

# College of Information and Cyberspace

**2020**



**2021**

## **JPME-II Program Student Handbook**

**31 July 2020**

# 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 only 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 real force multipliers across the spectrum of military uses – in the office and in 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, became 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. IRMC also fielded innovative programs that have helped solidify a whole of government approach to national security in the information domain.

During IRMC's 26 years of existence, a transformation in how DoD views information and information technology took place. DoD now 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 strategic educational needs of the force. As part of this transformation, Congress renamed IRMC as 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 JPME-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. This handbook is for students enrolled in the resident JPME-II / Master's of Science program.

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# Chapter 1

## About the CIC Joint Professional Military Education M.S. Degree Program

### **CIC MISSION**

CIC educates joint warfighters and national security leaders in order to lead and advise national security institutions and advance global security within the cyberspace domain and through the use of the information instrument of national power.

### **CIC 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. It 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 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.

## **CIC LEADERSHIP TEAM**

Chancellor: Dr. Cassandra Lewis (Interim)

Dean of Faculty and Academics: Dr. Cassandra Lewis

Associate Dean of Faculty and Academics: COL Jonathan Beasley (Army)

Cyber Strategy and Infrastructure Chair: Dr. Roxanne Everetts

Information Strategy and Disruptive Technologies Chair: Dr. Joseph Schafer

Dean of Administration: Russell Quirici

Dean of Students: CAPT Daryk Zirkle

Director Office of Student Services: Nakia Logan

# Chapter 2

## Academic Program

### JPME-II PROGRAM OVERVIEW

CIC's JPME-II program provides a graduate education focused on the information instrument of national power and the cyberspace domain. Graduates of the program will be national security leaders and advisors who lead, develop, and apply the policies, strategies, and doctrine to successfully leverage information and cyberspace operations within the broader national security framework.

The CIC JPME-II program's core curriculum incorporates the program of Joint Professional Military Education (JPME) 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 JPME core curriculum covers all the JPME learning objectives the Chairman has identified in the OPMEP, and completion of the CIC JPME academic program fulfills the educational requirements for Joint Qualification Level-II. In addition to the coverage of the required JPME objectives in the core curriculum, students have the opportunity to expand their study of joint matters through the wide variety of electives offered by CIC and by the other academic programs at the National Defense University.

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. Qualified graduates are awarded a Master of Science in Government Information Leadership with a concentration in National Security and Cyberspace Studies.

The CIC JPME-II curriculum is a three phased program. The **first phase** is the NDU Strategic Leader Foundations Course. The **second phase** is comprised of the core curriculum of eight courses and completion of the Individual Student Research Project (ISRP) via the Research Writing Seminar (RWS). The **third phase** is known as Capstone and it is used to assess the student's achievement of the program's learning outcomes. For AY20-21 this phase consists of the International Practicum, ISRP presentation, and the Capstone Exercise (CAPEX).

The NDU electives program complements the college's core curriculum and is conducted in the fall and spring semesters. CIC offers six concentrations and a wide range of courses which provide students the opportunity to broaden and deepen their study. Since the college's electives are also available outside the JPME program, JPME students are encouraged to take elective courses offered by the other components within the National Defense University.

**Academic Schedule.** Duty hours are based on the academic schedule. All scheduled activities (lectures, seminars, field studies, exercises, meetings with ISRP 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 18 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. Research, writing, and study days are considered duty days and are not normally authorized for leave. Students should consult the AY 20-21 CIC JPME II Program calendar located in the NDU Microsoft Cloud environment for changes to the schedule. The academic schedule changes periodically; therefore, students are required to check the calendar and their email regularly.

**AY 20-21 Curriculum Delivery.** The current global COVID-19 pandemic has significantly impacted how CIC delivers instruction and conducts our daily operations. Although these changes have challenged long standing traditions, and means of engaging as a community, we are clear that the health and safety of our students, faculty and staff are our top priority. To that end, CIC, operating in alignment with NDU policy, will provide 100% virtual instruction for the fall semester and the foreseeable future. References in this publication to in-person courses, meetings, or presentations do not apply unless or until conditions improve, and instruction is moved back to Ft. McNair. Students should consult the program calendar and course syllabus for up to date information.

**Classroom Procedures.** Students are encouraged to take notes during lectures and seminars and may retain notes of unclassified material permanently. A container for storing classified notes and other material is available for each student in the NDU Library's Classified Documents Center (Room 316, Marshall Hall). Notes of classified material must be destroyed by the close of the school year. Students may not record lectures, other presentations or their associated question and answer periods, unless the speaker gives explicit consent. This policy is complementary to the non-attribution policy that encourages our speakers to discuss subjects with candor. The Dean of Faculty and Academic Programs is the approval authority for exceptions to this policy.

**Core Curriculum Outcomes.** The JPME-II program is based on four broad educational outcomes that directly support the college mission. The core curriculum is designed to prepare students who, upon graduation, are able to:

1. Evaluate the national security environment with an emphasis on the impact of the Information instrument of national power.
2. Integrate Joint Doctrine with Trans-Regional, Multi-Domain, Multinational perspectives into information and cyberspace operations
3. Analyze the critical aspects of the human-made terrain that underpins information and cyberspace operations to include the technology, law, and policy that supports that terrain
4. Apply principles of strategic leadership, including creative and critical thinking, decision-making, and ethical conduct

**Core Curriculum.** All students must successfully complete the core curriculum. The core program averages 16 class contact hours per week (NDU electives make up the other 2 contact hours). Core courses generally meet Wednesday through Friday and electives, when in session, meet on Monday and Tuesday. There are nine core courses. The layout of the courses during the academic year is reflected in the following diagram:





# CIC Master's / JPME Phase II AY 2020-21 Curriculum



**Mission:** CIC educates joint warfighters and national security leaders in order to lead and advise national security institutions and advance global security within the cyberspace domain and through the use of the information instrument of national power.

PHASE 1	Fall Semester	PHASE 2	Spring Semester	PHASE 3
07 Aug-11 Sep	14 Sep-18 Dec			27 Apr-10 Jun
<b>Strategic Leader Foundations Course</b> (05 CrHrs)	<b>Foundations of the Cyberspace Terrain</b> (03 CrHrs) UNCLASS	<b>Information, Warfare, &amp; Strategy</b> (03 CrHrs) UNCLASS		<b>Curriculum Practicum</b>
	<b>National Security Strategy</b> (03 CrHrs) UNCLASS	<b>Campaigning in Cyberspace</b> (04 CrHrs) UNCLASS / TS-SCI		
	<b>Law, Authorities, &amp; Warfare</b> (02 CrHrs) UNCLASS	<b>International Challenges in Cyberspace</b> (03 CrHrs) UNCLASS		<b>Individual Student Research Paper (presentation)</b>
	International Practicum Prep		<b>Warfighting at the Speed of Light</b> (03 CrHrs) UNCLASS	
	<b>ISRP Research and Writing Seminar</b> (03 CrHrs)			
<b>Organizational Dynamics and Culture for Strategic Leaders</b> (02 CrHrs) UNCLASS			<b>Capstone Exercise</b> UNCLASS	
<b>NDU Electives (x2)</b> (04 CrHrs)				

**A graduate of the CIC Master's / JPME II program will be able to:**

- ❖ (PLO 1) Evaluate the national security environment with an emphasis on the impact of the Information instrument of national power.
- ❖ (PLO 2) Integrate Joint Doctrine with Trans-Regional, Multi-Domain, Multinational perspectives into information and cyberspace operations.
- ❖ (PLO 3) Analyze the critical aspects of the human-made terrain that underpins information and cyberspace operations to include the technology, law, and policy that supports that terrain.
- ❖ (PLO 4) Apply principles of strategic leadership, including creative and critical thinking, decision-making, and ethical conduct.

