

# National War College Student Handbook



## National Defense University Academic Year 2024-25

*As of August 6, 2024*

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Welcome “Warriors” of the Class of 2025!

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

You will study a rich core curriculum, conduct research, and analyze important issues. Your faculty will challenge your way of thinking—your classmates will broaden your joint, combined, and interagency attitudes and perspectives—and you will leave the National War College as a more strategically-minded critical thinker and leader.

National War College graduates from the past, both military and civilian, have led and are leading at the highest levels in their respective nations. Our responsibility at the College is to give our graduates the essential tools to successfully continue this legacy of leadership. Our expectations of you as a student are high, as they should be. There is a lot of professional growth to gain from the National War College. Put in the time and effort, and you will benefit tremendously.

Our priorities as we progress through this academic year are to achieve our academic objectives and guide you to earn your advanced degrees in National Security Strategy while becoming thoughtful strategists. We will continuously improve throughout this year through assessment and innovation, and by increasing the effectiveness and efficiency of our processes.

This Student Handbook is here to guide your academic year. It contains a statement of our mission and background about the College and University, details regarding the academic program and its associated policies and procedures, and administrative information to help you navigate as a student. We encourage you to spend some time reading this document and keep it handy as a reference throughout the year. You are expected to be familiar with and adhere to the policies and procedures contained in this guide. If you have questions, please address them with your Faculty Advisor.

We are excited you’re here and committed to your success!

C. D. Patrick  
Rear Admiral, USN  
Commandant, National War College

W. Patrick Murphy  
U. S. Ambassador  
Deputy 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 21<sup>st</sup> 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](http://www.nationalwarcollege.org).

Further information is available by calling (202) 863-2306 or e-mailing [alumni@nationalwarcollege.org](mailto: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.
- **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 encompasses 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 April 2024. 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-G 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 Program Learning Outcome (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, assigns the NWC mission. The OPMEP provides the following program description. :

The National War College's (NWC's) fundamental aim is to graduate joint, interagency, and multinational strategists with the ability to critically analyze security challenges in a complex, competitive, volatile, and rapidly evolving strategic environment and to develop and orchestrate viable national strategies to overcome those challenges. To achieve this aim, NWC develops strategists' ability to pragmatically evaluate the utility of the instruments of power for achievement of long-term national strategic objectives. NWC specifically focuses on the interrelationship between the military instrument and the other instruments of power and the integrated application of the instruments in war and statecraft. NWC graduates are prepared to function at the highest levels of strategic leadership, designing, critiquing, advising on, and leading national security strategy.

The National War College curriculum reflects inputs from six sources: 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 the 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-G requires all JPME programs to take all the above inputs and, through the lens of their mission, create Program Learning Outcomes (PLOs). The National War College PLOs are listed below.

PLO 1 – Evaluate threats to national interests at the Combatant Command and National Security Council levels through the analysis of the strategic environment.

PLO 2 - Evaluate the application of joint warfighting principles to deter, fight, and win wars.

PLO 3 - Evaluate the utility of the military instrument of power in orchestration with the other instruments to address strategic-level national security challenges.

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 - Create viable national security strategies using the elements of strategic logic.

