

NATIONAL WAR COLLEGE

STUDENT CATALOG



National Defense University
Academic Year 2019/2020



Welcome to the National War College!

You are now part of a prestigious program focused on the study of National Security Strategy. Our mission is to, “educate future leaders of the Armed Forces, Department of State, partner nations, and civilian agencies, by conducting a senior-level course of study in national security strategy in order to prepare them to serve in high-level policy, warfighting, command, and staff responsibilities.” You will study a rich core curriculum, conduct research, and write on important issues. Your faculty will challenge your way of thinking, your classmates will broaden your joint attitudes and perspectives, and you will leave NWC as a more strategically minded, critical thinker. We have graduated senior military officers and civilian officials who have led or are leading our nation. Our responsibility remains to give our graduates the essential tools to successfully continue that leadership. As with most academic programs, you get out of it what you put into it. There is a lot to gain from the National War College. Put in the time and effort and you will benefit a tremendous amount.

This Student Catalog is here to guide your academic year. It contains a statement of our mission and background about the College and University, details regarding the academic program and its associated policies and procedures, and administrative information to help you navigate as a student. *Students should be familiar with and adhere to the policies and procedures contained in this catalog.*

Please spend some time in reading this document, and be sure to keep it handy as a reference throughout your program. Any questions regarding the content of this document should first be addressed to your Faculty Advisor. We are committed to your success and delighted you are here.

ROBERT F. GODEC, Ambassador
Deputy Commandant

TABLE OF CONTENTS

Chapter 1: Overview	5
NATIONAL DEFENSE UNIVERSITY	5
NATIONAL WAR COLLEGE	5
THE NWC CREST	6
NWC MISSION.....	6
NWC ALUMNI ASSOCIATION.....	6
Chapter 2: Class Organization and Activities	9
EXECUTIVE COMMITTEE	9
CLASS COMMITTEES	9
SPECIAL COMMITTEES	9
CLASS DUES.....	10
ATHLETIC PROGRAM	10
ALCOHOL CONSUMPTION.....	10
Chapter 3: Academic Information	11
JOINT PROFESSIONAL MILITARY EDUCATION.....	11
OPMEP LEARNING AREAS.....	11
ADDITION PROGRAM INPUTS	12
PROGRAM LEARNING OUTCOMES	13
ACADEMIC PROGRAM	14
CURRICULUM LAYOUT	15
COURSE DESCRIPTIONS.....	17
INDIVIDUAL STRATEGY RESEARCH PROJECT (ISRP)	19
American Students (excluding Research Fellows).....	19
International Fellows.....	20
Research Fellows.....	20
ELECTIVE COURSES	20
American Students.....	20
International Fellows.....	21
Research Fellows.....	21
NDU Scholars.....	21
THE ELECTIVES PROCESS	21
ELECTIVES OVERLOAD	21
COURSE AUDITS	21
COURSE GRADES.....	22
EVALUATION STANDARDS.....	24

REMEDICATION.....	24
Remediation of Individual Graded Elements in a Course.....	24
Remediation of a Failed Oral Evaluation.....	25
Remediation of a GPA below 3.0.....	25
GRADE APPEALS	25
PERFORMANCE REVIEW BOARD.....	26
GRADUATION REQUIREMENTS	26
DISTINGUISHED GRADUATE PROGRAM	26
FACULTY ADVISORS	28
SERVICE & AGENCY CHAIRS.....	28
WRITING AT THE NATIONAL WAR COLLEGE	29
Writing Diagnostic.....	29
Executive Writing Program.....	29
Writing Awards.....	29
Individualized Writing Options.....	29
Essay and Research Paper Format.....	30
Original Work.....	31
Writing for Release.....	31
SafeAssign.....	31
Writing for Publication.....	32
Classified Papers.....	32
Classification and Marking.....	32
SEMINAR STRUCTURE	33
SEMINAR EXPERIENCE	33
COURSE MATERIALS & SYLLABI.....	33
EDUCATIONAL METHODOLOGIES.....	33
CLASS SCHEDULE	34
CLASSROOM PROCEDURES	35
SPECIAL PROGRAMS	36
Professional Education Enhancement Program - Travel (PREP-T).....	36
President Lecture Series (PLS).....	36
Commandant Lecture Series (CLS).....	36
Individual Health Assessment Program.....	36
COURSE AND PROGRAM ASSESSMENT	36
NDU STATEMENT ON ACADEMIC INTEGRITY	37
NDU STUDENT CODE OF CONDUCT – NDU INSTRUCTION 1000.01	37
ACADEMIC FREEDOM	37
AUDITORIUM ETIQUETTE	38
NON-ATTRIBUTION POLICY	39
STUDENT ACCOMMODATION	39
NDU LIBRARY	40
Library Services.....	40
Collections.....	40
Special Collections, Archives, and History.....	40

Classified Documents Center (CDC)	40
Military Education Research Library Network (MERLN).....	41
EDUCATIONAL OPPORTUNITIES FOR SPOUSES.....	41
Chapter 4: Administrative Information	43
DUTY HOURS/ATTENDANCE POLICY.....	43
LEAVE & ABSENCE	43
ACADEMIC COMPUTING ENVIRONMENT & INFORMATION TECHNOLOGY	44
DRESS CODE POLICY	44
PRACTICUM TRAVEL	45
INCLEMENT WEATHER.....	45
MAIL	45
SECURITY	45
Control of Classified Information.	45
Building Security.	46
SPECIAL EVENTS.....	46
Chapter 5: Facilities and Services.....	47
PERSONNEL & PAY MATTERS.....	47
TRANSPORTATION.....	47
MEDICAL	47
SMOKING POLICY	47

TABLE OF FIGURES

Figure 1. NWC Curriculum for US Students - Academic Year 2019-2020.....	14
Figure 2. NWC Curriculum for IF Students Taking American Studies - Academic Year 2019-2020.....	15
Figure 3. NDU Grading Scale.....	22
Figure 4. NDU Quality Points	23
Figure 4. NWC Schedule Format.....	34
Figure 5. NWC Sample Schedule	35

APPENDICES

SafeAssign
NWC Research Fellow and NDU Scholar Programs
NWC 6920 and 6921 Guidance for International Fellows
NDU Statement on Academic Integrity
NDU Non-Attribution/Academic Freedom Policy

This page is intentionally blank.

CHAPTER 1: OVERVIEW

NATIONAL DEFENSE UNIVERSITY

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

- CIC is located in George C. Marshall Hall (Building 62)
- CISA is located in Abraham Lincoln Hall (Building 64)
- ES is located in Dwight D. Eisenhower Hall (Building 59)
- NWC is located in Theodore Roosevelt Hall (Building 61)

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

NATIONAL WAR COLLEGE

The National War College 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 the State Department and eventually, other government agency representatives into both the faculty and the student body.

The 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 require officers and civilians in government to be thoroughly familiar with each other's roles and missions. Additionally, understanding the international context and culture have 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 third 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, partner nations, and civilian agencies, by conducting a senior-level course of study in national security strategy in order to prepare them to serve in high-level policy, warfighting, command, and staff responsibilities.

The NWC program expands and enhances 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, elements and instruments of national power, theory and practice of war, 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. By design, students and faculty come 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.

This page is intentionally blank.

CHAPTER 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 assist in the execution of class administration and social functions. There are 10 class committees (homerooms) of approximately 20 students; students 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 coordinate specific class activities, normally with the advice and assistance of Faculty Advisors. The special committees are described 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.
- **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 other NDU colleges and in organizing teams for Jim Thorpe Days competition at Carlisle, Pennsylvania. One member of the Athletic Committee serves as the Student Athletic 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.
- **Women in National Security (WINS).** WINS is an affinity group open to all students and faculty. WINS seeks to enhance the student experience by promoting diversity and ensuring a fuller, more inclusive understanding of national security challenges and policymaking. The organization helps promote better strategic decision-making skills tailored to different styles of leadership and prepares graduates to lead and interact more effectively in the diverse interagency workforce. WINS also advances the professional growth and mentoring opportunities for women as strategic leaders.
- **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
- Class coins

ATHLETIC PROGRAM

The President’s Cup sports competitions between NWC and the other NDU colleges 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.

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. The sporting events include softball, soccer, basketball, volleyball, tennis, golf, bowling, racquetball, a 5-K run, skeet/trap, cycling, and a 4x400 relay.

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 from the Dean of Students in **every** instance. The routine storage of these beverages in committee rooms, offices, or lockers is not authorized.

CHAPTER 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 June 2016. The NWC core curriculum covers all the JPME II learning objectives the Chairman 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.” The OPMEP specifies the following joint learning areas and joint learning objectives 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.

ADDITION PROGRAM INPUTS

In addition to the OPMEP, the National War College curriculum reflects requirements based on three additional sources. These are Title 10 of the U.S. Code § 668, § 2151, and § 2155; Desired Leader Attributes (DLAs), originally issued as CJCS Memo, CM-0166-13, Desired Leader Attributes for Joint Force 2020, 28 June 2013, and annual or biennial Special Areas of Emphasis generated by the Joint Staff.

Title 10 Topic Areas

§ 2151

1. National Military Strategy.
2. Joint planning at all levels of war.
3. Joint doctrine.
4. Joint command and control.
5. Joint force and joint requirements development.
6. Operational contract support.

§ 2155

1. National security strategy.
2. Theater strategy and campaigning.
3. Joint planning processes and systems.
4. Joint, interagency, and multinational capabilities and the integration of those capabilities

Desired Leader Attributes

1. The ability to understand the security environment and the contributions of all instruments of national power.
2. The ability to anticipate and respond to surprise and uncertainty.
3. The ability to anticipate and recognize change and lead transitions.
4. The ability to operate on intent through trust, empowerment, and understanding.
5. The ability to make ethical decisions based on the shared values of the Profession of Arms.
6. The ability to think critically and strategically in applying joint warfighting principles and concepts to joint operations.

CJCS Special Areas of Emphasis for AY20

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

PROGRAM LEARNING OUTCOMES

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

1. Program Outcome 1: Analyze the strategic environment to evaluate potential or actual national security challenges.
2. Program Outcome 2: Evaluate the utility of the instruments of power, applied through Joint Interagency, Intergovernmental, and Multinational capabilities, for handling a national security challenge.
3. Program Outcome 3: Create strategic alternatives to address a national security challenge.
4. Program Outcome 4: Conduct a cost-risk-benefit assessment of a strategic course of action.
5. Program Outcome 5: Effectively communicate strategic concepts in the Joint, Interagency, Intergovernmental, and Multinational environment.
6. Program Outcome 6: Evaluate national security strategic leadership in the Joint,

Interagency, Intergovernmental, and Multinational environment.

7. Program Outcome 7: Create a viable national security strategy to deal with a national security challenge.

ACADEMIC PROGRAM

To achieve its learning outcomes, NWC has designed a curriculum composed of seven core 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. Elective courses complement the core curriculum. NDU offers a wide range of elective courses that provide students the opportunity to broaden and deepen their study.

The core courses average 13 contact hours per week when elective courses are not in session and 9 contact hours per week when elective courses are meeting. Contact hours include lectures, panel discussions, question and answer sessions with lecturers, seminar sessions, and student exercises. Students should plan to spend approximately 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, exams, writing assignments, etc. Most core courses meet in the mornings. The chart below shows the layout for the academic year.