Figure 1. CIC JPME-II CURRICULUM FOR AY 2020-2021

## Phase 1: Strategic Leader Foundations Course (SLFC) (NDU 6000)

The SLFC will provide students with a common intellectual foundation essential for success at NDU and CIC, and longer-term success as strategic leaders. The course will provide a foundation for developing the skills for creative and critical thinking; principles, skills, and challenges of strategic leadership; and an introduction to the strategic aspects of Joint Professional Military Education.

## Campaigning in Cyberspace (CIC) (6158)

The course is centered on the Joint Operational Planning Process (JOPP) to solve strategic and operational problems and to further national interests, policies, and strategic objectives. This course begins with a review the Joint Operational Planning Process (JOPP), and then follows with identifying and analyzing the integration of information and cyber operations in theater strategy and campaign planning. As part of the course of study, students explore the national security concept of “strategic fragility” as it applies to modern society’s growing reliance on interconnected, complex, and potentially fragile critical infrastructures. The course covers the rise of fragile infrastructures, the role of the information infrastructure as a control mechanism, sources of vulnerability, examples of infrastructure attacks and their consequences, and potential means to mitigate risks and deter attacks

by others on our strategic infrastructures. It concludes with an exercise for students to put into practice the concepts learned in the course.

### **Foundations of the Cyberspace Terrain (FCT) (6157)**

This course examines the fundamental concepts of the information environment and cyberspace from the whole-of-government, academic, and industry perspectives. Students examine the history, evolution and current technology of the human-made digital world, manifested in the establishment of the globally accessible Internet. Students examine the concept of cyberspace as a variation of all things digital and the military context of the Cyber domain.

### **Information, Warfare, and Strategy (IWS) (6151)**

This course examines key considerations for the planning and conduct of Information Operations (IO) at the theater and strategic levels. The course emphasizes the JIIM (Joint, Interagency, Intergovernmental, and Multinational) challenges to coordinating and conducting IO. The course also examines select non-US approaches towards IO. Because of the dynamic nature of IO, the emphasis for the class will be on active analysis of the environment via current events and assessment of potential impacts. An in-class exercise examines the use/misuse of IO strategies against an adaptive adversary.

### **International Challenges in Cyberspace (ICC) (6154)**

This course provides an overview of the issues surrounding transnational cyberspace by examining various global governance frameworks, cyber policies, international investment and economic strategies, and the advancement of innovation through information and communication technologies (ICT). Students explore cyberspace policies and strategies in use by various countries and regions, as well as the social, political, economic and cultural factors that lead to diverse international perspectives on cyberspace.

### **Law, Authorities, and Warfare (LAW) (6160)**

The course presents a comprehensive overview of the legal aspects of the cyber domain and the information instrument of national power. There are two overarching goals for students: first, to instill a broad, strategic-level understanding of the role of law in national security, and second, to provide a practical guide to the application of legal authorities in planning and executing cyber and information operations. The course introduces the student to legal reasoning, the relationship of law to technology and policy, and the sources of the domestic and international law. After providing students with a comprehensive ethical and moral framework for evaluating legal ends, ways, and means, the course provides an introduction to the global internet—its technological basis, the fundamentals of internet governance, and the complexities of jurisdiction in cyberspace. The course also addresses the conduct of military operations in cyberspace, specifically the *jus ad bellum* and the *jus in bello*. The course concludes with a legal and ethical exercise which will test the students' understanding of, and appreciation for, the role of law in shaping strategy and enabling, and limiting, large-scale national security operations.

### **National Security Strategy (NSS) (6159)**

This course prepares students for strategic level military and government service through the study of national security and cyberspace policies and strategies and their execution through cyber power statecraft. With an understanding of the components of a general theory of strategy and of the U.S. national security architecture as a starting point, students explore the design components of national

security strategy, including the instruments and resources of national power. The course then focuses on the features of cyberspace as it continues to evolve as a domain of international security, examining cyber power geopolitics and international relations strategies and statecraft. The course concludes with a strategy game where students design cyber power strategies to achieve desired scenario-based outcomes.

### **Organizational Dynamics and Culture for Strategic Leaders (ODC) (6150)**

This course explores the strategic and persistent effects of internal and external dynamics on the health and performance of organizations. Students examine the ways in which leaders can assess, access, and influence organizational dimensions to promote organizational excellence and to stimulate positive changes in organizations. They examine theories and frameworks relevant to those dimensions to better understand organizational behavior and then apply strategies to initiate and institutionalize mission-focused change. The course also explores strategic leadership and ethics through case studies and visiting senior leaders and scholars.

### **Research and Writing Seminar (RWS) (6093)**

The Research Writing Seminar (RWS) provides students with an introduction to graduate-level research and writing. The course is designed to assist students as they work toward successful completion of the Individual Student Research Project (ISRP). This course examines research techniques, conducting a review of the literature, crafting cogent arguments, and the proper use and citation of sources. The goal is an ISRP that consists of at least 25-45 page of original work suitable for publication in a refereed journal. Students are evaluated on their quality of research, the innovativeness of their ideas, and the quality of the final paper. Students are also evaluated on their ability to present their findings to a committee composed of faculty and experts in the field.

### **Warfighting at the Speed of Light (WSL) (6162)**

This course introduces students to concepts for emerging technologies and then challenges the student to explore their impact on current and future joint warfighting. Topics such as autonomous artificial intelligence systems, big data analytics on decision-making, interconnected ubiquity, and other technologies will be examined for their future impact on national security and joint warfighting. Students will also analyze the risks and ethical concerns associated with developing, integrating, and employing these technologies in the future operating environment.

### **International Practicum**

The CIC JPME-II program's fundamental goal is to prepare U.S. military and select others to be senior leaders and advisors who successfully leverage information and cyberspace operations for strategic effect and possess an understanding of the human-made terrain that underpins information and cyberspace operations. Successful strategic leaders must understand the unique trans-national challenges confronting nation-states as they try to govern and operate in cyberspace. Since cyberspace is primarily a private-sector domain, these challenges require nations with common interests to align and create international norms to facilitate effective multi-stakeholder governance. This understanding is only achieved through direct interaction with our international allies. Building these alliances requires strategic leaders who can:

1. Apply a perspective that is Joint, Interagency, Intergovernmental, and Multinational (JIIM) for the employment of information/cyberspace instruments
2. Evaluate the dynamics of international relations and the formulation of the information/cyberspace aspects of foreign policy

The practicum is designed for students to synthesize and apply their knowledge from the core curriculum to better understand the various aspects of the information/cyberspace instrument of national power. As part of their preparation, students:

1. Assess the relevant political, military, economic, social/cultural, environmental and technological conditions and dynamics on the ground in the targeted countries; and
2. Consider the values, attitudes, perspectives, interests, aims and intentions of key policy makers and opinion shapers in those countries.

Note that the International Practicum is for U.S. students and that International Fellows have an overlapping travel program for their American Studies Elective.

