College of Information and Cyberspace

Student Handbook

03 August 2022

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Chapter 1
About the College of Information and Cyberspace

1. History

In 1965, the Department of Defense Computer Institute (DODCI) was established to teach DoD students the fundamentals of digital computer capabilities. For 25 years, DODCI met that mission by providing excellent training to personnel who were beginning to learn how computers might be put to work to help tackle tedious, detail-oriented work for the Department. As DoD's use of, and uses for, computers grew, it became widely recognized that DoD needed to provide more than just computer workforce training. It needed to provide an opportunity for more sophisticated education about how computer-based systems and technologies could be force multipliers across the spectrum of military uses – in the office and the field. As a result, the decision was made in 1988 to transform DODCI into the Information Resources Management College (IRMC). In 1990, IRMC became the fourth college of the National Defense University (NDU). The change upgraded the level and focus of the faculty and its academic programs and morphed it from a computer trade school into a graduate level educational institution for rising senior leaders. The college relocated from the Navy Yard to Fort Lesley J. McNair (Washington DC Waterfront) in 1992, and over the next 25 years developed numerous graduate certificate programs, cyber laboratories (SCADA, Attack & Defend), national and international partnerships, and, eventually, its own master's degree.

The IRMC, which later became known as the iCollege, was the center of gravity for developing senior leaders who understood how to invest, manage, operate and leverage information and information technologies as an advantage for DoD, as well as to its interagency, private sector and international partners. The iCollege also fielded innovative programs that solidify a whole of government approach to national security in the information environment.

During IRMC/iCollege's 26 years of existence, a transformation in how DoD viewed information and information technology unfolded. DoD recognizes that advanced information technology not only plays a role in how we conduct the business and functional support operations for our military and our nation, but that it also plays a role in the defense of our nation and in the conduct of military operations. As DoD's cyber operations joined the mainstream of military capabilities, IRMC evolved to meet the strategic educational needs of the force. As part of this transformation, Congress renamed IRMC the College of Information and Cyberspace (CIC) a name better aligned with the college's new mission. Additionally, the Joint Staff J7 directed NDU to begin a Senior Service College/ Joint Professional Military Education level II pilot program focusing on the information instrument of national power and the cyberspace domain. On 1 May 2019, the Joint Staff J7 accredited this JPME-II program under the Process of Accreditation for Joint Education for six years.

2. Mission and Vision

MISSION

The College of Information and Cyberspace educates joint warfighters, national security leaders, and the cyber workforce on the cyber domain and information environment to lead, advise, and advance national and global security.

VISION

CIC is the premier senior national security educational institution focused on the information environment. CIC is the desired educator of leaders who perform national and military actions within the cyberspace domain using the information instrument of national power.

ENVIRONMENT

CIC supports and encourages advanced research in understanding the information environment, cyberspace, and technology in support of national security. The college promotes physical and mental health and well-being of its students, staff, and faculty. CIC also strives to provide its students, faculty and staff state-of-the-art technology to support mission accomplishment. Finally, CIC seeks to create an environment reflective of CIC's values.

VALUES

CIC adheres to a set of values guiding the behavior of its staff, faculty, and students. These values are reflected in the College's governance, culture, and curriculum. These values are:

- **Academic Freedom**: An educational and research climate that fosters and protects free expression, rigorous analysis, and open intellectual exchange.
- **Integrity**: An organizational culture based on openness, honesty, trust and ethical conduct.
- **Excellence**: A determined commitment to teaching, scholarship, knowledge development, institutional agility, innovation and creativity.
- **Community**: The embracement of diverse peoples, ideas and cultures in a spirit of lifelong professional cooperation and collaboration.
- **Growth and Development**: An environment that fosters individual growth and develops intellectual and physical wellbeing.

GOALS

The following four goals establish a framework to help ensure alignment with the National Defense University (NDU) Strategic Plan, as well as to enhance unity of focus and effort among CIC's faculty and staff:

Goal 1. Provide a top quality, accredited, graduate-level joint professional military education academic program that further develops leaders in accordance with CJCS Instruction 1800.01F Officer Professional Military Education Policy (OPMEP), with special emphasis on the employment of cyber power and of the information pillar of national power for strategic effect.

Goal 2. In support of the CIC academic program, create and disseminate scholarship and knowledge focused on national security, resource strategy, and leader development.

Goal 3. Ensure the resources required (people, facilities, and services support) are available to

accomplish the CIC mission.

Goal 4. Regularly assess the students', stakeholders', and nation's requirements and adapt the CIC strategy, culture, processes, practices, and structures as necessary.

3. Senior Leadership Team

Chancellor. The CIC Chancellor is responsible for the strategic direction and executive leadership of the College, to include all academic programs and coordination with key College stakeholders. The chancellor provides senior leadership for all aspects of College program planning, direction, resource management, and climate.

Dean of Faculty and Academic programs. The Dean of Faculty and Academic Programs (herein after "Dean of Faculty") is responsible for the school's educational mission by guiding the planning, implementation, and evaluation of all academic programs. The Dean of Faculty also serves as the principal advisor to the Chancellor on all matters affecting the academic program and the faculty, and acts for the Commandant in his/her absence on these matters.

Dean of Administration. The Dean of Administration oversees the CIC's Operations staff and ensures proper execution of resource requirements. The Dean of Administration is responsible for day-to-day operations and activities in support of the CIC leadership, faculty, staff, and students.

Dean of Students. The Dean of Students coordinates the admissions process with the NDU Registrar, and supervises the planning, coordination, and execution of all student activities, including the assignment of Students to Seminars and PFAs as well as establishing the student counsel and advising Student Body Leaders. The Dean of Students also serves as the CIC leadership's principal liaison to the student body during the academic year.

4. Academic Leadership Team

Course Director: Course directors are appointed by the Dean of Faculty in collaboration with the Department Chairs and are responsible for syllabus creation and/or updating their course syllabus each semester given feedback from faculty and students. They are responsible for ensuring that instructors for their course are using highly effective instructional techniques and that there is an appropriate balance of active and passive learning, creating and employing rubrics, maintaining parity and commonality across the sections of their course, ensuring timely student feedback for their course, and keeping records of student achievement.

Faculty Seminar Leader (FSL): Responsible for the delivery of the Academic Curriculum and grading inside individual seminars under the leadership and direction of a Course Director.

Faculty Mentor: To create a positive environment promoting professional and individual growth, students participate in periodic check points with an assigned faculty mentor allowing students to gain insights, wisdom, and assistance in growing professionally while completing a resident program

Chapter 2
Academic Policies and Programs

1. NDU Code of Conduct. To advance the mission of educating, developing, and inspiring National security leaders, we must continually create and maintain an academic environment founded in a community of trust that demands excellence in professional conduct and ethical standards. Students must adhere to the highest standards of honor. Specifically, students will not lie, cheat, steal or otherwise behave in any way that discredits themselves or the reputation of their fellow students at National Defense University. Failure to follow these standards may result in administrative action, including dismissal from the University in accordance with NDU Instruction 1000.02: NDU Student Disenrollment Policy: https://ndu1.sharepoint.com/:b:/r/sites/portal/Policies%20Instructions%20and%20Guidance/Student%20Disenrollment%20Policy.pdf?csf=1&web=1&e=t2iPWk

2. Academic Freedom. The Chairman, Joint Chiefs of Staff, in accordance with provisions and requirements of Title 10, United States Code, directs the President, National Defense University, to establish a climate of academic freedom within the University that fosters and properly encourages thorough open and lively academic debate and examination of national security issues. The CIC adheres to the academic policy established by NDU. As future policy makers, advisors, and leaders, CIC graduates must be ready to discuss, challenge, and question current national policy and strategy. Academic freedom at CIC is essential to the learning and teaching process and involves two elements. First, there is the 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 learning outcomes; and to seek changes in academic and institutional policies. Academic freedom provides for open discussion of diverse perspectives on critical issues; it does not provide for the freedom of the faculty to deviate from the course learning outcomes as determined by the Course Director, recommended by the Curriculum Committee, and approved by the Dean of Faculty. Faculty members shall strive to protect not only their own right to freedom of inquiry, teaching, and expression, but also their colleagues' and students' right to the same freedoms. Additionally, faculty members shall ensure that they conduct their seminars in a manner that exhibits cultural sensitivity, respect for differing religious beliefs, and provides intellectual balance. Second, there is the 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 CIC and academic programs.

3. Uniform Code of Military Justice. Active-duty military members are subject to Article 88 of the Uniform Code of Military Justice. In brief, Article 88 prohibits the use of "contemptuous words" against the President, Vice President, Congress, Secretary of Defense, and other named officials. Nothing in the principles of academic freedom operates as an exception to Article 88. Additional information on Article 88 is available from the NDU Legal Counsel.

4. Academic Integrity. The NDU/CIC has a zero-tolerance policy toward plagiarism and other breaches of academic integrity and will enforce the National Defense University Statement on Academic Integrity as summarized below. Students should consult the NDU website (http://www.ndu.edu/Academics/AcademicPolicies.aspx) for the complete and/or most current NDU academic integrity policy.

   a. Statement on Academic Integrity. NDU shall always foster and promote a culture of trust, honesty, and ethical conduct. This statement on academic integrity supports the above guiding principle and applies to all components of the National Defense University. The purpose of this broad university policy is to establish a clear statement of zero tolerance for academic dishonesty and to promote consistent treatment of similar cases across the University on academic integrity and the integrity of the institution. This document should not be interpreted to limit the authority of the University President or the Vice President for Academic Affairs. This policy includes two key areas: academic integrity as it applies to students and participants at National Defense University; and academic integrity as it applies to assigned faculty and staff.

   b. Breaches of Academic Integrity. Breaches of academic integrity are not tolerated. Breaches include but are not limited to: falsification of professional and academic credentials; obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination; doing work or assisting another student do work without prior authorization; unauthorized collaboration; multiple submissions; and plagiarism.

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

      (2) Obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination: Students are prohibited from giving or receiving assistance on examinations, to include obtaining advanced knowledge of the examination particulars (e.g., specific questions) unless specifically authorized by the instructor.

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

      (4) Multiple submissions are instances in which students submit papers or work (whole or multiple paragraphs) that were or are currently being submitted for academic credit to other courses within NDU or at other institutions. Such work may not be submitted at the National Defense University without prior written approval by both the National Defense University professor/instructor and the approval of the other institution. Students must still use proper citations for previous academic work they have completed.

      (5) Plagiarism is the unauthorized use of the intellectual work of another person without providing proper credit to the author. While most commonly associated with writing, all types

of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications are not to be plagiarized. Plagiarism may be more explicitly defined as:

(a) Using another person's exact words without quotation marks and a footnote/endnote.

(b) Paraphrasing another person's words without a footnote/endnote.

(c) Using another person's ideas without giving credit by means of using a footnote/endnote.

(d) Using information from the web without giving credit by means of a footnote/endnote.

(For example: If a student/professor/instructor/staff member enrolled or assigned to NDU copies a section of material from a source located on the internet (such as Wikipedia) into a paper/article/book, even if that material is not copyrighted, that section must be properly cited to show that the original material was not the student's).

   c. Sanctions for Breaches of Academic Integrity. Sanctions for violating the academic integrity standards include but are not limited to disenrollment, suspension, denial or revocation of degrees or diplomas, a grade of no credit with a transcript and/or evaluation notation of "academic dishonesty;" rejection of the work submitted for credit, a letter of admonishment, termination of employment or other administrative sanctions. Some violations (i.e., plagiarism) are reportable to the security office and may affect your security clearance. Additionally, members of the United States military may be subject to disciplinary actions in accordance with the Uniform Code of Military Justice.

   d. Academic Integrity Applicable to Faculty and Staff. The faculty and staff of the University are also expected to adhere to the highest standards of integrity and academic responsibility. Publications or presentations must give credit to the intellectual property of others. A member of the faculty or staff accused of dishonesty in scholarly work is called before a board within the component to assess the situation and make a recommendation to the component head. To protect the institution and the individual, final actions should be taken after consultation with the NDU Office of General Counsel, Human Resources Directorate (HRD), Office of the Chief of Staff, and Academic Affairs (AA).

   e. Suspected Breaches of Academic Integrity. When a faculty member suspects a breach of academic integrity, the faculty member will follow the process in the CIC Faculty Handbook to determine whether or not CIC convenes an Academic Review Board. A section pertaining to the Academic Review Board may be found in chapter 3 of this manual.

