

*Dwight D. Eisenhower School for  
National Security and Resource  
Strategy*



***STUDENT HANDBOOK***

***2015-2016***

*Revised edition July 2015*

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## THE EISENHOWER SCHOOL COAT OF ARMS



**Laurel and Oak Branches:** Represent achievement and strength. Also represent continuity with the Coats of Arms of the National War College and the National Defense University

**Torch:** Shedding light on the unknown; opening new horizons

**Book:** Education, understanding, and knowledge

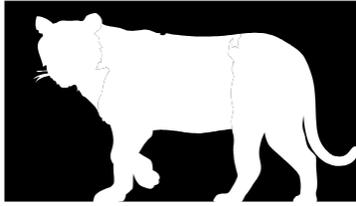
**Key:** Ability to open the doors. Note “E” pattern used to provide access, symbolizing both education and Eisenhower

**Sword:** Preparedness or readiness to defend the Nation

**Colors, Red and White:** Colors representing the Assistant Secretary of War who originally designated the Industrial College of the Armed Forces in 1946

**Flames:** Consistent with the Coat of Arms of the Industrial College of the Armed Forces, the rayonne partition in the shield symbolizes the fires of industry

**5-Star Cluster:** Eisenhower’s rank and position as General of the Army



## INTRODUCTION

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### Go Tigers!

Welcome Class of 2016!

Your Eisenhower School Student Handbook is a guide you should consult throughout the academic year for policy and procedures. We also hope you will use it to enrich your “Eisenhower School Experience” by exploring the programs, services, and opportunities which are available to you.

Every effort has been made to ensure this Handbook is accurate. However, all policies, procedures, and academic schedules are subject to change at any time -- and without prior notification -- by the Eisenhower School Commandant or the University administration.

Eisenhower School reserves the right to publish and revise an electronic version of the Handbook. This updated version is posted on the Eisenhower School website at: <http://es.ndu.edu/>. *The online version will take precedence over the printed copy.* The Handbook published for the current academic year supersedes all previous versions.

Any corrections or suggestions for improvement of the Eisenhower School Student Handbook should be directly communicated to the Dean of Administration, Room 206, Eisenhower Hall, at (202) 685-4277.

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## Preface

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### **History of the Eisenhower School**

The Dwight D. Eisenhower School for National Security and Resource Strategy (Eisenhower School) is the modern-day successor to the Industrial College of the Armed Forces (ICAF) and the former Army Industrial College. After WWI, President Coolidge recognized the requirement to ensure the military and industry maintained closer ties in order to prevent the mobilization debacle that occurred in the United States as the nation prepared for that conflict. The inability of the US industrial engine to ramp up to the requirements to equip a burgeoning million-man Armed Forces had soldiers practicing with wooden guns and deploying overseas with insufficient weapons training and inadequate support equipment. President Coolidge appointed Bernard Baruch, a former Chair of the WWI War Industries Board, to create an educational institution to ensure the military and civil industries understood the requirements to equip and maintain a modern military force.

This foresight paid off as the United States prepared to enter WWII. In the interwar years, many of the men who went on to lead the Armed Forces during that conflict had attended or taught at the Army Industrial College. One of those individuals was, then, Major Dwight D. Eisenhower who attended in 1933. In 1932, then Assistant Secretary of War Payne told President Hoover that while other military colleges concentrated on military strategy, the Industrial College was “the first in the world to devote its time to studying economic resources” in support of military strategy. The understanding between military requirements, logistics, procurement and acquisition of new capabilities, and the civil industries that provided them was one of the key tenets of the education provided by the College. Following WWII in 1948, President Truman, with the encouragement of Secretary Forrestal, re-designated the College as the Industrial College of the Armed Forces to recognize the joint nature of modern warfare. In 1962, President Eisenhower dedicated the current building on Fort McNair.

Throughout the Cold War, the Industrial College continued to be at the forefront of innovation in the areas of logistics, resourcing, and acquisition. During the past decade, while the mission of the College has not varied, there developed a belief that the traditional concepts of industry and the interface with the military had changed over time. In order to better reflect the mission of developing strategic thinkers who are focused on resourcing the National Security Strategy; to recognize the increased diversity of the student body from primarily military officers to a balanced military, inter-agency, international, and industry one, and to foster the realization that the College is the premier institution in the world to provide this

unique nexus of military and industry education, College leadership elected to pursue changing the name to the Dwight D. Eisenhower School for National Security and Resource Strategy. This new name aligns the School with its mission of educating the leaders of our nation in the art and science of developing and resourcing U.S. national security strategy. It also honors the most distinguished graduate of the institution, as well as its greatest proponent. Speaking on September 6, 1960, at the dedication of the academic building bearing his name, President Eisenhower said:

*“The wise and prudent administration of the vast resources required by defense calls for extraordinary skill in meshing the military, political, economic and social machinery of modern life. It requires the finest understanding of how a complex industrial economy may best be put at the services of the nation’s defense....”*

The Eisenhower School serves the nation with one enduring purpose; to educate senior military officers and civilians in the resource component of national security and joint strategy. The School’s role is unique, both for the Department of Defense and for the country at large. The Dwight D. Eisenhower School for National Security and Resource Strategy plays a critical role in providing an outstanding, post-graduate education in the resource component of national security for the nation’s next generation of strategic thinkers and leaders.



## KEY DATES

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FOR ACADEMIC YEAR (AY) 2015 – 2016

*(All dates are tentative and subject to change)*

Non-DoD Student Orientation	Thursday, 30 July 2015
Student Report Date / In-processing	Monday, 3 August 2015
NDU Strategic Leadership Foundational Course (SLFC) (Phase I) Begins	Monday, 10 August 2015
University Convocation / Orientation	Tuesday, 4 August 2015
ES Student Orientation	5 – 6 August 2015
Fall Semester Begins	Monday, 10 August 2015
SLFC Ends	Thursday, 10 September 2015
ES Fall Semester Begins	Monday, 14 September 2015
Elective Period Begins	Tuesday, 22 September 2015
ES Fall Semester Ends	Thursday, 17 December 2015
ES Spring Semester Begins	Monday, 4 January 2016
Elective Period Ends	Wednesday, 30 March 2016
ES Spring Semester Ends	Thursday, 9 June 2016
Graduation	Thursday, 16 June 2016

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# Chapter 1

## About the Eisenhower School

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1. **Mission.** The mission of the Dwight D. Eisenhower School for National Security and Resource Strategy (Eisenhower School) is to prepare selected military officers and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy.

2. **Vision.** The vision of the Eisenhower School is:

*Internationally-recognized, accredited, graduate-degree granting, Joint Professional Military Education institution uniquely focused on the integration of resources and strategy.*

The emphasis in the vision on maintaining a close relationship between defense and private industry reflects the School's continuing recognition and commitment to its unique mission. The Eisenhower School is a central focus for the US government in studying and evaluating a wide range of economic and industry areas (including, but not limited to, traditional defense sectors) that undergird the country's national security. Without the development and retention of the Eisenhower School as a center for study and research, the government's ability to educate and prepare its military and civilian personnel for senior leadership in national security strategy and the use of resources to support it would be seriously compromised.

The mission provided the critical foundation and guiding direction for the entire educational program. This foundation is evident in at least three important ways. First, the charge to educate military officers, civilians from both DoD and other government agencies, and a select number of civilians from industry reinforces the inherently joint character of the institution. Every facet of the Eisenhower School is joint, interservice and interagency in its historical roots, its curriculum, its students, and its faculty. Second, the requirement to prepare graduates for positions of senior leadership reminds the institution that it is helping to cultivate future Chiefs of Staff, four-star heads of materiel commands, ambassadors, and other top civilian leaders and their senior staff advisors. Finally, the charge to conduct courses of study dealing with "evaluating, marshalling, and managing resources" focuses the School's efforts at a strategic level in its educational mission and the economic and industrial wherewithal that support joint military strategy and national security at large. In short, the entire ES program, including its program for Joint Professional Military Education (JPME), is guided by its mission and associated vision: to educate strategic thinkers versed in national security strategy and its resource foundation; and to serve as a center for study and research in the resource component of national security.

3. **Outcomes.** Under the guidance of the Chairman, Joint Chiefs of Staff (CJCS), the ES Commandant and faculty prepare senior military officers, government civilians, and selected representatives from the private sector and international officers for the national security challenges of the 21<sup>st</sup> century. The goal is to leverage technological advances, integrate new strategic and operational concepts, identify and adapt to evolving global developments, and channel the vitality and innovation of the Services, the interagency, and allies to achieve a more seamless, coherent effect when confronting new national security challenges and the battlefields of the future. The ES strives to do this by producing highly motivated, capable graduates who are:

- Capable of critical and creative thinking and decision-making at the strategic level in a complet an duncertain global security environment
- Grounded in ethical decision-making, both in their own decisions, and in the ethical climate they instill in their organizations
- Capable of creating, assessing, defining, and implementing resource-informed policy at the national strategic level, comfortable with whole of government approaches to national security policy and able to work effectively in an interagency and international context
- Informed and focused on the resource component of strategy, and capable of assessing the management of resources across the spectrum of organizational, and Joint, Interagency, International and Multinational activities
- Knowledgeable of US and global private sector firm and industry strategies, practices, perspectives, capabilities, and limitations, comfortable working the government-private sector interface

Four skills are critical to each of these outcomes:

- Critical and creative thought
- Communications across the range of media and modes appropriate to executive leaders-from presentations, to interaction in fluid discussions, to written
- Strategic analysis and policy definition
- Managing change in a vague, uncertain, chaotic, ambiguous (VUCA) environment

4. **Environment.** The Eisenhower School supports and encourages advanced research in national security strategy, resources management, joint logistics and acquisition initiatives. It promotes physical and mental health and well-being of its students, staff, and faculty. The ES also strives to provide its students, faculty and staff state-of-the-art technology to support mission accomplishment. Finally, the ES seeks to provide an environment that reflects NDU and the ES values.

5. **Values.** The Eisenhower School adheres to a set of values guiding the behavior of its staff, faculty, and students. These values are reflected in the School'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 well being.

6. **Graduate Attributes.**

- Capable of leading change, decision-making, and thinking at the strategic level in a complex and uncertain environment
- Grounded in ethical decision-making, both in their own decisions, and in the ethical climate they instill in their organizations
- Capable of creating, assessing, defining, and implementing resource-informed policy at the national strategic level, comfortable with whole of government approaches to national security policy and able to work effectively in an interagency and international context
- Informed and focused on the resource component of strategy, and capable of assessing the management of resources across the spectrum of organizational, and Joint, Interagency, International and Multinational activities
- Knowledgeable of US and international private sector firm and industry strategies, practices, perspectives, capabilities, and limitations; comfortable working the government-private sector interface

7. **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 the Eisenhower School 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 CJCSI Officer Professional Military Education Policy (OPMEP), uniquely focused on the integrated development and resource execution of national security and national defense strategies.

- **Goal 2.** In support of the ES 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 ES mission.
- **Goal 4.** Regularly assess the students', stakeholders', and nation's requirements and adapt the ES strategy, culture, processes, practices, and structures as necessary.

8. **Primary Faculty Advisor (PFA).** Each student is assigned a faculty advisor. The PFA serves as the main advisor on academic and administrative matters throughout the academic year and as the immediate senior in the chain of command. Therefore, students will send all special requests for leave and other administrative actions through their PFA. Advisors are responsible to the Commandant 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. The Dean of Administration administers the PFA program. Students will meet with their PFA during the first school week and periodically (at a minimum, every six to eight weeks) thereafter.

9. **Faculty Chairs.** The 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.

a. Agency Chairs. Numerous federal agencies are represented on the Eisenhower School 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.

b. Service Chairs. Each service is represented on the faculty. The Service Chairs enrich the college's understanding of operational matters and provide service-unique perspectives. They also advise students on issues and activities related to their service, and coordinate and supervise service briefings, physical fitness testing, and senior officer visits.

c. Industry Chairs. Industry Chairs are full-time faculty members at Eisenhower School. An industry chair is selected for his or her distinguished experience as a senior industry manager, and for his or her academic credentials as a professor and as a university faculty member at a graduate school.

## Chapter 2

### Academic Programs

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1. **Degree program.** Upon successful completion of the college's requirements, students will earn a Master of Science degree in National Resource Strategy. The Eisenhower School's academic program consists of two major components -- core curriculum and electives/research.
  
2. **Core curriculum.** The core curriculum focuses on the integration of strategy and resourcing at the national level. In the fall semester students take the following courses: Defense Strategy and Resourcing, Economics of National Security, National Security Policy and Strategy, and Strategic Leadership. In the spring semester students take Industry Analytics, Industry Studies, Strategic Acquisition and Resourcing, and Strategic Leadership. Electives supplement the core courses.
  - a. Industry Studies (IS) Program. "Industry Studies" is an umbrella term that covers approximately 20 independent IS seminars, each studying a unique industry with a tie to our national security. The IS program involves local and domestic field studies, and may include field studies in specific countries, depending on the industry studied and available funding. IS culminates with a presentation and written report on the state of the seminar's industry and its capabilities to support national security strategy.
  
  - b. Industry Study Selection (ISS). The course selection for IS occurs in the fall. The tentative list of industries to be studied this academic year are: Aircraft, Agribusiness, Biotechnology, Education, Electronics, Energy, Environment, Financial Services, Health Care, Information & Communications Technology, Land Combat Systems, Manufacturing, News Media, Private Sector Support to Operations, Reconstruction, Robotics and Autonomous Systems, Shipbuilding, Space, , Transportation, and Weapons.
  
3. **Electives.** The electives program gives students the opportunity to deepen or broaden their knowledge through elective courses. Students are required to take three elective courses for a total of six academic credit hours during the year. There are more than 60 elective courses offered at the National Defense University (NDU). The online electives program catalog describes each elective course, including those offered by other 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. Students will take a maximum of four credit hours in each semester. To preview NDU elective course offerings via the internet, visit the NDU homepage at <http://www.ndu.edu> (look under the Student tab). Eisenhower School students generally may choose electives from any of these offerings (exceptions are noted in the

catalog). For additional information, contact the electives program director, Colonel Michael Oubre at (202) 685-4206, [michael.oubre@ndu.edu](mailto:michael.oubre@ndu.edu) or [michael.oubre@gc.ndu.edu](mailto:michael.oubre@gc.ndu.edu), (Room 389).

a. Other electives programs. The Eisenhower School offers several concentration programs through its electives program to include: the Senior Acquisition Course / Program Managers Course, Supply Chain Management, Long-term Strategy, Adaptive and Agile Leader Networks, Information Operations, Weapons of Mass Destruction Studies, and independent study (research and writing). Students interested in these programs must obtain approval from the department and/or program director and associate dean as indicated in the course description. Registration for these programs is permitted with prior approval.

b. Electives Open House. NDU conducts an electives program open house 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 elective studies open house and elective studies registration usually occurs during the second week of the academic year. The electives program registration period immediately follows the open house.

c. Electives schedule. Eisenhower School students take elective courses on Tuesday and Wednesday afternoons. 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 1330-1525 and 1535-1730. To balance the early and late class meeting times, courses switch meeting times after the first six sessions. While some other NDU colleges offer electives on other days of the week, they are not available to Eisenhower School students due to scheduling conflicts.

d. Electives Overloads and Audits. 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 approved by the Primary Faculty Advisor, the course professor, and the Electives Director. Students taking an overload for credit must satisfy all the course requirements and will receive academic credit on their transcripts. Audits 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.

e. Research option. Students also have the option to complete a research project in lieu of one or more electives. Students choosing this option are expected to produce a fully documented, scholarly paper. The Eisenhower School also sponsors a research fellow program that takes the place of all electives. Details on the writing program and research options; information on possible topics; faculty areas of interest; and policies on format, style, and original work are provided in the Eisenhower School research and writing handbook,

available online and through student book issue. Students are urged to give the research option serious consideration.

(1) *Writing Awards*. Awards for excellence in research and writing are sponsored by a variety of organizations that recognize the emphasis Eisenhower School places on excellent writing. The sponsors of the awards include the National Defense Industrial Association, the Canadian Department of National Defence, the International Society of Logistics, Defense Acquisition University, the Association of the Industrial College of the Armed Forces, the NDU Foundation, the NDU President, the Navy League, the Association of the U.S. Army, the Armed Forces Communications and Electronics Association, the Air Force Association, the Defense Logistics Agency, the Marine Corps Association, the Association of Former Intelligence Officers, the U.S. Department of Homeland Security, the National Contract Management Association, and a new award sponsored by the Foreign Area Officer Association. The Eisenhower School Commandant's awards include a selection of the best seminar essays in major core courses, as well as special research recognition.

(2) *Inter-Service School Essay Competitions*. Eisenhower School 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. Until last year, the Eisenhower School has had finalists and winners in these contests since 2006. In June, the Eisenhower School awards ceremony honors those whose work reflects the highest standards of excellence, with tangible recognition of their achievements.

(3) *Research and Writing Director*. For more information, contact the Director of Research and Writing, Dr. John Garvin at [john.garvin@ndu.edu](mailto:john.garvin@ndu.edu), Room 328, or 202-685-4330.

f. Senior Acquisition Course. The Eisenhower School has been designated by the Under Secretary of Defense for Acquisition, Technology, and Logistics to conduct the senior acquisition course for selected students as part of the Defense Acquisition University (DAU). The Senior Acquisition Course (SAC) is the preeminent course for members of the Acquisition Corps. The course is designed to prepare selected military officers and civilians for senior leadership and staff positions throughout the acquisition community.

(1) *Diploma*. The Senior Acquisition Course consists of the entire 10-month Eisenhower School curriculum, complemented by two prescribed elective courses which address contemporary and future policy issues in the field of acquisition. Students are fully integrated as part of the Eisenhower School student body. They represent a mix of war fighters, operators and joint specialists; plus support, diplomatic and federal agency personnel; international fellows; and representatives of American industry. Students completing the

course receive both the Eisenhower School master's degree and a diploma from the Defense Acquisition University.

(2) *Selection.* Students are selected in advance for attendance in the SAC program by their respective services or agencies. Military officers are selected as part of the senior service school selection process and designation by their defense acquisition career manager (DACM). Civilians normally apply through, and are selected by, their service or agency DACM. Along with those students selected in advance by central boards, the DACMS each year typically approve the addition of a limited number of Level III certified (acquisition corps) students at the onset of the academic year.

(3) *How to Apply.* The Director of the SAC program Colonel Brian Buckles, (Ret), USMC, ([brian.buckles@ndu.edu](mailto:brian.buckles@ndu.edu)), provides additional information on this program, including procedures for other students to apply during the first week of Eisenhower School classes.

g. Supply Chain Management Concentration Program (SCMCP). SCMCP seeks to provide JPME that prepares graduates to operate in a multi-service, interagency, and international environment, and produce educated strategic thinkers who possess in-depth expertise in the resource component of national security strategy. The program is also designed to develop a cadre of military and DoD personnel with a conceptual comprehension of supply chain management, its advantages and potential applications to the nation, and to cooperate with DoD and supporting agencies to enhance a common understanding and appreciation for supply chain management's ability to create efficiencies while effectively supporting the war-fighter. The course of study includes an investigation supply chain network configuration, strategic alliances, international issues, supplier and customer relationship management, and critical information technologies, as well as the impact of these factors on joint logistics. The SCMCP consists of three electives, including courses in: SCM strategy and concepts one and two, an experiential learning game, an application level course on strategic war-fighting with a focus on supply chain issues, a course on the defense industrial base, and independent research and study into issues of interest in Supply Chain Management. SCM students are required to take:

(1) *Fall Elective:* Supply Chain: Strategy & Concepts I

(2) *Spring Electives:* Supply Chain: Strategy & Concepts II

AND one of the below during either semester:

(a) Individual Research in Supply Chain Management

(b) Contemporary Defense Industrial Base in National Security, or

(c) Strategic Wargaming: Transportation and Logistics (Spring only)

Additional information on the Supply Chain Management Concentration Program can be found on the Eisenhower School Intranet at

<http://www.ndu.edu/es/programs/academic/supply-chain/>.

h. Long-term Strategy Concentration. The Long-term Strategy concentration program focuses on providing methods for evaluating and understanding trends in global affairs to support national defense, security planning and national level decision-making. The Long-term Strategy program provides opportunities and systems to examine the interaction of political and military trends against the backdrop of other geopolitical, social, historical, and economic trends to provide “strategic foresight” -- structured efforts to think about potential defense and security challenges from several-to-many years in the future as well as the implications of such developments for defense and national security resource allocation paradigms. Special emphasis is placed on long-range defense planning as a form of strategic planning -- preparing for an uncertain world while operating within an economic framework with focus on the Asia-Pacific region. The program studies primarily the (military) projection of power balance with its geographic, functional and investment dimensions. It takes the view that the watchwords for the coming years should be assuring flexibility, adaptiveness, and robustness of the nation’s defense and national security capabilities. Accomplishing these objectives while living within a budget that necessitates choice can be enabled by a portfolio framework using interagency and joint instruments for dealing with multiple objectives, risks, emerging opportunities and costs. For the successful completion of this concentration program, students are required to take:

(1) *Fall electives:*

- (a) Diagnostic Net Assessment (US Secret security clearance required).
- (b) DoD Strategic Planning (US Secret security clearance required)

[Both courses automatically enroll students in the Joint Land, Aerospace, and Sea Simulation Exercise (JLASS)]

(2) *Spring electives:*

- (a) JLASS
- (b) Research in Long-term Strategy Topics

i. Adaptive and Agile Leader Networks. Adaptive and Agile Leader Networks (AALN) Concentration Program. The AALN concentration seeks to:

(1) Develop networked and agile-leadership approach to innovation

(2) Foster learning through practical problem-solving projects with fellow military officers and civilian professionals

(3) Enhance desired leader attributes and work to bridge the military/civilian divide

(4) Create an inter-sector network that fosters collaboration

(5) Impact on a large problem facing our world. Students participate in the program and are partnered with NGO/non-profit/corporations and Berkeley MBA/PhD students. They began the program with a two-day session on 28-29 January that introduced students to the Adaptive/Agile Leadership principles and complex problem formulation

j. Weapons of Mass Destruction Studies Concentration. Weapons of mass destruction pose a significant challenge to United States national security, the security of its allies and international partners, and the stability of the international security environment. The last four presidents of the United States and their administrations underscored the importance of addressing the WMD challenge effectively in strategy, policy, domestic and international programs, and operational art. NDU and the Center for the Study of Weapons of Mass Destruction (CSWMD) have expanded the University's offerings of WMD-related electives and offer a WMD Studies Concentration providing interested NDU students with a foundation in the national security strategies, policies, and operational art associated with the acquisition, development, and deployment of weapons of mass destruction; introducing them to the national security objectives nations have sought to secure with such weapons and through international security negotiations to control them; and allowing NDU students to pursue independent interests in WMD studies through various specialized courses or research projects.