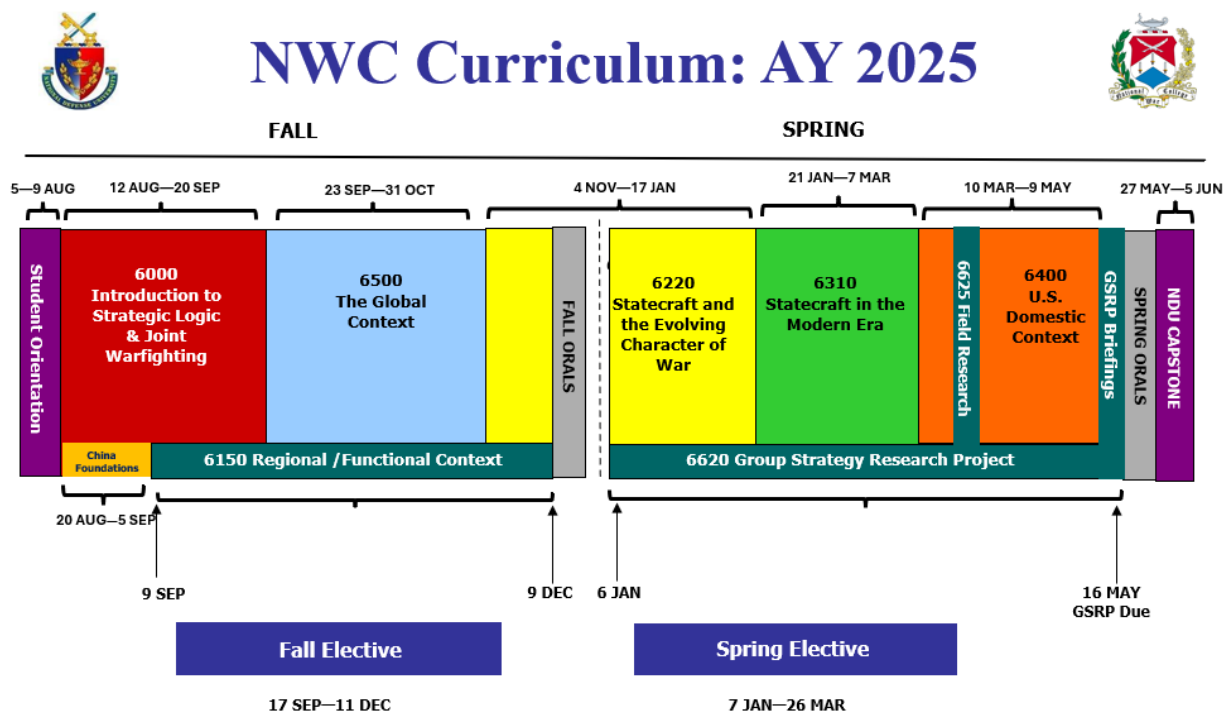
#### **ACADEMIC PROGRAM**

To ensure students can achieve NWC's learning outcomes, NWC has designed a curriculum composed of nine core courses. Across the curriculum, the principles of joint warfighting have a

central role. For this reason, PLO 2 is integrated into each course, and joint-warfighting-related readings, exercises, and subject matter experts are central to the NWC program. Consistent with the NWC mission, the core courses also 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

*Figure 2. Key Dates*



KEY NWC DATES: AY24-25 (a/o 1AUG24)	
Student Orientation	Monday, 5 AUG 24 – Friday, 9 AUG 24
Fall Semester Begins	Monday, 12 AUG 24
Core Course 6000	Monday, 12 AUG 24 – Friday, 20 SEPT 24
Joint/Interagency 101	Monday, 12 AUG 24 – Friday, 16 AUG 24
China Foundations 6149	Tuesdays & Thursdays 20 AUG 24 – 5 SEPT 24
RFCC Course 6150 (12 Sessions)	Mondays, 9 SEPT 24 – 9 DEC 24
Fall Electives	Tuesdays/Wednesdays, 17 SEPT 24 – 11 DEC 24
Core Course 6500	Monday, 23 SEPT 24 – Thursday 31 OCT 24
Gettysburg Staff Ride	Friday, 1 NOV 24
Core Course 6220	Monday, 4 NOV 24 – Friday 17 JAN 25
Fall Orals Week	Monday – Friday, 16 – 20 DEC 24
Winter Break	Monday, 23 DEC 24 – Friday, 3 JAN 25
Spring Semester Begins	Monday, 6 JAN 25
Core Course 6610 (16 Sessions)	Mondays, 6 JAN 25 – 16 MAY 25
Spring Electives	Tuesdays/Wednesdays, 7 JAN 25 – 26 MAR 25
Core Course 6310	Tuesday, 21 JAN 25 – Friday, 7 MAR 25
Core Course 6400	Monday, 10 MAR 25 – Friday, 9 MAY 25
Core Course 6615 International Travel	Saturday, 29 MAR 25 – Friday, 11 APR 25
Jim Thorpe Days	Thursday, 24 APR 25 – Saturday, 26 APR 25
GSRP Briefing Week	Monday, 12 MAY 25 – Friday, 16 MAY 25
Spring Orals Week	Monday, 19 MAY 25 – Friday, 23 MAY 25
NDU Capstone Exercise	Tuesday, 27 MAY 25 – Thursday, 5 JUN 25
NWC Awards Ceremony	Friday, 6 JUN 25
Graduation	Thursday, 12 JUN 25