5. Non-Attribution Policy. NDU has a strict non-attribution policy that fully applies to CIC. This policy assures guest speakers, seminar leaders, panelists, faculty, and students that nothing stated by the speaker will be attributed to her/him by name without the speaker's express permission. Attribution by name is not permitted, directly to or indirectly, in the presence of anyone who was not authorized to attend the presentation, conference, site visit, or seminar in which the speaker's original comments occurred. This policy also applies to the distribution of

any materials, in any format or medium, prepared by speakers for presentation as a part of the academic program at the CIC. This policy is binding on all who participate in CIC programs. This policy is not intended to hinder academic exchange. Rather, the policy is designed to enhance and support an environment of candid discussion. This policy does allow a previous speaker to be referenced, if the reference to the speaker's comment is prefaced by a generic statement, such as "A previous speaker said ..." and as long as the content of the statement does not allow the audience/guest to deduce who is being quoted or paraphrased.

   a. Discussions within the Academic Environment. This policy does not intend to preclude student and faculty discussions of opinions and views expressed by speakers within the academic environment; however, students may not attribute views and opinions to one speaker by name or other identification while questioning the speakers who appear subsequently. The NDU non-attribution policy states that all attendees must protect classified information acquired during presentations in accordance with applicable regulations and policies. Students may use unclassified information obtained during lectures, briefings, panels, discussions, and seminars freely within the academic environment. Do not identify the speaker, the university or the colleges as the originator of the information without prior consent.

   b. Violations of non-attribution policy. All suspected violations of the non-attribution policy are considered serious and be referred to the Dean of Academics, who may convene an Academic Review Board to determine if a violation was committed and if disciplinary action is appropriate. A section pertaining to the Academic Review Board may be found in chapter 3 of this manual. All students, faculty and staff will ensure that comments made by a speaker (to include other faculty and students) will not be attributed to her/him by name without the speaker's express permission. Attribution by name is not permitted, directly to or indirectly, in the presence of anyone who was not authorized to participate in the presentation, conference, site visit, seminar, or discussion in which the speaker's original comments occurred. This policy applies to both verbal statements and to the release or distribution of any materials, presentations, or handouts prepared for use at the CIC or NDU.

   c. Audio and Video Recording Policy. The college's policy on video/audio recording of lectures is subject to the consent of the speaker. The CIC will respect the wishes of the speaker if consent to record presentations is withheld. All video/audio records are subject to disclosure to members of the public pursuant to the Freedom of Information Act of 1974. NDU Academic Affairs notifies speakers of this policy in writing in the letter of invitation. Each speaker is requested to sign a release before the lecture. If a speaker prefers not to have the lecture recorded and does not sign the release, the lecture will not be professionally recorded. Personal digital video or audio recordings of virtual/online or in-person presentations are strictly forbidden. In no case, should individual students record any academic proceedings without prior approval through the applicable course director.

6. Educational Procedures, Requirements and Evaluation.
   a. **Exchange of Ideas.** The exchange of ideas among faculty and students in the seminar is the primary learning vehicle of the College. Student preparation and active participation in

classroom discussions is crucial to the success of this active seminar approach. The seminar experience is enhanced by the reading material provided, lectures by CIC faculty, and by guest speakers who provide unique perspectives on strategic leadership and national security issues.

   b. Course Syllabi. Course syllabi describe the course's scope, purpose, outcomes and structure, student requirements, and topics covered. For each course topic, the syllabus will list that topic's learning outcomes, provide background information on the subjects to be addressed, suggest questions for discussion, and indicate the teaching methods that will be used.

   c. Program Evaluation.
      (1) Assessing the effectiveness of the CIC Academic programs is an ongoing, dynamic process. Faculty and students engage in a collaborative effort to evaluate and improve the quality of teaching and learning. Active, thoughtful participation by both faculty and students is critical to the success of this evaluation process.

      (2) As part of their professional responsibilities, students are expected to provide feedback on the program by providing thoughtful, constructive feedback in hot-washes, by completing the end-of-course core and elective surveys, and by fully participating in a comprehensive exit survey before graduation. This assessment addresses the character and quality of instruction, course workload, the quality of course readings, and the attainment of course learning outcomes. Students are also asked to assess specific exercises throughout the academic year, to comment on invited speakers, and, at the end of the academic year, to provide an overall critique of their educational experiences.

      (3) Confidential surveys. This information is critical in assessing mission and educational outcomes. The primary value of these assessments is to provide CIC leadership with information on the quality of the curriculum, instruction, and general educational program. Student feedback is typically solicited via web-based surveys. All student comments are confidential and used only in aggregate form. Student surveys are opened for feedback as soon as the last class concludes and will close prior to professor submitting final grades (Usually about 10 days)

      (4) In addition, at the end of each resident program semester, the college conducts a face-to-face meeting with students from the entire class to have candid, in-depth discussions on all aspects of the program.

      (5) Finally, students are also encouraged to provide informal feedback on the academic programs at any point during the academic year. The Chancellor, the Dean of Faculty and Academics, the Dean of Students, the Service Chairs, 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. At all levels, students are encouraged to contribute suggestions for improvement.

6. CIC Resident Programs Overview

   a. Senior Service College (SSC)/Joint Professional Military Education-Phase II (JPME). CIC's SSC/JPME program provides a graduate education focused on the information instrument of national power and on military uses of the cyberspace domain. Students earn a Master of Science Degree in Government Information Leadership.[1] Graduates of the program will be national security leaders and advisors who develop and implement strategies and policies that successfully leverage information and cyberspace operations within the broader national security framework.

   (1) CIC's JPME core curriculum incorporates the program initially approved by the Joint Chiefs of Staff in November 1987 and later refined in CJCS Instruction 1800.01F, Officer Professional Military Education Policy (OPMEP), last updated by the CJCS on May 15, 2020. The CIC Senior Service College (SSC)/ Joint Professional Military Education-Phase II (JPME) core curriculum covers all the Professional Military Education (PME) Joint Learning Areas that the Chairman has identified in the OPMEP, and completion of the CIC JPME academic program fulfills the educational requirements for Joint Qualification Level-II for commissioned officers. In addition to the coverage of the required PME outcomes in the core curriculum, students can expand their study of joint matters through the wide variety of electives offered by CIC and by the other academic programs at NDU.

   (2) A fundamental strength of CIC is its joint, interagency, and multinational approach to studying the information environment and cyberspace. Students and faculty are drawn from across the U.S. armed forces, U.S. defense and other federal departments, and from our international allies and partners.

   b. Leadership Development Program (LDP): LDP is administered in an intensive and highly interactive fourteen-week forum that is focused for rising mid/senior-level managers and leaders responsible for promoting and attaining national and international security goals through the use of information and information technology.

   c. Academic Schedule (Resident programs). Duty hours are based on the academic schedule. All scheduled activities (lectures, seminars, field studies, exercises, meetings with faculty advisors, etc.) constitute the duty day. The normal class day begins at 0830 and can last as late as 1730 depending on the student's elective course schedule. The curriculum is designed to provide an average of 15 hours per week in class. This allows students to focus most of their time on research and study in order to prepare for lectures and seminars. An average of 40 pages of reading is assigned for each classroom hour. Reading and Research days are considered duty days and are not normally authorized for leave. Students will be provided access to a resident program calendar located through their NDU email account (CIC-JPME or CIC-LDP). The academic schedule changes periodically; therefore, students are required to check the calendar and their email regularly. CIC leadership generally adheres to a two-week calendar "lock" for

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[1] The MS Degree program is currently titled Government Information Leadership (GIL), but is in the process of being renamed to Strategic Information and Cyberspace studies.

planning purposes, but extraordinary circumstances can arise.

    d. Classroom Procedures (Resident programs) Students are encouraged to take notes during lectures and seminars and may retain notes of unclassified material permanently. A container for storing classified notes and other material is available for each student in the NDU Library's Classified Documents Center (Room 316, Marshall Hall). Notes of classified material must be destroyed by the close of the school year.

7. CIC Distance Learning Programs Overview. Many CIC courses are available via distance learning. Courses delivered this way can satisfy continuing education requirements for professional development and can lead to a graduate certificate or Graduate/Master of Science degree. All CIC courses prepare leaders to play critical roles in national security. CIC's current distance learning programs include:

    a. Master of Science in Government Information Leadership[2]. The Master of Science Degree aligns with the educational requirements of the DoD cyber workforce in support of national strategies, policies, laws, and directives. The 10-month in-residence program achieved Joint Staff (JS) Process of Accreditation of Joint Education (PAJE) approval in 2019. The college is in the process of recertifying as a National Security Agency Center for Academic Excellence. Additionally, CIC maintains Memoranda of Agreement with over 30 civilian colleges and universities to facilitate student transfer credit and completion of the DoD Cyber Scholarship Retention Program.

    b. Graduate Certificates
      (1) Chief Data Officer
      (2) Chief Financial Officer
      (3) Chief Information Officer
      (4) Chief Information Security Officer
      (5) Cyber Leadership
      (6) Information Technology Program Management

    c. Academic Schedule (Distance Program). Distance learning courses are offered in the Fall, Spring and Summer semesters. Content is delivered via a combination of synchronous and asynchronous methods, and course deliverables range from participation in synchronous seminars and asynchronous forums for posting and responding to classmates, to formal papers of various lengths, culminating with the Capstone research paper. The specific mix of each will be spelled out in the course syllabus.

8. Academic Events
    a. NDU President's Lecture Series (PLS). The Resident program(s) includes many guest speakers and is complemented by a series of NDU PLS presentations. As an enhancement to

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[2] The MS Degree program is currently titled Government Information Leadership (GIL), but is in the process of being renamed to Strategic Information and Cyberspace studies.

the core and elective courses, NDU sponsors joint lectures to permit national leaders to share their considerable insights and experience with students from CIC, the Eisenhower School (ES), National War College (NWC), and the College of International Security Affairs (CISA). This program consists of several lectures scheduled throughout the academic year, as high-level government officials and military commanders are invited to address joint sessions of NDU students. The College will hold a facilitated discussion that analyzes the content of the lecture and its implications for leading and decision-making at the strategic level. Attendance at these lectures and post-lecture discussions is mandatory for Resident students. Distance Students are highly encouraged to attend, and virtual information will be provided. Service dress uniform or civilian business suit is required attire for all PLS.

   b. **CIC Chancellors Lecture Series (CLS).** The CIC Chancellors Lecture Series features guest speakers invited by the CIC Chancellor, similar to the NDU PLS. These CLS sessions occur about once a month, and the topics directly support the curriculum, or reflect relevant current events. Attendance at these lectures and any associated post-lecture discussions is mandatory for all Resident students. Distance Students are highly encouraged to attend, and virtual information will be provided. Service dress uniform or civilian business suit is generally the required attire for all CIC CS

9. Academic Awards
   a. SSC/JPME Residence Program
     (1) Distinguished Graduate (DG) Program. The CIC DG program recognizes the top graduates for the JPME students. These students (Top 10% of the class, or otherwise determined by the Chancellor) with the greatest number of cumulative points during the year will be recommended as Distinguished Graduates. The final list of Distinguished Graduates is reviewed by a Chancellor-convened awards committee and approved by the Chancellor. Distinguished Graduates are announced at graduation and noted on the students' official transcripts.