(1) *Concentration Requirements*. The WMD Studies concentration requires a foundations course on weapons of mass destruction strategy and policy (NDU 6014 or 6015) taught by the WMD Center and one additional elective from an approved list of elective courses, including JCLASS.

(2) *Contact information*.

- Mr. Forrest E. Waller, CSWMD, [forrest.waller@gc.ndu.edu](mailto:forrest.waller@gc.ndu.edu), (202) 685-4235
- Mr. Mark Mattox, CSWMD, [mark.mattox@gc.ndu.edu](mailto:mark.mattox@gc.ndu.edu), (202) 433-6370
- LTC John Barber, ES, [John.Barber@gc.ndu.edu](mailto:John.Barber@gc.ndu.edu), (202) 685-0814

**4. Executive Assessment and Development Program (EADP)**. As a critical part of your development at Eisenhower School, the Department of Strategic Leadership gives you the opportunity to participate in a comprehensive assessment and development program—the EADP. Through a battery of self-assessment instruments and a 360° assessment tool where you get evaluations from a number of co-workers (supervisors, peers, and subordinates), you will gain insights into your preferences, strengths, and weaknesses to help you improve your effectiveness at the strategic level. The results of the assessment battery and developmental recommendations will be provided to you in a one-on-one counseling session with a qualified faculty counselor.

5. **Professional Education Enhancement Program (PREP).** The university and college sponsors several voluntary lectures (PREP-L) and travel (PREP-T) opportunities during the academic year designed to complement the academic program.

a. PREP-L. This program includes lunchtime or afternoon presentations on a variety of concerns to the services (sometimes mandatory for students from the presenting service) on goals setting, health issues, and other topics of wide interest. The lectures are scheduled in order not to interfere with regularly scheduled academic activities.

b. PREP-T. In addition to the field studies included in the curricula, there may be opportunities for students and faculty to visit several areas of interest and applicability to the academic program. In the past there have been trips to Panama, El Paso, Key West, and other locations. All participants travel in permissive TDY status at no cost to the government.

6. **Industry Fellows Program.** Each class at the Eisenhower School includes a select number Industry Fellows. Industry Fellows are students from the commercial companies in the private sector, who add important industry experience and a business-oriented perspective to the Eisenhower School curriculum. They contribute significantly to the richness of the Eisenhower School experience, complemented by the Socratic Learning Method. Feedback from these graduates and their sponsoring companies confirms that all involved have found the educational experience immensely valuable. Indeed, many Eisenhower School Industry Fellow graduates have risen to senior executive positions within their firms.

a. Participating companies. The Eisenhower School's Industry Fellow graduates have included personnel from the following companies: BAE Systems, Battelle, Bell Helicopter- Textron, The Boeing Company, Booz Allen Hamilton, Colt Defense LLC, Computer Sciences Corporation, Daimler Chrysler, EADS, General Dynamics, General Motors Corporation, GTE Government Systems, Harris Corporation, Hughes Aircraft Company, Humana, IBM, KPMG, L-3 Communications, LMI Government Consulting, Lockheed Martin, MAN Nutzfahrzeuge AG, McDonnell Douglas, Menlo Worldwide Logistics Mitsubishi Corporation, Northrop Grumman, Pratt & Whitney (United Technologies Corporation), Raytheon, Rockwell Collins, Science Applications International Corporation (SAIC), Sikorsky Aircraft (United Technologies Corporation), TRW, and United Launch Alliance. Companies sending students for the first time this year include Georgia Tech Research Institute (GTRI).

b. Program goals. The attendance of private sector students at the Eisenhower School enhances both military and civilian students' understanding of the private sector as well as its clear linkage and relationship to the national security process. Admission of private sector students is open to a limited number of students per academic year and is based on a merit selection process. Their presence offers a greater divergence of thought and a wider spectrum of valuable experience and dialogue. In turn, the college's program expands and enhances the

private sector students' knowledge of national security issues and sharpens their analytical skills. This program serves to build a better relationship between government and the private sector – a relationship so critical to our future national security needs.

c. Application process. Companies are invited to nominate one of their rising executives to attend the Eisenhower School. By law, the number of private sector students attending Eisenhower School is limited to 20. Applications are due in April, and those selected are forwarded to the Under Secretary of Defense (Personnel & Readiness) for approval. For additional information, contact Ms. Cynthia King at [cynthia.king@gc.ndu.edu](mailto:cynthia.king@gc.ndu.edu) or (202) 685-4338, (Room 208).

**7. International Fellows (IF) Program.** International officers from countries designated by the Chairman, Joint Chiefs of Staff, are members of the class. One or more International Fellows (IF) will be assigned to each seminar. These students bring rich experience and an international perspective to the seminar discussions and offer an unparalleled opportunity for dialogue on combined operations and alliances. In addition, they engage in an enrichment program on American life, culture, politics, and society. Each IF has a faculty and student sponsor, and each seminar is proactive in assisting their IF with the social and athletic activities of the college. Volunteer student sponsors are solicited at the beginning of the academic year. Details will be discussed when classes begin. A few words from the International Fellows Program Director: "Sponsorship provides an opportunity to serve your professional community while also adding to your personal knowledge of different regions of the world. Helping international visitors come to know America can be personally rewarding as well. I would ask that you please consider sponsoring some of these international friends and broaden your horizon and help the NDU community to be a good host while the international officers and families are away from their home countries."

**8. NDU President's Lecture Series (PLS).** The Eisenhower School's course of instruction includes many guest speakers and is complemented by a series of PLS presentations sponsored and scheduled by the National Defense University (NDU). 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 the students of the Eisenhower School, National War College (NWC), and 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 students in the Lincoln Hall Auditorium. Potential lecturers in the PLS are such dignitaries as the Secretaries of Defense and State, the Chairman of the Joint Chiefs of Staff, the Army and Air Force Chiefs of Staff, the Chief of Naval Operations, the Commandants of the U.S. Marine Corps and the U.S. Coast Guard, the National Security Advisor to the President, the Chairman of the NATO Committee, the Combatant Commanders, and the Supreme Allied Commander, Europe. Service dress uniform or civilian business suit is required attire for all DLPs.

a. PLS Process. The standard process for the PLS is as follows:

(1) Pre-lecture coffee. Senior NDU leaders meet with the guest lecturer in 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.

(2) Entrance of speaker. The student introducer will direct the audience to stand on a signal pre-coordinated by NDU Protocol.

(3) Introduction of speaker. Once the guest is on stage and seated, the student introducer will ask everyone to be seated and begin the concise, prepared introduction.

(4) 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.)

b. Modifications. This standard format for the PLS can be uniquely modified for the speaker; therefore, NDU protocol 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. This ensures that there are no surprises or miscues that would be embarrassing for the speaker or for the university. For more information, contact the NDU protocol officer, Minerva Mercado, at [minerva.mercado@gc.ndu.edu](mailto:minerva.mercado@gc.ndu.edu), (202) 685-3928, or (202) 297-1152 (BlackBerry).

c. PLS attendance. The PLS presentations are held in the Lincoln Hall auditorium, the largest auditorium on campus. Auditorium seating for the PLS is restricted to Eisenhower School, NWC and CISA students. Faculty and others may watch the presentation on closed-circuit television via NDU cable channel 17 and NDU-TV (desktop-based IP viewer) Lincoln Hall auditorium. To access NDU-TV, go to it via the intranet home page or <https://tv.ndu.edu/>.

9. **Commandant's Lecture Series (CLS)**. Held in Baruch Auditorium, the Commandant's Lecture Series (CLS) features guest speakers invited by the Commandant. The CLS sessions occur about once a week (usually on Wednesdays), and the topics directly support the curriculum, or reflect current, relevant events.

**10. Curriculum delivery.** The curriculum is delivered electronically. Students are required to have a computing device that has access to the internet. Most students use their own laptop, iPad, or other device. For additional information, see page 53 of this handbook.

## Chapter 3

### Academic Policies

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1. **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 Eisenhower School adheres to the academic policy established by NDU. As future policy makers, advisors, and leaders, the Eisenhower School graduates must be ready to discuss, challenge, and question current national policy. Academic freedom is essential to the learning and teaching process. 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 Department, recommended by the Curriculum Review Board, and approved by the Commandant. 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.

2. **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.

3. **Academic integrity.** Like all educational institutions, the Eisenhower School expects all students to accept full responsibility and credit for their opinions—whether expressed orally or written. At the same time, all students are expected to fully acknowledge those ideas, words, and information obtained from other sources. It is not anticipated that any Eisenhower School student would deliberately plagiarize material, but students will be held accountable for their written work.

a. Clear expectations. To ensure that appropriate credit is given to others, students should request that faculty members provide clear guidance as to their expectations for citation in assignments. See Eisenhower School Academic Integrity and Non-Attribution Policy dated 29 July 2014.

b. Papers involving related topics. Students are prohibited from submitting an identical or slightly modified paper to satisfy multi-course requirements. Each course paper must stand on its own merit. Students may use a previously written paper as supporting documentation

for another paper if cited appropriately. Two different writing assignments may involve related topics, but the assignment may not be satisfied by the submission of an identical or slightly modified paper. Students should seek faculty guidance if there is any doubt on this matter.

c. Statement on academic integrity and non-attribution. This statement on academic integrity and non-attribution is applicable to all components of the National Defense University. The purpose of this broad, university policy is to establish a clear statement of zero tolerance for academic dishonesty and to promote consistent treatment of similar cases across the university on academic integrity and the integrity of the institution. This document should not be interpreted to limit the authority of the university president or the vice president for academic affairs. Components are expected to establish policies to implement this statement for handling cases that involve violations of academic integrity. This policy includes two key areas: academic integrity as it applies to students and participants at the National Defense University; and academic integrity as it applies to assigned faculty and staff.

d. Academic dishonesty is not tolerated. Academic dishonesty includes, but is not limited to: falsification of professional and academic credentials; obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination; doing work or assisting another student to do work without prior authority; unauthorized collaboration; multiple submissions; and plagiarism.

e. 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.

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

g. Multiple submissions. Multiple submissions are instances in which students submit papers or work (whole or multiple paragraphs) that were or are currently being submitted for academic credit at other institutions. Such work may not be submitted at the National Defense University without prior written approval by both the National Defense University professor or instructor and that of the other institution.

h. Plagiarism. Plagiarism is the unauthorized use, intentional or unintentional, of intellectual work of another person without providing proper credit to the author. While most commonly associated with writing, all types of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications are not to be plagiarized. Plagiarism may be more explicitly defined as:

- Using another person's exact words without quotation marks and a footnote/endnote.
- Paraphrasing another person's words without footnote/endnote.
- Using another person's ideas without giving credit by means of a footnote/endnote.
- Using another person's organizational pattern without giving credit by means of a footnote/endnote.

i. 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 Commandant, director, or head of the component. In all cases, a board will be convened to assess the allegation and make an informed decision.

j. 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.

k. 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.

**4. Non-attribution policy.** The Eisenhower School 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 Eisenhower School. This policy is binding on all who participate in Eisenhower School 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.

a. Morally binding on all. Presentations by guest speakers, seminar leaders and panelists, including renowned public officials and scholars, constitute an important part of the NDU curriculum. In order for these guests to speak candidly, the university offers its assurance that presentations to the Eisenhower School, National War College (NWC) and other university-sponsored audiences will be held in strict confidence. This assurance, based on a policy of non-attribution, is morally binding on all who attend. Without the expressly stated permission of the speaker, nothing he/she says will be attributed to him/her directly or indirectly in the presence of anyone who was not authorized to attend the presentation.

b. 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.

c. 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 Eisenhower School or NDU.

d. Signing the statement. Students will be required to sign a statement acknowledging their understanding of the academic integrity and non-attribution policy. Students will meet with their PFA to discuss the statement; both the student and the PFA will sign a form indicating that the student fully understands the policy and the consequences of a failure to uphold the standards of the Student Academic Integrity and Non-Attribution Statement. In order to comfortably read and sign the Eisenhower School academic integrity and non-

attribution statement, international officers may choose one of six languages: English, Spanish, Russian, Arabic, French, or Chinese.

**5. Audio and video recording policy.** The Eisenhower School's policy on video/audio recording of lectures is subject to the consent of the speaker. The Eisenhower School 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 Baruch presentations are strictly forbidden.

**6. 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: core courses, regional security studies, industry studies, and elective courses.

a. 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.

b. 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.

(1) 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

(2) Description of letter grades. Course grades are grouped into several categories: A, A-, B+, B, B-, C, P, and F. Grades are determined by course faculty and reflect the demonstrated quality of student performance, an illustration of work quality and grades follows.

(a) “A” work of exceptional quality at the executive/graduate level. This grade represents the work of an outstanding student whose performance is truly exceptional with regard to knowledge of course constructs, and the attainment of consistent understanding, analysis, evaluation, and application at the strategic level. This grade is awarded when a student’s performance reflects the following:

- Thoroughly prepared for every seminar.
- Consistently outstanding balance between “listening” and regularly “contributing”; actively contributes imaginative, insightful comments and engages others to substantially advance the learning of the entire seminar.
- Consistently demonstrates a comprehensive understanding of course constructs, and exhibits well-developed complex, multi-dimensional, critical, and strategic-thinking skills; provides explicit review of objectives and relevant assumptions.
- Writing content convincingly communicates ideas and arguments, substantially reflects comprehensive understanding of course constructs, and exhibits well-developed complex, multi-dimensional, critical, and strategic-thinking skills; proficiently uses high-quality, credible, and relevant sources for ideas.
- Writing style demonstrates superior rigor and outstanding research (if relevant), command of the topic, logical organization, compelling argument, and excellence in English grammar. and syntax; uses graceful language that skillfully communicates meaning with clarity and fluency. (4.0/credit hr)

(b) “A-” work of superior quality at the executive/graduate level. This grade represents the work of a superior student who attains a consistently advanced knowledge of course constructs, and understanding, analysis, evaluation, and application at the strategic level. This grade is awarded when a student’s performance reflects most of the following:

- Reliably well prepared for every seminar.

- Consistently excellent balance between “listening” and regularly “contributing” content to seminar discussions that substantially advances the learning of the entire seminar.
- Regularly demonstrates a comprehensive understanding of course constructs, and generally exhibits well-developed complex, multi-dimensional, critical, and strategic-thinking skills.
- Writing content soundly communicates ideas and arguments, effectively reflects a comprehensive understanding of course constructs, and exhibits well-developed complex, multi-dimensional, critical, and strategic thinking skills.
- Writing style demonstrates rigor and excellence in research (if relevant), command of the topic, logical organization, compelling argument, and excellent use of English grammar and syntax. (3.7/credit hr)

(c) “B+ ”Work of high quality at the executive/graduate level. This grade represents the work of those students whose performance demonstrates high-quality graduate/executive level work. The student regularly demonstrates an understanding of course constructs at the strategic level. This grade is awarded when a student’s performance reflects most of the following:

- Prepared for every seminar session.
- Regularly provides thoughtful and constructive contributions to seminar discussions, and respectfully listens to others in achieving course objectives.
- Demonstrates mastery of course material and the ability to understand and effectively apply other frames of reference.
- Demonstrates progressive understanding of course constructs and complex, critical, and strategic-thinking skills.
- Writing content reflects high-quality understanding of course constructs, and exhibits development of complex, multi-dimensional, critical, and strategic thinking skills; uses appropriate and relevant content to develop and explore ideas.
- Writing style demonstrates rigor and high quality in research (if relevant), command of the topic, logical organization, compelling argument, and appropriate English grammar and syntax. (3.3/credit hr)

(d) “B” work of acceptable quality at the executive/graduate level. This grade represents the work of those students whose performance demonstrates successful completion of all course requirements. This grade is assigned when a student’s performance reflects the following:

- Usually prepared for most seminar sessions.
- Contributes constructively to seminar discussions but not on a regular basis.
- Contributions reflect understanding of course material and constructs, and some development of strategic understanding.
- Writing content reflects understanding of course constructs; uses appropriate and relevant content to develop simple ideas in some parts of work, inconsistently provides evidence to reasoning, and assumptions are generally not stated.
- Writing style demonstrates sound research (if relevant), command of the topic, logical organization, good argumentation, and acceptable quality in English grammar and syntax; but choice of words and/or errors in composition impede meaning. (3.0/credit hr)

(e) "B-" work is below expected quality at the executive/graduate level. This grade represents the work of a student who did not fully meet course requirements; was deficient in some areas; but in the aggregate, was above minimum course standards. This grade is assigned when a student's performance reflects one or two of the following:

- Inconsistently prepared for seminar sessions.
- Generally not engaged in seminar discussion, but sometimes makes voluntary contributions; contributions or participation seldom constructively add to the discussion.
- Demonstrates minimal understanding of course material and strategic concepts.
- Writing content reflects incomplete understanding of course constructs.
- Writing style demonstrates minimal research (if relevant), inconsistent command of the topic, is poorly organized, and quality in English grammar and syntax is marginal; typically does not provide reference or evidence for reasoning.
- Demonstrates knowledge in certain subjects, but has made insufficient progress in understanding other frames of reference and multi-dimensional aspects of strategic thinking. (2.7/credit hr.)

(f) "C" work is unsatisfactory at the executive/graduate level. This grade represents the performance of a student who did not fully meet course requirements and was deficient in many areas. This grade is assigned when a student's performance reflects many of the following:

- Infrequently prepared for seminar sessions.
- Generally passive in seminar participation, frequently interrupts other, and does not constructively add to the discussion.
- Demonstrates inadequate understanding of course material and strategic concepts; makes insufficient progress in understanding other frames of reference.
- Is late submitting course requirements to the instructor.

- Does not meet standards in completing an assigned presentation and/or product.
- Written assignments present an unsatisfactory understanding of course constructs.
- Writing style demonstrates incomplete performance in some or all areas of research (if relevant), minimal command of the topic, is unorganized and does not convey a clear understanding of the topic; quality in English grammar and syntax is ineffective in communication.
- Struggles to communicate an understanding of the relation of course material to greater national security concepts.

(3) Failure to respond to counseling. Only after failing to respond to counseling would a student earn a "C." Prior to assigning a "C" grade, the instructor will inform his/her department chair, the student's Primary Faculty Advisor, the appropriate service/agency chair, and the Dean of Faculty. (2.0/credit hr.)

(4) Consequences of receiving a "C" course grade. The student will be put on academic probation and counseled about his/her performance. If at any time in the year it appears the student will be challenged to complete the program of study with a 3.0 grade point average, the Dean of Faculty will conduct an academic review with the student's instructors and Primary Faculty Advisor, and meet with the student to determine appropriate action. Action may include notifying the student that he/she is unlikely to receive a degree; offer the student the option to disenroll or, in consultation with the student's sponsoring organization, disenroll the student and return him/her to the sponsoring organization. If a student on academic probation fails to achieve a 3.0 cumulative grade point average at the end of the academic year, the student will not receive a degree. The Eisenhower School Commandant is the approval authority for exceptions to this policy.

(5) "*P*" *Work is acceptable/expected quality at the executive/graduate level.* Pass or Fail grades may be awarded only for designated courses according to University/College policy. This grade represents the work of those students whose performance demonstrates successful completion of all course requirements. This grade is assigned when a student's performance reflects the following:

- Usually prepared for most seminar sessions.
- Contributes constructively to seminar discussions but not on a regular basis.
- Contributions reflect understanding of course material and constructs, and some development of strategic understanding.
- Writing content reflects understanding of course constructs; uses appropriate and relevant content to develop simple ideas in some parts of work, inconsistently provides evidence to reasoning, and assumptions are generally not stated.

- Writing style demonstrates sound research (if relevant), command of the topic, logical organization, good argumentation, and acceptable quality in English grammar and syntax; but choice of words and/or errors in composition impede meaning.