## CURRICULUM LAYOUT

### American Students

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
NWC 6000	Introduction to Strategic Logic & Joint Warfighting	4
NWC 6149	China Foundations	1
NWC 6150	Regional/Functional Context	2
NWC 6500	The Global Context	4
NWC 6220	Statecraft and the Evolving Character of War	5
NWC 6310	Statecraft in the Modern Era	4
NWC 6400	The U.S. Domestic Context	5
NWC 6620	Group Strategy Research Project	3
NWC 6625	Strategy Field Research	2
Various	Electives (2 courses)	4
<b>Total credit hours = 34</b>		

### 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 Foundations	1
NWC 6150	Regional/Functional Context	Audit
NWC 6500	The Global Context	4
NWC 6220	Statecraft and the Evolving Character of War	5
NWC 6310	Statecraft in the Modern Era	4

NWC 6400	The U.S. Domestic Context	5
NWC 6620	Group Strategy Research Project	3
NDU 6047	American Studies I	4
NDU 6048	American Studies II	4
<b>Total credit hours = 34</b>		

## **COURSE DESCRIPTIONS**

### **CORE COURSES**

#### **NWC 6000 – Introduction to Strategic Logic & Joint Warfighting**

This course enables students to demonstrate an understanding of strategic logic and joint warfighting – understandings central to the students’ abilities for producing national security policy and strategy and military strategy. The course begins with an emphasis on critical and creative thinking, while at the same time introducing students to foundational concepts in joint warfighting. Next students will learn the elements of strategic logic, starting with methods for properly assessing the strategic environment, including identification of national interests, threats and opportunities relative to those national interests, and key assumptions underpinning their understanding of the strategic environment. Students will then explore the concept of power, the sources of national power, and the instruments of national power that political leaders use to achieve objectives and ultimately attain political aims in furtherance of national interests. Students will be introduced to classic military theorists and their ideas on strategy. Emphasis will be placed on the military instrument of power and its orchestration along with other instruments of power. Students will gain a working understanding of key concepts and ideas fundamental to their learning for the rest of the year, enabling them to apply, analyze, evaluate, and ultimately create national security strategies in the months ahead.

#### **NWC 6149 – China Foundations**

This course provides students with a common, basic level understanding of the People’s Republic of China (PRC)’s interests, strategy, governance, economy, and military, and how it uses instruments of national power to pursue objectives. It aims to provide students with a foundational understanding of the PRC to leverage throughout the rest of the NWC curriculum. The course starts with an overview of the PRC’s worldview, interests, objectives, and strategy. Next, it explores the PRC’s governance, ideology, domestic politics, and political economy (domestic and international), and introduces the People’s Liberation Army (PLA). Students are then provided an overview of the PRC’s sovereignty and territorial disputes, as well as United States policy toward the PRC. Finally, the course examines examples of how the PRC is leveraging its diplomatic, information, military, and economic instruments of power to pursue its strategic objectives.

#### **NWC 6150 – Regional/Functional Context**

The National Security Strategy Primer defines the word “context” as “[a]ny factor(s), international, regional, or domestic, that affect the development or implementation of a national security strategy. Context can include political matters; historic events; cultural, religious, ethnic, or tribal factors; societal norms and structures—almost anything that could influence the strategist’s work.” The Regional/Functional Context Course (RFCC) uses this broad definition. Divided into sixteen

seminars, each seminar will focus on a distinct country, region, or function. The material covered will diverge significantly, as will the content of course deliverables. This course is designed to permit students to research, analyze, and write on a national security topic about which they may have particular interest. For this reason, Faculty Seminar Leaders and students will meet individually, early in the semester, to choose a topic. Because student work performed in the RFCC also informs Course 6620, the Group Strategy Research Project (GSRP), students should choose a topic that may help them contribute to the GSRP's final product – a national security strategy. All students are required to demonstrate their ability to communicate effectively to provide clear and concise written military and policy recommendations. To assess their ability to do so, U.S. students are required to submit a thorough, well-researched, graduate-level term paper. The paper will be supplemented with a separate, one-page executive summary, suitable for presentation to a Combatant Commander or senior policy official. International Fellows audit this course and will participate fully. However, International Fellows are not responsible for the paper requirement.