        (a) All JPME students in the program are eligible for the Distinguished Graduate.

        (b) Distinguished Graduates will be selected according to 3 areas: FSL Assessment, Academic Performance (including electives), Peer Assessment:

Factor	Weighted Percentage
FSL Assessment (CIC core course)	75%
Academic Performance	20%
Peer Assessment	5%

          1. Faculty Seminar leaders will select the top four students in each core course. Each of these students will receive DG points (4 points for #1, 3 points for #2, etc.) that is multiplied by the credit hours of the course. For example, a student ranked #2 in a seminar in a 3-credit class will receive 9 points (3 points for being #2 multiplied by 3 credit hours).

2. While FSL assessment (factor 1) is considered for CIC core courses only, the academic performance percentage factors in all grades, to include those from electives.

(2) Chancellors Award. This award goes to the highest-ranking Distinguished Graduate in the class as determined through the process above. One JPME student is selected each year.

(3) Best Individual Student Research Project (ISRP). CIC has a program that allows students to compete for the best Individual Research paper for the class. This process starts in late May/early June after the students have submitted their paper. This process has NO effect on the grade of that assignment. Students self-nominate and can be expected to present an oral briefing of their paper and then defend it. One winner and two runners-up are selected each year.

(4) Chair Writing Awards. Faculty ISRP/Capstone Advisors (resident and distance students) can submit student papers to their department chair for consideration of a Chair writing award. Each department chair can select up to 3 individuals from either program for this award.

(5) Student Peer Leader Award. Students will have the opportunity to vote for the individual most influential to the class's success for the Academic year. One winner and one runner-up are selected each year.

(6) Outstanding International Fellow (NDU Ambassador's Award). Students will have the opportunity to vote on the International Fellow that best represents the concept of 'Warrior-diplomat' and who has done the most to bridge the cultural gap among IFs and the US Students. One winner and one runner-up are selected each year.

b. LDP Students
(1) Distinguished Graduate Program. The DG program recognizes the top graduates for the LDP program. These students (Top 10% of the class, or otherwise determined by the Chancellor) with the greatest number of cumulative points during the program will be recommended as Distinguished Graduates. The final list of Distinguished Graduates is reviewed by a Chancellor-convened awards committee and approved by the Chancellor. Distinguished Graduates are announced at graduation and noted on the students' official transcripts.

(a) All LDP students in the program are eligible for the Distinguished Graduate.

(b) Distinguished Graduates will be selected according to 3 areas: FSL Assessment, Academic Performance (including electives), Peer Assessment:

Factor	Weighted Percentage
FSL Assessment	75%
Academic Performance	20%
Peer Assessment	5%

(2) Student Peer Leader Award. Students will have the opportunity to vote for the individual most influential to the class's success for the Academic year. One winner and one runner-up are selected each year.

(3) Outstanding International Fellow (NDU Ambassador's Award). Students will have the opportunity to vote on the International Fellow that best represents the concept of 'Warrior-diplomat' and who has done the most to bridge the cultural gap among IFs and the US Students. One winner and one runner-up are selected each year.

c. Distance Masters Program Students

(1) Distinguished Graduate Program. The DG program recognizes the top graduates for the distance master's program. These students (Top 10% of the class, or otherwise determined by the Chancellor) with the greatest number of cumulative points during the program will be recommended as Distinguished Graduates. The final list of Distinguished Graduates is reviewed by a Chancellor-convened awards committee and approved by the Chancellor. Distinguished Graduates are announced at graduation and noted on the students' official transcripts

(a) All distance students in the program are eligible for the Distinguished Graduate.

(b) Distinguished Graduates will be selected according to 2 areas: FSL Assessment, and Academic Performance (including electives):

(2) Chair Writing Awards. Faculty ISRP/Capstone Advisors (resident and distance students) can submit student papers to their department chair for consideration of a Chair writing award. Each department chair can select up to 3 individuals from either program for this award.

10. NDU Scholars, Writing Awards/Competitions, and Student Groups

a. National Defense University Scholars. The NDU Scholars Program (NSP) is an optional student research program. All Master's Degree students at NDU must write an ISRP. The NSP provides students with an alternative, but more in-depth, means of fulfilling the ISRP. Students must apply and be selected for the program. This selection is based on their research proposal and presentation to the NSP committee.

b. Writing Awards

(1) Inter-Service School Essay Competitions. CIC students compete against students from the other senior-level professional military education schools for prestigious awards in the Chairman of the Joint Chiefs of Staff (CJCS) and Secretary of Defense (SECDEF) essay competitions. The CJCS essay competition includes two categories, including a 1500-word article on national strategy and a 5000-word strategic research paper. The SECDEF essay competition is a 5000-word paper on a national security issue of the student's choice.

(2) NDU Women Peace and Security (WPS) Student Research and Writing Competition. As part of NDU's commitment to implement the Women, Peace, and Security (WPS) Strategy, students are invited to participate in the annual WPS research and writing competition.

(a) Students participating submit papers based on the topic: How a gendered understanding, perspective and/or approach relate to: Advancing peace, national security, economic and social development, and/or international cooperation; Conflict resolution; Peacebuilding; Conflict prevention; Protection of rights; Protection from gender-based harms; Protection of women and girls during and after conflict; Access to relief and recovery; Humanitarian Assistance/Disaster Relief; Leadership; Counterterrorism efforts; Gender equality in military, law enforcement, and other security services.

(b) Papers may be submitted to the WPS Selection Committee anytime during the year but must be submitted no later than the date announced by the Committee, usually in May. The paper may be dually submitted to meet the requirements of a CIC core course or NDU elective, as long as they are in a narrative, research paper format.

(3) Information on these writing awards and others can be found at: https://www.ndu.edu/Students/NDU-Writing-Awards/

c. Women in National Security (WINS): WINS is an affinity group open to all interested students and faculty. WINS seeks to enhance student experience by promoting diversity and ensuring a fuller, more inclusive understanding of national security challenges and policymaking. The organization helps promote better strategic decision-making skills tailored to different styles of leadership and prepares graduates to lead and interact more effectively in the diverse interagency workforce. WINS also advances professional growth and mentoring opportunities focused on women as strategic leaders. Typical WINS activities include coordinating brown bag/webinar events and discussions, networking with alumni and other component WINS chapters, film screenings, and skill-building presentations.

Chapter 3
Grading, Assessments, and Evaluations

1. Graduation Requirements.

   a. Master of Science degree (residence and distance), students must:
    (1) Have an overall GPA of at least 3.0 across all core and elective courses (GPA = Total points/Total credit hours).
    (2) Successfully complete the ISRP with a grade of "B-" or higher.
    (3) Successfully complete at least 6 credits of elective courses with a grade of "B-" or higher.
    (4) Not fail (no grade of "F") any course taken for credit.
    (5) Successfully complete all requirements for the Practicum (when applicable) and the Capstone Exercise (CAPEX, when applicable).

   b. Graduate Certificate, students must:
    (1) Have an overall GPA of at least 3.0 across all core and elective courses (GPA = Total points/Total credit hours).
    (2) Not fail (no grade of "F") any course taken for credit.

2. Outcomes Based Assessment of Student Performance
   a. Assessments are an integral and necessary part of the education process for both the student and the faculty. It allows faculty to assess what learning has occurred and to adjust instruction accordingly in the near- and long-term so that students can gain the greatest benefit from their educational experience. Equally important, it allows faculty to provide feedback to students during the learning process of areas that need additional attention, with the goal that students will seek to improve their performance in those areas and thereby maximize their learning while also improving their performance of specified learning outcomes. Faculty are expected to explain the course assessment process and assignments (content, length, timing, and grading) to the students during the first seminar session of the course.

   b. Program Learning Outcomes. Program Learning Outcomes (PLOs) are general statements that identify and describe the specific desired knowledge, skills, and dispositions that graduates will demonstrate at the conclusion of the program. For the master's program these outcomes are derived from the OPMEP (e.g., Joint Learning Areas (JLAs)), NDU Learning Outcomes, CIC's mission, and law. These requirements guide both the design of the curriculum and the content of courses.

   c. Course Learning Outcomes. Course Learning Outcomes (CLOs) are more specifically defined in each course syllabus. Course assignments or deliverables, in turn, are designed to provide evidence for faculty in assessing student proficiency on specific course outcomes that demonstrate student understanding of subject matter or mastery in applying skills. Core courses also map into higher-level PLOs.

d. Assessment. The primary educational goal of assessment is to provide students with feedback on assignments that helps them improve and enhance their learning and demonstrated performance against learning outcomes. Assessment is more specifically described as competence- or standards-based when it is keyed to specific learning outcomes (i.e., PLOs and/or CLOs) – knowledge, behaviors, or skills that are evident in students' work. Course assessments will be designed to ensure students demonstrate designated learning outcomes at the course and/or program level.

e. Quality and Timeliness of Feedback. Faculty members must provide students with substantive, constructive, and timely feedback. Students' learning is enhanced by assessment and feedback that are timely and comprehensive with comments that are descriptive and constructive. Periodic feedback of student performance during a course guides faculty members in tailoring their instructional approach and helps students to improve their learning and performance. Students should expect 10 business days for mid-course work and 14 business days for the final assignment and final course grade.

f. Rubrics. Each assignment has a rubric for assessing student performance on designated learning outcomes. Rubrics are indicators or measures that clearly articulate learning outcomes and describe the relevant criteria that distinguish distinct levels of student competency relative to established standards of performance. Rubrics are best understood and consistently applied when grounded in "objective" behaviors that provide a common and shared reference for faculty. Students also benefit by having a clearer expectation of what is required of them, a better understanding of their feedback, and confidence that assessment standards are fairly applied to all students. CIC uses standard rubrics as aids for assessing student performance on their deliverables (papers, presentations, and exams), practicums, and seminar contribution; and for providing feedback to the students.

3. Grading.
   a. The assessment process provides a foundation in assigning a grade to an assignment or course. Grades provide a summary or holistic measure of how well a student performs. A grade, in contrast to an assessment, does not provide details on the strength or weakness of skills used in completing the assignment. Grading is criterion-based when it takes student performance on rubric elements into consideration. Final course grades, in particular, may be viewed as a general if not isolated artifact of student performance.

   b. Faculty members take a variety of factors into consideration when evaluating student performance. These start with the rubric but also include:
   (1) Understanding of course materials and constructs
   (2) Contributions to seminar discussions
   (3) Balance between listening and contributing
   (4) Organization of arguments and presentations
   (5) Use of assumptions and cultural/ historical perspectives
   (6) Demonstrated strategic and critical thinking skills
   (7) Analytical rigor
   (8) Clarity and fluency of English composition, syntax, and grammar
   (9) Seminar preparation

(10) Timely completion of assignments

(11) Effectively communicated ideas

(12) Demonstrated achievement of outcomes.

   c. Student Surveys Students will have access to their final course grades after the student body course surveys are completed. Faculty will have access to student critiques after all faculty evaluations are completed. Closeout of survey instruments is typically NLT 7 days past course conclusion to ensure student critiques are completed prior to the release of final course grades.

   d. Evaluation Standards.

   (1) Grades are determined by course faculty and reflect the demonstrated quality of student performance. The overview shows the letter grades, qualitative descriptors, quality points, and point values to be used for grading. As shown, the B+ grade is the "expected level of performance" for a CIC/NDU student and aligns with the *Standard* column of the student assessment rubrics.

