
- g. Evaluate a national military strategy in support of a given national security strategy.
- h. Assess theater strategy and campaigning in support of national security strategy in a selected case.
- i. Analyze the implications of the joint functions (command and control, intelligence, fires, movement and maneuver, protection and sustainment) in the development of national security strategies.

Learning Area 4-National Strategic Leadership. In order to lead change, operate effectively at the national level on principles of intent through trust and empowerment, and make ethical decisions based on the shared values of the Profession of Arms, students should be able to:

- a. Assess the practice of strategic leadership in illustrative cases.
- b. Analyze decisions against ethical standards and the shared values of the Profession of Arms.
- c. Develop a national strategy capable of conveying clear strategic intent.
- d. Apply tools for developing trust.

PROGRAM LEARNING OUTCOMES

Working from its assigned mission and JPME II learning areas, the College has derived the following six program learning outcomes. The core curriculum prepares students who, upon graduation, are able to do each of the following:

1. Apply the logic of strategic and critical thinking in national security matters.
2. Analyze the practice of strategic leadership in national security.
3. Analyze how domestic, transnational, and international factors shape national security

strategy and policy.

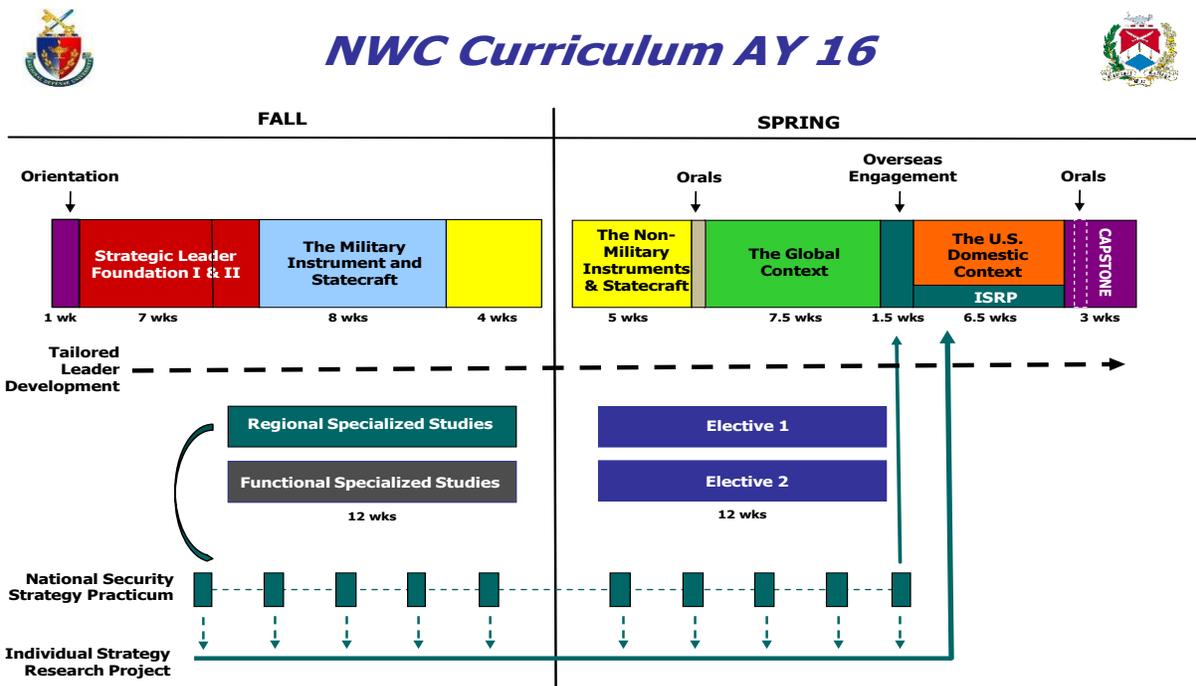
4. Analyze the nature, character, and conduct of war.
5. Evaluate the nature, purpose, capabilities, limitations, and principal concepts for the use of the instruments of national power: military, diplomatic, economic, and informational.
6. Develop national security strategies for situations of peace, crisis, and war.

ACADEMIC PROGRAM

To achieve its learning outcomes NWC has designed a curriculum composed of core courses, individual specialized studies, and elective courses. The core courses provide grounding in national security strategy to include: strategic and critical thinking; the coordinated use of all facets of national power in peace, crisis, and war; the domestic and international contexts in which national security policy is developed; national security agencies, departments, and decision-making processes; and in-depth applications of national security strategy. Individual specialized studies and elective courses complement the core curriculum. NWC offers a wide range of specialized studies and elective courses that provide students the opportunity to broaden and deepen their study. During the spring semester, students also may take elective courses at other components within the National Defense University.

The core program averages 13 contact hours per week when specialized studies or elective courses are not in session, and 9 contact hours per week during the 12-weeks each semester when specialized studies (fall semester) and elective courses (spring semester) are meeting. Core courses generally meet in the mornings. There are seven core courses. The chart below shows the layout for the academic year.

Figure 1. NWC CURRICULUM FOR AY 2015-2016



CURRICULUM LAYOUT

Students enroll in one curriculum layout shown below depending on their chosen course of study.

American Students

<u>Course #</u>	<u>Course Title</u>
NDU 6000	Strategic Leadership Foundational Course
NWC 6001	Strategic Leadership Foundational Course II
NWC 6200	War, Statecraft, and the Military Instrument of Power
NWC 6300	The Non-Military Instruments of Power
NWC 6500	The Global Context
NWC 6400	The Domestic Context and U.S. National Security Decision-Making
NWC 6600	National Security Strategy Practicum
NWC 66xx	Regional Studies
Various	NDU Electives and/or NWC Specialized Studies/Electives – 3
Total credit hours = 35	

International Fellows Taking American Studies

<u>Course #</u>	<u>Course Title</u>
NDU 6000	Strategic Leadership Foundational Course
NWC 6001	Strategic Leadership Foundational Course II
NWC 6200	War, Statecraft, and the Military Instrument of Power
NWC 6300	The Non-Military Instruments of Power
NWC 6500	The Global Context
NWC 6400	The Domestic Context and U.S. National Security Decision-Making
NWC 6703	Applications in Strategy
NDU 6xxx	American Studies
Total credit hours = 34	

International Fellows NOT Taking American Studies

<u>Course #</u>	<u>Course Title</u>
NDU 6000	Strategic Leadership Foundational Course
NWC 6001	Strategic Leadership Foundational Course II
NWC 6200	War, Statecraft, and the Military Instrument of Power
NWC 6300	The Non-Military Instruments of Power
NWC 6500	The Global Context
NWC 6400	The Domestic Context and U.S. National Security Decision-Making
NWC 6701	Individual Strategy Research Studies
NWC 6702	Individual Strategy Research Project
Various	NDU Electives and/or NWC Specialized Studies/Electives – 4
Total credit hours = 35	

Research Fellows

<u>Course #</u>	<u>Course Title</u>
NDU 6000	Strategic Leadership Foundational Course
NWC 6001	Strategic Leadership Foundational Course II
NWC 6200	War, Statecraft, and the Military Instrument of Power
NWC 6300	The Non-Military Instruments of Power
NWC 6500	The Global Context
NWC 6400	The Domestic Context and U.S. National Security Decision-Making
NWC 6600	National Security Strategy Practicum
NWC 66xx	Regional Studies
NWC 6910	Research Fellow Advanced Studies I
NWC 6911	Research Fellow Advanced Studies II
Total credit hours = 35	

CCMD Scholars

<u>Course #</u>	<u>Course Title</u>
NDU 6000	Strategic Leadership Foundational Course
NWC 6001	Strategic Leadership Foundational Course II
NWC 6200	War, Statecraft, and the Military Instrument of Power
NWC 6300	The Non-Military Instruments of Power
NWC 6500	The Global Context
NWC 6400	The Domestic Context and U.S. National Security Decision-Making
NWC 6600	National Security Strategy Practicum
NWC 66xx	Regional Studies
Various	CCMD Electives – 2
Various	Open Elective
Total credit hours = 35	

NDU 6000 – Strategic Leadership Foundational Course (4 credits)

This course introduces the elements of strategy, critical thinking, and strategic analysis to develop the foundational strategic thinking skills required for the balance of the curriculum. Using selected frameworks and examples of strategy, students begin their year-long examination of the components of national security strategy; assumptions behind strategic choices; relationships among the instruments of national power; orchestration of the instruments of power in pursuit of national security objectives; methods of evaluating the utility of different strategies; and the importance of strategic leadership in the formulation and implementation of national security strategy.

NWC 6001 – Strategic Leadership Foundational Course II (2 credits)

This course asks students to apply the concepts and insights gained in the previous course in a practical problem solving exercise emphasizing both the role of the strategic leader and the development of a strategy decision paper.

NWC 6200 - War, Statecraft and the Military Instrument of Power (4 credits)

This course focuses on how state and non-state actors use the military instrument of power to achieve their political goals – and often by waging war. Because war can threaten a state's very

existence, it receives much attention in the course. In particular, 6200 examines the elements that comprise war, those that endure over time, as well as those that change from one conflict to the next. The course highlights how those elements shape a state (or non-state actor) that wages war, and in turn how the composition of a state (or non-state actor) shapes the way that war is waged. In addition, the course builds upon the foundation for developing strategy provided in NWC 6000 and 6100, and provides ample opportunities for students to enhance their skills as a strategist and "strategic leader." Students will engage in solving national security problems from the past, present, and future in four distinctive exercises using a framework for military strategy as a guideline and evaluating the applicability of notions from military theorists. Students will also complete a term paper that analyzes the logic a wartime strategic decision to assess the elements of strategic leadership utilized and the insights offered by the case for decision-makers today.

NWC 6300 - The Non-Military Instruments of Power (6 credits)

This course focuses on the utility of the non-military instruments of power in achieving national security objectives. Specifically, the course analyzes the nature, purposes, capabilities, leadership potential, and limitations of the non-military instruments of statecraft, with blocks of instruction on the diplomatic, informational, and economic instruments. The course also investigates and critiques a variety of ways to orchestrate these instruments into coherent strategies. The focus here is on coordinating the use of non-military instruments in persuasive, inducement, and coercive strategies. Deliverables for the course include individual seminar participation, in-class exercises, and a take-home exam.

NWC 6500 - The Global Context (4 credits)

This course helps students understand the world and assess emerging strategic threats and opportunities in the global arena. Students will study selected drivers of international relations, and their impact on a range of nation states and international regions. Students will examine how states respond to these drivers – analyzing trends and developments within nations, comparing and contrasting regional contexts and national perspectives, and recommending how best to prioritize U.S. interests within and across regions. This course analyzes state, non-state, and transnational actors in enhancing student understanding of the global context. Through their examination of trends, national responses to those trends, and U.S. responses to changes in the global context, students will develop a working knowledge of the international security context essential for creating, analyzing, and carrying out national security strategy and policy.

NWC 6400 - The Domestic Context and U.S. National Security Decision-Making (4 credits)

This course examines the U.S. domestic context of national security decisions as well as various national security decision processes. The premise of this course is that national security strategy and strategic decisions are not made in a vacuum. Instead, they are both shaped and help shape domestic political debates and processes occurring at the time of the decision. This course will develop students' analytic capabilities with regard to U.S. domestic politics, constraints, and opportunities and help students anticipate how domestic debates and processes influence strategy. More importantly, it will enhance the ability to assess the domestic viability of a proposed or given U.S. strategy.

NWC 6600 – National Security Strategy Practicum (3 credits)

This course integrates all the themes of the core courses. This course provides the opportunity for NWC students and faculty to go to "the field" to discuss pertinent policy issues with political, military, business, media, religious, and academic leaders of other nations. Students discuss the issues that affect both the security of visited nations as well as the security of the United States. NWC 6600 concludes with each student completing an Individual Strategy Research Project that analyzes a selected security challenge, develops a national security strategy to deal with that challenge, and lays that strategy out in a 5,000-word strategy paper. Students present and defend that strategy in their end-of-year oral evaluations. The year ends with students demonstrating the College's fundamental purpose – to graduate military and civilian national security professionals who can analyze a given security challenge and develop a strategy to deal with that challenge.

INDIVIDUAL STRATEGY RESEARCH PROJECT (ISRP)

In order to graduate, students must successfully complete an ISRP or a Research Fellow/CCMD Scholar project.

American Students. For most American students, this requirement is part of course NWC 6600, "National Security Strategy Practicum," and the course syllabus will provide detailed guidance for completing the ISRP.

International Fellows (IFs). The nature of an IF ISRP depends on whether the IF enrolls in the American Studies concentration sponsored by the International Student Management Office (ISMO).

- a. ***IFs Enrolled in American Studies.*** The written product IFs produce during the American Studies courses constitutes the first phase of their ISRPs. Additionally, IFs will take NWC 6703, "Applications in Strategy" (2 credits), a core course for IFs in which they will work with their faculty advisor to: 1) develop a national security strategy for one of the below problems, 2) prepare a one page framework/outline of their recommended strategy (front and back if needed), and 3) defend that strategy in their end-of-year oral evaluations.
 - The IF country's strategy toward the United States
 - U.S. strategy toward the IF country or region
 - U.S. strategy toward a neighbor, its region as a whole, or a strategic adversary
- b. ***IFs NOT Enrolled in American Studies.*** IFs who choose not to take American Studies will take NWC 6701, "Individual Strategy Research Studies" (1 credit), in the fall and NWC 6702, "Individual Strategy Research Project" (2 credits), in the spring. These two core courses for IFs not enrolled in American Studies entail working with their faculty advisors to develop a strategy for one of the problems listed above, laying that strategy out in a 5,000-word strategy paper, and then defending that strategy in the end-of-year oral evaluations.

Research Fellows and Combatant Command (CCMD) Scholars. For American students or International Fellows accepted into either the Research Fellow or CCMD Scholars programs, their program projects will fulfill the ISRP requirement. Guidance for applying for and completing one of these programs can be found in the Policy area on the Google Drive.

