



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

Overview & Policies Student Handbook

**National Defense University
Fort Lesley J. McNair
Washington, D.C.**

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Chapter 1

About the Eisenhower School - Introduction

1. History of the Eisenhower School and the National Defense University

The Dwight D. Eisenhower School for National Security and Resource Strategy (the “Eisenhower School” or “ES”) is the successor to the Industrial College of the Armed Forces (ICAF), originally the Army Industrial College. After World War I, President Coolidge recognized the ongoing need for close ties between the military and industry to avoid a repeat of the mobilization debacle that occurred in the United States as the nation prepared for that conflict. The inability of the U.S. industrial engine to mobilize to equip a million-man Armed Forces led to soldiers practicing with wooden guns and deploying overseas with insufficient armament, poor training, and inadequate support equipment. After the war, President Coolidge appointed presidential advisor and former War Industries Board chair Bernard Baruch to create an educational institution to ensure that the military and civilian industries would maintain a shared understanding of the requirements of equipping and maintaining a modern military force. Coolidge and Baruch understood that success in modern war required not just assembly of military forces, but true national mobilization with the full participation of the nation’s industrial base. While the mobilization of national resources was an inherent responsibility of the elected civilian government, leaders like Bernard Baruch (who contributed to the mobilization processes for World Wars I and II and after whom Baruch Hall at the Eisenhower School is named) saw the need to develop a cadre of strategic leaders with a sophisticated understanding of the integral relationship between strategy and resourcing to enable the nation to succeed in the event of war.

With that impetus from President Coolidge, the Army Industrial College was established in 1924 under the direct authority of the Assistant Secretary of War. It was staffed in part with officers from the Planning Branch of the War Department, including Major Dwight D. Eisenhower, who attended the college in 1933. The first institution of its kind in the world, the Army Industrial College brought together top leaders from the Army and civilian industry “for full time study and investigation of the basic industrial, economic, political, administrative and other aspects of harnessing national resources in modern war.”¹ In 1932, Assistant Secretary of War Frederick Huff Payne told President Hoover that while other military colleges concentrated on military strategy, the Army Industrial College was “the first in the world to devote its time to studying economic resources” in support of military strategy. The relationship between military requirements, logistics, the procurement and acquisition of new capabilities, and the civil industries that provided them was one of the key subjects of the education provided by the college. In the interwar years, many of the men who went on to lead the U.S. Armed Forces in World War II attended or taught at the Army Industrial College.

¹R. Elberton Smith, *The Army and Economic Mobilization in the U.S. Army in World War II* (Washington, DC, 1958, 43) in Daniel R. Beaver, “Politics and Policy: The War Department Motorization and Standardization Program for Wheeled Transport Vehicles, 1920-1940,” *Military Affairs*, Vol 47, No 3 (October 1983), 101-108.

Post-WWII developments underscored the growing need for closer ties between force and diplomacy, between America's military and the industrial base that arms it, and particularly among our military centers of higher learning and research. It became apparent that, to address that growing need, truly *joint* war colleges were needed. Thus in 1948 President Truman, with the encouragement of Secretary of Defense Forrestal, redesignated the Army Industrial College as the Industrial College of the Armed Forces in recognition of the joint nature of modern warfare. Speaking on September 6, 1960, at the dedication of the academic building bearing his name that became the home of ICAF at Fort McNair, 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 our modern life. It requires the finest understanding of how a complex industrial economy may best be put at the service of the nation's defense."

Throughout the Cold War, ICAF remained at the forefront of innovation in the areas of logistics, resourcing, and acquisition. In the second decade of the 21st century, while the underlying mission of ICAF had remained constant, a realization developed that traditional concept of industry and its interface with the military had changed over time. In order to reflect the mission of developing strategic thinkers who are focused on resourcing the National Security Strategy; to recognize the evolving diversity of the student body from primarily military officers to a balanced military, interagency, international, and industry corps; 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, ICAF became the Dwight D. Eisenhower School for National Security and Resource Strategy. The new name aligned 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 honored the most distinguished graduate of the institution, as well as its greatest proponent.

Today, the Eisenhower School is a college within National Defense University (NDU), established in 1976. Under the supervision of the Chairman of the Joint Chiefs of Staff (CJCS) through the Joint Staff, NDU includes the Eisenhower School, the National War College, the Joint Forces Staff College (JFSC), the College of Information and Cyberspace ("CIC"), and the College of International Security Affairs ("CISA"), as well as organic and tenant research centers, special components, and regional centers.

2. Mission and Vision. The mission of the Eisenhower School is to provide the critical foundation and guiding direction for the entire educational program. Our mission is:

To educate joint warfighters and other national security leaders for strategic leadership and success in analyzing national security strategy and in evaluating, marshaling, and managing resources to execute that strategy. (CJCSI 1800.01G, Officer Professional Military Education Policy (OPMEP), 15 April 2024)

We seek to fulfill this mission to achieve the Eisenhower School vision:

Internationally recognized, accredited, graduate degree-granting, Joint Professional Military Education institution uniquely positioned at the intersection of strategic resourcing and national defense. With a core focus on the Defense Industrial Base, the school equips senior leaders to integrate strategy, resources, and joint warfighting requirements to advance U.S. and allied security objectives.

The Eisenhower School is the only Joint Professional Military Education (JPME) institution dedicated to studying and evaluating the wide range of economic and industrial issues that undergird the country's national security. We provide the U.S. government with military and civilian personnel educated and

prepared for strategic leadership in developing and implementing national security strategy with a profound understanding of the accompanying resourcing implications.

