



National War College
STUDENT HANDBOOK – AY 22

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Welcome Warriors!

You are now part of a prestigious program focused on the study of National Security Strategy. Our mission is to “educate joint, interagency, and international leaders and warfighters by conducting a senior-level course of study in national security strategy, preparing graduates to function at the highest levels of strategic leadership in a complex, competitive, and rapidly evolving strategic environment.”

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, combined, and interagency attitudes and perspectives — and you will leave National War College as a more strategically minded, critical thinker.

National War College graduates from the past, both military and civilian, have led and are leading our nation. Our responsibility at the College remains to give our graduates the essential tools to successfully continue that tradition of leadership. Our expectations of you as a student are high, as they should be. There is a lot to gain from the National War College. Put in the time and effort, and you will benefit tremendously.

Remember our three priorities as we progress through this academic year. We will achieve our academic objectives, and you will earn your degrees while becoming thoughtful strategists. We will continuously improve throughout this year through innovation and by increasing the effectiveness and efficiency of our processes. And we will vigilantly safeguard your health and safety as well as that of our faculty and staff. I’m depending on you to achieve these goals by working together with our faculty and staff. Unprecedented challenges will require unprecedented solutions. Embrace both the collegial nature of our in-person learning as well as the challenge of virtual education during this pandemic by taking every opportunity to make personal connections and meaningful memories.

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. I encourage you to spend some time reading this document and keep it handy as a reference throughout the year. You are expected to be familiar with and adhere to the policies and procedures contained in this guide. If you have questions, please address them with your Faculty Advisor.

We are excited you're here and we are committed to your success... so let's get to work!

A handwritten signature in black ink, appearing to read 'JEFF H. HURLBERT', with a long, sweeping horizontal line extending to the right.

JEFF H. HURLBERT
Brigadier General, USAF
Commandant

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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 in Norfolk, VA. The other components reside on Fort McNair in Washington, D.C.

- CIC is in George C. Marshall Hall (Building 62)
- CISA is in Abraham Lincoln Hall (Building 64)
- ES is in Dwight D. Eisenhower Hall (Building 59)
- NWC is 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 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 joint, interagency, and international leaders and warfighters by conducting a senior-level course of study in national security strategy, preparing graduates to function at the highest levels of strategic leadership in a complex, competitive, and rapidly evolving strategic environment.

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.

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 typically in the following sports: softball, soccer, basketball, volleyball, tennis, golf, bowling, racquetball, and a 5K run. A trophy for each sport is presented to the winning school. The President's Trophy is presented at the end of the academic year to the school who has won the greatest number of competitions.

Jim Thorpe Days. NWC usually 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 5K 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, outside of Teddy’s, 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 May 2020. The NWC core curriculum covers all the JPME II content required by policy and law as stated in the OPMEP, and completion of the NWC academic program fulfills the educational requirements for Joint Qualification L-III. In addition to the JPME II coverage in the core curriculum, students can 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 AND PROGRAM INPUTS

The Chairman, via the OPMEP, has assigned NWC the mission: “Educate joint, interagency, and international leaders and warfighters by conducting a senior-level course of study in national security strategy, preparing graduates to function at the highest levels of strategic leadership in a complex, competitive, and rapidly evolving strategic environment.”

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 National War College curriculum reflects inputs from five sources. These are Title 10 of the U.S. Code, PME Outcomes, Joint Learning Areas, Desired Leader Attributes (DLAs), and Special Areas of Emphasis generated by the Joint Staff.

Title 10

All JPME Programs

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

JPME II Programs. Six items above plus:

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

PME Outcomes

PME and JPME programs must provide graduates the knowledge and skills to prepare them for service as joint warfighting leaders, senior staff officers, and strategists who:

1. Discern the military dimensions of a challenge affecting national interest; frame the issue at the policy level; and recommend viable military options within the overarching frameworks of globally integrated operations.
2. Anticipate and lead rapid adaptation and innovation during a dynamic period of acceleration in the rate of change in warfare under the conditions of great power competition and disruptive technology.
3. Conduct joint warfighting, at the operational to strategic levels, as all domain, globally integrated warfare, including the ability to integrate allied and partner contributions.
4. Are strategically minded warfighters or applied strategists who can execute and adapt strategy through campaigns and operations.
5. Demonstrate critical and creative thinking skills, interpersonal skills, and effective written, verbal, and visual communications skills to support the development and implementation of strategies and complex operations.