INDIVIDUAL SPECIALIZED STUDIES & ELECTIVES

Students have the opportunity in the fall and spring semesters to select courses that complement the core course. These course options:

- Provide deeper, more comprehensive analyses of themes and issues raised in the core curriculum;
- Take advantage of faculty expertise in areas not covered or briefly discussed in the core curriculum; and,
- Offer experimental vehicles through which issues can be examined with a small group of interested students and for possible integration into the core curriculum.

Individual Specialized Studies. NWC offers a set of individual specialized courses in the fall semester designed to enhance students' learning with respect to particular regional or functional topic areas. Each student must take two individual specialized studies, but different groups of students have different requirements as detailed below. Individual specialized studies meet once a week for 12-weeks for two hours each meeting, and earn 2 credits.

- a. ***U.S. Students.*** U.S. students must take the regional specialized study that aligns (determined by the College) with the country to which they will travel during NWC 6600. U.S. students then must also take one of the functional specialized studies. In a few cases, students will find that their regional specialized study is not offered until the spring semester. Those students will take two functional specialized studies in the fall.
- b. ***International Fellows.*** International Fellows do not take a regional specialized study. Instead, they have available to them a concentration in American Studies that runs the length of the academic year. American Studies focuses on expanding IF knowledge of U.S. society, culture, institutions, and ideals, and it includes a robust program of travel across the United States. If IFs choose to take American Studies, they do not have to take any other individual specialized studies in the fall. If an IF does not take American Studies, he/she will have to take two functional specialized studies in the fall.
- c. ***Research Fellows.*** Research Fellows should take an appropriate regional specialized study in the fall (excepts must be approved by the Associate Dean of Academics). In addition, Research Fellows will take Research Fellow Advanced Studies I (2 credits).
- d. ***Combatant Command (CCMD) Scholars.*** CCMD Scholars must take an appropriate regional specialized study in the fall if available. Additionally, they will take a functional specialized study to support their scholars program as required, or a functional specialized study of their choice.

Elective Courses. Several components of the University, including NWC, offer a broad range of elective courses in the spring semester, all of which are open to NWC students. Each NWC student must elective courses as detailed below. Electives meet once a week for 12-weeks for two hours each meeting, and earn 2 credits.

- a. ***American Students.*** Students who were unable in the fall to take the regional specialized study that aligns with the country to which they will travel during NWC 6600 will take that course in the spring. Then they will take one additional elective of their choice. American students who did take the appropriate regional specialized study in the fall will take two electives of their choice in the spring.
- b. ***International Fellows.*** If IFs choose to take American Studies, they are not required to take an elective course. If an IF does not take American Studies, he/she will have to

- take two electives in the spring.
- c. **Research Fellows.** Research Fellows will take Research Fellow Advanced Studies II (4 credits) in the spring.
 - d. **CCMD Scholars.** CCMD Scholars must take two electives in the spring. One or both of those electives could be selected to support their scholars program as required. Any other electives they take in the spring can be of the student's choice.

Individual Specialized Studies and/or Electives Overload. Students may enroll in more than two individual specialized studies in the fall, or two electives in the spring, if their faculty advisors – and their faculty research sponsor in the case of Research Fellows or CCMD Scholars – agree that the student's time and academic abilities permit.

CONTACT HOURS

NWC limits student contact time (classroom hours) to 13 hours per week on average. During the weeks when individual specialized studies or electives are in session, the college apportions nine contact hours to the core course and four contact hours to the individual specialized studies or electives. Contact hours include lectures, panel discussions, question and answer sessions with lecturers, seminar meetings, and student exercises. Students should plan on about two hours of preparation time for each hour of contact time. Preparation time refers to out-of-class curriculum-related activities such as required readings, preparing student presentations, problem-solving exercises, writing assignments, etc.

GRADES FOR CORE & ELECTIVE COURSES

Each student will receive a written evaluation of his/her performance at the completion of each core course, individual specialized study, and elective course. Faculty will evaluate students using the A–F grading scale outlined below. Final grades will indicate the degree to which students have demonstrated mastery of course objectives in course assessments and in contributions to seminar learning. Faculty members provide candid, constructive narrative comments to each of their students, addressing the student's strengths and weaknesses, and providing recommendations for improvement.

To pass a core or elective course, students must earn an overall course grade of at least a B minus. The final grades for core, individual specialized study, and elective courses will appear on the official student transcript. Below is the letter grade to quality point scale used for all NDU courses, along with descriptor of each grade.

Figure 2. NWC Quality Points

Letter Grade	Descriptor	Grade Points
A	Exceptional Quality	4.00
A-	Superior Quality	3.70
B+	High Quality	3.30
B	Expected/Acceptable Quality	3.00
B-	Below Expected Quality	2.70
C	Unsatisfactory Quality	2.00
P	Pass	0.00
F	Fail/Unacceptable Quality	0.00
I	Incomplete	0.00

A – Student performance of exceptional quality at the executive/graduate level. This grade represents the work of an outstanding student whose performance is truly exceptional with regard to knowledge of course constructs, and the attainment of consistent understanding, analysis, evaluation, and application at the strategic level.

A-minus – Student performance of superior quality at the executive/graduate level. This grade represents the work of a student who demonstrates a consistently advanced knowledge of course constructs, and understanding, analysis, evaluation, and application at the strategic level.

B-plus – Student performance of high quality at the executive/graduate level. This grade represents the work of a student whose performance demonstrates high quality graduate/executive level work. The student regularly demonstrates an understanding of course constructs at the strategic level.

B – Student performance of acceptable quality at the executive/graduate level. This grade represents the work of a student whose performance demonstrates successful completion of all course requirements.

B-minus – Student performance below expected quality at the executive/graduate level. This grade represents the work of a student who did not fully meet course requirements; was deficient in some areas; but in total, was above minimum course standards.

C – Student performance that is unsatisfactory at the executive/graduate level. This grade represents the performance of a student who did not fully meet course requirements and was deficient in many areas. Remediation of C grades is discussed below.

F – An “F” reflects unacceptable student performance. The student fails completely to meet course requirements and/or general standards of professional responsibility/conduct. Students who receive an overall grade of “F” in any course or oral evaluation do not meet graduation requirements.

I – An instructor may award an overall grade of “I” when a student who is otherwise in good standing fails to complete one or more course requirements. Instructors will forward the name and

circumstances of any student receiving an overall grade of “I” in a course or oral evaluation to the Associate Dean of Academics by close of business of the due date for grade submission, along with a plan for the student to complete the requirement(s) in question within two weeks of the grade submission date. Any further extensions are granted only upon the recommendation of the Dean of Faculty and Academic Programs and the approval of the Commandant. A student who does not resolve an “I” grade by the date set, plus any extensions granted by the Commandant, will have his/her overall grade for that course or oral evaluation changed to Fail (F), pending review by the Academic/Professional Assessment Board as described below. If that “F” grade is upheld upon review, the student will face recommendation for disenrollment.

EVALUATION STANDARDS

Evaluating Achievement of Course Objectives. In each core, individual specialized study, and elective course, the course director will devise a plan of assessment activities that, along with a student’s performance in seminar discussions, will allow faculty to judge whether each of their students has achieved each course objective and assign overall grades. Assessment activities could include exams, papers, oral reports, case analyses, problem sets, and practical exercises. Grading rubrics that detail the performance standards for each of the course assignments are provided to students prior to the assignment due dates, and are used by Faculty Seminar Leaders (FSLs) for their evaluations of each activity.

Course syllabi will establish the weight of each graded assignment in the determination of a student’s final grade. On any NWC graded element worth at least 20% of the final grade (e.g., paper, test, exercise, problem set, seminar performance, etc.), students must earn a grade of at least 80 (B-) in order to pass the course. Unless otherwise specified, 1/3 of the core course grade will be based on seminar performance. Seminar contribution performance standards are listed below.

Standards for Seminar Performance

Exceptional (A)

- Contributions demonstrate exceptional achievement of course objectives and mastery of course concepts.
- Consistently demonstrates well-developed critical, creative, and strategic thinking skills. Provides explicit comprehensive identification and testing of assumptions. Routinely evaluates information using multiple perspectives. Consistently makes well-reasoned arguments reflecting exceptional analysis and interpretation of evidence. Ideas especially constructive and imaginative. Insightful; innovative thinking which stretches the minds of others in seminar; understands relationships between ideas. Exhibits complex awareness of ways to anticipate uncertainties in a coherent on-going process of inquiry.
- Fully prepared. Has studied the syllabus and has completed all required reading, plus some optional material. Familiar with the issues to be discussed and has carefully thought them through to discover relationships. Prepared to not only contribute to the discussion, but also lead it.
- Self-confident and enthusiastic. Exceptional qualities of leadership, but comfortably accepts support role when assigned. Stimulates other students and draws them out. Skillfully uses knowledge of group dynamics to inspire collaboration among diverse individuals/groups. Consistently outstanding balance between “listening” and regularly

“contributing.” Routinely builds on the comments of others. Respects the opinions of others but challenges when appropriate. Exceptional ability to operate on intent through trust, empowerment, and understanding.

Superior (A-)

- Contributions demonstrate superior achievement of course objectives and strong grasp of course concepts.
- Usually demonstrates well-developed critical, creative, and strategic thinking skills. Often provides explicit comprehensive identification and testing of assumptions. Usually evaluates information using multiple perspectives. Often makes well-reasoned arguments reflecting exceptional analysis and interpretation of evidence. Exhibits complex awareness relative importance of different sources uncertainties.
- Well prepared. Has studied the syllabus and has completed all required reading. Familiar with the issues to be discussed and has begun to think them through to discover relationships.
- Superior qualities of leadership, but comfortably accepts support role when assigned. Occasionally stimulates other students and draws them out. Demonstrates good collaboration skills. Usually strikes a balance between “listening” and regularly “contributing.” Often builds on the comments of others. Respectful of views of others. Superior ability to operate on intent through trust, empowerment and understanding

High Quality (B+)

- Contributions demonstrate solid achievement of course objectives and solid grasp of course concepts.
- Usually demonstrates increasingly refined critical, creative, and strategic thinking skills. Can identify many key assumptions, but may not always adequately test them. Can recognize more than one perspective but may stop short of completely integrating multiple perspectives into analysis. Demonstrates ability to make supported arguments using evidence that is accurate, thorough, and relevant. Articulates complexities related to uncertainties and the relationships among different sources of uncertainty.
- Prepared. Has completed majority of required reading. Generally, familiar with the issues to be discussed. Increasingly recognizes relationships between ideas.
- Solid qualities of leadership, but can also follow. Demonstrates solid collaboration skills. Regularly provides thoughtful and constructive contributions. Occasionally misses the balance between “listening” and regularly “contributing.” Respectful of views of others. Occasionally interrupts another student. Solid ability to operate on intent through trust, empowerment, and understanding.

Acceptable (B)

- Contributions demonstrate acceptable achievement of course objectives and an emerging grasp of course concepts.
- Demonstrates some development of critical, creative, and strategic thinking skills. Can identify some key assumptions. Sometimes struggles to recognize more than one perspective. Demonstrates ability to make supported arguments using evidence that is usually accurate and relevant. Identifies two or three reasons for significant and enduring uncertainty.

- Usually prepared for seminars. Has at least skimmed most of the required reading. Demonstrates adequate understanding of the issues, but does not always perceive interrelationships.
- Generally interested and involved. Respects the views and ideas of others. Has the ability to work collaboratively in the seminar environment. May not always be comfortable in leadership or follower roles. Contributes constructively to seminar discussions but not on a regular basis. Occasionally interrupts another student. Limited ability to operate on intent through trust, empowerment, and understanding.

Below Expected Quality (B-)

- Contributions suggest achievement of course objectives is at risk and a weak grasp of course concepts.
- Demonstrates development of rudimentary critical thinking skills. Creative and strategic thinking skills are underdeveloped. May continue to wrestle with the difference between facts and assumptions. Occasionally makes supported arguments using evidence but evidence can be superficial. Tends to make unsupported assertions. Often speaks out without having thought the issue through. Identifies at least one reason for significant and enduring uncertainty.
- Minimally or inconsistently prepared for seminars. May be overwhelmed by reading content or amount of reading. Demonstrates an uneven and rudimentary understanding of the issues.
- Generally not engaged in seminar discussion, but sometimes makes voluntary contributions; contributions seldom constructively add to the discussion. Has the ability to work collaboratively in the seminar environment. May not always be comfortable in leadership or follower roles. Sometimes fails to show regard for a colleague's opinions or proper consideration or courtesy toward others in the seminar group. May have a tendency to interrupt other students. No demonstrated ability to operate on intent through trust, empowerment, and understanding.

Unsatisfactory (C)

- Contributions demonstrate unsatisfactory achievement of course objectives and little or no understanding of course concepts.
- May have valid ideas, but lacks organization. Misses the point of the discussion. Little or no original thinking. May have the intellect, but has not put in the effort. Frequently confuses facts and assumptions. Does not acknowledge more than one view; portrays perspectives and information dichotomously (e.g., right/wrong; good/bad; smart/stupid). Critical thinking skills are underdeveloped. Creative and strategic thinking skills are not evidenced. Either denies uncertainty or attributes uncertainty to temporary lack of information or to lack of own knowledge.
- Inadequately prepared. Has not studied the material and has completed little of the required reading. Does not fully understand the issues under consideration through lack of effort. Not ready to contribute effectively.
- Sometimes shows lack of interest or involvement and may not be supportive of group goals. Rarely steps forward to assume fair share in group discussion or project. May disregard the ideas and feelings of others. May be impatient, patronizing, or impolite; talk too much or listen too little. May become belligerent in discourse with colleagues and/or instructor. Not

a team player; extremely weak or nonexistent collaboration skills. May routinely interrupt and talk over other students.

EVALUATING STUDENT PERFORMANCE ON ORAL EVALUATIONS

All NWC students participate in two oral evaluations: one mid-year and one end-of-year. These evaluations give students the opportunity to demonstrate their ability to integrate and apply their learning from the core curriculum. Oral evaluations also enable the College to assess the achievement of the overall program learning outcomes. Specific guidelines and assessment forms are provided to students and faculty prior to each orals session.