### **NDU Electives (2 courses x 4 total credit hours)**

The NDU electives program gives students the opportunity to deepen or broaden their knowledge through elective courses. Students are required to take two elective courses for a total of four academic credit hours during the year. There are more than 40 elective courses offered at the National Defense University (NDU). The online electives program catalog describes each elective course offered by all NDU Colleges. Electives are offered on a semester basis, both fall and spring semesters. Most elective courses earn two credit hours, except as noted in the catalog. Overloading is only allowed when approved by the Associate Dean for Academic Programs. To preview NDU elective course offerings via the Internet, visit the NDU homepage at <http://www.ndu.edu> (look under the Student tab). CIC students generally may choose electives from any of these offerings (exceptions are noted in the catalog). For additional information, contact the electives program coordinator, Ms. Nakia Logan at [LoganN@ndu.edu](mailto:LoganN@ndu.edu).

CIC offers six concentration programs through its electives program – the Emerging Information Technologies, Data Analytics, Financial Management, Inside Innovation Information, Influence Warfare, and Cyber Security Leadership. The NDU Electives Catalogue has more information on the elective concentrations

Electives Open House. NDU conducts two electives program open houses where instructors from all of the colleges are available to meet with students and provide more detailed information on their course content and requirements. The first elective studies open house and elective studies registration usually occurs during the second week of the academic year, with the precise date published in the NDU Electives Catalogue. The electives program registration period immediately follows the open house.

Electives schedule. NDU offers elective courses on Mondays or Tuesdays. Each course meets once a week for twelve, 2-hour sessions. Fall elective courses begin in September and conclude in November. Spring elective courses begin in January and conclude in March. Class periods are 0800-1130 and 1230-1600.

Electives Overloads and Audits. CIC students are authorized to overload either for credit or audit. If a student chooses to take an additional course for either of these options, it must be requested through the CIC electives coordinator (Ms. Nakia Logan), and approved by the CIC Dean of Students. Students taking an overload for credit must satisfy all the course requirements and will receive academic credit on their transcripts. Audited courses are not graded and can be formal or informal. A formal audit is recorded on the transcript and requires student participation in course activities at the discretion of the instructor. An informal audit is a less structured arrangement and is not annotated

on the transcript. All overloads and audits must be declared and registered before the start of the electives program. Students may not overload or audit a course that is full; i.e., at maximum enrollment.

## **NDU President's Lecture Series (PLS).**

*[Note: The NDU PLS will be delivered virtually for the fall semester and the foreseeable future. The below provides a general overview of the program and details how in-person delivery might occur should COVID conditions improve.]*

The CIC JPME program includes many guest speakers and is complemented by a series of NDU PLS presentations. As an enhancement to 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 a number of 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. Service dress uniform or civilian business suit is required attire for all DLPs.

In-Person PLS Process (Fall 2020 PLS will be conducted 100% virtually).

The general process for the PLS is as follows:

- Pre-lecture coffee. Senior NDU leaders meet with the guest lecturer in Lincoln Hall Room 1301 about 15 minutes prior to the lecture. Then approximately 5 minutes prior to the lecture, all senior leaders (except the NDU-P) depart the room for their seats in the auditorium to allow the NDU-P and the lecturer time for any final coordination, to allow time for the wireless microphone to be prepared, and to give the lecturer a few moments (if needed) to mentally transition.
- Entrance of speaker. The student introducer will direct the audience to stand on a signal pre-coordinated by NDU Protocol.
- Introduction of speaker. Once the guest is on stage and seated, a student introducer will ask everyone to be seated and begin the concise, prepared introduction.
- Departure of speaker. The lecturer will make remarks and complete a question- and-answer session, and then the NDU-P (or his/her designated representative) will thank the guest and escort him/her from the stage back to Room 1301 to remove the microphone and then depart. (During the question-and-answer session, please stand and wait for a mic-runner to give you a hand-held microphone. There will be 2-4 mic-runners in the auditorium.)
- Upon completion of the lecture, students return to the seminar classroom for a faculty-facilitated analysis of the lecture. Unless stated otherwise, student have 15 minutes after the lecture is complete to be seated in the classroom.
- Modifications. This standard format for the PLS can be uniquely modified for the speaker; therefore, NDU Academic Affairs as the planning, coordinating, and executing office for all PLSs will be the only office providing guidance to the speaker, student introducer, and senior leadership.
- PLS attendance. The PLS presentations are normally held in the Lincoln Hall auditorium, and seating is restricted to CIC, ES, NWC and CISA students.

- Overflow and Faculty viewing. NDU Operations generally provides several different pathways to access DLPs for those unable to be seated in the Lincoln Hall Auditorium. These are generally provided a day or two in advance of the PLS.

### **CIC Distinguished Lecture Program (DLP).**

*[Note: The CIC DLP will be delivered virtually for the fall semester, and the foreseeable future. The below provides a general overview of the program and details how in-person delivery might occur should COVID conditions improve.]*

Usually held in Hopper Auditorium or Marshall Hall 152 (if classified, these will be held in a SCIF), the CIC Distinguished Lecture Program features guest speakers invited by the CIC Chancellor. These DLP sessions occur about once a month (usually on the third Wednesday of each 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. Service dress uniform or civilian business suit is generally the required attire for all CIC DLPs.

### **Student Faculty Mentorship Program.**

In order 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 the JPME II program. Four meeting times are included during the academic calendar: an initial, a Fall Semester, Spring Semester, and after Practicum. Students or the Faculty Mentor can schedule additional sessions depending on personal preference and calendar availability.

## **ACADEMIC AWARDS AND STUDENT GROUPS**

**Distinguished Graduate Program.** The CIC has a Distinguished Graduate (DG) Program that recognizes the top graduates for the JPME-II program. These students (10-15% of the class, or otherwise determined by the Chancellor) with the greatest number of DG points will be recommended as Distinguished Graduates at the end of the academic year. Faculty will rank the top four students in each seminar for 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. In courses that are not divided into seminar, the course director will rank the top 25% students and award DG points using the same point scale. The final listing of Distinguished Graduates is reviewed by a Chancellor-convened awards committee and approved by the Chancellor. The final approved list of Distinguished Graduates is announced at graduation and is noted on the students' official transcript. All JPME-II students in the program are eligible for the Distinguished Graduate.

**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.

**The Military Cyber Professional Association** sponsors awards for excellence in research and writing. For 2020-2021, these awards will go to the best ISRPs as judged by a panel from the college and the association as well as input from fellow students and CIC faculty.

**NDU Ambassador's Award.** Each year, in an attempt to recognize the contributions of the International Fellows to each of their colleges, ISMO collaborates with the colleges to award the Ambassador's Award to the school's outstanding IF. The Award has typically been presented by the respective Ambassador, often accompanied by the Director ISMO. But it is the purview of each college to select.

The IF selected should be the one who best represents the concept of "warrior-diplomat" and who has done the most to bridge cultural gaps among IFs and between IFs and U.S. students. The individual should demonstrate an expansive understanding and acceptance of cultural, philosophical, and geopolitical differences and work to build bridges between them.

The CIC Chancellor will convene a faculty awards committee to review nominations for this award. This committee will convene and then recommend the IF who best meets the criteria for this award for the Chancellor to determine.

**NDU Women Peace and Security (WPS) Student Research and Writing Competition.** All students are encouraged to submit a paper addressing how a gendered understanding, perspective and/or approach (i.e. consideration of the gendered norms and values attached to the status of women, men, girls and boys within a societal or institutional context) relate to:

- Participation of women in 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 post-conflict
- Access to relief and recovery
- Humanitarian Assistance/Disaster Relief
- Leadership
- Counterterrorism efforts
- Gender equality in military, law enforcement, and other security services

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 one submitted to meet the requirements of a CIC core course or NDU elective, as long as they are in a narrative, research paper format.