Guiding Principles. The Eisenhower School's culture and governance is shaped by following principles:

- *Academic Excellence:* A determined commitment to teaching, scholarship, knowledge development, institutional agility, innovation, and creativity.
- *Academic Freedom:* An educational and research climate that fosters and protects free expression, rigorous analysis, and open intellectual exchange.
- *Intellectual Honesty and Integrity:* An organizational culture based on openness, honesty, trust, and ethical conduct.
- *Collegial Environment:* An organizational culture that promotes the highest standards of professional communication and collaboration, mutual respect, inclusivity in processes and decision-making activities, and focuses on collective success.
- *Growth and Development:* An environment that fosters individual growth and develops the intellectual and physical wellbeing of students, faculty, and staff.

Program Level Outcomes (PLOs) – PLOs identify the attributes ES students should possess upon graduation. The ES PLOs shape curriculum development and assessment efforts. The following PLOs will be used for AY26.

Specifically, upon completion of the Eisenhower School, graduates will have demonstrated the ability to:

PLO 1: Apply critical and creative thinking to support strategic level decision-making and effectively communicate strategic concepts and ideas across joint, interagency, multinational and industrial base environments.

PLO 2: Apply the principles of the profession of arms, civil-military relations, and ethical frameworks to support strategic level decision-making.

PLO 3: Assess the global security and economic environment to inform national security and defense strategy.

PLO 4: Apply military theory and joint planning processes to support joint warfighting and the development of globally integrated operations.

PLO 5: Evaluate domestic and international industry, and the government-private sector interfaces that affect the national innovation and defense industrial base.

PLO 6: Develop policy options in support of evaluating, marshaling, and managing resources to achieve national security objectives.

Accreditation.

The National Defense University is accredited by the Middle States Commission on Higher Education (MSCHE), a regional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. The last MSCHE accreditation visit was completed in February 2024.

3. Senior Leadership Team. The Eisenhower School's senior leadership team consists of the Commandant, Deputy Commandant/International Affairs Advisor, Dean of Faculty and Academic Programs, Dean of Students, and Dean of Administration, as well as an Associate Dean of Faculty and Academic Planning and an Associate Dean of Academic Programs who are selected by the Dean of Faculty and Academic Programs from among the faculty. The ES leadership team is supported by a Director of Operations. The Eisenhower School leadership and faculty collaborate to create an environment that enables excellence in education. The ES leadership endeavors to maintain general stability in the curriculum with the understanding that the curriculum requires continual review and updating to stay relevant. The ES leadership also continually advocates to the NDU leadership for appropriate support and resources for the Eisenhower School's academic mission.

Commandant. The Commandant is an active-duty military general/flag officer nominated by the Services and approved by the CJCS. The incumbent normally serves a three-year tour of duty and reports to the President of the NDU. The Commandant is responsible for the planning, execution, and assessment of ES teaching and research programs, ensuring that they are relevant and consistent with stakeholder needs. The Commandant is the senior rater for all military faculty and deans.

Deputy Commandant/International Affairs Advisor. The International Affairs Advisor serves as the Department of State's principal liaison and advisor to the Commandant and serves as Commandant in his/her absence. Normally a senior Ambassador, the Deputy Commandant participates in all Eisenhower School planning and policymaking activities related to the Department of State or to foreign affairs in general. As a member of the faculty, the Deputy Commandant contributes expertise to the academic program, including teaching, leading seminars, and participating in field studies.

Dean of Faculty and Academic Programs. The Dean of Faculty and Academic Programs (hereinafter "Dean of Faculty") is responsible for the school's educational mission by guiding the planning, implementation, and evaluation of all academic programs. The Dean of Faculty also serves as the principal advisor to the Commandant on all matters affecting the academic program and the faculty.

Dean of Administration. The Dean of Administration oversees the college's operations staff and ensures proper execution of resource requirements. They have primary responsibility for budget and personnel execution on behalf of the Commandant. They are also responsible for day-to-day business support for the Eisenhower School.

Dean of Students. The Dean of Students serves as the ES leadership's principal liaison to the student body during the academic year. They coordinate the admissions process with the NDU Registrar, and supervise the planning, coordination, and execution of student activities, including seminar and PFA assignments. They also establish the student council and advise student leadership.

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 supervisor in the chain of command. Therefore, students will send all requests for absences, leave and other administrative actions through their PFA. Advisors are responsible to the Dean of Students and ultimately 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 Students 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.

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.

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.

Service Chairs. Each armed service is represented in the faculty. The Service Chairs enrich the college's understanding of operational matters and provide unique service 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.

Chapter 2

Academic Policies

1. **Academic Freedom.** NDU maintains a climate of academic freedom within all components of the University, including the Eisenhower School that fosters and properly encourages thorough, open, and lively academic debate and examination of national security issues. As future policy makers, advisors, and leaders, ES students must be ready to discuss, challenge, and question current national policy. Academic freedom is essential to the learning and teaching process. Academic freedom permits open discussion of diverse perspectives on critical issues, but it does not provide the faculty freedom to deviate from the course objectives as determined by the Department, recommended by the Curriculum Committee, and approved by the Commandant. Faculty members should strive to protect not only their own right to freedom of inquiry, teaching, and expression, but also their colleagues' and students' right to the same freedom. Additionally, faculty members should ensure that they conduct their seminars in a manner that exhibits cultural sensitivity, respects 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 General Counsel.