At the conclusion of each oral evaluation, faculty evaluators will debrief the student, to include the student's grade and a summation of the student's strengths and weaknesses. Faculty evaluators assess each student as either Above, Met, or Below the standards identified for each performance element on the grading rubric. The overall grade is either Pass or Fail. A passing grade on both oral evaluations is a requirement to graduate. Any student who fails to meet standards for one or more of the performance requirements on an oral evaluation will receive a Fail (F) grade and enter remediation program as described below.

REMEDICATION

The goal of the National War College is to maximize learning for all students and provide the opportunity for all to meet graduation requirements. Consequently, the College has an established remediation process, described below. Remediation consists of those actions taken by the student and faculty to determine the nature of the particular problem, match it with a course of action to improve the students understanding, and a final evaluation to verify that the student has achieved desired levels of learning. Appropriate remediation plans may employ a variety of activities such as counseling, tutoring, additional work, re-accomplishment of course assignments/graded work, and/or re-accomplishment of an oral evaluation.

Remediation of Individual Graded Elements in a Course. A student who receives a grade of "C" or lower on any graded element worth more than 20% of the final course grade will enter remediation. Generally, the student's FSL will conduct the remediation; however, at any point in the remediation, the student can request, or the FSL can recommend, that the Associate Dean of Academics assign a different faculty member to carry out the remediation.

Faculty seminar leaders (FSLs) will aim to complete the remediation by the turn-in date for final course grades. If necessary, however, the FSL can continue the remediation beyond that date. In that case, the FSL will award the student an Incomplete grade for the course, and the student must complete the remediation within two weeks or meet with the Dean of Faculty and Academic Programs for a review of the student's academic progress. At that point, the Dean will either grant a further extension of the remediation effort, or direct that the FSL award the student a final course grade of Fail (F), pending review by the Academic/Professional Assessment Board as described below. If that "F" grade is upheld upon review, the student will face recommendation for disenrollment from the program.

If the student completes remediation, the grade for the assignment will be an 80, which will be averaged with the student's grades on the other assignments to determine the overall course grade.

Remediation of a Failed Oral Evaluation. The Associate Dean of Academics will consult with the student's orals evaluation team and faculty advisor to design a remediation program that will raise the student's performance to meet standards in deficient areas. Students who complete remediation will have their orals evaluation grade changed to Pass (P). For students who fail to complete remediation, the original overall grade of Fail (F) for the evaluation will stand, pending review by the Academic/Professional Assessment Board described below. Failure of an oral evaluation, if upheld upon review, results in recommendation for disenrollment from the program.

Remediation of a GPA below 3.0. Students must earn an overall GPA of 3.0 to graduate. If a student's overall GPA falls below 3.0 at any point during the academic year, the student will be placed on probation and enter remediation. The Associate Dean of Academics will consult with the student, the student's FSL, the student's faculty advisor, and anyone else deemed pertinent to the particular case to determine what steps need to be taken to help bring the student's GPA up to 3.0. Once the Commandant has approved the remedial program, he/she will counsel the student in question. The Deputy Commandant (International Affairs Advisor) will participate in the counseling for any civilian student on probation. The student's faculty advisor will track the student's progress weekly until the student is off probation.

GRADE APPEALS

Every NWC student has a right to appeal any course grade. As a first step, the student should request an informal review of the grade by the course instructor(s). This review should take place no later than 7 days after the release of the grade. Should the informal review not lead to a satisfactory resolution, the student may then initiate a formal review by submitting a written petition to the Associate Dean of Academics no later than 14 days after the release of the grade. The Dean will convene a faculty panel to conduct the formal review and make a recommendation for resolution. The recommendation of the panel will be final.

NWC students enrolled in non-NWC electives courses may also appeal their grades. They must follow the appeals procedure in place at the college or component offering the course.

ACADEMIC/PROFESSIONAL ASSESSMENT BOARD

When a student receives a final course grade of "F", has an unresolved Incomplete, has failed to complete a remediation program, or has committed a serious professional transgression, the student will meet an Academic/Professional Assessment Board convened by the Dean of Faculty and Academic Programs. The Board will review the student's academic record, interview the student and pertinent faculty members, and assess the student's academic and professional potential. Upon conclusion of its deliberations, the Board will decide by majority vote whether to recommend: 1) awarding the student a specified letter grade in the course/oral evaluation in question; 2) providing further remediation; or 3) disenrollment without award of a master's degree or diploma. The Board will forward that recommendation in writing to the Commandant.

The Commandant will make the final decision on dispensation of the case and report his decision in writing to the Dean of Faculty and Academic Programs. Should the decision be disenrollment, the Dean of Administration will take the actions necessary to process that decision through the University Provost and University President.

GRADUATION REQUIREMENTS

To be eligible for the Master of Science in National Security Strategy from the National War College, students must have completed an educational program equivalent to a U.S. bachelor's degree, and, for non-English speaking students, have scored at least 83 on the Test of English as a Foreign Language (TOEFL). Students who fail to meet either or both of these requirements may petition the Associate Dean of Faculty to initiate a recommendation from the College Commandant to the University President for a waiver of the requirement. Students who remain ineligible for the degree but are able to meet the requirements below will receive a College diploma indicating successful completion of senior-level professional military education.

For students who are eligible, they must complete all the following requirements to earn the degree.

- Pass all core, individual specialized study, and elective courses with the grade of B- or higher
- Pass both oral evaluations
- Have a minimum cumulative GPA of 3.0

U.S. military students who earn the Master's degree also receive credit for JPME II. In rare instances, a U.S. military student could fail to earn the Master's degree and still have the Commandant recommend that he/she receive credit for JPME II.

DISTINGUISHED GRADUATE PROGRAM

For each graduating class, the National War College designates approximately 10% of the student body as Distinguished Graduates (DG) – the top students of strategy – those who have demonstrated the ability to excel as national security strategy practitioners. Distinguished Graduates have demonstrated exceptional ability to analyze a given national security challenge, develop a national security strategy to deal with that challenge, and articulate that strategy both orally and in writing.

All students assigned to the National War College by their Service, Agency, or government are eligible for designation as Distinguished Graduates, and students earn designation as a DG by the quality of their work across the academic year, with DG points (generally 1-2) awarded for each top performance in a wide variety of academic activities. Those students whose total points at the end of the academic year put them in the top 10% of the class earn DG designation. The NWC Policy Letter, "Selection of NWC Distinguished Graduates," distributed separately, provides specific guidance on the awarding of DG points.

The final listing of Distinguished Graduates for each class year is reviewed and approved by a committee composed of the Commandant, the International Affairs Advisor, the Dean of Faculty and Academic Programs, and the Dean of Administration. The Commandant announces the final approved list at the spring awards ceremony, and each recipient's DG status is noted at the graduation ceremony and on his/her official transcript.

FACULTY ADVISORS

Each student is assigned a faculty advisor at the beginning of the academic year during in-processing. The Faculty Advisor serves as the student's principal advisor on curricular and

administrative matters throughout the year. Faculty advisors meet with their students during the first week of school and a number of times thereafter throughout the year. Students are encouraged to consult with their advisors on any college-related matter or for more general counseling/advice.

Faculty advisors review the student's performance throughout the academic year, and counsel students as appropriate. Problems related to professional standards should be raised with the Dean of Students and the appropriate Service or Agency representative.

In an initial session, faculty advisors explain the evaluation process and how it relates to the year-end report. Advisors then coordinate with students to schedule additional sessions throughout the year.

Final reports on all U.S. and international students are completed prior to graduation. Final reports for U.S. students are prepared by the faculty advisors and submitted to the Commandant, National War College.

CJCS, SERVICE, & AGENCY CHAIRS

The CJCS Chair is the faculty member who represents the joint perspective in all aspects of the College program. The four military Service chairs are faculty members from each military branch who represent their service. The Service chairs enrich the College's understanding of operational matters and provide insight on service-unique practices and perspectives. They advise students from their Service on problems and issues related to their Service. Service chairs work closely with faculty advisors to monitor and advise individual students. Service chairs also coordinate and supervise activities related to their Service such as physical fitness testing, visits, etc.

The International Affairs Advisor is a member of the Senior Foreign Service and serves as the Deputy Commandant, as well as a senior mentor for State Department students. In this latter capacity, the International Affairs Advisor has many of the same roles and responsibilities as the military Service chairs. A variety of other federal agencies also have lead faculty members at the college. These agency faculty members are the primary representative of their agencies, and should be consulted by civilian students from the respective agency on agency-specific matters.

RESEARCH & WRITING

NWC uses writing assignments as one of the principal tools for assessing whether students have achieved course learning objectives. Writing assignments could consist of staff papers, analytical essays, or research papers. Course syllabi will describe writing requirements for each course and explain how writing assignments figure into the calculation of final course grades.

Writing Diagnostic. During the first week of the academic year, students will complete a writing diagnostic to determine their entering skill level and need, if any, for additional instruction. Faculty (in most cases the student's faculty advisor) will evaluate students' essays, provide detailed feedback, and recommend whether a student needs additional writing instruction. During the orientation, the Associate Dean of Research and Outreach will provide detailed guidance for this exercise, and will coordinate any additional writing instruction as needed.

Individualized Writing Options. Students have several alternative options available to pursue more individualized writing projects and to examine strategic issues that transcend the regional orientation of the ISRP. The Associate Dean of Research and Outreach must review and approve any proposal for one of these individualized projects.

Long Paper. Students may combine writing requirements for two courses (core, elective, or combination) in order to explore an issue in-depth. Long papers meet the writing requirement for both courses involved, and the grade assigned will factor into a student's overall grade for both courses in the same way as the regular writing assignment for each of the courses. Students wishing to pursue the long paper option must gain the approval from their respective faculty seminar leaders prior to initiating a long paper. The respective course directors and the Associate Dean of Research and Outreach must concur that the subject proposed meets the intent of the writing requirements the long paper will replace, and that the project will require an equivalent amount of academic effort. The approximate proposed word count for a long paper is 5,000 words, which corresponds with the length of entries in the SECDEF and CJCS writing competitions. The proposal form for the long paper option is available on the Google Drive, Writing Program folder, and on Blackboard, in My Organizations, National War College – Students, Writing Program. Note that students who choose to write a long paper may be disadvantaged from earning DG points in the first course since the final written product will not be submitted until the end of the second course.

Expanded Paper. An expanded paper adds to existing student work. A student may choose to expand a previously written paper and submit a longer paper to meet a new requirement. Student proposals for this option must provide the prior work and clearly define the new work that will constitute the expanded portion. Depending on the nature of the original work, students may even be able to build an expanded paper on work completed at another institution. The subsequent expanded paper, consisting of the original work modified as needed plus the new material, should be approximately 5,000 words. The grade assigned for the expanded paper will serve as the grade for the writing requirement in the second course. Students must gain the approval from their faculty seminar leader prior to initiating an expanded paper. The affected course director and the Associate Dean of Research and Outreach must concur that the proposed expansion meets the intent of the substituted writing requirement, will require an equivalent amount of effort, and complies with the definition of original work below. Students can find the proposal form for the expanded paper option on the Google Drive, Writing Program folder and on Blackboard, in My Organizations, National War College – Students, Writing Program.

Advanced Writing Project. In lieu of a functional specialized study or elective course, students may choose to take NWC 6902, Advanced Writing, which allows a student to conduct independent research and writing on a national security strategy issue of a student's choice. To undertake NWC 6902, students must have the support of their faculty advisor, secure a faculty sponsor to advise and evaluate their work, and gain approval from the Associate Dean of Research and Outreach. The research should entail a workload equivalent to that of a 12-week elective course, and the final product should be a paper of approximately 5,000 words. While most NWC 6902 projects are individual, a student may choose to undertake a group research project under a single faculty sponsor. In that instance, each participant in the project will register for a NWC 6902; each will need to contribute equitably to the research, analysis, and writing; and each will need to contribute

approximately 5,000 words to the final product. In exceptional cases, a student may undertake more than one NWC 6902 course, or a student may choose to undertake a research project that entails a workload equivalent to two 12-week elective courses. In that latter case, a student would register for two NWC 6902 courses and be expected to produce a paper of approximately 10,000 words. The proposal forms for NWC 6902, Advanced Writing, are available on Blackboard in My Organizations, National War College – Students, Writing Program.

Original Work. Because of the complexity of the options available within the writing program, and to avoid any ambiguity such options might produce, the College has carefully defined 'original work'. The term 'original' within the NWC research and writing program means both 'produced by the author' and 'produced for the first time'. Thus, papers written to satisfy NWC writing requirements must be produced during the student's tenure at NWC, be submitted to satisfy only one writing requirement (excludes approved expanded and long papers), and contain the student's own ideas and analysis except as documented by appropriate citations. Complying with the original work definition will avoid potential issues of plagiarism. When in doubt about options or requirements, consult a faculty advisor or the Associate Dean of Research and Outreach.

Essay and Research Paper Format. Unless otherwise directed by their faculty seminar leader or project supervisor, students will adhere to the format guidelines below for all papers submitted to meet NWC writing requirements.

- Prepare papers double-spaced, with 12-point font.
- Prepare the paper to the directed word count target (or page length).
- Use one-inch margins, all around. Papers with special binding requirements may use a 1.25-inch margin on the left side.
- Use footnotes or endnotes in the Chicago “note-bibliography” Style, as detailed in *A Manual for Writers of Research Papers, Themes, and Dissertations*. Core course papers do not require a bibliography unless otherwise directed by the faculty seminar leader or project supervisor.
- Prepare a cover sheet that shows the paper title, student's name, course and seminar, faculty seminar leader, faculty advisor, and date. An example cover sheet is on the Google Drive, in the Writing Resources folder.
- Include a textual word count at the end of the document. Footnotes or endnotes are not included in the textual word count. In-text quotes and epigraphs are included in word counts.

