

National War College Student Handbook



National Defense University Academic Year 2023-24

As of August 7, 2023

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Dear Member of the Class of 2024:

Congratulations on your selection to attend the National War College! We are an integral part of the nation's flagship platform for strategic-level joint professional military education, the National Defense University. Since its founding in 1946, the National War College's core mission has been to conduct a senior-level course in National Security Strategy. Throughout the academic year, the faculty will enable you to elevate your perspective to that of national security decision-makers as you focus relentlessly on honing your strategy-making skills in preparation to wield the various instruments of national power. Our curriculum leads to a fully accredited Master of Science Degree in National Security Strategy. I encourage you to visit <http://nwc.ndu.edu/> to learn more about the program.

Our educational philosophy centers on developing those critical thinking skills that lead to sound strategic analysis, synthesis, and decision making. The National War College focused on education, not training, in that we do not provide "school solutions." We are a world class, graduate-level education institution, providing an educational environment that prepares students to deal with the most challenging joint, interagency, and international environments. You will find ours is a rigorous program with challenging weekly reading requirements augmented by several writing assignments. Our objective is to produce graduates who are exceptionally able to:

1. Critically analyze strategic problems and issues
2. Communicate clearly and concisely
3. Assess issues creatively and imaginatively
4. Adapt to ambiguity and uncertainty
5. Operate with a joint, interagency, and multi-national perspective
6. Embrace an abiding structure of continuous learning about a dynamic and everchanging global environment

The services, departments, and agencies that chose you to attend the NWC did so because of your demonstrated potential to develop into the future leadership of our armed forces and government agencies as well as the senior military leaders of our international partners. Historically, over one-third of National War College graduates have gone on to flag/general officer rank or the civilian equivalent in their careers.

You and your classmates are among the finest officers and civil servants in the country. Your class includes approximately 59% U.S. military officers of all services and components, 9% DoD civilians, 16% non-DoD federal government civilians, and 16% international military officers. Our non-DoD civilian students represent the State Department, the intelligence community, federal law enforcement, homeland security, and many other departments and agencies. Our International Fellows hail from 34 countries and participate as full members of the class. Historically, our international students are likewise extremely successful in their promotion rates to flag/general officer. Many of our National War College international alumni have gone on to become Chiefs of Defense, Chiefs of Services, senior ranking officers, and ambassadors in their home countries. Interaction between our American and international students enhances the educational experience and you will find it both personally and professionally rewarding. For U.S. students, if you are interested in serving as a co-sponsor for an International Fellow, in tandem with our assigned faculty members, please let us know promptly. Co-sponsoring an International Fellow can be an enriching experience for you and your entire family.

Our faculty adds another unique dimension to your educational experience. They are an outstanding group of civilians and military officers. We have civilian academics, officers from all

military services, State Department and USAID Foreign Service officers, and senior officials from DHS, FBI, CIA, NSA, USDT, NSA, and DIA. Combined, they give us a true joint and interagency perspective. In addition to strong academic credentials, the faculty brings a broad range of policy and leadership experience to the classroom. They have outstanding reputations for their excellence as scholars, teachers, practitioners, and mentors.

Your attendance in our 10-month program is an opportunity not only to enrich your mind but to improve your physical conditioning and general health as well. To that end, we offer a wide variety of physical training and exercise opportunities. You will also be afforded optional medical assessments offered by the Health and Fitness Department of the National Defense University. I encourage you to take full advantage of these services. More information will be provided during your orientation.

This academic year can also be a great time for your spouse and family. Please ask your spouse to consider participating in the Spouses' Club. The size and scope of this Club is interest-driven, and as you are all peers in class, yet coming from diverse backgrounds, the spouse program here is unique and can add a great deal to what should be a banner year for your entire family. Your spouse should also be aware that several of our academic elective courses are open to them, on a space available basis. And there is a specific spouse elective called the National Security Strategy Elective, designed especially for and open to all spouses. This course enjoys great reviews, and I encourage your spouse to consider joining it.

Finally, please mark your calendars for the National War College Class of 2024 No Host Committee Social for you and your spouse on the evening of Friday, August 11, 2023. This will be the first of several social events held during the academic year. My bride and I, and the entire National War College family, look forward to welcoming you to the College and what will be a very special and enriching year.

Warm regards,

A handwritten signature in black ink, appearing to read "Paul J. Rock Jr.", with a long horizontal flourish extending to the right.

Paul J. Rock Jr
Major General, USMC
Commandant, National War College

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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 Abraham Lincoln Hall (Building 64)
- 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 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 the National War College's 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 department and agency representatives into both the faculty and the student body.

The American experience in 21st Century wars and conflicts repeatedly shows that the complexity of planning and conducting global war, and joint and combined military operations requires officers and civilians in government to be thoroughly familiar with each other's roles and missions. Additionally, understanding the international context and culture have taken on 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 the country 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 e-mailing 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, the International Fellow (IF) representative 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 Dean of Student's guidance, the EXCOM oversees the governance of the class, 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 mix of military or civilian students serve as committee chairs and are chosen by the Dean of Students prior to the start of the academic year. Additionally, the International Fellow College Leader shall serve as an EXCOM member-at-large to represent the IFs. Faculty members volunteer as committee sponsors and assist special committees and affinity groups.

SPECIAL COMMITTEES / AFFINITY GROUPS

Special committees coordinate specific class activities, normally with the advice and assistance of Faculty Advisors. Each year students create various groups around common areas of interest such as a French language and culture group, rugby, scotch/bourbon or wine groups, and poker to name a few. The special committees and affinity groups are described below.

SPECIAL COMMITTEES

- **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.

AFFINITY GROUPS

- **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.
- **Diversity, Equity, Inclusion, and Accessibility (DEIA).** The DEIA group is an affinity group created to discuss enhancing awareness and action in the areas of diversity, equity, and inclusion.
- **Kennan Society.** The Kennan Society is an affinity group focused on the advancement of intellectual discourse of strategic theory, grand strategy, and national security and international relations. Students set their meeting schedule and topic list. The group hosts speakers on topics of interest and coordinates debate amongst faculty. This group is open to all NWC students.

CLASS DUES

Each year, the class collects landing fees from students to fund supplies, social activities and other expenses as approved by the EXCOM. The EXCOM determines the landing fee amount per student. Dues are used for items such as:

- 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
- Yearbook
- Class coins

ATHLETIC PROGRAM

President's Cup. The President's Cup sports competition consists of friendly sports between NWC and the other NDU colleges. Competitions are held in 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 Sports Days. NWC competes annually against the other senior Service colleges in a three-day multi-event sports tournament, Jim Thorpe Sports Days, in April, hosted by the Army War College in Carlisle, PA. This sports program is managed by the Student Leader of the Athletic Committee, the faculty Athletic sponsor and the sports reps from each committee. The sporting events include softball, soccer, basketball, volleyball, tennis, golf, bowling, a 5K run, skeet/trap, cycling, functional fitness (CrossFit), pickleball, and men's and women's 4x400 relays.

Intramural Softball. All committees will field an intramural softball team for games to be held in August and September. Normally, six games will be played. Games are approximately one hour long.

TEDDY'S STUDENT SOCIAL CLUB

The student social club, Teddy's, is one of the treasures of the NWC. The club is managed and operated by a dedicated group of students and managed by a student manager. The Teddy's manager is a student volunteer with relevant experience. The EXCOM will interview and approve the Teddy's manager. A Standard Operating Procedure (SOP) will be established within the first two weeks of school. The SOP will outline the governing rules for the club and will be signed by the manager, the class president, the dean of students and the commandant. The dean of students will provide the manager with the SOP template, continuity notes, keys, and cash box with startup funds from the previous class.