3. **Non-Attribution Policy.** In keeping with NDU policy, the Eisenhower School maintains a strict non-attribution policy that applies to *all* classroom seminars, auditorium presentations, and field studies. This policy assures guest speakers, seminar leaders, panelists, faculty, and students that nothing stated by the speaker will be attributed to her/him by name without the speaker's express permission directly to or indirectly (including via social media post or blog) in the presence of anyone who is not authorized to attend the NDU presentation, conference, site visit, or seminar. This policy also applies to materials, in any format or medium, prepared and/or distributed by speakers for presentation as 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; on the contrary, it is designed to enhance and support an environment of candid discussion. Access to senior leaders and policymakers, domestic and international, by students and faculty continues to be possible because the Eisenhower School has adhered staunchly to NDU's non-attribution policy. Many high-level speakers are extraordinarily frank in their discussions, and adherence to the non-attribution policy often has facilitated a returning speaker to be even more candid on subsequent visits. Violating the policy could adversely affect the entire Eisenhower School speakers' program. The policy does allow reference to a previous speaker if the comment/question is prefaced, "A previous speaker said..." and the content of the statement does not allow the audience/guest to deduce who is being quoted or paraphrased.

4. **Audio and Video Recording Policy.** Personal digital video or audio recordings of presentations are strictly forbidden. This violates speaker non-attribution environment. Some speakers will allow or request recordings of their remarks. This is approved in advance. In no case, should individual students record academic proceedings without prior approval through the applicable course director.

5. **Grading Policy and Procedures.** See Appendix D.

6. **Graduation Requirements (per NDUI 1025.07D, 23 July 2024)** To graduate with a NDU Master of Science or Master of Arts degree, a student must:

- Have an overall GPA of at least 3.0 across all core and elective courses (GPA = Total points/Total credit hours).
- Pass all core and elective courses with a grade of B– or higher.
- Complete at least two elective courses (at least one per semester) of two credits each (4 credits).
- Satisfy all requirements detailed in the *Student Research and Writing Handbook* for research conducted in lieu of elective courses, if applicable.
- Satisfy all designated coursework requirements.

7. **International Fellows: Degree and Diploma Candidates.** International Fellows attending the Eisenhower School are eligible to receive a Master of Science in National Resource Strategy under certain circumstances. In order to be a degree candidate, the IF must possess a verified bachelor's degree or equivalent and demonstrated English language skills. NDU AA documents academic credentials, administers the Test of English as a Foreign Language (TOEFL), and determines the timeline by which IFs are designated by the NDU Vice President for Academic Affairs as degree candidates.

IFs who do not meet the degree candidate requirements are designated by NDU AA as diploma candidates. Diploma candidates are not required to complete all written assignments in the same manner as U.S. students or International Fellows who are Degree or Conditional Candidates. Diploma candidates may submit Outline or Point Papers that express the student's thoughts/ideas/recommendations in lieu of the normal paper format.

8. **Distinguished Graduate Program.** The Eisenhower School has a Distinguished Graduate (DG) Program that recognizes the top graduates. The faculty will rank 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 as 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)

9. **Official Activities.** Students have a professional responsibility to 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.

10. **No Outside Taskings Policy.** The Eisenhower School is a full-time, in-residence program that requires full-time energy and focus on the post-graduate, executive-level course of study. There is no time available during the academic year for outside projects levied by parent agencies. **THIS INCLUDES PRE-COMMAND COURSES.** 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.

11. **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.

12. **The Eisenhower School Mass E-mailing Policy.** The 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.

Distribution Groups. Except for the Eisenhower School Student Council members, students should not send e-mails to ndu.edu distribution lists other than their seminar group without approval by the Dean of Students. The normal flow for such a request should be seminar leader to ES Student Class President and then the Dean of Students.

Chapter 3

Academic Schedule and Attendance Policy

1. Duty Hours. Duty hours are based upon the academic schedule. All scheduled activities constitute the duty day, and these activities are considered the students' "place of duty." Students are expected to make routine appointments during non-scheduled event times. Unless otherwise noted, all events on the Academic Calendar are mandatory for all students.

2. Academic Schedule. The core 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, or its equivalent in other mediums, is assigned for each classroom hour. The college will make every attempt to "lock" any day's schedule two weeks prior. If the schedule changes inside of the 14-day window, a member of the staff or faculty (typically the Dean of Students) will notify the student body of the change through the ES School Share on MS Teams and via email. Students are still expected to check the schedule daily and seminar leaders should ensure that changes are communicated.

3. Academic Prep / Research and Study. Certain days are designated on the academic calendar as time for academic preparation or research and study. These are duty days, scheduled to allow students dedicated time for research and study at selected points in the academic year; **leave is authorized by exception.**

4. Early or Delayed Departure (graduation). Students will depart following graduation, NLT 30 June 2026. Departure prior to graduation is not authorized. Military students, in coordination with their Service Chair, may petition the Dean of Students to remain at Eisenhower School longer, pending assignment or avoiding excess leave prior to reporting to their next assignment or duty station.

5. Attendance Policy. Students have a professional responsibility to attend all classes and lectures. There will be unforeseen changes to the weekly schedule; afternoons and weekdays with no scheduled events will sometimes be used to reschedule events. It is the students' responsibility to check the schedule regularly. 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, civilian schooling, or other such occasions. **Every student is authorized to miss a single class to complete the Executive Health Assessment (EHA) offered by the NDU Health & Fitness Directorate (HFD). Students will not schedule the EHA on a day that cannot be made up (group presentation, wargame, etc.), and they will provide their instructor(s) and PFA with the schedule notification from HFD prior to the absence.*

TO THE MAX EXTENT POSSIBLE, students will schedule medical and other appointments during time outside of scheduled class. The faculty and staff at ES understand that medical appointments with specialists are difficult to schedule, and exceptions will be made in these circumstances. PFAs may authorize a single, one-day absence from academic activities after the student coordinates with the instructors of the classes that will be missed (including any electives). PFAs (NOT STUDENTS) will submit subsequent absence requests to the Dean of Students for approval after the students coordinate with the instructors of the classes that will be missed. The student will notify the class leader and the faculty instructors when their request is approved. Requests for absences that include the student leaving the local area will normally require the student to submit a leave form in accordance with instructions below. No plans involving irrevocable financial commitments should be made without an approved Leave or Pass.