(6) Failure to meet minimum course standards. “F” work is totally unsatisfactory and fails to meet minimum course standards at the executive/graduate level. This grade is assigned when a student’s performance reflects most of the following:

- Fails to demonstrate a minimum understanding of the materials outlined by the course objectives.
- Rarely prepared for seminar sessions.
- Infrequent participation in seminar discussion.
- Does not complete assigned work or course requirements.
- Fails to meet minimum writing standards on a graded assignment.
- Does not demonstrate a broad and/or strategic understanding of course material.
- Is unable to communicate an understanding of the relation of course material to the greater national security concepts, and writing is poorly composed.

This grade is assigned as a last resort, and will be assigned only after the student has failed to improve his/her performance to a minimally acceptable level after counseling. Prior to assigning an “F” grade, the instructor will inform his/her department chair, the student’s primary faculty advisor, the appropriate service/agency chair, and the Dean of Faculty. (0.0/credit hr) (7) Consequences of receiving an “F” course grade. After an academic review, the student will have the opportunity to present arguments on his/her behalf to the Dean of Faculty and Academic Programs. . The Dean of Faculty will make a recommendation to the Eisenhower School Commandant to award an “F” if he/she determines a failing grade is appropriate. If the Eisenhower School Commandant determines an “F” is appropriate, the student will be immediately disenrolled and returned to his/her sponsoring organization and his /her transcript will reflect a failure to successfully complete the academic course of study.

(7) Other Evaluation Tools. In addition to a letter-based grade for a course, NDU/ES faculty may utilize the following in lieu of letter grades for students who are not degree candidates:

- “E E” a mark for “exceeded expectations”; used in lieu of letter grades for students who are not degree candidates.
- “M E” a mark for “met expectations”; used in lieu of letter grades for students who are not degree candidates.

- “B E” a mark for “below expectations”; used in lieu of letter grades for students who are not degree candidates.

7. **Course deliverables.** Deliverables (papers, in-class exams, presentations, etc.) that have been revised after receiving a failing grade or that are submitted late will be eligible to receive no grade higher than a "B" on resubmission/late submission. This policy applies to all graded work.

8. **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 not more than one "C". For AY 15-16, the core courses are: Defense Strategy and Resourcing, Economics of National Security, Industry Studies, National Security Policy and Strategy, Strategic Acquisition and Resourcing, and Strategic Leadership. Have an overall GPA of at least 3.0 across all core and elective courses (GPA = Total points/Total credit hours).
- Complete three elective courses.
- Not fail (grade of “F”) any course taken for credit.
- Satisfy all requirements detailed in the Student Research and Writing Handbook for research conducted in lieu of elective courses, if applicable. The handbook and more information about the Research and Writing Program are available online at: Blackboard/ES Wide Info/Research and Writing.

9. **Distinguished Graduate Program.** The Eisenhower School has a Distinguished Graduate (DG) Program that recognizes the top graduates. Faculty will rank order the top four students for each core course. Distinguished Graduates will be selected according to cumulative (weighted by credit hour) ranking scores. Those students (10% of the class, or otherwise determined by the Commandant) with the greatest number of DG points will be designated as Distinguished Graduates at the end of the academic year. All Eisenhower School students are eligible for the Distinguished Graduate Program.

EXAMPLE:

Is this one of the top students in your seminar?

Yes     No

If yes, please rank order:

#1 Top Student (= 4 DG points x Credit Hours)

#2 Top Student (= 3 DG points x Credit Hours)

#3 Top Student (= 2 DG points x Credit Hours)

#4 Top Student (= 1 DG point x Credit Hours)

Additionally, the Eisenhower School also has a Commandant Honor Graduate.

**10. Official activities.** Students will attend all official activities as directed in the weekly schedule or other administrative instructions. This includes lectures, seminars, field studies, exercises, and in some cases, symposia. Students have a professional responsibility to attend all classes and academic activities.

**11. No outside taskings policy.** It is important to recognize that while at the Eisenhower School, students are attending a full-time, in-residence program that requires full-time energy and focus on the post-graduate, executive-level courses of study. There is no time available during the academic year for outside projects levied by parent agencies. While at the Eisenhower School, students are attached strictly to the Eisenhower School and are not to be assigned taskings from other organizations. Agency supervisors need to be aware of this policy and know that it is, in part, a prerequisite for enrollment.

**12. Duty hours.** The university operates on a five-day workweek, Monday-Friday, except for holidays. Core duty hours for Eisenhower School faculty and staff are 8:00 am to 5:30 pm. Scheduled classes and scheduled events are the students' "place of duty." Students are expected to make routine outside appointments during non-class or non-scheduled events times. The Eisenhower School Academic Calendar is available on the Eisenhower School intranet portal and via Blackboard. The schedule is dynamic and changes frequently. Changes are in red. Unless otherwise noted, all events on the Academic Calendar are mandatory for all students.

**13. Academic schedule.** Duty hours depend on the academic schedule. All scheduled activities (lectures, seminars, field studies, exercises, etc.) constitute the duty day. 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 and study days are considered duty days and are not normally authorized for leave. The academic schedule changes periodically; therefore, students are required to check the calendar regularly.

a. Tentative schedule. The Eisenhower School provides students with a tentative schedule at the beginning of each semester. This schedule includes all planned activities and forecasts their timing as accurately as possible. However, for planning purposes, students should be aware that the scheduling of some activities will inevitably change due to uncontrollable factors. In some instances, this may require scheduling classroom activities on days reserved for research and study. Research and study days are not days off. No plans involving irrevocable financial commitments should be made based on the tentative schedule.

b. Periodic schedule updates. Revised schedules will be published as required on the Eisenhower School calendar. Students will be able to access calendars in the NDU Intranet via Blackboard. Look for the "My NDU" page and then the "NDU Calendars" section.

14. **Attendance policy.** Students have a professional responsibility to attend all classes and lectures. Only a student's PFA, in coordination with the Dean of Administration, is authorized to excuse absences of up to one day to accommodate unavoidable appointments or illness. This policy does not include "days off" for personal business. Time away from scheduled classes will not 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 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 and study days published in the schedule. Student seminar leaders are responsible for informing the seminar faculty whenever they are aware of an absence from a scheduled activity.

a. 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 Dean of Administration, via their PFA. Civilian students will submit an OPM 71, "request for leave or approved absence," to the Dean of Administration, via their PFA. Civilian students must coordinate approved leave through their agency channels.

b. 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 Commandant as 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 should be left with your seminar leader.

c. Federal holidays. The Eisenhower School 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 2015-2016, 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:

<b>Labor Day</b>	<b>Monday, 07 September 2015</b>
<b>Columbus Day</b>	<b>Monday, 12 October 2015</b>
<b>Veterans' Day (observed)</b>	<b>Wednesday, 11 November 2015</b>
<b>Thanksgiving Day</b>	<b>Thursday/Friday, 26-27 November 2015</b>
<b>Christmas Day</b>	<b>Friday, 25 December 2015</b>
<b>New Year's Day</b>	<b>Friday, 01 January 2016</b>
<b>Martin Luther King, Jr. Day</b>	<b>Monday, 18 January 2016</b>
<b>President's Day</b>	<b>Monday, 15 February 2016</b>
<b>Memorial Day</b>	<b>Monday, 30 May 2016</b>

d. Absence. Students unable to attend a scheduled academic function due to sickness or personal emergency will report the absence to both their PFA and seminar leader. Seminar leaders will report absences daily to the Office of the Dean of Administration Executive Officer. Only the student's PFA, in coordination with the Dean of Administration, is authorized to excuse absences. Scheduled medical appointments are not deemed emergencies and must be coordinated with the student's PFA in advance. Students will make every attempt to schedule all appointments during personal time, not during scheduled classes.

e. Emergency or illness. Each student will inform their PFA as well as their seminar leader. If the PFA is not available, the student should call the office of the Dean of Administration at (202) 685-4277, as soon as possible; and send an e-mail to the Dean of Administration, PFA, and Seminar Leader.

(1) Absences of one day or less. PFAs may approve planned or emergency absences of one day or less. For planned absences, the student should initiate the request via e-mail to the PFA, who will then forward the approved absence to the Dean of Administration. Once students obtain the PFA's written approval via e-mail, they must notify their seminar leader and the day's instructors of their excused absence.

(2) Absences of more than one day. Ordinary leave is normally granted only during holiday periods and research & study. Military students should request and submit leave on their service's leave form; civilian students, on an OPM Form 71. Routing of leave requests is through the PFA for coordination, to the Dean of Administration for approval. Students are responsible for ensuring their leave is properly processed. Approved military leave is processed through the Individual Services Process; civilian leave, through the student's agency channels.

(3) Coordination. In addition to obtaining the approval of their PFA, students must always notify their instructors of any pending absence so that the instructor can effectively plan

assignments and student responsibilities. Research advisors, if affected, should also be informed.

f. Contact information. Include your cell phone number in the leave address block of the leave request form so that you can be contacted in case of an emergency.

(1) *Leave form*. A leave request form is not required, if staying inside the 300-mile radius for the duration.

(2) *Pass*. A pass is required, if going outside the 300-mile radius for four or fewer days.

(3) *Approval*. Leave needs to be approved, if going outside the 300-mile radius for more than four days.

(4) *Combined pass and leave*. Leave for one of the two periods must be taken: If going outside the 300-mile radius on a pass or on leave and returning to the DC area for less than 24 hours, then leaving the 300 mile radius again. A pass and leave can be combined; however, students must return to the DC area in between the two events.

h. Permissive TDY. At the end of the year, permissive TDY is authorized for house hunting in accordance with service regulations; however, the time available for permissive TDY is very limited. Permissive TDY must be coordinated with the PFA, faculty members, and the Dean of Administration. Additional instructions will be provided during the spring semester.

15. **Role of seminar leader**. Seminar leaders are responsible for notifying the Dean of Administration each duty day of all students absent from scheduled core course events during the duty day. Negative responses are not necessary, since it is assumed that everyone will attend all classes and lectures. Note: student seminar leaders simply report attendance; they do not grant or deny permission to miss class. Seminar leaders should send an email to the assistant to the Dean of Administration whenever there is an absence from a class or lecture.

16. **Early or delayed departure**. Students may depart immediately following graduation. However, early graduation is not authorized. Military students may petition to remain at Eisenhower School beyond graduation week, pending assignment or avoiding excess leave prior to departing and reporting to their next assignment or duty station. Additional instructions and a request form will be provided during the spring semester by the Dean of Administration.

17. **Hazardous weather policy**. Decisions about the effect of adverse weather conditions on the closing of federal offices in the Washington, DC area are made by the Office of Personnel Management (OPM) and are announced through mass media. If OPM declares that all federal

offices are closed, the university will also be closed. If OPM declares that an unscheduled leave policy is in effect, the Commandant may declare an academic recess. Normally, the unscheduled leave policy does not affect the Eisenhower School schedule. If OPM announces a delayed arrival, the class schedule may be modified for the day; the revised schedule will be dispatched to students via e-mail. When a modification of the schedule occurs due to the weather, classes will usually start at 10:00 a.m. The Connect-ED® service will be used to deliver a prerecorded message to the phone numbers and e-mail addresses that students have entered in the university database.

a. Operating status. The specific NDU operating status can be obtained by phone or e-mail; other media such as the radio and television; or through the internet. In addition to Connect-ED®, NDU records announcements of university-wide closures during inclement weather on its voicemail system. Students can access these announcements from home by dialing (202) 685-4700 and pressing '2' at the start of the greeting. Students should also check their google cloud e-mail accounts at NDU, since NDU operations transmits university-wide e-mails with details; listen to local and regional news on the radio and television for updates, e.g., WMAL (630 am), WTOP (1500 am/103.5 and 107.7 fm); channels 4, 5, 7, 8, and 9; and surf the internet, specifically, OPM's and NDU's websites, at <http://www.opm.gov/> and <http://ndunet.ndu.edu>. Additionally, students should also be aware that seminar recall rosters may be activated to ensure they receive timely information.

b. Snow conditions. Students are considered essential personnel. It does not take much snow to create hazardous conditions in this area. Conditions may vary greatly within the commuting area, and snow removal is often unreliable. Students should allow ample time for commuting, and do so cautiously.

**18. Student curriculum critiques.** All students are encouraged to provide feedback on their educational experiences at Eisenhower School and asked to assess each of the courses they take. This assessment addresses the character and quality of instruction, course workload, the quality of course readings, and the attainment of course objectives. 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. In each of these instances, students are encouraged to contribute suggestions for improvement.

a. Confidential surveys. This information is critical in assessing the Eisenhower School's mission and educational objectives. The primary value of these assessments is to provide the Commandant, Deans, and Department Chairs with information on the quality of the college's curriculum, instruction, and general educational programs. The Director of Institutional Research and Assessment has the responsibility for collecting and analyzing this data. Student feedback is typically solicited via web-based surveys. All student comments are confidential and used only in aggregate form.

A few words from the Associate Dean of Faculty: “Here at the Eisenhower School, we are committed to providing you the highest quality education. We do this, in part, by monitoring your experience and soliciting your comments and suggestions. This helps us assess how successful we are in achieving our educational goals and guides us in planning future efforts.”

b. Student feedback. Our ability to take a critical look at our educational practices is largely dependent upon your willingness to provide feedback on speakers, courses, and your general experience at the Eisenhower School. We respect your time and are mindful of this when we ask you to provide feedback via surveys or small group meetings at times throughout the academic year. Your willingness to participate in critiquing your experience at the Eisenhower School builds on the commitments of prior classes and plays an important role in ensuring a relevant and quality education for future classes. The feedback from each student is important. Please take the time to respond when asked. When possible, we will also set aside some time that can be dedicated to your participation. Thank you in helping us to better understand how we can make improvements.

19. **Guest speaker visits.** Students will be invited to participate in guest speakers' visits to the Eisenhower School. Duties include meeting the guest lecturer upon arrival, escorting the lecturer to the reception room, assisting in making introductions to faculty and students, introducing the lecturer to the class, acting as moderator for the question- and-answer period, and presenting a token of appreciation to the lecturer. When introducing a guest speaker, do not read a bio of the guest. Keep introductions short, less than two minutes.

20. **Industry Study travel policies.**

a. Conduct. At all times, conduct is to be professional. This includes site visits, travel to and between sites, and off-duty hours. The faculty leader, regardless of rank or position, is the person in charge of all aspects of field study and has the full authority of the Commandant to ensure a successful field study experience.

b. Non-attribution. The Eisenhower Schools non-attribution policy applies to field studies as well as classroom seminars and Baruch presentations.

c. Schedule. In addition to field studies in the local area, the initial plan is to set aside an opportunity for a “couplet,” i.e., two contiguous days for local or out-of-the-local-area field studies early in the spring semester, and one two-week period for local, domestic, and possibly foreign field studies in April/May. Field studies are limited by specific pedagogic need, calendar availability, and the ES budget. Foreign field studies visits. In the event that an IS conducts field studies in a foreign country, it is a matter of policy, that ES groups will not travel to countries listed on the state department current travel warning list.

d. Orders. Every industry study seminar member will travel on official travel orders.

e. Group vs. individual travel. NDU policy requires that all students travel to and from their study travel destinations with their study group. The Commandant must approve any deviations. Requests for exceptions should go to the Commandant through the appropriate IS faculty leader, the IS program director, and the Dean of Administration.

f. Spouse travel. NDU policy prohibits spouses and family members accompanying or meeting students and faculty members on field studies. This policy is strictly enforced and exists to eliminate any possible perceptions that field studies are not a full-time, professional endeavor.

g. Sports equipment. NDU policy prohibits carrying golf clubs and other obvious sports equipment on field studies. If you want to play golf, pack your shoes and rent clubs at the course.

h. Travel documentation. The Foreign Clearance Guide (DoD 4500.54-g) contains the definitive information as to what travel documents are required: passports, shot cards, and so forth. Generally, all travelers must travel with an official (red) passport.

21. **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. The POC is Kathy Chittams, government travel charge card program manager, at (202) 685-3907 or [chittamsk@ndu.edu](mailto:chittamsk@ndu.edu), Marshall Hall, Room 210C. 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.

a. 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.

b. 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.

22. **Security clearances**. Verification of all Army, Navy, USMC, and Air Force student clearances will be done through JPAS. SCI is not a requirement to attend, NDU will not

initiate Transfers in Status (TIS) requests. All DOD civilian students must utilize JPAS to pass clearances. The SMO code to send collateral clearances (Secret or Top Secret) is W37WAA6. The SMO code to send SCI access is W37WAA2. You must place ES in the POC section on your visit request or it will not be picked up properly by Security. Non-DOD students (i.e. USCG, State Department, NSA, etc.) must have their agency submit a visit request by fax on command or company letterhead to 202-685-3765. Please note that non-DOD students who have both Top Secret and SCI must pass their collateral clearance information and SCI separately by fax. Those students who do not have a security clearance and are attending based on a National Agency Check with Inquiries (NACI) are required to pass NACI confirmation with dates on command or company letterhead by fax. Security POCs are Shereda Alexander, (202) 685-2131, Montez Winters, 202-685-2134 and Larry Morales (202) 685-2160. The NDU security office is located in Marshall Hall, Room 199A.

**23. Pre-Enrollment Training.** Students will need to complete the training listed below prior to in-processing. All training can be found on the ES website under Pre-Registration Document Preparation Requirements. <http://es.ndu.edu/People/NewStudentInformation.aspx>.

- (1) Anti-Terrorism/Force Protection Level 1 Training [ALL COCOMS]
- (2) Survival, Evasion, Resistance and Escape (SERE) 100.1 Training [ALL COCOMS]
- (3) Human Rights Training [SOUTHCOM]/General Order 1
- (4) Isolated Personnel Report (ISOPREP) [ALL COCOMS]
- (5) Information Assurance (IA)

**All training expiration dates must extend beyond 1 July 2016, or you will have to recomplete the training.**

**24. Professional attire.** Professional attire (coat and tie for gentlemen; comparable attire for ladies), including Eisenhower School nametag, is required for all official visits. Although "dress professionally" is the rule, wear shoes you can walk and stand in all day. When in doubt, leave your leather soled shoes at home and wear/carry rubber soled shoes. The faculty leader may relax the professional attire rule during travel and when the seminar is not being met by a company or host government. Additionally, relaxed dress may be worn if the seminar is on a Normandy staff ride, touring a coalmine, and so forth.

**25. Information security.** As a part of a sound force protection program, personal information should not be disclosed or transmitted by unsecured e-mail. Personal information includes but is not limited to social security numbers, home addresses, home telephone numbers, credit card information, and travel plans/itinerary.

**26. Personal phone calls.** Eisenhower School will not reimburse or authorize personal calls. The Eisenhower School's 24-hour admin watch has been set up to handle emergencies. The admin watch should receive the first call to the US from the faculty when an emergency exists,

so that all appropriate people may be notified and action taken. In the event of unusual circumstances, the IS faculty leader has the local authority to authorize official call reimbursement on a case-by-case basis when the need arises. Official calls are authorized by the IS travel orders.

**27. Auditorium etiquette.** Baruch Auditorium, on the second floor of Eisenhower Hall, is a high-tech learning environment. It is equipped with the latest in electronic, audio-visual capabilities such as a state-of-the-art video wall, broadcast quality cameras and sound system, and much more. Baruch Auditorium is the second largest auditorium on the NDU campus and is used for Eisenhower School classes as well as other events. The lecture procedures outlined here are designed to provide a professional and courteous environment for the lecturer and enhance the learning experience of the students.

a. Dress. For a CLS, a uniform with blouse is mandatory for military students, business suit or conservative sport coat with tie is required dress for men; commensurate attire is required for women. Casual clothes are never appropriate for auditorium presentations. Do not bring overcoats into the auditorium. Military officers serving as the moderator or introducer will wear the appropriate uniform. For a CLS, the attire is the same as for classrooms.

b. Arrival of students. Students must be seated before the arrival of the speaker. This is a common courtesy to classmates, guests, and most importantly, the speaker. The lecture is the students' place of duty. Do not skip a session simply because of tardiness. In the infrequent case a student arrives late, he or she should enter the auditorium as quietly as possible.

c. Reserved seating. During sessions attended by Eisenhower School students and faculty, the second tier back rows are reserved for faculty. The first row of the second tier, left section, is reserved for the Eisenhower School leadership. A seat in the front row closest to the podium is reserved for the student who is introducing the speaker.

d. Arrival of speaker. When the lights blink, students and faculty stand, and remain standing during the entrance of the lecturer.

e. Applause. It is customary to applaud the visiting speaker at the conclusion of the introduction, the lecture, and the questions-and-answer period. This is a courtesy. Student applause does not indicate acceptance of, or agreement with, the presentation.

f. Question-and-answer period. During question-and-answer periods, students should raise a hand to ask a question. The speaker or moderator recognizes students indicating a desire to ask questions. Once recognized, stand, and using the microphone, state rank or title, name and service or department/agency (for example, Lieutenant Colonel Jones, U.S. Army; or

Ms. Smith, Department of State), and then ask the question. Announcing your seminar number is not required or desired. Clearly identifying the subject is an important courtesy that will help the speaker understand the question and put it in context. Keep your questions brief and to the point. Refrain from asking multi-part questions. Long statements or complicated questions often detract from the learning environment and reduce the opportunities for classmates to ask questions.

g. Departure of the speaker. Students and faculty will stand and applaud after the moderator has thanked the speaker. Remain standing until the speaker has left the room. Students will then exit the auditorium in a professional manner, leaving the area in good order.

h. Speaker critiques. Students are divided into five groups. On a rotational basis, each group will be asked to formally critique a guest speaker. The group's seminar leader will be informed by e-mail when it is time for a group to complete the mandatory critique.

i. Classified lectures. Attendance at classified lectures is restricted to students and faculty displaying the appropriate security badge. In some cases, alternative lectures are arranged for those students without the required clearance.

j. Note-taking. Students may take notes during any unclassified lecture. However, these notes must be properly safeguarded to protect the university's non-attribution policy. Students may not take notes in classified lectures.

k. Food and beverages prohibited. No food, beverages, or chewing gum are permitted in the auditoriums. There are no exceptions.

l. Other courtesies. Please silence all electronic devices, including watch alarms, cell phones and pagers, while in the auditorium. When the auditorium is filled to capacity, move to the middle of the row and fill every seat to allow for faster, easier seating.

