

National War College

Student Academic Handbook



Academic Year 2026 – 2027

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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, and referred to as the NDU South campus. The other components reside on Fort McNair, the North campus, 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 departments and agency representatives into both the faculty and the student body.

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

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

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

THE NWC CREST



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

NWC MISSION

The National War College mission is to educate joint, interagency, and international leaders and warfighters by conducting a senior-level course of study in national security strategy, preparing graduates to function at the highest levels of strategic leadership in a complex, competitive, and rapidly evolving strategic environment.

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

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

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

NWC ALUMNI ASSOCIATION

The NWC Alumni Association (NWCAA) is an independent 501(c) educational organization with 30% of the College's more than 10,000 graduates as life and annual members. The Association promotes the educational and social life of both its graduates and the National War College itself. NWCAA supports its graduates with a series of seminars, class luncheons, and socials in the Washington, D.C. area, and periodic regional conferences throughout the continental United States. It supports the College through a variety of programs to enhance guest lecturer programs,

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 <https://nationalwarcollege.org/>

CHAPTER 2: CLASS ORGANIZATION AND ACTIVITIES

EXECUTIVE COMMITTEE

The Executive Committee (EXCOM), composed of the class president, vice president, the student committee leader from each of the 9 student class committees, the International Fellow (IF) representatives and the secretary-treasurer, provides class leadership and accomplishes class business. A military member is normally appointed class president, the vice president is normally a State Department member, and the junior military member is appointed secretary-treasurer. 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 9 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

Special committees coordinate specific class activities, normally with the advice and assistance of Faculty Advisors. The special committees 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.
- **Social Media.** Students assist in capturing key events and activities for publication or release on social media platforms.
- **Local Elementary School.** Coordinates the voluntary tutoring program for elementary students at a local 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.
- **Operations.** Students assist with the physical set up and take down of planned events.
- **Kennan Society.** The Kennan Society is a relatively new group focused on the

advancement of intellectual discourse of strategic theory, grand strategy, 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. The group has traditionally been involved with the spring strategy competition, hosted by the Army War College in Carlisle, PA.

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 usually 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 (JTSD), 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. JTSD will occur in April.

Intramural Kickball. 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 often 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

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, has assigned NWC the mission: “Educate joint, interagency, and international leaders and warfighters by conducting a senior-level course of study in national security strategy, preparing graduates to function at the highest levels of strategic leadership in a complex, competitive, and rapidly evolving strategic environment.” Further, the OPMEP directs that the College concentrate on “developing the habits of mind, conceptual foundations, and critical faculties graduates will need to operate in a competitive, complex, volatile environment at their highest level of strategic responsibility. Its goal is to produce resilient and adaptive national security practitioners who can develop and implement national security strategies holistically by orchestrating all the instruments of national power to achieve national objectives.”

The National War College curriculum reflects inputs from five primary sources: Title 10 of the U.S. Code, Professional Military Education (PME) Outcomes, Joint Learning Areas (JLAs), Desired Leader Attributes (DLAs), and Special Areas of Emphasis (SAEs) generated by the Joint Staff.

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 the national interest 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 – Employ strategic leadership and the interpersonal skills necessary to succeed in high level policy, command, and staff positions within the joint, interagency, and multinational environment

- a) SLO 4a: Foster collaborative relationships across joint, interagency, international, and cultural boundaries.
- b) SLO 4b: Apply principles governing the profession of arms, civil-military relations, and ethics to support strategic level decision making.
- c) SLO 4c: Demonstrate critical and creative thinking in support of national security decision making.
- d) SLO 4d: Communicate effectively (written and oral) to provide clear and concise military and policy recommendations.

PLO 5 – Create viable national security strategies using the elements of strategic logic.

- a) SLO 5a: Integrate regional/functional direct engagement into the design of national security strategies.

ACADEMIC PROGRAM

To ensure students achieve learning outcomes, NWC has designed a curriculum to provide a 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 foundation of the NWC academic program is the Core Curriculum. The Core Curriculum spans the entire academic year and dictates the daily activities of both students and faculty alike. Across the year, each core course builds upon the previous courses and contributes to the

overarching academic mission of the NWC. Within the given number of contact hours, the Core Course Director for each respective course determines how many contact hours occur in a lecture setting and how many contact hours occur in a seminar setting.

CORE COURSE DESCRIPTIONS

a) **NWC 7000 – Introduction to Strategic Logic and Joint Warfighting**

This foundational course introduces students to the principles of strategic logic and joint warfighting that underpin the National War College curriculum. Through the development of critical and creative thinking skills, students learn to assess the strategic environment by analyzing national interests, threats, opportunities, and the assumptions that shape strategic decision-making. The course examines the nature and sources of national power and the ways political leaders employ diplomatic, informational, military, and economic instruments to achieve national objectives, with particular emphasis on the military instrument of power and its integration with the others.