Pass. Service/Agency Chairs are authorized to grant students a pass/liberty for up to 96 hours for **non-academic** absences IAW with their service/agency policies. There are no NDU-directed pass/liberty area limits (i.e. distance from Fort McNair); however, all unofficial travel of any duration outside CONUS requires that leave is taken. A pass/liberty CANNOT be used to miss academic requirements. Requests for pass/liberty are submitted through your Service or Agency Chair. The Service and Agency Chairs reserve the right to make the pass/liberty requirements more stringent based on local service/agency policies. Civilian students must comply with their service/agency/department policies.

Leave. Leave is not normally granted during the academic year except during scheduled holidays or the winter break. As stated above, research and study days are not a day off. Leave is required if the period of absence from the ES local area exceeds 96 hours or for most academic activity absences more than one day. For military students, leave for non-academic periods will be submitted through the appropriate Service Chair and approved in accordance with their local service leave policies. Civilian students must comply with their agency or department requirements.

Any leave during academic periods must be approved by the PFA and Dean of Students prior to submission to the appropriate Service Chair or civilian agency IAW the Absence Policy above.

**Note that leave in conjunction with students' official travel is only approved in unusual circumstances. Ask permission well in advance and do not personally procure travel without prior coordination as detailed above.*

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 2025-2026, NDU has scheduled the following periods as federal holidays. These are considered days of liberty and not charged as leave if students remain within the local area, as defined above.

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

Labor Day	Monday, 1 SEP 2025
Columbus Day	Monday, 13 OCT 2025
Veterans' Day (observed)	Tuesday, 11 NOV 2025
Thanksgiving	Thursday, 27 NOV 2025
Christmas Holiday	Wednesday-Friday, 24-26 DEC 2025
New Year's Holiday	Thursday, 01 JAN 2026
Martin Luther King, Jr. Day	Monday, 19 JAN 2026
President's Day	Monday, 16 FEB 2025
Memorial Day	Monday, 25 MAY 2025

Emergency or Illness. **Students should maximize efforts to ensure a safe and healthy working environment for themselves, their classmates, and NDU faculty.** If a student is unable to attend class in-person due to an illness or an emergency, the student will notify their PFA, their seminar leader, and instructor(s) as soon as possible. The instructor, in coordination with the student, will decide whether a student makes up missed lessons or attends lessons virtually. If physically able, students should make every effort to be available to attend classes virtually. If the PFA is not available, the student may contact the Dean of Students directly via phone, MS Teams, or e-mail as soon as possible.

It is critical that students do not report to school while they are ill and/or experiencing the following symptoms: fever, significant cough, sore throat, body aches, chills, fatigue, or any Flu/COVID-like symptoms. **All students should stay home if they are sick** until at least 24 hours after their fever

(temperature of 100 degrees Fahrenheit or 37.8 degrees Celsius or higher) is gone. Temperatures should be measured without the use of fever-reducing medicines (medicines that contain ibuprofen or acetaminophen). Not everyone with flu will have a fever. Individuals with suspected or confirmed flu, who do not have a fever, should stay home from work at least 4-5 days after the onset of symptoms. Persons with the flu are most contagious during the first 3 days of their illness.

Permissive TDY (PTDY). Permissive TDY is authorized only under exceptional/extreme circumstances; students cannot miss academic requirements for PTDY. Authorized PTDY will be managed in accordance with service regulations.

Role of Seminar Leader. Seminar leaders are responsible for notifying the Dean of Students 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 only report attendance: they do not grant or deny permission to miss class. Seminar leaders should send an email to the Dean of Students whenever there is an absence from a class or lecture.

6. Inclement 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. The status of government operations in the DC area is available at the OPM website at <http://www.opm.gov/status>. OPM endeavors to make weather calls on government operating status by 0400 - 0500 daily. If OPM declares that all federal offices are closed, the university campus will also be closed, however **classes may still be conducted remotely over MS Teams**. 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 in doubt, contact your seminar leader and check your email frequently.**

7. The Eisenhower School Calendar. The Associate Dean of Faculty and Academic Programs maintains the Eisenhower School Academic Calendar. Student access to the academic calendar is through the shared ES Student Master Calendar. All students shall be familiar with the ES Student Master Calendar and check it regularly for changes.

Weekly Schedule. At the beginning of each semester, an initial schedule is posted on the ES Student Master Calendar. The calendar takes precedence over any other forms of the academic schedule. Students should check the ES Student Master Calendar daily in case a last-minute change wasn't communicated yet.

Seminar (student-initiated) Changes in Schedule. All changes to individual seminar schedules must be requested by the seminar leader in advance. Any changes to the academic schedule must be approved by the Office of the Dean of Faculty and Academic Programs. Prior to approval, the request for changes must go through the teaching team, the Department Chair and then to the Dean of Faculty and Academic Programs. The request must contain the course, seminar, original schedule, proposed schedule, and reason for change. Changes will not be made in class schedules when such changes will result in conflicts for either students or other classes. If any student does not agree to the proposed change, the seminar leader WILL present the reasons for dissent to all involved in the approval process.

8. Guest Speaker Visits. Students will be invited to participate in guest speakers' visits to the Eisenhower School. Duties may 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 the full biography of the guest. Prepare ahead of time and keep introductions to less than two minutes.

9. Auditorium/Lecture Etiquette. 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.

Dress. The dress for each lecture will be posted on the academic calendar. Normally, military will wear their service dress uniform and civilians will wear business attire.

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.