   (2) Overview of Grades and Grading:

Letter Grade	Qualitative Descriptor	Quality Points	Point Value Range	Point Range for Rounding
A	Excellent (or Top-tier) Performance	4.00	96-100	95.50-100.00
A−	Better than Expected Performance	3.70	90-95	89.50-95.49
B+	Expected Level of Performance	3.30	86-89	85.50-89.49
B	Acceptable Performance	3.00	83-85	82.50-85.49
B-	Marginal Performance	2.70	80-82	79.50-82.49
C	Unacceptable Performance	2.00	70-79	69.50-79.49
F (*for graded courses*)	Failure	0.00	0-69	0.00-69.49
P (*for Pass-Fail designated courses*)	Pass	0.00	*	N/A
F (*for Pass-Fail designated courses*)	Fail	0.00	*	N/A
Source: *NDUI 1025.07, National Defense University (NDU) Policy on Grades and Grading*,				

   (3) Assessment rubrics identify the level of student performance necessary to meet, or exceed, outcome standards. Students whose performance is deemed below expected

performance or unacceptable performance shall be counselled per the re-work guidance below.

   e. Course Deliverables. Deliverables (papers, in-class exams, presentations, etc.) must be provided to instructors in accordance with due dates assigned. If an emergency or other unanticipated personal situation arises that prevents meeting deadlines, the student must notify the faculty member(s) to determine an alternate due date for the assignment(s) for a grade without penalty.

   f. Evaluating Achievement of Course Learning Outcomes. In each core and elective course, the course leader will devise a scheme of assessment activities that, along with a student's performance in seminar discussions, will allow faculty to judge whether each of their students has achieved each course learning outcomes and assign overall grades. Assessment activities could include, *inter alia,* exams, papers, oral reports, case analyses, problem sets, and practical exercises. Performance standards for each of the course assignments are identified in the grading rubrics, which are included in the course syllabus or provided to the students before the assignment due dates.

4. Student Remediation and Probation
   a. Remediation of Deficient Student Performance. CICs' goal is to maximize learning for all students and provide the opportunity for all to meet graduation standards. Consequently, CIC has established a robust remediation process, which is described below.

   b. Probation. Students are expected to maintain an overall B average in their coursework (3.0 GPA). Students can remain in good standing with individual B-minus grades on their transcript if their overall GPA meets or exceeds 3.0. If a student's GPA falls below 3.0, a remedial program will be developed by the Dean of Faculty and Academics in coordination with one of the Associate Deans, the Dean of Students, the student's service/agency chair, the student's faculty mentor, the student and anyone else deemed pertinent to the particular case to determine what steps need to be taken to bring the student's GPA up to 3.0. The Associate Dean will be responsible to approve the remedial program and will counsel the student in question. Anytime a student is placed on probation, counseling documentation will be accomplished and maintained by the Dean of Faculty, as well as recorded in the University student information system as part of the student's official record. The student's progress will be tracked until the student is off probation. Students will be removed from probation upon demonstration that the reasons for placement on probation no longer exist. Students on probation may not graduate and Academic Review Board proceedings may apply. The Associate Dean will notify students on probation of their status. The Dean of Faculty will submit the names of any student on probation to the CIC Chancellor.   I. Remediation of Overall Grades of "C" in a Course. If a student receives a grade of C in a course (core or elective), they will enter remediation to conduct additional study and raise their performance to an acceptable level. The procedures for establishing the remediation plan are described under "Probation." If a student refuses remediation or fails in the process, the grade will transfer to an F.

   c. Remediation Process. Appropriate remediation plans may employ a variety of activities

such as: counseling, tutoring, additional work, re-accomplishment of course assignments/graded work, or re-administration of an oral evaluation.

(1) The remediation plan will set a time frame for completion of the remediation and identify the faculty member assigned to carry out the remediation.

(2) When, either during or at the conclusion of a remediation program, the faculty member charged with conducting the remediation determines that the student now meets the course learning outcomes under question, that faculty member will notify the Associate Dean, who will then direct that the student's grade for the course be changed as appropriate. In no case may the revised grade be higher than a B- (80). If, however, at the conclusion of a remediation program, plus whatever extension(s) to the program the Dean of Faculty and Academics may have approved, the faculty member responsible for the remediation determines that the student still does not meet the established standards for the requirement(s) under question, that faculty member will notify the Associate Dean.

(3) If the remediation was for deficient performance in a course, the Associate Dean will then   direct that the student's grade for the course be changed to Fail (F). If the remediation was for deficient performance on an oral evaluation, the Associate Dean will then direct that the student be scheduled as soon as feasible to retake the evaluation. If the student meets standards for the performance requirement(s) being re-tested, the evaluation team will so inform the Associate Dean, who will then direct that the student's overall grade for the evaluation be changed to Pass (P).

(4) If, however, the student still does not meet standards for performance requirements being re-tested, the evaluation team will so notify the Associate Dean, who will then direct that the student's grade for the course be changed to Fail (F).

5. Grade Appeal Policy and Process.
  a. A student may challenge a final course grade if the student has a reasonable belief the grade was assigned in an arbitrary or capricious manner and is unable to resolve his or her concerns with the faculty member who assigned the grade. This policy applies only to final course grades and does not apply to course work or other grades awarded during the course.

  b. A student may only challenge a final course grade under this policy if the student has discussed the concern with the faculty member and Course Director and can demonstrate that the grade was awarded in an arbitrary or capricious manner. For purposes of this policy, arbitrary or capricious means:

(1) The assignment of a final course grade was made on a basis other than the student's academic performance in the course or,

(2) The assignment of a final course grade substantially or unreasonably departed from the instructor's articulated standards. (e.g., standards in the course syllabus)

(3) If after discussion with the Course Director/ faculty member the student believes, in good faith, that the grade is arbitrary or capricious, or if there is an inability to reach the faculty member, the student may challenge the grade by sending a letter to the Associate Dean of Academics no later than 15 calendar days after the grade has been posted. This letter must:

    (a). identify the course, date, and faculty member that awarded the grade;

    (b)state the basis of the challenge, including all facts relevant to the challenge;

    (c)the reasons the student believes the grade is arbitrary or capricious;

    (d) indicate the date(s) the student consulted with the faculty member regarding his or her concern(s) and summarize the outcome of those discussion(s); and

    (e)attach any supporting documentation the student believes should be considered in the challenge, including the syllabus.

(4) Upon receiving a written challenge to a final course grade, the Associate Dean shall forward a copy of the challenge to the Course Director who assigned the grade. The faculty member then has 10 calendar days from receipt of the challenge to provide a written response. The student will receive a copy of the Course Directors response; however, any information that would violate the privacy rights of other individuals will not be released to the student.

(5) The Associate Dean will review the submissions and, if necessary, investigate to determine if the grade was arbitrary or capricious based on the definition outlined in this policy. A written decision will be issued to both parties within 10 calendar days.

(6) Both parties have a right to appeal the chair's decision by filing a written appeal within 10 business days to the Dean of Faculty. The written appeal should state the basis for the appeal and attach all relevant written documentation.

(7) The Dean of Faculty (or designee) shall convene a CIC Academic Review Board and forward the appeal to the Board. The Board will review the submissions and may, at the Boards' discretion decide to hear statements from the parties. Following deliberations, the Board will issue a recommendation to the Dean of Faculty (or designee) indicating:

    (a) whether the Board finds the grade to be arbitrary or capricious and;

    (b) the Boards recommendations for the disposition of the appeal.

(8) The Dean of Faculty (or designee) will review the Board's recommendation and render

a final decision in writing to the student, Course Director, faculty member, and the department chair within 10 calendar days of receipt of the Board's recommendation. The Dean of Faculty's decision shall be final without further appeal.

(9) CIC students enrolled in non-CIC electives courses may also appeal their grades. They must, however, follow the appeals procedure in place at the college or component offering the course.

6. Academic Review Board. The Dean of Faculty may convene an Academic Review Board (hereafter Board) for student performance to include, but not limited to, the following situations:

a. Suspected breaches/violations of academic integrity as discussed in chapter 2.

b. Suspected breaches/violations of NDU's non-attribution policy as discussed chapter 2.

c. When a student receives a final grade of F (or an unresolved Incomplete).

d. When a student challenges a final course grade and appeals the chair's decision as described in this chapter.

e. The Dean of Faculty may serve as the Board Chair (or designate a Board Chair) and designate specific Board Members.

f. The Board, through the Board Chair, are encouraged to seek advice from NDU General Counsel throughout the Board process.

g. The student will be notified by the Board Chair that he or she has been referred to the Board. The communication will include a summary of the reason for the referral and invite the student to appear before the Board.

h. When a student is referred to the Board, his or her record will be placed on "Academic Hold" status. All actions affecting their coursework, including grading, will be suspended pending outcome of the Board.

i. The Board will interview all relevant participants (student, faculty member(s), etc.) and review all documents and communications pertinent to reason for convening the Board.

j. The student will have the right to appear before the Board and attend all open sessions of the Board in person or virtually. The student will have the right to consult with civilian counsel or representative (although responsible for legal fees) and may also waive the right to counsel.

k. Upon conclusion of its deliberations, the Board will decide by majority vote on each of following matters (when applicable):

(1) Whether or not the student committed a breach/violation of NDU and/or CIC academic policy (if applicable).

(2) If the Board determines that the student committed a breach/violation of NDU and/or CIC academic policy, the Board shall also attempt to determine whether or not the student intended to do so (intent).

(3) Recommend sanctions for the student as discussed in chapters 2 and 3, to include potential remediation (if applicable).

(4) Recommend a specified letter grade for the course in question and whether or not the student should be disenrolled without award of a master's degree or diploma (if applicable).

(5) Recommend improvements to the program or course relevant to the reason for the Board (if applicable).

l. The Board will submit a memorandum with applicable findings and recommendations to the Chancellor. The Chancellor will make the final decision on dispensation of the case and report his/her decision in writing to the Dean of Faculty.   Should the decision be for disenrollment, the Dean of Students will take the actions necessary to process that decision through the University President, Provost, and Academic Affairs.

Chapter 4
Administrative Information and Policies

1. Rotational Service/Agency Chairs. Serve as a direct liaison with the agency, industry, or service to communicate ideas and interests to the faculty and students. These chair holders are expected to be full-time teaching faculty members unless the MoU specifies a different arrangement.

   a. CJCS Chair: The CJCS Chair acts as the liaison with Chairman's Commander's Action Group. The CJCS Chair enriches the colleges understanding of strategic and operational issues and provide an opportunity to gain insights and perspectives from the Chairman.

   b. Service Chairs: Each service is represented on the faculty. The Service Chairs enrich the college's understanding of operational matters and provide service-unique perspectives. They also advise students (both military and department civilians) on issues and activities related to their service, and coordinate and supervise service briefings, physical fitness testing, and senior officer visits. They also serve as the main advisor on administrative matters throughout the academic year and as the immediate administrative senior in the chain of command for their service's students. Therefore, students will send all special requests for leave and other administrative actions through their Service Chair in conjunction with the Dean of Students. Service Chairs are responsible to the Chancellor for monitoring and reporting students' progress and welfare throughout the year, and for preparing the initial draft of each student's end-of-year academic performance report.

   c. Visiting Faculty Agency Chairs: Numerous federal agencies are represented on the CIC faculty by Agency Chairs. They enrich the college's understanding of matters dealing with national security by advising students and faculty on current issues in their respective agencies. They also serve as the main advisor on academic and administrative matters throughout the academic year and as the immediate senior in the chain of command for their agency's students. Therefore, students will send all special requests for leave and other administrative actions through their Agency Chair in conjunction with the Dean of Students. The Agency Chairs are responsible to the Chancellor for monitoring and reporting students' progress and welfare throughout the year, and for preparing the initial draft of each student's end-of-year academic report.

2. Student Government (Resident Programs).
   a. Executive Committee: The Executive Committee (EXCOM) is composed of the class president, vice president, and International Fellows Vice President who provides class leadership and accomplishes class business. A senior military member is normally appointed class president, and a senior civilian member is the vice president. Committee chairs are appointed as described below. With the guidance of the Dean of Students, the EXCOM oversees the activities of the class 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.

b. Special Positions. Resident students will self-organize, and identify to the Dean of Students, individuals to fill the following positions:

(1) Class Social Officer: Responsible for coordinating social activities for the class.