Students explore key contemporary security challenges through an in-depth study of the People's Republic of China (PRC), including its strategic objectives, governance, economy, military capabilities, and role in the international system. The course also introduces major theories of strategy, classic military thought, and the ethics of war. By establishing a common framework for strategic analysis, the course prepares students to apply, analyze, evaluate, and ultimately create national security strategies throughout the remainder of the academic year.

b) **NWC 7100 – Applied National Security Strategy and Policy**

This course challenges students to apply strategic logic and policy analysis to a geographic region or functional issue of significance to U.S. national security. Through rigorous contextual analysis, students examine the political, economic, military, social, and historical factors that shape strategic environments and influence policy outcomes. Students assess the implications of contemporary challenges and opportunities for U.S. interests, evaluate current policies, and formulate political aims and strategic approaches to address complex national security issues. By integrating strategic analysis with policy development, the course strengthens students' ability to assess security challenges and develop coherent ways and means to achieve national objectives.

c) **NWC 7150 – National Security Practicum**

Building on the analytical foundations established in earlier core courses and in Course 7100, this capstone practicum challenges students to develop and defend a comprehensive strategy addressing a threat to vital U.S. national interests. Students integrate strategic logic, contextual analysis, and policy considerations to formulate political aims, supporting objectives, and lines of effort. Students evaluate assumptions, assess risks and costs, and consider implementation challenges associated with strategic decision-making. Through field research and engagement with leaders from the government, military, industry, academia, media, and other sectors, students refine their analysis and test key assumptions. The course culminates in the production of a written strategy and a formal presentation of recommendations to senior leaders from relevant departments, agencies, or military services.

d) NWC 7200 – The Evolving Character of War

As the National War College's cornerstone course on advanced warfighting, this course examines the changing character of warfare in an era of rapid technological advancement and strategic competition. Students analyze emerging trends, technologies, and adversary capabilities to inform future joint force development and design. Foundational study of ground war, navy war, air war, and deterrence sets up advanced education in space, artificial intelligence, cyber war, drones, and the kill chain. Through exercises and wargames, students master contingency planning, joint force employment, and joint warfighting. The course culminates in a peer-adversary wargame designed to stress test student-developed approaches in a complex, future-oriented operating environments.

e) NWC 7300 – War and Statecraft

This course examines how the United States employs the instruments of national power to achieve strategic objectives and address complex national security challenges. Students explore the capabilities, limitations, and interrelationships of the diplomatic, informational, military, and economic instruments of power, with particular emphasis on the military instrument and its integration with the other instruments. The course analyzes the roles, authorities, and capacities of key U.S. government departments and agencies responsible for the formulation and execution of national security policy and strategy.

Through the study of historical and contemporary cases across the spectrum of cooperation, competition, and conflict, students evaluate how national leaders and strategists assess challenges, coordinate the application of national power, and adapt policies and strategies over time. The course also examines the use of statecraft in political and irregular warfare, preparing students for senior policy, command, and staff responsibilities requiring the effective integration of military power and broader instruments of national influence.

f) NWC 7400 – Strategic Context.

This course examines the international and domestic environments that shape U.S. national security strategy and decision-making. Building on concepts developed throughout the curriculum, students analyze the structure and dynamics of the international system and assess their implications for U.S. interests, security, and strategy. The course explores the foundational principles of the Declaration of Independence and the Constitution and their enduring influence on national security institutions, policymaking, and civil-military relations. Students evaluate how political, social, economic, and institutional factors within the United States affect the development and execution of national security strategy. Through the study of historical case studies and contemporary challenges, students develop a deeper understanding of the interaction between domestic and international contexts and their impact on strategic outcomes.

g) NWC 7700 – Directed Strategic Research I

This course provides individualized faculty mentorship for National War College students to

conduct the first phase of their Individual Strategy Research Project (ISRP). Through regular consultation with a faculty advisor, students identify and refine a strategic research topic, develop a research design, conduct literature reviews and contextual analysis, and begin the formulation of a substantive research project addressing a national security issue. The course emphasizes the application of strategic logic, critical analysis, and scholarly research methods to issues of relevance to U.S. and international security.

h) NWC 7750 – Directed Strategic Research II

This course provides individualized faculty mentorship for National War College students completing the second phase of their Individual Strategy Research Project (ISRP). Building on the research design and analysis developed in Directed Strategic Research I, students refine their research, assess strategic implications, and develop evidence-based conclusions and recommendations related to a national security issue. Through regular consultation with a faculty advisor, students strengthen their analytical, research, and writing skills while completing a substantial independent research project. The course culminates in the submission of an Individual Strategy Research Paper, ISRP, that demonstrates the student's ability to apply strategic logic and rigorous analysis to a complex security challenge.

i) NDU 7010 – Joint Force Fundamentals and Operational Design

Introduces students to the Joint Staff perspective and the foundations of joint operations. Students examine strategic direction and guidance while analyzing the roles and responsibilities of the Chairman of the Joint Chiefs of Staff (CJCS). The course also explores core joint systems and concepts, including the Joint Strategic Planning System (JSPS), Global Integration (GI), Global Force Management (GFM), and Joint Warfighting Concepts (JWC). Additionally, it addresses Homeland Defense and Defense Support of Civil Authorities (DSCA) to frame the joint force's role in domestic and global contexts.