Figure 1. NWC Curriculum for US Students - Academic Year 2020

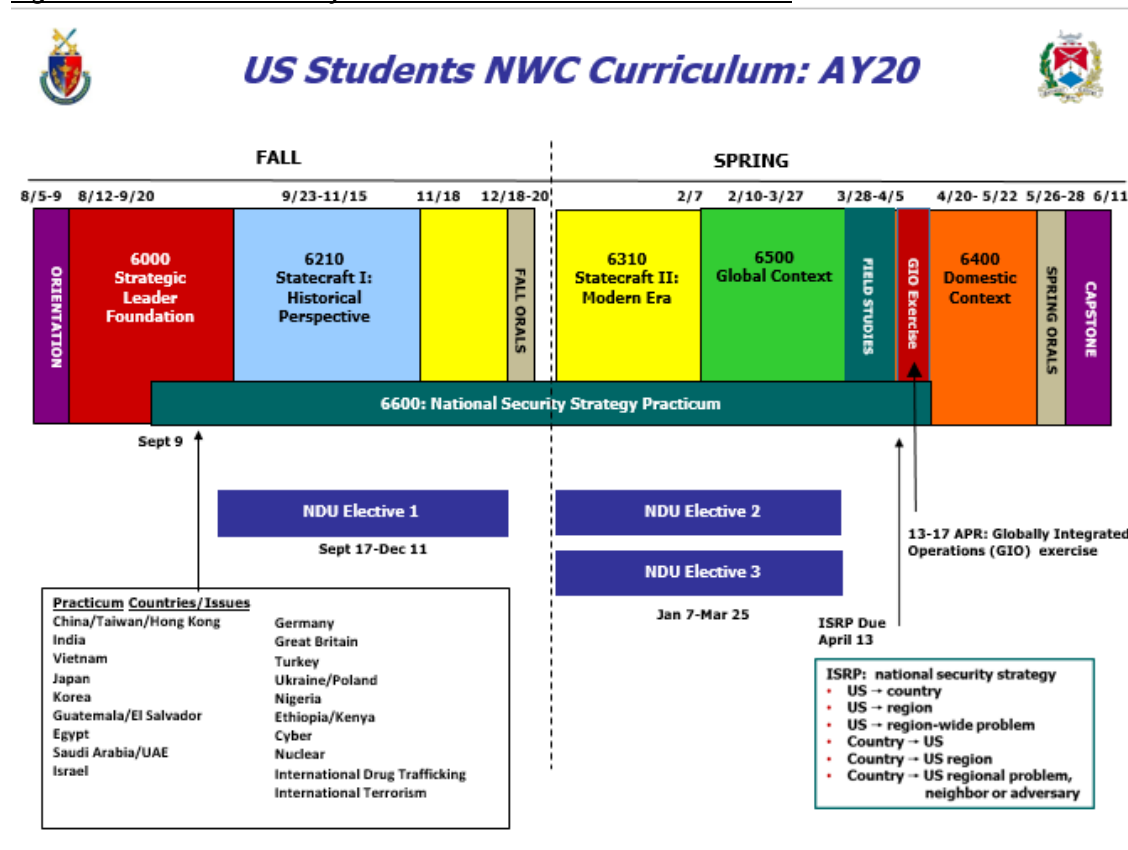
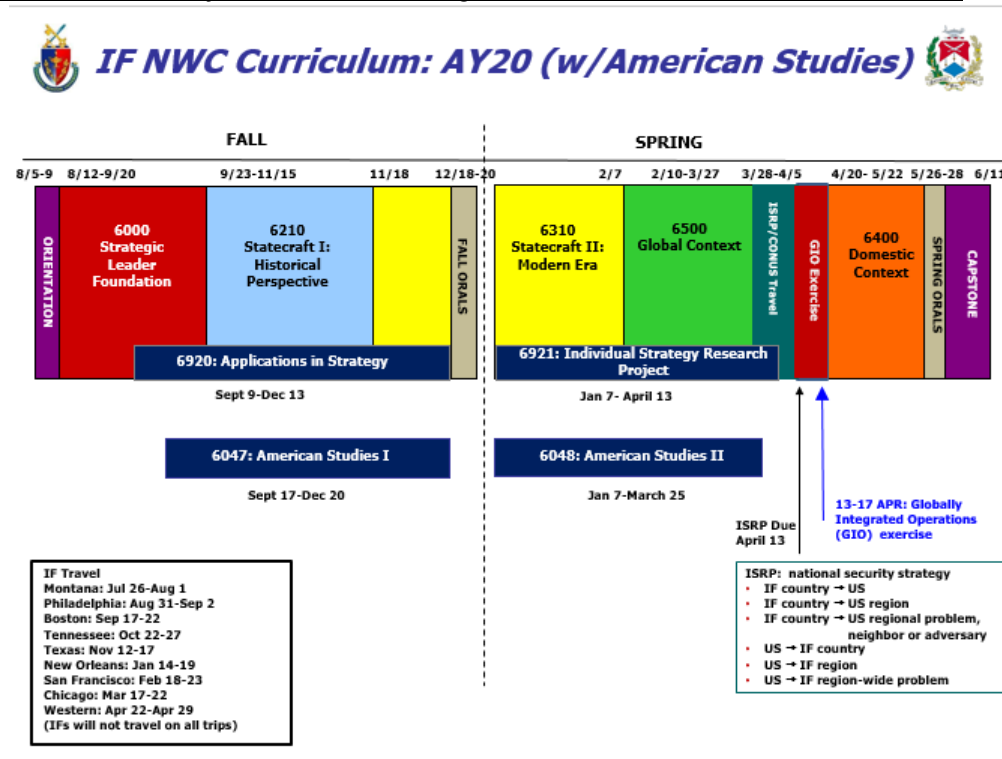


Figure 2. NWC Curriculum for IF Students Taking American Studies - Academic Year 2020



CURRICULUM LAYOUT

Students choose one curriculum track shown below.

American Students

Course #	Course Title	Credits
NDU 6000	Strategic Leader Foundational Course	4
NWC 6210	Statecraft I: Strategic Design and Implementation – A Historical Perspective	4
NWC 6310	Statecraft II: Strategic Design and Implementation in the Modern Era	5
NWC 6400	The U.S. Domestic Context	5
NWC 6500	The Global Context	4
NWC 6600	National Security Strategy Research and Practicum	8
Various	NDU Electives (3 courses)	6
Total Credits		36

International Fellows Taking American Studies

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NDU 6000	Strategic Leader Foundational Course	4
NWC 6210	Statecraft I: Strategic Design and Implementation – A Historical Perspective	4
NWC 6310	Statecraft II: Strategic Design and Implementation in the Modern Era	5
NWC 6400	The U.S. Domestic Context	5
NWC 6500	The Global Context	4
NWC 6920	International Fellows: Applications in Strategy	2
NWC 6921	International Fellows: Individual Strategy Research Project	2
NDU 6047	American Studies I	4
NDU 6048	American Studies II	4
NDU 6049	American Studies Foundations	<u>2</u>
Total Credits		36

International Fellows NOT Taking American Studies

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NDU 6000	Strategic Leader Foundational Course	4
NWC 6210	Statecraft I: Strategic Design and Implementation – A Historical Perspective	4
NWC 6310	Statecraft II: Strategic Design and Implementation in the Modern Era	5
NWC 6400	The U.S. Domestic Context	5
NWC 6500	The Global Context	4
NWC 6920	International Fellows: Applications in Strategy	2
NWC 6921	International Fellows: Individual Strategy Research Project	2
NDU 6049	American Studies Foundations	2
Various	NDU Electives (4 courses)	<u>8</u>
Total Credits		36

Research Fellows

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NDU 6000	Strategic Leader Foundational Course	4
NWC 6210	Statecraft I: Strategic Design and Implementation – A Historical Perspective	4
NWC 6310	Statecraft II: Strategic Design and Implementation in the Modern Era	5
NWC 6400	The U.S. Domestic Context	5
NWC 6500	The Global Context	4
NWC 6910	Research Fellow Advanced Studies I	2
NWC 6911	Research Fellow Advanced Studies II	4
NWC 6600 or	National Security Strategy Research and Practicum	8
NWC 6912	Research Fellow Advanced Studies III	6
Various	NDU Elective (may not be a writing elective) Fall or Spring Semester	<u>2</u>
Total Credits		36

NDU Scholars

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NDU 6000	Strategic Leader Foundational Course	4
NWC 6210	Statecraft I: Strategic Design and Implementation – A Historical Perspective	4
NWC 6310	Statecraft II: Strategic Design and Implementation in the Modern Era	5
NWC 6400	The U.S. Domestic Context	5
NWC 6500	The Global Context	4
NWC 6600	National Security Strategy Research and Practicum	8
NWC 6901	Independent Research – Fall Semester	2
Various	NDU Electives (2 courses)	<u>4</u>
Total Credits		36

COURSE DESCRIPTIONS

NDU 6000 – Strategic Leader Foundational Course

This course introduces the elements of critical thinking, strategic logic, and national security leadership in order to help students 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; methods of evaluating the utility of different strategies; and the importance of strategic leadership in the formulation and implementation of national security strategy. This course uses the emerging great power competition between the United States and China to illustrate key themes and concepts.

NWC 6210 – Statecraft I: Strategic Design and Implementation – A Historical Perspective

The course builds upon the foundation for developing strategy provided in 6000. The course analyzes six historical cases illustrating successful and unsuccessful efforts to design and implement national security strategy to achieve desired political aims. Along the way, the course dissects the capabilities and limits of the various “DIME” instruments of power—what they can and cannot do, both individually and in concert with one another, and in different situations, plus it provides a foundational analysis of the joint functions. Students have ample opportunities to enhance their skills as a strategist and “strategic leader.”

NWC 6310 – Statecraft II: Strategic Design and Implementation in the Modern Era

This course employs seven case studies across four blocks of instruction to help students examine the utility of the various instruments of power. Each case explores how disparate institutions and actors wielded the instruments, and to what effect. Particular emphasis will be placed on the military instrument of power and its relationship to the development and execution of national security strategy. Students will analyze the implications of the joint functions, assess the role of operational contract support, and examine the role of U.S. joint planning processes and systems. They will be asked to scrutinize strategic decisions against ethical standards and the shared values of the Profession of Arms. Students will also consider the implications of rapidly advancing technology on future U.S. force requirements and development initiatives. The course’s capstone exercise requires students to demonstrate their achievement of course objectives in a complex, three-day exercise produced in conjunction with NDU’s Center for Applied Strategic Learning.

NWC 6400 – The U.S. Domestic Context

This course examines the U.S. domestic context for national security decisions, as well as various national security decision processes and the domestic actors and institutions involved in those processes. The premise of this course is that national security strategy and strategic decisions are not made in a vacuum. Instead, both are shaped by and help to 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, domestic actors and institutions, constraints, and opportunities. The course will help students anticipate how domestic debates, institutions, and processes influence strategy. More importantly, it will enhance the ability of each student to assess the domestic viability of a proposed or given U.S. strategy.

NWC 6500 – The Global Context

This course provides students with a set of analytical tools for examining the key trends, dynamics, and continuities that define the relevant international context for a national security strategist. It emphasizes the assumptions and worldviews held by various actors of world politics, including those nations considered as challenges to U.S. national interests. The course is organized around multiple global problem sets, the selection of which is informed by the National Security Strategy of 2018. These global problem sets will also include challenges and opportunities that are no longer considered to be of primary concern to Washington. Each global problem set will consider the goals and values, perceptions of the strategic environment, and preferred strategies (ways-means packages) of nations and non-state actors, which provide challenges and opportunities to the United States. The course will assess the implications of the divergent perspectives on global politics for US national strategies currently in place. The course will also consider a number of drivers that are likely to transform the global landscape, as we know it. By the end of the source, students should be able to analyze the strategic environment to identify potential or actual national security challenges and to evaluate the instruments of power for handling them.

NWC 6600 – National Security Strategy Research and Practicum

In this course, students assess a specific region of the world (or issue affecting a region), a country/countries in that region (or affected by that issue), and U.S. policy relevant to that region and country, issue or functional area. In addition, this course provides the opportunity to go to "the field" to do research and discuss pertinent policy issues with political, military, business, media, religious, and academic leaders 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 strategy paper integrating the themes from all the core courses. Students present and defend that strategy in their end-of-year oral evaluations. The year ends with each student 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.