Writing Awards. NWC presents many awards for writing excellence thanks to sponsors seeking to recognize high quality contributions to the field of national security strategy. Faculty members typically nominate high quality writing for possible awards. Faculty judges will review nominated papers and determine the best of those nominated. In most cases, writing awards include a small cash prize (gift card) or other gift. In addition, each spring NWC students may compete against students from the other PME schools in the Secretary of Defense Essay Competition (5,000 words), the Chairman, Joint Chiefs of Staff (CJCS) Strategy Essay Competition (5,000 words), and the CJCS Strategy Article Competition (1500 words).

Writing for Publication: Students are encouraged to write for publication. The Associate Dean of Research and Outreach can help secure local clearance for outside publications. DoD military publications do their own security reviews.

SEMINAR STRUCTURE

The seminar is the basic academic grouping for the core program. It is comprised of 13 students and its makeup reflects the mix of military and civilian students in the student body. Most seminars are comprised of two to three students from each of the land, air, and sea services, three to four civilian agency students, and two International Fellows. Seminars are remixed for each core course. Such re-sectioning enables students to interact with as many classmates as possible during the year.

SEMINAR EXPERIENCE

The exchange of views among faculty and students in the seminar is the primary learning vehicle of the College. Student preparation and active participation in classroom discussions are crucial to the success of this active seminar approach. The seminar experience is enhanced with lectures by NWC faculty and guest speakers who provide unique perspectives on national security strategy and policy issues.

All students are expected to come to class prepared to discuss the assigned readings. Active engagement with thoughtful contributions enhances the learning for all and is expected of all students. To denote the importance of seminar contribution, it is typically 1/3 of the student's final course grade.

COURSE MATERIALS & SYLLABI

The College provides students with syllabi, books, and required course readings for each course. Students do not have to purchase these materials. While books are distributed, syllabi and most readings are available in Blackboard. Course syllabi describe the course's scope, purpose, objectives and structure, student requirements, and topics covered. For each course topic, the syllabus will list that topic's learning objectives, provide background information on the subjects, suggest questions for discussion, and indicate the teaching methods that will be used.

EDUCATIONAL METHODOLOGIES

The college uses a variety of teaching methods for which the following abbreviations appear on the NWC schedule.

- **Case Study (CS):** An analytical examination of an episode read or hypothetical presented to illustrate the substantive and/or procedural issues involved in the case. Students may be provided study guides for use in organizing their review of the case.
- **Directed Reading and Writing (DRW):** Time scheduled for students to complete a reading or writing assignment which may be in addition to the normal reading load or which is particularly important for the next classroom session.
- **Guest Seminar (GS):** A seminar meeting with one or more specialists to discuss a specific subject.
- **Instructor-led Seminar (IS):** A meeting led by a faculty member to discuss a particular topic. In addition to discussion of assigned reading or recent lectures, seminars may include student presentations, oral reports, or book reviews.

- **Lecture (L):** Lectures normally last approximately 45 minutes and are followed by a question and answer session of equal length where students are afforded the opportunity to query the speaker. The vast majority of lectures occur in Arnold Auditorium.
- **Lecture Seminar (LS):** A lecture followed by a seminar in which students discuss the substance of the lecture or assigned readings.
- **Panel Discussion (PD):** A panel composed of participants having expertise on a given topic or geographical area. Normally panelists speak briefly then engage in discussion among themselves and with members of the student audience.
- **Student Exercise (SE):** Solutions to a problem based on assigned readings. These programs may involve such analytical procedures as problem identification, analysis of options, ordering of priorities and rationalization of conclusions. These may be accomplished either by groups or individually.
- **Student-led Seminar (SS):** A meeting very similar to an Instructor-led Seminar, except that a designated student organizes the agenda and acts as leader in place of a faculty member.

CLASS SCHEDULE

The normal class day begins at 0830 and could last as late as 1730 depending on the student's individual specialized study or elective course schedule. Figure 2 is a sample week's schedule. Daily, students should consult the NWC Master Calendar located in Blackboard for changes to the schedule.

Figure 3. NWC Schedule Sample

Monday	Tuesday	Wednesday	Thursday	Friday
<p><u>2</u> All Day Concentration/COC...</p> <p>7:00 AM - 5:00 PM AA - Phase II Fall: College Core Curriculum</p> <p>8:30 AM - 11:30 AM [PDSI][Iraq][T-2-20][Collins/TBD], Arnold Auditorium</p> <p>1:30 PM - 3:30 PM 6600 Prep Session, Various Locations</p>	<p><u>3</u> All Day Concentration/COC...</p> <p>7:00 AM - 5:00 PM AA - Phase II Fall: College Core Curriculum</p> <p>8:30 AM - 11:30 AM [LSI][Future of Irregular Warfare: ISIS, etc.][T-2-21][O'Neil], Arnold Auditorium...</p> <p>1:30 PM - 3:30 PM Regional Specialized Studies, Various Locations</p> <p>3:30 PM - 5:30 PM Functional Specialized Studies, Various Locations</p>	<p><u>4</u> All Day Concentration/COC...</p> <p>7:00 AM - 5:00 PM AA - Phase II Fall: College Core Curriculum</p> <p>9:00 AM - 10:15 AM Strategic Leader Forum [TBD], Lincoln Hall Auditorium [Class A]</p> <p>1:30 PM - 3:30 PM Functional Specialized Studies, Various Locations</p> <p>3:30 PM - 5:30 PM Functional Specialized Studies, Various Locations</p>	<p><u>5</u> All Day Concentration/COC...</p> <p>7:00 AM - 5:00 PM AA - Phase II Fall: College Core Curriculum</p> <p>8:30 AM - 11:30 AM [LSI][Non-Kinetic Use of Military Instrument][T-2-22][Timm], Arnold Auditorium...</p>	<p><u>6</u> All Day Concentration/COC...</p> <p>7:00 AM - 5:00 PM AA - Phase II Fall: College Core Curriculum</p> <p>8:30 AM - 11:30 AM [ISI][Non-Kinetic Use of Military Instrument][T-2-23], Students to Assigned Rooms...</p>

CLASSROOM PROCEDURES

Students are encouraged to take notes during lectures and seminars and may retain notes of unclassified material permanently. A container for storing classified notes and other material is available for each student in the NDU Library's Classified Documents Center (Room 316, Marshall Hall). Notes of classified material must be destroyed by the close of the school year. Students may not record lectures, other presentations, or their associated question and answer periods, except with the expressed consent of the speaker. This policy is complementary to the non-attribution policy that encourages our speakers to discuss their subjects with candor. The Dean of Administration is the approval authority for exceptions to this policy.

The College does not encourage outside visitors to lectures or seminars in order to help ensure non-attribution. If students wish to invite personal visitors to attend lectures or seminars, they must get prior approval from the Dean of Administration and the Dean of Faculty and Academic Affairs. Students should submit requests for visitors to their faculty seminar leaders who will pass the request up the chain to the deans.

Students may schedule seminar rooms to use for academic requirements by contacting the NWC master calendar manager in Roosevelt Hall, Room 124.

SPECIAL PROGRAMS

International Fellows Program. International Fellows selected by the Chairman (CJCS) participate in the core and elective programs of NWC. As active members in the class, IFs bring perspectives that enrich the program and expand the experience of U.S. students. In addition to the normal NWC curriculum, IFs periodically participate in separate seminars with academicians and senior U.S. government leaders and conduct field studies at U.S. military, cultural, and industrial locations. NWC faculty and students sponsor International Fellows to help them in adapting to United States culture and to assist in fully integrating IFs into homeroom committees and academic seminars.

Professional Education Enhancement Program - Travel (PREP-T). To expand understanding of fellow student's parent services and agencies, the voluntary Professional Education Enhancement Program (Travel) program provides opportunities to visit military installations and government agencies within the local area and beyond. Students and faculty work together to make this program an extremely valuable part of the College experience. Travelers participate on a permissive TDY basis and individually bear their portion of trip costs.

Distinguished Lecture Program (DLP). High-level government officials or military commanders are invited by the University to address joint sessions of NWC, ES, and CISA. These lectures take place in either Lincoln or Eisenhower Halls, normally on Wednesdays, and are occasionally followed by a luncheon hosted by the President of the National Defense University, with selected students invited. Attendance at these lectures is mandatory. Military students and faculty will be in uniform with blouse for these lectures. DLP's require NDU security badge identification for entrance.

Individual Assessment Program. In the fall, students have the opportunity to participate in a voluntary, comprehensive health and physical fitness assessment. Test items include resting and exercise electrocardiograms, maximal treadmill stress test, complete blood chemistry, pulmonary lung function, flexibility assessment, strength assessment, nutrition analysis, and percent body fat.

Executive Assessment & Development Program (EADP). The EADP is an extensive battery of instruments to assess the participant's preferences, capabilities, strengths, and weaknesses, particularly geared towards the skills s/he will need to succeed at the strategic level. It is an integral part of the NWC curriculum and students are strongly encouraged to participate. As part of the EADP, each student participant will complete a Strategic Leader Development Inventory (SLDI) a 360-feedback survey designed specifically for joint/senior service college use. The SLDI can help the participant compare his/her leadership performance perceptions with the perceptions of

his/her supervisors, peers, and subordinates. Even if participants have recently done another 360 degree assessment, they are encouraged to ask their co-workers to complete the SLDI because the SLDI is specifically tailored to the strategic level.

A certified faculty counselor will provide confidential individual feedback on participant results early in the academic year. This feedback will help the student identify worthwhile areas on which to focus during their time at NWC. It should also be invaluable for one's understanding of the challenges facing senior leaders and the executive skills required for success.

PROGRAM EVALUATION

Assessing the effectiveness of the National War College educational program is an ongoing, dynamic process. Faculty and students engage in a collaborative effort to evaluate and improve the quality of teaching and learning. Active, thoughtful participation by both faculty and students is critical to the success of this evaluation process.

As part of their professional responsibilities, all NWC students are expected to provide feedback on the program by completing end-of-course surveys and a comprehensive exit survey prior to graduation. In addition, at the end of each core course, the course director may conduct a face-to-face meeting with student representatives from each seminar to have candid, in-depth discussions on all aspects of the course.

Students are also encouraged to provide informal feedback on the NWC program at any point during the academic year. The Commandant, the Dean of Faculty, the Dean of Students, the Service Chairs, Director of Institutional Research and Assessment, all course directors, and faculty advisors have an open door policy to promote the sharing of ideas and concerns regarding the overall effectiveness of the curriculum.

NDU STATEMENT ON ACADEMIC INTEGRITY

NDU is committed to establishing, maintaining, and enforcing a high level of academic integrity throughout the entire University community by implementing a strict academic integrity policy. During the first week of the academic year, students receive the NDU Academic Integrity Policy and must sign a form acknowledging understanding and compliance with the policy.

ACADEMIC FREEDOM

The Officer Professional Military Education Policy (OPMEP) of the Chairman of the Joint Chiefs of Staff directs the President of the National Defense University to establish a climate of academic freedom within the University, which fosters and properly encourages thorough and lively academic debate and examination of national security issues. NDU's commitment to academic freedom is published in NWC faculty and student catalogs/handbooks, as well as in NDU Regulation 360-1. University leaders continually review policies to ensure academic freedom is protected and thrives in and out of the classroom.

Academic freedom is encouraged and nurtured at NWC. The College believes that creativity, original thinking, and the exploration of new ideas are the heart of seminar discussions. Faculty seminar leaders routinely pose unconventional situations and require students to develop original solutions that apply doctrinal or theoretical concepts they have learned. As future senior

policymakers, advisors, and leaders, NWC graduates must be able to formulate, discuss, and challenge national security strategy and policy in new situations. NWC's mission is to prepare students for that role, and academic freedom is essential to carrying out that mission.

Academic freedom at NWC involves two elements. First, there is freedom to teach, conduct research, and publish research findings; to discuss in the classroom any material relevant to the subject matter as delineated in the course objectives; and to seek changes in academic and institutional policies. Second, there is responsibility to pursue excellence, intellectual honesty, and objectivity in teaching; to encourage faculty, students, and colleagues to engage in free discussion and inquiry; to nurture innovative thinking, discussion, and publication concerning national security issues; and to enhance the standing and credibility of professional military education. Both elements are crucial to the success of the College. Violations of academic freedom are taken extremely serious by NWC and NDU.

AUDITORIUM ETIQUETTE

Students and faculty will be in their seats at the scheduled time. The audience will stand when the Commandant and guest lecturers enter the auditorium. As a courtesy, students will not enter the auditorium after the lecture has started or leave before its conclusion. It is appropriate to applaud the visiting speaker at the end of the introduction and to stand and applaud at the end of the lecture and the question period. Approximately 45 minutes into a presentation, there normally is a coffee break to provide students an opportunity to talk one-on-one with the speaker. Students should not use this break to return to class committee rooms, but instead should remain in the Rotunda area, ready to quickly return to their seats when the lecturer is prepared to begin again.

Penetrating and thought-provoking questions are key to a productive discussion session with a lecturer. NWC expects students to be prepared and willing to ask good questions of the speaker. As a general rule, students have priority in asking questions. When asking questions, it is critical that the student stand, identify him/herself and state his/her parent agency. When attending Distinguished Lecture Program (DLP) lectures in Lincoln Hall, students need to speak-up in the auditorium to identify themselves and to ask questions. This is a courtesy to help the speaker better answer the questions.

The following are general rules for University and NWC auditoriums.

- Food and drinks are not permitted in any of the University's auditoriums.
- Silence your watch chimes.
- Cellular phones are best left in committee rooms during lectures in Arnold, forgetting to set your phone to silent/vibrate and having it ring during a presentation is embarrassing for both you and the institution;
- Laptops and other tablet devices are not prohibited; however, it is critical to maintaining an atmosphere of academic freedom and to comply with our non-attribution policy that you not take video or capture in any way a speakers comments who has not released their comments for attribution.
- Any device brought into Arnold should not become a distraction for you or others around

you.