It further approaches planning from the Combatant Command (CCMD) perspective through the campaign planning lens. Students work as members of an Operational Planning Team (OPT), translating strategic direction into actionable CCMD planning guidance. Emphasis is placed on synthesizing national-level objectives into theater-level campaign design. The course strengthens strategic and critical thinking skills necessary for effective operational-level planning.

j) NDU 7020 – Integrated Contingency and Crisis Action Planning

Examines contingency planning from the CCMD perspective, focusing on the development of executable plans. Students serve as members of a Joint Planning Group (JPG), applying the joint planning process to real-world scenarios. They translate Combatant Commander Campaign Plan (CCP) guidance into detailed contingency plans. The module emphasizes integration, coordination, and the practical application of joint planning principles.

Course centers on crisis action planning through the lens of a developing crisis. Students participate in an exercise or wargame, responding to dynamic conditions in a time-constrained environment. The course challenges participants to apply planning expertise and strategic thinking skills developed throughout the course. It concludes with reflection on

Joint Force development, global integration, and strategic competition within the broader security environment.

AMERICAN STUDIES PROGRAM

International Fellows. The American Studies Program (ASP), run by the International Student Management Office (ISMO), is a mandatory course for all International Fellows and meets their elective requirement. 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.

ELECTIVE COURSES

American Students. American students take two electives during the academic year. Each student will take one elective course in the second quarter and one in the third quarter. The electives program:

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

International Fellows. International Fellows meet their elective requirements through the American Students Program. They are able to overload and take an elective or choose to audit, in

consultation with their advisor.

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. Instructions on how to request enrollment in an elective will be issued in August.

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 notation 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.

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 10-week elective 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 10-week elective course, and the final product should be a paper of approximately 5,000 words.

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. To undertake NWC 6910, 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 goal of this program is to complete an academic-journal quality publication. Additional information on the NWC Research Fellows program is in the Appendix of this handbook.

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.

NWC 6911 – Research Fellow Advanced Studies II

In this course, a Research Fellow continues to work with his/her Faculty Research Sponsor to produce a scholarly paper as stipulated in the Research Fellow policy memo.

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.

NWC 6904 – Scholars Research

During this course, each student works with his/her NDU liaison to the Research Sponsor to develop fully the idea for a project and provide a substantive written product. To undertake NWC 6904, students must have the support of her/his Faculty Advisor, gain approval from the Director of Research and Writing and the NWC Faculty Research Panel, and be approved by NDU for the NDU Scholars Program. The research should entail a workload equivalent to that of a 10-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.

FEEDBACK & ASSESSMENT: THE NWC PROGRAM ASSESSMENT PROCESS

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.

Timing of feedback and assessment. Unless otherwise directed by the Course Director, students assignments are assessed and receive written feedback 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 assessed within two weeks of the course's end, normally in conjunction with the

final course assessed. Students are expected to review their feedback inside Blackboard in the assignment rubrics.

NWC ASSESSMENT SCALE

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

Meets(+): Better than Expected Performance – Student performance of superior quality at the executive/graduate level. This assessment represents the work of a student who demonstrates a consistently advanced knowledge of course constructs, and understanding, analysis, evaluation, and application at the strategic level.

Meets: Expected Level of Performance – Student performance of high quality at the executive/graduate level. This assessment represents the work of a student whose performance demonstrates high quality graduate/executive level work. The student regularly demonstrates an understanding of course constructs at the strategic level.

Meets(-): Acceptable or Marginal Level of Performance – Student performance of acceptable or marginal quality at the executive/graduate level. This assessment represents the work of a student whose performance demonstrates successful completion of all course requirements or who did not fully meet course requirements; was deficient in some areas; but in the aggregate, was above minimum course standards.

Below Standard: (C or F) – Student performance that is unsatisfactory at the executive/graduate level. This assessment represents the performance of a student who did not fully meet course requirements and was deficient in many areas. **Remediation required.**

I for “Incomplete”: An instructor may award an overall assessment of “I” when a student who is otherwise in good standing fails to complete one or more course requirements. Instructors will forward the name and circumstances of any student receiving an overall assessed of “I” in a course or oral evaluation to the Associate Dean of Academics by COB of the due date for assessment submission, along with a plan for the student to complete the requirement(s) in question. A student who does not resolve an “I” assessment by the date of graduation will receive a “Below Standard” for the course or oral evaluation in question.