The Dean of Students must approve activities involving extra-curricular use of NWC facilities and surrounding area. The consumption of alcoholic beverages at the College, inside or outside of Teddy's, requires specific prior approval from the Dean of Students in **every** instance. Students will adhere to NDU Instruction 1010.01 (Authorized Alcohol Consumption on the NDU Campus). The routine storage of alcoholic beverages in committee rooms, offices, or lockers is not authorized.

STUDENT EVENTS

Any event associated with the above committees and groups must be coordinated with and approved by the EXCOM and the Dean of Students. Some events may require Commandant approval.

Throughout the year a mix of reoccurring events and new student events occur. The following are reoccurring events:

- Oktoberfest (end of September/early October)
- Committee Thanksgiving potluck (November)
- Christmas / Holiday party (December)
- Committee Chili Competition
- St. Patrick's Day Celebration (March)
- Crawfish/Shrimp Boil (February to May)
- Cinco de Mayo (May)
- End of Year Graduation / Student Ball

CHAPTER 3: ACADEMIC INFORMATION

DIVERSITY STATEMENT

The National War College is committed to diversity and inclusivity of perspectives, worldviews, backgrounds and thought. This is a priority because it improves students' ability to consider different options and foreign policy prescriptions, and therefore advances the long-term interests of the United States.

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.

OUTCOMES BASED MILITARY EDUCATION

OPMEP-F requires JPME programs to adhere to Outcomes Based Military Education (OBME) standards. 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.

OPMEP AND PROGRAM INPUTS

The Chairman, via the OPMEP, has assigned NWC the following 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 six sources. These are Title 10 of the U.S. Code, PME Outcomes, Joint Learning Areas, Desired Leader Attributes (DLAs), Special Areas of Emphasis generated by the Joint Staff and NDU Institutional Learning Outcomes.

National Defense University – Institutional Learning Outcomes

ILO 1: Foster collaborative relationships across joint, interagency, international, and cultural boundaries.

ILO 2: Demonstrate critical and creative thinking in support of national security decision-making.

ILO 3: Create strategy and policy options in support of national security interests.

ILO 4: Communicate effectively to provide clear and concise military and policy recommendations.

ILO 5: Apply principles governing the profession of arms, civil-military relations, and ethics to support strategic level decision-making.

NWC PROGRAM LEARNING OUTCOMES

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

PLO 1 – Analyze the strategic environment to evaluate threats and opportunities relevant to national interests.

SLO 1a: Analyze Strategic Competition / Integrate Deterrence with a focus on China, Russia, Iran, and/or North Korea.

SLO 1b: Critically analyze multiple sources of information (including direct engagement and on-the-ground experiential material) to consider motivations, test assumptions, and understand biases.

PLO 2 - Evaluate current and future warfare and the application of joint warfighting based on a historical understanding of war's enduring nature and changing character.

PLO 3 - Evaluate the utility and orchestration of all instruments of power to address national security challenges. (This also measures ILO 3)

PLO 4 - Apply critical and creative thinking to support strategic-level decision-making and effectively communicate across joint, interagency, and multinational environments.

SLO 4a (ILO 1): Foster collaborative relationships across joint, interagency, international, and cultural boundaries.

SLO 4b (ILO 5): Apply principles governing the profession of arms, civil-military relations, and ethics to support strategic-level decision-making.

SLO 4c (ILO 2): Demonstrate critical and creative thinking in support of national security decision-making.

SLO 4d (ILO 4): Communicate effectively [written & oral] to provide clear and concise military and policy recommendations.

PLO 5 - Develop and revise national security strategies and understand how they are implemented.

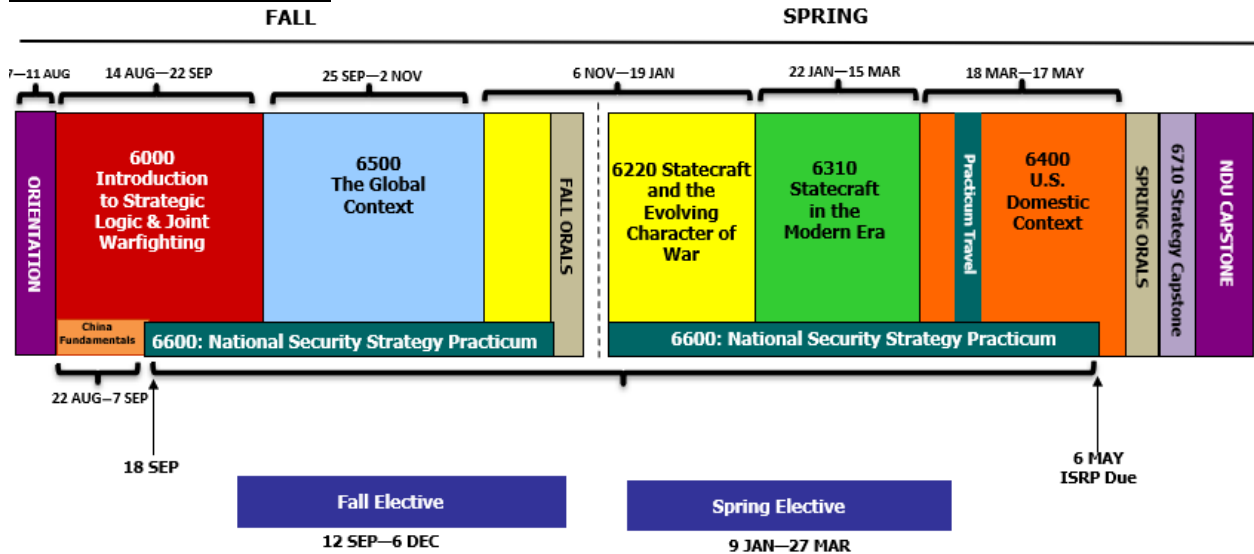
SLO 5a - Determine the viability of strategies and plans through contextual assessment gained through direct and on-the-ground experiential engagement.

ACADEMIC PROGRAM

To ensure students are able to achieve NWC’s learning outcomes, NWC has designed a curriculum composed of seven core courses. The core courses provide grounding in national security strategy to include strategic and critical thinking; the coordinated use of all facets of national power in peace, crisis, and war; the domestic and international contexts in which national security policy is developed; national security agencies, departments, and decision-making processes; and in-depth applications of national security strategy. Elective courses complement the core curriculum. NDU offers a wide range of elective courses that provide students the opportunity to broaden and deepen their study.

The core courses average 13 contact hours per week when elective courses are not in session and 9 contact hours per week when elective courses are meeting. Contact hours include lectures, panel discussions, question and answer sessions with lecturers, seminar sessions, and student exercises. Students should plan to spend approximately two hours of preparation time for each hour of contact time. Preparation time refers to out-of-class curriculum-related activities such as required readings, preparing student presentations, problem-solving exercises, exams, writing assignments, etc. Most core courses meet in the mornings. The chart below shows the course sequence for the academic year.

Figure 1. NWC Curriculum



*Note: Dates are subject to change

CURRICULUM LAYOUT

Students choose one of the curriculum tracks shown below.