(2) Class Historian: Responsible for collecting information, pictures, and other artifacts of the Class's year at the CIC.

(3) Class Logistician: Responsible for coordinating with the CIC Operations and Logistics teams for classroom supplies and travel supplies as required.

(4) Class Athletic Officer. Coordinates all CIC intramural athletic activities. Coordinates with CISA to field joint teams for as many NDU athletic events as possible. Each class committee has an athletic program representative.

(5) Hopps Manager. Responsible for managing the student bar and lounge known as 'Hopps' NOTE: These are the minimum positions and may be augmented by the class or committees.

3. Inclement Weather and Continuity of Operations Plan. When adverse weather conditions or other circumstances in the Washington, D.C. area necessitate closing federal offices, NDU will normally follow OPM (http://www.opm.gov/status.). Students will follow NDU's instructions, as well as the guidance of the course leader, as to what to do if there is such an occurrence.

4. Attendance Policy. Students attending CIC are here on official duty and are expected to work at least forty hours/week unless they are on official Federal holiday or granted leave. Time away from scheduled classes will not normally be granted to attend such events as meetings related to prior or upcoming assignments, changes of command, promotions, retirements, speaking engagements, reunions, reserve duty, jury duty, civilian schooling, or other similar occasions. Reading and Research days are not to be construed as days off. Since unforeseen changes to the weekly schedule may require class attendance, no plans involving irrevocable financial commitments should be made based on the research, writing, and study days published in the schedule. Students will make every attempt to schedule all appointments during personal time, not during scheduled classes. Reading and Research Days are available for students to utilize for appointments as required.

5. Excused Absence Process. Students who need to miss a scheduled academic event must request permission from the Dean of Students to be absent. These requests should be submitted with the maximum amount of advance notice. Students request permission to miss a scheduled academic event via e-mail to the Dean of Students with the following individuals as copy addressees:

   a. All affected Course Directors and faculty seminar leaders (core and elective courses) Service/ Agency Chair for military students and civilian students from that service

   b. ISMO Director for International Fellows

   c. The Dean of Students will review the recommendations and make the final decision. Once the Dean of Students determines whether to approve/disapprove the request, they will notify the student (and all copy addressees) with a "reply to all" e-mail response to the student's request.

6. Sick. Students that become sick are still expected to attend class virtually. The notification

process is the same as the excused absence process above. Once approved the Course Director (for plenary) and FSL (for seminar) will coordinate virtual opportunity.

7. Leave. Normally, leave will not be granted during the academic year except during holiday periods when classes are not in session. During these periods, students traveling out of the local area for periods in excess of 72 hours must take leave (see below for definition of local area). Note that NDU policy prohibits leave in conjunction with students' official travel except in unusual circumstances. Military students will submit the standard leave form appropriate to their service to the NDU HRD, via their Service/Agency Chair. Civilian students will submit an Office of Personnel Management (OPM) 71 form, "request for leave or approved absence," to the HRD, via their Service/Agency Chair or via the Dean of Students if no chair is available. Civilian students must coordinate approved leave through their agency channels as well as through NDU.

8. Liberty. Military personnel traveling outside of the local area for periods in excess of 72 hours, or whose absence exceeds an authorized pass period, must be on approved official leave. Local area, as defined by NDU is an area within 300 miles of Washington, DC, i.e., an area that approximates a distance that can easily be driven within a workday. For a graphic depiction, if you were to draw an arc with Washington, DC at the center, the arc would roughly pass through Charlotte, NC, to the south; Columbus, OH, to the west; and Albany, NY, to the north. If you are traveling anywhere within this arc during an authorized period of absence, you are not required to be on leave. Contact information must be left with your seminar leader.

9. Federal Holidays. The CIC follows U.S. OPM guidelines for the observance of federal holidays. Federal holidays will be annotated on the academic calendar. These are considered days of liberty and not charged as leave if students remain within the local area, as defined above.

10. Unexcused Absence. Students unable to attend a scheduled academic function due to sickness or personal emergency will report the absence via email to the student seminar leader, faculty seminar leader, Service/Agency Chair and the Dean of Students. Repeated absences may adversely affect a student's grade and their status as a CIC student.

11. Late Arrival: Students are expected to be in class at the designated time. DC, Maryland, Virginia traffic patterns vary and are NOT an excuse for being late. If you are going to be late ensure you notify the seminar leader, course director, service/agency chair ND THE Dean of Students. Repeatedly being late for class may adversely affect a student's grade and their status as a CIC student.

12. Bulletin Boards. Doors and walls in the College are not to be used to post notices, messages, etc. Seminar room bulletin boards are to be used and should be cleared periodically for late-breaking official and committee-specific information. Items will not be taped or tacked to walls or windows.

13. Dress Code and Uniform Policy. Military and civilian personnel are expected to exemplify high standards of dress and appearance. During normal duty hours, including those designated for research and study, students are expected to comply with the dress code on campus. **CIC has Four Uniforms; the normal attire is 'Business Casual':**

   a. Dress: Military Class A Uniform (military blouse or jacket) and civilians in Suit and Tie (equivalent attire for women)

   b. Business (with Tie): Long-sleeve, button down shirt, jacket, dress pants and dress shoes. Military can wear closed collared Class B's-with Tie. (Equivalent attire for women)

   c. Business Casual: Long-sleeve, button down shirt, jacket, dress pants and dress shoes. Military can wear open collared Class B's. (Equivalent attire for women)

   d. Casual: Polo (typically with CIC Logo) and dress pants. Jeans, shorts, t-shirts, tennis shoes (as examples) are not acceptable attire.

   e. Military Uniform Policy. Military students may wear either their service's duty uniform or civilian attire as described above. Class A or service equivalent is mandatory for military personnel on the following occasions:

      (1) When attending a NDU PLS, college DLP, and during visits or lectures by a three- or four-star flag or general officer or the civilian equivalent within the Department of Defense or other governmental departments or agencies.

      (2) When personally receiving or escorting distinguished visitors, including international visitors.

      (3) When participating in a platform presentation as speaker, introducer, or moderator. This does not include internal classroom activities.

      (4) As indicated on the official academic schedule or invitations to specific social events.

      (5) The uniform hat/cover is not required at any time while walking between Lincoln, Marshall, Eisenhower and Roosevelt Halls and the associated parking lots. Uniform hats/covers will be worn when coming and going on Fort McNair outside the previously described area (i.e., walking to the Officers' Club.) Also, military salutes are not recommended inside the "no hat/cover" areas listed above but will be rendered when outside these areas.

   f. Name Tags. All personnel are required to wear an NDU-issued nametag on uniforms and civilian attire at all times. Name tags with a white background are provided to students; faculty/staff name tags have a gray background. Even though some uniforms, such as the USMC and USAF pullover sweaters do not specify name tags, always wear a name tag. Report the loss

of a name tag to the operations office. The CIC Office of Student Services (Room 145) coordinates the issue, repair, correction, and replacement of nametags. New nametags can also be requested for promotions. Please submit your request to the CIC OSS one month prior to promotion.

14. Non-Academic Programs

   a. Health & Fitness Program. Students are encouraged to engage in a personal physical fitness program. A good fitness program will contribute to a healthy learning environment. The university has an outstanding health and fitness directorate which will help students understand, plan, and implement a sound program of health and exercise tailored to fit individual needs.

   b. Executive Health Assessment. At the beginning of the year, students will be provided an opportunity to participate in a comprehensive health fitness testing program including a sub maximal treadmill stress test and electrocardiogram; cholesterol profile; and flexibility, strength and body fat measurements. This profile will be used to evaluate each student's present level of health and fitness.

   c. Military Physical Fitness Testing and Weight Standards. CIC strictly enforces physical readiness standards and is not obligated to enroll military students who do not meet the prescribed requirements. Military students are expected to maintain their appropriate level of physical fitness and control their weight according to their respective service's directives. Students who fail to conform to weight standards may have their diplomas withheld until compliance with service requirements has been verified. The service chairs conduct physical fitness testing for military students in accordance with individual service directives.

   d. Fitness Counseling. Individuals seeking professional guidance and assistance in developing an individual health and fitness program should contact the NDU Health and Fitness Directorate. The staff consists of a military physician, nurse, physical therapist, nutritionist, and athletic trainers who are prepared to assess students' needs and plan individual programs. The physical therapist has a sports medicine background.

   e. Wellness Activities. The health and fitness directorate plans activities, lectures, advanced studies, and events throughout the year to emphasize the importance of wellness and exercise. A number of these activities are open to family members.

   f. Running. Running is a popular activity on Fort McNair. During hours of darkness, runners must wear a reflective vest or belt. In accordance with AR 385-10 (The Army Safety Program) rapid action revision (RAR) issue date: 24 November 2017, Chapter 6, "Public, Family, Off-Duty Recreation and Seasonal Safety," para 6-5, Headphones: "Using portable headphones, earphones, or other listening devices while walking, jogging, running, skating, skateboarding, and bicycling, including pocket bike, MC, or moped, on DOD installation roads and streets, or adjacent to roadways or roadway intersections, is prohibited." Shirts must be worn at all times,

and helmets are required for bikers. When running off post, photo ID is needed to re-enter Fort McNair.

   g. Athletic Program. CIC/NDU offers a diverse and spirited individual and team sports program that provides an excellent opportunity to give physical fitness a high priority during the 10- month academic program at CIC. More importantly, it allows a great opportunity to get to know fellow students at CIC and our sister colleges on campus, the NWC, ES and CISA in a venue other than the classroom. Everyone is encouraged to participate in all sports, whether it is as a player, coach, cheerleader, or spectator.

   (1) Varsity Sports. CIC (w/CISA) engages in highly spirited competition with NWC and ES in the following sports: softball, basketball, soccer, volleyball, tennis, golf, bowling, racquetball and a 5K run. These venues provide an opportunity for student athletes to compete on the "friendly fields of strife" with their NWC and ES colleagues. The student athletic director will provide details concerning individual and team activities.

   (2) President's Cup. The school winning the greater number of the nine varsity sports competitions over the course of the year receives the coveted "President's Cup" for that year. The President of NDU presents a rotating trophy to the winning school.

   (3) Jim Thorpe Sports Days. This multi-day athletic competition, typically in late April, is hosted by the U.S. Army War College at Carlisle Barracks, PA. This optional event and road trip builds camaraderie as senior service colleges compete with other. CIC may be able to support CIC SSC/JPME student participation as a team or individually in one or multiple events (with or without CISA). AY 21-22 events included: 5K run*, men's 4x400m relay, women's 4x400m relay, trap/skeet, golf*, tennis, functional fitness, softball, basketball, volleyball, soccer, bowling*, and cycling* (where * requires at least one female).

   (4) Participation. In addition to participating in varsity sports, there are other athletic activities that students can participate in. These include student athletic director; sports commissioners for each sport; coaches, cheerleaders, student athletic trainers, scorekeepers or as the mascot.

15. Tobacco/Alcohol/Food Policies
   a. Tobacco Policy. The use of any type of tobacco product is not permitted in any NDU building or at the main entrances of campus buildings. Smokers should use authorized smoking containers/cans to extinguish their cigarettes and/or cigars. Smokeless tobacco has the same prohibitions as for any other tobacco product.