- During classified briefings, in addition to the normal prohibitions, books, note pads, purses or other materials are not allowed in the auditorium.
- Students who arrive after a lecture has begun are directed to an overflow room, usually the Terry Deibel Annex Auditorium, where they will view the lecture via NDU TV. At the break in the lecture, those late arriving students are to proceed to Arnold Auditorium for the post-break portion of the lecture. *The use of the overflow room is strictly limited for when students have a valid excuse for a late arrival, i.e. medical appointment, car trouble, heavy traffic, etc.*

NON-ATTRIBUTION POLICY

Presentations by guest speakers/seminar leaders/panelists, including renowned public officials and scholars, constitute an important part of the curriculum. NWC very much wants these guests, the faculty, and other university officials to speak candidly. To facilitate such candor, the University offers its assurance that presentations across the campus will be held in strict confidence. This assurance derives from a policy of non-attribution which is ethically binding on all who attend. *Without the expressed permission of the speaker, nothing he/she says will be attributed to him/her directly or indirectly in the presence of anyone who was not authorized to attend the presentation.*

This policy is not intended to preclude references by students and faculty within the academic environment to opinions expressed by speakers. When questioning guest speakers, courtesy, good judgment, and non-attribution policy preclude citing the views of previous speakers even if the speaker/panelist is not identified by name. Specifically, the non-attribution policy provides that:

- Classified information gained during presentations may be cited only in accordance with the rules applicable to its classification. Additionally, without consent, neither the speaker nor the University nor the Colleges may be identified as the originator or source of the information.
- Unclassified information gained during lectures, briefings, panels and discussion seminars may be used freely. However, without consent, neither the speaker nor the University nor the Colleges may be identified as the originator of the information.

The non-attribution policy must be maintained absolutely. The only exception is when the visiting speaker makes public release of his/her own remarks and even then, attribution can be made only after prior coordination with the Dean of Administration.

STUDENT ACCOMMODATION

Any student who experiences or suffers from a physiological or medical disability may have difficulties successfully completing the NWC program. Any student with a disability (including unseen disabilities such as learning disabilities, psychological health injuries such as PTSD, or cognitive disabilities such as brain injuries, that requires reasonable accommodations) is encouraged to contact his/her faculty advisor early in the academic year to discuss any accommodation needs. Medical documentation may be requested from the student. NWC will work to provide reasonable accommodation to students to ensure they have the best possible opportunity to succeed within the constraints of the academic program and this institution.

“Reasonable” means the University permits no fundamental alterations of academic standards or retroactive modifications and is in compliance with the Americans with Disabilities Act (ADA).

NDU LIBRARY

The NDU Library is a world-class academic library with a full range of resources and services, and a staff dedicated to ensuring that all students achieve academic success. It is a 24/7 virtual library with branches in Washington, D.C. and Norfolk, VA. The Washington, D.C. Library is located in Marshall Hall.

Services. The Library is customer-oriented with high levels of in-person service. Students receive a Library orientation and basic research skills class, designed to help you with your first research project. Additional classes are offered throughout the year, such as Advanced Googling, Country and Regional Security Research, How to Do a Literature Review, and Research While You Sleep Using Customized Alerts., The librarians also teach how to use the citation software RefWorks to students and faculty. Students all have access to ask-a-librarian, a virtual reference service that connects students to research assistance. Service to students emphasizes instruction on conducting independent research with the expert guidance of reference librarians, which allows students to explore the breadth of information on a topic and benefit from the discovery process. Librarians seek to instill information skills to develop effective search strategies, evaluate information sources critically, synthesize selected sources into personal knowledge, and use information effectively in scholarship. In addition, each student has borrowing privileges to make use of the Library’s extensive collections of print, audio-visual, and electronic resources.

Collections. The Libraries house over 500,000 books, periodicals, and government documents. Subjects include national security strategy, military history, international affairs, warfare, foreign relations, military strategy and operations as well as many others. Blackboard accounts provide access to virtual collections including 100+ subscription databases covering an array of research topics, 20,000+ electronic journals, newspapers, dissertations, and magazines, and 125,000+ e-books, many of them downloadable.

Special Collections, Archives, and History. Located on the upper level of the library, Special Collections, Archives and History is the repository for personal papers, the NWC archives, student papers, lectures, rare books, local history, photographs, maps, prints and artifacts. The personal papers of twentieth-century military and diplomatic leaders, primarily those of former Chairmen and Vice-Chairmen, JCS, Supreme Allied Commanders, and other Combatant Commanders are collected. Papers of former Chairman, JCS, include those of Generals: Lyman L. Lemnitzer, Richard Myers, Peter Pace, Colin Powell, John Shalikashvili, Henry Shelton, Maxwell D. Taylor, John Vessey, and Admiral Mike Mullen. The SACEUR papers include those of Generals Andrew Goodpaster, Bernard Rogers, John Galvin, George Joulwan, Wesley Clark, and Admiral James Stavridis. Exhibits which support the curriculum and special events, as well as artwork, are organized by Special Collections. A resource for the history of Fort McNair, the staff provides tours of the post and research support from the local history collections. Call 685-3957/3969 for additional information.

Classified Documents Center (CDC). The library's Classified Documents Center is located in Marshall Hall, Room 316. Proper clearance and positive identification are required to enter and

use materials and services. Online networks (Intelink-TS and SIPRnet), secure meeting spaces, and storage boxes are available. Hours of operation are Monday-Thursday, 0730-1600; Friday, 0730-1500. Call 685-3771 for more information.

MERLN. One-stop Web access provides timely information on military affairs, international relations, and security studies. MERLN contains the most comprehensive collection of Defense White Papers and national security strategies available on the Web with contributions from more than 85 countries. MERLN features the Military Policy Awareness Links (MiPALs), custom-made research guides created by the Library staff on topics such as National Security Strategy, Iraq, Iran, Afghanistan, and Terrorism. Each MiPAL offers U.S. policy statements supplemented by the latest collection of articles, reports, and analysis of U.S. policy options from a global network of think tanks. Additionally, MERLN hosts the U.S. National Strategy Documents, an in-depth collection that includes National Security Strategies dating from the Reagan Administration to the present day, Military and Defense Strategies, and Quadrennial Defense Review reports.

Library Intranet: <http://ndu.libguides.com/ndulib>

MERLN: <http://merln.ndu.edu/>

Hours: Monday-Thursday, 0700-1800; Friday 0700-1500

Location: 2nd and 3rd Floors Marshall Hall

Telephone: (202) 685-3511 **Email:** library_reference@ndu.edu

EDUCATIONAL OPPORTUNITIES FOR SPOUSES

During the school year, there are many opportunities for spouses to participate in student educational activities. NWC offers a spouses' course where spouses take an abbreviated version of the core curriculum. Other NWC electives are open to spouses on a space available basis with the permission of the relevant course director. Other specific lectures and programs are designated for spouses on a case-by-case basis and will be announced in advance of the event. Spouses are encouraged to take advantage of these educational opportunities.

Note: All programs have space limitations. Classified lectures/seminars are not available to spouses.

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PART 4: ADMINISTRATIVE INFORMATION

DUTY HOURS/ATTENDANCE POLICY

The University and Colleges operate on a five-day workweek, Monday through Friday, except holidays. Normal duty hours for faculty and staff are 0800 to 1630. Student hours are indicated in the NWC weekly schedule. Afternoon courses may run until 1730. Students must attend all official activities directed in the weekly schedule or by other administrative instructions. This requirement includes seminars, discussions, conferences, electives, and briefings. Unlike traditional colleges where student attendance is an individual choice, a student's assignment to NWC equates to their official appointed place of duty/work and requires strict compliance with the college schedule.

LEAVE & ABSENCE

Students attending National War College are here on official duty and are expected to work at least 40 hours per week unless they are on official Federal holiday or have been granted leave. Moreover, as a professional responsibility, students are expected to attend all required events unless they have been given explicit permission to be absent.

Leave normally will **not** be approved during the school year except during the Christmas recess. On rare emergencies when a student may need to miss a scheduled academic event, the following steps must be taken to request approval of the absence.

1. Student must first request permission to be absent from his/her faculty seminar leader.
2. If the request is granted, the student must use the Student Absence Request form template located on the Google drive (in the Admin folder) then email his/her Service/Agency Chair, faculty advisor, and the Dean of Students and request approval of the absence. Copy the faculty seminar leader on the email.
3. The Dean of Students receives the approval/disapproval recommendation from the Service/Agency Chair and will then email the student.

The Dean of Students may approve one day off; the Commandant must approve anything longer.

Students who find themselves forced to take an unplanned absence for any reason (illness, family emergency, etc.) should contact one or all of the following individuals as soon as feasible: faculty advisor, Service/Agency Chair, faculty seminar leader, or Dean of Students.

The Dean of Students may not authorize student absences for the following days. Planned absences on these days require the student gaining the approval from the Dean of Faculty and Academic Programs.

- Scheduled exams
- Oral evaluations
- NWC 6600 travel
- Academic days on either side of a Federal holiday weekend

U.S. military students traveling outside the 500-mile radius of the local area are required to take leave. If taking annual leave, request forms are available in the Student Distribution/Mail Center.

ACADEMIC COMPUTING ENVIRONMENT & INFORMATION TECHNOLOGY

National War College is a Bring Your Own Device (BYOD) campus. You are highly encouraged to bring your own device to school on the first day to register it on the NDU wireless network. Students are not issued computers. Students have limited access to NDU computer resources during the academic year.

To provide flexibility in facilitating the NWC learning experience, each committee room, seminar room, auditorium, conference room, and study area is equipped to access the Internet through a secure wireless network. Students provide their own computing device in order to access the wireless network and gain access to course and research materials, as well as email through the wireless network infrastructure.

Student devices must be able to connect to the NDU wireless internet network. To access, any device must be able to connect to an 802.11 g/n wireless network with WPA2 security. It is highly recommended that students have updated virus protection on their devices. In addition, the Microsoft Home program (students may purchase Microsoft Office at a significantly discounted price) is available for students attending National War College, and information on how to take advantage of that program will be provided to students during in-processing.

Please note, to complete the course of study, students are required to use a computing device that is capable of reaching the internet as most curriculum materials are provided to students through the Blackboard online learning management system. While it is not mandatory to have a computing device when attending class on campus, students need to access the internet when off the NDU campus in order to access their coursework and email from home.

IT training is part of the curriculum with all students receiving an initial orientation shortly after arrival at NWC. There are also optional instructional opportunities for many of the electronic resources that are available throughout the year via the NDU Library, the iCollege, and the NWC Education Technology Director. Even though it is a BYOD environment, when students use the NDU wireless network, they are on an official DoD network. As such, all students are required to complete Information Assurance training and certification. This annual certification should be valid at least through June 10 of the following year.

The college is able to work with the following file types: '.docx','.pptx','.pdf', '.txt','.rtf','.odt'. It is generally recommended students have software compatible with Microsoft Office 2007 or newer. Some older versions of Office that use the file extension 'doc', 'ppt', and 'xls' are not compatible, not all, but some depending on the version.

Students receive a Google email account. It is very similar to Gmail, but is hosted through a Google for Government domain so other Gmail accounts will not synchronize with it. Students also have access to Google Drive storage for upload, creation, sharing, and collaboration of files.

Wireless device printers are available in each of the committee rooms, as well as in the common mailroom area. These printers are **not** intended for use as a method to produce student reading materials. Paper and ink cartridge resources provided are meant to be used for occasional printing of course papers. The budget for these items is not large enough for students to do large amounts

of printing.

Students must acquire a Common Access Card (CAC) prior to the first day of class. Students without a CAC will be provided one prior to the official first day of class orientation. Each seminar group will have access to a CAC enabled NDU laptop computer that will allow for the completion of official digitally signed documents and other administrative tasks. These computers are also connected to a common use printer in each committee for limited printing needs. In addition, one room in the student area of the ground floor is set up as a computer “café” with 20 NDU computing devices and printers for students to access as needed. Students should avoid storing data on these computers and instead should use their provided Google Drive space.

Academic information for most course materials is accessed from the Internet through the University’s Learning Management System, known as Blackboard, at <http://ndu.blackboard.com/> or from links in the NWC Internet home page. Textbooks are supplied to each student in their committee room. Students are also able to access the NWC academic calendar on the Blackboard home page. Appropriate user login credentials are required for this internet application, which in most cases have already been provided to you.

Support is available for students unable to access Blackboard or other applications by contacting the Director of Educational Technology via email or visit to the office in room 148. NWC Information Management Officers (IMOs) are also available to assist students having issues connecting to the wireless network or having logon issues with Blackboard, Google, or the new Student Information System. They are located in the Annex on the ground floor in rooms A-125A and A-127. Additionally, students can use the NDU IT Online Support Center available from Monday to Friday 0630 to 1730 by calling (202) 685-3824. Limited assistance is available to support individual student computing devices, but is normally restricted to those issues involving the interface between their device and the NDU wireless network.

There are two Xerox Multifunction WorkCentre units located in the Student Distribution/Mail Center for all student official use only tasks. All NWC Xerox multifunction units are copy, scan, email, fax, and print function enabled. The fax numbers for those two Student Distribution /Mail Center Xerox multifunction units are (202) 685-4176 & (202) 685-2206, both of which are also displayed via a label on each Xerox unit. Any print/copy project of 500 pages or more should be reviewed by NWC administrative support personnel for possible NDU MSD (Multimedia Services Directorate) support. Classified papers must be copied through the NDU Library's Classified Documents Center (Room 316, Marshall Hall).

BULLETIN BOARDS

Doors and walls in the College are not to be used to post notices, messages, etc. Committee Room bulletin boards are to be used and should be cleared periodically for late-breaking official and committee-specific information. Items may not be taped or tacked to walls or windows.

DRESS CODE POLICY

In order to present a professional image, uniformity in attire and an environment that is conducive and representative of the mission of the National War College, this policy is established. The intent is that work attire should complement an environment that reflects an efficient, orderly, and

professionally operated organization. The policy is intended to define appropriate “business attire” during normal business operation and “casual business attire” during the winter break, over the summer break, and on college-designated “red shirt days.”