American Students

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NWC 6000	Introduction to Strategic Logic & Joint Warfighting	4
NWC 6149	China Fundamentals	1
NWC 6500	The Global Context	4
NWC 6220	Statecraft and the Evolving Character of War	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The U.S. Domestic Context & Implementation of Strategy	5
NWC 6600	National Security Strategy Practicum	6
NWC 6710	National Security Strategy Capstone	1
Various	Electives (2 courses)	4
Total credit hours = 35		

International Fellows Taking American Studies

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NWC 6000	Introduction to Strategic Logic & Joint Warfighting	4
NWC 6149	China Fundamentals	1
NWC 6500	The Global Context	4
NWC 6220	Statecraft and the Evolving Character of War	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The U.S. Domestic Context & Implementation of Strategy	5
NWC 6710	National Security Strategy Capstone	1
NWC 6922	International Fellows: Individual Strategy Research Project	2
NDU 6047	American Studies I	4
NDU 6048	American Studies II	4
Total credit hours = 35		

Research Fellows

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NWC 6000	Introduction to Strategic Logic & Joint Warfighting	4
NWC 6149	China Fundamentals	1
NWC 6500	The Global Context	4
NWC 6220	Statecraft and the Evolving Character of War	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The U.S. Domestic Context & Implementation of Strategy	5
NWC 6600	National Security Strategy Practicum	AU
NWC 6710	National Security Strategy Capstone	1
NWC 6910	Research Fellow Advanced Studies I	4
NWC 6911	Research Fellow Advanced Studies II	6
Total credit hours = 35		

NDU Scholars

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NWC 6000	Introduction to Strategic Logic & Joint Warfighting	4
NWC 6149	China Fundamentals	1
NWC 6500	The Global Context	4
NWC 6220	Statecraft and the Evolving Character of War	5
NWC 6310	Statecraft in the Modern Era	5
NWC 6400	The U.S. Domestic Context & Implementation of Strategy	5
NWC 6600	National Security Strategy Practicum	6
NWC 6710	National Security Strategy Capstone	1
NWC 6904	Scholars Research	2
Various	Elective	2
Total credit hours = 35		

COURSE DESCRIPTIONS

CORE COURSES

NWC 6000 – Introduction to Strategic Logic & Joint Warfighting

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. Central to this course is the introduction of two concepts that will be foundational for the rest of the core curriculum. The first is strategic logic, the second is joint warfighting. 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). As you will soon see, the military instrument of power and the instruments and actors that wield it will be of particular important. Finally, we will work on the implementation of strategy, to include assessing the viability of strategy and controlling for the costs and risks of strategy. Remember, this course provides you the opportunity to understand many of the key concepts and ideas that will prove fundamental to your learning for the rest of the year. You will use that understanding to help apply, analyze, evaluate, and create material for the next nine months.

NWC 6220 – The Instrumentality of Changing Warfare

This course provides students with theoretical foundations of the use of force and the employment of the military instrument of power to realize national interests. The course explores the unchanging nature of war and the ever-changing character of war using historical case studies and the study of current adversary military capabilities. Building on these foundations, the course showcases how U.S. capacity and capabilities address the threats prioritized in strategic guidance (e.g., the National Security Strategy and the National Defense Strategy). In the course, students will also learn how to develop joint operational approaches to achieve military objectives as well

as design a joint warfighting campaign. By the end of the course, students will understand the military instrument of power in multidomain environments, theories of war and deterrence, joint warfighting, and how to communicate how military forces support strategies and execute campaigns to achieve national goals.

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?* Within this course, we expand the DIME analytical framework to MIDFIELD (Military, Information, Diplomacy, Finance, Intelligence, Economics, Legal, and Development) which conveys the broader array of specific instruments / tools currently available to policymakers and strategists. This course specifically delves below the level of strategic logic emphasized within the curriculum to date, with a focus on specific concepts, frameworks, and/or techniques that inform the orchestration of (planning for) instruments of power. This course asks students to contemplate why and how “the rubber meets the road.” Via modern, longitudinal cases, we then analyze how strategists have assessed, orchestrated (planned), and adjusted the implementation of instruments over time to address strategic challenges and opportunities across the spectrum of cooperation, competition, and conflict. Course cases represent the challenges and opportunities that today's students will encounter during their professional careers, specifically: managing evolving regional security challenges; expanding liberal institutions, norms, and values; and engaging in Great Power/ Strategic Competition. With a better understanding of the interactive nature of why and how the U.S. has engaged in world affairs via the case analyses, students are placed in the “driver’s seat” for course assessments, responsible for evaluating and recommending the orchestration of instruments of power to advance overarching goals in the 21st century.

NWC 6400 – The U.S. Domestic Context and Implementation of Strategy

This course explores the United States’ founding ideals, values, civil-military relationships, and ethics that affect national security strategy and policy. The overall aim of this course is to analyze the historical and current divergent visions for domestic policies and their effect on U.S national security and foreign policy. This involves exploring founding principles, historic areas of tension, and today’s divisions, and analyzing how this interplay of domestic U.S. actors, structures, rules, and norms affect U.S. national security formation, implementation, and joint warfighting. This course explores the formal separation of powers system of government, the accrued powers and interplay 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, budgeting, and behavior. By the end of the course, students should have a well-developed understanding of current national security processes and authorities and be able to anticipate domestic implementation challenges associated with national strategies.

NWC 6500 – The Global Context

Because graduates must be able to analyze context in order to identify problems and opportunities, recommend viable ends, and develop ways and means to achieve those ends, 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 25 topics organized into an interrelated series of blocks. Across the six-week program, students will analyze concepts such

as governance, legitimacy, and security. Ultimately, the course will prepare students to analyze and evaluate challenges directly related to Great Power Competition—the central organizing facet of this course. Students will learn how to develop and apply information about rival and partner countries' security challenges and capabilities. Turkey, Iran, India and Nigeria will receive special attention, given that developments in those countries will impact U.S. national security in important ways throughout our graduates' careers.

NWC 6600 – National Security Strategy Practicum

This year-long course assesses student's critical thinking and strategy development skills. Students are assigned a partner country or function (practicum) which plays a significant role in U.S. Strategic Competition and Integrated Deterrence. Students will integrate concepts gained throughout the year to create an Individual Strategy Research Paper (ISRP) aimed at solving complex national security challenges facing the United States. This course starts with context assessment gained through seminar discussion and individual research. Students then develop strategic ways/means through continued individual research and engagement with relevant Washington, D.C. organizations. Students will travel to "the field" to refine research and assess their proposals via policy discussion 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 their ISRP. 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 critically think, analyze a given security challenge, and develop a strategy to deal with that challenge.

NWC 6710 – National Security Strategy Capstone

This course serves as a capstone exercise for the yearlong NWC curriculum. It provides an opportunity for the students to apply critical thinking, strategic logic, and other 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 6922 – 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.

NON-CORE COURSES

NWC 6901 – Independent Research

In lieu of a standard elective course, a student works with his/her Faculty Research Advisor to develop fully the idea for a project and provide a substantive product (e.g., a paper, briefing, framework, case study, syllabus entry). 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 (who will help identify an appropriate Faculty Research Advisor). 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 (who will help identify an appropriate Faculty Research Advisor). 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, a student 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

During this course, a Research Fellow will complete their written product. This is a graded course.

INDIVIDUAL STRATEGY RESEARCH PAPER (ISRP)

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 Student, International Fellow, or Research Fellow.

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

NDU Scholars are not exempt from the ISRP and must fulfill this requirement as part of NWC 6600. Additional information on the NDU Scholar program is in the Appendix section of this handbook.

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

International Fellows (IFs). International Fellows will take NWC 6922, “Individual Strategy Research Project” which is a year-long course 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 below.

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

IF ISRPs are not archived in the NDU library.

ELECTIVE COURSES

American Students. American students take two electives during the academic year. Each student will take one elective course in the Fall and one in the Spring 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. The American Studies Program (ASP) is a mandatory course for all International Fellows. The main objective of the ASP is to assist IFs in acquiring a balanced understanding of American society, institutions, and identity, in addition to their academic experiences at their respective Colleges. The ASP is considered a crucial component of the Security Assistance efforts of the United States Government.