NWC 6901 – Independent Research

During this course, each student works with his/her Faculty Research Sponsor to develop fully the idea for a project and provide a substantive written product. To undertake NWC 6901, students must have the support of their Faculty Advisor, secure a faculty sponsor to advise and evaluate their work, and gain approval from the Director of Research and Writing. The research should

entail a workload equivalent to that of a 12-week elective course. NDU Scholars take this course as their elective in the Fall term. This is a graded course.

NWC 6902 – Advanced Writing

In lieu of a standard elective course, students may choose to take NWC 6902, which allows a student to conduct independent research and write an article on a national security strategy issue of a student's choice, which is suitable for publication. 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 Director of Research and Writing. 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. This is a graded course.

NWC 6910 Research Fellow Advanced Studies I

In this course, a Research Fellow begins to work with his/her Faculty Research Sponsor to develop fully the idea for the project. The Research Fellow begins to conduct research and writing. This course is pass/fail.

NWC 6911 Research Fellow Advanced Studies II

In this course, a Research Fellow continues to work with his/her Faculty Research Sponsor to produce a scholarly paper as stipulated in the Research Fellow policy memo. This course is pass/fail. The numeric grade for the final paper is calculated into the final course grade for NWC 6600 or NWC 6912.

NWC 6912 Research Fellow Advanced Studies III

Upon approval, a Research Fellow may take this course in lieu of NWC 6600. During this course, a Research Fellow will conduct field research. This is a graded course.

NWC 6920 - International Fellows: Applications in Strategy

This course is a one-on-one tutorial for NWC international fellows to work on their ISRP. Students meet with their Faculty Advisor on a regular basis and complete assignments. More details about this course is found in the appendix of this catalog.

NWC 6921 - International Fellows: Individual Strategy Research Project

This course is a one-on-one tutorial for NWC international fellows to work on their ISRP. Students meet with their Faculty Advisor on a regular basis and complete assignments. More details about this course is found in the appendix of this catalog.

INDIVIDUAL STRATEGY RESEARCH PROJECT (ISRP)

In order to graduate, students must successfully complete an ISRP (Research Fellows complete a Research Fellow project). There are slightly different requirements depending on whether the student is categorized as an American, International Fellow, or Research Fellow.

American Students (excluding Research Fellows). For American students, this requirement is part of NWC 6600, "National Security Strategy Research and Practicum." The ISRP requirement broadly must be a 5,000-8,000 word strategy. The strategy options are

- A U.S. strategy toward the assigned country or region (67xx course)

- A U.S. strategy toward a strategically important transnational issue within the region (e.g., refugee crisis, civil war, terrorist activity, nuclear weapons proliferation, resource scarcity, etc.)
- The practicum travel country's strategy toward the U.S.
- The practicum travel country's strategy toward a region, regional problem, neighbor, or an adversary

Students accepted as NDU Scholars undertake a special research and writing project on a topic of interest to a Combatant Commander or other program sponsor, which culminates in a focused Individual Strategy Research Paper (ISRP) of between 35 and 75 pages. Additional information on the NDU Scholar program is located in the Appendix section of this catalog.

The NWC 6600 syllabus will provide detailed guidance for completing the ISRP.

International Fellows. International Fellows will take NWC 6920, "Applications in Strategy" in the Fall term and NWC 6921 "Individual Strategy Research Project" in the Spring term with the culminating product being the ISRP. The length of the IF ISRP should be between 5,000-8,000 words. The IF ISRP options are

- A national security strategy for the IF's home country toward the United States
- A national security strategy for the IF's home country toward the U.S. region
- A national security strategy for the IF's home country toward a strategically critical problem within the U.S. region (e.g., refugee crisis, breakaway territory, terrorist activity, nuclear weapons proliferation)
- A U.S. national security strategy toward the IF's home country
- A U.S. national security strategy toward the IF's home region
- A U.S. national security strategy toward a strategically critical problem within the IF's home region

See the Appendix section at the end of this catalog for specific details and a timeline for NWC 6920 and NWC 6921.

Research Fellows. Students accepted into the Research Fellow program will fulfill the ISRP requirement with their Research Fellow project. Additional information on the Research Fellow program is located in the Appendix of this catalog.

ELECTIVE COURSES

American Students. Students have the opportunity to take one elective course in the Fall and two in the Spring. The elective's program:

- Provides deeper, more comprehensive analyses of themes and issues raised in the core curriculum;
- Takes advantage of faculty expertise in areas not covered or only briefly discussed in the core curriculum; and
- Offers experimental vehicles through which issues can be examined with a small group of interested students.

International Fellows. Most International Fellows choose to take American Studies as their elective courses in the Fall and Spring terms. The IF may choose to take American Studies as either a Fall or Spring elective or not at all. Regardless of the option chosen, the IF must complete eight credits of electives as part of his/her degree program.

Research Fellows. Research Fellows fulfill most of their elective requirement by taking NWC 6910 “Research Fellow Advanced Studies I” in the Fall and NWC 6911 “Research Fellow Advanced Studies II” in the Spring. One additional elective must be taken in either the Fall or the Spring term as part of his/her degree program. Additional information on the Research Fellow Program is located in the Appendix of this catalog.

NDU Scholars. NDU Scholars fulfill their Fall elective requirements by taking NWC 6901 Independent Research. Depending on the scope of the project, the Scholar may choose to take NWC 6901 again in the Spring term. The third elective is an open elective taken during the Spring term. Additional information on the NDU Scholar Program is located in the Appendix of this catalog.

THE ELECTIVES PROCESS

Students attend an electives fair for the Fall and Spring terms to learn more about the individual elective offerings. Students may ask questions of the course instructors, preview the syllabi (if available), and look at course materials. After the fair, students will receive an email with a survey link asking them to identify their top elective choices. The survey is open for a short time and students must respond before the deadline for their choices to be considered. Failure to respond before the deadline will result in the student only having the option of choosing a course that has remaining availability. Students are typically registered for an elective within their top three choices. However, if a student were to select all popular courses, then it is possible the student will be registered for a higher preference.

Research Fellows and NDU Scholars taking the required elective courses for their degree tracks do not register following the above process. Those students are enrolled automatically for their required courses. NDU Scholars must enroll via the process above for their open elective(s) in the Spring term.

There is strict adherence to class caps.

ELECTIVES OVERLOAD

All students have the option of enrolling in more than the required number of electives but must gain the approval of their Faculty Advisors (Research Fellows and NDU Scholars, refer to the Appendix of this catalog for further instructions). Faculty Advisors will only approve an overload if it is believed the student’s time and academic abilities permit taking an extra course.

COURSE AUDITS

Students may elect to audit one or more elective courses. When a student audits a course, the course registration will appear on the transcript with the grade of AU (audit). No credit hours are earned. Students seeking to audit a course must contact the Electives Director for consideration.

Only those courses that are not full may be audited. Class caps may not be overridden for audits.

COURSE GRADES

Students receive a grade and written feedback on course assignments. Faculty will evaluate students using the below A to F grading scale. Final grades will indicate the degree to which students have demonstrated mastery of course objectives on 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.

Individual assignment and final course grades follow the scale below.

Figure 3. NDU Grading Scale

Score	Letter Grade
100-93	A
92-90	A-
89-87	B+
86-83	B
82-80	B-
79-70	C
69 or less	F

The Office of the Secretary of Defense through the DoD Instruction 1322.PB requires military education programs to maintain competitive grading standards to identify those students who demonstrate exceptional mastery of program and course outcomes. Due to the competitive nature for entrance into the National War College, students will generally earn course grades in the B+ to A- range. Only students who demonstrate exceptional creative thinking and an ability to synthesize material at the highest level will earn an A.

To abide by the DoD Instruction to have competitive grading, faculty are required to follow the below grading distribution.

- No more than three “A” grades
- No more than five “A-” grades
- Typically three to five “B+” grades
- Typically one to three “B” plus “B-” grades

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

Figure 4. NDU 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 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 seek permission to award an overall grade of “I” if a student who is otherwise in good standing fails to complete one or more course requirements. Instructors will forward the

name and circumstances to the Associate Dean of Academics no later than the last day of class. The request should include a plan for the student to complete the requirement(s) in question within two weeks of the grade submission deadline. 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 changed to Fail (F), pending review by the Performance Review Board as described below. If that “F” grade is upheld upon review, the student will face recommendation to be disenrolled.

EVALUATION STANDARDS

NWC is required to employ a combination of direct and indirect assessment to gain a more holistic picture of students’/graduates’ mastery of assigned outcomes. Direct assessment includes those assignments where student performance is observed and measured to ensure learners have mastered the knowledge and skills prescribed in program outcomes.

Evaluating Achievement of Course Objectives. Each course director will devise a plan of assessment activities that, along with a student’s performance in seminar discussions, will allow faculty to determine whether each of their students has achieved each course objective and assign grades. Assessment activities may include exams, papers, oral presentations, case analyses, and exercises. Grading rubrics that detail the performance standards for each of the course assignments are typically provided to students prior to the assignment due dates. FSLs use those rubrics for their evaluations of each student activity.

Course syllabi will establish the weight of each graded event 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, seminar performance, etc.), students must earn a grade of at least 80 (B-) in order to pass the course. Seminar contribution performance standards are listed 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 student’s understanding, and a final evaluation to verify that the student has achieved the stipulated learning outcomes/objectives. Appropriate remediation plans may employ a variety of activities such as counseling, tutoring, additional work, and re-accomplishment of course assignments/graded work.

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, for the Associate Dean of Academics assign a different faculty member to carry out the remediation.

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 recommend a further extension of the remediation effort to the Commandant, or direct that the FSL award the student a final course grade of Fail (F), pending review by the Performance Review Board as described below. If upheld upon review, the student will face recommendation for disenrollment from the program.

An assignment successfully remediated will earn the grade up to an 83f 80. This grade is calculated into the student's grades on the other assignments to determine the overall course grade.

Remediation of a Failed Oral Evaluation. A student who is graded at "Below Standard" on any portion of Fall or Spring Orals must remediate at least the portion failed. 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 fail to complete remediation, the original overall grade of Fail (F) for the evaluation will stand, pending review by the Performance Review Board described below. Failure of an oral evaluation, if upheld upon review, results in a recommendation of 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 remediation plan, 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. If the student is unable to successfully complete remediation and bring the GPA to at least a 3.0, the student will be recommended for disenrollment.

GRADE APPEALS

Every student taking an NWC course has a right to appeal any graded event or final course grade. As a first step, the student should request an informal review of the grade by the FSL(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 Associate Dean of Academics will adjudicate a graded event appeal. The Dean of Faculty and Academic Programs will convene a faculty panel to conduct the formal review and make a recommendation for resolution on a course grade appeal. The recommendation of the panel will be final.

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

PERFORMANCE REVIEW BOARD

When a student receives a final course grade of “F”, has an unresolved Incomplete, has failed to successfully complete a remediation program, or has committed a serious professional transgression, the student will meet a Performance Review 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 grade in the course/oral evaluation in question, 2) providing further remediation, or 3) to disenroll without awarding 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 the dispensation of the case and report this decision in writing to the Dean of Faculty and Academic Programs. Should the decision be to disenroll, 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 degree of 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) (or acceptable waiver). International Fellows who fail to meet either or both of these requirements may petition the Associate Dean of Academics to initiate a recommendation from the NWC Commandant to the NDU President for a waiver of the requirement.

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

- Pass all core and elective courses with the grade of B- or higher
- 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

The National War College defines Distinguished Graduates (DG) 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 and out of seminar.