Arrival of Students. Unless otherwise noted, students must be seated ten (10) minutes before the arrival of the speaker. Students will fill all available seats closest to the front in an orderly manner before sitting in the next available row.

Food and Beverages. No food or chewing gum are permitted in the auditoriums. There are no exceptions. Small mouth threaded / (twist and lock) cap containers for beverages are acceptable in the auditoriums. Lids should lock into place to prevent spillage and have a small opening.

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. See non-attribution policy.

Other Courtesies. All electronic devices will be silenced, including cell phones, watch alarms, and other electronic devices, while in the auditorium.

Arrival of Speaker. When the official party arrives, students and faculty stand, and remain standing during the entrance of the speaker.

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.

Question-and-Answer Period. Students should come prepared to ask at least one question. During question-and-answer periods, students should follow the prebriefed procedure 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, but you can announce your industry study during the spring semester.** Keep your questions brief and to the point. **Refrain from asking multi-part questions or making long statements to set up your question.** These techniques can detract from the learning environment and reduce opportunities for classmates to ask questions.

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.

10. Industry Study Travel Policies

Conduct. At all times, conduct is to be professional. This includes all site visits, travel to and between sites, and off-duty hours. The lead faculty of an Industry Study (IS) or Concentration Lead, regardless of rank or position, is the person in charge of all aspects of field studies and has the full authority of the ES Commandant to ensure a successful field studies experience.

Non-attribution. The ES non-attribution policy applies to **ALL** field studies as well as classroom seminars and auditorium presentations.

Travel Advisories. Even in times of relative stability, it is important to monitor the countries you plan to visit. As a minimum, regularly check the following State Department travel advisory website for the latest information: <http://travel.state.gov>. As a matter of policy, ES groups will not travel to countries listed on the State Department Current Travel Warning List. NOTE: Field Studies destinations are subject to change depending on world affairs.

Orders. All IS seminar members (student and faculty) will conduct travel on ES issued, official Defense Travel System (DTS) travel authorizations while on couplets and field studies. Exceptions will be approved through Dean of Faculty channels after coordination through ES Operations and the Dean of Students.

Group vs. Individual Travel.

General Policy: Students are expected to travel to and from field studies with their assigned seminar groups. Except for emergencies, any planned deviations must be coordinated as early as possible to avoid disrupting travel orders. All deviations must comply with the Joint Travel Regulation, NDU, and (if applicable) students' home organization policies.

Final Authority: The ES Dean of Faculty is the final authority for all travel deviations.

Request Process: Students will request a deviation by:

1. Faculty Review: Submit the request to your teaching faculty (IS lead or Concentration faculty). They will consult with ES Operations to check feasibility.
2. Department Recommendation: The faculty member will send their recommendation to the NSIB Chair, SAC, or Concentration CD. *Note: The student's service/agency chair (if applicable), the student's PFA, and the Dean of Students must be copied on this communication.*
3. Chair or CD Recommendation: The NSIB Chair, SAC, or Concentration CD will send their recommendation to the Dean of Students.
4. Final Submission: The Dean of Student will then forward the request to the Dean of Faculty for a final decision, copying the NSIB Chair, SAC, or Concentration CD.
5. Report of Decision: The Dean of Faculty will send the Dean of Students their decision to enable student notification.

Spouse Travel. NDU recommends against spouses, friends, and family members accompanying or meeting students during field studies. If a spouse, friend, or family member intends to travel concurrently, they are responsible for their own transportation and shall not attend official events.

Sports Equipment. NDU policy prohibits paying for the transport of golf clubs and other sports equipment on field studies.

Government Credit Card. Department of Defense policy (DoW Financial Management Regulation Vol 9, Chapter 1, Government Travel Charge Card Program) stipulates that DoW 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 admin review sessions. The POC is Mark Cook at mark.a.cook.civ@ndu.edu, Lincoln Hall, Room 2207.

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 the admin review session.

International Students and Industry Studies Field Studies Travel. International students are categorized as either “International Fellows” or “International Officers.” ES policy regarding international students and industry studies field studies travel is as detailed:

International Fellows:

- International Fellows are foreign officers attending ES by invitation from the CJCS and are required to participate in the Secretary of Defense’s Security Assistance and Training program administered by ISMO.
- International Fellows do NOT participate in the international travel portion of the Industry Studies Program.
- International Fellows are expected to accompany their IS seminars on all domestic field studies activities within the United States, including couplets.

International Officers (IO):

- Currently designated IOs include Canadian and French Direction Générale del’ Armement (DGA) students
- Are not considered “International Fellows”
- Are attending ES under Memorandum of Understanding (MOU)s with ES
- Do not participate in the Secretary of Defense’s Security Assistance and Training program and take the same curriculum as US students.
- Will accompany their respective IS seminars on all field studies travel, both CONUS and OCONUS.

Chapter 4 Non-Academic Programs

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.
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 military students who do not meet the prescribed requirements. Military students are expected to maintain their appropriate level of physical fitness and control their weight according to their respective service's directives. Students who fail to conform to weight standards may have their diplomas withheld until compliance with service requirements has been verified. The service chairs conduct physical fitness testing for military students in accordance with individual service directives.
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.
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: 24 November 2017, Chapter 6, "Public, Family, Off-Duty Recreation and Seasonal Safety," para 6-5, Headphones: "Using portable headphones, earphones, or other listening devices while walking, jogging, running, skating, skateboarding, and bicycling, including pocket bike, MC, or moped, on DOW installation roads and streets, or adjacent to roadways or roadway intersections, is prohibited." Shirts must be worn and helmets are required for bikers. When jogging off post, your Common Access Card is needed to re-enter Fort McNair.
7. **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), the College of International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) 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.