### **NWC 6220 – Statecraft & the Evolving Character of War**

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 will evaluate the utility of the military instrument of power with other instruments to address strategic national security challenges. Through the course's readings, speakers, writing assignments, seminar discussions and exercises, students will develop an understanding first of the fundamentals of each instrument of power, followed by the principles, functions, competencies, and capacities of key U.S. government departments and agencies. The students' primary focus will be on the Military Instrument of power, and its relationship with the Diplomatic, Economic, and Informational instruments. Via modern, longitudinal cases, students will 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. The course will examine each of the instruments in detail, as students continue their preparation to fulfill high-level policy, command and staff responsibilities.

### **NWC 6400 – The U.S. Domestic Context**

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**

NWC 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 that challenge U.S. national interests. The course consists of 22 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, Saudi Arabia, Mexico 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 6620 – Group Strategy Research Project**

This course is integrated with NWC 6150 (Regional Functional Context) from the first semester and NWC 6625 (Strategy Field Research) during the second semester. NWC 6620 is a five-month course which builds upon the rest of the NWC curriculum in general, and NWC 6150 specifically, and assesses student's critical thinking and strategy development skills. Students remain assigned to the same partner country or function (practicum) from NWC 6150, which plays a significant role in U.S. Strategic Competition and Integrated Deterrence. Applying strategic logic, students will integrate concepts gained throughout the year to create a Group Research Strategy Project (GRSP) aimed at solving complex national security challenges facing the U.S. This course capitalizes on context assessment gained through seminar discussion in NWC 6150, then develops strategic ways/means through continued individual/group research and engagement with relevant Washington, D.C. organizations. Students will then travel to "the field" in NWC 6625 to refine research and assess their proposals via policy discussion with political, military, business, media, and academic leaders, which affect both the security of visited nations as well as the security of the U.S. NWC 6620 concludes with "putting theory into practice." Students will give oral presentations, field questions from "real world" officials and produce written options memoranda designed for senior decision makers culminating in a comprehensive Group Strategy Research Project.

### **NWC 6625 – Strategy Field Research**

NWC curriculum focuses on strategy at the national level, to include the integration of all elements of national power. It addresses national security policy, strategic leadership, the evolving character of war, joint and combined warfighting, and contemporary military strategy. In turn, the policy

and strategy process takes place in specific political, military, economic social, geographical and governmental contexts. Understanding the formulation and implementation of policy and strategy requires in-depth knowledge of the current and prospective foreign policy situations in nations affected by U.S. policies and even more importantly in understanding how such strategic judgments are formulated. The field research program is designed to integrate all the themes of the core course and meet NWC/JPME objectives by offering a “testbed” for the synthesis of the year's entire curriculum. These studies provide opportunities for NWC students and faculty to discuss strategy and policy issues with political, military, business, media, civil-society, and academic leaders of other nations, which affect their national and regional security as well as U.S. security. This interaction moves the NWC strategic education from the theoretical world to the world of reality. There is no classroom exchange substitute for the intensive learning which comes from face-to-face exchanges and individual experiences gained through discussions, forums and activities overseas. International Fellows travel to USPACOM while U.S. students partake in NWC 6225.

#### **NWC 6922 – International Fellows: Optional Individual Strategy Research Project (ISRP)**

In rare instances where International Fellows are tasked by their sending countries to produce an individually written strategy, they may request to enroll in NWC 6922 in place of NWC 6150 and NWC 6620. Students enrolled in NWC 6922 meet with their Faculty Advisor on a regular basis and complete assignments. The course culminates with the IF's submission of a 5000–8000-word ISRP. This is a graded course.