Joint Learning Areas

1. Strategic Thinking and Communication
2. The Profession of Arms
3. The Continuum of Competition, Conflict, and War
4. The Security Environment
5. Strategy and Joint Planning
6. Globally Integrated Operations

Desired Leader Attributes (DLAs)

PME contributes substantially to the achievement of CJCS-approved officer DLAs across the education and professional continuums. The officer DLAs are knowledge and skill to:

1. Understand the security environment and contributions of all instruments of national power
2. Respond to surprise and uncertainty
3. Recognize change and lead transitions
4. Operate on intent through trust, empowerment, and understanding (Mission Command)
5. Make ethical decisions based on shared values of the profession of arms
6. Think critically and strategically in applying joint warfighting principles and concepts to joint operations

DLAs are not achievable through education alone nor during a single learning event or academic year but represent guideposts for long-term leader development.

Special Areas of Emphasis

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

NWC PROGRAM LEARNING OUTCOMES

OPMEP-F requires JPME programs to take all the above inputs, and through the lens of their mission, create Program Learning Outcomes (PLOs). The National War College PLOs are listed below.

1. Program Outcome 1: Analyze international and domestic context (for example, the interplay of actors, structures, drivers, and trends) to evaluate threats and opportunities to/for identified national interests and assess context relevant to the development and implementation of national security strategy.
2. Program Outcome 2: Evaluate current and future warfare based on historical understanding of war's enduring nature and changing character in combination with insight into ongoing institutional, societal, and technological change.
3. Program Outcome 3: Evaluate the utility and orchestration of all instruments of power to address significant national security strategy challenges across the spectrum of cooperation, competition, conflict, and war.
4. Program Outcome 4: Employ strategic leadership and interpersonal skills and leverage joint, interagency, and multinational relationships required to succeed in high-level policy, command, and staff positions.
5. Program Outcome 5: Conceptualize and develop national strategies, revise existing strategies, and create implementation plans to viably address national security challenges.

OUTCOMES BASED MILITARY EDUCATION

OPMEP-F requires JPME programs to adhere to Outcomes Based Military Education (OBME) standards. The National War College in AY22 is in an execution period to this new paradigm. Under OBME, programs must provide evidence that their graduates have demonstrated achievement of each PLO during the academic year. Students have shared responsibility for their learning, and along with faculty, must measure their learning throughout the year towards achievement of the PLOs. Students are encouraged to seek guidance and additional instruction as needed from their faculty members and faculty advisor. Students will be assessed rigorously and candidly and should expect faculty to ask deep questions to examine and increase their learning.