## Chapter 4

### Non-Academic Programs

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1. **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.

a. Fitness Center. A fitness center located on the ground floor of Eisenhower Hall is equipped with free weights, kettle bells, life fitness equipment, smith machine, exercise mats, Swiss balls, medicine balls, bands, cords, treadmills, stationary bikes, and other assorted aerobic equipment for student use. Students will have ample opportunity to exercise each week.

b. Lockers. Permanent lockers and towel service are available in the locker rooms for a fee of \$130 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 Nancy Gouveia in NDU Health & Fitness, Building 59, Room 118.

c. Locker rooms. When using the locker rooms, please do not hang wet clothes or towels outside of the locker as it causes a health and safety risk to all that use the locker room. Wet clothes and towels that are outside the lockers will be removed from the locker room 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 Spinosa, director of NDU Health & Fitness, at (202) 685-3946.

2. **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.

3. **Military physical fitness testing and weight standards.** Eisenhower School 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 conduct physical fitness testing for military students in accordance with individual service directives.

4. **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.

5. **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.

6. **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.

#### 7. **Prescription refill instructions.**

##### a. Option 1: online.

- Visit the Walter Reed National Naval Medical Center Pharmacy online at: <http://www.wrnmccapmed.mil/Health%20Services/Clinical%20Support/Pharmacy/SitePages/NavyRefill.aspx>
- Once the homepage is launched, consult the section titled "quick links" on the left-hand side of the webpage. Click on "prescription refill" under "quick links."
- Select the "refill prescription" option.
- Enter the last 4 digits of your sponsor's social security number (or pin number).
- Enter the numeric portion of your prescription number (found on your prescription bottle). Repeat this step for each medication you would like refilled.
- If you want to pick up your prescription at the health and fitness directorate, select the "Fort McNair clinic RX" for the pharmacy location. It usually takes 3-5 working days to have medications delivered to the health and fitness directorate.
- Click on the button to send request.

- Initiate contact with health and fitness directorate (202) 685-0448, to inform the staff that the refill is enroute. Health and fitness personnel will email you to let you know when the prescription has arrived and it is ready for pickup in room 118.

**\*\*NOTE:** If you would prefer to pick up your prescription at a military pharmacy closer to your home, make the appropriate selection from the options available. Prescriptions are usually filled and available for pick-up within two business days.

a. Option 2: telephonic.

- Dial 1-800-377-1723
- Listen to the instructions and as directed, select the appropriate prompts.
- If you would like the medication delivered to the health and fitness directorate, select #2 for pickup at an Army facility; select #2 for facilities in Virginia; then select #7 – Fort McNair; and follow the prompts from there. Delivery will take several days longer than what is stated in the recording, usually 3-5 days to have the medication delivered to the health and fitness directorate.
- If you would like your refill to be delivered to another military pharmacy, select the correct state and pharmacy at the prompts.

**8. Athletic Program.** The Eisenhower School offers a diverse and spirited individual and team sports program that provides an excellent opportunity to give physical fitness a high priority during the 10-month academic program at the Eisenhower School. More importantly, it allows a great opportunity to get to know fellow students at the Eisenhower School and our sister colleges on campus, the National War College (NWC), and the College of International Security Affairs (CISA), in a venue other than the classroom. Everyone is encouraged to participate in all sports, whether it is as a player, coach, cheerleader, or spectator.

**a. Intramural sports.** The Eisenhower School is willing to sponsor a rich intramural sports program, including softball, soccer, basketball, bowling, racquetball, and volleyball. Other sports can be added to the program based on student interest and available facilities. For example, in the past several years, the Eisenhower School has entered a co-ed volleyball team in the municipal volleyball league in Springfield, VA. In addition, the Fort Myer sports office offers Eisenhower School students an opportunity to participate in evening leagues such as bowling, softball, and over-30 basketball.

**b. Varsity sports.** The Eisenhower School engages in highly spirited and skilled competition with NWC and CISA in the following sports: softball, basketball, soccer, volleyball, tennis, golf, bowling, racquetball and a 5K run. These venues provide an opportunity for highly skilled athletes to play at the A/B level on the “friendly fields of strife” with their NWC and CISA colleagues. The student athletic director (CINCJOCK) will provide details concerning individual and team activities.

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

d. Jim Thorpe Sports Days. In April, the Eisenhower School athletic contingent and its loyal fans travel north to the Army War College in Carlisle, Pennsylvania, to participate in Jim Thorpe Sports Days. This three-day athletic competition provides students from all six senior service and joint service colleges an opportunity to join together in friendly athletic competition in 12 sports, to include the women's 1-mile relay and 5K run, and the men's 10K run. Students and their families are invited to enjoy the impressive opening ceremonies, games, youth activities, and a wide array of social events. The Eisenhower School traditionally fields the strongest competitive teams against the Army juggernaut and its "home field" advantage. For more information, visit <http://www.carlisle.army.mil/>.

e. Eisenhower School athletics. In addition to participating in both intramural and varsity sports, there are a number of other athletic activities that students can participate in. These include student athletic director (CINCJOCK); sports commissioners for each sport; coaches, cheerleaders, student athletic trainers, scorekeepers, Jim Thorpe Sports Days committee, mascot (Claws-o-Witz the Tiger), and the infamous "Blue Wave."

f. "The Blue Wave." One of the great traditions of the "Eisenhower School experience" is the fearsome "Blue Wave" of blue-clad Eisenhower School students, staff, and faculty who come out to cheer on Eisenhower School's championship varsity teams in their President's Cup competition against the National War College and against the other senior service colleges at Jim Thorpe Sports Days. The "Blue Wave" wants you! We'll see you on the field or on the court! Is it in you? Do you feel the spirit? Go tigers!!!!!!



## Chapter 5

### Non-Academic Policies

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1. **Military reserve status.** Students in a military reserve status should arrange for the NDU Human Resources Directorate (NDU/HRD, Room 212, (202) 685-3576) to send a certificate of graduation to their reserve unit of assignment upon completion so that attendance can be noted in their personnel records. Since we have a blanket waiver from the Office of the Chairman, Joint Chiefs of Staff (CJCS), students will not be excused from Eisenhower School activities to pursue Reserve or Guard duties during the academic year, even if their specific unit is activated.

2. **Personnel and pay matters.** Students should arrange personnel and pay matters with their parent agency before arrival at the college.

3. **Student travel.** Travel vouchers for student travel performed as an integral part of the education program will be handled by the Eisenhower School travel coordinator, Room 108, (202) 685-2489. Eisenhower School 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.

a. 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.

b. 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.

c. 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.

4. **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.

a. Military uniform policy. Military students may wear either their service's duty uniform or civilian attire as described above, except during the first week of class when the duty uniform is mandatory. A uniform with blouse is mandatory for military personnel on the following occasions:

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

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

(3) When participating in a platform presentation as speaker, introducer, or moderator.

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

(5) Fort McNair is **not** a no hat, no salute area; however, while in uniform, neither hats nor covers are required to be worn between Eisenhower Hall, Roosevelt Hall, Marshall Hall and Lincoln Hall; and while walking between the south parking lot and any of these buildings. Hats/covers are prescribed when walking to the front of the post, the officers' club, etc.

b. Dress code policy. 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.

c. Casual attire. On occasion, the Commandant may authorize an exception to the aforementioned dress code. For example, the Commandant may authorize casual attire so that Eisenhower School blue polo shirts and sweaters may be worn on days when there are scheduled sports competitions. 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.

## 5. Internal communication.

a. Bulletin boards and distribution boxes. Bulletin boards and personal distribution boxes (mailboxes) located in the student distribution center, Room 405, should be checked at least once each morning and afternoon. Student mailboxes are often used to distribute time-sensitive information.

b. Flyers. Flyers may be put in student mailboxes and on bulletin boards. Do not tape items to the doors -- the adhesive will remove the finish. If absolutely necessary to use tape, items may be taped to the door jamb or the sign holder outside the door.

6. **E-mail addresses.** Most internal business is conducted via e-mail on the NDU network and Google Cloud. Be sure to check for e-mail messages at your Google Cloud address several times during the day. Most e-mail addresses at NDU follow the protocol: ([firstname.lastname@ndu.edu](mailto:firstname.lastname@ndu.edu)) or ([firstname.lastname@gc.ndu.edu](mailto:firstname.lastname@gc.ndu.edu)). To manage potential duplicates, some e-mail addresses also include middle initials, the first two letters of the person's first name, or a numeral.

a. Eisenhower School mass e-mailing policy. Eisenhower School strongly supports the principle of academic freedom and actively supports the open exchange of information relevant to the Eisenhower School mission and the educational development of Eisenhower School students. However, unrestricted dissemination of e-mails has been shown to produce excessive amounts of e-mail of little relevance to recipients—to the extent that it inhibits the efficient conduct of business.

b. Approval. Any e-mail to be sent to the NDU community distribution group must be approved by the NDU Staff Director. Requests must go through the Eisenhower School Dean of Faculty and/or the Eisenhower School Dean of Administration.

c. Distribution groups. Unless satisfying a specific condition listed below, Eisenhower School faculty, staff and students should refrain from sending e-mails to the distribution groups ES ALL, ES All Students, ES All Faculty, or ES All Faculty & Staff.

d. Exceptions. There are no restrictions on e-mails to the distribution groups ES ALL, ES All Students, ES All Faculty, or ES All Faculty & Staff with regard to the following topics:

- Announcements of events hosted by the Eisenhower School, NDU, or components of the NDU community (and relevant updates).

- Announcements of events hosted by outside organizations which are clearly educational or otherwise related to the mission of Eisenhower School or NDU, or strategic national security affairs (specifically excluding any announcements related to commercial or business activities, religious, or partisan political activities).
- Eisenhower School or NDU component-sponsored conferences, colloquia, symposium, or brown-bag sessions, discussion or guest speaker sessions, service chair professional development sessions, social or special events.
- Award or promotion ceremonies for current Eisenhower School or NDU component personnel, or alumni.
- Curriculum and program announcements and information affecting all students and/or faculty and staff.

e. Distribution process. Faculty or students who wish to distribute news and journal articles, newsletters, or opinion commentary relevant to the Eisenhower School mission and the educational development of Eisenhower School students related to the core course, regional security studies, or industry studies subject matters should use the following process:

(1) Contact the department chairperson or deputy chair of the core course department most relevant to the material to be distributed. In the case of programs, the program director or deputy director should be contacted.

(2) If the chair or deputy chair judges the material useful for consideration by the student body, the chair or deputy chair (or their designee) may distribute the material using the ES ALL, ES All Students, ES All Faculty, or ES All Faculty & Staff distribution groups. In the case of programs, the program director or deputy director (or their designee) may distribute the material using the ES ALL, ES All Students, ES All Faculty, or ES All Faculty & Staff distribution groups.

f. Alternate distribution. If the chair/director or deputy chair/deputy director judge the material useful for consideration by the student body, they may distribute the material to the department's or the program's faculty members who then may distribute the material to the students in their seminar.

g. E-mail discussion. Faculty or students who wish to initiate an e-mail discussion on specific topics or issues may solicit participation by interested students and through no more than two e-mails to the distribution groups ES ALL, ES All Students, ES All Faculty, or ES All Faculty & Staff.

## 7. Class organization.

a. Class dues. Class activities are funded through voluntary assessments and, on a limited basis, fund-raising events. The Student Council establishes assessments through debate and majority vote. The class treasurer holds all monies received on behalf of the class and manages financial accounts in accordance with the Eisenhower Schoolstudent association fund constitution. The Student Council determines expenditures of class funds; the school has no involvement in how funds are spent. Normally, the Student Council finances, or partially finances, major student activities during the academic year. The student fund is private, operates as a tax-exempt organization, and is subject to a year-end audit.

b. Class officers. Class organization is valuable in fostering association among class members, and with faculty and staff. The class president is normally the senior-ranking military service member and is selected by the Commandant based upon nominations from the service chairs from each service. The class vice president is normally the senior civilian student.

c. Seminars. The class is divided into seminar groups of about 16 students to facilitate learning and student administration, including social and athletic activities. Seminar assignments are based on various criteria including service/agency mix, rank, and professional experience. Students will take core courses with their seminar, but will be assigned to different groups for electives and the regional security studies to meet curriculum needs. In the spring, the core seminar will be based on industry study groups.

d. Seminar leaders. The Dean of Administration selects the first seminar leaders from among the most senior military and civilians in the class. The seminar leaders provide student leadership for their seminars, represent their seminars on the Student Council, coordinate class activities, and appoint representatives from their seminars to serve on various Eisenhower School committees. These committees typically include sports, yearbook, class gift, and social committees. New seminar leaders are selected in the spring when the seminars are reconfigured by industry study.

e. Student Council. The Student Council is composed of the class president, vice president, treasurer, secretary, and seminar leaders from each of the seminars and represents the student body, provides class leadership, and accomplishes class business. Composition of the Student Council reflects the demographics of the civilian-military structure of the class. With the guidance of the Dean of Administration, the Student Council oversees the social and business activities of the seminars and disseminates information of mutual interest to all members of the class. It meets at the call of the class president, usually on a weekly or bi-weekly basis. A charter for the Student Council directs its governance and is duly adopted by its members.

f. Social events. Various social events are scheduled during the academic year to promote social interaction among students, staff, faculty, speakers, and visitors to the college. Spouses are usually invited. Social events typically sponsored by the class and coordinated by the Student Council have included picnics, happy hours, holiday parties, and a cruise on the Potomac. A few official, social functions are hosted and funded by the Alumni Association and NDU Foundation; however, most events require reservations and are paid for separately. The following conditions must be met:

(1) The Dean of Administration must approve activities involving the use of Eisenhower School facilities.

(2) Approval of the Commandant is required in every instance involving the consumption of alcoholic beverages at the college (see alcohol policy).

(3) The group (individual seminars, trip groups, service groups, faculty members, etc.) determines the type of function and is responsible for all arrangements, from setup to cleanup.

**8. Eisenhower School and NDU-sponsored events.** Several events are scheduled during the academic year. These provide valuable opportunities for social interaction among students, staff, faculty, speakers and visitors to the college. Spouses are usually included, except at functions that are primarily of a business or academic nature. Spouse-invited events include:

a. Spouse orientation. This orientation is designed to acquaint spouses with the academic and social programs, and with opportunities for participation in various school and spouses' events. Please watch for more information on this important event and plan to attend. If you have questions, call the Dean of Administration's office at (202) 685-4277.

b. Graduation reception. The graduation reception is hosted by the National Defense University following the graduation ceremony. It is attended by the faculty and students of the Eisenhower School, the National War College, the College of International Security Affairs; the *i*College (IRMC); and their invited guests and families.

**9. Student Council-sponsored events.** The Student Council social committee organizes additional events during the year such as a holiday party, class picnic, graduation party, etc. The number of events and format of each is at the discretion of the class.

**10. Other social events.** Other social events are arranged by study rooms, seminars, study groups, services, and faculty members. It is the group's responsibility for arranging these functions, from setup to cleanup. The type of function is at the discretion of the group, subject to approval by the Dean of Administration if NDU facilities are used.

11. **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.

a. Smoking Area Locations. Designated smoking areas for Fort McNair campus buildings are:

Davis Hall (Bldg. Nos. 17 & 21) - South Side of Bldg. No. 21

Grant Hall (Bldg. No. 20) - North Side of Building

Eisenhower Hall (Bldg. No. 59) - South Side of Building

Roosevelt Hall (Bldg. No. 61) - East Side of Building

Marshall Hall (Bldg. No. 62) - South Side of Building

b. Containers for smokers' use. Use authorized containers at these locations to extinguish cigarettes and/or cigars.

12. **Alcohol policy.** In accordance with NDU policy (National Defense University Policy Memorandum dated 24 August 2009), the consumption of alcoholic beverages on NDU property requires specific prior approval – in writing – by the Commandant (authority for approval has been delegated to the Dean of Administration). Request approval via e-mail to the Dean of Administration at [frank.pagano@gc.ndu.edu](mailto:frank.pagano@gc.ndu.edu). The routine storage of any alcoholic beverage in the building (seminar/study rooms, offices, lockers, etc.) is not authorized, with the exception is Ike's Place (Wardroom).

13. **Student study rooms.** Each student is assigned to a student room with other members of the seminar. Each student room is furnished with a study carrel, chair and telephone. Do not leave valuables--including purses, wallets, laptops, iPads, or any other items of value--unattended. When no one is in the student room, please ensure that the door is closed and locked.

a. Small appliances. Toasters and toaster ovens are prohibited. Coffee pots are allowed in seminar and study rooms, if they have an automatic shut-off feature.

b. Surge protectors. Do not plug coffee pots or other appliances into surge protectors that are used for computer equipment.

14. **Reservation of Eisenhower School Facilities.** To reserve a room in Eisenhower Hall, go to <http://198.76.98.31/CalendarNow.aspx> . Click on Submit an Event on the far right. Complete the request in the Active Data Calendar (Facility Request Forms). Use this system to request space in the building, for example: Vessey Conference Room, Eisenhower Conference Room, Forrestal Room, Multipurpose Room 107A/B/C, Baruch Auditorium, the Wardroom (Ike's Place) Room 100, or any classroom. You will receive an automatic notification by e-mail confirming your request. This e-mail will contain the following information:

*The room request information has been sent to event schedulers. If you selected this event to be placed in the academic calendar and there is no conflict your event should show within 2 duty days. Check the calendar periodically. No other contact will be forthcoming. In this circumstance, be advised -- Room reservations will also need concurrence from the Deans and Operations Director. You will be contacted by the event scheduler within a day if:*

- *There is an event/time conflict.*
- *You have selected the event not to be placed in the academic calendar.*
- *Other issues.*

**15. Food and beverages consumption and storage policy.** Consumption of food products is permitted in student study rooms and seminar rooms, and in common areas of Eisenhower Hall 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 be limited to liquids, so that it does 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 Eisenhower Hall. 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 kitchen areas on each floor of Eisenhower Hall, and temporary food storage is permitted in refrigerators. No food or beverages are allowed in Baruch Auditorium at any time.

**16. Name tags.** 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. The Eisenhower School also provides name tags for spouses; both students and spouses wear name tags during informal social gatherings. Report the loss of a name tag to the operations office. Replacement Eisenhower School crests for name tags can be ordered through Belinda Glass, Operations office, Room 106.

**17. Yearbook.** The yearbook provides a lasting and valuable memento of the year's Eisenhower School experience. An Eisenhower School student yearbook is published each year at the discretion of the class. The yearbook staff is made up entirely of student volunteers. Early in the year, volunteers are requested to serve as the editor, business manager, class or seminar photographer, seminar yearbook representative, and other yearbook staff members. Digital images may be saved to a shared drive throughout the year. The yearbook is partially funded through advertisements.

**18. I-MART: The Student Store.** The ICAF/Eisenhower School Alumni Association funds and operates a student store featuring Eisenhower School apparel and memorabilia, such as coffee cups, travel mugs, polo shirts, sweaters, jackets, pens, paper weights, toy tigers, coins,

and golf accessories. Under the supervision of a designated faculty coordinator, the sales operations are run by student volunteers who open the store several times a week to allow fellow students to purchase Eisenhower School-emblazoned items. This is a great opportunity to serve your class, meet and get to know virtually all of your classmates. The I-MART is located in Room 119 on the 1st floor. Hours of operation vary, depending upon the availability of student sales associates. Generally, the I-MART is open before classes begin and at lunchtime. The current schedule is Tuesdays 0730-0800 and 1145-1215, and Wed/Thurs 1145-1215. At various times during the year, the AAFES ring and beer stein, and AAFES diploma frame and class photo frame vendors will have samples on display and a representative available to take your orders. For additional store hours and information, contact "The Mauler" (Dr. Paul Severance) at (202) 685-4773 or [paul.severance@gc.ndu.edu](mailto:paul.severance@gc.ndu.edu). Remember: you can never have too many items with an Eisenhower School logo! Alumni Association members get reduced prices on all merchandise sold through the I-MART.

19. **Reveille/retreat.** On Fort McNair, reveille is played at 0630 (6:30 a.m.); retreat, at 1700 (5:00 p.m.).

a. Honors. The proper military courtesies for those who are outdoors when either reveille or retreat is played are as follows:

(1) *Uniform.* Individuals in uniform (of any type, including pt, with or without head gear) will stop, face the 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.

(2) *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.