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

- **Top Student in Core Courses (6000-6600):** Core course faculty may recognize up to two

students, for enrollments of 8 or more (less than 8 enrollment may recognize one student), 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.

- **Top Paper in Core Course Seminars (6000-6500):** Core course faculty may recognize one student in each of their core course seminars for having written the best paper. Students with a "Top Paper" earn 1 DG point. In 6600, the top paper is seminar is the ISRP.
- **Top ISRP:** Faculty who award "Top Paper" (ISRP) in seminar for courses 6600 & 6921 may nominate those papers to compete for "Top ISRP." Students with the top ISRP (one from 6600 and one from 6921) earn 2 DG points.
- **NDU Scholars:** If the Scholar's final product passes the NDU Scholar Program Board, the Faculty Research Sponsor may recommend the student for 1 DG point which represents very high-quality work.
- **Writing Awards:** Each student paper winning an award in the College's end-of-year writing competition earns 1 DG point. Students who win 2nd or 3rd place in the SECDEF or CJCS writing competitions also earn 1 DG point. The 16 "Top Papers" in seminar compete for "Top Paper" in each core course; each winner earns 1 DG point.
- **International Fellows (6920/6921):** Faculty supervising 6920 and 6921 may recognize their student for progress made in each course and award 1 DG point per course.
- **American Studies (NDU 6047/6048):** Depending on the number of IFs taking American Studies, ISMO may recommend up to four "Top Students" per course. Each "Top Student" earns 2 DG points. The same student may earn "Top Student" in both courses equaling 4 DG points.
- **International Fellows not taking American Studies:** Students may be awarded up to one DG point for each required elective taken when the student has demonstrated outstanding work.
- **Research Fellows:** If the Fellow is granted permission to shape a written product in a core course towards the Research Fellow's topic, and as such is no longer eligible to compete for a DG point for "Top Paper" in that core course, then the Faculty Research Sponsor may petition the Director of Research and Writing for DG point consideration. Additionally, the Faculty Research Sponsor may recommend up to 2 DG points if the Fellow's final paper rivals the quality of the Top ISRP from 6600.
- **Group Special Projects:** After the start of the academic year, if a group of students joins together to conduct a special project, as part of documentation to request approval from the Dean of Faculty and Academic Programs, the primary FSL guiding the project must provide a recommendation on how DG points could be awarded for the course, if applicable.
- **Top Student in Oral Examinations:** Faculty oral evaluation teams may designate one "Top Student" of those they assess during each of the oral evaluation periods (Fall and Spring). These "Top Students" earn 1 DG point. Research Fellows and NDU Scholars may be awarded 1 DG point for Spring orals based on their individual performance.
- **Class Rank:** At the end of the academic year, students who place in the top 10% of the class ranking earn 1 DG point.
- **Faculty Nomination:** 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.

All DG points are calculated at the end of the academic year and the students are rank-ordered by total points.

A panel composed of the Commandant, Deputy Commandant, Dean of Faculty and Academic Programs, Dean of Administration, and Director of Institutional Research and Assessment 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.

FACULTY ADVISORS

During in-processing, each student is assigned a Faculty Advisor. The Faculty Advisor serves as the student's principal advisor on academic and professional matters throughout the academic year. Faculty Advisors meet with their students during the first week of school and a number of times 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 appropriate Service or Agency representative, and if necessary College leadership through the Dean of Students.

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

Final reports on all U.S. and international students are completed at the end of the academic year, just prior to graduation. Final reports for U.S. students are prepared by their Faculty Advisors and submitted through the Service/Agency Chairs to the Commandant.

SERVICE & AGENCY CHAIRS

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 into 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.

Varieties 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.

WRITING AT THE NATIONAL WAR COLLEGE

NWC uses writing assignments as one of the principal tools for assessing whether students have achieved program outcomes and/or course objectives. Examples of writing assignments are staff papers, analytical essays, case study analysis, exercise reflections, strategy papers, evaluation papers, or research papers. Syllabi will describe writing requirements for each course and explain how writing assignments calculate into final course grades. For details about Writing at the National War College, refer to the Appendix of this catalog.

Writing Diagnostic. During the first week of the academic year, students will complete a two-phased writing diagnostic assessment.

Executive Writing Program. The Director of Research and Writing in collaboration with the NDU Center for Excellence will sponsor a series of Executive Writing Program workshops. These workshops will initially focus on common issues identified during the diagnostics, but will also include sessions designed to assist in writing improvement and in the research and writing connected with the ISRP.

The program is mandatory for students notified by the Director of Research and Writing and is open to any student who desires additional assistance in sharpening his/her writing skills.

Writing Awards. FSLs select top papers in core courses are selected in each seminar, and one of the 16 papers is selected as the top paper in the core course. Faculty members may also nominate outstanding student papers for the Chairman of the Joint Chief of Staff and Secretary of Defense writing competitions. Throughout the year, NWC will also advise students and faculty of other writing competition and award opportunities, and faculty members are encouraged to nominate papers for these as well. At the awards ceremony at the end of the year, outside agencies and organizations present approximately 25 awards to honor excellence in writing by NWC students. *All papers earning a writing award must be archived in the library and discoverable by NDU users.*

Individualized Writing Options. Students have several options available to pursue more individualized writing projects and to examine strategic issues that transcend the ISRP. The Director of Research and Writing 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 approval from their respective FSLs prior to initiating a long paper. The respective course directors and the Director of Research and Writing 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. Students who choose to write a long paper may be disadvantaged from earning Distinguished Graduate (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 course. Students must gain approval from their FSL prior to initiating an expanded paper. The affected course director and the Director of Research and Writing 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.

Advanced Writing Elective. In lieu of a standard elective course, students may choose to take NWC 6902, Advanced Writing, which allows a student to conduct independent research and write an article on a national security strategy issue of a student's choice, which is suitable for publication. 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 Director of Research and Writing. 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.

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

- a. Double-spaced with 12-point font, and a standard font like Times New Roman, Courier, or Arial.
- b. Prepare the paper to the directed word count target or page length; list word count when appropriate at the footer of the last page. Footnotes or endnotes are not included in the textual word count. In-text quotes and epigraphs are included in word counts.
- c. One-inch margins, all around. Papers with special binding requirements may use a 1.25-inch margin on the left side.

d. Use footnotes or endnotes in the Chicago “note-bibliography” Style, as detailed in the Chicago Manual of Style, 17th Edition (available online) or in Kate A. Turabian, *A Manual for Writers of Research Papers, Themes, and Dissertations*, 9th edition. Core course papers do not require a bibliography unless otherwise directed by the FSL or project supervisor.

e. Prepare a cover sheet that shows the paper title, student’s name, course and seminar, FSL, Academic Advisor, and date. Students will not put their name on subsequent pages (e.g. in the footer or header).

f. Include page numbers at the bottom, middle of the page.

Original Work. Students are required, throughout their time at the National War College, to submit “Original Work” in their course assignments unless otherwise explicitly directed by their FSLs.

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: (1) be produced during the student’s tenure at NWC, (2) be submitted to satisfy only one writing requirement, and (3) contain the student’s own ideas and analysis except as documented by appropriate citations. Complying with the “Original Work” policy will avoid plagiarism. When in doubt about options or requirements, consult a Faculty Advisor or the Director of Research and Writing.

The one exception to the “original work” requirement is the “expanded paper” option in which students – with the permission of their FSL and the Director of Research and Writing in advance – may expand upon previously completed work in order to produce a study that blends existing and new research and writing.

Writing for Release. Student work at the National War College is considered government work. Consequently, it is possible that student papers may be subject to the Freedom of Information Act (FOIA) requests. Additionally, NDU has a student scholarship preservation and access policy to “support the dissemination of knowledge required for joint education, national security, strategy leadership, and leader development.” Accordingly, NWC students should be aware that several of their papers – ISRPs, award-winning papers, and independent research papers (e.g., NWC 6901, 6902, Research Fellow, and NDU Scholar papers) – will be archived in the NDU library. Papers will be held internally to NDU and available only through NDU library access. Students may request that their papers be held in a “restricted unclassified” status and therefore only released upon permission of the College. See NDU Instruction 5015.02 for details.

SafeAssign. “SafeAssign is a tool used to promote originality and to create opportunities to help students identify how to properly attribute sources. SafeAssign generates a report detailing the percentage of text in a paper that matches existing sources” (https://help.blackboard.com/Learn/Administrator/Hosting/Tools_Management/SafeAssign).

Students are not required to use SafeAssign but are strongly encouraged to use the “Check Your Draft” feature in Blackboard. Submissions through “Check Your Draft” are not added to SafeAssign’s database, so students should consider using this feature regularly. “Check Your Draft” is a useful tool to ensure that all quoted works are properly cited. If students are submitting a paper for a writing competition, they must be prepared to submit an originality report.

FSLs may use SafeAssign as little or as much as they would like; however, they may not require their students to use SafeAssign as a routine matter. FSLs may submit student work to view originality reports as a tool in helping them validate original work.

All papers judged to be "Best in Course," as well as papers nominated for an NWC writing award, or submitted to an external writing competition (e.g., the Secretary of Defense and Chairman of the Joint Chiefs of Staff Writing Competitions; the STRATCOM Deterrence Competition; and the Women, Peace and Security Competition) will be evaluated by SafeAssign or another plagiarism-detection tool prior to final submission.

See additional information about SafeAssign in the Appendix of this catalog.

Writing for Publication. Students are encouraged to write for publication. The Director of Research and Writing can help secure local clearance for outside publications. If NWC is included in the by-line, then NDU will conduct its own security review. NDU Press maintains the first right of refusal for all papers a student writes while at NDU, should a student wish to get their work published. Students are reminded to check with their sending organization for clearance processes.

Classified Papers. Individuals originating classified papers are responsible for controlling and safekeeping them in approved GSA approved containers. Students may request a storage container from Classified Document Center (CDC) at NDU. 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 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. 0. 12958.

SEMINAR STRUCTURE

The seminar is the basic academic grouping for each core course. Each seminar is comprised of approximately 13 students, reflecting 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 and faculty 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 guest speakers and NDU faculty 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 normally comprises approximately 30% 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. Core course syllabi describe the 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.

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, followed by a question and answer session of equal length where students have 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. Accomplished individually or in groups, these programs may involve such analytical procedures as problem identification, analysis of options, ordering of priorities and rationalization of conclusions.
- **Student-led Seminar (SS):** A meeting very similar to an Instructor-led Seminar, except that a designated student organizes the agenda and acts as the leader in place of a faculty member.

CLASS SCHEDULE

Students will typically have daily academic events -- Monday through Friday of each week. The normal class day begins at 0830 and could last as late as 1730 depending on the student's elective course schedule. Core courses 6000-6500 normally meet in the mornings on Monday, Tuesday, Thursday, and Friday. Course 6600 normally meets on Monday afternoons in the Fall term and Thursday afternoons in the Spring term. Elective courses are normally on Tuesday and Wednesday afternoons. Elective course times change after week six of the course. Those courses that begin at 1330 for the first six weeks will likely switch to begin at 1530 the second half of the course and vice versa for those that begin at 1530 for the first half of the course. See Figure 4 for a sample schedule format.

Figure 4. NWC Schedule Format

	Monday	Tuesday	Wednesday	Thursday	Friday
0830-1130	Core Course	Core Course	Lecture Series (PLS or CLS)	Core Course	Core Course
1130-1330	Sports/Study/ Brown Bags	Sports/Study/ Brown Bags	Sports/Study/ Brown Bags	Sports/Study/ Brown Bags	Sports/Study/ Brown Bags
1330-1520	6600 (Fall)	NDU Electives	NDU Electives	6600 (Spring)	
1530-1720		NDU Electives	NDU Electives		

Figure 5 is a sample week’s schedule. Students should consult the NWC School Share Calendar located in O365 **daily** for changes to the schedule.