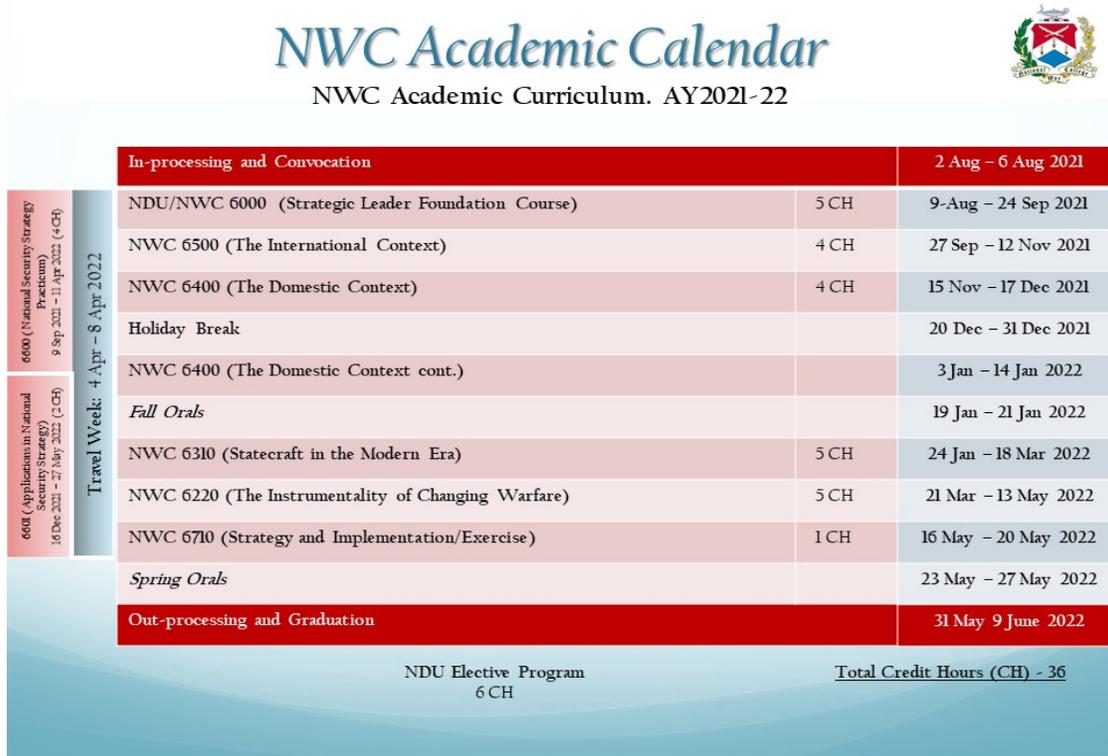
ACADEMIC PROGRAM

To achieve its learning outcomes, NWC has designed a curriculum composed of eight 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



CURRICULUM LAYOUT

Students choose one of the curriculum tracks shown below.

American Students

Course #	Course Title	Credits
NDU 6000	Strategic Leader Foundation Course	5
NWC 6220	The Instrumentality of Changing Warfare	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The Domestic Context	4
NWC 6500	The Global Context	4
NWC 6600	National Security Strategy Research & Practicum	4
NWC 6601	Applications in National Security Strategy	2
NWC 6710	Strategy Implementation Exercise	1
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 Foundation Course	5
NWC 6220	The Instrumentality of Changing Warfare	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The Domestic Context	4
NWC 6500	The Global Context	4
NWC 6710	Strategy Implementation Exercise	1
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
Total Credits		36

International Fellows NOT Taking American Studies

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NDU 6000	Strategic Leader Foundation Course	5
NWC 6220	The Instrumentality of Changing Warfare	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The Domestic Context	4
NWC 6500	The Global Context	4
NWC 6710	Strategy Implementation Exercise	1
NWC 6920	International Fellows: Applications in Strategy	2
NWC 6921	International Fellows: Individual Strategy Research Project	2
Various	NDU Electives (4 courses)	8
Total Credits		36

Research Fellows

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NDU 6000	Strategic Leader Foundation Course	5
NWC 6220	The Instrumentality of Changing Warfare	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The Domestic Context	4
NWC 6500	The Global Context	4
NWC 6710	Strategy Implementation Exercise	1
NWC 6910	Research Fellow Advanced Studies I	2
NWC 6911	Research Fellow Advanced Studies II	4
NWC 6600 and	National Security Strategy Research & Practicum	4
NWC 6601 or	Applications in National Security Strategy	2
NWC 6912	Research Fellow Advanced Studies III	6
Total Credits		36

NDU Scholars

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NDU 6000	Strategic Leader Foundation Course	5
NWC 6220	The Instrumentality of Changing Warfare	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The Domestic Context	4
NWC 6500	The Global Context	4
NWC 6600	National Security Strategy Practicum	4
NWC 6601	Applications in National Security Strategy	2
NWC 6710	Strategy Implementation Exercise	1
NWC 6904	Scholars Research - Fall Semester	2
Various	NDU Electives (2 courses)	4
Total Credits		36

COURSE DESCRIPTIONS

NDU 6000 – Strategic Leader Foundation Course

The goal of this course is to provide the students at the National War College with an introduction to strategic leadership. This means not just understanding aspects of leadership and elements of strategy respectively, but also how to build, assess, and implement strategy as a leader. The Course is laid out in four sections. First, we will work to acquaint ourselves with the concepts of leadership and strategy and look at the numerous cognitive biases that hinder strategic thought. Second, we will explore methods for properly assessing our operating environment as well as that of our friends and enemies. Third, we will look at the concept of power, the sources of national power, the instruments through which power is manifested, the ways in which we wield power, as well as the institutions which are responsible for exercising the instruments (don't worry, it sounds complicated, but it will make sense shortly). Finally, we will work on the implementation of strategy, including assessing the viability of strategy and controlling for the costs and risks of strategy.