Varsity Sports. The Eisenhower School engages in highly spirited and skilled competition with NWC and CISA in the following sports: softball, basketball, soccer, volleyball, pickleball, golf, bowling, cornhole 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, CIC and CISA colleagues. The student athletic director will provide details concerning individual and team activities.

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.

Jim Thorpe Sports Days. Every year, the Army War College at Carlisle Barracks, Pennsylvania, hosts Jim Thorpe Days. Students from every senior-level Department of War college participate in a myriad of athletic and military-related events in a multi-day competition and networking experience. This year, Jim Thorpe Sports Days are 23-25 April, 2026.

Participation. In addition to being a varsity athlete, there are a number of other ways that students can show their spirit. These include student athletic director; sports commissioners for each sport; student coaches, cheerleading, student athletic trainers, scorekeepers, and our mascot Clawz (or Claws-o-Witz the Tiger). Finally, all Tigers are part of the famous “Blue Wave.”

“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 NWC, CISA and CIC. The “Blue Wave” wants you! We’ll see you on the field or on the court! **Go Tigers, Beat National!**



Chapter 5 Non-Academic Policies

1. Standards of Attire.

The uniform of the day is Business Casual. Business Casual is defined as a collared dress-shirt (not polo style), jacket, slacks or chinos and dress shoes, equivalent attire for women. Wearing a tie is optional. This applies for the entire academic year unless expressly indicated on the ES Student Master Calendar. Military students will wear civilian attire unless a military uniform is prescribed.

Exceptions to business casual attire will be published in the ES Student Master Calendar and they are prescribed below:

- a. Military Service Dress and civilian business (coat and tie) dress (or equivalent) will be worn during events (NDU President Lecture Series, Eisenhower Commandant Lecture Series, DV briefs, & graduation) where guests are 3-star and above or civilian equivalent, or when directed. In most cases where formal dress is required, it will be acceptable to be in formal dress only for the specific event, then change into business casual (or other attire as directed) afterwards.
- b. Blue Wave is defined as a blue collared shirt (polo acceptable), chino-style pants or slacks, and casual shoes (sneakers and flip-flops are not acceptable). An "aloha-style" shirt that is predominantly blue meets the intent of Blue Wave. Blue wave will typically be authorized on Fridays, days of an ES sporting events, and days of a major social activity, unless there is a reason to be in more formal attire. **ES logo gear shows everyone your Tiger pride but is NOT mandatory for Blue Wave.*
- c. ES Smart Casual is like Blue Wave except any polo or collared shirt is acceptable (red is discouraged), all other requirements are identical to Blue Wave. ES Smart Casual will be authorized when and where appropriate, often during the first month of school when temperatures and humidity are high.
- d. Physical training and workout gear is only authorized when conducting physical training activity and in transit to and from NDU.

At no time are the following authorized:

- a) items with derogatory/defamatory/offensive language, imagery
- b) garments that are overly worn or distressed
- c) clothing that reveals undergarments

The ES Student Master Calendar has the most current dress requirement for the day. If nothing is expressly directed for the day, the default dress will be Business Casual Mondays-Thursdays and Blue Wave for Fridays. Faculty, staff and students always have the option of dressing in a more formal manner from what is directed for the day. **Seminar or Elective faculty may direct their entire seminar (class) to be in more formal attire due to a scheduled visit, a guest speaker, or similar reasons. Students will dress in the most formal attire directed by the ES Student Master Calendar OR their instructors on any given day.**

2. Internal Communication.

Bulletin Boards and Distribution Boxes. Personal distribution boxes (mailboxes) are located in the student mailroom on the first floor in Lincoln Hall 1105 (right next to Ike's student lounge) and should be checked weekly. Student mailboxes are often used to distribute text books and information.

Flyers. Flyers may be put in student mailboxes and on bulletin boards. Do not tape items directly to the doors. If necessary to use tape, items may be taped to the door frame or the sign holder outside the door.

Promotions, Selections, and Recognitions. Students that are notified of a major career milestone, promotion, award, or follow-on special assignment are strongly encouraged to notify their PFA via email, and cc' the Dean of Students and Commandant's XO to ensure the Commandant is informed.

3. Class Organization.

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 School student association fund constitution. The Student Council determines expenditures of class funds; the school is not involved 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.

Class Officers. Class organization is valuable in fostering association among class members and with faculty and staff. The class president is a senior-ranking U.S. military service member. The class vice president is a senior student from the Department of State. The Dean of Students will conduct interviews for the role of president, vice president, secretary, treasurer, social director, and Ike's (student lounge) manager.

International Fellows (IF) Leadership. The International Student Management Office (ISMO) appoints a president and vice president to represent the international fellows. These officers are members of the ESSC.

Seminars. The class is divided into as many as 20 seminar groups of 12-18 students. Seminar assignments are based on service/agency mix, rank, and professional experience. Students will take core courses with their seminar but will be assigned to different groups for electives. In the spring, the core seminar will be based on industry study groups.

Seminar Leaders. The Dean of Students selects the first semester 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, yearbooks, class gifts, and social committees. The industry study lead faculty member will select a seminar leader for their industry study seminar.

Student Council. At a minimum, the Student Council is composed of the class president, vice president, treasurer, secretary, IF leadership, social director, and seminar leaders from each of the seminars. The

Council represents the student body, provides class leadership, and accomplishes class business. The composition of the Student Council will reflect the demographics of the civilian-military structure of the class. With guidance from the Dean of Students, 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. The Student Council will create a charter that directs its governance and is duly adopted by its members.