Figure 5. NWC Sample Schedule

	20 Monday	21 Tuesday	22 Wednesday	23 Thursday	24 Friday
8a					
9a	[IS] [Strategy and International Relations Theory] [T-0-5] Students to Assigned Rooms NWC Calendar	[LS] [National Security and Strategic Logic] [T-0-6] [Oler/Heffington] Arnold Auditorium NWC Calendar		[LS] [National Interests (What they are and who says so)] [T-0-7] [Sabonis-Helf] Arnold Auditorium NWC Calendar	[IS] [National Interests(Threats and Opportunities)] [T-0-8] Students to Assigned Rooms NWC Calendar
10a					
11a					
12p				Intramural Softball Softball Fields NWC Calendar	
1p	Writing Workshop Arnold Auditorium NWC Calendar				
2p					
3p			FW: AA/NDU-Events - PLS - 1500 to 1630 BLDG-64, LH Auditorium / LH Ellis, Alvin		
4p					

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. 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 (discussed later in this section) that encourages our speakers to discuss their subjects with candor. The Dean of Administration is the approval authority for exceptions to this policy.

To help ensure non-attribution, the College does not encourage outside visitors to attend lectures or seminars. 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 Programs. 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

Professional Education Enhancement Program - Travel (PREP-T). To expand understanding of fellow students' 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.

President Lecture Series (PLS). High-level government officials or military commanders address combined sessions with all NDU students. 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 prescribed uniform for these lectures. PLS's require NDU security badge identification for entrance.

Commandant Lecture Series (CLS). The NWC Commandant invites speakers as part of the Commandant's Lecture Series. All NWC students must attend (faculty are strongly encouraged to attend) CLS. The speaker topics vary. Most speakers are flag level officials or equivalent; many are NWC graduates. Most CLSs occur on Wednesday mornings.

Individual Health Assessment Program. In the Fall term, 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.

MENTOR Leadership Assessment. Funded by National Defense University as an Executive Assessment & Development Program (EADP), the MENTOR Leadership Assessment is an extensive battery of instruments (tests) to assess the participant's preferences, capabilities, strengths, and weaknesses. The seven tests take approximately 2 hours to complete, and the results provide a higher level of self-awareness which is critical to senior leaders at the strategic level. The assessment is voluntary for students, who receive an individualized, self-teaching report of their capabilities and potential across five leadership domains--Originality, Leadership Orientation, Task vs. People Orientation, Organization & Execution, and Temperament, including a relative comparison to their high-performance peers at NDU.

A certified MENTOR coach (National War College faculty) provides confidential individual feedback on participant results and recommend actionable steps to consider from the book For Your Improvement. This feedback will help the student identify worthwhile focus areas during their time at NWC.

COURSE AND PROGRAM ASSESSMENT

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 end-of-year 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, Deputy Commandant, Dean of Administration, Dean of Faculty and Academic Programs, Dean of Students, 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 an electronic form acknowledging understanding and compliance with the policy. Refer to the Appendix section of this catalog for the full policy.

NDU STUDENT CODE OF CONDUCT – NDU INSTRUCTION 1000.01

To advance the mission of educating, developing, and inspiring national security leaders, we must continually create and maintain an academic environment founded in a community of trust that demands excellence in professional conduct and ethical standards.

Students must adhere to the highest standards of honor. Specifically, students will not lie, cheat, steal, or otherwise behave in any way that discredits themselves or impugns on the reputation of the National Defense University or their fellow students. Failure to follow these standards may result in administrative action, including dismissal from the University in accordance with NDU's Student Disenrollment Policy (NDUI – 1000.02).

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 Instruction 5.00. 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. See Appendix for the full NDU Instruction 5.00 Non-Attribution/Academic Freedom.

AUDITORIUM ETIQUETTE

Participation in auditorium lectures is an important piece of the student's academic environment. Missing lecture or failing to attend the lecture in the auditorium should be rare and only when completely unavoidable. Faculty Seminar Leaders evaluate a student's attendance in the auditorium in their evaluation of a student's performance.

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 45-60 minutes into a presentation, there normally is a coffee break to provide students an opportunity to talk one-on-one with the speaker.

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 rule, only students may ask questions. When asking questions, it is critical that the student stand, identify him/herself and state his/her parent agency. When attending President Lecture Series (PLS) lectures in Lincoln Hall, students need to speak-up in the auditorium to identify themselves, their College, and to ask thoughtful questions. This is a courtesy to help the speaker better answer the questions.

The following are general rules for all NDU auditoriums.

- Food and drinks are not permitted.
- Silence watch chimes.
- It is advisable to leave mobile phones in committee rooms during lectures in NDU auditoriums. Forgetting to set the phone to silent/vibrate and having it ring during a presentation is embarrassing for both the student and the institution.
- Laptops and other tablet devices are permitted; however, it is critical to maintaining an atmosphere of academic freedom and to comply with our non-attribution policy that no video or capture in any way a speakers comments who has not released their comments for attribution.
- Any device brought into an auditorium should not become a distraction to anyone.
- During classified briefings, in addition to the normal prohibitions, books, note pads, purses, or other materials are not allowed in the auditorium.
- Faculty Seminar Leaders may evaluate a student's attendance/performance in the

auditorium as part of their seminar contribution grade.

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 may 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 prohibit references to opinions expressed by speakers for students and faculty within the academic environment. When questioning guest speakers, courtesy, good judgment, and non-attribution policy disallows 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.
- Students may include comments made by guest speakers in their course papers but may not attribute to an individual person without approval from that person. When including non-attributed comments in papers, students should generically reference the speaker, “A speaker in Arnold Auditorium...” Questions regarding this should be addressed to the FSL or the Director of Research and Writing.

The non-attribution policy must be maintained absolutely. The only exception is when the visiting speaker makes a public release of his/her own remarks and even then, attribution can only be made 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 their 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 assist students and faculty. 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.

Library 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 them with their 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 students and faculty how to use the citation software RefWorks. 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, 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 NDU 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 24/7 access to virtual collections including 100+ subscription databases covering an array of research topics; 20,000+ electronic journals; newspapers; dissertations; magazines; and 135,000+ e-books, many of them downloadable.

Special Collections, Archives, and History. Located on the upper level of the Washington, D.C. library is the Special Collections, Archives, and History section. This is the repository for personal papers, the NWC archives, previous 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. The Special Collections also has 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. 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.

Military Education Research Library Network (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 (course caps may not be exceeded). 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. Spouses are not permitted in core course seminar or activity.

This page is intentionally blank.

CHAPTER 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.*** 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 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.

Regular leave will **not** be approved during the school year except during the December recess and in exceptional circumstances.

If a student must miss a scheduled academic event, the following steps must be taken to request approval of the absence.

1. The student must first discuss the absence with their Faculty Advisor and FSL.
2. Once discussed and if time off is still requested, the student must use the Student Absence Request form from SharePoint documents (within O365). Once completed, 'share' the request with his/her FSL, Faculty Advisor, Service/Agency Chair, and the Dean of Students and request approval of the absence.
3. The Dean of Students will evaluate the request along with recommendations from the Faculty Advisor, FSL, and Service/Agency Chair and either approve or refer to the Commandant.
4. The Dean of Students may approve one day off; the Commandant must approve anything longer.
5. The Dean of Students will notify the student, FSL, Faculty Advisor, and Service/Agency Chair of the approval/disapproval via email.

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, FSL, and/or Dean of Students.

U.S. military students will follow Service specific requirements with regard to travel limits for leave/liberty. Normal leave will normally not be approved during academic classes.

Students missing more than five days during the academic year, for any reason, will be reviewed by faculty leadership to determine if continuation in the program is feasible and the appropriate way forward.

ACADEMIC COMPUTING ENVIRONMENT & INFORMATION TECHNOLOGY

Support is available for students unable to access Blackboard or other applications by contacting the NDU Help Desk by email at Help_IT@ndu.edu or calling (202) 685-3824 from Monday to Friday 0600 to 1800. 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.

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.”

Faculty, staff, and students assigned to the National War College will wear business attire as defined below.

- 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.
- 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.
- 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, skirt, or pants with an appropriate shirt, and appropriate shoes (no flip-flops, crocs, or athletic shoes).
 - 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 into business dress to conduct that business.
- The following exceptions are provided:
 - For special events (speakers and guests that are active 4-star General/Flag Officers or equivalent) the military will wear Service Class ‘A’ Uniforms.
 - 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 office). On these days, an 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.

PRACTICUM TRAVEL

Travel associated with NWC 6600 follows the policy stated in that course syllabus.

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. Classes will be canceled only when the Federal Government offices are closed. Classes will be held as scheduled or modified based on the 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, the OPM Alert app is highly recommended and may be downloaded to a smartphone or tablet.

MAIL

Students should have personal mail delivered to their local address rather than to the University or College. Personal mail that needs to be forwarded 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, 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.

SECURITY

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.

Some courses, electives, and field trips require classified access. The faculty member sponsoring the class will provide instructions on how to complete the required security processes to support the classified event.

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 Fifth Avenue SW, Building 62
FOR: Student's Name, Branch of Service, NWC
Fort McNair, D.C. 20319-5066

Building Security. University buildings 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. If there is a problem with the devices during working hours, please notify the NDU Security Office at 685-2134 or located inside Marshall Hall.

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.*

CHAPTER 5: FACILITIES AND SERVICES

PERSONNEL & PAY MATTERS

The National Defense University Human Resource Directorate provides administrative and personnel services to military students during the academic year. Civilian students should address professional administrative issues to their respective NWC Agency Chair. Students should first discuss any pay/personal matters with their Faculty Advisor and Service/Agency Chair.

TRANSPORTATION

The University does not support individual travel requirements. Requests for transportation to support school activities and education go to the NWC Operations Department via email NWC-OPERATIONS@ndu.edu. Requests should include the following information: date of travel, destination, total passenger count, pick up and return time, and the purpose of the trip. Requests must be submitted at least three weeks in advance. These requests are generally supported by government passenger vans, which require a student driver.

MEDICAL

Military students may 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. The Fort McNair Army Health Clinic is located in Bldg. 47 near the corner of B Street and 1st Avenue. The phone number is (202) 685-3100, Monday-Friday 0630-1500. The clinic is a TRICARE primary care facility (to include TRICARE Prime) and sees military students (U.S. and foreign) by appointment only. Students do not need to change their PCM to be seen. The clinic does not see walk-ins, sick call, or emergencies.

SMOKING POLICY

NWC is a **Smoke Free** facility. Smoking is prohibited in all 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.

This page is intentionally blank.

Appendix: Referenced Policies

SafeAssign

“SafeAssign is a tool used to promote originality and to create opportunities to help students identify how to properly attribute sources. SafeAssign generates a report detailing the percentage of text in a paper that matches existing sources.”

(https://help.blackboard.com/Learn/Administrator/Hosting/Tools_Management/SafeAssign).

Work uploaded to SafeAssign is compared against several databases, including the internet, library databases, institutional (NDU) document archives, and a Global Reference Database. By comparing the original document with the SafeAssign Report, students and faculty can see if the paper contains any material from outside sources that has not been correctly cited.

Unless submitted as a “draft,” SafeAssign stores papers in NDU’s institutional document archive or internal database and, as mentioned above, compares new submissions to other student papers in this archive that have been submitted at the National Defense University. In addition, students may opt-in to having their paper added to the Global Reference Database which makes it available to institutions outside NDU. Papers will always be checked against the Global Reference Database, but are not automatically added to it unless students consent to do so. Papers written at a classified level should not be uploaded to SafeAssign.

Limitations

SafeAssign detects material that appears through its web crawling. Because SafeAssign checks many locations to determine word-matches, the match it finds may not be the same source location that the author of the paper used. Finally, SafeAssign may not find *every* word or sentence of material in a paper that comes from a web source.