Personnel assigned to the National War College will wear business attire as defined below:

a. Military personnel will wear their service uniform (not utilities) specified by their service for the National Capitol Region. After the Labor Day holiday, military personnel may also wear civilian business attire as described below.

b. For men, business attire is defined as a suit, sport coat and dress slacks, with a dress shirt and tie, and appropriate shoes. For women, business attire is defined as a suit, dress skirt or pants and appropriate professional shirt, and appropriate shoes. Attire must be neat, clean, and professional in appearance.

c. For men, business casual is defined as casual pants (no jeans or cargo pants), a collared shirt, appropriate shoes (no athletic shoes or sandals), and socks. For women, business casual is defined as a casual dress, or casual skirt or pants with an appropriate shirt, and appropriate shoes (no flip-flops, crocs, or athletic shoes).

(1) Other than during the winter break, summer break and on “red shirt days,” personnel may not wear business casual attire just because classes are not in session or the students are away from the campus. If the day is a regular business day for the University, then NWC personnel will wear business attire no matter what the students are doing that day.

(2) On the University’s regular business days during the winter break and summer break, if NWC personnel need to do business in Marshall or Lincoln Halls, they should change in to business dress to conduct that business.

d. The following exceptions are provided:

(1) For special events (speakers and guests that are 4-star General/Flag Officers or equivalent) military will wear Service Class ‘A’ Uniforms.

(2) NWC Red shirt days will be designated on the schedule and normally aligned with sport competition days (NWC red shirts can be obtained through the Alumni Association). On these days, a NWC red shirt may be worn with appropriate dress, skirt, or pants (no jeans or cargo pants). If there is a lecture in Arnold Hall, a sport coat/blazer must be worn over the red shirt.

Business attire will be worn within Roosevelt Hall and the annex from 0700-1730 on workdays. Personnel may arrive (prior to 0700) and depart (after 1730) Roosevelt Hall in casual attire as long as they immediately change into the prescribed attire described above. Physical training clothing is permitted in the basement when exercising but may not be worn above the ground floor at any time. During the above hours, employees may not visit other spaces in the building, conduct business in the building, or work in their offices or committee rooms in other than business attire, or business casual attire when authorized.

INCLEMENT WEATHER

When adverse weather conditions in the Washington, D.C. area necessitate closing federal offices,

NWC will close also. Closings are announced through the media and the NDU campus emergency notification system, Connect-ED. Classes will be cancelled only when the Federal Government offices are closed. Classes will be held as scheduled or modified based on Office of Personnel Management announcements (i.e., two-hour delay arrival, etc.). For further information during inclement weather, call (202) 685-4700 and listen to the recorded instructions. In addition, WTOP FM 103.5 or WMAL AM 630 radio stations are recommended information sources, as well as the OPM Alert app that may be downloaded to your smartphone.

LOST & FOUND

Report or turn in lost/found articles to the NWC Dean of Students (Room G10.)

If an item is suspected to have been stolen, first check to ensure that it has not been turned as a lost and found item. If the item is not there, notify the NDU Security Office (685-3834) and the Fort McNair Military Police (MP) (202-685-3196) to initiate a report. After the MP's initial report, the case will be turned over to the Joint Base Myer/Henderson Hall Military Police (703-696-3343) for an investigation if item(s) were valued in excess of \$50.

After the investigation has been completed, a claim can be made against the government. Government claims require evidence of monetary value of loss with DD Form's 1842 and 1844 when filing at the Fort Myer Claims Office (703-696-0761). In general, the government will not pay a claim unless the property was secured at the time it was stolen.

MAIL

Students should have personal mail delivered to their local address rather than to the University or College. Personal mail that needs to be forward until a local address is obtained can be sent to the recipient, "c/o National War College, Class of 20xx, 300 "D" Street, Roosevelt Hall-Bldg 61, Fort McNair, Washington, D.C., 20319-5078." Personal mail will be placed in the student mailboxes. This address is only good for 60 days after arrival. After 60 days, all personal mail will be returned to the sender.

The NDU mail system is for official inter-DoD and intra-governmental mail. Official outgoing correspondence along *with a typewritten addressee label* can be delivered to the Operations Department for dispatch. Personal outgoing mail must be deposited in a U.S. mailbox located by the flagpole or carried to the Post Office at the front of the installation. The Post Office is located on Fort McNair in Building 29, just inside the main gate. Hours are 1000-1400, (202-523-2144).

TELEPHONE SERVICE

Each committee room has a telephone for student use. Dial '99' for off-post commercial calls (local only) and '94' for DSN calls. Local and DoD directories are provided.

TEXTBOOKS

Throughout the year, students are issued core, individual specialized study, and elective course texts. In most cases, the books are for students to keep. Once issued, replacement of lost or damaged books is the responsibility of the individual. Any questions or concerns regarding textbooks may be addressed to the Director of Operations.

NAMETAGS

All personnel are required to wear an NDU issued nametag on uniforms and civilian attire at all times. Spouses also receive a nametag and are encouraged to wear their nametags during all social gatherings. The NWC Operations Department coordinates the issue, repair, correction, and replacement of nametags. New nametags may be requested upon promotion. Please submit your request to the NWC Operations Office (Room A109) one month prior to promotion.

PARKING/CARPOOLS

Parking at Fort McNair is limited and carpooling is highly encouraged. The NDU Director of Logistics assigns carpool parking spaces. Until carpools are established (estimated at 1 September) students may park in any open parking space except designated reserved parking spaces (i.e., Commandant, International Affairs Advisor, etc.). At all times, tunnel parking spaces are reserved for NWC faculty and staff.

SECURITY

Attendance at NWC requires a SECRET clearance based on an ANACI -- Access National Agency Check w/Inquiries for Federal Employees, a NACLIC - National Agency Check w/Law & Credit for Contractors, or a Single Scope Background Investigation (SSBI) for Top Secret or Sensitive Compartmented Information (SCI) access. Periodic reinvestigations should be updated prior to reporting in August if the clearance is within six months of a periodic reinvestigation. Some individual specialized study courses, electives, and field trips require SCI access.

Control of Classified Information. Classified material may be ordered by the NDU Classified Documents Center (CDC), in the NDU Library, Marshall Hall. Classified materials are received, controlled, and transferred by the CDC. Classified material received by an individual should be taken to the CDC.

DoD Instruction 5200.1 requires that classified materials be sent to an official address and not to an individual. Therefore, all incoming classified material will be sent to:

National Defense University ATTN: CDC
300 5th Avenue SW, Building 62
FOR: Student's Name, Branch of Service, NWC
Fort Leslie J. McNair
Washington, D.C. 20319-5066

Individuals originating classified papers are responsible for controlling and safekeeping them in approved GSA approved containers. Students may request a storage container from CDC. The material will be secured in the main classified vault at 1545 daily and when not in use during normal working hours. The classified material control system will be used only for material in

final format and of lasting value.

The originator of classified material, pictorials, graphics, or text intended for reproduction will ensure that all such material is placed under local control by the NDU Classified Material Control Officer. The appropriate document control form must be attached to classified material submitted to the NDU Information Management Directorate. On completion of reproduction, the originator assumes control for the original and copies from the Information Security NCO in the Security Receiving Center. Reproduction of classified material on college copiers is not authorized.

Classification and Marking. Students originating materials requiring security protection will process the material through their faculty advisor who will coordinate classifying authority with the appropriate department chair.

The NDU Security Directorate, located in Suite 198, Marshall Hall, provides additional assistance in proper marking and downgrading instructions pursuant to DoD Instruction 5200.1 R and E. O. 12958.

Security for Lectures and Seminars. Students, faculty, and staff of the University are issued a color-coded security badge to be worn within sight while in NDU facilities. The color-codes identify access levels to classified information: white-unclassified; green-secret; red-top secret; red/white stripes-top secret/SCI.

Students will be admitted to the auditorium for classified lectures, seminars, etc. only if wearing an NDU security badge. NDU Security Directorate personnel responsible for assisting staff with checking the badges of individuals entering a classified lecture can issue a one-day temporary security pass if the badge is temporarily misplaced. However, a photo ID must be presented in order to be issued a temporary badge. Temporary badges must be returned to the security guard before departing the building in the evening.

Attendance at the NWC core curricula lectures is limited to students, faculty, and staff of NDU. The Dean of Students and Dean of Faculty retain approval authority for attendance by non-NDU personnel.

Students normally will not take notes during classified lectures. If note taking is necessary in support of research papers or other assignments, student should receive prior permission from the lecturer (non-attribution policy) and ensure that classified notes (including the next 10 blank pages of notepaper immediately under the handwritten notes) are properly marked and stored in the NDU Classified Documents Center.

Building Security. University buildings are monitored by closed circuit television (CCTV) and are secured by an electronic locking system that is controlled and activated by a security badge reader located on the inside and outside of the entrance doors to Marshall Hall, Eisenhower Hall, and Roosevelt Hall to include the tunnel and handicap entrances to the Roosevelt annex.

All NDU personnel are issued a security badge that allows access through these doors. The activating device is positioned at each door. In order to enter the building, locate the slim, grey

Lenel card reader on the interior and exterior of the doors, touch the security badge to the front of the card reader. When the reader starts to blink, enter the individual "PIN." If the PIN is entered correctly, the LED will flash green and the door will unlock for entry. Doors remain unlocked for five seconds. If not opened within five seconds, the door will re-locked and the PIN entry step must be repeated. When exiting a building, touch the security badge to the front of the card reader and the door will release. No "PIN" is required when exiting.

If there is a problem with the devices during working hours, please notify the NDU Security Office at 685-2134 or NWC Operations Department (Room A113-NWC Annex) and identify the problem with the reader card. An NDU security officer may be able to resolve the problem immediately. If not, a new card will have to be issued by the NDU Security Office in Marshall Hall. After duty hours (1700-0700), call the Security Control Center guard, 685-3767/68 for assistance. These numbers are posted on the reverse side of the security badge.

Note: All NWC personnel are responsible for securing their personal effects and valuables. For students, this policy means ensuring that committee rooms are properly locked when the rooms are unoccupied.

SPECIAL EVENTS

For special events such as promotions, Service birthday ceremonies, and student social affairs contact the NWC Events Coordinator in the NWC Operations Department. The Events Coordinator can assist with recommendations for caterers, reserving rooms, reserving parking, and set-up. *When events are complete, individual who requested use of the event area is responsible for returning the area to its original configuration; cleaned and ready for the next user.*

PART 5 FACILITIES AND SERVICES

PERSONNEL & PAY MATTERS

The National Defense University Human Resource Directorate provides administrative and personnel services to military and civilian students during the academic year. Personnel representatives from each branch of Service are located in Room 212, Marshall Hall, to assist with records maintenance, pay, verification of employment for mortgage lenders, leave, etc. The University does not have disbursing facilities; however, assistance in the preparation of travel claims is provided during in-processing. Personnel must make arrangements for direct deposit of payments. The Security Directorate provides security services and issues NDU Identification cards and CAC cards and is located in Room 199, Marshall Hall.

SERVICE FINANCE OFFICES.

- **Air Force** – District of Washington, Washington, D.C., Financial Services Desk (877) 729-2339
- **Army** - Building 202, Fort Myer, VA, (703) 696-3522
- **Coast Guard** – HQ's, Washington, D.C., Personnel Services (202) 372-4036 and Work Life (800) 872-4957
- **Marine Corps** - HQ BN, Henderson Hall, Building 29, Arlington, VA, Pay Section (703) 693-7429 and Travel Section (703) 614-7171; Hours: Monday-Friday, 0730-1630; Office closes at 1330 on Thursday.
- **Navy** - Personnel Support Detachment, Building 92, Anacostia, Military Pay (202) 685-0597; Travel (202) 433-8543 or (202) 685-0608
- **Civilians** - Personnel and pay matters should be arranged directly with your parent agency before arrival at NWC. The NDU Resource Management Office handles vouchers for travel performed as part of the educational program.

FOOD SERVICE

Breakfast and lunch are available in the cafeteria on the first floor of Lincoln Hall from 0700-1000 and 1100-1400. Vending machines are available in Eisenhower Hall and Roosevelt Hall.

BARBER SHOP

A barber is available in Eisenhower Hall, Room 117, on an alternating Tuesday/Wednesday schedule. An appointment sheet is available outside the room. The telephone number is (202) 685-2354. There is also an AAFES barbershop in Building 41 on Fort McNair near the main gate, open from 0900-1700, Monday-Thursday. The telephone number is (202) 484-7019.

HEALTH, FITNESS, & RECREATION

Health. The NDU Health and Fitness (H&F) Office provides a wide range of services. The staff includes a doctor, full-time physical therapist, athletic trainer, personal trainer, and nutritionist. Each student is afforded the opportunity to participate in a comprehensive health/fitness testing program. Testing includes complete blood chemistry (all cholesterol-HDL, LDL, and total); strength assessment; flexibility assessment; maximal treadmill stress test; percent body fat;

pulmonary lung function; electrocardiograms; etc. The participant receives a debrief on the test results and a recommended exercise and diet program. Other available programs are client-centered weight management, nutrition counseling, and smoking cessation.

A number of activities are also open to family members. In addition, H&F provides permanent lockers. Lockers are assigned on a first-come basis.

Fitness. NDU maintains fitness centers in Marshall Hall, Roosevelt Hall, and Eisenhower Hall. These centers are equipped with state of the art exercise equipment and are open 24/7 to individuals who have a valid NDU security badge. Jogging routes are posted in all fitness centers. Individuals seeking professional assistance developing an individual health and fitness program should contact the Health/Fitness trainer at (202) 685-3825 in Roosevelt Hall, Room G31.

Other fitness/recreation facilities on Fort McNair available to all military and civilian students are:

- **Fitness Center.** The Fort McNair Fitness Center is located in Building 69. Facilities are available for weight lifting, exercise machines, fitness classes, basketball, and volleyball. Hours are Monday-Friday, 0500-2000 and Saturday & Sunday, 1000-1400. The telephone number is (202) 685-3117. **Note:** Personnel must register with the Fitness Center before using facilities.
- **Tennis.** Four hard-surface courts are located adjacent to the Officers' Club. The telephone number for information is (202) 685-3117.
- **Softball.** Two diamonds are located on the parade ground and can be reserved through the Fitness Center at (202) 685-3117.
- **Volleyball.** Two courts are located adjacent to Roosevelt Hall and in the Fitness Center.
- **Basketball.** Two courts are available, one outdoor court adjacent to the pool and one indoor in the Fitness Center. Both courts can be reserved through the Fitness Center at (202) 685-3117.