**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.

For information on the WPS Award or WINS see CIC Assistant Professor Linda Jantzen, [linda.c.jantzen.civ@ndu.edu](mailto:linda.c.jantzen.civ@ndu.edu).

## **EDUCATIONAL PROCEDURES and REQUIREMENTS**

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.

CIC provides students with syllabi, books, and required course readings for each course. Students do not have to purchase these materials. While books are distributed, syllabi and readings are made available via Blackboard. Course syllabi describe the course's scope, purpose, objectives and structure, student requirements, and topics covered. For each course topic, the syllabus will list that topic's learning objectives, provide background information on the subjects to be addressed, suggest questions for discussion, and indicate the teaching methods that will be used.

## **PROGRAM EVALUATION**

- Assessing the effectiveness of the CIC JPME-II program is an ongoing, dynamic process. Faculty and students engage in a collaborative effort to evaluate and improve the quality of teaching and learning. Active, thoughtful participation by both faculty and students is critical to the success of this evaluation process.
- As part of their professional responsibilities, 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 prior to 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.
- Confidential surveys. This information is critical in assessing mission and educational objectives. 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.
- In addition, at the end of each semester, the college conducts a face-to-face meeting with students from the seminar to have candid, in-depth discussions on all aspects of the program.
- Finally, students are also encouraged to provide informal feedback on the JPME-II program at



any point during the academic year. The Chancellor, the Dean of Faculty, the Dean of Students, the Service Chairs, all course leaders and faculty advisors have an open door policy to promote the sharing of ideas and concerns regarding the overall effectiveness of the curriculum. In each of these instances, students are encouraged to contribute suggestions for improvement.

## Chapter 3

# Academic Policies

**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 impugns on 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 Regulation 5.12](#).

**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 freedom to teach, conduct research, and publish research findings; to discuss in the classroom any material relevant to the subject matter as delineated in the course objectives; and to seek changes in academic and institutional policies. 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 objectives as determined by the School, recommended by the Curriculum Committee, and approved by the Chancellor. Faculty members shall strive to protect not only his/her own right to freedom of inquiry, teaching, and expression, but also his/her 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 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 its JPME-II program.

**Uniform Code of Military Justice.** Active duty members of the armed forces, 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.

**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 at <http://www.ndu.edu/Academics/AcademicPolicies.aspx> for the complete and/or most current NDU academic integrity policy.

**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 for zero tolerance for academic dishonesty and to promote consistent treatment of similar cases across the University on academic integrity and the integrity of the institution. This document should not be interpreted to limit the authority of the University President or the 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.

**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 to do work without prior authority; unauthorized collaboration; multiple submissions; and plagiarism.

- Falsification of professional and academic credentials: Students are required to provide accurate and documentable information on their educational and professional background. If a student is admitted to the University with false credentials, he or she will be sanctioned.
- Unauthorized collaboration is defined as students working together on an assignment for academic credit when such collaboration is not authorized in the syllabus or by the instructor.
- Multiple submissions are instances in which students submit papers or work (whole or multiple paragraphs) that were or are currently being submitted for academic credit 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 approval of the other institution.
- Plagiarism is the unauthorized use of intellectual work of another person without providing proper credit to the author. While most commonly associated with writing, all types of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications are not to be plagiarized. Plagiarism may be more explicitly defined as:
  - Using another person's exact words without quotation marks and a footnote/endnote.
  - Paraphrasing another person's words without a footnote/endnote.
  - Using another person's ideas without giving credit by means of a footnote/endnote.
  - Using information from the web without giving credit by means of a footnote/endnote. (For example: If a student/professor/instructor/staff member enrolled or assigned to NDU copies a section of material from a source located on the internet (such as Wikipedia) into a paper/article/book, even if that material is not copyrighted, that section must be properly cited to show that the original material was not the student's).
- To remind students of possible breaches of academic integrity, they are encouraged to submit their papers and assessments for review by plagiarism detection software prior to turning the

products in for grading.

**Sanctions for Breaches of Academic Integrity:** Sanctions for breaching the academic integrity standards include but are not limited to: disenrollment, suspension, denial or revocation of degrees or diplomas, a grade of no credit with a transcript notation of “academic dishonesty;” rejection of the work submitted for credit, a letter of admonishment, or other administrative sanctions. Additionally, members of the United States military may be subject to non-judicial punishment or court-martial under the Uniformed Code of Military Justice. The authority for decisions and actions rests at the NDU CIC.

### **Academic Review Board**

- The NDU CIC Academic Review Board is responsible for reviewing cases of student performance that include breaches of the College’s academic integrity policy.
- The student will be notified by the CIC department chair or Associate Dean that he or she has been referred to the Academic Review Board. The communication will include a summary of the reason for the referral and invite the student to appear before the Academic Review Board.
- When a student’s work is referred to the Academic Review 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 Academic Review Board’s inquiry.

**Sanctions.** Sanctions for violating the academic integrity standards range from expulsion, suspension, denial or revocation of degrees or diplomas, a grade of no credit with a transcript notation of "academic dishonesty", rejection of the work submitted for credit, or a letter of admonishment. Additionally, members of the United States military may be subject to non-judicial punishment under the Uniformed Code of Military Justice. The authority for decisions and actions lies with the college or component. Component policies must allow for appeal by students to the Chancellor, director, or head of the component. In all cases, a board will be convened to assess the allegation and make an informed decision.

**Boards.** Suggested boards include faculty and may include students when feasible. If the recommendation is made for expulsion, suspension, or revocation of a degree or diploma, the Office of Academic Affairs (AA) and General Counsel must be consulted before the final action is taken. When the identification of academic dishonesty is made after a student departs the university, the Office of Academic Affairs will consult with the component to decide on the appropriate course of action.

**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 Office of General Counsel,

Human Resources Directorate, Office of the Chief of Staff, and the Office of Academic Affairs.

**Non-Attribution Policy.** CIC has a strict non-attribution policy. 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 speakers' 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 if the content of the statement does not allow the audience/guest to deduce who is being quoted or paraphrased.

- **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.
- **Violations of non-attribution policy.** All violations of the non-attribution policy are considered serious and will result in disciplinary action. 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 speakers' 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.
- **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. The Visitor's Bureau notifies all speakers of this policy in writing in the letter of invitation. Each speaker is requested to sign a release prior to 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.

# Chapter 4

## Grading, Assessments, and Evaluations

**Grades and Evaluation.** Throughout the year, students are evaluated on their academic performance, including contributions in the classroom and written assignments. The evaluation process is focused on providing students with substantive feedback to facilitate their professional growth. The faculty will evaluate students in all courses.