SafeAssign also can only discover material that is duplicated. It cannot determine, by itself, which source is original. In other words, if two students submit a paper with identical material, SafeAssign will flag the duplication, but it cannot determine which student is the original author.

SafeAssign originality reports may take some time. Depending on how many Blackboard users are submitting papers at the same time, it can take several minutes or even days for an originality report to display in Blackboard. For this reason, students who upload their papers to SafeAssign should do so at least two days prior to the due date.

Requirement to Use SafeAssign

Students are not required to use SafeAssign but are strongly encouraged to use the “Check Your Draft” feature in Blackboard. Submissions through “Check Your Draft” are not saved in SafeAssign’s database, so students should consider using this feature regularly. “Check Your Draft” is a useful tool to ensure that all quoted works are properly cited. If students are submitting a paper for a writing competition, they must be prepared to submit an originality report.

FSLs may use SafeAssign as little or as much as they would like; however, they should not require their students to use SafeAssign as a routine matter. FSLs may submit student work to view originality reports as a tool in helping them validate original work.

All papers judged to be "Best in Course," as well as papers nominated for a writing award at the National War College, or submitted to an external writing competition (e.g., the Secretary of Defense and Chairman of the Joint Chiefs of Staff Writing Competitions; the STRATCOM Deterrence Competition; and the Women, Peace and Security Competition) will be evaluated by SafeAssign or another plagiarism-detection tool prior to final submission.

Privacy and SafeAssign

SafeAssign has numerous built-in safeguards to ensure student privacy. However, these safeguards are not perfect, and users should be aware of several facts regarding SafeAssign. Final papers submitted through SafeAssign are saved in NDU's institutional database and if the student chooses, to the Global Reference Database.

By design, matches to the Global Reference Database are not initially personally identifiable as the original author is from different institution; however, as part of the review process, it is possible that the original author can be discovered.

Matches from within the institutional document archives of NDU identify students by name.

Thresholds and Expectations

SafeAssign reports the percentage of a student's paper that partially or fully matches another source. Some percent matching is acceptable and even expected (e.g., student cover-pages will be very similar). Although the appropriate percentage will vary from assignment to assignment, the following are general guidelines:

Scores below 15 percent: These papers typically include some quotes and few common phrases or blocks of text that match other documents. These papers typically present the least concern for lack of original work.

Scores between 15 percent and 40 percent: These papers often include sentences originally written by others and potentially contain less original work. These papers should be reviewed to determine if the matching content is properly attributed. Depending on the assignment, the faculty member may also deem the paper to lack sufficient original work.

Scores over 40 percent: These papers include sentences and/or paragraphs originally written by others and contain less original work. These papers should be reviewed to determine if matching content is properly attributed. Depending on the assignment, the faculty member will likely deem the paper to lack sufficient original work.

1. Purpose

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) Scholar Programs.

2. NWC Research Fellow Program

a. *Context.* The NWC Research Fellow Program is designed to provide an opportunity for students to conduct extensive research and writing in a specialized area of expertise beyond the opportunities provided in the core course curriculum.

b. *Deliverable.* Each Research Fellow will undertake a special research and writing project on a strategically significant topic of choice which culminates in a scholarly paper of approximately 100 pages or more, worthy of publication.

c. *Appropriate Topics.* Research Fellow topics must directly relate to national security strategy and clearly connect to the core curriculum. The NWC Faculty Research Panel will approve the topic in coordination with the Faculty Research Sponsor. If the student is enrolled in a doctoral program, the Research Fellow program may be used to advance work on the student's dissertation.

d. *Faculty Research Sponsor.* Research Fellows must recruit an NWC faculty member to sponsor their research project. Faculty and researchers from other NDU components will be considered on a case-by-case basis. If a student is unfamiliar with faculty members' areas of expertise, the Director of Research and Writing, in conjunction with the student's Faculty Advisor, will assist in finding a Faculty Research Sponsor. Faculty members must consult with the Director of Research and Writing before consenting to sponsor student work and must understand sponsorship requirements. The Director of Research and Writing will resolve any questions about faculty sponsorship of a Research Fellow with the appropriate department chair and Dean of Faculty and Academic Programs.

e. *Eligibility.* This program is open to all U.S. students and International Fellows who have a history of high academic performance. Only students with strong writing skills and a keen interest in engaging in a focused yearlong 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, but are not limited to, students already possessing terminal degrees (e.g., Ph.D. and J.D.), those who are ABD in a doctoral program, or students who have successfully completed a rigorous master's degree and also have 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).

f. *Application Process.* Research Fellow applicants must complete the application form and submit it to the Director of Research and Writing no later than Wednesday, 21 August 2019. The application must include the following: (i) summary of the topic, problem statement, and research question; (ii) documentation of applicant's familiarity with the topic and how it contributes to national security strategy; (iii) evidence of strong writing skills such as previous publication record, high rating on the NWC writing diagnostic(s), and letters of recommendation or references; (iv) identification of a proposed Faculty Research Sponsor; (v) a brief summary of the methods and procedures proposed to collect and analyze data to answer the research question; (vi) proposed travel, if any, necessary to support the project; and (vii) approval from the student's Faculty Advisor. Students who will be conducting interviews will be required to gain approval from the Institutional Research Board (IRB) before commencing such activities. Contact the NWC Director of Institutional Research and Assessment for details.

g. *Timelines.* The Faculty Research Panel reviews applications and interviews applicants during the third week of August. During the interview, each applicant will be required to discuss and answer questions regarding their proposals. The Dean of Faculty and Academic Programs makes the final decision on which applicants to admit into the program by early-September. Thereafter, each Fellow should be prepared to present: (i) their thesis statement with arguments, research design, and initial bibliography by 15 October 2019; (ii) an initial progress review no later than 26 November 2019; and (iii) a Spring progress review before 14 February 2020. The Director of Research and Writing will post information for each of the above on the NWC master calendar once exact dates are determined. The final Research Fellow product is due 13 April 2020.

h. *Core Course Requirements.* Research Fellows must complete all required core course work except the Individual Strategy Research Project (ISRP), which is part of NWC 6600. The Research Fellows' product substitutes for their ISRP. Faculty Seminar Leaders (FSLs), however, will make the following accommodations:

- (1) In all NWC core course writing requirements, FSLs are permitted to grant Research Fellows flexibility to align course papers with the Research Fellow's project. Substituted work must meet the Course Learning Objectives/intent of the assignment and ideally be graded using the rubric for the original assignment. Should a Fellow be dissatisfied with the latitude granted (or not) by an FSL, the Fellow may appeal through the Director of Research and Writing to the Dean of Faculty and Academic Programs.
- (2) Research Fellows' course papers must meet the word/page count requirements as stipulated in the respective syllabi and meet the definition of "original work" as set forth in the NWC Student Catalog.
- (3) In exceptional circumstances, when the focus and scope of a Research Fellow's topic warrants, a Fellow may petition the Dean of Faculty and Academic Programs, through the Faculty Research Panel, to substitute specialized field research in lieu of NWC 6600. That petition should include the proposed research plan, travel rationale, and

tentative itinerary. If approved, the Fellow will enroll in NWC 6912, *Research Fellow Advanced Studies III*, a six-credit individual study course. Fellows enrolled in NWC 6912 are responsible for planning their travel in coordination with the Dean of Administration. The Director of Research and Writing and the Faculty Research Sponsor will provide assistance with travel arrangements, as necessary. Fellows should be prepared to provide summary results of their field research.

i. *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, respectively. Also, one additional elective of the student's choice (may not be a writing elective) must be taken in either the Fall or Spring term. The approved Faculty Research Sponsor will serve as the instructor of record for the NWC 6910 and NWC 6911 courses. If a Research Fellow wants to "overload" and take additional electives, permission is required from the Faculty Research Sponsor, Faculty Advisor, Elective Program Coordinator, and the Director of Research and Writing.

j. *Progress.* Research Fellows must remain actively engaged with their projects, show sufficient progress throughout the year, and receive "A" or "A-" final course grades in NDU 6000, NWC 6210, and NWC 6310. No later than 11 December, the Research Fellow will submit a portion of the work (such as a literature review) to demonstrate progress and to fulfill the partial writing requirement of NWC 6910. Additionally, if a Research Fellow remediates any requirement during any of these courses, the Fellow will be disenrolled from the Research Fellow program. Fellows must also meet suspense dates outlined in the Timelines section above to remain in the Research Fellow program. The Faculty Research Panel may ask Research Fellows to present their work at any time to verify sufficient progress. Any student who is not making satisfactory progress will be removed from the program.

k. *Disenrollment.* If removed from the Research Fellow program, 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 Academics, will recommend to the Dean of Faculty and Academic Programs any adjustments needed to the student's remaining degree program.

l. *Grading & Publication.* The student's Faculty Research Sponsor will award a Pass/Fail grade for NWC 6910 and NWC 6911. The numeric grade for the final product will calculate into either NWC 6600 or NWC 6912. The Faculty Research Sponsor will grade the Research Fellow's final product. Depending on the quality of the final product, the Faculty Research Sponsor will award Distinguished Graduate points in accordance with the DG policy. The Faculty Research Sponsor will work with the Faculty Research Panel to determine appropriate publication outlets for the Research Fellow's work.

3. NDU Scholars Program

a. *Context.* The National Defense University (NDU) Scholars program “Provides exceptional National Defense University students a unique opportunity to conduct focused scholarship on issues of strategic importance. The program provides students with an opportunity to solve real-world strategic problems. It delivers research on important topics directly related to national security stakeholders and provides unique access to military and civilian senior leadership.” The program is coordinated by the NDU Office of Academic Affairs and is supported by the Combatant Commands, Department of State, the Joint Staff, and others. Program details are provided in NDU Instruction 1322.02, NDU Scholars Program, 16 April 2018, (available from the NDU Intranet Website at <https://portal.ndu.edu/Pages/Home.aspx>).

b. *Deliverable.* Students accepted as NDU Scholars undertake a special research and writing project, which culminates in a focused Individual Strategy Research Paper (ISRP) of between 35 and 75 pages.

c. *Appropriate Topics.* Students accepted as NDU Scholars will research a topic of interest to the sponsoring organization; the topic must also align with the NWC Program Learning Outcomes. Each stakeholder organization provides a list of research topics but is also open to topics proposed by potential NDU Scholars.

d. *NDU Program Coordinator.* Each stakeholder command or organization has an NDU specified person to serve as the NDU Program Coordinator. This person may reside in any NDU component. The Program Coordinator’s role is detailed in NDU Instruction 1322.02.

e. *Sponsorship.* NDU Scholars may have multiple advisors in the production of their scholar product but will have one primary Faculty Research Sponsor, normally their NWC 6600 faculty seminar leader (FSL). The respective NDU Program Coordinator and NWC Director of Research and Writing will help NDU Scholars find an NDU Faculty Research Sponsor if a student is unfamiliar with faculty members areas of expertise. NWC faculty members must consult with the NDU Program Coordinator and the NWC Director of Research and Writing to understand sponsorship requirements before consenting to sponsor NDU Scholar work. The Director of Research and Writing will resolve questions about sponsorship of an NDU Scholar with the appropriate NDU Program Coordinator, the NWC Department Chairs, and NWC Dean of Faculty and Academic Programs.

f. *Eligibility.* This program is open to all U.S. students who have a history of high academic performance. Only students with strong writing skills and the ability to engage in a focused scholar project are encouraged to apply. Prospective NDU Scholars should have knowledge and experience in the command or organizations of their interest.