Recreation. The Military District of Washington (MDW) Special Services Equipment Pool maintains a wide variety of camping and sporting equipment (campers, boats, skis, etc.) that is available NDU military personnel on an individual request basis for a nominal fee. Special Services is located in Building 405, Community Center, at Fort Myer. The telephone number is (703) 696-3470. Hours of operation are Tuesday-Friday, 1100-1800 and Saturday-Sunday, 1200-2000 and closed on holidays.

SUPPLIES

All students are issued a standard supply stock at the beginning of each core course which includes: spiral notebooks, steno tablet, and pens. Extra supplies are placed in an admin area inside committee rooms and are replenished after each core course or as needed.

VISUAL AIDS

The Graphic Production and Design Branch, Room 183 in Marshall Hall, offers photographic, printing, and graphic services for student projects. Official photos may be taken on an appointment basis.

TRANSPORTATION

The University does not support individual travel requirements. Transportation to support school activities and education may be requested through the NWC Operations Department, Transportation Coordinator via email NWC-OPERATIONS@ndu.edu. Requests should include the following information: date of travel, destination, total passenger count, pick and return time, and the purpose of the trip. Requests must be submitted at least two weeks in advance. These requests are generally supported by government passenger vans which require a student driver and the Fort Myer, "Myer Flyer" bus which is on an "as available" basis and may be superseded at any time.

POST PRIVILEGES

The University extends all possible courtesies and privileges to civilian students, except when precluded by regulation. Civilian students are restricted as noted in the AAFES and Medical sections. Civilian students are eligible to use all athletic facilities on Fort McNair including the basketball and tennis courts.

AAFES (Army/Air Force Exchange System). The Exchange operates the following facilities at Fort McNair:

- Service Station/Mini-Mart. Building 43; 0800-1700; Monday-Friday. Note: Civilians may not purchase tobacco or alcohol at AAFES.
- Barbershop. Building 41; 0900-1700; Monday-Thursday. The telephone number is (202) 484-7019.

Medical and Dental. Military students can pick any location within the TRICARE Health Care Program in the National Capital Region for medical care. There is a clinic located on Fort McNair that falls under the Pentagon Army Health Care Clinic. The Fort McNair Army Health Clinic is located in Bldg. 58 near the corner of B Street and 1st Avenue. The phone number is (202) 685-3100; Monday-Friday 0630-1500. The clinic offers physicals of all types (i.e. PHAs, wellness exams, retirement and ETS, etc.) The health clinic holds sick call for military and dependents (over 18 years of age) from 0630-0830 and 1130-1300 Monday-Wednesday and Friday. On Thursdays, the clinic holds sick call from 0630-0830 but closes for training at 1100. Allergy and/or immunization shots are given until 1300, Monday-Friday (call ahead for allergy nurse/tech schedule.) There is a 20-minute wait after shots. Emergencies are seen anytime during duty hours. Emergency medical treatment is available at other medical facilities during non-duty hours.

Note: Civilians, to include military retirees, receive emergency treatment only at the Fort McNair Clinic.

Note: To receive care from the Fort McNair Health Clinic, military personnel must have their individual PCM changed to Fort McNair.

The Pentagon Dental Clinic, (703) 692-8700, serves students at NDU. A clinic representative is available for records turn-in and pick up during NDU in and out processing. The clinic is located on the first floor of the Pentagon, Room MG924. The Clinic holds military sick call from 0700-1030. Appointments are scheduled during normal duty hours of 0700-1530, Monday-Friday.

OFFICERS' OPEN MESS

The Fort McNair Officers' Club is used occasionally for luncheon discussions with distinguished speakers and panelists. Membership is open to NWC students. Civilians may retain membership after graduation. To gain full club privileges, apply to the Fort McNair and Fort Myer Officers' Clubs and reciprocal club privileges are granted at Fort Belvoir, Joint Base Anacostia-Bolling, Joint Base Andrews, and other dues paying officers' clubs. The Club is located in Building 60. The Club may be contacted at (202) 484-5800. Membership information is available at (703) 696-5147.

BACHELOR OFFICERS' QUARTERS (BOQ)

BOQ facilities in the Washington area are extremely limited. Military members should make direct contact with offices listed below. Civilian students are required to contact the MDW Billeting Office at (703) 696-3576, located in Building 50 at Fort Myer, prior to contacting one of the housing offices listed below.

FAMILY HOUSING

DoD has several housing referral offices in the Washington, D,C, area:

- Fort Belvoir, Housing Services, Building 258, (703) 805-3019. Villages at Belvoir, (703) 619-3877; 0800-1700, Monday-Friday.
- Joint Base Anacostia-Bolling, 21 MacDill Blvd, (202) 404-1840; 0700-1600, Monday-Friday.
- Joint Base Andrews, 2097 San Antonio Blvd, MD, (301) 981-5518
- Joint Base Myer-Henderson Hall, Building 205, (703) 696-3557/3558/3559; 0800-1530, Monday-Friday.

CHAPEL

The Fort McNair Chapel Office is located in Building 48 Annex. Call the Chaplain's Office at (202) 685-2858 for further information. Monday-Friday 0830-1700.

ARMED FORCES HOSTESS ASSOCIATION (AFHA)

The Armed Forces Hostess Association at (703) 614-0350/ 0485; Pentagon, Room 1E541, serves all military, authorized civilian personnel, and their family members. The Association can answer questions on temporary housing (motels, hotels, and rooms), discount buying, entertainment, etc. AFHA is open Monday-Friday 0930-1430.

SHIPMENT & STORAGE OF HOUSEHOLD EFFECTS

Contact the Transportation Officer at the Joint Personal Property Shipping Office, Fort Belvoir, VA, regarding household effects immediately on arrival and provide them a local phone number. Call (703) 806-4900/(800) 762-7186 for information on inbound shipments. Hours are Monday - Friday, 0800-1630.

LEGAL ASSISTANCE

Legal assistance is available to military members at:

- **Air Force** – Joint Base Andrews, Building 1535, (301) 981-3622; 0900-1500
 - Joint Base Anacostia-Bolling, Building P-20, (202) 767-5297; 0800-1600

- **Army** – Joint Base Myer-Henderson Hall, Building 201, (703) 696-0761; 0800-1600 (until 1300 for claims)
 - Fort Belvoir, Building 257, (703) 805-2856; 0800-1600
- **Coast Guard** - Legal Assistance Office, Coast Guard Headquarters, 2703 Martin Luther King Jr Avenue SE, Washington, D.C., (202) 372-3783; 0800-1600
- **Marine Corps** - Staff Judge Advocate Legal Assistance Office, Joint Base Myer-Henderson Hall, Building 29, Room 301, (703) 614-1266; Monday-Thursday 0800-1100 and 1300-1600, Friday 0800-1100. Closed last Thursday of each month
- **Navy** - Legal Assistance Office, Washington Navy Yard, Building 200, Suite 1600, (202) 685-5569; Hours: 0800-1600

UNIFORM SALES

- **Air Force** - Clothing Sales Stores are located at Joint Base Anacostia-Bolling, Building 4514, (202) 563-5931; Monday–Saturday 0900-1900 and Sunday 1200-1600
 - Joint Base Andrews, Building 1683, (240) 857-5665; Monday-Saturday 0900-1900 and Sunday 1100-1700
- **Army** - Military Clothing Sales Store for the Washington area is at Joint Base Myer-Henderson Hall, Building 405, (703) 696-3515; Monday-Friday 0900-1800 and Saturday 0900-1630
- **Coast Guard** - Uniform Store is located at Coast Guard Headquarters, 2701 Martin Luther King Jr Avenue SE, Washington, D.C., Building 49; Monday-Friday 0700-1530
- **Marine Corps** - Uniform Store is located at Joint Base Myer-Henderson Hall, Henderson Hall Exchange; (703) 979-8420 Extension 340; Monday-Friday 0700-2000, Saturday 0900-2000, and Sunday 1000-1800
- **Navy** - Washington Navy Yard Uniform Store in Building 184, (202) 889-7534/6/9; Monday-Friday 0700-1700
 - Navy Annex Uniform Store, 1555 Southgate Road, Arlington, VA 22214, (301) 252-8143; Monday-Friday 0800-1800 and Saturday 0900-1800. *Special appointments can be made.

SMOKING POLICY

NWC is a **Smoke Free** facility. Smoking is prohibited in Roosevelt Hall. Smoking is likewise prohibited in other NDU buildings and in all military or contract vehicles. Smoking outside University occupied buildings must be at least 50 feet from doorways, windows, or entry points. Smokers will use ash receptacles provided to extinguish smoking products.

MILITARY RESERVE STATUS

Students who have military reserve status can submit their diploma for senior professional military education credit (PME). This documentation normally suffices for service credit.

APPENDIX: POLICY MEMOS



**NATIONAL DEFENSE UNIVERSITY
NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20319-5066**

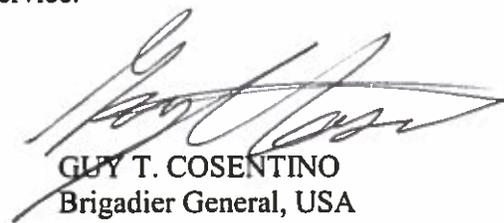
REPLY TO
ATTENTION OF:
NWCO

MEMORANDUM FOR ALL EMPLOYEES

July 25, 2014

SUBJECT: Policy Memo #03-14 – NWC Sexual Harassment Policy

1. Harassment based on race, religion, sex (including sexual harassment), national origin, age or disability is a form of discrimination that violates federal civil rights laws and will not be tolerated at the National War College (NWC). All NWC employees are entitled to be treated fairly and with the utmost dignity and respect, and must be allowed to work in an environment free from any form of sexual harassment or inappropriate behavior.
2. Sexual harassment is a form of unlawful discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: submission to such conduct is made a term or condition of employment; submission to or rejection of such conduct is used as a basis for a career decision; or such conduct unreasonably interferes with an employee's work performance or creates an intimidating, hostile or offensive work environment. Off-duty or non-duty behaviors that affect the work environment may also be considered sexual harassment.
3. Personnel are encouraged to report complaints of harassment to their supervisory chain of command, the NWC General Counsel, or the NWC Equal Employment Opportunity Specialist. All reported incidents of sexual harassment will be investigated in accordance with the requirements of federal statutes and Department of Defense regulations, and resolved at the lowest appropriate level. Acts of reprisal, intimidation or further acts of harassment directed against victims or witnesses of sexual harassment will not be tolerated. Likewise, false accusations of sexual harassment will not be tolerated.
4. Supervisors, managers, and leaders are expected to maintain the highest standards of conduct in the NWC work environment to ensure NWC remains free of sexual harassment and other forms of discrimination. Supervisors, managers, and leaders are likewise expected to take prompt, corrective action upon encountering evidence of inappropriate behavior that could lead to sexual harassment or other forms of discrimination.
5. Working together we can make the NWC work environment the model of fair and professional treatment for employees in federal service.


GARY T. COSENTINO
Brigadier General, USA
Commandant



**NATIONAL DEFENSE UNIVERSITY
NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20319-5066**

**REPLY TO
ATTENTION OF:**

NWCO

July 25, 2014

MEMORANDUM FOR NWC FACULTY/STAFF/STUDENTS

SUBJECT: Policy Memo #4-14 – Alcohol Policy

1. Roosevelt Hall is a government building where official government business is conducted and, therefore, the serving of alcoholic beverages will not be a regular event. However, given the unique environment of the National War College waivers for consumption of alcoholic beverages will be approved as outlined. The unique nature of our location in relation to commuting travel distance and time, and the position and title of our students, faculty and staff, are important considerations in developing an effective alcohol policy. Therefore, our alcohol policy is first based on the assumption that all participants are responsible professionals who will take the required precautions such as abstinence and designated drivers to comply with laws of the local area. Based on these considerations, alcoholic beverages are approved for use within the following rules:

a. Alcohol is approved for special occasions and events scheduled after duty hours which are: Monday through Thursday - after 1730, and Friday - after 1600.

b. Alcohol is not authorized for any academic events (to include last class), and not in committee rooms or seminar rooms. Events which include alcoholic beverages are limited to two hours in duration.

c. As the academic schedule permits, periodic happy hours will be authorized between the hours of 1300 and 1500 in the Student Lounge only. The Student Lounge student coordinator will notify the Dean of Students of such events.

d. Car pooling with designated drivers will be encouraged at all times and abuse of the Student Lounge will be cause for a cessation of waivers for the remainder of the academic year.

e. Requests for waivers requesting permission to serve alcohol at events which occur during regular working hours, such as promotion ceremonies, will be submitted to the Dean of Students for approval.

A handwritten signature in black ink, appearing to read "Guy T. Coentino".

**GUY T. COSENTINO
Brigadier General, USA
Commandant**



**NATIONAL DEFENSE UNIVERSITY
NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20319-5066**

**REPLY TO
ATTENTION OF:**

NWCO

July 25, 2014

MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: Policy Memo #05-14 – Equal Employment Opportunity Policy

1. Employees working at the National War College (NWC) represent a diverse group of men and women from all ethnic backgrounds and deserve a work environment free from discrimination. Respect for and adherence to fundamental principles found in Equal Employment Opportunity (EEO) statutes and Department of Defense (DoD) regulations is vital to the success of the NWC mission.
2. The NWC EEO Program is a responsibility of leadership and a function of command. The chain of command is the primary channel for developing and monitoring the EEO Program, and for correcting discriminatory practices. Directors, managers and supervisors are responsible for ensuring the NWC work environment is free from any form of discrimination based on race, ethnicity, color, religion, gender, national origin, age, disability, or reprisal against individuals engaged in EEO activity. Discrimination destroys confidence and trust, and erodes an organization's cohesion and readiness. Such behavior is contrary to the NWC standard and will not be tolerated. Violators will be held accountable.
3. All NWC employees are expected to afford one another a level of professional courtesy and respect to foster an environment free of discriminatory behavior. Passive compliance with equal employment opportunity and this policy is not acceptable. The full cooperation and affirmative contribution of all managers, supervisors, and employees are essential to achieve equal employment opportunity.
4. Directors, managers and supervisors are responsible for ensuring EEO objectives are positively considered when carrying out their responsibilities. Employees are encouraged to use their supervisory chain of command to report complaints of discrimination in the work environment. The NDU General Counsel and the NDU EEO Specialist are also available for assistance.
5. Working together we can create an atmosphere that fosters respect for all employees in the workplace. I ask you to join me in making equal employment opportunity our goal and personal commitment.