- **Objective Assessment.** The faculty are directed to assign grades based upon objective assessment of student performance in accordance with the published grading criteria. They will take into consideration that students develop subject matter knowledge and sophistication in analysis of course materials and policy issues as the course progresses, as well as a final evaluation of the level of work the student demonstrates at the conclusion of the course.
- **Course grades.** Course grades reflect the quality of student work at the executive/graduate level. Evaluation is based on each student's participation in course seminars, and exercises, on both written assignments and class presentations, on seminar contribution, and on exams. The assessment of student work takes into consideration a demonstrated understanding of course readings and discussions; a competent analysis, evaluation, and application course constructs at the strategic level; an active engagement in personal learning; and, an effective contribution to the learning of others.
  - Evaluation factors. Faculty members take a variety of factors into consideration when evaluating student performance. These include:
    - Understanding of course materials and constructs
    - Balance between “listening” and contributing”
    - Contributions to seminar discussions
    - Organization of arguments and presentations
    - Use of assumptions and cultural/historical perspectives
    - Demonstrated strategic and critical-thinking skills
    - Analytical rigor
    - Clarity and fluency of English composition, syntax, and grammar
    - Seminar preparation
    - Timely completion of assignments
  - Description of letter grades. Course grades are grouped into several categories: A, A-, B+, B, B-, C, and F. Grades are determined by course faculty and reflect the demonstrated quality of student performance. The syllabus of every course has an assessment section that clearly articulates the requirements for the course and how student performance is evaluated. Students are strongly encouraged to thoroughly review the syllabus to understand the expectations of performance.
- **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. If an assignment deadline is missed without cause or notification as stated above, the faculty/advisor may then employ grade reduction penalties. The standard grade reduction is the loss of a letter grade for every 48 hours late (i.e. any grade turned in after 48 hours could be no higher than a “C” and anything turned after 96 hours would be an automatic “F”). Deliverables that have been revised after receiving a failing grade, or deliverables submitted after the suspense date without permission will be eligible to receive a grade no higher than a “B” on the resubmission/late submission. This policy applies to all graded work.

- **Graduation Requirements.** To graduate with a Master of Science degree, students must:
  - Maintain an average GPA for all core courses of at least 3.0 with no course grade lower than a “B-”. For AY 20-21, the core courses are:
    - Strategic Leader Foundations Course (Phase 1)
    - Campaigning in Cyberspace
    - Foundations of the Cyberspace Terrain
    - Information, Warfare, and Military Strategy
    - International Context of Cyberspace
    - Law, Authorities, and Warfare
    - National Security Strategy
    - Organizational Dynamics and Culture for Strategic Leaders
    - Research and Writing Seminar
    - Warfare at the Speed of Light
  - Successfully complete the ISRP with a grade of “B-” or higher.
  - Successfully complete two elective courses with a grade of “B-” or higher.
  - Not fail (no grade of “F”) any course taken for credit.
  - Have an overall GPA of at least 3.0 across all core and elective courses (GPA = Total points/Total credit hours).
  - Successfully complete all requirements for the International Practicum (when assigned) and the Capstone Exercise (CAPEX)
- **Evaluating Achievement of Course Objectives.** 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 objective and assign overall grades. Assessment activities could include, *inter alia*, exams, papers, oral reports, case analyses, problem sets, and practical exercises. Faculty will use grading rubrics as a guideline for their overall evaluation of each activity. 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 prior to the assignment due dates.

- **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, the College has established a robust remediation process, which is described below.
- **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 in coordination with the Associate Dean of Academic Programs, the Dean of Students, the student’s service/agency chair, 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. Once the Associate Dean of Academic Programs has approved the remedial program, he/she will counsel the student in question. Anytime a student is placed on probation, counseling documentation will be accomplished and maintained by the Associate Dean of Academic Programs, as well as recorded in USMS (student 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 Assessment Board proceedings* may apply. The Associate Dean of Academic Programs, through the Dean of Students and the Dean of Faculty and Academic Programs will notify students on probation of their status. The Associate Dean of Academic Programs will submit the names of any student on probation to the CIC Chancellor.
- **Remediation of Overall Grades of “C” in a Course.** If a student receives a grade of C in a course (core or elective), he/she will enter remediation to conduct additional study and raise his/her performance to an acceptable level. The procedures for establishing the remediation plan is described under “Probation” above. If a student refuses remediation or fails in the process, the grade will transfer to an F.
  - **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. The remediation plan will set a time frame for completion of the remediation and identify the faculty member assigned to carry out the remediation.
    - 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 objective(s) under question, that faculty member will notify the Associate Dean of Academic Programs, 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-. If, however, at the conclusion of a remediation program, plus whatever extension(s) to the program the Dean of Faculty 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 of Academic Programs.
    - 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). 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).

- **Academic Assessment Board.** When a student receives a final grade of F (or an unresolved Incomplete), an Academic Assessment Board will be convened by the Dean of Faculty and Academic Programs. The Board will review the student's academic record, interview the student and pertinent faculty members, and assess the student's academic and professional potential. Upon conclusion of its deliberations, the Board will decide by majority vote whether to recommend: 1) awarding the student a specified letter grade in the course in question; 2) providing further remediation; or 3) disenrollment without award of a master's degree or diploma. The Board will forward that recommendation in writing 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 and Academic Programs. Should the decision be for disenrollment, the Dean of Students will take the actions necessary to process that decision through the University President.
  
- **Grade Appeal Policy & Process.** **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.**
  - A student may only challenge a final course grade under this policy if the student has discussed the concern with the faculty member and can demonstrate that the grade was awarded in an arbitrary or capricious manner. For purposes of this policy, arbitrary or capricious means
    - 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 in a manner that substantially or unreasonably departed from the instructor's articulated standards.
  - This policy will not be used to review the judgment of an instructor in assessing the quality of a student's work, to require another faculty member to re-grade or re-examine a student's work, or in cases involving alleged violations of academic integrity.
  - If after discussion with the 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 department chair no later than 30 calendar days after the grade has been posted. This letter must:
    - identify the course, date, and faculty member that awarded the grade;
    - state the basis of the challenge, including all facts relevant to the challenge
    - and the reasons the student believes the grade is arbitrary or capricious;
    - 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
    - attach any supporting documentation the student believes should be considered in the challenge, including the syllabus.
  - Upon receiving a written challenge to a final course grade, the chair shall forward a copy of

the challenge to the faculty member who assigned the grade. The faculty member then has 15 calendar days from receipt of the challenge to provide a written response. The student will receive a copy of the faculty member's response; however, any information that would violate the privacy rights of other individuals will not be released to the student.

- The chair 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 15 calendar days.
- 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 and Academic Programs. The written appeal should state the basis for the appeal and attach all relevant written documentation.
- The Dean shall forward the appeal to the NDU CIC Academic Policy Committee.
- The Academic Policy Committee will review the submissions and may, at the Committee's discretion decide to hear statements from the parties. Following deliberations, the Committee will issue a recommendation to the Dean (or designee) indicating:
  - (a) whether the Committee finds the grade to be arbitrary or capricious and;
  - (b) the Committee's recommendations for the disposition of the appeal.
- The Dean (or designee) will review the Committee recommendation and render a final
- decision in writing to the student, the faculty member, and the chair within 10 calendar days of receipt of the Committee's recommendation. The Dean's decision shall be final without further appeal.

NOTE: 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.

# Chapter 5

## Administrative Information and Policies

**Rotational Faculty Chairs.** Rotational faculty 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 full-time teaching faculty members.

- **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.
  - Chairman, Joint Chiefs of Staff Chair: Captain Daryk Zirkle
- **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 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 academic and 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. For AY20-21 the service chairs are:
  - Chief of Staff of the Army Chair: Lieutenant Colonel Brent Kauffman
  - Chief of Staff of the Air Force Chair: Colonel Bryan Eberhardt
  - Sea Services Chair: Captain Daryk E. Zirkle
- **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. For AY20-21 the Agency Chairs at CIC are:
  - DISA Chair: Mr. Rob Richardson
  - Department of Homeland Security: Mr. Michael Brody
  - National Geospatial-Intelligence Agency: Mr. Joseph Wessling

**Military physical fitness testing and weight standards.** CIC strictly enforces physical readiness standards and is not obligated to enroll 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. Military students will be weighed during in-processing and immediately referred to their service chairs if they do not comply with service standards. The service chairs ensure that physical fitness testing for military

students is conducted in accordance with individual service directives and that it is coordinated with the NDU-level service physical fitness monitors. (CIC will follow all Service modifications based on COVID-19)

## **Student Government**

### **Executive Committee**

The Executive Committee (EXCOM), composed of the class president, vice president, the student chairperson from each of the 3 student class committees, 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.