g. *Application Process.* NDU Scholar applicants must complete the application form and submit it to the Director of Research and Writing no later than 22 August 2019. Students may apply to more than one stakeholder command/organization but, if accepted, will only be enrolled

in one program. The number of NDU Scholars admitted to each stakeholder command/organization focus area is limited. The application must include the following: (i) the stakeholder to which the student is applying; (ii) a summary of the topic, problem statement, and research question; (iii) documentation of applicant's familiarity with the topic and how it contributes to national security strategy; (iv) evidence of strong writing skills including their publication record, high rating on the NWC writing diagnostic(s), and letters of recommendation or references; (v) identification of a proposed Faculty Research Sponsor; (vi) a brief summary of the methods and procedures proposed to collect and analyze data to answer the research question; (vii) proposed travel, if needed, to support the project; and (viii) approval from the student's Faculty Advisor. Applicants will be required to discuss their proposals with the NWC Faculty Research Panel first and then if passed, will then discuss their proposals before the NDU Scholars Board.

h. *Timelines.* In AY20, NDU Scholar Program applications are due to the NWC Director of Research and Writing no later than Thursday, 22 August 2019. Students will be asked to discuss their proposals with the NWC Faculty Research Panel during the week of 26-28 August 2019. If approved by the Panel, applications are then due to the NDU Scholars Board by 3 September 2019. Applicants will be required to discuss the proposals with the NDU Scholars Board during the period 4-13 September 2019. The NDU Scholars Board will make a determination of admittance into the Scholar Program by September 20, 2019.

i. *Research Interviews.* Students who will be conducting interviews as a part of their research will be required to gain approval from the Institutional Review Board (IRB) before commencing such activities. Contact the NWC Director of Institutional Research and Assessment for details.

j. *Course Requirements.* NDU Scholars must complete all required assignments for all of their courses. The NDU Scholar project will constitute the Individual Strategy Research Project (ISRP).

k. *Country Selection for NWC 6600.* NDU Scholars may receive preference in the country/region selection process to facilitate their NDU Scholar research.

l. *Electives.* NWC students accepted into the NDU Scholar program will enroll in NWC 6901, *Independent Research* (2 credits) in the Fall term and may also, depending on the scope of the project, choose to enroll in that course for a second time in the Spring term. This elective is a one-on-one research and writing tutorial with the scholar's Faculty Research Sponsor that focuses on the scholar's product. To fulfill an equivalent academic requirement of taking an elective course, Scholars who take NWC 6901 a second time will have an increased minimum total page count of their final product, from 35 to 47. NWC students accepted into the NDU Scholar program may enroll in concentrations on a case-by-case basis. NDU Scholars must gain the approval of the respective concentration sponsor, Faculty Advisor, Faculty Research Sponsor, and the Director of Research and Writing.

m. *Progress.* NWC students enrolled in the NDU Scholar program must remain actively engaged with their projects, show sufficient progress throughout the year, receive "A" or "A-"

final course grades in NDU 6000 and NWC 6210, and earn all passing marks on Fall Orals. Additionally, if an NDU Scholar remediates *any* requirement during any of these courses, the student will be disenrolled from the NDU Scholar program. No later than 12 December, the NDU Scholar will submit a portion of the work (such as a literature review) to demonstrate progress and to fulfill the partial writing requirements of the NWC 6901 elective. Students must also meet suspense dates outlined in the *Timelines* section above to remain in the program. The Faculty Research Panel may ask NDU Scholars to provide summary updates of their work at the end of every core course to verify sufficient progress. Any student who has not made satisfactory progress will be removed from the program.

n. *Disenrollment.* If removed from the program, the student will rejoin the traditional program, and the Faculty Research Panel, in consultation with the respective NDU Scholars Program Coordinator, Faculty Research Sponsor, Faculty Advisor, and the Associate Dean of Academics, will recommend to the Dean of Faculty and Academic Programs any adjustments needed to the student's remaining degree program.

o. *Grading & Publication.* The student's Faculty Research Sponsor will generally award a numeric grade for NWC 6901. The Faculty Research Sponsor will work with the Faculty Research Panel to identify appropriate publication outlets for the Scholar's work. Depending on the quality of the final product, the Faculty Research Sponsor may award a Distinguished Graduate point in accordance with the DG policy.

4. **Travel & Budget**

a. *NWC Research Fellows and NDU Scholars.* Both categories of students are authorized up to five 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) concurs and informs the Director of Research and Writing; (c) the students inform their FSL of absence and submit missed assignments, as directed; and (d) the Dean of Students and Commandant approve the request.

b. *NWC Research Fellows.* On a case-by-case basis, NWC may provide funding in support of Research Fellows' research. NWC Research Fellows who desire NWC funding must submit a request with justification, endorsed by their Faculty Advisor and Faculty Research Sponsor, through the Director of Research and Writing for approval by the NWC Dean of Administration. Fellows should forecast their desired travel dates and budgets in their proposals, and keep their Faculty Research Sponsor and Director of Research and Writing apprised of any changes.

c. *NDU Scholars.* Students accepted as NDU Scholars will follow the procedures as stipulated by their NDU Program Coordinator. Scholars coordinate travel details with both the NDU Program Coordinator and stakeholder point of contact. Scholars will keep their NWC Faculty Advisor and Director of Research and Writing apprised of changes and concerns.

5. Oral Exams

Research Fellows' and NDU Scholars' Fall Oral exams will be the same as those for traditional students. NWC Research Fellows Spring Oral exam 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. NDU Scholars' Spring Oral exams will be the same as those taking NWC 6600.

6. NWC Faculty Research Panel

The Director of Research and Writing provides leadership and oversight of the Research Fellow and NDU Scholar Programs (for NWC students only) and chairs the Faculty Research Panel (which consists of additional faculty members who are not Faculty Research Sponsors). The Dean of Faculty and Academic Programs approves the panel composition. The panel reviews Research Fellow and Scholar applications, makes recommendations to the Dean of Faculty and Academic Programs on those students recommended for participation in one of the programs, conducts in-progress reviews, assists Faculty Research Sponsors, suggests adjustments to Fellow and Scholar 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 program and NWC participation in the NDU Scholar program.

NWC 6920 & 6921 Student Guidance Academic Year 2020

The purpose of this document is to provide the policy and procedures for NWC International Fellows (IF) in their courses NWC 6920 and NWC 6921. The purpose of these courses is to provide structure and deliverables in support of and in conjunction with the Individual Strategy Research Project (ISRP).

Overview

The Individual Student Research Project is the culminating academic experience at the National War College (NWC), and is a requirement for graduation. The ISRP deliverable is a 5,000-8,000 word strategy that addresses a national-level strategic challenge faced by the IF's home country or the United States. The assignment requires students to draw from their immersive, yearlong experience in the United States, all NWC core course materials, and individual research. By Monday, April 13, 2019, students are expected to deliver a coherent, high-quality strategy that would ably support senior-level government decision-makers and survive an interagency review process. Discussing the ISRP strategy in the spring oral exam provides the experience of such a senior-level review.

Acceptable Topics

The ISRP assignment given to International Fellows (IFs) aims to test, utilize, and incorporate their knowledge of the United States into a national security strategy. International Fellows choose one of the following categories of research topics:

- A national security strategy for the IF's home country toward the United States
- A national security strategy for the IF's home country toward the U.S. region
- A national security strategy for the IF's home country toward a strategically critical problem within the U.S. region (e.g., refugee crisis, breakaway territory, terrorist activity, nuclear weapons proliferation)
- A U.S. national security strategy toward the IF's home country
- A U.S. national security strategy toward the IF's home region
- A U.S. national security strategy toward a strategically critical problem within the IF's home region

Individual Research and Writing

The ISRP assignment maintains the expectations of good writing and the academic integrity requirement to cite sources of information that are not common knowledge.

a. The ISRP differs from some NWC writing assignments in content and writing style. In terms of content, students are expected to conduct significant research, analyze and synthesize information, and articulate it efficiently in the ISRP strategy. Ultimately, the strategy should reflect a student's analysis and recommendations for solving a strategic-level issue. In terms of style, writing for a senior official puts a premium on making every word and every sentence count. Each sentence should contribute materially to advancing the strategist's argument. Students should avoid extraneous or tangential information in their ISRP.

b. Academic integrity standards apply to the ISRP. Because this is a strategy and not an academic research paper, the ISRP should be largely original work that incorporates research into a student's analysis, conclusions, and recommendations. The goal is to craft a strategy, not to display research by including hundreds of quotations, citations, footnotes, or endnotes. Common knowledge information does not require citation. Any use of another's words or work, however, must be cited appropriately.

ISRP Components

The ISRP should include all elements of strategic logic. No more than 20% of the strategy should be used for the context and build-up to the problem. The strategy's emphasis and bulk of the writing should be focused on answering the "so what" and "how to" questions (i.e., "What do you do now about the problem?" and "How do you do it?") with what resources, over what time period, with what help from whom, etc. Every ISRP, at a minimum, should include the following:

- Describe the challenge or opportunity confronting nation X that is important enough to merit development of a national security strategy to deal with it.
- Situate that challenge or opportunity in the international and domestic circumstances confronting nation X.
- Explain and justify the fundamental assumptions that underpin the strategy.
- Clearly state, prioritize, and relate national interests, the political aim, and the strategy's objectives.
- Identify the specific, available, and/or needed resources/capabilities and their intended purpose.
- Describe the principal execution mechanisms, their sequence, their coordination with or intended effect(s) in relation to other parties, and the expected duration of each.
- Identify and account for expected costs and consequences, and explain likely resilience in the face of possible risks, to include feasible policy responses to those risks.

Courses and Grading

Each IF's Faculty Advisor will provide guidance during these courses to include meeting with the student regularly, provide feedback on assignments, and will grade the final ISRP. NWC 6920 and NWC 6921 are one-on-one tutorials with their Faculty Advisor.

a. *NWC 6920 - International Fellows: Applications in Strategy (2 credits, fall semester)*. In this course, International Fellows will begin work on their ISRP. Students meet with their Faculty Advisor often and submit two deliverables. Students in this course are eligible for a Distinguished Graduate point if so recommended by their Faculty Advisor. Grading Criteria: 50% Strategic Foundation Paper, 50% Interaction with Faculty Advisor

b. *NWC 6921 - International Fellows: Individual Strategy Research Project (2 credits, spring semester)*. In this course, International Fellows will continue to meet with their Faculty Advisor regularly and will submit three deliverables, including the ISRP. The final ISRP should be logical, well-reasoned, clear, and cohesive. Students in this course are eligible for a Distinguished Graduate point if so recommended by their Faculty Advisor. Grading Criteria: 30% Theory of Victory Paper, 40% ISRP, 30% Interaction with Faculty Advisor

Timeline and Deliverables

The following timeline breaks the assignments in the courses. *These dates are notional and may be modified by your faculty advisor.*

NWC 6920

September	<i>Meet with Advisor:</i> Discuss your possible topic.
October 1	Blackboard: Identify your topic.
Week of October 7	<i>Meet with Advisor:</i> Discuss problem/opportunity statement and the assumptions behind that statement, discuss objectives, identify, and prioritize them.
Week of November 4	<i>Meet with Advisor:</i> Discuss writing the Strategic Foundation Paper.
November 25	Blackboard: Submit your Strategic Foundation Paper.
Week of December 9	<i>Meet with Advisor:</i> Feedback on Strategic Foundation Paper and prep discussion for orals.
December 18-20	Fall Orals

NWC 6921

Week of January 13	<i>Meet with Advisor:</i> Discuss objectives.
January 24	Blackboard: Identify and prioritize objectives.
Week of February 3	<i>Meet with Advisor:</i> Discuss instruments, orchestration, and assessment of costs/risks.
March 5	Blackboard: Submit the “Theory of Victory” Paper.
Week of March 16	<i>Meet with Advisor:</i> Discuss putting elements of ISRP together and how to complete the ISRP.
March 16-April 10	<i>Meet with Advisor:</i> As often as needed to review draft ISRP content and amend as necessary.
April 13	Submit the final ISRP in hard copy or email to your Advisor.
May 26-28	Spring Orals