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

b. 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.

c. Bugle calls. For more information on bugle calls, please see the following website: <http://www.fas.org/man/dod-101/sys/land/bugle.html>.



## Chapter 6

### Security Matters

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1. **Blackboard Connect.** Blackboard Connect mass notification system gives us the ability to reach your community in minutes—whether it is a time-sensitive situation, event outreach, or attendance notification. It is the most efficient way to keep your campus or community more secure, informed, and involved by allowing leadership to send time-sensitive notifications via voice messages, e-mails, and text messages. Blackboard Connect service will help provide a safer environment; enhance emergency preparedness; and keep students, faculty, and staff better informed. Blackboard Connect service can simultaneously deliver one prerecorded message to a maximum of four phone numbers, two e-mail addresses, and one text message per person. With Blackboard Connect, leaders can communicate quickly during an unforeseen event

a. Updating your information. It is the responsibility of students 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.

b. Delivery notes. When a student receives a call from NDU, his/her caller ID will display the number, “(202) 685-4700.” For e-mails, the ID or originator will be, “National Defense University <[email@Blackboardconnect.com](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.

c. 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 Joe Pallanez, Director of Security, National Defense University, at (202) 685-3835.

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

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

b. 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

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

d. Additional information. More information can be found in the "National Defense University security orientation" guide, provided to all students upon their arrival.

3. **Security clearances**. Verification of all Army, Navy, USMC, and Air Force military student clearances will be done through JPAS. This verification process will begin 1 July 2015. Transfers in status (TIS) can be done through JPAS, but NDU will not initiate transfer requests for military students. All DOD civilian students must utilize JPAS to pass clearances. The SMO code to pass collateral (Top Secret or Secret) is W37WAA6. The SMO code to pass SCI is W37WAA2. You must place ES in the POC section of your visit request or it will not be picked up properly. For Non-DOD students (i.e. USCG, State Department, NSA, etc) you must request your agency submit a visit request by fax on command or company letterhead to (202) 685-3765. SCI visit requests that require transmission by cable must be sent to the servicing NDU SSO at DIA. The PLA is SSO DIA//NDU//. For Non-DOD students who have both Top Secret and SCI, you must pass both your collateral clearance information and your SCI separately. For those students who are attending based on a National Agency Check with Inquiry (NACI) you are required to pass your NACI confirmation with dates on command or company letterhead by fax. All security clearance information must be submitted to NDU by 23 July 2015. Security POCs are Shereda Alexander, (202) 685-2131, Montez, (202) 685-2134 and Larry Morales (202) 685-2160.

a. Top secret clearances. NDU Security will not upgrade any student's current security clearance level from Secret to Top Secret. The same holds true for those students who arrive

with a TS clearance but do not have DCID (SCI) eligibility. Any civilian student who requires a reinvestigation during the school year must contact their home organization for details on submission of a reinvestigation through their home command. Any military student who requires a reinvestigation during the school year will be contacted by the NDU Security staff when that reinvestigation is due with explicit instructions on how to submit. The Security Directorate of NDU will not initiate new investigations for access to Top Secret or Secret for any civilian student. NDU Security will only initiate new investigation for military based on orders for their next assignment.

b. Collateral clearances. Non-DoD students (i.e. USCG, State Dept, NSA, FBI, etc.), must pass their collateral clearances on company/agency letterhead no later than 23 July 2015. To obtain permanent certification of SCI compartments, requests must be sent by message to SSO DIA//DAC-3c//. And, to ensure they are received and processed in a timely manner, it is highly recommended that a copy of the request also be faxed to the Security Division of NDU at (202) 685-3765 (unclassified) or (202) 685-3770 (classified); DSN prefix 325. If students possess an SCI, they must pass both their collateral and SCI compartments by following the same directions for obtaining permanent certification of SCI compartments. The points of contacts in the Security Division, NDU, are Larry Morales, at (202) 685-2160, or Montez Winters, at (202) 685-2134; DSN prefix 325.

4. **Passing security clearances request.** Completion of a passing security clearances request form is required prior to attending any classified meetings or briefings. To process the request, click on tools, forms, choose forms, and passing security clearances in Microsoft outlook or fill out the form from the security SharePoint portal: <https://portal.ndu.edu/sites/security/Passing%20Security%20Clearances%20Form/Forms/AllItems.aspx>. Complete the request by entering all of the data requested; then clicking on send to submit it. Warning: This form contains Personally Identifiable Information (PII) when filled in. Please encrypt when sending via email. If there is not enough room on the request to list the names of the individuals in the group, a separate list should be submitted as an attachment; and paragraph 2 of the request annotated, "see attached list." Once the clearances have been transmitted, the Security Division, NDU, will provide an e-mail as confirmation that this has been completed. Any questions may be directed to Joe Pallenez, Security Division, NDU, at (202) 685-3835.

5. **Building security.** University buildings are monitored by closed-circuit television and uniformed security guard personnel. During normal duty hours, security guard personnel (located in Marshall Hall) monitor and control all entrances on closed-circuit television. Anyone entering must provide identification if challenged by security personnel. All doors to the university buildings are secured by an electronic locking system. This system will automatically unlock the doors when the fire alarm is activated or if electrical power to the building is lost. Visitors must sign in and sign out on registration logs maintained at the guard

desk in Marshall Hall. The guard will confirm that the visitor has legitimate business at NDU, issue a specific visitor's badge and call for an escort.

6. **Personal property.** Personal property must be secured at all times. Study carrels provided to each student have locked compartments that can be used for this purpose. Purses, wallets, laptops, cell phones, personal digital assistants (PDAs) and other portable electronic devices such as wireless readers (Kindle, iPad) and music players (iPod), cash, or any other valuable personal items should not be left unattended. Keys to carrels must be left in the locks at the end of the academic year. A fee will be charged for missing keys.

7. **Bomb threats.** NDU policy 1-84 is posted in each student study room. Students should become familiar with this policy, in the event they receive telephone calls informing them that a bomb has been placed in any of the NDU buildings. Additional information on malicious call identification procedures and a threat information sheet may be found in the military telephone directory and yellow pages at:

<http://www.globalsecurity.org/military/library/policy/army/fm/19-10/Ch20.htm>.

8. **Fire.** Anyone who detects fire or smoke should pull the handle in any fire alarm box and immediately notify the Dean of Administration. When the fire alarm rings, promptly evacuate the building. Do not use elevators during fire alarms. All personnel will proceed in an orderly fashion out of the building using the nearest exit and proceed directly across the street and across the field in front of Eisenhower Hall. The assembly area begins mid-field and spans to the far corner of the field nearest the officers' club. Upon their arrival at the assembly area, students should line up by seminar number. Each seminar leader will establish accountability of his/her seminar members and report the results to the Dean of Administration, who is the Eisenhower School Fire Warden. All personnel will remain in the assembly area until notified by the Eisenhower School Fire Warden that it is safe to return to the building. In case of severe weather, the college's assembly area will be in the atrium of Marshall Hall, if available.

9. **Security for lectures and seminars.** Attendance at NDU core curriculum lectures is usually limited to students, faculty and staff of the university. On behalf of the Commandant, the Dean of Administration retains the authority to approve attendance of non-NDU personnel. No one will be admitted to classified lectures without an NDU security badge indicating the proper level of access. Students will not take notes during classified lectures. Guests attending any lecture will not take notes.

10. **Preparation of classified material.** Most writing and research papers are unclassified since the college has limited resources to support classified endeavors. Before embarking on a classified project, students must consult the Director of Research and coordinate support requirements with the Chief and Security Officer, Security Division, NDU, and the classified documents center (CDC). Students working on approved classified projects may request that

the CDC store and protect classified material for them. Students are personally responsible for any classified papers they prepare.

a. Proper classification. Students must process any classified material through their PFA and the appropriate department chairman for review. The chief and security officer, Security Division, NDU, will provide additional assistance in ensuring the proper classification format in accordance with AR 380-5 and DOD 5200.I-R (information security - program regulation).

b. Top Secret Classification. If the paper has a top secret classification, students must have the CDC librarian log the material into the classified material control system. If students have classified pictures or text to be reproduced by NDU multimedia services, they must give this material to the chief and security.

c. Classified mail. The student's name should be placed inside the packet (i.e., for: student name, service, organization). If any student should receive classified mail directly, he/she must immediately take it to the CDC for control and safekeeping.

## **11. Public information.**

a. Public affairs. The NDU vice president for public relations 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 Eisenhower School Dean of Administration. The NDU Public Affairs Office can be reached at (202) 685-3140.

b. Security review procedures. Information in any form concerning plans, policies, programs or operations of the federal government proposed for publication or release to the public must be submitted through the appropriate chain of command for administrative review. The point of contact at Eisenhower School 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,

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

d. Release and publication of student research papers. Student research papers prepared in response to official requirements of the university are subject to security review and release procedures established in NDU Regulation 360-1. They are the property of the U.S. Government except as indicated in this section. Research papers are treated generally as privileged communications and are not normally intended for public release. The Director of

Research and Writing will consider the release of information contained in these papers on an individual basis, in accordance with the provisions of the Freedom of Information Act.

e. Papers cleared for release. Unclassified student research papers cleared for release or publication outside the government are considered to be in the public domain. They may not be restricted subsequently by copyright or 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.

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

12. **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

a. 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.

**b. 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."**

c. 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.

14. Force protection conditions. Concise procedural guidance will be issued by NDU in the event Fort McNair increases security to force protection delta. The following guidance enumerates plans for this event if it occurs during duty (normal business hours) or non-duty hours. The information below reiterates the NDU procedures delineating Eisenhower School

chain of command guidance for communication purposes should FPCON be increased to the DELTA level during non-duty hours.

a. Students. The student telephone tree will be activated. The Dean of Administration will make contact with the class president and vice president and pass initial guidance or known plans regarding suspension/resumption of classes. The university will not conduct classes or normal operations during the first 24 hours following the announcement of security increase to FPCON DELTA. The Dean of Administration and class officers will, in turn, contact the class seminar leaders, who will make contact with their seminars per the established telephone trees. During the duty day in which classes are suspended following the increase to FPCON DELTA, students are obliged to remain reachable by telephone; or inform their seminar leader as to how they can be contacted. Students should contact their seminar leaders for phone musters that may be directed, and to address questions or concerns through the chain of command.

b. Faculty and staff. The faculty and staff telephone tree will be activated. The Dean of Faculty will make contact with department chairs and pass initial guidance in the same manner stipulated above. Department chairs will make contact with all department faculty and staff, per established telephone tree procedures. The Dean of Administration will likewise contact administrative personnel by telephone tree. All faculty and staff must remain reachable by telephone at all times.

c. Exercise good judgment. This guidance is not intended to--and cannot possibly--address every event/ circumstance. If telephone communication is not possible because of existing conditions, students should do their best to make contact whenever possible within their telephone tree chain of command and use their best judgment regarding safety.

## Chapter 7

### Campus Resources

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1. **Barbershops.** A barbershop is available in Eisenhower Hall, Room 117. Appointments may be made by phone at (202) 484-2354, Tuesdays, 0730-1600. Additionally, an AAFES barbershop is located in Building 41, near the main gate, (202) 484-7019, Monday–Thursday, 0900-1700; closed on Friday.

2. **Credit union and ATM.** There is a credit union branch within walking distance of campus:

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>.

(1) *ATM in Marshall Hall.* A State Department credit union ATM machine is conveniently located in the north end of the atrium of Marshall Hall, across from the university foundation bookstore/gift shop.

(2) *ATM near main gate.* Another ATM is on the street between the credit union and beauty shop entrances, near the main gate.

3. **Fitness Center complex.** The physical fitness center at 401 B Street, Building 69, is nearly 36,000 square feet and houses a cardio room, free weights, selectorized weight room (stacked weight lifting system), group fitness spaces, racquetball courts, a full-size gymnasium, showers, and saunas. Current fitness classes include boot camp, zumba, and combat jujutsu. Look for additional classes in traditional aerobics, circuit training, personal training, and more. Hours of operation are: Monday-Friday, 0500-2000; Saturday and Sunday, 1000-1400; closed holidays. For more information, call (202) 685-3117. Or contact Sylvia Garcia, fitness coordinator at Fort Myer, for more info: (703) 969-7860/7868 or e-mail [sylvia.l.garcia@us.army.mil](mailto:sylvia.l.garcia@us.army.mil). Fitness Rooms and locker rooms are also available in Eisenhower, Marshall, and Roosevelt Halls.

4. **Food service.**

a. 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. Menu is available on the intranet homepage.

b. Officers' Club. Lunch is available À la carte - 1130-1330, Monday–Thursday. On Friday's there is a Southern Buffet served from 1100-1330. For more information call Ms. Jamey Westerman Manager, at (202) 484-5800 or see <http://www.jbmhwmwr.com>.

c. Vending machines. Vending machines are available in Eisenhower, Marshall, and Roosevelt Halls. Similar snack foods may be available in the student mailroom; honor system.

5. **Gas station/shoppette**. Building 43, (202) 484-5823; Monday-Friday, 0730-1700; closed 0830 to noon on Saturday, and closed on Sunday. Civilians may purchase a variety of items at the post shoppette, but Army regulations prohibit the sale of gasoline and alcoholic beverages to civilian personnel.

6. **Health clinic**. Military students may turn in medical and dental records to the Fort McNair health clinic personnel during in-processing. Family members should turn in their records to the facility of their choice so that all lab work and test data may be posted. Fort McNair's medical and dental clinics are located near the main gate at the intersection of 1st and B Streets.

a. 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.

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

c. 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.

7. **NDU library**. Talented library staff is ready to assist you with your research, recommend the best resources, and improve your information seeking skills. The library is a dynamic place to work collaboratively and to explore extensive academic military collections. Contact information is below:

- Library intranet
- MERLN: <http://ndulibguides.com/merln>
- Hours: Monday-Friday, 0700-1800 with occasional Saturday hours
- Location: 2nd and 3rd floors Marshall Hall
- Telephone: (202) 685-6100
- **Email:** [ndulibref@gc.ndu.edu](mailto:ndulibref@gc.ndu.edu)
- 

a. Services. The NDU library is customer-oriented with high levels of in-person service. Students receive an in-depth orientation, attend library classes, and receive reference and

research assistance. Increasingly, librarians work with faculty to ensure that the library classes focus on conducting research specifically about the subject matter being taught in the curriculum. The librarians teach many research classes to students, such as “How to Conduct Research in National Security Strategy,” “How to Conduct Research in Military Strategy & War Studies,” and “How to Conduct Research in Global and Regional Security.” The librarians also teach how to use the citation software RefWorks to students and faculty.

b. Collections. Because of the university’s diverse knowledge needs, the NDU library has deep and extensive collections that support the university'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 more than 0.5 million print, audio and visual resources, which include classified documents, maps, and government documents. The library offers more than 170 databases with more than 50,000 full-text online journals, newspapers, dissertations, ebooks, and market reports.

c. Special Collections, archives, and history. Located on the upper level of the library, special collections, archives, and history is the repository for personal papers, student papers, academic and local history, historical photographs, maps, prints and artifacts. The personal papers of twentieth-century military leaders, primarily those of former chairmen and vice-chairmen, Joint Chiefs of Staff, and Supreme Allied Commander Europe (SACEUR) are collected: John R. Galvin; Andrew J. Goodpaster; Lyman L. Lemnitzer; Colin Powell; John W. Vessey, Jr.; Bernard W. Rogers; and Maxwell D. Taylor. Classic works on military/naval strategy and warfare are represented by early editions of Vegetius, Marshal de Saxe, Frederick the great, Von Steuben, Jomini, and Mahan. Local history materials on Fort McNair, together with records of the institutional history of National Defense University and its constituent colleges, are also available for research. Historical exhibitions and local history presentations are arranged through Special Collections.

d. Classified Documents Center (CDC). The NDU 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 M-F, 0730-1600. Call (202) 685-3771 for more information.

e. Military Education Research Library Network (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. It 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.

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

a. Contacts. The chief of each branch is the point of contact for specific multimedia services.

(1) *Graphic design:* Orlando Boston, Chief, Graphic Design Division, (202) 685-3813, [bostono@ndu.edu](mailto:bostono@ndu.edu)

(2) *Printing/copying:* Orlando Boston, [bostono@ndu.edu](mailto:bostono@ndu.edu) , 202-685-3813 or Carib Mendez, [mendezc@ndu.edu](mailto:mendezc@ndu.edu), 202-685-4717.

(3) *Audio visual/photo:* Paul Strohl, Chief, AV/photo division, (202) 685-4726, [paul.strohl@gc.ndu.edu](mailto:paul.strohl@gc.ndu.edu)

b. Services. MSD offers a variety of graphic design and printing services. These services are defined as the design, production, or procurement of printed material, graphic art, photographic or digital materials intended as:

- A means of communication
- A means to clarify complex matter by visual representations in conjunction with narratives
- Visual displays/devices which in themselves impart a clear message to a specific audience
- A means to determine essentiality and requirements of image production and publication design services
- Printing reproduction
- Office copier service cost per copy (CPC) program

c. Work orders. The NDU graphics staff is happy to help meet your design needs. In order to make sure that projects are completed on time and to your satisfaction, submit work orders at least 10 business days before the date the finished product is desired. To submit a work order, go to the MSD Work Log System at: <http://msd-xserve3.ndu.edu/msd/workorder/index.cfm>. This web-based version of the work order system is used for submitting requests to both graphics and audio-visual. Find the link by going to the NDU intranet homepage, and under quick links, click on graphics/multimedia/AV work orders. Enter your NDU username and then click on graphics or AV. If there are any audio visual concerns, e-mail: [nduav@gc.ndu.edu](mailto:nduav@gc.ndu.edu).

d. Other graphics services. Posters, publication design, web design, engraving, and other services are available by submitting a work order. Be sure to include as much information as possible when you submit your work order and e-mail or place any additional materials in the “in box” in Room 183 with the corresponding work order number attached. A designer will contact you directly if there are any questions or concerns. **\*\*NOTE:** graphics services do not include business cards.

e. Classroom equipment. Each classroom is equipped with a computer, DVD/VHS player, overhead projector, and the ability to hook up and project from a laptop. There are LCD projectors attached to the ceiling in each classroom. For additional classroom or special audio-visual support, contact the technicians in Eisenhower Hall, Room 331, or call (202) 685-4777, (202) 685-4494, or (202) 685-2536.

9. **Mail**. Students may use the NDU distribution system for intra-office and inter-governmental mail. Students may also place outgoing official correspondence in the box located in Room 108, operations office. Addresses on official correspondence must be typed—handwritten addresses are not accepted. Outgoing personal mail must be deposited in a standard U.S. Postal service collection box. A blue USPS collection box is located on B Street in front of the Inter-American Defense College; collection time is 1000. The Fort McNair post office is located next to the main gate, building 29, (202) 523-2144. Hours of operations is Monday-Friday, 1000-1400. All personal mail must be sent to the student’s home address, not to the university.

10. **Officers’ Clubs**. Building 60, (202) 484-5800. Since students may use the Fort McNair Officers’ Club with some frequency throughout the year to join distinguished speakers and panelists for luncheon discussions, as well as for other college and student social affairs, they are encouraged to become members. Full privileges of membership in the Fort McNair and Fort Myer Officers’ Clubs are included. Membership information is available at (703) 696-5147. Application form is available at: <http://www.jbmhwmwr.com/fort-mcnair-officers%E2%80%99-club> . The Fort McNair Officers’ Club honors membership in other service clubs as a courtesy.

11. **Passports/Visas**. You will need to obtain a valid passport before you arrive for in-processing. Bring your valid passport when you report for in-processing. *This requirement must be completed prior to international travel with the School, as part of its curriculum requirements.* Passport applications can be found on the ES website under Pre-Registration Document Preparation Requirements/ES Travel Letter. <http://es.ndu.edu/PeopleNewStudentInformation.aspx>.

12. **Personnel services**. The NDU Human Resources Directorate (NDU-HRD) provides personnel support to students during the academic year. Personnel representatives for each service are located in Marshall Hall, Room 212. They are available to assist students with personnel actions such as records maintenance and pay. Although the university does not have disbursing facilities for any of the services, representatives will be available during in-

processing to assist in preparing vouchers for the last official travel performed. Students should turn all pay records in to their service finance representative.

Military Personnel Services Division:

- Chief Military Personnel: LTC Letitia Bryant, USA ([letitia.bryant@ndu.edu](mailto:letitia.bryant@ndu.edu)) (202) 685-3921/ DSN: 325-3921
- NCOIC- HRD Military Personnel: MSG Jennifer Boyd, USA ([jennifer.a.boyd@ndu.edu](mailto:jennifer.a.boyd@ndu.edu)) (202) 685-3576/ DSN: 325-3576
- Air Force Personnel Rep: MSgt Lorinda McDaniel, USAF ([lorinda.mcdaniel@ndu.edu](mailto:lorinda.mcdaniel@ndu.edu)) (202) 685-2138/ DSN: 325-2138
- Army Personnel Rep: SSG Ivan Marjanovic, USA ([ivan.marjanovic@ndu.edu](mailto:ivan.marjanovic@ndu.edu)) (202) 685-2140/ DSN: 325-2140
- Sea Services & Marine Corps Personnel Rep: PS1 Sade Smith, USN ([sade.smith.mil@ndu.edu](mailto:sade.smith.mil@ndu.edu)) (202) 685-4006/ DSN: 325-4006

13. **Post privileges.** The university extends all possible courtesies and privileges to students while here. However, Army regulations preclude extending certain post privileges to students, even though they may have reserve status.

a. Fort McNair Dispensary. Students can use DoD health care facilities for employment-related problems or emergencies occurring while at work.

b. Officers' Club membership. Students are eligible to join the officers' club. Civilians who join the officers' club while at Eisenhower School remain eligible for continued membership after graduation. (See <http://www.jbmhnmwr.com/fort-mcnair-officers%E2%80%99-club>).

c. Recreation. Students may use all athletic facilities on the post including the physical fitness center, the tennis courts, soccer and softball fields, horseshoe pits, and volleyball and basketball courts. Also, a children's play area is located near the picnic grounds.

d. Post exchange. The nearest Post Exchange (PX) and Base Exchange (BX) stores are located on Forts Myer and Belvoir, Bolling and Andrews Air Force Bases, and Henderson Hall and Quantico Marine Corps Bases. Fort McNair does not have a main (AAFES) on post. The service station, shoppette, beauty shop, and barbershop are available to civilian and military personnel, and are not restricted to active duty, reserve or retired service members.