NWC 6220 – The Instrumentality of Changing Warfare

This course provides students with some of the theoretical foundations of the use of force, the military instrument, the enduring nature of war, and the changing character of war. The course will focus on four countries and issues prioritized in the National Defense Strategy, China, Russia, Iran, and violent extremist organizations. Each of the four blocks will be seven classes and will provide students with two case studies of the application of force in history, and three cases of how the character of war is evolving with each adversary. Block One - Russia will build on Clausewitz and cover nuclear deterrence and the evolution of nuclear weapons technology, NATO, Russian strategic culture, developments in asymmetric warfare (mercenaries, frozen conflicts tactical nukes and hypersonics), and active measures/cyber warfare. Block Two - China will build on Sun Tzu and modern tacticians (Mao, Vo) and begin with a study of Chinese strategic culture and application of force, before delving into the Three Warfares, Chinese operations in the South China Sea, and concluding with space, AI and quantum computing. Block Three - Iran, will build on Thucydides, and then delve into the Iran-Iraq war, the Iranian use of proxies/state sponsorship of terrorism, Iran's nuclear program and the JCPOA, a case study of Israel's attempt to counter Iran in the grey zone, and finally Iran's use of robotics and drones. Block Four - violent extremist organizations, will build on a range of theoretical writings on revolutionary warfare. It will cover

Colombia's success in combating the FARC in Plan Colombia, and then look at Honduras as a case study of state capture by transnational criminal enterprises. We will analyze the evolution of Islamist terrorism, from Al Qaeda to the Islamic State, and discuss the future of counterinsurgency, before concluding with a study of the growing nexus between transnational and domestic terrorism.

NWC 6310 – Statecraft in the Modern Era

This course is about the instruments of power with guiding central question of: *how do strategists orchestrate instruments of power to strategic/operational effect?* In earlier courses, we have highlighted DIME as an analytical framework for understanding instruments of power. Within this course, we expand these categories to MIDFIELD which stands for: Military, Information, Diplomacy, Finance, Intelligence, Economics, Legal, and Development. The MIDFIELD construct builds upon DIME, conveying the broader array of specific instruments / tools currently available to policymakers and strategists. We examine how strategists have employed such instruments to address strategic challenges, threats, and opportunities, impacting national interests, whether in times characterized by cooperation, strategic competition, conflict, or war. Our focus is primarily on modern, longitudinal cases that bring us to the contemporary strategic environment and represent the types of challenges and opportunities that today's students may encounter during their professional careers including managing regional evolving regional security challenges; expanding liberal institutions, norms, and values; and engaging in Great Power Competition. Additionally, this course asks students to contemplate how America's use of specific instruments of power over time, and others' subsequent assessments, have contributed to the character of today's Great Power Competition.

NWC 6400 – The Domestic Context

This course explores the internal decision-making that determines national security strategy and policy as well as the national political and cultural pressures that influence the national security enterprise. The overall aim of this course is to analyze the interplay of domestic U.S. actors, structures, rules, and norms that affect U.S. national security. To achieve that goal, the course explores trends in the U.S. body politic, including cultural norms, public opinion, partisanship, etc.; the formal separation of powers system of government and the accrued powers of government entities within that system; the wide variety of informational inputs that affect government decisions; and how all this comes together in national security decisions on select issues. By the end of the course, students should have a well-developed understanding of current national security processes and authorities and be able to dissect and analyze real-world national security situations from a domestic contextual perspective.

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 consists of 27 topics organized into four blocks. Block I “World Order in 2021: Mapping the U.S. Global Context” is comprised of a series of topics assessing the fundamentals of Liberal International Order (LIO), a framework of assumptions and visions of the world that guided U.S. foreign policy and strategy since the end of WWII, and assumptions of Great Power Competition. Block II “Global Strategic

Context as Viewed from Beijing, Moscow, Tehran, and Pyongyang” will focus on the worldviews, perceptions of the strategic environment, and strategies of states and non-state actors that are defined as challenges to the U.S. national interests in the 2017 NSS (China, Russia, Iran, and North Korea). Block III “Mapping Strategic Challenges and Opportunities Below the Threshold of “Great Power Competition”: Regional Quagmires, Middle Powers, and Failed States” will address a range of regional issues - power competition in the Middle East, Asia Pacific, and Latin America, challenges to law enforcement in Central America, and others. Block IV “Transnational Developments That Will Affect the Future Global Security Landscape,” in turn, will look into the future to assess the implications of several trends or drivers that are likely to transform the global landscape as we know it (technology, natural resources, demographics, global health, and climate change). Together, these four blocks address the historical precursors to our contemporary thinking about the global context, contemporary challenges, and future trends, in conjunction with the assessment of how other actors assess threats and opportunities to their own national interests.