The ASP program primarily affects the International Fellow’s NWC academic experience because of the travel required during the ASP program. The International Fellows will take approximately three (3) week-long trips each semester. During these trips, and although the IFs will not be present for core course speakers and seminars, the IFs and their core course FSLs will make every effort to keep up with the core course readings and learning objectives. The travel dates for the ASP program are known well before the beginning of each academic semester, so IFs must coordinate with their FSL(s) to ensure course work is completed.

Finally, if a written assessment is due in a core course while the IFs are traveling, every effort should be made by the individual IF to submit the written assessment before departing. If that is not possible, the IF and the core course FSL will coordinate an agreed upon submission date. The

agreed upon submission date can be while the IF is traveling; immediately upon return from travel; or after return from travel but no later than an additional number of days equivalent to the number of seminars that the IF missed because of travel. It is in everyone's best interest in the long run that the IFs NOT have written assessment due dates continually pushed back because of travel. The FSLs will take into account which speakers and seminar discussions were missed when grading written assessments.

Research Fellows. Research Fellows fulfill 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 handbook.

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 second and/or third elective is an open elective taken during either term. Additional information on the NDU Scholar Program is in the Appendix of this handbook.

THE ELECTIVES PROCESS

Students attend an electives fair 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 often 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 elective.

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 Advisor (Research Fellows and NDU Scholars, refer to the Appendix of this handbook 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.

ASSIGNMENT & COURSE GRADES

Students receive a grade and written feedback on course assignments within seven calendar days after the assignment is due (this is considered timely feedback), unless otherwise directed by the Course Director. Assignments submitted on the last day of class will be graded within two weeks of the course's end, normally in conjunction with the final course grade. 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. Core course final grades are usually due two weeks after the last day of the course. Students are expected to review their feedback inside Blackboard and grades may also be viewed in the My Grades area.

Individual assignment and final course grades follow the scale below.

Figure 2. NDU Grading Scale

Letter Grade	Qualitative Descriptor	Quality Points	Percent Range	Percent Range for Rounding ³
A	Excellent (or Top tier) Performance ¹	4.00	96-100	95.50-100.00
A-	Better than Expected Performance	3.70	90-95	89.50-95.49
B+	Expected Level of Performance	3.30	86-89	85.50-89.49
B	Acceptable Performance	3.00	83-85	82.50-85.49
B-	Marginal Performance	2.70	80-82	79.50-82.49
C	Unacceptable Performance ²	2.00	70-79	69.50-79.49
F (For courses with letter grades)	Failure	0.00	0-69	0.00-69.49
P (For Pass-Fail designated courses)	Pass	0.00	N/A	N/A
F (For Pass-Fail designated courses)	Fail	0.00	N/A	N/A

1. Differentiation of top-tier performance as described by CJCSI 1800.01F.
2. Below 80 is considered unacceptable graduate performance and is likely not to receive credit when transferred to other graduate institutions.
3. Used in technical implementation within learning management systems. See Configuration Guidelines for Creating Courses in the University Student Management System (USMS), Blackboard and Tk20.

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.

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.

I – The I grade for a course will be assigned only upon approval of the course instructor and the student’s Dean of Faculty and Academic Programs. Incomplete indicates that one or more course requirements has not been completed for reasons that, in the judgment of the course instructor, were unavoidable. A student must initiate the request for an Incomplete grade with the instructor. The student and the instructor will specify in writing the requirements to be completed and the deadline for completion, which in most cases may not exceed two weeks. Upon completion of the outstanding requirements, the student must request that the instructor submit a change of grade to the Registrar’s office. An Incomplete grade does not earn credits for the course and the grade will not affect the student’s GPA. Any Incomplete grade not resolved by the documented deadline will convert to an F grade automatically.

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 distribution of grades is in effect for all NWC courses. **The “B+” will be considered the average grade for high quality NWC students.** The “A” grade will be reserved for only those students who are the top in the class and the “A-” for those “Better than Expected Performance” but not in the highest tier. The “B and lower” grades are for those students who minimally meet or do not meet the established outcomes.

Because “B+” is considered the average grade for high quality NWC students, more students will be awarded a “B+ or lower” than an “A-”, and more students will earn an “A-” than an “A.”

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.

Oral Evaluations. To pass the oral evaluation, students must demonstrate achievement of the required curriculum outcomes. Students will also be provided feedback on their confidence, poise, oral communication skills, and ability to carry a professional conversation that develops organically. Faculty will rate each student’s performance related to selected program outcomes using the criteria for “Above,” “Met,” and “Below” provided on the oral evaluation form, which is distributed separately to faculty and students. Faculty may award an overall grade of I (Incomplete) for an oral evaluation when extenuating circumstances cause the student’s absence from or early termination of an oral evaluation.

Specific information on assigning both relevant standards and retest procedures is provided to faculty and students when the evaluation forms and guidelines are distributed prior to the orals session. In general, when a student achieves one or more “Below Standard” ratings in the fall or spring Oral Evaluations, the appropriate course of action will be determined by the Associate Dean of Academic Programs, in close consultation with the oral evaluators and the student’s advisor.

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 Remediation 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.

REMEDIATION 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. The College has an established Remediation process to enhance student learning in areas of deficiency. Remediation 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 remediation plans may employ a variety of activities such as counseling, tutoring, additional work, and resubmission of course assignments.

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

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

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

Remediation of a Failed Oral Evaluation. A student who is graded at "Below Standard" on any

portion of an Oral Evaluation 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 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

Students may appeal their grade on any assessment for which they feel the instructor has abused their discretion or issued an arbitrary or capricious grade. In every case, the burden of proof rests with the student to demonstrate a cause for a change in grade. The student has seven (7) workdays after receiving the grade and assessment feedback from the instructor to file a written appeal via memorandum with the Course Director.

In the event that the Course Director is also the student's instructor, the student should deliver the Appeal memo to the college Associate Dean of Academics. For a student taking an elective taught by a faculty member from a different college, the process is the same except the student would file their appeal with instructor's college Associate Dean. Similarly, for a student taking an NDU elective (one offered by non-college faculty), the student will file their appeal with the Associate Provost.

Prior to initiating a grade appeal, the student should meet with their instructor to discuss their performance on the assessment. As a professional courtesy, the student should inform the instructor if they intend to file an appeal.

Upon receipt of the Appeal memo, the Course Director (or Associate Dean or Associate Provost) will have 7 workdays to conduct an assessment and issue a ruling to the student. In all cases, the same timelines apply; 7 workdays to file an Appeal, and 7 work-days for final adjudication.

PERFORMANCE REVIEW BOARD

When a student receives a final course grade of "F," has an unresolved Incomplete, has failed to successfully complete a remediation program, has excessive remediations under the Remediation 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 at National Defense University, 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
- 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 academic, co-curricular, and extra-curricular engagement and excellence during the academic year. DGs have exhibited the ability to excel as national security strategy practitioners. They have shown exceptional capacity to analyze a national security challenge, develop a strategy for dealing with that challenge, and articulate that strategy both orally and in writing. In addition, DGs have demonstrated exemplary professional qualities, peer leadership, and strong contributions to the richness of the student experience throughout the year. DGs exhibit these contributions, capabilities, and qualities both within and outside of the seminar. All National War College students are eligible for designation as a DG. Approximately 10% of the graduating class are designated as DGs.

DGs are designated based upon the following criteria:

1) **GPA = 85% of DG calculation.** Academic excellence is the principal factor in the DG order of merit; as such, to qualify for DG consideration a student's GPA must rank within the top 20% of the class. At the completion of the academic year, students' **cumulative GPA from all NWC**

core courses and NDU-wide electives will be evaluated. 85% of the overall DG calculation is based upon a student's GPA.