P for “Pass”: an assessment of “P” is given for a course that is required but not graded according to the standards used for core or elective courses.

NWC Implementation of the NDU Assessed Scale

To comply with NDU Registrar reporting requirements, the NWC Assessment Scale is translated for purposes of each student’s official transcript. The table below shows the NWC assessment scale and subsequent NDU transcript letter used. All electives across the university use the NDU grade letter system.

The table below shows the NWC assessment scale and subsequent NDU grade point scales used. Requirements for attaining each level of assessment are explained after the table.

Rubric/Over all Assessment Performance Indicator	Transcript Letter Grade	NDU Qualitative Descriptor	Quality Points	Percent Range	Percent Range for Rounding³
Above	A	Excellent (or Top tier) Performance ¹	4.00	96-100	95.50-100.00
Meet (+)	A-	Better than Expected Performance	3.70	90-95	89.50-95.49
Meets	B+	Expected Level of Performance	3.30	86-89	85.50-89.49
Meets (-)	B	Acceptable Performance	3.00	83-85	82.50-85.49
	B-	Marginal Performance	2.70	80-82	79.50-82.49
Below	C	Unacceptable Performance ²	2.00	70-79	69.50-79.49
	F (For courses with letter grades)	Failure	0.00	0-69	0.00-69.49
	P (For Pass-Fail designated courses)	Pass	0.00	<i>N/A</i>	<i>N/A</i>
	F (For Pass-Fail designated courses)	Fail	0.00	<i>N/A</i>	<i>N/A</i> --

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 an assessed 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 assessed penalties, which apply for all work deemed “late” as described above:

- (a) 0-48 hours late: the assessment will receive no assessed higher than a “Meets-” (between 83-85 points).
- (b) More than 48 hours late: the assessment will receive “Below” 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 assessment. Students must earn an assessment of Meets- or above on each assignment to pass the course. Assignments assessed as Below Standard fall under the Remediation Policy stated below.

Evaluating Achievement of Program Outcomes. Under Outcomes Based Military Education, programs must provide evidence that their graduates have demonstrated achievement of each Program Learning Outcomes (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 FSL and their Faculty Advisor. Students will be assessed rigorously and candidly and should expect faculty to ask deep questions to probe their learning.

REMEDIATION POLICY

The goal of the National War College is to maximize learning for all students and provide the opportunity for all to meet graduation requirements. The College has an established remediation process to enhance student learning in areas of deficiency. It consists of those actions taken by the student and faculty to determine the nature of the learning concern, match it with a course of action to improve the student’s understanding, and a final evaluation to verify that the student has achieved the stipulated learning outcomes. Appropriate remediation plans may employ a variety of activities such as counseling, tutoring, additional work, and resubmission of course assignments.

Remediation consists of those actions taken by the student and faculty to determine the source of the problem, match it with a course of action to improve the student’s understanding, and a final evaluation to verify that the student has achieved required levels of learning. Appropriate

remediation plans may employ a variety of activities such as counseling, tutoring, additional work, re-accomplishment of course assignments/graded work, and/or re-accomplishment of an oral evaluation. ***Any time a student receives a “Below” for a rubric criterion, the remediation process must be completed.***

For Core Courses:

- **If a rubric criterion is evaluated as “below” standard, the FSL will take the following steps:**
 - Complete the rubric indicating the “Below” standard rating(s).
 - Provide specific feedback in the overall comments section, outlining areas needing improvement.
 - Meet with the student to review the evaluation and discuss a plan for improving the assignment. Inform the Director of Institutional Research and Assessment of the remediation.
 - The student will have 7 days from the meeting to remediate the assignment.
 - The student must email the remediated assignment to the FSL. If the remediation is successful, the FSL will upload the revised assignment into Blackboard. The original rubric and feedback should remain unchanged for data integrity; however, the FSL should add a note indicating that the student successfully remediated the assignment.

- **If the student does not successfully remediate the assignment:**
 - The FSL must notify the Associate Dean of Academics, the student’s faculty advisor, and the Director of Institutional Research and Assessment via email, detailing the rationale for the "Below" rating and the failed remediation attempt.
 - The Associate Dean will consult with the FSL and the faculty advisor and will issue a written remediation plan. This plan will be shared with the student, the faculty advisor, and the Director of Institutional Research and Assessment.
 - The remediation plan may include activities such as academic counseling, tutoring, revision or re-accomplishment of course assignments, or completion of additional work. It will specify a timeline for completion and identify the faculty member(s) responsible for overseeing the remediation.
 - All remediation must be completed no later than 10 calendar days following the end of the core or elective course.

For Electives or Core Courses:

- Inform the Associate Dean of Academics in writing or email of the circumstances warranting the “Below” mark or “Incomplete” overall assessment.
- Recommend to the Associate Dean of Academics a course of remedial action, if required. The faculty member will include the student’s faculty advisor and the NWC Director of Institutional Research and Assessment as copy recipients on that communication.