   (1) Smoking Area Locations. Designated smoking areas for Fort McNair campus buildings are:
   (a) Marshall Hall (Bldg. No. 62) - South Side of Building
   (b) Eisenhower Hall (Bldg. No. 59) - South Side of Building
   (c) Davis Hall (Bldg. Nos. 17 & 21) - South Side of Bldg. No. 21

(d) Grant Hall (Bldg. No. 20) - North Side of Building
(e) Roosevelt Hall (Bldg. No. 61) - East Side of Building

(2) Containers for smokers' use. Use authorized containers at designated smoking locations to extinguish cigarettes and/or cigars.

b. Alcohol Policy. In accordance with NDU policy, the consumption of alcoholic beverages on NDU property (other than 'Hopps') at any time requires specific prior approval – in writing – from the NDU Chief Operating Officer. This includes inside 'Hopps' between academic events. Request approval via e-mail to the CIC Dean of Administration at least 10 business days in advance of the requested date. Alcohol use in the CIC Student lounge 'Hopps' is allowed 15 minutes after a student's last class for the day and requires no prior coordination or approval.

c. Food and Beverages Consumption and Storage Policy. Consumption of food products is permitted in the CIC student lounge (located outside room MH185A), student study rooms, and in common areas of Lincoln and Marshall Halls in support of the college, department, and student-sponsored events. Consumption of food products during classroom instruction is with the permission of the instructor and should not interfere with the learning environment of other students and faculty members. The spitting of seeds, shells, and pits is prohibited in the seminar rooms and common areas of Lincoln and Marshall Halls. Consumption of these food types is permitted in the student rooms as long as it does not disturb other persons in the room. Food preparation and storage is permitted in the seminar room when class is not in session, and temporary food storage is permitted in refrigerators. Food or beverages are NOT allowed in Lincoln and Hopper Auditoriums at any time.

16. Campus Policies
   a. Duty Hours. The University and Colleges operate on a five-day work week, Monday through Friday, except on holidays. Normal duty hours for faculty and staff are between 0800 to 1730. Students must attend all official activities directed in the calendar or by other administrative instructions. This requirement includes seminars, discussions, conferences, electives, and briefings. Unlike traditional colleges where student attendance is an individual choice, a student's assignment to CIC equates to their official appointed place of duty/work and requires strict compliance with the college schedule. While campus is closed on the weekends and holidays, students have access to the building and seminar rooms through the use of their NDU Student ID.

   b. Lost and Found

(1) Lost Articles. Report or turn in lost/found articles to the Office of Student Services (MH Room145)

(2) Stolen Articles. If an item is suspected to have been stolen, first check to ensure that it has not been turned as a lost and found item. If the item is not there, notify the NDU Security

Office (685-3834) and the Fort McNair Military Police (MP) (202-685-3196) to initiate a report. After the MP's initial report, the case will be turned over to the Joint Base Myer/Henderson Hall Military Police (703- 696-3343) for an investigation if item(s) were valued in excess of $50. After the investigation has been completed, a claim can be made against the government. Government claims require evidence of monetary value of loss with DD Form's 1842 and 1844 when filing at the Fort Myer Claims Office (703-696-0761). In general, the government will not pay a claim unless the property was secured at the time it was stolen.

  c. **Reveille/Retreat**. On Fort McNair, reveille is played at 0630 (6:30 a.m.); retreat, at 1700 (5:00 p.m.). The proper military courtesies for those who are outdoors when either reveille or retreat is played are as follows:

    (1) Uniform. Individuals in uniform (of any type, including PT, with or without head gear) will stop, face the flagpole at the north end of the post (i.e., near the main gate), and render a hand salute until the completion of the music.

    (2) Civilian attire. Individuals in civilian attire will stop, face the flagpole, remove their head dress, and then stand at attention with their right hand over their heart until the completion of the music.

    (3) Vehicle. If in a vehicle, stop the vehicle. All personnel exit; stand at attention; and based on their attire, comply with the above. The only exceptions to dismounting the vehicle are handicapped individuals, or if the vehicle is a bus or troop truck. In the case of the latter two, the vehicle commander dismounts (exits the vehicle) and renders the proper courtesy.

  d. **Army Courtesies.** The other US Armed Services have slight differences in some portions of these courtesies; but since Fort McNair is an Army post, you must comply with the Army regulatory guidance. If you fail to comply with the Army's policy while on post, an MP might correct you. Should that occur, be courteous, thank her or him, and consider it part of your 'joint' education.

17. Travel Policies/Guidance
  a. **Student Travel.** Travel vouchers for student travel performed as an integral part of the education program will be handled by the CIC travel coordinator. CIC student travel will be arranged using the Defense Travel System (DTS) or non-DTS (manual orders) for all TDY assignments. The group lead or group faculty lead for each program will determine what method of travel to use when arranging group travel.

  b. **Direct deposit/non-DTS travel.** Those traveling under non-DTS (manual orders) only, should submit a standard form SF1199A, "Direct Deposit Sign-up Form" with their travel vouchers. Defense Finance and Accounting Service (DFAS) Rome, NY (DFAS Rome) processes NDU travel claims. Although you may have established direct deposit for travel at your last duty station, and your pay has been established for direct deposit, it is recommended you still complete the SF1199A and attach it to the completed travel voucher (DD1351-2, "Travel

Voucher or Sub voucher") the first time you travel on NDU orders.

   c. **Reservations.** For all individual travel, travelers must create airline reservations thru DTS. Do not make reservations offline directly with Carlson Wagonlit Travel. DTS is directly linked to the financial management system. If your reservations are not created thru DTS, funds will not be obligated for the airline tickets. Travel without the proper obligation of funds is a violation of DoD financial management rules, the JTR and JFTR. Additionally, when reservations are not booked thru DTS approving officials, such as department chairs/program managers, deans, and associate deans, there is no way of verifying the flights booked are in compliance with JTR/JFTR and current government travel policy. As a traveler, you may not believe this affects you; however, the practice puts the college at risk of being audited and cited for violation of DoD travel and financial management regulations.

   d. **Special requirements.** If you have special flight requirements or need assistance from Carlson Wagonlit Travel with your reservations, you should enter remarks in the "CTO Comments" section of the DTS travel request.

   e. **Government Credit Card**. Department of Defense policy (DoD Financial Management Regulation Vol 9, Chapter 1, Government Travel Charge Card Program) stipulates that DoD personnel use the government card to pay for all costs related to official government travel. These costs include travel advances, lodging, transportation, rental cars, meals and other official travel-related expenses. Government card application forms will be available to all students during in-processing. Students who have government travel charge cards must transfer their accounts to NDU. Please have the account number of your Citibank government travel card available during in- processing.

      (1) Insurance. Know your PIN and try your card before you travel. Note that use of government cards provides some insurance coverage for accidents and baggage loss. International fellows and other foreign students will be issued appropriate travel advances upon request through their faculty leader.

      (2) Card limit. Your total government card charge limit and ATM withdrawal limit will be published prior to travel. If, however, you do encounter a payment problem when checking out of a hotel on travel, we recommend that you simply give the clerk a personal credit card. If you have any questions, please contact your faculty lead ASAP.

18. Release of Student Education Records. In accordance with the Family Education Rights and Privacy Act (FERPA), the CIC does not release education records without the written permission of the student. Exceptions to this policy are specified in the FERPA which is available in full on the Assessment Program portion of the CIC Intranet homepage: NDU CIC Release of Student Education Records (Handbook). Individual evaluation forms for core and elective courses are deleted from the Blackboard and the student evaluation system three months after graduation. Overall grades and course credits earned for the master's degree are recorded on student transcripts that are available from the NDU Registrar.

Chapter 5
Security Matters

1. Security Clearance. U.S. students attending CIC's JPME program require a completed TOP SECRET clearance with SCI prior to reporting to NDU. Periodic reinvestigations should be updated prior to reporting in August if the clearance is within six months of a periodic reinvestigation. Many of the core courses and some of the elective courses and field trips will require SCI access.

2. Control of Classified Information. Classified material may be ordered by the NDU Classified Documents Center (CDC), Room 316, Marshall Hall. Classified materials are received, controlled, and transferred by the CDC. Classified material received by an individual should be taken to the CDC.

   a. 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:

<div align="center">

National Defense University ATTN: CDC
Building 62, 300 5ᵗʰ Avenue SW
For: Student's Name, Branch of Service, CICC Ft. McNair, DC 20319-5066

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   b. Individuals originating classified papers are responsible for controlling and safekeeping them in approved Government Service Administration approved containers. Students may request a storage container from the CDC manager. 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.

   c. The originator of classified material, pictorials, graphics, or text intended for reproduction will ensure that 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 of the original and copies from the Information Security NCO in the Security Receiving Center. Reproduction of classified material on college copiers is not authorized, but a classified material capable copier is available in the CDC.

3. 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 chairman. The NDU Security Directorate, located in Suite 198, Marshall Hall, provides additional assistance in proper marking and downgrading instructions pursuant to DoD Instruction 5200.1R and Executive Order 12958.

4. Blackboard Connect. Blackboard Connect mass notification system gives us the ability to reach the NDU community in minutes—whether it is a time-sensitive situation, event outreach, or attendance notification. It is the most efficient way to keep your campus or community more

secure, informed, and involved by allowing leadership to send time-sensitive notifications via voice messages, e-mails, and text messages. Blackboard Connect service will help provide a safer environment; enhance emergency preparedness; and keep students, faculty, and staff better informed. Blackboard Connect service can simultaneously deliver one prerecorded message to a maximum of four phone numbers, two e-mail addresses, and one text message per person. With Blackboard Connect, leaders can communicate quickly during an unforeseen event.

   a. Updating your information. It is the student's responsibility to keep their contact information current. Phone numbers and e-mail addresses can be added or updated by filling out the registration form and sending it to Security@ndu.edu. Please include a primary (preferred) telephone number, an alternate telephone number and e-mail addresses that you would like to be entered in the system.

   b. Delivery notes. When a student receives a call from NDU, his/her caller ID will display the number, "(202) 685-4700." For e-mails, the ID or originator will be, "National Defense University <email@Blackboardconnect.com>." When listening to messages, students should listen for background noise that will cause the system to "stop and start," and that may affect delivery. (The system has been deliberately calibrated, to detect whether the call has been answered by a live voice or an answering machine.). If possible, students should move to a quiet area or press the "mute" button on their phone to listen to messages. While listening, parts of messages can be repeated by remaining on the line and pressing the asterisk ("*") key.
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   c. Personal information. Personal information will be maintained in the strictest confidence.

   d. More information about Blackboard Connect services can be obtained by visitingwww.ntigroup.com, or contacting Nick Kutchak, Director of Security, National Defense University, at (202) 685-3835 or Nicholas.d.kutchak.civ@mail.mil .

5. NDU security badge. Anyone entering any of the NDU buildings is required to wear an authorized badge. To enter most facilities, you must wave your badge in front of the access control terminal and enter the last four of your SSN. To exit most NDU facilities, the badge must be waved in front of the access control terminal to exit the building. When passing an internal security checkpoint, security badges should be displayed for viewing by security guards. Badges must be displayed at all times within any NDU building.

   a. Badge tips. After departing NDU, badges should be removed from public view to avoid publicizing NDU affiliation. Keep it in a safe location that will also serve as a convenient reminder to bring it when returning to NDU. In securing badges, the same protection should be afforded to them as it is to wallets or credit cards. If badges are lost, the facts and circumstances must be reported immediately to the NDU security office, at (202) 685-2134.
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   b. Badge colors. Badge colors designate particular levels of security clearances. Listed below are explanations of the badge colors most commonly used:

     (1) White – no clearance
     (2) Green – secret clearance
     (3) Red – top secret clearance
     (4) Red with white stripes – top secret clearance with SCI

   c. Limited use. Joint Base Myer-Henderson Hall (JBM-HH) does not recognize or use the NDU security badge as identification and, instead, requires a common access card (CAC), driver's license, or passport to enter any JBM-HH installation. This means that the gate guards will not accept the NDU badge as ID to gain entry to the NDU campus. Be prepared to present your driver's license, passport, or CAC.