NWC 6600 – National Security Strategy Research & 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 Paper that analyzes a selected security challenge, develops a national security strategy to deal with that challenge, and presents that strategy in a paper integrating the themes from all the core courses. Core Course 6600 provides each student the opportunity to demonstrate 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 6601 – Applications in National Security Strategy

This course complements course 6600 by continuing the students’ assessment of 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. This course specifically focuses on group strategy development and individual presentation and defense of strategy in an oral examination. In combination with 6600, Core Course 6601 provides each student the opportunity to demonstrate 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 6710 – Strategy Implementation Exercise

This course serves as a capstone exercise for the yearlong NWC curriculum. It provides an opportunity for the students to apply strategic logic, employ frameworks, and utilize skills necessary to succeed in the joint, interagency, intergovernmental, and multinational (JIIM) environment. Students will demonstrate their mastery key learning outcomes through a student-led, scenario-based simulation that requires consideration of existing strategy and development of implementation plans to viably address national security challenges.

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. 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 the 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 6904 – Scholars Research

During this course, each student works with his/her NDU liaison to the Research Sponsor to develop fully the idea for a project and provide a substantive written product. To undertake NWC 6904, students must have the support of her/his Faculty Advisor, gain approval from the Director of Research and Writing and the NWC Faculty Research Panel and be approved by NDU for the NDU Scholars Program. 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. With permission from the Director of Research and Writing, this course may be taken a second time, during the Spring term, to fulfill one of the electives. Taking this course for a second time increases the word count of the final product. This is a pass/fail 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 complete their written product. 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. This is a graded

course.

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. This is a graded course.

INDIVIDUAL STRATEGY RESEARCH PAPER (ISRP)

In order to graduate, students must successfully complete an ISRP (Research Fellows complete a Research Fellow paper). 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 4,000-6,000-word strategy. The strategy options are

- U.S. national security strategy toward the assigned practicum country
- U.S. national security strategy toward the assigned region
- U.S. national security strategy toward a strategically critical challenge within the region
- U.S. national security strategy addressing a functionally aligned focus area

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. This NDU Scholars paper does not count towards fulfillment of the ISRP requirement. Additional information on the NDU Scholar program is in the Appendix section of this catalog.

The NWC 6600/6601 syllabus will provide detailed guidance for completing the ISRP. American students should reference the Writing for Release policy found later in this catalog. All American student ISRPs are archived in the NDU library unless permission is specifically granted otherwise.

International Fellows (IFs). 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

IF ISRPs are not archived in the NDU library.

Research Fellows. Students accepted into the Research Fellow program will fulfill the ISRP requirement with their Research Fellow product. Reference the Writing for Release policy found in this catalog.

ELECTIVE COURSES

American Students. American students take three electives during the academic year. Each student may decide to take two in the Fall or two in the Spring term, and then one in the opposite term. 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. International Fellows are highly encouraged to take American Studies as their elective courses in the Fall and Spring terms. These courses are designed to enrich the Fellows experience throughout the academic year. The IF may choose to take American Studies in only one of the terms or not at all. Regardless of the option chosen, the IF must complete eight credits of electives as part of his/her degree program. IFs should consult ISMO for details about American Studies.

Research Fellows. Research Fellows fulfill some 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. Additional information on the NWC Research Fellows Program is in the Appendix of this catalog.

NDU Scholars. NDU Scholars fulfill their Fall elective requirements by taking NWC 6904 Scholars Research. Depending on the scope of the project, the Scholar may request from the Director of Research and Writing to take NWC 6904 again in the Spring term. The third elective is an open elective taken during either term. Additional information on the NDU Scholar Program is 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 to take their additional two electives.

There is strict adherence to class caps. Class caps may not be overridden for normal or audit enrollment.