For Oral Evaluations:

- A student who is assessed at “Below” standard on any portion of any Oral evaluation must remediate at least the portion failed. The Associate Dean of Academics will consult with the student’s orals evaluation team and Faculty Advisor to design a remediation program that will raise the student’s performance to meet standards in deficient areas. Students who remain deficient after executing the plan will retain the original overall assessment of “Below” 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.

****A student may only remediate three assignments during the academic year. After three, the student will undergo review by the Academic Review Board.**

Students must earn an overall 3.0 GPA to graduate. If a student’s overall performance falls below a 3.0 GPA 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 overall performance to at least a Meets-, the student will be ineligible to graduate from the program.

ASSESSMENT APPEALS

Students may appeal their assessment on any assessment for which they feel the instructor has miscalculated. In every case, the burden of proof rests with the student to demonstrate a cause for a change in assessment. The student has seven (7) business days after receiving the assessment 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 an 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 potential removal from the course or program. 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 their continued marginal or unacceptable performance places them at HIGH risk of potential removal as a student. This memorandum will be signed by the Dean of Faculty and Academic Programs and completed in accordance with established NDU procedures.

ACADEMIC REVIEW BOARD

When a student receives more than three remediations during the academic year, has failed to successfully complete a remediation program, has an unresolved Incomplete assessment, or has committed a serious professional transgression, the Commandant may direct a student to meet an Academic Review Board. The Dean of Faculty and Academic Programs will identify three faculty members 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 found not at fault and remains in the program.

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.

Upon conclusion of its deliberations, the Board will make a formal recommendation in writing 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 will take the actions necessary to process that decision through the University President and University Provost. 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.

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 assessment of Meets- or higher
- Have a minimum cumulative GPA of 3.0 on the NDU scale.

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 assessed 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 Writer in Core Course Seminars: Core course faculty may recognize one student in each of their core course seminars for having written the best paper, or collection of papers, depending on the course. Students with a "Top Paper" earn 1 DG point.
- DG points are not awarded in Joint Combined Warfighting Courses, or electives.
- Students in the 7100 and 7150 National Security Practicum (two students per seminar) may receive one Distinguished Graduate (DG) point for Top Performer. Upon recommendation of their Individual Student Research Paper advisor, International Fellows may also receive one DG point for Top Performer in 7700 and 7750
- Writing Awards: Each student paper winning an award in the College's end-of-year writing competition earns 1 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 Winter Oral exams and Spring Oral Exams
- Student Survey Recognition: At the end of each core course, the student survey asks to "Select up to three classmates from your seminar who you believe have had the greatest impact on your acculturation, acclimation, and student experience during this course." At the end of the academic 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 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.

ACADEMIC ADVISORS

During in-processing, each student is assigned a Academic Advisor. The Academic Advisor serves as the student's principal advisor on academic and professional matters throughout the academic year. Academic 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. This does not replace a Service or Agency chair for mandatory requirements or career guidance.

Academic Advisors review the student's performance throughout the academic year and counsel advisees as appropriate. Students are encouraged to engage in conversation with their academic 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, academic 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 academic Advisors and submitted through the Service/Agency Chairs to the Commandant.

SERVICE & AGENCY CHAIRS

The Military Service Chairs (plus 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.

A variety of other federal agencies also have lead faculty members at the College. These agency faculty members are the primary representative of their agencies and should be consulted by civilian students from the respective agency on agency-specific matters. 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 assessment.

Essay and Research Paper Format. Students will adhere to the format guidelines below for all papers submitted to meet NWC writing requirements.

1. Prepare papers 1.5-spaced, with 12-point font.
2. Prepare the paper to the directed word count target (or page length).
3. Use one-inch margins, all around. Papers with special binding requirements may use a 1.25-inch margin on the left side.
4. Use footnotes or endnotes in the Chicago “note-bibliography” Style, as detailed in *A Manual for Writers of Research Papers, Themes, and Dissertations*. Core course papers do not require a bibliography unless otherwise directed by the faculty seminar leader or project supervisor.
5. Prepare a cover sheet that shows the paper title, student’s name, course and seminar, faculty seminar leader, faculty advisor, and date.
6. Include the NWC GenAI Disclosure Form after the cover page.

Include a textual word count at the end of the document. Footnotes or endnotes are not included in the textual word count. In-text quotes and epigraphs are included in word counts.

Students who wish to conduct an individual or team research project during their year at NWC should contact the Director of Research and Writing to explore their options. Two key destinations for such research are the Deputy Secretary of Defense and Vice Chairman of the Joint Chiefs of Staff’s Academic Research Challenge (ARC) and NDU’s own Scholars Program.