14. **Technical support.** Students are required to have a computing device that has access to the internet. There is no requirement to have this device on campus, but should a student desire, the academic experience will be significantly enhanced by accessing the ES wireless network with a wireless network with a wireless device of the student's choosing which will allow complete access to all curriculum materials as well as access to seminar printers.

a. Device standard. Wireless computing devices must be able to connect to a wireless network using the 802.11g/n protocol, the WPA2 wireless security protocol and have active antivirus protection.

b. Features. Whichever internet access devices the student chooses, it must have the following features:

(1) Web browser capable of connecting to and displaying Gmail and Blackboard websites correctly.

(2) Ability to create, open, edit, and save files that are compatible with Office 2013.

(3) Ability to open Adobe Acrobat 9 (or newer PDF files) and have the ability to highlight text and annotate PDF files.

c. Eisenhower School Information Systems Center. The Eisenhower School has a staff of IT professionals. However, because students will be using their own devices, support for students will be limited. Contact Mike Harn for (wireless network and seminar printer issues at (202) 685-4777), or Tim Sherwood for (ES website and Blackboard issues at (202) 685-2536. Both are located in Eisenhower Hall, Room 102.

d. Wireless network security. Users will be required to sign a Wireless access agreement to gain access to the NDU wireless network. Users consent to content scanning, searching and monitoring of communications or data while using the network. Users will be required to have a current Cyber Awareness training certification.

e. Off-campus access to e-mail. Students will be issued a Google Cloud e-mail account on the NDU Google domain to provide standardized e-mail addresses to ensure good contact with all students. The Blackboard 24/7 Learning and Community Portal System™ provides access to library resources, the academic calendar, and student academic course materials from any computer with internet access.

**\*\*NOTE: International Industry Studies Travel. International travel is a required part of the ES Curriculum. Travel with personally owned computer devices is done at your own risk and not recommended by the Eisenhower School IT professionals.**

15. **Blackboard**. The primary distribution platform for student course materials will be through the Blackboard Course Management system -- Blackboard. This online area is accessible from any internet ready device and allows individualized access to course materials as well as opportunities to communicate with other classmates, collaborate on projects, and

transport or store documents. The ES uses this to distribute nearly all course materials to students -- there will still be some traditional hard copy materials involved -- as well as other non-course communication and information distribution that occurs as part of the student experience. Students can prepare for this experience by reviewing information about Blackboard version 9.1 and service pack 8, <https://ndu.blackboard.com/webapps/portal/frameset.jsp>.

## 16. Printers.

a. Paper. Print conservatively; designate the page numbers that need to be printed. Select the "print on both sides" option under properties in order to conserve paper. Avoid printing multiple-page documents if possible, especially if able to print excerpts from only a few pages for the required information. To keep paper costs down, select the "double-sided" option, especially when printing a document with numerous pages. Select file, print, properties; click the finishing tab; and under "document" options, click the print both sides box.

b. Toner. Send an e-mail to [es-ops@ndu.edu](mailto:es-ops@ndu.edu), if the print cartridge needs to be replaced. ES Operations is not responsible for printer maintenance other than toner cartridges. Contact Mike Harn at (202) 685-4777 or Tim Sherwood at (202) 685-2536 in Room 102, if maintenance is needed.

c. Repairs. If a printer has a paper jam or other problems, contact Mike Harn or Tim Sherwood in Room 102. If the printer jams frequently or has more serious problems, send an email to [es-ops@ndu.edu](mailto:es-ops@ndu.edu), or call (202) 685-4236. Support representatives are available to assist, Monday-Friday, 0630 to 1500.

17. **Multifunction-Copiers**. Copiers are available for student use in making 50 or fewer copies. Copiers are not to be used for personal business. As a courtesy to other users, remove printed material quickly from the printer hopper. Send an e-mail to [es-ops@ndu.edu](mailto:es-ops@ndu.edu) to request paper or toner, or to report a problem with the copier.

a. Copier repairs. If you experience problems with the copier machines, please notify the ES Operations office by e-mail or phone. The technician is required to respond within a reasonable amount of time; however if the problem is not resolved within several hours, please call, or stop by the operations office in Room 106 or see Robert Buchanan in Room 104.

b. Use of seminar printers. Each seminar has one printer for student use. Since most seminars have two study rooms, you may have to walk your other study room to get print outs from the seminars. **These are the only printers authorized for student use.**

c. Paper trays. Please do not overload the paper trays. Overloaded paper trays are usually the cause of most paper jams. Please do not try to service or repair the copiers. That is a violation of the terms of the contract, and all machines are contracted equipment. Service and repairs are included in the contract. Please do not move the copiers or direct anyone to move them. That is a violation of the terms of the contract.

18. **Computer Lab.** The Computer Lab in Room 331 is for faculty and student use 24/7. The Computer Lab provides a quiet place to work. When you logout, be sure to leave your work area clean for the next person.

19. **Telephone service.** Student Study Room telephones are connected to the DoD telephone network.

a. DoD Online Telephone Directory. To access the DoD Directory click on the following link:  
<http://www.disa.mil/Services/Network-Services/Voice/SBU-Voice/Directory>. A valid common access card (CAC) and pin are required to access the directory. It is highly recommended that the online DoD phone directory be used to locate agencies and to use the appropriate DSN number listed for that agency. Access to outside lines requires the dialing of '99' that incurs a cost to NDU for making these calls. Using DSN numbers to call outside military and government agencies will help reduce NDU's telecommunications bills.

b. Local and DSN calls. Local calls can be made from NDU to most DoD numbers in the tempo network by dialing only 7 digits. Local calls include many exchanges in the 202, 301, and 703 areas. Reaching telephone numbers outside the tempo local calling area requires dialing '99' and '1' then the desired 10-digit number. To access defense switched network (DSN) numbers, dial '94.' the DSN number, **325**, is the prefix for all commercial area code 202 and 685 numbers. All Eisenhower School numbers can be reached with this prefix.

c. Long distance calling policy.

(1) *Student room phones*. Students should make arrangements with their PFA before making official domestic and overseas commercial toll calls from student room phones.

(2) *Toll calls*. Calls to numbers overseas which do not have DSN are toll calls and must be approved by the PFA, appropriate IS, or research advisor.

20. **Time-sensitive messages.** If a family member or other caller cannot reach students in their student room, essential messages may be phoned in to the Eisenhower School operations office, at (202) 685-4333. These messages will be placed in the student mailboxes in the student distribution center or emailed to the student. Students will be called out of class only in emergencies.

21. **Overnight/express mail service.** Overnight mail service must be coordinated through the Eisenhower School operations office. There is a FedEx pick up service at the security guard desk in Marshall Hall.

22. **Supplies.** Office items required for daily use (e.g., file folders, pocket folders, three-ring binders, tablet paper, paper clips, pens, pencils, self-stick note pads, envelopes, highlighter markers, staples, etc.) will be issued to students. For other supplies, see the staff in the ES Operations Office, Room 106. They can also help with non-expendable equipment (such as easels, butcher block paper, etc.), which may be borrowed on a temporary basis for use within the university.

23. **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: Room 105A, Bldg 41 – directly above the Barber shop and Thursdays, Room 314J, Marshall Hall, Building 62. 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>

a. Library and Meditation Room. Fort McNair post chaplain's office (Building 45) houses the Military District of Washington religious support library and meditation room, and offers more than 600 books available to review and check out. Chaplain (COL) Jeffrey Zust, senior military fellow at (202) 685-3903 (office), or (719) 377-7598 (BlackBerry), Marshall Hall, Room 314J, or [Jeffrey.Zust.mil@gc.ndu.edu](mailto:Jeffrey.Zust.mil@gc.ndu.edu) is also available for on-site emergency and continued religious support. Chaplain Zust also teaches in the ES Strategic Leadership Department.

b. NDU Prayer Breakfast. A weekly NDU prayer breakfast is held at 0700-0745 in Eisenhower Hall, Room 107 on Tuesdays.

c. Travel during days of religious significance. Professionally, all of us, at one time or another are challenged by travel during various days of religious significance. Should field studies conflict with significant religious events, such as Christian Holy Week, Jewish Passover, or other traditional religious days, request the chaplain's suggestions for things you can do to recognize your faith tradition while on travel.

## Chapter 8

### Cars, Trains, Buses and Bikes

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

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

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

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

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

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

f. Carpools. Parking at NDU is free, but there are not enough parking spaces to accommodate all assigned personnel if everyone arrives in separate vehicles. Consequently, students are encouraged to carpool. A large map of the local area will be posted at the beginning of the academic year to help students form carpools. Students will be given a deadline to submit carpool applications so that parking assignments can be made on an equitable basis. This year, applications are due NLT 1500 on 31 August 2015. Individuals assigned to a carpool group space will be issued a red reserve carpool permit by 3 Sep 2015. Enforcement of assigned spaces will begin on Tuesday, 8 September 2015. Carpools have reserved parking spaces in the south parking lot (#1-50), the 2nd & D St. Lot (#571-576), and the Lincoln Hall parking lot (#1-10). Please note on the application the desired parking location. These spaces are clearly marked "carpool" with assigned number. Only individuals assigned to that carpool group and have been issued a red reserve carpool permit are authorized to park in these assigned spaces. Carpool parking spaces will be considered open parking on non-duty days and after 1200 on duty days. Report any unauthorized parked

vehicle to the NDU security office. Carpool spaces are assigned by the NDU Transportation Manager with the highest number of occupants per vehicle having priority for the carpool parking spaces. Carpool groups are required to consist of a minimum of two people working at the University. Personnel enrolled in the Mass Transit Program are not authorized assigned carpool spaces.

g. Slugging. "Slugging" is a term used to describe a unique form of commuting found in the Washington, DC area sometimes referred to as "Instant Carpooling" or "Casual Carpooling". It's unique because people commuting into the city stop to pickup other passengers even though they are total strangers! However, slugging is a very organized system with its own set of rules, proper etiquette, and specific pickup and drop-off locations. See more information, including slug line locations and maps, on [www.slug-lines.com](http://www.slug-lines.com).

h. Capitol Bikeshare. Nationally recognized as Bicycle Friendly Communities by the League of American Bicyclists, Washington D.C., Arlington, and Alexandria are the perfect places to travel and explore by bike. The region is laced with an extensive and growing network of off-street trails, on-street bike lanes, separated cycletracks, and sharrows. There are even bike lanes on one of the most iconic streets in America: Pennsylvania Avenue! For additional information on using the red bikes at 4<sup>th</sup> and M Streets SW, please see <http://www.capitalbikeshare.com/home>.

## 2. NDU Mass Transit Benefit Program

a. NDU Mass Transit Benefit Policy. For NDU policy see memorandum for all personnel assigned to NDU, subject: NDU mass transit benefit and eligibility, dated April 2006. Proponent for this policy is the NDU human resources directorate. NDU point of contact for the Washington Headquarters Services (WHS) Mass Transportation Benefit Program (MTBP) is Reynold Wright, transportation coordinator, at [reynold.wright@gc.ndu.edu](mailto:reynold.wright@gc.ndu.edu) or (202) 685-4847.

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

c. Application/disenrollment. DoD civilian and military students attending Eisenhower School during AY 2015-2016 may apply beginning 1 July 2015. Students must disenroll to complete out-processing. For Eisenhower School students, Frank Pagano, Dean of Administration, is the Reviewing Official (RO). To apply for the transit benefit, go to the web-based application at: <http://www.whs.mil/dfd/info/ncrtransitsubsidy.cfm>. This application is used to enroll, make changes to an existing MTBP record, and withdraw from the program. It is the responsibility of the individual and their Supervisor/RO to ensure they are properly

withdrawn from the program at the end of the school year. Be sure to visit this website to disenroll when you leave the area.

d. WMATA. For metro trip planner and other rider tools, plus additional information, visit the Washington Metropolitan Area Transit Authority's website at: [www.wmata.com](http://www.wmata.com) or call customer information at (202) 637-7000.

### 3. **Commuter Connections.**

a. Travel websites. For additional information on area transportation systems, there are multiple links at:

[www.washingtonpost.com](http://www.washingtonpost.com). Also, check out local television station websites such as: [www.wjla.com/news/metrotraffic.html](http://www.wjla.com/news/metrotraffic.html), [www.nbcwashington.com/traffic](http://www.nbcwashington.com/traffic), and [www.wusa9.com/news/traffic](http://www.wusa9.com/news/traffic). Other helpful sites are the Washington Flyer at [www.washfly.com](http://www.washfly.com) or 1-888-washfly (927-4359); VRE at [www.VRE.org](http://www.VRE.org) or call 1-800-ride-VRE or (703) 684-0400; MARC train at [www.mtamaryland.com](http://www.mtamaryland.com) or 1-800-325-rail (7245); Amtrak at [www.amtrak.com](http://www.amtrak.com) or 1-800-USA-RAIL (872-7245); Metropolitan Washington Airports Authority at [www.metwashairports.com](http://www.metwashairports.com); and BWI Airport at [www.bwiairport.com](http://www.bwiairport.com). For live traffic camera feeds along your route, check out [www.511northernvirginia.org](http://www.511northernvirginia.org) or <http://www.chart.maryland.gov/travinfo/trafficcams.php>.

b. Guaranteed Ride Home Program. If you take the bus or train, carpool or vanpool, you can get a free taxi ride back to your point of origin in the event of an emergency. To sign up, call Commuter Connections at 1-800-745-RIDE or go to the website at: <http://www.mwcog.org/commuter2/commuter/grh/index.html>.

4. **Bike racks**. Bikes will be parked and secured in designated bike racks. Bicycles secured in front of buildings or not in designated racks will be "removed" at the owner's expense. For more information, contact NDU Director of Logistics, at (202) 685-4846. Locations of bike racks are:

- Marshall Hall, building #62, in front of swimming pool lot on 5th Avenue.
- Eisenhower Hall, building #59, south end between building and parking lot.
- Roosevelt Hall, building #61, in the tunnel area.
- Lincoln Hall, building #64, beside handicap spaces in Lincoln Hall parking lot.

5. **Cell phone usage while driving**. Drivers using cellular phones (unless hands-free) while driving in the District of Columbia will be issued tickets for distracted driving. This violation carries a fine of \$100 and a 1-point assessment against the individual's operator's license for each offense. Officers do not need to see evidence of another traffic violation to stop and cite motorists for breaking the cell phone law. The law applies to all drivers in the city and on Fort McNair, regardless of residence. If drivers from other jurisdictions are ticketed for a cell phone driving infraction, those drivers could lose their driver's license if they fail to pay their

Washington DC ticket. The cell phone ban is part of an effort by DC officials to make driving in the district safer. This ban is part of a broader effort that incorporates the use of red-light cameras and photo enforcement of speeders to help reduce traffic violations and improve driving safety in the district. For additional information see:

<http://www.drivinglaws.org/dclaw.php>.

6. **Parking.** Parking areas are designated for student use in university-controlled parking lots. The lot at the south end of Eisenhower Hall is the primary parking lot for Eisenhower School 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.

a. 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.

b. 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 the Eisenhower Hall main entrance is for passenger loading and discharge. If you park in the loading zone, you will be ticketed.

c. Marina parking. Public parking is available in a lot at 200 V Street, SW, Washington, DC 20024 (across the street from James Creek Marina. A parking permit must be purchased from the James Creek Marina office. Parking permits must be displayed at all times with complete date and time or permit number visible. Permits are not refundable or replaceable; staff will not issue temporary or substitute permits. Parking rates are currently \$5/day, and \$75/month; and are subject to change. (The current rates were effective as of 27 January 2014. The monthly parking permit sales dates are: **28 July, 25 August, 29 September, 27 October, 24 November and 29 December.** Monthly parking permits are valid on the first of the month and may be purchased by phone with a credit card (VISA, Master Card, American Express or Discover), but have certain restrictions: only two permits per individual; and no reservations or advance sales can be accepted. The overflow lot (gravel area) is available to monthly permit holders only when posted as open and at no other time. Permits are not valid in the overflow lot at any time and vehicles are subject to ticketing and towing. The Marina office at (202) 554-8844, fax: (202) 488-4758) is open 7 days a week, Monday-Friday, 0630-1745; Saturday and Sunday, and federal holidays, 0900-1745. For additional information, see the public parking page of the website at: [www.jamescreek.com](http://www.jamescreek.com).

d. Public parking. There is a MarcParc public parking lot at 1880 2nd Street, NW (called Buzzards Point), about a 3-minute walk to the McNair 2<sup>nd</sup> Street gate. Parking is currently \$4 per day, and you pay when you drive in. For additional information and to apply for monthly parking, see their website at: [http://www.marcparc.com/find\\_parking.aspx](http://www.marcparc.com/find_parking.aspx). They accept all major credit cards and cash. There is also metered parking on both sides of 2nd Street. The 12-hour meters are pay by smart phone. For more information see [www.paymobile.com](http://www.paymobile.com).

e. 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 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 security office in Marshall Hall, Room 313, for pickup; or provide a fax number and they will fax the placards to you. If you are requesting 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 Joe Pallenez, NDU personnel security at (202) 685-3835.

7. **Post traffic regulations.** 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.

8. **Vehicle registration.** Fort McNair and Fort Myer no longer require registration of privately owned vehicles, or military decals on vehicles entering post. However, other military bases in the area may require decals. To obtain decals, complete a DA Form 3626, "Vehicle Registration Form," and have your vehicle registration, driver's license, insurance policy number (including company and expiration date) and proof of ownership with you. Vehicles with temporary registration tags cannot be registered until permanent tags are obtained. If your name is not on the registration, you will need a notarized statement with inclusive dates from the owner of the vehicle.

9. **Virginia vehicle decals.** Some Virginia counties have eliminated the requirement to display a county windshield decal. However, this does not change the filing requirement for vehicles. Vehicle owners must still report to the tax administration division when new vehicles are moved into a county and when vehicles are sold or moved out. This can be done using express tax or by calling (703) 792-6710.

a. Soldiers and Sailors Relief Act. For active duty military personnel stationed in Virginia or neighboring states but living in Virginia, the soldiers and sailors relief act creates different rules. Out-of-state active duty military personnel with vehicles garaged or parked in Virginia (not on a military reservation) are exempt from taxation.

b. DMV contacts. For further information, contact the DMV [toll-free numbers: (1-866-368-5463) or 1-800-435-5137], [www.dmv.state.va.us](http://www.dmv.state.va.us); or legal services at Fort Myer, building 201, Custer Road, Fort Myer, VA (703) 696-0761/2/3/4/5/6/7/9.

**10. Privately owned vehicle shipment and storage of household effects.** Students should contact the transportation officer at their current duty station before departing, concerning the shipment of household effects. All shipments should arrive at the Joint Personnel Property Shipping Office (JPPSOWA), Fort Belvoir, Virginia. Assistance regarding pickup or delivery of household effects may be obtained at (703) 806-4900 or 1-800-762-7186; Monday-Friday, 0800-1700, closed on weekends and holidays. Contact JPPSOWA immediately upon arrival in this area and provide them with a local telephone number and residence address.

## Chapter 9

### Organizations and Opportunities

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#### 1. **Association of the Industrial College of the Armed Forces and the Eisenhower School.**

The Association of the Industrial College of Armed Force and the Eisenhower School (Eisenhower School Alumni Association) is a non-governmental, non-profit educational organization whose primary purpose is to continue, extend, and enhance the total Eisenhower School experience for students, alumni, faculty, and staff of the college. It is an alumni association as well as an organization dedicated to promoting and enhancing the prestigious education mission of the Eisenhower School. Active members receive special pricing on I-MART merchandise and luncheons that are held during the academic year. Previous luncheons have featured members of Congress, Chiefs of the Services, Service Secretaries, DoD officials, Senior Service and DoD logisticians, and industry CEOs. The Association also hosts events for students, such as brown bags, pizza party, appreciation luncheon, and the New Year's party (new fiscal year). Members also receive access to the important "members only" section of the website, <http://www.icafe-es-association.org>. Members will have access to additional information and networking opportunities.

a. Membership. The association is continuously seeking ways to improve and provide service to its members. Students who join will have an opportunity to participate in this process and by so doing, help to guide the future of the association. Most students choose to join the association early in the academic year to take full advantage of the benefits of membership. An association fact sheet and other informational materials are available during in-processing and at the alumni association office.

b. Alumni Association office. The Alumni Association office is located in Room 119, same room as the I-MART; and office hours are: Tues, Wed, and Thurs, 9:30 am - 2:30 pm. The point of contact is Dr. Paul Severance at (202) 685-4773 or (202) 685-0812, or e-mail [severancep@ndu.edu](mailto:severancep@ndu.edu).