#### **NWC 6998 – Fall Orals**

Fall Orals provides students an opportunity to demonstrate their understanding of key learning objectives they've been studying during the fall semester. Orals at NWC are designed to be a robust, professional conversation between the student and a pair of faculty members. Fall Orals are pass-fail based on a Meets+ through Meets- scale. A student who does not achieve one of these will be on ROAR and given a second opportunity to sit for the exam. Each faculty pair recognizes a top student, based on their performance. Fall orals focuses on context, as developed in course 6150.

#### **NWC 6999 – Spring Orals**

Spring Orals serves as a principal key assessment tool for the NWC program. Five learning outcomes are examined. Students provide a paper individually summarizing their Group Strategy Research Projects, which serves as the point of departure for the student's discussion with their faculty. Like Fall Orals, Spring Orals are designed to be a robust, professional conversation between the student and a pair of faculty members. Spring Orals are pass-fail based on a Meets+ to Meets- scale, and a student who does not achieve at least this level of performance will be on ROAR. Each faculty pair recognizes a top student, based on their performance.

#### **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.

## **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 (the Faculty Research Advisor), 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 (the Faculty Research Advisor) 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.

## 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 elective is an open elective taken during either term.

## **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, but this is subject to course availability.

***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.

## **FEEDBACK & GRADES**

*Feedback.* The National War College's primary focus is on providing students with substantive feedback on assignments so they may actively engage in and further their learning. Faculty members provide candid, specific, and constructive narrative comments to each of their students, addressing the student's strengths and weaknesses, and providing recommendations for improvement. Students should embrace feedback to maximize their learning.

*Grades.* The Office of the Secretary of Defense requires military education program to maintain competitive grading standards that 'provide meaningful differentiation of student performance' and identify those students who demonstrate exceptional mastery of program and course outcomes. Because the competitive nature of entrance into NDU results in high-quality students, the average NDU student will generally earn course grades in the B+ range. Only students who demonstrate truly exceptional outcome achievement will be awarded an "A" grade.

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



*At NWC, 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.

### **NWC Implementation of the NDU Grade Scale**

The emphasis on assessment at National War College is reflected in the school's focus on feedback, and student participation in their own learning. Successful students at NWC are those who emphasize learning, critical thinking, intellectual growth, acculturation, and networking with other students. While letter grades are transcribed, they should never be the principal focus of a National War College student. Consistent with this philosophy, and with the NDU Grade Scale, students can expect the following numerical percentage will be associated with a grade:

Letter Grade	Numerical Percent
A	98
A-	92
B+	88
B	85
B-	82
Below Standard	<80

I [Incomplete] – The I grade for a course will be assigned only upon approval of the course instructor and the 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.

AU [Audit]– At NWC, there are generally two instances of course audits. 1) International Fellows will audit course NWC 6150 Regional/Functional Context in the Fall semester. 2) Any student who wishes to take more than one elective course in a semester may choose to take an overload elective for credit or as audit. Permission to audit the course is required. The student will be officially registered for the audit course. Students who audit a course will attend all course meetings, do the readings, participate in class, but do not complete the assignments. The grade of AU will appear on the transcript. AU grade does not calculate into a student's GPA or earned credits. Students may not switch between graded and audit status once the course begins.

### **LATE WORK**

NDU expects its students to turn their work in on time. In rare situations, a compelling situation may interfere with a timely submission, timeliness and completeness are the professional norm and standard. Should a compelling situation occur, the student must contact their faculty member

in advance to request a short delay. The faculty member and student will record via email the new due date and time and document the reason for the extension. Faculty members must notify the Course Director and the student's faculty advisor of any extensions. Blackboard or other technical disruptions are not a sufficient reason for a delay.

Any unauthorized late work will result in a grade penalty. If an assessment is not turned in on time, defined by the due date and time on syllabus/Blackboard, or as further approved by the faculty, the deliverable is late. The following time periods are grade penalties, which apply for all work deemed "late" as described above:

0-48 hours late: the assessment will receive no grade higher than a B (between 83-85 points).