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. **Unless otherwise noted, spouses are invited to, and encouraged to attend, social events.** The following conditions must be met when scheduling social events:

- The Dean of Students, in coordination with the Dean of Administration, must approve activities involving the use of Eisenhower School facilities.
- The Commandant must approve the consumption of alcoholic beverages at the college during an organized social event. Requests for alcohol consumption are routed through the Dean of Students.
- 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. If support is desired from the ES Event Coordinator, Ms. Tyana Beasley, it is on an "as available" basis.

4. 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. Below are the designated smoking areas for campus buildings:

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

5. Alcohol Policy. In accordance with current NDU policy, the consumption of alcoholic beverages requires specific *prior approval in writing* from the ES Commandant. Request approval via e-mail to the Dean of Students. The Eisenhower School and NDU remind faculty, staff, and students to drink responsibly, clean up before departing and never to drive impaired. Alcohol is only authorized after classes have concluded for the day. Eisenhower students have refrigerators in the IKE'S student lounge for refreshments (alcoholic and nonalcoholic) which are purchased and re-stocked by student funds.

6. Student Grievance Procedures (to Include Harassment /Sexual Harassment).

NDU student grievances (to include issues involving harassment /sexual harassment) are covered by NDUI 1025.06B, *Student Complaint Policy and Procedures*, 29 March 2023. Students may seek redress for a complaint/grievance through:

- Informal discussion(s) with the appropriate NDU faculty, staff, personnel, or another student.
- Their component chain of command, Service, and/or Agency procedures.
- The *NDU Student Complaint Form* (online).

Note: To pursue a formal complaint, students should submit an *NDU Student Formal Complaint Form* to the designated administrator of their respective college/program. The link to the NDU student complaint policy and online form is available via the NDU Students Portal on SharePoint: Student Complaint Form . For issues involving sexual harassment/assault, students can contact the NDU Sexual Harassment/Assault Response & Prevention Program (SHARP) victim advocate and/or the Joint Base Myer-Henderson Hall (JBM-HH)/Pentagon SHARP helpline:

National Defense University
Building 62, Marshall Hall, Suite 307
Office: 202-685-3540
shaquille.s.ricks.mil@ndu.edu

JBM-HH/Pentagon SHARP 24/7 Helpline: 202-498-4009
DOD 24/7 Safe Helpline: 1-877-995-5247

7. Government Shutdown. In the event of a lapse in appropriations or other full or partial lapse in U.S. government funding, ES will follow Federal law, OPM guidance, DoW direction, and NDU policy concerning orderly shutdown and furlough of employees. In general, the situation of civilian employees of non-DoD Executive Branch Departments or Agencies who are working at the ES will be determined by their home agencies. Should a lapse in appropriations lead to a prolonged furlough of ES students, senior ES and NDU leadership will determine appropriate remediation measures to be taken upon the resumption of normal business.

8. Food and Beverages Consumption and Storage Policy. Consumption of food products is permitted in seminar rooms and in common areas of Lincoln and Marshall Halls in support of college, department, and student-sponsored events. Consumption of food products during classroom instruction is with the permission of the instructor and should not interfere with the learning environment of other students and faculty members. The spitting of seeds, shells, and pits is prohibited in the seminar rooms and common areas of Lincoln and Marshall Halls.

9. 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 with a faculty advisor. Early in the year, volunteers are requested to serve as the editor, business manager, class or seminar photographer, yearbook representative, and other yearbook staff members. The yearbook committee will determine how to fund yearbook production (advertisements, sponsors, purchase...).

10. 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. The I-MART is located in Lincoln Hall, Room 2339. Hours of operation are posted on the door.

Chapter 6 Security Matters

1. **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. To exit most NDU facilities, the badge must be waved in front of the access control terminal to exit the building. When passing an internal security checkpoint, security badges should be displayed for viewing by security guards. Badges must be displayed at all times within any NDU building.

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

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.

2. **Security Clearances.** Verification of all Army, Navy, USMC, Air Force, and Space Force military student clearances will be done through JPAS. All DOW 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-DOW 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 JFSCOL. The PLA is SSO JFSCOL//NDU//. For Non-DOW 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. Security POC is Montez Winters, (202) 685-2134

3. **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.

4. **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.

5. **Personal Property.** Personal property must be secured at all times. Purses, wallets, laptops, cell phones, cash, or any other valuable personal items should not be left unattended.

6. **Fire.** Anyone who detects fire or smoke should pull the handle in any fire alarm box. If possible, notify ES leadership but not to delay evacuation. 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 to the parking lot across from Lincoln Hall. 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 Students or other appropriate faculty members. 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. For more information see description of fire procedures in Appendix E.

7. **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 Faculty 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.

8. **Preparation of Classified Material.** Most writing and research papers are unclassified since the college has limited resources to support classified endeavors. Any requirement to submit or handle classified materials will be coordinated by the faculty member that is providing the requirement.

9. **Public Information.**

Public Affairs. NDU does not have a public affairs office. If you are approached for an interview as an NDU student, you must get approval from NDU. This process begins by meeting with the Dean of Students. NDU approval to do an interview does not absolve a student from any approval procedure required by their parent agency, nation, or company.

Notification Required. If the request results in an immediate interview without an opportunity to contact the Dean of Students, then notification will be made after the fact. Otherwise, notification should be made prior to any pre-arranged media contact.

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, OR THE U.S. GOVERNMENT."

After-Action Report Required. Following any contact with the media, NDU personnel are required to

provide an after-action report to the NDU Strategic Communications (via e-mail or written document).