### **Class Committees**

Committees assist in the execution of class administration and social functions. There are 3 class committees (homerooms/study rooms) of approximately 10 students; students remain together throughout the year. A senior military or civilian student serves as the committee chair. Committee chairs are responsible for maintaining accountability of students in the committee, ensuring distribution of information to the committee, and serving as the primary spokesperson for the committee with the college's leadership. Committee leaders are responsible for notifying the Dean of Students each duty day of any students absent from scheduled core course events during the duty day. Note: Committee chairs do not grant or deny permission to miss class.

### **Special Positions**

Seminar students will self-organize, and identify to the Dean of Students (CAPT Zirkle), who is filling the following positions:

- **Class Social Officer:** Responsible for coordinating social activities for the class.
- **Class Historian:** Responsible for collecting information, pictures and other artifacts of the Class's year at the CIC.
- **Class Logistician:** Responsible for coordinating with the CIC Operations and Logistics teams for classroom supplies and travel supplies as required.
- **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.
- **Hopps Manager.** Responsible for managing Hopps-The student bar and lounge.

**NOTE:** These are the minimum of positions and may be augmented by the class or committees.

**Inclement Weather (COOP).** When adverse weather conditions in the Washington, D.C. area necessitate closing federal offices, NDU will normally follow OPM guidance regarding closures, delays, and dismissals. 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.

**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 have been 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. Research, writing, and study days are not 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. **(For AY 20-21 expect the majority if not all instruction to be delivered virtually due to COVID-19)**

- **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. Requests submitted inside 3 working days will normally not be approved. Students request permission to miss a scheduled academic event via e-mail to the Dean of Students with the following individuals as copy addressees:
  - All affected faculty seminar leaders (core and elective courses)
  - Service Chair for military students and civilian students from that service
  - Senior agency faculty member for civilian agency students (or Associate Dean of Academic Programs for those civilian students whose agency/department has not assigned a faculty member to the College)
  - ISMO Director for International Fellows
  - Copy addressees may non-concur with the student’s request if they believe the student will miss critical program requirements, or will be out of compliance with service/agency policy or regulation. 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, he/she will notify the student (and all copy addressees) with a “reply to all” e-mail response to the student’s request.
  
- **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 OPM 71, “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.
  
- **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 the National Defense University 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.

- **Federal Holidays.** The CIC follows U.S. Office of Personnel Management (OPM) guidelines for the observance of federal holidays. Federal holidays will be annotated on the academic calendar. For planning purposes during AY 2020-2021, NDU has scheduled the following periods as federal holidays or research and study. These are considered days of liberty and not charged as leave if students remain within the local area, as defined above.

The following holidays will be recognized on the student academic calendar:

➤ Labor Day	Monday, 07 September 2020
➤ Columbus Day	Monday, 12 October 2020
➤ Veterans' Day	Wednesday, 11 November 2020
➤ Thanksgiving Day	Thursday/Friday, 26-27 November 2020
➤ Winter Break starts	Monday, 21 December 2020
➤ Winter Break ends	Sunday, 05 January 2021
➤ Martin Luther King, Jr. Day	Monday, 18 January 2021
➤ Inauguration Day	Wednesday, 20 January 2021
➤ President's Day	Monday, 15 February 2021
➤ Memorial Day	Monday, 31 May 2021

- **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.

**Bulletin Boards.** Doors and walls in the College are not to be used to post notices, messages, etc. Committee 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.

### **Dress Code and Uniform Policy.**

Military and civilian personnel are expected to exemplify high standards of dress and appearance. A business suit or conservative sport coat with tie is considered appropriate dress for men; commensurate attire is expected of women. Suit jackets and sport coats may be removed in study rooms and during seminar sessions with no outside speakers. During normal duty hours, including those designated for research and study, students are expected to comply with the dress code on campus.

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

- 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.
- When personally receiving or escorting distinguished visitors, including international visitors.
- When participating in a platform presentation as speaker, introducer, or moderator.
- As indicated on the official academic schedule or invitations to specific social events.
- 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.

**Casual Attire.** On occasion, the Chancellor may authorize an exception to the aforementioned dress code. Casual attire will be appropriate only when specified in advance. Prescribed casual attire during these occasions will be slacks and open-collared shirts for men and commensurate attire for women. Jeans, shorts, and T-shirts will not be allowed unless authorized for specific events. When the College is on Winter Break or a formal holiday, a relaxed dress policy will be put into effect during business hours. "Relaxed dress" is defined as slacks (no jeans/shorts) and open neck shirt with collar. Regular academic days when no classes are scheduled are NOT considered holidays; therefore, appropriate uniform or civilian attire will be worn.

**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.

**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.

- Smoking Area Locations. Designated smoking areas for Fort McNair campus buildings are:
  - Marshall Hall (Bldg. No. 62) - South Side of Building
  - Eisenhower Hall (Bldg. No. 59) - South Side of Building
  - Davis Hall (Bldg. Nos. 17 & 21) - South Side of Bldg. No. 21
  - Grant Hall (Bldg. No. 20) - North Side of Building
  - Roosevelt Hall (Bldg. No. 61) - East Side of Building
- Containers for smokers' use. Use authorized containers at these locations to extinguish cigarettes and/or cigars.
- Smokeless tobacco has the same prohibitions as for any other tobacco product.

**Alcohol Policy.** In accordance with NDU policy, the consumption of alcoholic beverages on NDU property at any time requires specific prior approval – in writing – from the NDU Chief Operating Officer. Request approval via e-mail to the Dean of Administration at [Russell.Quirici@ndu.edu](mailto:Russell.Quirici@ndu.edu) at least 10 business days in advance of the requested date. The routine storage of any alcoholic beverage in Marshall Hall and Lincoln Hall (seminar/study rooms, offices, lockers, etc.) is not authorized. Alcohol Use of the CIC Student lounge 'Hopps' is allowed 15 minutes after a student's last class for the day.

**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 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.

## **Duty Hours**

The University and Colleges operate on a five-day work week, Monday through Friday, except holidays. Normal duty hours for faculty and staff are 0800 to 1630. 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.

## **LOST and FOUND**

- **Lost Articles.** Report or turn in lost/found articles to the Office of Student Services (MH Room 145)
- **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.

**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:

- **Uniform.** Individuals in uniform (of any type, including PT, with or without head gear) will stop, face the flag pole at the north end of the post (i.e., near the main gate), and render a hand salute until the completion of the music.
- **Civilian attire.** Individuals in civilian attire will stop, face the flag pole, remove their head dress, and then stand at attention with their right hand over their heart until the completion of the music.
- **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 and renders the proper courtesy.

**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.



**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.

- **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 Subvoucher") the first time you travel on NDU orders.
- **Reservations.** For all individual travel, travelers must create airline reservations thru DTS. Do not make reservations off line 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 (department chairs/program managers, deans, and associate deans) have 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.
- **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.

## **Textbooks**

Throughout the year, students may be issued core and elective course texts. In most cases, the books are for students to keep. Once issued, replacement of lost or damaged books is the responsibility of the individual.

**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.

- **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.
- **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.

**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: <http://ndunet.ndu.edu/iCollege/index.htm>. Individual evaluation forms for core and elective courses and fall and spring oral exams 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 6

# Security Matters

Most U.S. students attending CIC's JPME-II program require a completed TOP SECRET clearance with SCI eligibility 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.