ARC gives “student the opportunity to develop and contribute groundbreaking solutions to help the Department of War compete, campaign, and, if necessary, fight and win the Nation’s wars.” Projects intended for ARC may be individual or group-based and should directly address some combination of subject areas to be released by the NDU Institute for National Security Studies (INSS) at a later date.

NDU Scholars is administered by the NDU Institute for National Security Studies (INSS), which acts as a collation point for more specific RFPs stemming from across the interagency. These topics will be briefed to interested students during INSS Open House events during Orientation Week and are also available from the NWC Director of Research and Writing.

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 research of assignments. 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 GSRP. 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 assessment assigned will factor into a student's overall assessment 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 assessment assigned for the expanded paper will serve as the assessment 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 10-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 10-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 10-week elective course.

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. 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.

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.

TurnItIn Originality Tool.

TurnItIn is a software tool used at the National War College to promote academic integrity by helping students ensure originality in their written work. It identifies quoted or paraphrased material and provides a similarity report that highlights matches to other sources, allowing students to confirm proper citation and attribution.

All written assignments submitted through Blackboard are automatically processed through TurnItIn. Both students and faculty can view the resulting similarity report directly within the course site.

Students who wish to review their work for originality prior to final submission may use the Blackboard course titled “Check My Drafts.” This allows students to upload their drafts, review the TurnItIn report, and make any necessary revisions before submitting the final version of their assignment in the course.

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 assessment.

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 1630. 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.

During quarter one (fall semester) and quarter four (spring semester), core courses will occur between 0830 and 1130 on Monday, Thursday, and Friday. On Tuesday, the core course will occur between 1330 and 1630. The Practicum courses occur on Mondays at 1330. The Joint Combined Warfighting Courses will occur on Wednesday morning between 0830 and 1130. American Studies electives for IFs are on Wednesday afternoons. Tuesday mornings are reserved for either NDU's 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.

During quarter two (fall semester) and quarter three (spring semester), core courses will occur between 0830 and 1130 on Monday, Thursday, and Friday. The Practicum courses occur on Mondays at 1330. The Joint Combined Warfighting Courses will occur on Wednesday morning between 0830 and 1130. Electives are held on Tuesday and Wednesday afternoons in three-hour blocks; start time is 1330. 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. Tuesday mornings are reserved for either NDU's 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 Master Calendar (RH-NWC 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: Mandatory

Orange: Admin/Optional Academic

Green: Sporting/Social/Promotions

CLASSROOM PROCEDURES

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 Faculty and Academic Programs 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 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. 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 a vital, 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 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 the Academic Freedom Policy, Directive-Type Memo 26-04. 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.

NWC POLICY ON GENERATIVE ARTIFICIAL INTELLIGENCE (GenAI)

Generative AI (GenAI) is rapidly becoming a critical tool for the Department of War and other government agencies. As future strategic leaders, students at the National War College (NWC) are expected to develop proficiency in its responsible use.

The use of artificial intelligence at the National War College will be governed by the Course Directors. Course Directors will provide guidance for the use of AI tools for seminar preparation, seminar participation, classroom exercises, and assessments. Beyond the Course Directors guidance, FSLs may integrate AI tools into their seminars as they deem appropriate. There will be times when AI use is authorized and times when it is prohibited; in each case, the decision will be purposeful and tied to established learning objectives. The College's goal is both to strengthen students' critical and creative thinking and to develop their fluency in the responsible and effective use of AI in the national security environment. When AI is used in support of a written assignment,

students must complete the NWC-provided cover sheet (see Appendix 1) and accurately explain how AI contributed to their work. Responsibility for identifying and disclosing AI use rests with the individual student. NWC will not approach AI use as a search for violations but instead relies on the integrity of its students to understand and uphold these standards. Unauthorized or undisclosed use of AI will be treated as an academic integrity matter and may result in failure of the assignment or course, or removal from the College, as appropriate.

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 assessment.

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 Associate Dean of Academics.

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 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: Link inside each Blackboard course.

Physical Location: 2nd and 3rd Floors Marshall Hall

Hours: Check the website for current hours

Telephone: (202) 685-3511

EDUCATIONAL OPPORTUNITIES FOR SPOUSES

During the school year, there are many opportunities for spouses to participate in student educational activities. NWC offers a spouses' course where spouses take an abbreviated version of the core curriculum. The Spouse Course director must enroll the participants in the course with the Registrar's office. Other NWC electives are open to spouses on a space-available basis with the permission of the relevant course director (course caps may not be exceeded). Other specific lectures and programs are designated for spouses on a case-by-case basis and will be announced in advance of the event. Spouses are encouraged to take advantage of these educational opportunities. Spouses are not permitted in core course seminar or activity. Spouses and other personnel associates are not eligible to participate in or otherwise join the Gettysburg Staff Ride, the November visit to JFSC, or field studies.