A handwritten signature in black ink, appearing to read "Guy T. Coentino".

**GUY T. COSENTINO
Brigadier General, USA
Commandant**



NATIONAL DEFENSE UNIVERSITY
NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20319-5066

REPLY TO
ATTENTION OF:

NWCO

6 August 2015

MEMORANDUM FOR NWC FACULTY AND STUDENTS

SUBJECT: Policy Memo #04-15 – Selection of NWC Distinguished Graduates

1. This memo amplifies the National War College Distinguished Graduate (DG) policy set forth in the *National War College Student Catalog*.

2. The National War College defines Distinguished Graduates as those students who have demonstrated the ability to excel as national security strategy practitioners. Distinguished Graduates have demonstrated exceptional ability to analyze a national security challenge, develop a strategy for dealing with that challenge, and articulate that strategy both orally and in writing. They also have demonstrated exemplary professional qualities throughout the year. Students demonstrate the above abilities in seminar, on their various graded course requirements, in oral evaluations, in their Individual Strategy Research Project (ISRP) – or in their work as Research or COCOM Fellows – and in their professional interactions with people both within and outside the college.

3. All National War College students are eligible for designation as a Distinguished Graduate. Students earn DG points in the following ways:

a. Top Student in Core Courses: Core course faculty may recognize up to two students in their core course seminars for overall outstanding performance to include preparation, contributions to discussions, graded events (written work, oral presentations, examinations, in-class exercises, etc.) and group interaction/leadership. Recognized “Top Students” earn 2 DG points.

b. Top Student in Elective Courses: Faculty teaching elective courses may recognize up to four students for overall outstanding performance to include preparation, contributions to discussions, graded events (written work, oral presentations, examinations, in-class exercises, etc.) and group interaction/leadership. The number of students recognized depends on course enrollment as indicated below. DG points in Independent Study elective courses are at the discretion of the faculty and awarded only for exceptional work. Recognized “Top Students” earn 1 DG point.

<u>Course Enrollment</u>	<u>Top Students</u>
7 students or fewer	1
8 to 14 students	2
15 to 21 students	3
22 or more students	4

NWCO

SUBJECT: Policy Memo #04-15 – Selection of NWC Distinguished Graduates

c. Top Student in Oral Examinations: Faculty oral evaluation teams may designate one top student of those they assessed during each of the oral evaluation periods. Recognized “top students” earn 1 DG point.

d. Research Fellows: Faculty supervising research fellows may award each of their fellows up to 3 DG points based on the quality of the student’s work throughout the fellowship (including NWC 6910 and 6911), with an emphasis on the final product.

e. End-of-Year Writing Awards: Students who win an award in the college’s end-of-year writing competition receive 1 DG point. Students who “win, place or show” in the SECDEF or CJCS writing competitions also earn 1 DG point.

f. Class Rank: Students who place in the top ten percent of the class ranking, calculated by averaging the final grade score for all core courses, earn 1 DG point.

g. Faculty Nominees: At the end of the academic year, each faculty member may recommend up to five students who he/she believes have demonstrated the overall qualities of a distinguished graduate. Students whose total faculty nomination points rank in the top 10% of all those nominated earn 1 DG point.

4. All DG points are calculated at the end of the academic year and the students are ranked by total points.

5. A panel composed of the Commandant, Deputy Commandant, Dean of Faculty and Academic Programs, and Dean of Administration reviews and approves the recommended list of distinguished graduates. The distinguished graduates are announced during the end-of-year awards ceremony and are recognized at the graduation ceremony. The Distinguished Graduate designation is printed on recipient transcripts. Typically, the college designates approximately 10% of the graduating class as Distinguished Graduates.



DARREN E. HARTFORD
Brigadier General, USAF
Commandant



**NATIONAL DEFENSE UNIVERSITY
NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20319-5066**

**REPLY TO
ATTENTION OF:**

NWFA

26 August 2015

MEMORANDUM FOR RECORD

SUBJECT: Policy Memo #05-15 – Research Fellow and Scholar Programs

1. The purpose of this memorandum is to provide the policy and procedures for National War College (NWC) students to enroll in NWC Research Fellow and National Defense University (NDU) Combatant Command (CCMD) Scholar Programs.

2. NWC Research Fellow Program

a. **Intent.** The NWC Research Fellow program is designed to provide an additional opportunity for students to conduct research and writing in a specialized area of expertise beyond the opportunities provided in the core course curriculum. Students accepted as Research Fellows undertake a yearlong research and writing project on a national security strategy topic of their choice, (with approval of the Faculty Research Panel), which culminates in a scholarly paper of about 75 pages (18,750 words) in length.

b. **Eligibility.** Students with strong writing skills and an interest in engaging in a focused research project in national security strategy are encouraged to apply. Prospective Research Fellows should have knowledge and experience in the area they wish to research. Examples of strong Research Fellow candidates include students already possessing terminal degrees (e.g., Ph.D., J.D., and M.D.) or those students with specific, prior, and direct experience in a high-level national security issue, (especially where a student's Service or Agency endorses such research and writing).

c. **Appropriate Topics.** Research Fellow topics must directly relate to national security strategy and clearly connect to the core course curriculum.

d. **Sponsorship.** Research Fellows should recruit a NWC faculty member to sponsor their research project. If a student is unfamiliar with faculty members' areas of expertise, the Associate Dean of Research and Outreach, in conjunction with the student's faculty advisor, will assist in finding a faculty research sponsor. Faculty members must consult with the Associate Dean of Research and Outreach before consenting to sponsor student work and understand sponsorship requirements. The Associate Dean will resolve any questions about faculty sponsorship of a Research Fellow with the appropriate department chair and Dean of Faculty and Academic Programs.

NWFA

SUBJECT: Policy Memo #05-15 – Research Fellow and Scholar Programs

e. **Application Process.** Research Fellow applicants must complete the application form and submit it to the Associate Dean of Research and Outreach no later than 28 August 2015. The application must include the following: (a) summary of the topic; (b) documentation of applicant's familiarity with the topic and how it contributes to national security strategy; (c) evidence of strong writing skills, for example a publication record, a high rating on the NWC writing diagnostic, and/or letters of recommendation or references; (d) identification of a proposed faculty research sponsor; (e) brief research design summarizing what kind of research and data will be used in the project; and (f) approval from the student's faculty advisor. Applicants anticipating the need to travel, or planning to conduct a survey or interview as part of their research, should identify these requirements in the application.

f. **NWC Faculty Research Panel.** The Associate Dean of Research and Outreach provides leadership and oversight of the Research Fellow program and chairs the Faculty Research Panel, which consists of four additional faculty members who are not faculty research sponsors. The Associate Dean coordinates with the department chairs to add faculty as panel members. The Dean of Faculty and Academic Programs approves the panel composition. The panel reviews Research Fellow applications, makes recommendations to the Dean of Faculty on those students recommended for participation in the program, conducts in-progress reviews, assists faculty research sponsors, suggests adjustments to Research Fellows' projects as warranted, provides updates to the Dean of Faculty and Academic Programs and makes recommendations to the Commandant about the continued viability of Research Fellow projects.

g. **Timelines.** The Faculty Research Panel reviews applications the first week of September. The Dean of Faculty and Academic Programs makes the final decision on which applicants to admit to the program by mid-September. Students accepted as Research Fellows present their thesis statements with arguments, research designs, and bibliographies by early-October. Research Fellows provide an initial progress review no later than the beginning of NWC 6300, *The Non-Military Instruments and Statecraft*. A spring progress review occurs before the NWC 6600 *National Security Practicum* travel. The Associate Dean of Research and Outreach will post information for each of the above on the NWC master calendar once determined.

h. **Core, Specialized Studies and Elective Course Writing Requirements.** Research Fellows must complete required course work except the Individual Strategy Research Project (ISRP) as part of NWC 6600 *National Security Practicum*; Research Fellows' research projects substitute for their ISRP. In all other NWC core and elective courses, Faculty Seminar Leaders (FSLs) will give Research Fellows as much flexibility as feasible to align course papers with their research projects. FSLs need to ensure they can assess the Research Fellow's achievement of the learning outcomes associated with the course writing requirement, while simultaneously allowing the Fellow to write on a topic relevant to his/her research project if at all possible. Research Fellows' course papers must meet the word/page count requirements as stipulated in their respective syllabi and meet the definition of "original work" as set forth in the NWC Student Catalog. Research Fellows desiring more flexibility on a course writing requirement than granted by the FSL may appeal to the Associate Dean of Research and Outreach who will consult with the

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student's FSL, course director, research sponsor, and faculty advisor. If no agreement is found, then the Associate Dean will make a recommendation to the Dean of Faculty and Academic Programs.

i. **Specialized Studies & Electives.** If accepted into the program, Research Fellows will be enrolled in NWC 6910 (2 credits) and NWC 6911 (4 credits), *Research Fellow Advanced Studies I and II* in the fall and spring terms. In addition, Research Fellows must take a NWC regional specialized study, ideally in the fall term, and participate in a relevant NWC 6600, *National Security Strategy Practicum* seminar. Exceptions must be approved by the Associate Dean of Academics.

j. **Progress.** Research Fellows must remain actively engaged with their projects and show sufficient progress throughout the year. Students must minimally meet suspense dates outlined in the *Timelines* section above to remain in the Research Fellow program. Any student who has not made satisfactory progress will be removed from the program. If removed, the student will rejoin the traditional program, and the Faculty Research Panel, in consultation with the student's faculty research sponsor, faculty advisor, and the Associate Dean of Academic Programs, will recommend to the Dean of Faculty and Academic Programs any adjustments needed to the student's remaining degree program. The Faculty Research Panel may ask Research Fellows to present their work at the end of every core course to verify sufficient progress.

k. **Oral Evaluations.** Research Fellows' mid-year oral evaluations will be the same as those for traditional students. Fellows' end-of-year oral evaluations will be a defense of their research product, for which they will have to provide their faculty evaluation team a single-sheet (front and back if needed) executive summary of their research product.

l. **Grading & Publication.** The student's faculty research sponsor will award grades for NWC 6910 and 6911. Depending on the quality of the final product, the faculty research sponsor will work with the Faculty Research Panel to determine appropriate publication outlets for the Research Fellow's work.

m. **Distinguished Graduate Points.** Research Fellows will earn Distinguished Graduate points as stipulated in the Distinguished Graduate policy.

3. NDU Combatant Command (CCMD) Scholar Program

a. National Defense University (NDU) has coordinated with several Combatant Commands (CCMD) to create CCMD Scholar programs at NDU. In AY16, USPACOM, USEUCOM, USSTRATCOM, USSOUTHCOM and USNORTHCOM are sponsoring Scholar programs. Students accepted as CCMD Scholars will research a topic of interest to the sponsoring command, benefit from substantive liaison with the CCMD, receive funding from the CCMD for research travel, and brief research findings to a senior CCMD officer at the end of the academic year. NDU will limit the number of Scholars accepted across the University for each CCMD.

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b. NDU will establish specific requirements for CCMD Scholars and it is possible that each program will have different requirements. The Associate Dean of Research and Outreach will inform the student body of the eligibility requirements, application process, potential research topics, program coordinators, and submission timelines early in the academic year. In AY16, CCMD Scholar Program applications are due to the respective program coordinator by 8 September 2015.

(1) CCMD Scholar candidates submit a proposal to a NDU program coordinator and may appear before a NDU-level selection panel. NWC students must inform their faculty advisor and the Associate Dean of Outreach and Research if they intend to apply for, and if they are accepted into, a CCMD Scholar position.

(2) CCMD Scholars are encouraged to take two or three NDU-specified electives in support of their particular program. Scholars will produce an approximately 5,000 word research paper on their chosen topic. CCMD Scholars are required to take an NWC regional specialized study and NWC 6600, *National Security Practicum*. To the extent possible, NWC will enroll CCMD Scholars in regional specialized studies and practicum groups that align with the their sponsoring command.

(3) CCMD Scholars' research papers will substitute for the ISRP, even if papers are not regionally-oriented.

(4) CCMD Scholars must recruit an NDU faculty member to sponsor their research project. The respective NDU program coordinator will help Scholars find an NDU faculty research sponsor, if requested. The NWC Associate Dean of Research and Outreach will also provide assistance as needed.

4. Travel & Budget

a. NWC Research Fellows and CCMD Scholars: both categories of students are authorized up to 10 research days, during which they are excused from NWC course attendance, provided: (a) students submit the absence request through the procedures in the NWC Student Catalog, (b) the faculty research sponsor (who tracks research days taken) grants approval and informs the Associate Dean of Research and Outreach; (c) the student informs their FSL of absence and submits missed assignments, as directed.

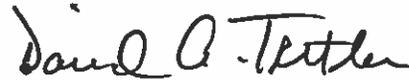
b. CCMD Scholars: Students accepted as CCMD Scholars will follow the procedures as stipulated by their NDU program coordinator. Scholars will keep their NWC faculty advisor and Associate Dean of Research and Outreach apprised of changes.

c. NWC Research Fellows: On a case-by-case basis, NWC may provide funding in support of

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Research Fellows' research. NWC Research Fellows who desire NWC funding must submit a request with justification, endorsed by their faculty advisor and research sponsor, through the Associate Dean of Research and Outreach for approval by the NWC Dean of Administration. Fellows should forecast their desired travel dates and amounts in their proposals, and keep their faculty research sponsor and Associate Dean of Research and Outreach apprised of any changes.



David A. Tretler
Dean of Faculty and Academic Programs