2) Leadership and Acculturation (L/A) = 15% of DG calculation. NWC students are encouraged to participate and lead in many different events, activities, and groups throughout the school year. The L/A portion of the DG calculation is made on a relative basis across the student body based on participation and leadership outside the seminar room. Examples of qualifying participation include, but are not limited to participating in sanctioned affinity groups (e.g., Women in National Security [WINS]), playing an intramural sport, serving on a special student committee (e.g., Yearbook Committee), etc. More weight is given to those who embrace significant leadership roles within L/A activities versus general participation. The Dean of Students maintains a list of qualifying activities (QAs), and qualifying activity Faculty Advisors are responsible for determining which student(s) will receive a DG point. At the end of each semester, QA Advisors will report each student advisee's L/A participation to the Dean of Students office via the L/A tracker. 15% of the overall DG calculation is based upon a student's L/A participation.

There is no maximum number of LA points a student may be awarded through the year. The LA points will be normalized and weighted in the calculations below.

Normalize to values of 10 such that 4.0 GPA equals 10 (use 2.5 multiplier for all GPAs).

Top LA point student equals 10 (start with that top score, go down to zero, using % of the top student points to assign a relative value for each student). Separately, multiply GPA value by .85 and then LA value by .15. Next, add GPA value plus LA value to get total DG points. Students withing the top 10% of total DG points may receive DG designation.

Process. As students contribute and assume leading roles in QA, they should notify their QA Faculty Advisor (FA). The QA representative or advisor will award 1 L/A point to zero to no more than 20% of participating students within their QA. QA representative/advisor will inform the Business Support Team for points accumulation and tracking.

Criteria. The QA faculty advisor or representative shall weigh point consideration for their students using the following criteria, consistent with the Desired Leadership Attributes of the OPMEP (student must achieve 2 out of 3 criteria):

1. Student demonstrated clear and consistent leadership within the activity.
2. Student planned, synchronized, implemented, and/or led events, discussions, or engagements within the activity.
3. Student went above and beyond to help/counsel/guide others.

During the month of May, the Dean of Students, in coordination with the Business Support Team, will tally L/A point totals and provide to the Director of Institutional Research. The Director of Institutional Research and Assessment determine the final recommended DG list based off student GPA and L/A point totals.

DGs are designated by a panel composed of the Commandant, Deputy Commandant, Dean of Faculty and Academic Programs, Dean of Administration, Dean of Students, and Director of Institutional Research and Assessment, based upon the policy indicated above as well as their personal observations. In addition to the objective criteria listed above, the DG panel considers the wholistic performance and conduct of the student. DGs are announced during the NWC end-of-year awards ceremony, are recognized at the NDU graduation ceremony, and have their transcripts annotated accordingly.

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 advisees during the first week of school and consistently throughout the year, generally at least once during each core course. 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 advisees 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 their advisees 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 seven military Service Chairs (Coast Guard, National Guard and Special Operations when staffed) are faculty members from each military branch who represent their Service or functional area. 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. In cases where no agency

faculty member exists for a civilian agency student(s), the Dean of Students will assign an existing agency faculty member to serve as that student's agency chair.

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. All papers and PowerPoint briefs submitted for a grade must include appropriate citations as either footnotes or endnotes. 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. Note that the submission of a paper which has been produced in whole or part by another person or by any AI tool, unless properly cited as the work of another, violates this policy.

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 & TurnItIn. SafeAssign and TurnItIn are tools used to promote originality and help students identify quoted or paraphrased material in their documents so they can ensure proper citations have been added. Both software tools produce a report that shows a percent match to other documents.

Students are required to use TurnItIn prior to submitting any written assignment at the National War College. The links for these tools are located under the Assignment Submission tab in Blackboard. Students should ensure their papers are uploaded to TurnItIn in enough time to receive the matching report and make any required changes. Students should not wait until an hour or two before the assignment is due to upload their paper to TurnItIn, as sometimes the report can take a little while to generate. If the student makes changes to the paper after submitting to TurnItIn, the changed paper must be uploaded to TurnItIn and submitted for faculty grading.

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. O. 12958.

CORE COURSE 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, outcomes and structure, student assessments, 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 and RH Master calendar.

- **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 as early as 0800 and could last as late as 1530. Student's academic schedules will vary depending on their elective. Core courses are Mondays, Tuesdays, Thursdays, and Fridays between 0830 and 1130. U.S. Student practicum courses are Mondays at 1330. Electives are held on Tuesday and Wednesday afternoons in two-hour blocks; start time is 1330. American Studies electives for IFs are on Wednesday afternoons.

Academic lectures are often scheduled on Wednesday mornings. Lectures may part of the President's Lecture Series (PLS), or Kennan Lecture Series (KLS), etc. In addition, there will be times when a guest lecturer or other special event will be scheduled outside of the normal class hours. For this reason, students must consult the NWC Roosevelt Hall (RH) Master Calendar on Outlook frequently for up-to-date information. Additionally, your student leadership will update you via NWC School Share on MS Teams.

ROOSEVELT HALL MASTER CALENDAR

The Roosevelt Hall Master Calendar items are organized by colors. The following color codes will be used on this Master Calendar (Students).

Blue: Academic/PLS/STS-Mandatory

Orange: Admin/Optional Academic (Writing workshops/Colloquia)

Green: Sporting/Social/Promotions

Purple: NDU/Outside Events

Red: Visits-RCDS/Chem/Jump

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 or committee activities by contacting the NWC master calendar manager in Roosevelt Hall, Room 124.

INVITING SENIOR OFFICIALS TO NWC

Many of our War College students have close professional and personal relationships with current and former leaders of our military services and federal government. Our students recognize their mentors and friends have much to offer, and in many cases these senior officials are more than willing to come and speak to NWC students when asked. This is a unique and valued opportunity for NWC students and faculty alike, and we encourage you to reach out to these officials where it is relevant to our studies. Nevertheless, prior coordination with the College leadership is required. We have had examples where senior officials have visited NWC to meet with students unbeknownst to NWC leadership. If you wish to invite current or former military flag officers, or current State Department officials who held the position of Assistant Secretary of State or higher, or former NSC officials at the Director level or higher, please coordinate their invitation with your FSL and the Dean of Students. The FSL and Dean of Students will coordinate with the NWC leadership as appropriate. Such visits enhance the value of our War College experiences and are encouraged. This process helps us ensure NWC and NDU leadership are aware, and that maximum student participation is made possible.

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 Lincoln Hall auditorium, normally on Wednesday mornings. **Attendance at these lectures is mandatory.** Military students and military faculty will be in prescribed uniform for these lectures (usually Class As). PLSs require NDU security badge identification for entrance.

Kennan Lecture Series. The NWC Commandant invites speakers to address the NWC student body as part of these 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 of these events occur on Wednesday mornings. Uniform for military students when a current serving four-star or civilian equivalent speaks is Class As.

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 from the Director of Institutional Research and must sign an electronic form acknowledging understanding and compliance with the policy. Refer to the Appendix section of this handbook 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, plagiarize, 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 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 seriously by NWC and NDU. See Appendix for the full NDU Instruction 5.00 Non-Attribution and 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. Student leadership (Class President and Vice-President) will normally precede the Commandant and direct the class to rise. 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. Student Committees are responsible for coffee set-up. The Dean of Students will issue a monthly rotation schedule and the events coordinator will provide the core course/STS lecture schedule which indicates specific events requiring coffee.