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 work week, 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 three 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.***

During the year, there may be off-base events that require students to deviate from normal duty hours.

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 emergent and necessary circumstances. Faculty Seminar Leaders (FSLs) will monitor virtual attendance within their seminar and refer patterns of concern to the student’s service or agency chair. Misuse of virtual attendance shall be referred to the Dean of Students and Associate Dean of Academics by the Service or Agency Chair for consideration of a conduct review board.

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

LEAVE

Leave is time away from place of duty. Regular leave will **not** be approved during the school year except during the Thanksgiving and December recesses and in exceptional circumstances such as family emergencies. Leave requests are coordinated through a student's Service or Agency Chair. Leave submission may be required if traveling long distances over weekend or during holidays. Consult your service or agency chair for your organization's policy and/or regulation. U.S. military students will follow Service specific requirements regarding travel limits for leave/liberty.

ACADEMIC COMPUTING ENVIRONMENT & INFORMATION TECHNOLOGY

Support is available for students unable to access Blackboard or other applications by contacting the NDU Help Desk by email at Help-IT@ndu.edu or call (202) 685-3824 from Monday to Friday 0600 to 1800. Limited assistance is available to support individual student computing devices but is normally restricted to those issues involving the interface between their device and the NDU wireless network.

CLASS PICTURE

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

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

DRESS CODE POLICY

The 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 includes a suit or a sport coat worn with dress slacks, a professional skirt, or a professional dress, along with a dress shirt or professional blouse when applicable. A tie is required when traditionally worn with the selected attire.

Footwear must consist of dress shoes or other appropriate professional office shoes. All clothing must be clean, pressed, and in good repair, and garments must fit properly and allow for professional movement. Dresses, skirts, and slacks must fall no higher than mid-thigh. Clothing must not expose the chest, midriff, back, or undergarments. Casual jackets, denim, leggings, athletic fabrics, athletic shoes, flip flops, crocs, or other casual footwear are not permitted. Overall appearance must reflect a formal professional environment.

- *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 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, assessed papers, and books.

SECURITY

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

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

PARKING

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

Overnight parking is authorized in the South parking lot. Students must fill out the overnight/extended parking form and place on their dashboard, so it is visible to security. Forms are in the admin mail slots in the student mailbox area.

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 first coordinate with their Service or Agency Chair, the Dean of Students and the Dean of Administration. NWC Operations can assist with recommendations for caterers, reserving rooms, reserving parking, and set-up. The event planner has specific event checklists 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. NWC is not an authorized location for medical hold.

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. The Dean of Students will generate a committee duty roster. Committees should assign workers for each day coffee/tea is to be made. NWC event planner will provide an 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. The University maintains the [NDU Suggestion box](#). Students are able to avail themselves of this method of direct communication with the University's leadership.

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)

Installation access requirements are fluid, and are often adjusted due to changes in manpower, JBMHH policies, security matters, or otherwise.