2. **National Defense University Foundation.** The NDU Foundation, a not-for-profit organization, was formed in 1982 to support and enhance the goals of the university. The Foundation seeks to promote excellence in all aspects of the university environment by nurturing high standards of scholarship and enriching research and writing across the spectrum of national security affairs. It brings dedicated representatives from the government, business, and academic sectors to engender deeper understanding and cooperation in pursuit of the nation's security goals. The Foundation provides resources to the university beyond those received in annual federal appropriations. These enrichments include support for research, teaching, seminars, conferences, and elective studies; chairs and fellowships; recruitment and sponsorship of graduate student research assistants; exchanges with industry;

writing competitions; cultural augmentation for the NDU International Fellows Program; recruitment and sponsorship of students from the private sector; rare books collections; representational funds in support of visits to the university; and funding for social and athletic events. The Board of Directors of the Foundation is made up of distinguished private citizens who serve without compensation. The current president and CEO of the foundation is Ms. Cathleen Pearl. The Foundation's support of the university is made possible by grants and by donations from corporations and individuals.

a. Get Connected! Sign up for e-mail alerts, newsletters and opportunities on NDU Foundation website at [www.ndufoundation.org](http://www.ndufoundation.org) and be a part of a growing comprehensive network of National Defense University alumni and national security professionals. This site will allow you to keep up with what is happening at NDU, as well as the ability to connect with classmates, faculty, and staff.

b. Support. "Invest in America's Security" with a donation to the NDU Foundation, 300 5th Ave., Marshall Hall, Suite 209, Fort McNair, DC 20319-5066; phone: (202) 685-2527; [www.ndufoundation.org](http://www.ndufoundation.org). The NDU Foundation supports educational and outreach programs, as well as sponsoring several student activities and travel during the year.

c. Bookstore/gift shop. The Foundation operates a student bookstore/gift shop in Marshall Hall (from main entrance turn left at atrium). Hours are 1100 –1400, M/W/F. Assorted university and college branded items (polo shirts, mugs, hats, etc.) are available for sale, as well as patriotic gift items, and professional books. All proceeds support the National Defense University. The point of contact is Brenda Poston at (202) 685-3800, or [postonb@nduf.org](mailto:postonb@nduf.org).

3. **Tutor/Mentor Program**. The Eisenhower School participates in several youth outreach programs such as the National Youth Leadership Forum, Presidential Classroom, and Partners in Education. Amidon-Bowen Elementary School, a few blocks from Fort McNair at 401 I Street SW, has benefited from its partnership with the Eisenhower School. Children tutored and mentored by Eisenhower School students and faculty have a better attendance record, score better on standardized tests, and have a better stay-in-school record than those elementary school students who do not have a volunteer from the Eisenhower School. At the beginning of the academic year, students and spouses will be given the opportunity to volunteer to help a child and participate in events, such as Fun Day, at this local elementary school. Please see Cynthia King, [cynthia.king@gc-ndu.edu](mailto:cynthia.king@gc-ndu.edu), 202- 685-4338, in Room 208 for additional information.

4. **Morale, Welfare, & Recreation (MWR)**. MWR programs for the Joint Base Myer-Henderson Hall (JBM-HH) are operated under the Directorate of Morale, Welfare, & Recreation (DMWR). For both Fort Myer in Virginia and Fort McNair in the District of Columbia, MWR provides all the services and facilities you see listed in the menu bar at <http://www.fmmcmwr.com>, including child care, three clubs, a library, two fitness centers,

pools, tennis courts, a bowling center, auto shop, and more. Programs are available to active and retired military and their family members and guests; current and retired department of defense personnel and their family members and guests; and in some cases, to federal personnel and their family members and guests.



### *Of particular interest to spouses of students*

**5. Educational opportunities for spouses.** During the academic year, there are many opportunities for spouses to participate in student educational activities.

a. Types of educational offerings. For the 2015-2016 academic year, the following opportunities will be offered:

- Selected lectures
- Prep-L lectures
- Selected elective courses for audit
- Executive development
- Health and fitness program
- Personal and family development program
- Eisenhower School alumni association events

b. Limitations policy. All programs have space limitations. Core courses, classified lectures, and combined lectures with the NWC and CISA, including the President's Lecture Series (PLS) and the Commandant's Lecture Series (CLS), are not normally available to spouses. Spouses wishing to take an elective course should coordinate directly with the course instructor.

**6. Eisenhower School Spouses Network.**

a. Purpose. The Eisenhower School Spouses Network is an organization whose primary purpose is to enhance the Eisenhower School experience for students and spouses through participation in school events, social activities, and personal interactions. It is not intended to be a service organization, but rather an opportunity to meet other spouses, see some local sights at group rates, and have fun! The function of the group depends on the participation of those most actively involved. In past years, the spouses have also organized events for children, supported Eisenhower School sports events, and supported the students and their families in many other ways. Participation is strictly on a voluntary basis. The Spouses' Network is organized and operated by the spouses of ES students.

b. Sporting events. The social committee liaison gets the dates of all the sporting events and encourages spouses to get involved by attending games and cheering for the Eisenhower School Tigers.

c. Database. All spouses are encouraged to participate in the spouses' activities. Information is disseminated via e-mail. Information is included in the NDU welcome packet, or by separate e-mail. Please volunteer. As responses are received, we build a database of names and e-mail addresses that are used to communicate directly with spouses.

d. Social media. Traditionally, the spouses of students have enjoyed meeting each other and planning some fun social events for themselves and their families. There is a Facebook for the group (Eisenhower School Spouses) to reach out to each other. The address is: <http://www.facebook.com/#!/groups/Rbestyearever/>.

**7. Spouses' International Cultural Exchange Program (SpICE).** The Spouses' International Cultural Exchange Program (SpICE) is a loose knit, all volunteer organization that allows members of NDU's International community the opportunity for social interaction with each other and American citizens in a supportive, non-threatening environment. The purpose of the group is to learn a little bit about one another, make friends, and have fun.

a. Meetings. SpICE meets on Thursday mornings beginning September 3, 2015, 10 am – 12:30 in the Chilcoat International Student Center, Room 154, Marshall Hall. Meetings are held in an informal, relaxed manner and dress is casual. Advance notice will be given for special on and off-site activities. Participation is on a strictly voluntary basis and is open to NDU Spouses' clubs, faculty and staff.

b. Program. The program offers people from very diverse backgrounds and cultures the opportunity to learn from and about one another while getting to know each others culture through general conversation, various team-building exercises, and other types of cross-cultural exchange. Participants will also have the opportunity to learn about each other's families, countries, customs, dress, foods, holiday traditions, and so forth. This two-way conduit of open communication is based on mutual respect, honesty, trust, camaraderie, and friendship. The SpICE program is not an ESOL (English for speakers of other languages) class. POC is Greta Bolton at [gretabolton@gmail.com](mailto:gretabolton@gmail.com) or (301) 850-4052.

**8. NDU Foundation volunteers.** The National Defense University Foundation promotes excellence and innovation in education by nurturing high standards of scholarship, leadership, and professionalism. It offers direct support for:

- NDU conferences, seminars, student awards and faculty scholarships
- Multicultural and international programs
- Special library and academic research opportunities
- Honorariums for distinguished speakers, visiting professors and research assistants
- Social, cultural, sports, recreational and family events

a. Volunteer opportunities. The NDU Foundation offers volunteer opportunities for spouses of students in an array of educational, outreach, and fundraising programs that directly support the National Defense University. Typical volunteer assignments include:

- Retail help in foundation bookstore: manager, staffing coordinator, clerk
- Support for fundraising, marketing, and public relations activities
- Preparation for the American Patriot Award Evening Gala
- Assistance during symposiums

c. Special incentive offer. Volunteer for 50 hours (or more) and earn two tickets to the American Patriot Award Evening Gala on date November 5, 2015, a (\$500 value). Limited availability! Volunteers are critical to meet the unique needs of the university to:

- Offer many beneficial programs and activities unavailable through government appropriated funding
  - Support the NDU Foundation and the important mission of NDU
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## Notes

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**\*\*NOTE:** Phone numbers and websites listed in this handbook were verified before publishing the printed version in September 2013. Please report any changes to the office of the Eisenhower School Dean of Administration, Room 206, or call Ms. Cynthia King at (202) 685-4338.

# Appendices

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## APPENDIX A

### FINANCE OFFICES

- **Army** - MDW, FAO, Building 202, Fort Myer, VA 22211 (703-696-3522/DSN: 426-3522)
- **Air Force** - HQ 11th Wing/FMFP, Building P20, Room 240, Bolling Air Force Base, DC 20332 (FAX 202-404-4110/DSN: 754-4110)
- **Coast Guard** - PERSRU (pay, travel records), USCG Headquarters Building, 2703 Martin Luther King Jr. Avenue SE, Washington, DC 20593-7000 (202) 372-4027
- **Marine Corps** - HQ BN, Finance Office, Little Hall, 2034 Barnett Avenue, Quantico, VA 22134 (703-784-2171/DSN: 278-2171)
- **Navy** - Personnel Support Detachment, Anacostia, Military Pay and Disbursement Section, Building 92, 235 Wick Drive, Washington, DC 20373 (202-685-0613/0959, DSN: 325-0613/0959)

## HOUSING

- **Bachelor Officers' Quarters.** For Bachelor Officers' Quarters (BOQ) in the Washington area, contact any of the housing referral offices listed in the paragraph below. BOQ facilities are not available at Fort McNair.
- **Family Housing.** Government Quarters are not available for students or faculty. DoD policy directs that before completing arrangements for housing, personally or through an agent, DoD personnel will contact a housing referral office. The requirement to contact the housing referral office does not apply to civilians. No one is authorized to rent or lease a house, apartment, etc., when the owner refuses to give satisfactory assurance of a nondiscriminatory rental policy.

Some students advertise rentals on student bulletin boards in the ES and NWC buildings. Call the Operations Office (202-685-4333) to see if there are any rentals advertised by students.

Some housing referral offices in the Washington, DC area are:

- **Fort Myer Housing Referral Office**, 228 Sheridan Avenue, Building 416, Fort Myer, VA 22211 (703-696-3558/9 or 9611); Monday-Friday, 0730-1600. **Note**, office may close at 1530 based on user demand; and visitors should plan accordingly. (Office is located next to the Fitness Center.) <http://fortmyerhousing.com/>
- **Fort Belvoir Housing Services Office**, Building 258, Fort Belvoir, VA 22060 (703-805-3019/DSN: 655-3019); Monday-Friday, 0730-1600 (**for off-post housing**).
- **Fort Belvoir Family Housing Welcome Center**, 5994 12<sup>th</sup> Street, Fort Belvoir, VA 22060 (703-619-3877); Monday-Friday, 0830-1800 (**for on-post housing**). For more information, refer also to <http://pinnaclefamilyhousing.com/>
- **USCG Regional Housing Detachment, Serving the Baltimore/Washington/ Annapolis area**, 2401 Hawkins Pt. Road. Baltimore, MD 21226, (410) 576-2562 ),(410) 576-2559(fax) <http://www.uscg.mil/d5/sectbaltimore/docs/Sector%20Baltimore%20Housing%20Web-page.pdf>
- **Naval District of Washington (NDW) Family Housing Welcome Center**, 21 Mac Dill Blvd., Joint Base Anacostia Bolling, Washington, DC 20032 (202-404-1840/6282); M-F, 0700-1600. [http://www.cnic.navy.mil/regions/ndw/installations/nsa\\_washington/ffr/housing\\_and\\_lodging/family\\_housing.html](http://www.cnic.navy.mil/regions/ndw/installations/nsa_washington/ffr/housing_and_lodging/family_housing.html)
- **Bolling Air Force Base Housing Referral Office**, 8660 Angell Street, Washington, DC 20032 (888-294-8338 or 202-562-2631); Monday-Friday, 0730-1730. <http://www.bollingfamilyhousing.com/>
- **Andrews Air Force Base Housing Referral Office**, 89th CES/CEH, 2097 San Antonio Blvd., Andrews Air Force Base, MD 20762 (301-736-8082/DSN: 858-8082); Monday-Friday, 0830-1530. <http://andrewsfamilyhousing.com/live-at-liberty/community/> .

### MILITARY CLOTHING SALES STORES

- **Army** - The Military Clothing Sales Store is located in Building 313, 106 Stewart Road, Fort Myer, VA (703-696-3515/DSN: 426-3515); Monday-Friday, 0730-1800; Saturday, 0900-1430; **closed** Sundays and Holidays.
- **Air Force** - The Bolling AFB Military Clothing Sales Store is located at 195 Chappie James Blvd., (202-563-5931/DSN: 297-5931), M-Sat. (0900-1900); Sunday 100-1700. Closed on all major holidays. The Andrews AFB Military Clothing Store is located at Arnold Avenue, Building 1683 (inside the Home Traditions furniture store) on Andrews Air Force Base, MD 20762 (240-857-5665); Monday-Saturday, 0900-1900; Sunday, 1100-1700; **closed** on major holidays.
- **Coast Guard** - The Coast Guard Exchange is located in the USCG Headquarters Building, Room B720, (202-372-4370); Monday through Friday, 0830-1530.
- **Marine Corps** - The Marine Corps Exchange is located at Henderson Hall, Arlington, VA (703-979-8420); Monday-Saturday, 0900-2000; Sunday, 1000-1800. The Uniform Shop is open Monday-Friday, 1000-2000; and Saturday, 0900-2000, Sun 1000-1800. Holidays 1000-1800 and **closed** on all major holidays.
- **Navy** - The Washington Navy Yard (WNY) Navy Exchange is located in Building 184, Washington Navy Yard (202-889-7534); Monday-Friday, 0700-1700; open on the first drill Saturday (Reserves and the general public) each month; **closed** on Sunday. Uniforms may be ordered by calling 1-800-368-4088. Also Navy Uniform Shop at Fort Myer.
- The **Tri-Service** (Army, Air Force, Navy) Military Clothing Store is located in the Pentagon, Room 5E1084, (703-695-7508/DSN: 225-6446); Monday-Friday, 0800-1600; closed Saturday and Sunday.

## MILITARY HEALTH CARE

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

In and around the Washington, DC area.

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

Malcolm Grow Medical Center on Andrews Air Force Base  
1050 West Perimeter Road  
Joint Base Andrews, MD 207662  
Number for appointments: 855-227-6331  
<http://www.andrews.af.mil/shared/media/document/AFD-080325-031.pdf> or <http://www.79mdw.af.mil/>  
are the premier medical facilities for the major uniformed services.

## FAMILY HEALTH CENTERS IN VIRGINIA

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

- **Family Health Center—Fort Belvoir Community Hospital, Fort Belvoir**  
**9300 DeWitt Loop**  
**Fort Belvoir, VA 22060**

Number for appointments: 855-227-6331

<http://www.fbch.capmed.mil/SitePages/Home.aspx>

Services available: Family Practice, Internal Medicine, Pediatrics, Optometry, Orthopedics, OB/GYN, Dermatology, Urology, Physical Therapy, Occupational Therapy, and Mental Health Services

- **Rader Health Clinic - Fort Myer**  
**401 Carpenter Road, Building 525**  
**Fort Myer, VA 22211**

Number for appointments: 855-227-6331

Hours of Operation: Monday thru Friday, 0730-1700; Sat, Sun/Holidays **closed**

**Note:** Students are advised to sign up prior to making their first appointment at the clinic.

Medical care is by appointment only and will only be administered during sick call, Monday thru Friday, (0630-0800) to active duty medical personnel only; and will be triaged to medical personnel who can assign appointments on a same-day basis, if necessary.

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

- **Fairfax Health Center**

**10580 Arrowhead Drive**

**Fairfax, VA 22030**

Number for appointments: 571-432-2700

Active-duty service members enrolled at Fairfax can call (571-432-2700), Mon-Fri beginning at 0600 to schedule same day appointments

Hours of Operation (clinic): Monday thru Friday, 0700-2000; Saturday/**some** holidays, 0700-1400; **closed** on Sunday and Federal holidays

Services available: Family Practice, Internal Medicine, Pediatrics, and Mental Health Services

- **Dumfries Health Center**

**3700 Feltler Park Drive**

**Dumfries, VA 22025**

Number for appointments: 703-441-7500

Hours of Operation: Monday thru Friday, 0700-2000; Saturday/**some** holidays, 0700-1400; **closed** on Sunday and Federal holidays

Services available: Family Practice, Internal Medicine, Pediatrics, Orthopedics, OB/GYN, Physical Therapy, and Mental Health Services

### MILITARY LEGAL SERVICES

Legal services are available to military students and faculty (including retirees) at a variety of locations in the Washington, DC area. All locations are open to members of every service and/or their family members with appropriate DOD identification. Reserve and National Guard personnel are not eligible unless on active duty orders. Unless otherwise indicated, offices provide a range of legal services. Although offices generally have specific walk-in times for notaries and powers of attorney, many legal matters require scheduled appointments. Calling ahead to confirm hours of operation and available services is strongly recommended.

**National Defense University, Fort McNair.** Marshall Hall, Building 62, Room 306, (202) 685-3951, Office of General Counsel.

**U.S. Coast Guard Headquarters,** COMDT (G-L-6) Office of Legal Assistance, 2307 Martin Luther King Jr. Ave, Lower level 1 Room 1D16-18, Washington, DC 20593, (202) 372-3783. Hours: 0800-1600, M-F.

**Pentagon Army and Air Force Legal Assistance Office,** Room 5B,1058A, 2201 Army Pentagon, Washington, DC 20310, (703) 571-3114 . Hours: 0800-1600, M- F (call first to confirm availability and to schedule appointment).

**Fort Myer Legal Services and Claims,** Building 201, Custer Road, Fort Myer, VA 22211-1199, (703) 696-0761. Hours: 0800-1600, M-F (closed 1200-1300); for Notary Public services and claims, 0800-1200, M-F.

**Walter Reed National Military Medical Center,** Building 1, 7<sup>th</sup> Floor, 8901 Wisconsin Ave., Bethesda, MD 20889, 301-295-2215. Hours: 0800-1600, M-F.

**Fort Belvoir,** Building 257, 9990 Belvoir Drive (corner of 23<sup>rd</sup> Street & Belvoir Road), Fort Belvoir, VA 22060, (703) 805-2856. Hours: 0800-1600, M-F. (Notary Public not available on Thursdays; execution of wills only.)

**Fort Meade,** 4217 Roberts Ave., Fort Meade, MD 20755, (301) 677-9504/9536. Hours: 0800-1530, M,T,Th,F and 0800-1400 W, closed 1200-1300. Also, walk-ins on Tuesdays, by 0730.

**Washington Navy Yard,** 1250 10<sup>th</sup> Street SE, Building 200, Suite 1600, Washington, DC 20374, (202) 685-5580. Hours: 0800-1600, M-F. **Legal services M-F by appointment only.**

**Andrews Air Force Base,** 1500 West Perimeter Rd., Suite 2110, Joint Base Andrews, MD 20762, Phone: 240-612-5750/301-981-2042. Hours: 0730-1600 M-T-W-F, **by appointment only**; Thursdays, open for walk-ins, 1300-1430; Notary Public services, 0900-1500.

**Bolling Air Force Base,** Building P20, Room 349, 20 MacDill Blvd., Bolling Air Force Base, DC 20032, (202) 767-5297. Hours: 0800-1600, Monday-Friday (includes power of attorney and notary services). Legal assistance is **by appointment only**.

**Quantico Marine Corps Base,** 3095 Roan Street, Quantico, VA 22134, (703) 784-3122/3123. Hours: Monday thru Thursday, 0730-1130 and 1300-1600; Friday, 0730-1045.

**SELECT WASHINGTON DC AREA COMMISSARIES**

The commissaries listed below are closest in proximity to the NDU area neighborhoods in Virginia, Maryland and DC. More information about local commissaries can be found at: <http://www.commissaries.com>. You can use this web site to sign up for the “Commissary Connection” a regular newsletter featuring the latest commissary news with hot links to additional savings, shopping sprees, contests, commissary promotions, events and more!