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, with the exception of water in sealable bottles.
- 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.
- The use of laptops and other tablet devices in Arnold Auditorium is under review; if they are allowed, 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...” without reference to the name or position of the speaker, the subject, or the date of the lecture. 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, which 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 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 located 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. The Spouse Course director must enroll the participants in the course with the Registrar's office. 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

Students attending National War College are here on official duty and are expected to work at least 40 hours per week unless on an official Federal holiday or granted leave or an excused absence. The University and Colleges operate on a five-day workweek, Monday through Friday, except holidays. Student hours and events are indicated in the NWC master calendar. Core Classes usually begin at 0830 and run for two to three hours depending on the type of engagement. Afternoon courses begin at 1330 (1:30pm) and run for two hours.

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. ***Students must attend all official activities directed in the academic schedule or by other administrative instructions.***

ATTENDANCE POLICY

Students must physically attend all academic instruction unless they are authorized absence as indicated below. Virtual attendance, while not preferable, is possible under certain circumstances. If a student is unable to attend class, they will submit an absence or leave request following the processes below.

The Dean of Students oversees the College's academic absence and attendance program on behalf of the Commandant. To accomplish this, Faculty Seminar Leaders (FSL) are responsible for accounting for their individual seminar's student attendance. If a student misses class, the FSL shall contact the student. The FSL will inform the Business Support Team about any absence issues or concerns and periodically provide an attendance report to the Dean of Students. If attendance for a particular student becomes an issue, the FSL will refer the issue to the service or agency chair. If the Service or Agency Chair is unable to resolve the problem, the issue will be referred to the Dean of Students for consideration of a conduct review board.

LEAVE & ABSENCE

ABSENCE

A student's assigned place of duty is, unless otherwise directed, physically on the NDU campus. Virtual attendance under unique circumstances—and only after proper pre-approval by FSL has occurred—does not count as an absence. Otherwise, when a student fails to attend a class physically and in person, the student is deemed absent. There are two types of absences, excused and unexcused.

Excused absence. Occurs when student is approved to miss instruction completely for one or multiple days. Excused absence is the result of approved leave (by service or agency chair) or approved absence request (approved by Commandant, Dean of Students, or Faculty Seminar Leader (FSL)).

Examples of reasons for student absences are family emergencies, unforeseen childcare issues, one-time life events, and or professional appointments. Students should every effort to schedule

medical, legal, and or administrative appointments in the “white space” of the calendar. Professional interviews or boards for your next assignment will be given special consideration, but time off for training or turnover for your next assignment is not permitted.

Unexcused absence. Occurs when a student fails to attend a mandatory class or event in person (i.e., not physically present) *without* prior approval. If a student requests absence after the fact, the absence will be considered unexcused. FSLs will advise the appropriate Service or Agency chair of any unexcused absences. **Three unexcused absences will be referred to the Dean of Students for consideration of a conduct review board.**

The following process is used for absence requests:

1. The student should first discuss their desired absence with their FSL.
2. If request remains valid after discussion, the student will submit a Student Absence Request via the Absence link on the School Share page on MS TEAMS.
3. The request will be forwarded to the Business Support Team for submission to the Dean of Students and the Commandant for consideration. Service and Agency Chairs will receive courtesy copy.
 1. Dean of Student retains approval authority for one day absence.
 2. Commandant retains approval for two or more consecutive day absences (Dean of Students endorses).

If a student has an unscheduled or unexpected issue the day of class which requires virtual attendance or an absence, the student will immediately contact their FSL. The FSL may approve virtual attendance or absence as needed. The student is not required to complete the absence request form.

If a student has a scheduled or previously known issue but fails to discuss their request with the FSL until the day of, the student will inform their FSL, but must also discuss their absence with the Dean of Students.

Virtual. Virtual attendance occurs when a student attends seminar or lecture(s) via electronic means such as Teams or Blackboard. When pre-approved by a seminar FSL, **virtual attendance is not considered an absence.** NWC is an in-person institution, and while technology provides flexibility, virtual attendance should only be used in special circumstances. Faculty Seminar Leaders (FSLs) will monitor virtual attendance within their seminar and refer patterns of concern to the student’s service or agency chair. Misuse of virtual attendance shall be referred to the Dean of Students and Associate Dean of Academics by the Service or Agency Chair for consideration of a conduct review board.

Virtual participation requires coordination and prior approval from the student’s FSL. Coordination must occur over email or MS TEAMS message. This does not require a formal absence request. If virtual attendance extends beyond the approved day, the student will coordinate with the FSL, who will inform the Business Support Team.

LEAVE

Leave is time away from place of duty. Regular leave will **not** be approved during the school year

except during the Thanksgiving and December recesses and in exceptional circumstances such as family emergencies. Leave requests are coordinated through a student's Service or Agency Chair. Leave submission may be required if traveling long distances over weekend or during holidays. Consult your service or agency chair for your organization's policy and/or regulation. U.S. military students will follow Service specific requirements regarding travel limits for leave/liberty.

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.

CLASS PICTURE

The annual student class picture is taken in mid-fall, usually in October or November, in front of Roosevelt Hall, and is managed by the Yearbook Committee. At the beginning of the Academic Year, one committee member is nominated to lead the production of the picture. The previous year's Yearbook Committee will provide continuity guidance through the Faculty Advisor or the Dean of Students. The class picture is purchased through the 'landing fees' every NWC student pays at the beginning of the Academic Year. A date, and rain date, must be scheduled on the NWC Master Calendar early in the year. The student lead will coordinate with NDU Operations to schedule a photographer.

Civilians are to wear business attire, and military are to wear service A uniform.

DRESS CODE POLICY

National War College dress code is business attire. We do this to present a professional image, uniformity in attire, and an environment that is conducive and representative of the mission of the National War College. 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. Military personnel will wear Class B or equivalent uniform for orientation week and the first two weeks of the first core course of the academic year. After that, military personnel may transition to civilian business attire as described below or may remain in uniform. Additionally, military personnel will wear Class B or equivalent uniform for the first day/Topic of every core course throughout the academic year.
- *Business attire.* Business attire is the standard for in-person 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 blouse, and appropriate shoes. Attire must be neat, clean, and professional in appearance.

- *Business casual attire.* Business casual is the standard for all virtual classes and during the winter break, “red shirt” days, and when in-person 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). Attire must be neat, clean, and professional in appearance.
 - 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 attire.
- The following exceptions are provided:
 - For special events (speakers and guests that are active 4-star General/Flag Officers or equivalent) military students will wear Service Class ‘A’ Uniforms.
 - NWC Red Shirt days are approved by the Dean of Students and 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 weekdays. 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 (ground floor) when exercising but may not be worn above the ground floor at any time.

PRACTICUM TRAVEL

Travel associated with NWC 6600 follows the policy stated in that course syllabus. Additional information will be published in the Microsoft Teams School Share.

INCLEMENT WEATHER

NWC follows the Office of Personnel Management operating status. When adverse weather conditions in the Washington, D.C. area necessitate closing federal offices by OPM, NWC will close. Closings are announced through the OPM website and App, the media and the NWC email and/or Teams posting. Classes will be canceled only when the Federal Government offices are closed. Classes will be held as scheduled or modified based on OPM announcements (i.e., two-hour delay arrival, etc.).

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.

Each student has a mailbox located in the student mailroom on the ground floor. Please regularly check your mailbox for things such as announcement flyers, nametags/nameplates, graded papers, and books.

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.

PARKING

Students may park in marked spaces along 2nd Avenue, E Street, 4th Avenue, the South parking lot next to RH and unmarked spots in front of RH. Students may not park in the faculty and staff parking area located on either side of the “tunnel.”