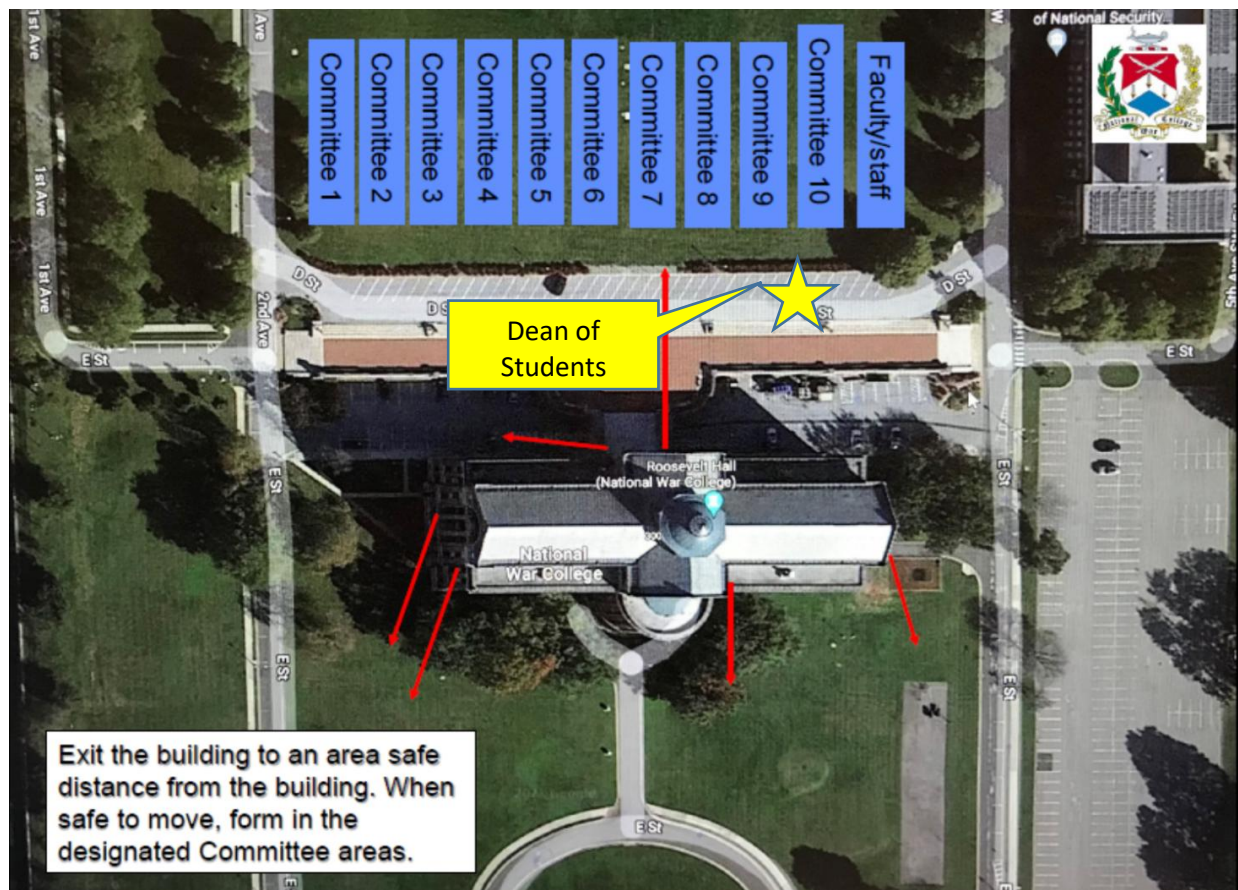
MEDICAL

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, It is usually open Monday-Friday 0630-1500. The clinic is a TRICARE primary care facility (to include TRICARE Prime) and sees military students (U.S. and foreign) by appointment only. Students do not need to change their PCM to be seen. The clinic does not see walk-ins, sick call, or emergencies.

EMERGENCY EVACUATION PROCEDURES

In an emergency situation that requires evacuation of the building, the building's alarms will sound, or you will receive verbal directions from faculty or staff. Move to the nearest exit in a calm and orderly fashion. Proceed to the parade grounds in front of RH. Students will move to their designated committee assembly areas indicated below. The EXCOM rep or their designated back-up will conduct a by-name headcount of their committee. They will then report their committee's status to the Dean of Students who will be located at the center of the assembly area. Primary method of reporting will be via EXCOM teams channel or face to face.



SMOKING POLICY

NWC is a **Smoke Free** facility. Smoking is prohibited in all NDU buildings and in all military or contract vehicles. Smoking outside University occupied buildings must be at least 50 feet from

doorways, windows, or entry points. Smokers will use ash receptacles provided to extinguish smoking products.



APPENDIX

Appendix 1: AI Use Disclosure Form

This form must be submitted with any assignments that involve the use of AI and fulfills National Defense University requirements that students clearly and completely disclose the use of Generative AI (GenAI) in the preparation of assignments.

AI Use Checklist

Check/uncheck as appropriate.

- ☒ I used GenAI to brainstorm or refine my topic, question, or thesis.
- ☒ I used GenAI to summarize, paraphrase, or synthesize academic or policy sources (not cited as a source).
- ☒ I used GenAI to generate, revise, or reorganize the outline or structure of the paper.
- ☒ I used GenAI to improve grammar, clarity, style, or tone in my writing.
- ☒ I used GenAI to explain research methods, analytical frameworks, or key terms.
- ☒ I used GenAI to simulate critique, test arguments, or generate counterarguments.
- ☒ I used GenAI to format references, citations, or bibliographies.
- ☒ I used GenAI to help prepare summaries, PowerPoint slides, or other presentation materials.

I used GenAI in other ways (please explain briefly below)

Please list the names of the GenAI tools or models you used

Additional Notes (Optional)

Use this section to clarify anything unusual, such as how you used GenAI for nonstandard tasks or if you want to reflect on your process.

Appendix 2: NDU Scholars Programs

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.

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.

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.

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.

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.

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.

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.

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.

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.

Course Requirements. NDU Scholars must complete all required assignments for all of their courses.

Selection for NWC 6150 and 6625. NDU Scholars may receive preference in the country/region or functional area selection process to facilitate their NDU Scholar research.

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.

Grading & Publication. The student's Faculty Research Sponsor will award a Meets/Below assessment for NWC 6904.

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.

Appendix 3: TurnItIn

Work uploaded to 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. Papers are

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

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

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 TurnItIn cannot determine which student is the original author.

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 are encouraged to upload their papers to TurnItIn a day or two days prior to the due date.

Requirement for Use

All written products submitted to Blackboard at NWC will be processed through TurnItIn.

Privacy

TurnItIn has 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 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

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

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

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

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

~ End ~