6. Security for Lectures and Seminars. Students will be admitted to the auditorium for classified lectures, seminars, etc. only if wearing an NDU security badge. NDU Security Directorate personnel responsible for assisting staff with checking the badges of individuals entering a classified lecture can issue a one-day temporary security pass if the badge is temporarily misplaced. A government issued photo ID must be presented in order to be issued a temporary badge. Temporary badges must be returned to the security guard before departing the building in the evening.

   a. Attendance at the CIC core curricula lectures is limited to students, faculty, and staff of NDU. The Dean of Students and Dean of Faculty retain approval authority for attendance by non-NDU personnel.

   b. Students normally will not take notes during classified lectures. If note taking is necessary in support of research papers or other assignments, students should receive prior permission from the lecturer (non-attribution policy) and ensure that classified notes (including the next 10 blank pages of notepaper immediately under the handwritten notes) are properly marked and stored in the NDU Classified Documents Center.

7. Building Security. University buildings are monitored by closed circuit television (CCTV) and are secured by an electronic locking system that is controlled and activated by a security badge reader located on the inside and outside of the entrance doors to Marshall Hall, Eisenhower Hall, and Roosevelt Hall to include the tunnel and handicap entrances to the Roosevelt annex.

   a. All NDU personnel are issued a security badge that allows access through these doors. The activating device is positioned at each door. In order to enter the building, locate the slim, grey Lenel card reader on the interior and exterior of the doors, swipe or place the security badge on top of the card reader. When the reader starts to blink, enter the individual "PIN." If the PIN is entered correctly, the LED will flash green and the door will unlock for entry. Doors remain unlocked for five seconds. If not opened within five seconds, the door will re-lock and the PIN entry step must be repeated. When exiting a building, swipe or place the proximity card on the card reader and the doors will release. No "PIN" is required when exiting.

b. If there is a problem with the devices during working hours, please notify the NDU Security office at (202) 685-2134 and relate the problem with the reader card. An NDU security officer may be able to resolve the problem immediately. If not, a new card will have to be issued by the NDU Security Office in Marshall Hall. After duty hours (1700-0700), call the Security Control Center guard, (202) 685-3767/68 for assistance. These numbers are posted on the reverse side of the security badge.

c. Classroom Security**:** All CIC seminar/classrooms are locked. Students are not granted swipe access to these doors. If they are required to be accessed when locked, CIC faculty or NDU security can provide swipe access.

d. Note. All CIC 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.

8. Public information.
a. Public affairs. The NDU Vice President for Strategic Communications is the designated public affairs action officer for information requests generated by, or on behalf of, the public and the news media. Official interviews (in which NDU personnel represent the university) must be arranged through the NDU Public Affairs Office and the CIC Dean of Administration. The NDU Public Affairs Office can be reached at (202) 685-3140.

b. Security review procedures. Information in any form concerning plans, policies, programs or operations of the federal government proposed for publication or release to the public must be submitted through the appropriate chain of command for administrative review. The point of contact at CIC is the Dean of Faculty at (202) 685-4414. Additional information can be found in the NDU handbook, section 5.61, "Security Review."

c. Freedom of Information and Privacy Acts. All information requirements are governed by the applicable provisions of the Freedom of Information Act (FOIA) and Privacy Act. Contact the Office of the General Counsel at (202) 685-3945, for further information.

d. Release and publication of student research papers. Student research papers prepared in response to official requirements of the university are subject to a security review and release procedures established in NDU Regulation 360-1. They are the property of the U.S. Government except as indicated in this section. Research papers are treated generally as privileged communications and are not normally intended for public release. The Director of Research and Writing will consider the release of information contained in these papers on an individual basis, in accordance with the provisions of the Freedom of Information Act.

e. Papers cleared for release. Unclassified student research papers cleared for release or publication outside the government are considered to be in the public domain. They may not be restricted subsequently by copyright or another claim; and, no royalty, fees or other

remuneration may be received for their publication or reproduction. Papers will include a conspicuously placed disclaimer that identifies the views and opinions as those of the author and not necessarily those of NDU, DoD, or the U.S. Government.

f. Thesis credit. Once cleared for release, a copy of a student research paper may be offered to a civilian university or college for thesis credit with the approval of the NDU president or his/her designated representative (usually the college Chancellor).

9. Media contact. In the event any NDU element or person receives a media request, promptly forward the following information to the Assistant Vice President for University Relations (AVP-UR) via e-mail, memo or phone call:
   a. Name of reporter
   b. Name of organization
   c. Type of medium (print, TV or radio)
   d. Reporter's phone number
   e. Nature of request
   f. Expected date of publication or broadcast (if known)
   g. Notification required. If the request results in an immediate interview without an opportunity to contact the AVP-UR, then notification may be made after the fact.   H. Otherwise, the AVP-UR should be advised of any pre-arranged media contact before it takes place.
   i. Disclaimer. Before any interview begins, the reporter should be told that "THE VIEWS EXPRESSED ARE PERSONAL ONES AND DO NOT NECESSARILY REFLECT THE OFFICIAL POLICY OR POSITION OF THE NATIONAL DEFENSE UNIVERSITY, THE DEPARTMENT OF DEFENSE, and OR THE U.S. GOVERNMENT."
   j. After-action report required. Following any contact with the media, NDU personnel are required to provide an after-action report to the NDU AVP-UR (via e-mail or written document). The report should include all elements of paragraph 1 above, as well as any sensitive questions/responses, according to NDU Reg. 360-1, Paragraph 4e.

Chapter 6
Campus Facilities and Services

1. Fort McNair Fitness Center Complex. The physical fitness center at 401 B Street, building 69,houses a cardio room, free weights, strength equipment (stacked weight lifting system), group fitness spaces, racquetball courts, a full-size gymnasium, showers and saunas. Contact the fitness center for classes offered. Hours of operation are 24 hours a day for registered users. The fitness center allows personnel to sign up for keyless entry. Patrons who want to have keyless access must first register their CAC or federally affiliated ID card with a "chip" in it – at the Fort McNair Fitness Center. Another option is to purchase a Proxima Card (PC) for $5 from the Fitness Center. For more information, call (202) 685-3117 or Fort Myer, for more info: (703) 969-7860/7868.

2. NDU Fitness Center and Locker Room
   a. NDU maintains fitness centers in Roosevelt Hall (National War College), and Eisenhower Hall (Closed due to building renovations). These centers are equipped with state-of-the-art exercise equipment. The facilities are always open to individuals who have a valid NDU security badge. Jogging routes are posted in all fitness centers. Individuals seeking professional assistance developing an individual health and fitness program should contact the NDU Health/Fitness trainer.

   b. Lockers. Permanent lockers and towel service are available in the NDU locker rooms for a fee for the academic year. Lockers are given out to students who have paid for towel service on a first-come availability basis. To pay for this service and get your locker assignment, see NDU Health & Fitness.

   c. Locker rooms. When using the locker rooms, please do not hang wet clothes or towels outside of the locker as it causes a health and safety risk to all that use the locker room. Wet clothes and towels that are outside the lockers will be removed from the locker room daily. The towel service will collect the wet towels twice a day and refill the shelves with clean towels. Please limit the amount of clean clothes you bring in, since storage space is limited. If you have any questions regarding the locker room policies, please see Tony Spinosa, director of NDU Health & Fitness, at (202) 685-3946.

   d. Other fitness/recreation facilities on Fort McNair available to all military and civilian students are:

3. NDU Food Service
   a. NDU Cafeteria. Food service in the cafeteria is expected to resume during the Fall Semester of AY22-23. Alternative food sources, such as food trucks and "installation food," are also periodically available.

   b. Vending Machines**.** Vending machines are available in Eisenhower, Marshall, and Roosevelt Halls. Additional snack foods may be available in the student mailroom using the honor system.

4. Gas Station/Shoppette. Building 43, (202) 484-5823; Open every day of the week 0800-1700. Civilians may purchase a variety of items at the post shoppette, but Army regulations prohibit the sale of gasoline and alcoholic beverages to civilian personnel

5. NDU Library. Talented library staff is ready to assist you with your research, recommend the best resources, and improve your information seeking skills. The library is a dynamic place to work collaboratively and to explore extensive academic military collections. More information on the library can be found at: https://www.ndu.edu/Libraries/.

   a. Services. The library is customer-oriented with high levels of in-person service. Students receive an in-depth orientation, attend library classes, and receive reference and research assistance. Increasingly, librarians work with faculty to ensure that the library classes focus on conducting research specifically about the subject matter being taught in the curriculum. The librarians teach many research classes to students, such as "How to Conduct Research in National Security Strategy," "How to Conduct Research in Military Strategy & War Studies," and "How to Conduct Research in Global and Regional Security." The librarians also teach how to use the citation software RefWorks to students and faculty.

   b. Collections: Because of the University's diverse knowledge needs, the library has extensive collections that support NDU's teaching and research missions, especially in the areas of national security strategy and policy, international relations, military strategy and operations, and joint matters as well as many others. The library houses over 500,000 print, audio and visual resources which include classified documents, maps, and government documents. The library offers over 170 databases with more than 50,000 full-text online journals, newspapers, dissertations, eBooks, and market reports.

   c. Special Collections, Archives and History. Located on the upper level of the library, Special Collections, Archives and History is the repository for personal papers, student papers, academic and local history, historical photographs, maps, prints and artifacts. The personal papers of twentieth-century military leaders, primarily those of former Chairmen and Vice-Chairmen, JCS, and SACEURs are collected: John R. Galvin, Andrew J. Goodpaster, Lyman L. Lemnitzer, Cohn L. Powell, Bernard W. Rogers, and Maxwell D. Taylor. Classic works on military/naval strategy and warfare are represented by early editions of Vegetius, Marshal de Saxe, Frederick the Great, Von Steuben, Jomini, and Mahan. Local history materials on Fort McNair, together with records of the institutional history of National Defense University and its constituent Colleges, are also available for research. Historical exhibitions and local history presentations are arranged through Special Collections.

   d. Classified Documents Center (CDC). The library's Classified Documents Center is located in Marshall Hall, Room 316. Proper clearance and positive identification are required to enter and use materials and services. Online networks (Intelink-TS and SIPRnet), secure meeting spaces, and storage boxes are available. Hours of operation are Monday-Friday, 0730-1600. Call (202) 685-3771 for more information.

e. MERLN: One-stop Web access provides timely information on military affairs, international relations, and security studies. Of note, MERLN contains the most comprehensive collection of Defense White Papers and national security strategies available on the Web with contributions from more than 70 countries. Merlin also contains the Military Policy Awareness Links (MiPALs) that feature U.S. policy statements on topics such as National Security Strategy, Iraq, Afghanistan, and Homeland Security. Additionally, MERLN hosts the U.S. National Strategy Documents, an in-depth collection that includes National Security Strategies dating from the Reagan Administration to the present day, Military and Defense Strategies, Quadrennial Defense Review reports, and strategies focusing on terrorism, homeland security, cyber security, and weapons of mass destruction.

f. Library Links/Information:
    (1) Library Intranet: http://intranet.ndu.edu/library/index.cfm
    (2) MERLN: http://merln.ndu.edu/
    (3) Hours: Monday-Friday, 0700-1800 with occasional Saturday hours
    (4) Location: 2nd and 3rd Floors Marshall Hall
    (5) Telephone: (202) 685-6100
    (6) Email: NDU-LIBREF@ndu.edu

6. NDU Multimedia Services Division (MSD). Located in Marshall Hall, Room 183 corridor, are NDU graphic design, printing/copying, and AV/photo. The highly trained professional staff combines personal consultation, high standards of quality and the latest technology to meet the visual information needs for staff, faculty, and students. For assistance in requesting Multimedia support, please start with the Dean of Students.

7. Mail. Outgoing personal mail must be deposited in a standard U.S. Postal service collection box. A blue USPS collection box is located on B Street in front of the Inter-American Defense College; collection time is 1000. The Fort McNair post office is located next to the main gate, building 29, (202) 523-2144. Hours of operations is Monday-Friday, 1000-1400. All personal mail must be sent to the student's home address, not to the university. See ES Ops in Lincoln Hall Rm 2207 for directions on official mail.