More than 48 hours late: the assessment will receive an F (69 points or less, depending on the instructor's grading of the assessment) and the student will be referred to the NWC Dean of Faculty and Academic Programs for unsatisfactory performance.

In either case, for unexcused late turn-in of work, the instructor will notify the student's faculty advisor and appropriate members of the academic supervisory chain.

This policy applies to all assessments in core and electives courses.

## **EVALUATION STANDARDS**

**Evaluating Achievement of Course Outcomes.** Each course director will create a plan of assessment that, along with a student's performance in seminar discussions, will allow faculty to determine whether each of their students has achieved each learning outcome. Assessment activities may include exams, papers, oral presentations, case analyses, and exercises.

Course syllabi will establish the weight of assessment 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 ROAR 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 their Faculty Advisor. Students will be assessed rigorously and candidly and should expect faculty to ask deep questions to probe their learning.

## **REATTEMPT OUTCOME AND RESUBMIT (ROAR) 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 ROAR process to enhance student learning in areas of deficiency. ROAR 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 ROAR plans may employ a variety of activities such as counseling, tutoring, additional work, and resubmission of course assignments.

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

Students must aim to complete the ROAR 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 reattempt is not successfully completed prior to when final grades are due to the Registrar 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 reattempt effort to the Commandant or direct that the FSL to 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 a recommendation for disenrollment from the program.

A successfully reattempted assignment will earn a grade of B (85). This score is added to the grades on the other assignments to determine the student's overall course grade.

A student may only ROAR three assignments during the academic year. After three, the student will undergo review by the Performance Review Board.

**ROAR 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 that did not meet standards. 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 miscalculated, 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) business days after receiving the grade and assessment feedback from the instructor to file a written appeal with the Course Director.

If the Course Director is also the student's Faculty Seminar Leader (FSL), the student should deliver the appeal memo to the 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 should file their appeal with the Associate Dean of the instructor's college. Similarly, for a student taking an NDU elective (one offered by non-college faculty), the student will file their appeal with the Associate Provost for Academic Programs and Faculty Affairs (APAP).

Before 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 of their intent to file an appeal.

Upon receipt of the appeal memo, the Course Director (or Associate Dean of Academics) will have seven (7) business days to conduct a review and issue a ruling to the student.

In all cases, the same timelines apply: 7 business days to file an appeal and 7 business days for final adjudication.

## **ACADEMIC CONCERN, WARNING, AND REVIEW BOARDS**

Any time a student fails to achieve the prescribed outcome on an assignment or across a course, the student will be informed by their Faculty Seminar Leader of the academic concern. The student's Faculty Advisor, as well as the Associate Dean of Academics will also be informed. An email notification will serve as record of notice and include the plan for overcoming the shortfall. When a student does not meet this standard, it is critical that the student, the faculty advisor, and the Associate Dean of Academics be informed promptly. Additionally, documentation of the following processes shall be provided to the Office of Enrollment Management and University Student Services for inclusion in student academic records.

a. **ACADEMIC CONCERN:** "Academic Concern" is the lowest level of notification to the student that their marginal performance places them at MODERATE risk of failing a course. Should the threshold for "Academic Concern" arise, notification and procedures will be followed consistent with NDU policy, and in coordination with the University.

b. **ACADEMIC WARNING:** The purpose of a Memorandum of Academic Warning is to ensure the student understands and acknowledges (by signature) that the student has failed a course. This memorandum will be signed by the Dean of Faculty and Academic Programs and completed in accordance with established NDU procedures.

## **PERFORMANCE REVIEW BOARD**

When a student receives more than three ROARs during the academic year, has failed to successfully complete a ROAR program, has an unresolved Incomplete grade, 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 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.

Possible outcomes of a Performance Review Board include the following:

Student is officially placed on academic probation with a formalized remediation plan provided by the college that owns the course in question. A student on academic probation is in jeopardy of not receiving a master's degree or graduate certificate.

Student is allowed to remain in their academic program with a written understanding that they will not earn the master's degree but may be awarded a Certificate of Completion or Certificate of Attendance if they complete specified academic requirements.

Student is recommended for academic dismissal from the program. This recommendation is sent to the Provost and then to the NDU-President for a final decision. Additional guidance may be found in the NDU Instruction 1000.02 Student Disenrollment Policy.