**FORT MYER Commissary**

523 CARPENTER ROAD  
FORT MYER, VA 22211  
Store Phone: 703-696-3674  
**Store Hours: Sun, 0900-1800; M-F, 0830-1930; Sat, 0700-1830**

**FORT BELVOIR Commissary**

6020 GORGAS ROAD  
FORT BELVOIR, VA 22060-6209  
Store Phone: 703-806-6674  
**Store Hours: Sun, 0900-1900; M-F, 0900-2100; Sat, 0800-2000**

**QUANTICO MCB Commissary**

3400 RUSSELL RD.  
QUANTICO MCCB, VA 22134  
Store Phone: 703-784-2233  
Fax: 703-784-2030  
**Store Hours: Sun, 0900-1800; M-F, 0900-2000; Sat 0900-1900**

**FOREST GLEN (WALTER REED) Commissary**

2460 LINDEN LANE  
SILVER SPRING, MD 20910-1231  
Store Phone: 301-295-7440  
Fax: 301-295-7425  
**Store Hours: Sun, 1000-1600; Mon – Closed; T-F, 0900-1900; Sat, 0800-1700**

**ANDREWS AFB Commissary**

1684 STARKEY AVE.  
ANDREWS AFB, MD 20762-6302  
Store Phone: 240-541-1370  
Fax: 301-420-7149  
**Store Hours: Sun, 0800-1900; M-F, 0900-2100; Sat, 0800-2100**

**FORT MEADE Commissary**

2786 MAPES ROAD (AND MACARTHUR RD)  
FORT MEADE, MD 20755-5210  
Store Phone: 301-677-4316  
Fax: 301-677-6750  
**Store Hours: Sun, 0900-2100; M-F, 0900-2100; Sat, 0800-2100**

**BOLLING AFB Commissary**

185 CHAPPIE JAMES BLVD.

BOLLING AFB, DC 20032-6220

Store Phone: 202-767-4695

Fax: 202-767-4749

E-mail: linda.elliott@deca.mil

**Store Hours: Sun, 0800-1700; M-W, 0930-1900; Th, 0930-2000; F, 0930-1900; Sat, 0800-1800**

## ID CARD FACILITIES

The closest ID card facility is in Marshall Hall, Room 199A, NDU Security Directorate, (202) 685-2160 of (202) 685-2134. All transactions having to do with RAPIDS (i.e. Common Access Card issuance, DD1172-2 Issuance, and DEERS updates) will require the customer to submit an appointment request via RAPIDS appointment scheduler. The office location is on the 1st floor of Marshall Hall, in room 199A (next to the NDU gift shop). By appointment only slots are available Monday through Wednesday from 0830 to 1130 and 1230 to 1500, office is CLOSED on Thursdays and open for appointments only on Fridays from 0800 to 1200. Appointments will be in 30 minute slots so be prepared for a 30 minute process, security staff will allow a grace period of up to 5 minutes for late arrivals before we cancel your appointment so please be mindful of your appointment slot.

<https://rapids-appointments.dmdc.osd.mil/appointment/>

Other nearby facilities are listed below:

- **Coast Guard Headquarters** (202) 372-4003  
By appointments only.  
2703 Martin Luther King Jr Avenue SE  
Room 1D190-00  
Washington, DC 20593
- **Fort Myer** (703) 696-3030  
Walk in Service Only  
ID Card Section, Bldg. 202, 1<sup>st</sup> Floor  
106 Custer Road  
Arlington, VA 22211
- **Henderson Hall** (703) 693-7152  
Walk in and Appointments available  
1555 Southgate Rd.  
Room 300, Bldg 29  
Arlington, VA 22214
- **PSD Washington DC NSF Anacostia** (202) 433-4012  
By appointment only  
235 Wick Drive SW  
Room G011, Bldg 92  
Washington, DC 20373
- **Bolling AFB** (202) 404-3281  
Walk-ins vary appointments available  
16 Brookley Ave  
Building 16  
Bolling, AFB, DC 20032

- **Fort Belvoir ID card Section** (703) 545-2139  
Walk-ins and appointments available  
Chapek Road  
Building 1458, Room 1NW1200  
Ft Belvoir, VA 22060

You may also utilize the RAPIDS site locator, by visiting  
<https://www.dmdc.osd.mil/rsl/appj/site?execution=e1s4>

Another helpful link is the appointment scheduler; you can access this application by visiting  
<https://rapids-appointments.dmdc.osd.mil/>

### HELPFUL WEBSITES

**NATIONAL DEFENSE UNIVERSITY** [www.ndu.edu](http://www.ndu.edu)

### MILITARY POST INFORMATION

Military District of Washington:

<http://www.army.mil/institution/organization/unitsandcommands/commandstructure/mdw>

Joint Base Myer – Henderson Hall (includes Fort McNair): <http://www.army.mil/jbmhh>

Military Family Information: [www.militaryonesource.mil](http://www.militaryonesource.mil)

USO of Metropolitan Washington: [www.usometrodc.org](http://www.usometrodc.org)

### PUBLIC SCHOOLS

#### **Metro-Area Public Schools:**

District of Columbia public schools: <http://dc.gov/DCPS/>

#### **Maryland**

Montgomery County public schools: [www.mcps.k12.md.us](http://www.mcps.k12.md.us)

Prince George’s County public schools: [www.pgcps.org](http://www.pgcps.org)

#### **Virginia**

Alexandria (City of) public schools: [www.acps.k12.va.us](http://www.acps.k12.va.us)

Arlington County public schools: [www.arlington.k12.va.us](http://www.arlington.k12.va.us)

Fairfax County public schools: [www.fcps.edu](http://www.fcps.edu)

Prince William County public schools: [www.pwcs.edu](http://www.pwcs.edu)

### TRANSPORTATION

Federal Transit Benefits: <http://www.whs.mil/mass-transportation-benefit-program>

Washington Metropolitan Area Transit Authority: [www.wmata.com](http://www.wmata.com)

All area transportation systems news: [www.washingtonpost.com](http://www.washingtonpost.com) click on Local/Traffic

### Behavioral Health Resources in the National Capital Region

#### **National Defense University Phone**

##### *Chaplain Service*

Chaplain Jeffrey Zust 202-685-3903/ 719-377-7598

([jeffrey.zust.mil@gc.ndu.edu](mailto:jeffrey.zust.mil@gc.ndu.edu)) Bldg. 62, Room 314J

Fort Myer’s Chaplain 703-696-3532/6635

\*After hours: ask for duty chaplain (703-696-3532)

##### *Health and Fitness Directorate*

Lt. Col. Raymond Clydesdale, Surgeon, 202-685-4750

([r.j.clydesdale.mil@ndu.edu](mailto:r.j.clydesdale.mil@ndu.edu)) Bldg. 59, Room 118

Don Myers (Medical Liaison) 202-685-2791  
([donald.myers@gc.ndu.edu](mailto:donald.myers@gc.ndu.edu)) Bldg. 59, 118  
Ms. Nancy Gouveia, Nutritionist, 202-685-0448  
([nancy.gouveia@ndu.edu](mailto:nancy.gouveia@ndu.edu)), Bldg. 59, Room 118

### **Resources and Research**

COL Stephen V. Bowles, Ph.D 202-685-4499/4430  
([stephen.bowles@gc.ndu.edu](mailto:stephen.bowles@gc.ndu.edu)) Bldg. 59, Room 144

### **Emergency Rooms Phone**

Walter Reed National Military Medical Center, 301-295-4810  
Malcolm Grow Medical Facility 240-857-2333  
Fort Belvoir 571-231-3162

### **Behavioral Health Facilities Phone**

Andrews Air Force Base:  
Behavioral Medicine Services (Stress Mgmt, Pain Mgmt) 240-857-8942  
Life Skills Support Center (Anxiety, Depression, etc.) 240-857-7186  
Annapolis: Naval Health Clinic, U.S. Naval Academy 410-293-2273  
Behavioral Health Clinic 410-293-3208  
Chaplain's Center 410-293-1100  
Arlington: Defense Stress Management, Pentagon 703-692-8878  
Crystal Drive, Arlington (Taylor Building) 703-545-3533  
Bethesda: Walter Reed National Naval Medical Center 301-295-0500  
District of Columbia: Joint Base Anacostia-Bolling, (Bldg.13) 202-767-0450  
Military and Family Support Center (Bldg. 72) 202-433-6151  
District of Columbia: Washington Navy Yard, Health Promotions 202-433-6311  
Fairfax: Family Health Center 571-432-2600  
Fort Belvoir: Family Health Center 571-231-3224  
Adult Outpatient Behavioral Health 571-231-1204  
Fort Detrick: Substance Abuse Program 301-619-2120  
Family Advocacy Program 301-619-7453  
Fort Meade: Fleet and Family Support Center 301-677-9014/17/18  
Kimbrough Behavioral Health Care Service 301-677-8895  
Fort Myer/Henderson Hall: Behavioral Health (Rader Clinic) 703-696-3456  
Quantico: Naval Health Clinic 703-784-1779/1780  
Woodbridge/Dumfries: Family Health Center 703-491-7668  
**Note: Military Behavioral Health Clinics may be limited to treating active duty personnel**

### **DoD Employee Assistance Programs (EAP) Phone**

Pentagon EAP 703-692-8917

### **TRICARE – Military Beneficiaries Phone**

HealthNet 877-TRICARE  
(<https://www.tricare.mil/Home/contactus/TSC.aspx>) (866-559-1672 or 301-400-1517)

### **Military Community Assistance Programs Phone** (available 24/7)

DoD Deployment Health Clinic Center Helpline ([pdhealth.mil](http://pdhealth.mil)) 800-796-9699

Military OneSource (militaryonesource.com) 800-342-9647  
National Hopeline Network 800-784-2433  
National Suicide Prevention Lifeline \*Press 1 for Military Crisis Line 800-273-8255  
Wounded Soldier and Family Hotline 800-984-8523

### **Internet Resources**

National Center for PTSD (Veterans Administration)

<http://www.ptsd.va.gov/>

National Institute of Mental Health

<http://www.nimh.nih.gov/health/topics/post-traumatic-stress-disorder-ptsd/index.shtml>

Military One Source (All services)

<http://www.militaryonesource.mil>

Uniformed Health Service University of the Health Sciences—USUHS

<http://www.usuhs.mil>

Center for Personal and Professional Development (Navy Personnel Development Command)

<http://www.navy.mil/local/volepao>

Center for the Study of Traumatic Stress (USUHS)

<http://www.centerforthestudyoftraumaticstress.org/>

### **Suggested Readings on Combat and Operational Stress**

“Dealing with Combat and Operational Stress”

<http://www.militaryonesource.mil>

“Hope for Recovery: Understanding Posttraumatic Stress Disorder”

<http://www.ptsdalliance.org/resources.html>

“Understanding PTSD”

<http://www.ptsd.va.gov/public/pages/fslist-ptsd-overview.asp>

Disclaimer for Non-U.S. Government Sites: The appearance of “.com” hyperlinks does not constitute endorsement by NDU of these websites or the information, products or services contained therein. NDU does not exercise any editorial control over the information you may find at these locations. Such links are provided for your convenience.

## Eisenhower Hall Evacuation Procedures

(Fire Drill/Alarm, Bomb Threat, THREATCON)

(As of 19 May 2015)

1. Purpose. The Eisenhower School evacuation procedures includes Fire Drill/Alarm, Bomb Threat and THREATCON Plan designed to augment the Military District of Washington and National Defense University (NDU) plans.
2. Applicability. This plan applies to Eisenhower School students, Faculty and Staff, Eisenhower School Alumni personnel, tenant Components and visitors to Eisenhower Hall.
3. References.
  - a. JCS Memorandum SM-73-76, Subject: Terrorism Threat Conditions for Combating Terrorism, dated 5 February 1986.
  - b. NDU Regulation 380-1, Terrorist Threat Conditions (THREATCON) Plan, Appendix 1.
  - c. Washington D.C. Fire Prevention Code.
  - d. NDU Regulation 380-1, Bomb Threat Plan, Appendix G.
4. Procedures. This Standing Operating Procedure (SOP) establishes methods and evacuation procedures to be used in the event of a Fire Drill/Alarm and Bomb Threat. The emergency procedures outlined in this plan should be the same procedures and responsibilities, which would apply to other emergencies that require evacuation of the Eisenhower Hall.
5. Fire Alarm/Drill/Bomb Threat:
  - a. RESPONSIBILITIES:
    - Eisenhower School Fire Warden: The Eisenhower School Dean of Administration/Chief of Staff is the Eisenhower School Fire Warden and has overall responsibility for the evacuation of Eisenhower Hall, accountability of the occupants, coordination with NDU Operations and declaring the “all clear” command. The Eisenhower School Dean of Faculty acts as the Eisenhower School Fire Warden in the absence of the Dean of Administration/Chief of Staff.
    - Dean of Faculty: The Dean of Faculty will receive an accountability report from each of the Department Heads and report the results to the Eisenhower School Warden. If the Dean of Faculty is acting as the Eisenhower School Warden then the Associate Dean of Faculty will perform the Dean of Faculty duties.
    - Floor Supervisors: Each floor of Eisenhower Hall will have a Floor Supervisor and an Alternate Floor Supervisor assigned. The Floor Supervisor and/or Alternate will ensure that all personnel have vacated his/her assigned floor, including CJSL, Health

Fitness, and any visitors using Eisenhower Hall facilities. (Vessey Conference Room 101, Rooms 107 A, B and C, Baruch Auditorium, Eisenhower Conference room 258, Forrestal Room 212 and 214, Health Fitness Center). ENCLOSURE 1

- Department Chair/Deputy: Each Department Chair/Deputy Chair will take a roll call of their respective department members and report the results to the Dean of Faculty. (Report will consist of **department name** and either “**All Present**” or “**XXXX (faculty/staff member name) not present**”)
- Student Seminar Leaders: Each Student Seminar Leader will ensure that all personnel have vacated the classroom or study room, take roll call in the assembly area and report the results to the Eisenhower School Fire Warden. (Report will consist of **seminar number** and either “**All Present**” or “**XXXX (student name) not present**”)
- Tenant Components: Each Tenant Component Director will ensure that all personnel have vacated their assigned officer spaces, take roll call in the assembly area and report the results to the Eisenhower School Fire Warden. (Report will consist of **Component Name** and either “**All Present**” or “**XXXX (employee name) not present**”)

b. EXECUTION:

- All Personnel: Upon activation of an alarm all personnel will proceed in an orderly fashion out of the building using the nearest exit and proceed directly to the designated Eisenhower School muster/assembly area. The designated muster/assembly area is located on the Western most edge of the field (formally the golf course) immediately in front, and West of Eisenhower Hall, and North of the muster/assembly area designated for NWC. The location of the muster/assembly area is established based on the initial hazard exclusion zone designated by fire, police and bomb disposal technicians. ENCLOSURE 2
- Floor Supervisors: Each Eisenhower School Floor Supervisor/Alternate will ensure that all personnel have departed the section of Eisenhower Hall to which they are assigned. Upon reaching the assembly area they will report to the Eisenhower School Warden. In the event the Eisenhower School Warden is not available, the alternate Wardens [in priority order] are the Dean of Faculty, the Associate Dean of Faculty and the Director of Operations.
- Faculty and Staff: Faculty and staff will gather at the front of the student assembly. Each Department Chair/Deputy Chair will establish accountability of his/her department members and report the results to the Eisenhower School Warden. Administrators and staff assigned to the Dean of Faculty, Dean of Administration, Operations Office, and all other Eisenhower School employees not identified above will assemble at the front of the student assembly with the faculty/staff. ENCLOSURE 2

- Students: Upon arrival at the Eisenhower School muster/assembly area, students will form up by seminar number. Seminar 1 thru 10 will occupy the Southern most positions, on the Northern flank of NWC, with Seminars 11 thru 20 on the Northern flank of Seminars 1 thru 10. Each seminar leader will establish accountability of his/her seminar members and report the results to the Eisenhower School Warden.  
ENCLOSURE 2
- CJSL, Health Fitness and other building occupants: CJSL, Health Fitness and other building occupants will assemble on the Northern Flank of Eisenhower School Faculty/Staff. Each Component Chief will establish accountability of his/her component members and report the results to the Eisenhower School Warden.
- Dean of Faculty and Eisenhower School Warden. The Dean of Faculty will co-locate with the Eisenhower School Warden in order to consolidate command and control and reporting requirements. The Dean of Faculty and Eisenhower School Warden will receive an accountability report from each of the Department Heads, student Seminar Leaders and Tenant Components. If the Dean of Faculty is acting as the Eisenhower School Warden then the Assistant Dean of Faculty will perform the Dean of Faculty duties.

5. The Eisenhower School Warden will report to the NDU Chief Operating Officer via cell phone with the Eisenhower School personnel accountability status to include present, absent and otherwise accounted for personnel. In the event that cell phones are not operating, the Eisenhower School Warden will send a messenger to the NDU Operations Center located in Room 314 of Marshal Hall, to provide the personnel accountability information.

6. All personnel will remain in the assembly area until notified by the Eisenhower School Warden that it is safe to return to the building. In the case of severe weather the Eisenhower School assembly area will be the Marshall Hall Atrium, if available.

## ENCLOSURE 1

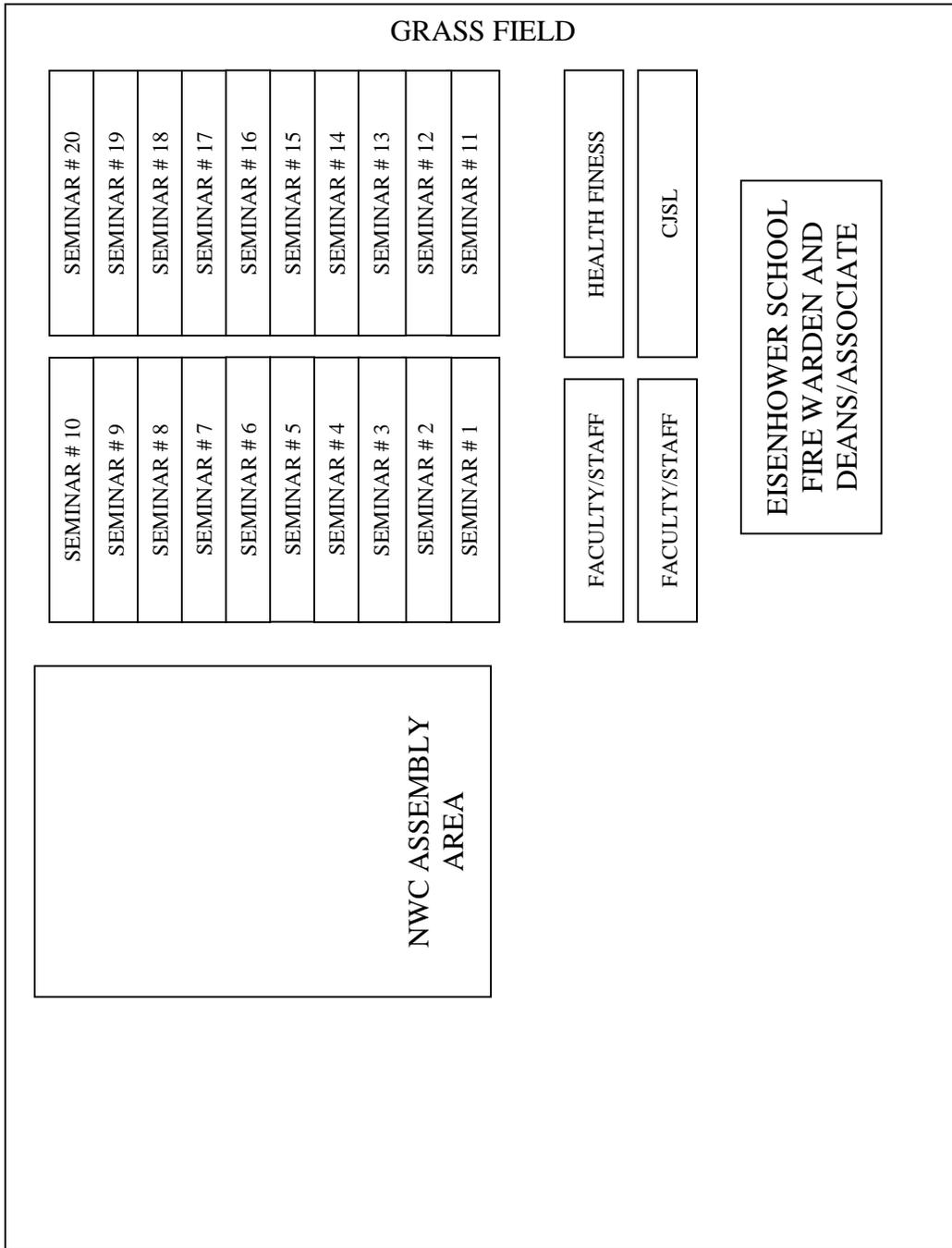
### Floor Supervisors/Alternates

(As of 19 May 2015)

FLOOR	PRIMARY	ALTERNATE
1 <sup>st</sup>	Jason Newland	Robert Buchanan
2 <sup>nd</sup>	Cynthia King	Susan Fuchs
3 <sup>rd</sup>	Prof. Andrew Leith	
4 <sup>th</sup>	Dr. Paul Severance	Dr. Richard Shipe

# ENCLOSURE 2 – ASSEMBLY AREA

NORTH



GRASS FIELD

SEMINAR # 20  
SEMINAR # 19  
SEMINAR # 18  
SEMINAR # 17  
SEMINAR # 16  
SEMINAR # 15  
SEMINAR # 14  
SEMINAR # 13  
SEMINAR # 12  
SEMINAR # 11

HEALTH FITNESS

CJSL

EISENHOWER SCHOOL  
FIRE WARDEN AND  
DEANS/ASSOCIATE

SEMINAR # 10  
SEMINAR # 9  
SEMINAR # 8  
SEMINAR # 7  
SEMINAR # 6  
SEMINAR # 5  
SEMINAR # 4  
SEMINAR # 3  
SEMINAR # 2  
SEMINAR # 1

FACULTY/STAFF

FACULTY/STAFF

NWC ASSEMBLY  
AREA

4<sup>th</sup> AVENUE

EISENHOWER HALL BLDG 59

D STREET

NWC Roosevelt Hall Bldg 61