8. Personnel Services. The NDU Human Resources Directorate (NDU-HRD) provides personnel support to students during the academic year. Personnel representatives for each service are located in Lincoln Hall 3400 Suite. They are available to assist students with personnel actions such as records maintenance and pay.

    a. Military Personnel Services Division:
        (1) Chief Military Personnel: (202) 685-3921/ DSN: 325-3921
        (2) NCOIC- HRD Military Personnel: (202) 685-3576/ DSN: 325-3576
        (3) Air Force/Space Force Personnel Rep: (202) 685-2138/ DSN: 325-2138
        (4) Army Personnel Rep: (**202) 685-2140/ DSN: 325-2140
        (5) Sea Services & Marine Corps Personnel Rep: (202) 685-4006/ DSN: 325-4006

b. Civilian HR issues: Civilian students encountering HR issues should engage with the CIC Dean of Students or their Service/Agency HR department

9. Computer Technical Support. Students are required to have a computing device that has access to the internet and a CAC card. There is no requirement to have this device on campus, but should a student desire, the academic experience will be significantly enhanced by accessing the ES wireless network with a wireless device of the student's choosing which will allow complete access to all curriculum materials. For technical support, contact the NDU Helpdesk at (202) 685-3824. The helpdesk is located in Marshall Hall on the first floor of the Library.

10. Legal Assistance: Legal assistance is available to military members at:
   (1) Army - Fort Myer, Building 201, (703) 696-0761; 0800-1600 (until 1300 for claims) Fort Belvoir, Building 702, (703) 805-2856; Hours: 0800-1600
▪   **(2) Air Force -** Andrews Air Force Base, Building 1535, (301) 981-3622; Hours: 0900-1500 Bolling Air Force Base, Building P-20, (202) 767-5297; Hours: 0800-1600
   (3) Navy - Legal Assistance Office, Washington Navy Yard, Building 200, Room 250, (202) 685-5569; Hours: 0800-1600
   (4) Marine Corps - Staff Judge Advocate Legal Assistance Office, Henderson Hall, Building 29, Room 301, (703) 614-1266; Hours: 0730-1630
   (5) Coast Guard - Legal Assistance Office, Coast Guard Headquarters

Chapter 7
Getting to Fort McNair (Cars, Trains, Buses, Bikes and Housing)

1. Commuting options. Fort McNair is accessible by a variety of commercial and government mass transit systems, as well as privately owned vehicles (POV). A government subsidy is provided to qualifying commuters. One-stop commuter information is available at: http://www.commuterpage.com/, and other websites.

   a. Driving. Directions and maps of Washington, DC and Fort McNair are online. See parking information section below.

   b. Metrorail. A green line Metrorail stop (Waterfront Station) is located at the corner of 4th and M Streets, SW and is within walking distance of Fort McNair (about a 15 minute walk to Lincoln Hall).

   c. Metrobus. Metro bus route 74 serves the area in and around Fort McNair and Second & V Streets, SW. The buses run Monday-Friday and on weekends. This bus route serves the VRE and Metro L'Enfant Plaza stations. The following website lists the schedules and times: http://www.wmata.com/

   d. Commuter Rail. Virginia Railway Express (VRE) at 1-800 ride-VRE, and Maryland Rail Commuter (MARC) at 1-866-ride-mta.

   e. Suburban Bus Systems. Dash, Omni-ride, Fairfax Connector, Fairfax City Cue, Ride-on, Circulator, etc.

   F. NDU Shuttle Bus. NDU piloted a shuttle service from Waterfront Metro to NDU campus in AY22. Details are still pending on AY23 continuation of service.

2. NDU Mass Transit Benefit Program

   a. NDU Mass Transit Benefit Policy. NDU point of contact for the Washington Headquarters Services (WHS) Mass Transportation Benefit Program (MTBP) is Julian L. Baker, transportation officer, at bakerj@ndu.edu or (202) 685-4845.

   b. Eligibility. To be eligible for the MTBP you must be: (1) a civilian, military or NAFemployee paid and employed by the department of defense, and (2) permanently stationed and working in the National Capital Region (NCR).

   c. Application/Disenrollment. DoD civilian and military students attending the CIC are eligible for this program. Students must disenroll to complete out- processing. To apply for the transit benefit, go to the web-based application at: https://mtbp.whs.mil. **This site requires a Common Access Card (CAC).** You will use your Service or Agency Chair as your supervisor. Please follow up with them after submission to ensure they review the application. This application is used to enroll, make changes to an existing MTBP record, and withdraw from the program. It is the responsibility of the individual and their Supervisor/RO to ensure they are properly withdrawn from the program at the end of the school year. Be sure to visit this website to disenroll when you leave the area.

   d. WMATA. For metro trip planner and other rider tools, plus additional information, visit the Washington Metropolitan Area Transit Authority's website at: http://www.wmata.com, or call

customer information at (202) 637-7000.

3. Bike Racks. Bikes will be parked and secured in designated bike racks**.** Bicycles secured in front of buildings or not in designated racks will be removed at the owner's expense. For more information, contact NDU Director of Logistics, at (202) 685-4846. Locations of bike racks are:
    a. Marshall Hall, building #62, in front of swimming pool lot on 5th Avenue.
    b. Eisenhower Hall, building #59, south end between building and parking lot.
    c. Roosevelt Hall, building #61, in the tunnel area.
    d. Lincoln Hall, building #64, near north entrance.

4. Parking. Parking areas are designated for student use in university controlled parking lots. Note that all spaces with a sign are reserved.
    a. Parking regulations are strictly enforced by the Fort McNair Provost Marshal.
    b. Vehicles parked in unauthorized areas or on the grass are subject to ticketing, suspension of post access privileges for 30 days, and/or towing at the owner's expense.
    c. Overnight Parking on Post. Coordinate with CIC Ops to get an overnight parking pass

5. Post Traffic Regulations. The speed limits on Fort McNair are set low due to the high number of pedestrians on the post. Speeds are either 15 or 20 miles per hour; speed checkpoints are routinely in operation. All other traffic rules, especially the requirement to make a complete stop at stop signs, are strictly enforced. Stop for other students crossing streets. Drive Slow and watch for pedestrians!

6. Housing Information.   Whether you are new to the area or a long-time resident of the DMV (DC, MD, VA), one truth is universal: Where you decide to live will determine your commute to campus. And commuting into DC is often very challenging which can affect housing costs.

    a. While housing can be a deeply personal decision, your commuting time will impact your year at CIC and could determine how good of a year it will be.

    b. There is <u>NO</u> on-post housing at Fort McNair for NDU students, however there are many options off post both near and far. **Fort McNair, DC Off Post Housing** This off post link shows current listings within the shortest commutes to campus. There several new apartment buildings being completed within walking distance. All students should visit the Fort McNair Housing website: https://www.fortmcnairhousing.com/

    c. Active Duty Service Members: The JB Myer-Henderson Hall Housing Services Office will be your first point of contact when you receive moving orders, and provides services that will help you with referrals, relocation assistance, guidance for entering a lease agreement and tenant-landlord disputes. (703) 696-2623

    d. Visit their web site: http://www.jbmhh.army.mil/WEB/JBMHH/Directorates/housing.html

Chapter 8
Military Health Care

1. Appointments for all medical facilities are made through the new Integrated Healthcare center for the capital region, (855) 227-6331; Hours 0630 - 1800

2. Local Military Hospitals
   a. Walter Reed National Military Medical Center
8901 Rockville Pike
Bethesda, MD 20889
Number for appointments: 855-227-6331
http://www.wrnmmc.capmed.mil/SitePages/home.aspx

   b. Malcolm Grow Medical Center
Andrews Air Force Base 1050 West Perimeter Road
Joint Base Andrews, MD 207662 Number for appointments: 855-227-6331
http://www.andrews.af.mil/shared/media/document/AFD-080325-031.pdf or
http://www.79mdw.af.mil/

3. Family Health Centers In Virginia. Families in Northern Virginia can choose to enroll in TRICARE Prime in one of four Family Health Centers. These military medical facilities are full-service primary care clinics. Two are located on military installations, Fort Belvoir and Fort Myer, and two are located in the civilian communities of Fairfax and Woodbridge, Virginia. Patients are encouraged to enroll and choose a primary care provider where they plan to receive health care.

   a. Family Health Center—Fort Belvoir Community Hospital 9300 DeWitt Loop Fort Belvoir, VA 22060
Number for appointments: 855-227-6331 http://www.fbch.capmed.mil/SitePages/Home.aspx
Services available: Family Practice, Internal Medicine, Pediatrics, Optometry, Orthopedics, OB/GYN, Dermatology, Urology, Physical Therapy, Occupational Therapy, and Mental Health Services

   b. Rader Health Clinic - **Fort Myer 401 Carpenter Road, Building 525 Fort Myer, VA 22211**
Number for appointments: 855-227-6331
Hours of Operation: Monday thru Friday, 0730-1700; Sat, Sun/Holidays **closed**
Note: Students are advised to sign up prior to making their first appointment at the clinic. Medical care is by appointment only and will only be administered during sick call, Monday thru Friday, (0630-0800) to active-duty medical personnel only; and will be triaged to medical personnel who can assign appointments on a same-day basis, if necessary.

Services available: Primary Care, Family Practice, Internal Medicine, Pediatrics, Allergy, Optometry, Orthopedics, and Podiatry.

c. Fairfax Health Center 10580 Arrowhead Drive Fairfax, VA 22030
Number for appointments: 855-227-6331
Active-duty service members enrolled at Fairfax can call (571-432-2700), Mon-Fri beginning at 0600 to schedule same day appointments
Hours of Operation (clinic): Monday thru Friday, 0700-2000; Saturday/**some** holidays, 0700-1400: **closed** on Sunday and Federal holidays
Services available: Family Practice, Internal Medicine, Pediatrics, and Mental Health Services

d. Dumfries Health Center 3700 Feltler Park Drive Dumfries, VA 22025
Number for appointments: 855-227-6331
Hours of Operation: Monday thru Friday, 0700-2000; Saturday/**some** holidays, 0700-1400; **closed** on Sunday and Federal holidays
Services available: Family Practice, Internal Medicine, Pediatrics, Orthopedics, OB/GYN, Physical Therapy, and Mental Health Services

4. Medical Care. Routine medical care is available on post at the Fort McNair health clinic, building 58, Monday through Friday, 0645-1500 by appointment only. The contact number is (202) 685-3100. **Note:** To receive care from the Fort McNair Health Clinic, military personnel must have their individual PCM changed to Fort McNair.

   a. The health clinic holds sick call for military and dependents (over 18 years of age) from 0630-0830 and 1130-1300 Monday-Wednesday and Friday. On Thursdays, the clinic holds sick call from 0630-0830 but closes for training at 1100.

   b. The clinic offers physicals of all types (i.e. PHAs, wellness exams, retirement and ETS, etc.).Allergy and/or immunization shots are given until 1300, Monday-Friday (call ahead for allergy nurse/tech schedule.). There is a 20-minute wait after shots.

   c. Emergencies are seen anytime during duty hours. Emergency medical treatment is available at other medical facilities during non-duty hours.

   d. Civilians. Civilian government employees are eligible to use DoD health care facilities for employment-related problems or emergencies occurring while at work.

   e. Pharmacy. There are no pharmacy, x-ray, or laboratory services at the Fort McNair health clinic. These services may be obtained at any of the military facilities in the metropolitan area.

5. Dental Care: The Pentagon Dental Clinic at (703) 692-8700 serves students at NDU. A clinic representative is available for records turn-in and pick up during NDU in and out processing.   The clinic is located on the first floor of the Pentagon, Room MG924. The Clinic holds military sick call from 0700-0900 and 1230-1330. Appointments are scheduled during normal duty hours of 0700-1530, Monday-Friday. Access to the Pentagon can be problematic for anyone without building access, this can affect the ability to get physical access to the clinic.