The assignments are intended to channel a student’s initial thinking about the ISRP, maintain progress during the year, and help identify gaps and recognize where further research and analysis is required. The timeline includes three categories: mandatory meetings with your Faculty Advisor, Orals, and assignments.

a. **Advisor Meetings.** The exact dates associated with Advisor meetings is between the IF and his/her Faculty Advisor. That said, IF-Advisor meetings should take place on a regular basis. The dates listed above are approximate and a guideline.

b. **Fall Orals.** This will include a discussion of the students’ analysis of the strategic situation (i.e., assumptions, international and domestic context (including drivers), constraints, problem statement, interests, threats, and opportunities) AND how they defined their desired ends (national interests, political aim(s)). The preponderance of the dialogue will surround what the students delivered for the strategic foundations paper and their one page memo. The student will also be

required to provide a *one-page senior leader memorandum (narrative format)* submitted NLT 1600 on 13 December 2019. Students must pass fall orals to pass NWC 6920.

c. **Spring Orals.** This will include a discussion on the assessment of the situation, a statement of the problem, assumptions, threats and opportunities, objective instrument packages, orchestration of instruments of power sequencing, desired outcomes, coherence, counter arguments, mitigating risk to and from strategy and strategic leadership challenges. The preponderance of the dialogue will surround what the students delivered for their ISRP and their two-page memo. The student will also be required to provide a two-page senior leader memorandum (narrative format) submitted by 1200 on 22 May 2020. Students must pass spring orals to pass NWC 6921.

d. **Assignments.**

- (1) All assignments, except the final ISRP, must be submitted into Blackboard.
- (2) The format of the three papers follows the NWC standards in terms of font, point size, and margins.
- (3) Strategic Foundation Paper. Due NLT 25 Nov 2019. See Blackboard for assignment details.
- (4) Theory of Victory Paper. Due NLT 5 March 2020. . See Blackboard for assignment details.
- (5) Students must complete the final ISRP by April 13, 2020 and submit the final ISRP to their faculty advisor via email or hard copy. IF ISRPs will not be archived in the university library. Exceptional ISRPs, as determined by Faculty Advisor nomination, will be considered for Distinguished Graduate points. Students cannot graduate without successfully completing the ISRP assignment.

Coordinator

Dr. Elena Kovalova, NWC faculty member, will serve as the academic coordinator for IF completion of this part of the NWC curriculum. Students should seek advice and guidance from their Faculty Advisors. Any questions that Faculty Advisors cannot answer or should a concern arise contact Dr. Kovalova for assistance.

Pitfalls from Prior Year ISRPs

The faculty have identified a number of common pitfalls associated with student ISRPs. Avoid these pitfalls, which fall into three large categories.

a. Strategic Challenge Selection.

- (1) Pitfall 1: Confusing an interesting issue that makes headlines with a strategic level challenge affecting a nation's fundamental interests.

(2) Pitfall 2: Selecting too narrow an issue that is a symptom or effect of a larger strategic issue or national interest (e.g., addressing a country's brain drain dilemma or addressing corruption in higher education institutions).

(3) Pitfall 3: Selecting too broad an issue that is not solvable given the length of the ISRP (e.g., peace throughout the Middle East).

(4) Pitfall 4: Selecting an issue that lends itself more toward an inward looking national strategy to address an internal domestic challenge rather than a regional/international one that requires orchestration across the instruments of power (e.g., ending a country's dependence on a specific energy sector).

b. Writing Style/Format.

(1) Pitfall 1: No clear problem statement (i.e. what problem the strategy is trying to solve).

(2) Pitfall 2: Inefficient writing (excess verbiage); talking around the point rather than making the point.

(3) Pitfall 3: Reliance on quotes from sources to make a point rather than synthesizing information and delivering an analysis, assessment, or recommendation; it is okay to endorse someone's point but do so in your voice, not theirs.

(4) Pitfall 4: Excessive use of footnotes and endnotes. Strategies do not generally incorporate endnotes or footnotes; if you must, be judicious. Repeated use of endnotes and footnotes could be perceived as an inability to identify critical points or synthesize information.

(5) Pitfall 5: Absence of footnotes to give credit to others' work. If you choose to incorporate others' words or ideas into your ISRP, you must give them credit (either in the strategy text or as a footnote).

(6) Pitfall 6: Failing to maintain parallel construction of the argument. For example, if you identify three threats, the order you raise them in the threats section should be the order you address them in the objectives and subsequent sections of the strategy.

c. Content & Organization.

(1) Pitfall 1: Spending too much time and page space on context and short-changing the heart of the strategy (hint: how to address the strategic challenge and protect or advance the nation's interests). Do not fall in love with your research such that you try to force it all into the ISRP. Research is important, but the strategist's job is to discern the critical information; connect the key pieces of context to the interests, threats/opportunities, objectives, and resources.

(2) Pitfall 2: Orphaned threats or opportunities. If you identify a set of threats and opportunities to national interests, unless you specifically say your strategy will focus only on a sub-set, you should carry all of the threats and opportunities through the strategy.

(3) Pitfall 3: “Hand waving” over the tests of strategy or not addressing counter arguments. Cursory reference to having tested the strategy is insufficient. Demonstrating the factors considered in and the conclusions of the tests (some of which may identify or reinforce risks and trade-offs) are necessary. Failing to consider how critics may evaluate your strategy (and how you would counter their points) creates vulnerability.

STATEMENT ON ACADEMIC INTEGRITY

National Defense University
Office of Academic Affairs
August 10, 2010

This statement on academic integrity applies to all components of the National Defense University. The purpose of this broad university policy is to establish a clear statement for zero tolerance for academic dishonesty and to promote consistent treatment of similar cases across the University on academic integrity and the integrity of the institution. This document should not be interpreted to limit the authority of the University President or the Provost and Vice President for Academic Affairs. This policy includes two key areas: academic integrity as it applies to students and participants at National Defense University; and academic integrity as it applies to assigned faculty and staff.

Academic Dishonesty

Academic dishonesty is not tolerated. Academic dishonesty includes, but is not limited to: falsification of professional and academic credentials; obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination; doing work or assisting another student to do work without prior authority; unauthorized collaboration; multiple submissions; and plagiarism.

Falsification of professional and academic credentials: Students are required to provide accurate and documentable information on their educational and professional background. If a student is admitted to the University with false credentials, he or she will be sanctioned.

Unauthorized collaboration is defined as students working together on an assignment for academic credit when such collaboration is not authorized in the syllabus or directed by the instructor.

Multiple submissions are instances in which students submit papers or work (whole or multiple paragraphs) that were or are currently being submitted for academic credit at other institutions. Such work may not be submitted at the National Defense University without prior written approval by both the National Defense University professor/instructor and approval of the other institution.

Plagiarism is the unauthorized use, intentional or unintentional, of intellectual work of another person without providing proper credit to the author. While most commonly associated with writing, all types of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications are not to be plagiarized. Plagiarism may be more explicitly defined as:

- Using another person's exact words without quotation marks and a footnote/endnote.
- Paraphrasing another person's words without a footnote/endnote.
- Using another person's ideas without giving credit by means of a footnote/endnote.

- Using information from the web without giving credit by means of a footnote/endnote. (For example: If a student/professor/instructor/staff member enrolled or assigned to NDU copies a section of material from a source located on the internet (such as Wikipedia) into a paper/article/book, even if that material is not copyrighted, that section must be properly cited to show that the original material was not the student's).

Academic Integrity Applicable to Faculty and Staff

The faculty and staff of the University are also expected to adhere to the highest standards of integrity and academic responsibility. Publications or presentations must give credit to the intellectual property of others. Any academic dishonesty will not be tolerated and will be appropriately sanctioned.

Sanctions for Violations of Academic Integrity

Sanctions for violating the academic integrity standards include but are not limited to: disenrollment, suspension, denial or revocation of degrees or diplomas, a grade of no credit with a transcript notation of "academic dishonesty;" rejection of the work submitted for credit, a letter of admonishment, or other administrative sanctions. Additionally, members of the United States military may be subject to non-judicial punishment or court-martial under the Uniformed Code of Military Justice.

Processing of Potential Violations of Academic Integrity

The University is committed to establishing, maintaining, and enforcing a high level of academic integrity throughout the entire University community by implementing a very strict academic integrity policy. For any suspected violations of this policy (student, faculty, or staff), the component in which the case originated will notify the Office of General Counsel and the Office of Academic Affairs immediately and consult with each before any action is taken and during the processing of the case. Cases in which a student is suspected of violating the academic integrity policy will be processed in accordance with the procedures set forth in the NDU Handbook, Section 5.12, entitled, "Student Disenrollment." Cases in which a faculty or staff member is suspected of violating the academic integrity policy will be processed according to applicable Civil Service rules, administrative Service rules or regulations, and/or the Uniform Code of Military Justice. A member of the faculty or staff accused of dishonesty in scholarly work will be called before a board within the component to assess the situation and make a recommendation to the component head. When the identification of academic dishonesty is made after a student, faculty, or staff member departs the University, the Office of Academic Affairs will consult with the Office of General Counsel and the component to decide on the appropriate course of action.

Each College/component should insert specific guidance to students on completing and collecting signed copies. For example: "After you have read the attached, meet with your Faculty Advisor to discuss the statement. Signed copies of the statement must be turned into John Paul Jones in room 13 by July 4, 1776."

I have read and fully understand the National Defense University's Statement on Academic Integrity.

STUDENT NAME: _____

SIGNATURE: _____ DATE _____

I have reviewed the National Defense University's Statement on Academic Integrity with the above student and am confident that he/she fully understands the policy.

ADVISOR'S NAME: _____

SIGNATURE: _____ DATE _____

.Accessed on July 29, 2011 at

<http://ndunet.ndu.edu/pad/NDU%20Handbook%2010%20January%202006.htm#>

[Nonattribution_Academic_Freedom_5_00](#)

5.00 NON-ATTRIBUTION/ACADEMIC FREEDOM

DATE LAST UPDATED:

1. Academic Freedom is defined in the university's values as: Providing the climate to pursue and express ideas, opinions, and issues relative to the university purpose, free of undue limitations, restraints, or coercion by the organization or external environment. It is the hallmark of an academic institution.
2. The National Defense University subscribes to the American Association of University Professors' statement on academic freedom, issues in 1940. That statement defines academic freedom in terms of:
 - a. Freedom of research and publication of results
 - b. Freedom of classroom teaching
 - c. Freedom from censorship when faculty speak or write as citizens
3. The statement also includes faculty responsibilities in academic freedom:
 - a. Faculty, when action as private citizens, should make every effort to indicate that they are not institutional spokespersons.
 - b. Controversial issues not pertaining to the subject should not be introduced.
 - c. Peer review is vital and encouraged.
 - d. Institutional missions could limit academic freedom.
4. Free inquiry is essential to the National Defense University because the senior officers and government officials who are educated here will assume a variety of roles in their future assignments, as future policy makers, advisors, and leaders. NDU graduates must be ready to discuss, challenge, question, and determine national policy.

5. So that guests and university community members may speak candidly, the university offers its assurance that presentations will be held in strict confidence. Our policy on non-attribution provides that, without the expressed permission of the speaker, nothing will be attributed directly or indirectly in the presence of anyone who was not authorized to attend the lecture.

APPLICABLE REGULATION: Title 10, United States Code; DoD Directive 5230.0, Clearance of DoD Information for Public Release; NDU Reg. 360-1, Academic Freedom and Public Information

NDU PROPONENT: Vice President for Academic Affairs, (202) 685-0080, DSN: 325, MH (Bldg. 62), Rm 309