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 outcomes 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 2. NDU Grading Scale

Score	Letter Grade
95-93	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, high-quality 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 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 3. NDU Quality Points

Letter Grade	Descriptor	Grade Points
A	Excellent (or Top-tier) Performance	4.00
A-	Better than Expected Performance	3.70
B+	Expected Level of Performance	3.30
B	Meets Standards	3.00
B-	Minimally Meets Standards	2.70
C	Unacceptable Performance	2.00
F	Failure (Graded Courses)	0.00
P	Pass (Pass/Fail Courses)	0.00
F	Fail (Pass/Fail Courses)	0.00

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.

GRADE DISTRIBUTION

To comply with the OPMEP Manual and the JCS Implementation Plan, differentiating student performance is critical. To maintain academic rigor and ensure fairness and reliability in grading across the course sections, the following table establishes ranges for the distribution of grades in core courses. The “B+” will be considered the average grade for high quality NWC students. The “A” grade will be reserved for those one or two students who are the top in the class and the “A-” for those above “High Quality” but not in the top tier. The “B and lower” grades are for those students who minimally meet or do not meet the established outcomes.

<u>Core Course Grade</u>	<u># of Grades Awarded</u>	<u>Approximate Percentage of the Seminar</u>
A	1-2 students	10%
A-	2-4 students	25%
B+	4-7 students	50%
B or lower	1-3 students	15%

EVALUATION STANDARDS

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

Evaluating Achievement of Course Outcomes. 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 outcome. Assessment activities may include exams, papers, oral presentations, case analyses, and exercises. Rubrics are used for each graded event to assess and document student performance.

Course syllabi will establish the weight of each graded event in the determination of a student's final grade. Students must earn a grade of 80 or above on each assignment to pass the course. Earned grades of less than 80 fall under the Revision Policy stated below.

Evaluating Achievement of Program Outcomes. Under OBME, programs must provide evidence that their graduates have demonstrated achievement of each PLO during the academic year. Students have shared responsibility for their learning, and along with faculty, must measure their learning throughout the year towards achievement of the PLOs. Students are encouraged to seek guidance and additional instruction as needed from their faculty members and faculty advisor. Students will be assessed rigorously and candidly and should expect faculty to ask deep questions to probe their learning.

REVISION POLICY

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 Revision process. Revision consists of those actions taken by the student and faculty to determine the nature of the learning concern, 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. Appropriate revision plans may employ a variety of activities such as counseling, tutoring, additional work, and resubmission of course assignments.

Revision of Individual Graded Elements in a Course. A student who earns a grade of less than 80 on any graded event will enter revision. Generally, the student's FSL will conduct the revision; however, at any point in the revision process, the student may request, or the FSL may recommend the Associate Dean of Academics assign a different faculty member to carry out the revision.

Students must aim to complete the revision in the shortest time possible, normally one week. If necessary, the FSL may extend that time if approved by the Associate Dean of Academics. If the revision is not successfully completed prior to the when final grades are due for the course, the student must 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 revision 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.

A successfully revised assignment will earn a grade between 80 and 83. This score is added to the grades on the other assignments to determine the student's overall course grade.

Revision of a Failed Oral Evaluation. A student who is graded at "Below Standard" on any portion of Fall or Spring Orals must revise 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 plan to raise the student's performance to meet standards in deficient areas. Students who remain deficient after executing the plan will retain the original overall grade of Fail (F) 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.

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 academic probation. The Associate Dean of Academics will consult with the student, the student's FSL(s), the student's Faculty Advisor, and anyone else deemed pertinent to determine what steps need to be taken to help the student gain additional instruction/tutoring in order to accomplish the outcomes. The student's Faculty Advisor will closely track the student's progress until the student is off probation. If the student is unable to bring the GPA to at least a 3.0, the student will be ineligible to graduate from the program.

GRADE APPEALS

The National War College curriculum is demanding and rigorous. A student who wishes to challenge a grade must provide evidence indicating why he/she believes the grade is unjust. As the 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 the graded event appeal. The Dean of Faculty and Academic Programs will convene a faculty panel to conduct a 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 electives 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 revision program, has excessive Revisions under the Revision Policy, or has committed a serious professional transgression, the Commandant may direct a student to meet a Performance Review Board. The Dean of Faculty and Academic Programs will identify three or five faculty members who have not interacted with the student to serve on the Board. The student and NDU General Counsel will be notified in writing of the decision to conduct a Performance Review Board.