**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.

DoD Instruction 5200.1 requires that classified materials be sent to an official address and not to an individual. Therefore, all incoming classified material will be sent to:

**National Defense University  
ATTN: CDC  
Building 62, 300 5<sup>th</sup> Avenue SW  
FOR: Student's Name, Branch of Service, CIC Ft. McNair, DC  
20319-5066**

Individuals originating classified papers are responsible for controlling and safekeeping them in approved GSA 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.

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 for the original and copies from the Information Security NCO in the Security Receiving Center. Reproduction of classified material on college copiers is not authorized, but a classified material capable copier is available in the CDC.

**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 5200.1 R and E. 0. 12958.

**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

- **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](mailto: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.
- **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](mailto: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.
- **Personal information.** Personal information will be maintained in the strictest confidence. More information about Blackboard Connect services can be obtained by visiting [www.ntigroup.com](http://www.ntigroup.com), or contacting Deb Scavone, Director of Security, National Defense University, at (757) 443-6326.

**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.

- **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.
- **Badge colors.** Badge colors designate particular levels of security clearances. Listed below are explanations of the badge colors most commonly used:
  - White – no clearance
  - Green – secret clearance
  - Red – top secret clearance
  - Red with white stripes – top secret clearance with SCI
- **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.

### **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.

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.

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.

**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.

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-locked 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.

If there is a problem with the devices during working hours, please notify the NDU Security office at 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, 685-3767/68 for assistance. These numbers are posted on the reverse side of the security badge

**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.

## **Public information.**

- **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.
- **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." Four complete copies, including photographs, charts,
- **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.
- **Release and publication of student research papers.** Student research papers prepared in response to official requirements of the university are subject to 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.
- **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 other 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.
- **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).

## **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:

- Name of reporter
  - Name of organization
  - Type of medium (print, TV or radio)
  - Reporter's phone number
  - Nature of request
  - (If known) Expected date of publication or broadcast
- **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. Otherwise, the AVP-UR should be advised of any pre-arranged media contact before it takes place.

- 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."
- 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 7

# Campus Facilities and Services

**Post Privileges.** The University extends all possible courtesies and privileges to civilian students, except when precluded by regulation. Civilian students are restricted as noted in the AAFES and Medical sections. Civilian students are eligible to use all athletic facilities on Fort McNair including the basketball and tennis courts.

**AAFES (Army/Air Force Exchange System).** The Exchange operates the following facilities at Fort McNair:

- Service Station/Mini-Mart. Building 43; 0800-1700; Monday-Friday. Note
- Civilians may not purchase tobacco or alcohol at AAFES.

**PERSONNEL and PAY MATTERS.** The National Defense University Human Resource Directorate provides administrative and personnel services to military and civilian students during the academic year. Personnel representatives from each branch of service are located in Lincoln Hall in the NDU HRD Office to assist with records maintenance, pay, verification of employment for mortgage lenders, leave, etc. The University does not have disbursing facilities; however, assistance in the preparation of travel claims is provided during in-processing. Personnel must make arrangements for direct deposit of payments. The Security Directorate provides security services and issues NDU Identification cards and CAC cards and is located in Room 199, Marshall Hall.

### **Service Finance Offices.**

- **Army** - Building 202, Fort Myer, VA, (703) 696-3522
- **Navy** Personnel Support Detachment, Building 92, Anacostia, Military Pay (202) 433-2038; Travel (202) 433-8543 or (202) 685-0609 **Note:** Per PSD policy, Navy personnel shall coordinate with the Navy NDU HRD representative prior to contacting PSD.
- **Air Force** – District of Washington, Washington, DC, Financial Services Desk (877) 729-2339
- **Marine Corps** - HQ BN, Henderson Hall, Building 29, Arlington, VA, Pay Section (703) 693-7429 and Travel Section (703) 614-7171; Hours: Monday-Friday, 0730- 1630; Office closes at 1330 on Thursday.
- **Coast Guard** – HQ’s, Washington DC, Personnel Services (202) 372-4036 and Work Life (800) 872-4957
- **Civilians** - Personnel and pay matters should be arranged directly with your parent agency before arrival at CIC. The NDU Resource Management Office handles vouchers for travel performed as part of the educational program.

### **NDU LIBRARY**

The NDU library, located in Marshall Hall, has a talented staff ready to assist with research, recommend the best resources, and improve individual information seeking skills. The library is a dynamic place to work collaboratively and to explore extensive academic military collections.

- **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.

- **Collections:** Because of the University’s diverse knowledge needs, the library has deep and 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 0.5 million 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.

- **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.

- **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 685-3771 for more information.

- **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.

- **Library Intranet:** <http://intranet.ndu.edu/library/index.cfm>
- **MERLN:** <http://merln.ndu.edu/>
- **Hours:** Monday-Friday, 0700-1800 with occasional Saturday hours
- **Location:** 2<sup>nd</sup> and 3<sup>rd</sup> Floors Marshall Hall
- **Telephone:** 202-685-6100
- **Email:** [NDU-LIBREF@ndu.edu](mailto:NDU-LIBREF@ndu.edu)

## HEALTH, FITNESS, and RECREATION

### 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.
- The NDU Health and Fitness (H&F) Office provides a wide range of services. The staff includes a doctor, full-time physical therapist, athletic trainer, personal trainer, and nutritionist.
- 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.
- 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. Massage therapists are available on a pay-per-session basis.
- 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.

### Fitness Facilities.

- 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.
- Lockers. Permanent lockers and towel service are available in the NDU locker rooms for a fee of \$140 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.
- 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 on a daily basis. 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 Spinoso, director of NDU Health & Fitness, at (202) 685-3946.

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

- **Fitness Center.** The Fort McNair Fitness Center is located in Building 69. Facilities are available for weight lifting, exercise machines, fitness classes, basketball and volleyball.

Hours are Monday-Friday, 0500-2000 and Saturday & Sunday, 1000- 1400. The telephone number is (202) 685-3117. **Note:** Personnel must register with the Fitness Center and obtain CAC card access before using facilities.

- **Tennis.** Four hard-surface courts are located adjacent to the Officers' Club. The telephone number for information is (202) 685-3117.
- **Softball.** Two diamonds are located on the parade ground and can be reserved through the Fitness Center at (202) 685-3117.
- **Volleyball.** Two courts are located adjacent to Roosevelt Hall and in the Fitness Center.
- **Basketball.** There is one court in the Fitness Center. The court can be reserved through the Fitness Center at (202) 685-3117.

**Recreation.** The Military District of Washington (MDW) Special Services Equipment Pool maintains a wide variety of camping and sporting equipment (campers, boats, skis, etc.) that is available NDU military personnel on an individual request basis for a nominal fee. Special Services is located in Building 405, Community Center, at Fort Myer. The telephone number is (703) 696-3470. Hours of operation are Tuesday-Friday, 1100-1800 and Saturday-Sunday, 1200-2000 and closed on holidays.

**Jogging.** Jogging is a popular activity on Fort McNair. During hours of darkness, joggers must wear a reflective vest or belt. In accordance with AR 385-10 (The Army Safety Program) rapid action revision (RAR) issue date: 27 November 2013, Chapter 6, “Public, Family, Off-Duty Recreation and Seasonal Safety,” para 6-5, Headphones: “Using portable headphones, earphones, ear, 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 jogging off post, photo ID is needed to re-enter Fort McNair.

**Athletic Program.** The CIC has teamed up with CISA for participation in the NDU intramural programs. Everyone is encouraged to participate in all sports, whether it is as a player, coach, cheerleader, or spectator.