If the student is an International Fellow, then ISMO will be alerted and required to inform the student's country team that the student may not graduate with an NDU master's degree.

If a U.S. student, the student's Service, agency, or company will be informed that the student is in jeopardy of not graduating with an NDU master's degree and potentially not receiving JPME-II certification.

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 recommendation/decision on the dispensation and report this decision in writing to the Dean of Faculty and Academic Programs. Should the recommendation 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 complete all the following requirements:

- Meet all admissions requirements and be fully admitted to the degree program
- 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.

## **CERTIFICATE IN LIEU OF DEGREE**

Whether through a Performance Review Board, or through a recommendation by college leadership, students who do not meet the criteria for receiving a master's degree may be considered for either a certificate of completion or a certificate of attendance.

a. Certificate of Completion. A certificate of completion may be awarded to students who have completed all program tasks, but who did not meet the requirements necessary to receive the master's degree. The minimum standards for a certificate of completion include an overall GPA of at least 2.00, no course or elective grade below a "C", and participation in all designated program activities and/or field studies.

b. Certificate of Attendance. A certificate of attendance may be awarded to students who have sufficiently attended program activities, yet do not meet the master's degree/graduate certificate or certification of completion requirements.

## **DISTINGUISHED GRADUATE PROGRAM**

The National War College defines Distinguished Graduates (DG) as those students who have demonstrated the ability to excel as national security strategy practitioners. Distinguished Graduates have demonstrated an exceptional ability to analyze a national security challenge, develop a strategy for dealing with that challenge, and articulate that strategy both orally and in writing. They also have demonstrated exemplary professional qualities such as thoughtfulness, listening skills, humility, critical thinking, and professionalism throughout the academic year. Students demonstrate the above abilities in and out of seminar.

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

- Top Student in Core Courses: Core course faculty may recognize up to two students in their core course seminars for overall outstanding performance to include preparation, contributions to seminar discussions, assignments (written work, oral presentations, examinations, in-class exercises, etc.), and group interaction/leadership. Recognized "Top Students" earn 2 DG points.
- Top Paper in Core Course Seminars: Core course faculty may recognize one student in each of their core course seminars for having written the best paper. Students with a "Top Paper" earn 1 DG point.
- DG points are not awarded in Courses 6149, 6625, or electives.
- Writing Awards: Each student paper winning an award in the College's end-of-year writing competition earns 1 DG point. Students who win 1st or 2nd place in the SECDEF or CJCS writing competitions also earn 1 DG point. The 16 "Top Papers in seminar" for each core course compete for "Top Paper in Core Course"; each paper selected earns 1 additional DG point.
- Top Student in Oral Examinations: Faculty oral evaluation teams may designate one "Top Student" of those 7-9 students they assess during the oral exam evaluation period. These "Top Students" earn 1 DG point. This awarding of 1 DG point by each Faculty Pair applies to both Fall Oral exams and Spring Oral Exams
- Student Points: At the end of the academic year, the student survey asks for "the student(s) who contributed the most to your learning across the year." The top 10% of

students named each earn one DG point.

Distinguished Graduate points are totaled up for each student at the end of the academic year, and the students are rank ordered by total DG points accumulated.

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 reviews and approves the recommended list of distinguished graduates. The distinguished graduates are announced during the end-of-year awards ceremony and are recognized at the graduation ceremony. The Distinguished Graduate designation is printed on recipient transcripts. Typically, the College designates approximately 10% of the graduating class as Distinguished Graduates.

## **FACULTY ADVISORS**

During in-processing, each student is assigned a Faculty Advisor. The Faculty Advisor serves as the student's principal advisor on academic and professional matters throughout the academic year. Faculty Advisors meet with their 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*, 17<sup>th</sup> edition (available online) or in Kate A. Turabian, *A Manual for Writers of Research Papers, Themes, and Dissertations*, 9<sup>th</sup> 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 – award-winning papers and independent research papers (e.g., NWC

6901, 6902, 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. International Fellows enrolled in Course 6922 in lieu of the GSRP Course will not have their ISRPs archived in the library unless they choose to do so. 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 reference checker (SafeAssign/TurnItIn) prior to submitting any written assignment at the National War College.** The links for these tools are located in Blackboard. Students should ensure their papers are uploaded to the reference checker 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 the reference checker as sometimes the report can take a little while to generate. If the student makes changes to the paper after submitting to the reference checker, the changed paper must be uploaded to the reference checker 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. 0.