Overnight parking is authorized in the South parking lot. Students must fill out the overnight/extended parking form and place on their dashboard, so it is visible to security. Forms are in the admin mail slots in the student mailbox area. They are also located in the “AY24 Student Resources” folder in the General Files section on School Share MS TEAMS.

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 and/or CAC 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 202-685-2134 or located inside Marshall Hall. In the event of an emergency such as a fire, interior doors within Roosevelt Hall will automatically close. External doors will unlock for quick exit. Badging out is not required in this situation.

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, students should coordinate with the Dean of Students. For promotions and social events, students should coordinate with the NWC Event Planner via NWC Operations Department at NWC-OPERATIONS@ndu.edu. NWC Operations can assist with recommendations for caterers, reserving rooms, reserving parking, and set-up. The event planner has specific event checklist to assist students in planning their events. If the student requests involvement or support from the Commandant, the student must submit their request in advance with enough time to synchronize the calendar and allow time to prepare.

Service Birthday recognition events should be coordinated through the appropriate Service Chair. *When events are complete, the 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.*

STUDENT-LED EVENTS

Like Chapter 3's section on "inviting senior officials to speak," student-led events must be coordinated beforehand. Coordination must first go through the EXCOM and then be approved by the appropriate college leadership. In most cases, this will be the Dean of Students, but some events may require the Commandant's approval. The Dean of Students will make this determination. Student-led events that invite high-level speakers or distinguished visitors, shall be coordinated prior to the event. Appropriate time must be afforded for coordination and consideration by leadership.

EARLY OR DELAYED DEPARTURES

Situations sometimes arise that require students to depart before graduation or that extend past the normal PCS window.

All NWC students must out-process with their class as scheduled by their Service or Agency chair. This usually occurs two-three days before graduation. Students are assigned administratively to NWC through the day after graduation.

Delayed Departure is a program primarily for those students who must delay the departure from school because their children are still in school, or the student is awaiting orders that will be delivered shortly after graduation. As a policy, NWC will support student requests up to 30 June following graduation. Any delay beyond that date must be managed with the service and not NWC/NDU.

If delayed departure, (no orders, children in school, etc.), please provide anticipated departure date, anticipated report date to next duty station, GTC extension Y/N and date, IT System extension Y/N and date to your Faculty Advisor and Service/Agency Chair by mid-May. Military students must also inform their Service personnel representative at NDU. All students who delay their departure and do not take leave will be assigned duties at NWC or NDU beginning the Monday following graduation.

Military students who do not request delayed departure will detach one day after graduation. There are no NWC or NDU requirements after graduation. If students intend to detach on time, no further action is required.

If a student is required to depart prior to graduation, they must coordinate with their Service or Agency Chair and Faculty Advisor. An academic plan must be developed in order to meet graduation requirements. The Associate Dean of Academics will work with the Service or Agency Chair on the request.

If a student meets all requirements but must depart one or two days before graduation, they may detach early with the approval of their Service Chair/Agency Chair. Coordinate the desired date to sign out with the Service or Agency Chair and the appropriate Service representative at NDU.

Early or Delayed departure does not include Temporary Change of Station (TCS) orders overseas. NDU Policy is that TCS is not authorized for NDU.

COFFEE DUTY

Traditionally, NWC students prepare coffee and tea during breaks for the lectures in Arnold Auditorium. Coffee and tea are set up in the Rotunda. Before the school year opens in late July/early August, the NWC event planner will generate an annual committee duty roster, to be approved by the Dean of Students. Committees should assign workers for each day coffee/tea is to be made. NWC event planner will provide overview of setup and teardown procedures.

STUDENT GRIEVANCE PROCEDURE

IAW NDUI 1025.06B, Student Complaint Policy and Procedures, 29 March 2023.

1. Commandants will appoint a member of their staff, normally the Dean of Students, to address informal complaints or students' suggestions.
2. If a student's formal complaint is raised via the College's Open Door Policy, assume reporting responsibilities to Institutional Research.
3. If presented with an offline formal written complaint, Chancellors and Commandants should attempt to resolve the complaint in a timely manner at the lowest level of organizational authority.
4. [NDU Suggestion box.](#)

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.

JURY DUTY

Students will often be summoned to perform their civic duty. Due to the time and financial commitment by the U.S. Government, students are temporarily exempt from this requirement. The exemption must be requested by the student using an official request letter signed by the Dean of Students.

If a student receives a jury summons, contact the Business Support Team to coordinate an exemption request. It is the student's responsibility to forward the request letter to the appropriate authorities.

TRANSPORTATION

In order to request a bus or a van, email the NWC Operations Specialist at least two weeks in advance, with the following information: date of trip, type of vehicle, number of vehicles required, anticipated number in group, building number for pick up, first destination, first destination pick up time, second destination, second destination pick up time, final return date and time, trip POC, POC's contact number, purpose of trip and special requirements for the trip.

The Operations Specialist will determine what type of vehicle to request keeping in mind the number of people in the transport and the transport destination. The Operations Specialist will then generate a request in Microsoft Outlook (see the form "NDU Transportation Requests") and send the request to NDU Logistics. The NDU Transportation Manager is the main POC for all transportation questions. There are four types of vehicles available from NDU: sedans; passenger vans; government owned buses; charter buses.

INSTALLATION ACCESS

Access to Ft McNair requires a DoD Common Access Card (CAC). Non-DoD U.S. students will be issued a CAC for use throughout the academic year. Vehicle traffic enters Ft McNair via the 2nd Street gate. Pedestrians may enter through the 2nd Street gate and the pedestrian turnstile located at the Ceremonial Gate located at P Street and Third Avenue. The turnstile requires additional CAC permissions granted by the NDU Security Office (Marshall Hall (MH) rm 199A) and the Ft McNair Visitors center (Bldg. 65- 2nd Street gate).

The process is to first complete a request form from the NDU security office (MH199A). The security office should process the form within one day, and then the student proceeds to the Ft McNair visitor center at the 2nd Street gate to have access added to their CAC and obtain a gate PIN code.

To request access for family members or guests please complete the Automated Installation Entry (AIE) Visitor Pass request - [JBMHH \(army.mil\)](mailto:JBMHH@army.mil)

Common Access Card. All NWC Students require a CAC to access Fort McNair and the Defense Travel System (DTS). NWC's Business Support Coordinator (located in RH124 or (202) 685-4344) serves as a Trusted Agent (TA). Once your security clearance has been passed to the NDU security office, you can contact the NWC Trusted Agent for assistance in processing your request.

U.S. Civilian students who require a DoD CAC should follow the steps below:

In order for a CAC application to be processed, students must have their security clearances passed to NDU to ensure they meet HSPD 12 requirements.

1. Student contacts college TA to set up appointment to meet and process TASS application.
2. The TA contacts NDU Security Officer to make RAPIDS appointment or will direct the student to contact NDU Security.
3. For appointment scheduling, please reach out to Mr. Carl Wright (202-685-3780) or NDU Security (202-685-2134).
4. Student keeps RAPIDS appointment at NDU Security Office in Marshall Hall, Building 62, Room 199A.

Your RAPIDS appointment will be in the NDU Security Office in Marshall Hall, Building 62, Room 199A. You must complete an Automated Installation Entry (AIE) Visitor Pass request online ([JBMHH \(army.mil\)](mailto:JBMHH@army.mil)) to enter campus. You must check in at the Lincoln Hall Guard Desk prior to proceeding to the NDU Security Office. Two forms of valid government identification are required. The CAC issuing process takes approximately 20 minutes to complete, depending upon the reliability of the RAPIDS Station. We recommend that you call the NDU Security Office on the day of your appointment to verify the serviceability of the RAPIDS Station. Be sure to take possession of your new CAC before leaving your appointment.