**Visual Aids.** The NDU Graphic Production and Design Branch, Room 183 in Marshall Hall, offers photographic, printing, and graphic services for student projects. Official photos will be scheduled as part of student in-processing, but may also be taken on an appointment basis. Students have access to computers with software for most of their classroom requirements.

**Transportation.** The University does not support individual travel requirements. Transportation to support school activities and education may be requested through the CIC Operations Department, Transportation Coordinator via email CIC-OPERATIONS@ndu.edu. Requests should include the following information: date of travel, destination, total passenger count, pick and return time, and the purpose of the trip. Requests must be submitted at least two weeks in advance. These requests are generally supported by government passenger vans which require a student driver and the Fort Myer, “Myer Flyer” bus which is on an “as available” basis and may be super-ceded at any time.

**Credit Union and ATM.** The Fort McNair branch of the State Department Credit Union, building 41, (703) 706-5128, is opened to members of the State Department, individuals with military privileges and members of DoD working at Fort McNair. Monday-Thursday, 0800-1430; Friday, 0800-1500; and Saturday, 0900-1200. For more information, see <http://www.sdfcu.org>.

- *ATM in Lincoln Hall.* A State Department credit union ATM machine is located in the south end of the atrium of Lincoln Hall, near the cafeteria.
- *ATM near main gate.* Another ATM is on the street between the credit union and beauty shop entrances, near the main gate.

## **FOOD SERVICE**

- **NDU Cafeteria.** Hot meals, sandwiches, salads, and grill service are available in the NDU cafeteria (Lincoln Hall, 1st floor, Room 1501) Monday-Friday, 0700-1430.
- **Vending machines.** Vending machines are available in Eisenhower, Marshall, and Roosevelt Halls. Similar snack foods may be available in the student mailroom; honor system.

**Health Clinic.** Military students can pick any location within the TRICARE Health Care Program in the National Capital Region for medical care. There is a clinic located on Fort McNair that only serves active duty service members. Family members should enroll in the TRICARE facility of their choice.

**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.

- 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.
- 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.
- Emergencies are seen anytime during duty hours. Emergency medical treatment is available at other medical facilities during non-duty hours.
- **Civilians.** Civilian government employees are eligible to use DoD health care facilities for employment-related problems or emergencies occurring while at work.
- **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.

**Dental Care:** The Pentagon Dental Clinic (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.

## **LEGAL ASSISTANCE**

Legal assistance is available to military members at:

- **Army** - Fort Myer, Building 201, (703) 696-0761; 0800-1600 (until 1300 for claims)

Fort Belvoir, Building 702, (703) 805-2856; 0800-1600

- **Air Force** - Andrews Air Force Base, Building 1535, (301) 981-3622; 0900-1500 Bolling Air Force Base, Building P-20, (202) 767-5297; 0800-1600
- **Navy** - Legal Assistance Office, Washington Navy Yard, Building 200, Room 250, (202) 685-5569; Hours: 0800-1600
- **Marine Corps** - Staff Judge Advocate Legal Assistance Office, Henderson Hall, Building 29, Room 301, (703) 614-1266; 0730-1630
- **Coast Guard** - Legal Assistance Office, Coast Guard Headquarters

**MILITARY RESERVE STATUS:** Students in a military reserve status should arrange for the NDU Human Resources Directorate (NDU/HRD, (202) 685-3576) to submit their diploma for senior professional military education credit (PME). This documentation normally suffices for service credit. Since we have a blanket waiver from the Office of the Chairman, Joint Chiefs of Staff (CJCS), students will not be excused from CIC activities to pursue Reserve or Guard duties during the academic year, even if their specific unit is activated.

**Post Traffic and Parking Regulations..** Parking areas are designated for student use in university-controlled parking lots. The lot at the North end of Lincoln Hall is the primary parking lot for CIC students. Note that all numbered spaces are reserved. Parking regulations are strictly enforced by the Fort McNair Provost Marshal. Vehicles parked in unauthorized areas are subject to ticketing, suspension of post access privileges for 30 days, and/or towing at the owner's expense.

- Reserved carpool spaces. All spaces that are not labeled as reserved are for general use. In parking lots, you may park in designated spaces only--if it is not marked with a line on both sides, it is not an authorized space. All reserved carpool spaces revert to open parking after 1200 noon daily.
- Exceptions. Park only where there are lined parking spots. The few exceptions are unlined, parallel parking spots available along the west side of 2nd Avenue south of C Street, along the east side of 1st avenue south of C Street, and parking in the two “keyholes” at the south end of 2nd Avenue and 4th Avenue. The area directly in front of Marshall Hall main entrance is for passenger loading and discharge. If you park in the loading zone, you will be ticketed.
- Overnight parking on post. Overnight parking on post is only allowed during official travel. The only parking lot for overnight parking is the north lot next to Lincoln Hall. Notify NDU security of your dates of travel. They will give you a placard to place on your dashboard. For large groups, the group coordinator can either send one person to the NDU security office in Marshall Hall, for pickup; or provide a fax number and they will fax the placards to you. If you are requesting using a faxed form, remember to include the dates of travel. Vehicles parked overnight without permission are subject to ticketing and towing. Questions on this requirement can be directed to NDU personnel security at (202) 685-3835.
- Parking/Carpools. Parking at Fort McNair is limited and carpooling is highly encouraged. After in-processing, the CIC Operations Department will publish procedures for establishing carpools. Carpool parking spaces are assigned by the NDU Director of Logistics. Until carpools are established (estimated at 1 September) students can park in any open parking space except designated reserved parking spaces (i.e., Chancellor, Dean of Faculty, etc.).
- **Speed Limits.** The speed limits on Fort McNair are 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.

**Religious Support.** Joint Base Myer-Henderson Hall Garrison Religious Support Program, Chaplains will be present two days a week (Monday and Thursday afternoons) on Fort McNair for Pastoral Counseling and Religious Services (Catholic Mass). Pastoral Counseling – Mondays: Bldg 48. Catholic Mass, Every Thursday, 1200. Visit the website below for a comprehensive listing of services. For more information, please call (703) 696-3532 or (703) 696-6635; after duty hours, call (703) 696-3525 and ask for the duty chaplain. Also look for special events sponsored by the Joint Base Myer-Henderson Hall chaplains.

<http://www.jbmhh.army.mil/WEB/JBMHH/Installation%20Support/ChaplainsOffice.html>

## **UNIFORM SALES**

**Army** - Military Clothing Sales Store for the Washington area is at Fort Myer Building 313, (703) 696-3515; Monday - Friday 0730-1800, Saturday 0900-1630.

**Air Force** - Clothing Sales Stores are located at Bolling Air Force Base, Building 4514, (202) 767-4032; Monday – Saturday 0900-1900 and Sunday 1030-1800 and Andrews Air Force Base Clothing Sales, (240) 857-5665, Building 1683; 0900-1900 Monday - Saturday and 1000-1800 Sunday.

**Navy** - Washington Navy Yard Uniform Store (202) 889-7534/6/9 in Building 184 is open 0700-1700, Monday - Friday. The hours of operation for the Navy Uniform Store at the Henderson Hall Exchange (703) 979-7813/7917, are 0900-1600 Monday-Friday and 0900-1400 on Saturday.

**Marine Corps** - Uniform Store, (703) 979-8420, Extension 104 located at Henderson Hall Exchange; hours are from 0800-1800 Monday - Friday and 0900-1800 on Saturday; Closed on Sunday.