The Board will convene to review the student's academic record. The Board will set a date to interview the student and pertinent faculty members. The Board will assess the student's academic and professional potential using the process described in NDU Instruction 1000.02, NDU Student Disenrollment Policy, which references Army Regulation 15-6, Procedures for Administrative Investigations and Boards of Officers. Upon conclusion of its deliberations, the Board will make a formal recommendation in writing to the Dean of Faculty and Academic Programs in route to the NWC 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 Commandant and Dean of Administration will take the actions necessary to process that decision through the University President and University Provost.

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 prior to NWC enrollment, 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
- Pass both oral exams
- Successfully participate in all non-course academic events
- 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 (6000-6601):** 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 or for being the top writer (distinction determined by paper length). 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.
- **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 the oral evaluation periods. These "Top Students" earn 1 DG point.
- **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 consistently 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. Students are encouraged to engage in conversation with their faculty advisors to seek a greater understanding of curriculum content. 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 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 (plus Coast Guard when staffed) 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 are making progress towards and eventually achieved program outcomes. 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.

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 writing issues but will also include sessions designed to assist in writing improvement and in the research and writing connected with the ISRP. This program is mandatory for students identified by either an FSL or faculty advisor to attend and is open to any student who desires additional assistance in sharpening his/her writing skills.

Writing Awards. Faculty members may nominate outstanding student papers for the Chairman of the Joint Chief of Staff and Secretary of Defense writing competitions held at the end of the academic year. 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 end-of-year awards ceremony, 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 any 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, will meet the course outcomes prescribed, 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 meet the course outcomes prescribed, will require an equivalent amount of effort, and complies with the definition of original work below.

Advanced Writing Elective – NWC 6902. 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.

Independent Research Elective – NWC 6901. Similar to NWC 6902, NWC 6901 Independent Research, allows a student to conduct an independent research project, but under this research elective, the resulting product is not typically an academic paper of publishable quality. Instead, this product is some other type of artifact, for example – case study, paper targeted for a government agency, etc. 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.

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 in 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). If the faculty member is doing blind grading in his/her course, the student should consult the FSL on cover sheet requirements.

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. 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.

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 usually 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 can query the speaker. Most 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 an FSL.

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. Student must consult the NWC academic calendar frequently for up-to-date information.

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 end 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.

Strategic Talk Series. The NWC Commandant invites speakers to address the NWC student body as part of the Strategic Talk Series. All NWC students must attend (faculty are strongly encouraged to attend). The speaker topics vary but are often thematic. Most speakers are flag level officials or equivalent; many are NWC graduates. Most Strategic Talk Series events occur on Wednesday mornings.

Individual Health Assessment Program. In the Fall term, students can 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.

SURVEY AND FOCUS GROUP FEEDBACK

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

Inside Arnold Auditorium

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 with 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 device video or capture in any way a speaker's 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.

Virtual Lectures. Students must come prepared and attend all virtual lectures. Students should log into the virtual environment no later than five minutes before the lecture is scheduled to begin. Follow the question-and-answer protocol provided during the lecture.

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 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 Google, Country and Regional Security Research, How to Do a Literature Review, and Creating Customized Search Alerts. Librarians also teach students and faculty how to use the citation software such as Zotero and RefWorks. Students and faculty 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. Call 685-3957/3969 for additional information.

Classified Documents Center (CDC). Classified Documents Center (CDC). The library's CDC is in Marshall Hall, room 316, on the second floor of the library. Services include, but are not limited to, reference and research assistance, teaching and meeting support, and access to classified networks. The CDC is available to U.S. cleared personnel. For more information or to request an appointment, please call (202) 685-3771.

Electronic Library Location: Inside Blackboard, on the top menu, click "Library & Center for Excellence."

Physical Location: 2nd and 3rd Floors Marshall Hall

Hours: Check the website for current hours

Telephone: (202) 685-3511

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.

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 located in SharePoint (within O365). Follow directions stipulated on the form.
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 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 regarding travel limits for leave/liberty. Normal leave will normally not be approved during academic classes.

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 call (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 atmosphere that reflects a professional, orderly, and efficiently operated organization. The policy is intended to define appropriate “business attire” and “casual business attire.”