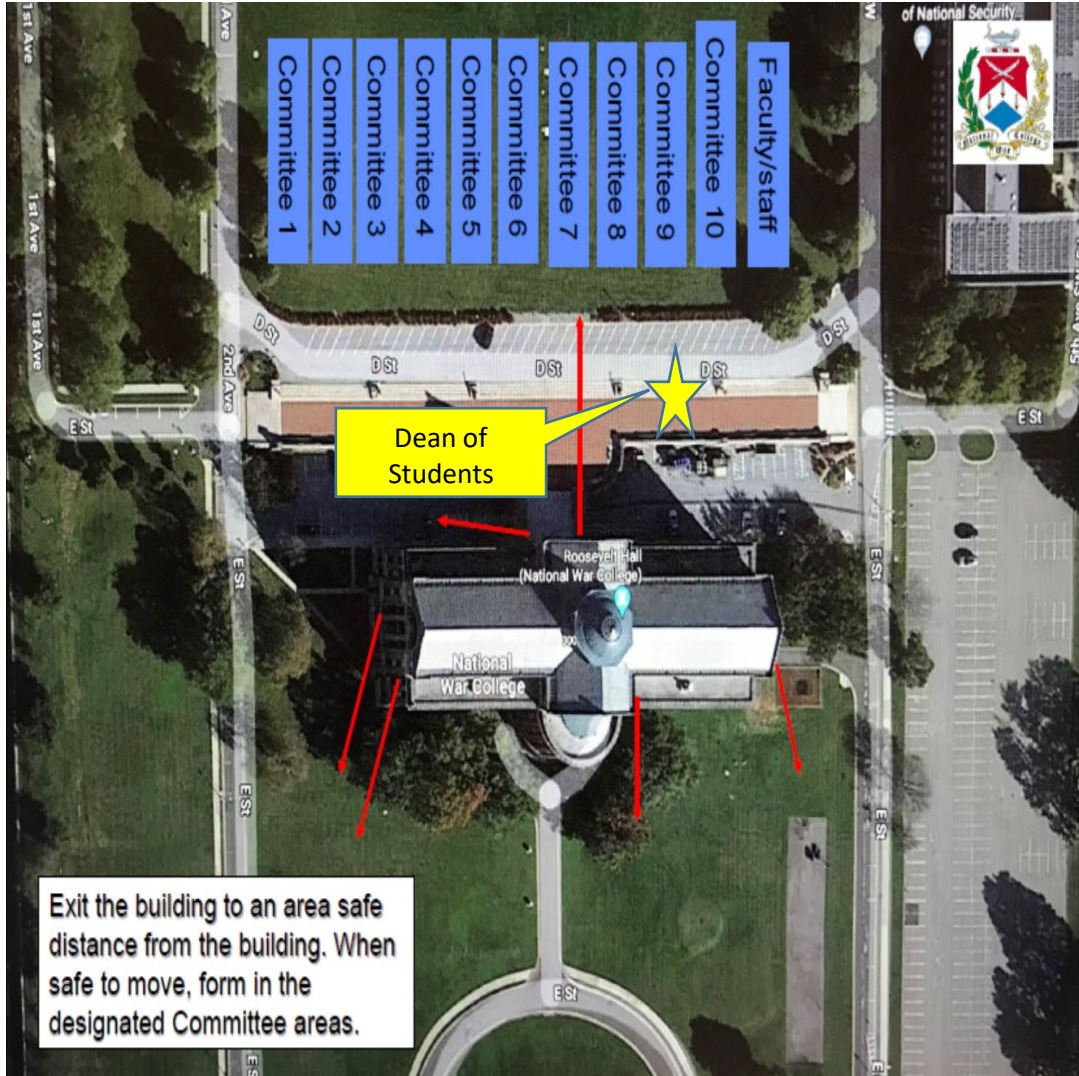
MEDICAL

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

EMERGENCY EVACUATION PROCEDURES

In an emergency situation that requires evacuation of the building, the building's alarms will sound or you will receive verbal direction by faculty or staff. Move to the nearest exit in a calm and orderly fashion. Proceed to the parade grounds in front of RH. Students will move to their designated committee assembly areas indicated below. The EXCOM rep or their designated back-

up will conduct a by-name headcount of their committee. They will then report their committee's status to the Dean of Students who will be located at the center of the assembly area. Primary method of reporting will be via EXCOM teams channel or face to face.



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. SafeAssign and TurnItIn
2. NWC Research Fellow and NDU Scholars Programs
3. Academic Integrity
4. Non-Attribution and Academic Freedom
5. NDU Grading Policy

Appendix 1: SafeAssign and TurnItIn

Work uploaded to SafeAssign and TurnItIn 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 originality 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,” these databases store 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 either of these tools.**

Limitations

SafeAssign and TurnItIn detect material that appears through their web crawling. Because they check 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 and TurnItIn may not find every word or sentence of material in a paper that comes from a web source.

SafeAssign and TurnItIn 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, these tools will flag the duplication, but they cannot determine which student is the original author.

SafeAssign and TurnItIn 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 and TurnItIn a day or two days prior to the due date. If one tool is taking too long, please upload to the other. Sometimes will work faster.

Requirement to Use TurnItIn

Students are required to use TurnItIn (ask your FSL for his/her preference) for all submitted written products at NWC.

Privacy

SafeAssign and TurnItIn have numerous built-in safeguards to ensure student privacy. However, these safeguards are not perfect, and users should be aware of several facts. Final papers submitted through SafeAssign and TurnItIn 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 and TurnItIn report 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 2: 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.

g. **Timelines.** The Faculty Research Panel reviews applications and interviews applicants during the third week of August. During the interview, each applicant will be required to discuss and answer questions regarding 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.

h. **Core Course Requirements.** Research Fellows must complete all required core courses. Faculty Seminar Leaders (FSLs), however, will make the following accommodations for Research Fellows in core courses:

(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 Outcomes/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 Handbook.

i. **NWC 6600.** Research Fellows may receive preference in the NWC 6600 country/region or functional area selection process to facilitate their research work. The Research Fellow will audit NWC 6600; as such the Fellow is exempt from the course deliverables

(assignments including the ISRP) but must complete assigned readings and other course preparations. The Fellow must attend and participate in all of the NWC 6600 classes and events but may choose travel that supports his/her research.

j. **Electives.** If accepted into the program, Research Fellows will be enrolled in NWC 6910 in the fall term and NWC 6911 in the Spring term. The approved Faculty Research Sponsor will serve as the instructor of record for these 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.

k. **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 NWC 6000, NWC 6500, and NWC 6220. No later than 12 December, the Research Fellow will submit a portion of the work (such as a literature review and introductory chapter) 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 fall 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.

l. **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.

m. **Grading & Publication.** The student’s Faculty Research Sponsor will award a Pass/Fail grade for NWC 6910 based on the Fellow’s progress with his/her research. The numeric grade for the final product will be the grade for NWC 6911 which calculates into the Fellow’s GPA. The Faculty Research Sponsor will grade the Research Fellow’s final product. 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. 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, 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 or as directed by NDU. 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; (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 or as stipulated by NDU, whichever is sooner. 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 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.

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 Handbook, (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.** 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 travel. That petition should include the proposed research plan, travel rationale, and tentative itinerary. Fellows 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.

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 Evaluations

Research Fellows' and NDU Scholars' Oral Evaluations will be the same as those for traditional students.

6. **NWC Faculty Research Panel.** The NWC 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 3: 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 4: Non-Attribution and 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