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 can last until 1530. Academic-related off-campus events (e.g., staff rides, in-town SME visits) can occur outside this schedule as well. Student academic schedules will also vary depending on their elective. Core courses occur on Mondays, Tuesdays, Thursdays, and Fridays, typically between 0830 and 1130. The Context Course (6150) and GSRP Course occur on Mondays at 1330. Electives are held on Tuesday and Wednesday afternoons in two-hour blocks; start time is 1330. Electives do not meet during Thanksgiving week. In the event an elective must be made-up (e.g., unanticipated weather event), make-ups may occur on Thursdays. This requires approval by the Associate Dean of Academics. American Studies electives for IFs are on Wednesday afternoons.

Academic lectures are often scheduled on Wednesday mornings. Lectures are usually part of either the NDU President's Lecture Series (PLS), or NWC's Kennan Lecture Series (KLS). In addition, there will be times when a guest lecturer or other special event will be scheduled outside of 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, student leadership will provide updates 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 Business Support Coordinator, Ms. Ashley Shaw.

## **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 this series. All NWC students must attend. The speaker topics vary but are often thematic. Most speakers are flag level officials or equivalent; many are NWC graduates. As noted, most of these events occur on Wednesday mornings. Uniform for military students when a currently 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 orientation process, students sign the NDU Academic Integrity Policy acknowledging understanding and compliance with the 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.
- The use of laptops, phones or other devices in Arnold Auditorium is not permitted.
- 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:** 2<sup>nd</sup> and 3<sup>rd</sup> 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 (1:30 pm) 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 Dean of Students about any absence issues or concerns and provide a daily attendance report. 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 a student is approved to miss instruction completely for one or multiple days. An excused absence is the result of approved leave (by service or agency chair) or approved absence request (approved by the Commandant, Dean of Students, or 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 an 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 the 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 a 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](mailto: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 6625 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 2<sup>nd</sup> Avenue, E Street, 4<sup>th</sup> 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.

## **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 Dean of Students 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 email group at least three 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.

### **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)

### **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

## EMERGENCY EVACUATION PROCEDURES

This aerial map illustrates the evacuation routes and assembly areas for the National War College. The main building, labeled "National War College" and "Roosevelt Hall (National War College)", is the central focus. Red arrows indicate the evacuation paths from the building to various assembly areas. A yellow starburst points to the "Dean of Students" area, which is a yellow rectangle. To the right of the Dean of Students area, a vertical column of blue rectangles lists the assembly areas for various committees: "Faculty/staff", "Committee 10", "Committee 9", "Committee 8", "Committee 7", "Committee 6", "Committee 5", "Committee 4", "Committee 3", "Committee 2", and "Committee 1". A text box at the bottom left provides instructions: "Exit the building to an area safe distance from the building. When safe to move, form in the designated Committee areas." The map also shows surrounding streets, including "1st Ave", "2nd Ave", "E St", and "W St", and a "of National Security" building in the top right corner.

## 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. NDU Scholars Programs

## 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 for Use

**Students are required** to use SafeAssign or TurnItIn (whichever is provided) for all written products submitted to 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 a 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: NDU Scholars Programs

### 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 Director of Research and Writing 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 Director of Research and Writing during the days immediately following the submission of their proposals. If approved, 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.

**k. Selection for NWC 6150 and 6620.** 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 enroll in NWC 6904, Scholars Research (2 credits) in the Fall term. The other Fall elective may be dropped without penalty. 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.

**m. Grading & Publication.** The student's Faculty Research Sponsor will award a pass/fail grade for NWC 6904.

**n. Travel & Budget.** 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. Scholars will keep their NWC Faculty Advisor and Director of Research and Writing apprised of changes and concerns.