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

- *Military uniforms.* 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.
- *Business attire.* Business attire is the standard for face-to-face instruction. 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.
- *Business casual attire.* Business casual is the standard for all online classes and during the winter break, “red shirt” days, and when face-to-face classes are not in session. 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.
- 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 or esprit de corps designated times. (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 if 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, personnel may not visit other spaces in the building, conduct business in the building, or work in their committee rooms in other than business attire, or business casual attire when authorized.

PRACTICUM TRAVEL

Travel associated with NWC 6600/6601 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 Operations Department. NWC Operations 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 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.

Appendix: Referenced Policies

1. CJCS Instruction 1800.01, “Officer Professional Military Education Policy” (OPMEP)
2. NDU Scholar and NWC Research Fellows
3. Statement on Academic Integrity
4. Non-Attribution and Academic Freedom

Appendix A: 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.

Appendix B: NWC Research Fellow and NDU Scholars Programs

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 U.S. 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 the prospective fellow's 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 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, 18 August 2021. 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.

f. 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 his/her proposal. 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) her/his thesis statement with arguments, research design, and initial bibliography by mid-October; (ii) an initial progress review no later than the third week in November; and (iii) a Spring progress review by mid-February. The Director of Research and Writing will consult with the Research Fellow, the Research Sponsor, and the NWC Faculty Research Panel to meet as necessary to review the Research Fellow's progress. The final Research Fellow product is due by the end of the third full week in April.

g. 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 Fellow's product substitutes for his/her 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.

h. 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. 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.

i. 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 6500, and NWC 6400. 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.

j. 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.

k. 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 available through NDU Blackboard.

b. Deliverable. Students accepted as NDU Scholars undertake a special research and writing project which culminates in a focused research paper of not less than 20 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.

e. Sponsorship. An NDU Scholar may have multiple advisors in the production of his/her scholar product but will have one primary Research Sponsor, normally the NDU liaison to the command, department, or agency sponsoring the research topic. 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 the Wednesday of the third full week in August. 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. NDU Scholars Program applications are due to the NWC Director of Research and Writing no later than the Wednesday of the third full week in August. Students will be asked to discuss their proposals with the NWC Faculty Research Panel during the days immediately following submission of their proposals. If approved by the Panel, applications are then due to the NDU Scholars Board by the deadline set by NDU. Applicants will be required to discuss the proposals with the NDU Scholars Board in early September, as set by NDU. The NDU Scholars

Board will make a determination of admittance into the Scholars Program.

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 Scholars project will not constitute the Individual Strategy Research Project (ISRP), contrary to any statements in Blackboard. For NWC students, the ISRP must be a national security strategy and the NDU Scholars paper will be a distinct product responding to the sponsor's requested research topic.

k. Selection for NWC 6600 Focus. NDU Scholars may receive preference in the country/region or functional area selection process to facilitate their NDU Scholar research.

l. Electives. NWC students who apply for the NDU Scholars Program must enroll in one elective course of their choosing for the Fall term. If accepted into the NDU Scholars Program, the NWC student will also enroll in NWC 6904, Scholars Research (2 credits) in the Fall term. 6904 may, depending on the scope of the project, be taken a second time in the Spring term; however, the minimum page count of the final product increases to 32. 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. NWC students accepted into the NDU Scholars 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 Scholars Program must remain actively engaged with their projects, show sufficient progress throughout the year, receive "A" or "A-" final course grades in NDU 6000, NWC 6500, and NWC 6400 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 Scholars Program. No later than 11 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 6904 elective. Students must also meet suspense dates outlined in the Timelines section above to remain in the program. The NWC 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 award a pass/fail grade for NWC 6904. Depending on the quality of the final product, the NWC Director of Research and Writing 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 FSLs 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.

6. NWC Faculty Research Panel. The Director of Research and Writing provides leadership and oversight of the NWC Research Fellow and NDU Scholar Programs (for NWC students only) and chairs the Faculty Research Panel (which consists of additional faculty members). 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 Scholars Program.

Appendix C: 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 NDUI 1000.02 NDU Student Disenrollment Policy dated July 2016. 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 National War College student must agree to this Academic Integrity policy by typing their name on the survey form emailed to them during orientation week.

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 _____

Appendix D: Non-Attribution/Academic Freedom

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