General Media Guidance. The following is general guidance for media engagement:

- Paid media appearances/participation must be cleared through the General Counsel.
- Focus comments only on your area of research/scholarly expertise.
- Ensure comments are caveated as personal opinion as a scholar or subject matter expert.
- Avoid:
 - Any classified information or information that might be operationally sensitive
 - Anything overtly political
 - University or college operations (administration, budget, facilities, etc.)
- All **on-campus** media engagements (i.e., interviews, filming, etc.) require pre- coordination with JBM-HH Public Affairs and the Department of Security (DES), submission of personal and vehicle information for all media coming on post for pre-vetting, and public affairs escort while on post; this coordination shall be done by first engaging with the Dean of Students. Please do not make any commitments prior to this coordination.

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

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

Papers will include a conspicuously placed disclaimer that identifies the views and opinions as those of the author and not necessarily those of NDU, DoW, or the U.S. Government. Contact the Research and Writing Director for procedures for release.

Chapter 7

Campus Resources

1. **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, strength equipment (stacked weightlifting system), group fitness spaces, racquetball courts, a full-size gymnasium, showers and saunas. Contact the fitness center for classes offered. The hours of operation are 24 hours a day for registered users. The fitness center allows personnel to sign up for keyless entry. Patrons who want to have keyless access must first register their CAC or federally affiliated ID card with a “chip” in it – at the Fort McNair Fitness Center. For more information, call (202) 685-3117 or Fort Myer, for more info: (703) 969-7860/7868.

2. Food Considerations.

Honor Café. Located in between the bathrooms and the Lincoln Hall café seating area (by the ATM) is a newer venture. Coffee, beverages and light snacks are available on the honor system (card only kiosk, no cash accepted). This is a self-cleaning area, so if you spill something, please step into the adjacent bathroom for clean-up supplies. There is a posted sign but scanning the coffee pods works best when you use the larger of the two bar codes (there is one on each side of the pod). If you run across a pod that isn't scanning, all pods are the same price so please scan at least one for payment.

Subway. A Subway sandwich location is located near the NDU Cafeteria in Lincoln Hall. They provide walk-up services and an online order system.

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

Refrigerators & Microwave Ovens. There are refrigerators and microwave ovens available for students in Marshall and Lincoln Halls. Every seminar room should have a refrigerator and microwave oven that are property of ES.

3. **Gas Station/Shoppette.** Located at Building 43, (202) 484-5823; Open every day of the week 0800-1700. The gas pumps are open 24 hours a day for customers using a credit/debit card.

4. **NDU Library.** The library can be found on the second floor of Marshall Hall. The library staff is available 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. Rooms and areas with tables are available for personal and group study. Some rooms can be reserved through the library. Students may use the library printers for their school printing needs. More information on the library can be found at:
<https://ndu.libguides.com/ndulib>

5. **NDU Multimedia Services Division (MSD).** Located in Marshall Hall, Room 183 corridor, are NDU graphic design, printing/copying, and AV/photo. The highly trained professional staff combines personal consultation, high standards of quality and the latest technology to meet the visual information needs for staff, faculty, and students. For assistance in requesting Multimedia support, please see ES Ops in Lincoln Hall Rm 2207.

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

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

Military Personnel Services Division:

- Chief Military Personnel: (202) 685-3921/ DSN: 325-3921
- NCOIC- HRD Military Personnel: (202) 685-3576/ DSN: 325-3576
- Air Force Personnel Rep: (202) 685-2138/ DSN: 325-2138
- Army Personnel Rep: (202) 685-2140/ DSN: 325-2140
- Sea Services & Marine Corps Personnel Rep: (202) 685-4006/ DSN: 325-4006

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

****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.**

9. **Blackboard.** The primary distribution platform for student course materials will be through the Blackboard Course Management system -- Blackboard. This online application is accessible from any internet ready device and allows individualized access to courses. ES uses this to distribute official course materials to students.

10. **Microsoft Teams.** The Secondary means of classroom content distribution is Microsoft Teams. Teams facilitates distance learning when students participate remotely. Information can be shared by seminar and by course for collaborative development.

11. **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.

12. **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.) may be requested by students. For other supplies, see the staff in the ES Operations Office, Room LH2302. 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.

Chapter 8 Cars, Trains, Buses and Bikes

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

- a. **Driving.** Directions and maps of Washington, DC and Fort McNair are online. See the parking information section below.
- b. **Metrorail.** A green line Metrorail stop (Waterfront Station) is located at the corner of 4th and M Streets, SW and is within walking distance of Fort McNair (about a 15-minute walk to Lincoln Hall).
- c. **Metrobus.** Metro bus route 74 serves the area in and around Fort McNair and Second & V Streets, SW. The buses run Monday-Friday and on weekends. This bus route serves the VRE and Metro L'Enfant Plaza stations. The following website lists the schedules and times: <http://www.wmata.com/>
- d. **Commuter Rail.** Virginia Railway Express (VRE) at 1-800 ride-VRE, and MarylandRail Commuter (MARC) at 1-866-ride-mta.
- e. **Suburban Bus Systems.** Dash, Omni-ride, Fairfax Connector, Fairfax City Cue, Ride-on, Circulator, etc.

2. NDU Mass Transit Benefit Program

- a. **NDU Mass Transit Benefit Policy.** NDU point of contact for the Washington Headquarters Services (WHS) Mass Transportation Benefit Program (MTBP) is the NDU Human Resources Division.
- 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.** DoW civilian and military students attending the Eisenhower School are eligible for this program. Students must disenroll to complete out-processing. To apply for the transit benefit, go to the web-based application at: <https://www.whs.mil/Mass-Transportation-Benefit-Program/>. **This site requires a Common Access Card (CAC).** You will use your Service or Agency Chair as your supervisor. If you are eligible but your do not have an agency chair, the Dean of Students serves as supervisor. Please follow up with them after submission to ensure they review the application. This application is used to enroll, make changes to an existing MTBP record, and withdraw from the program. It is the responsibility of the individual and their Supervisor/RO to ensure they are properly withdrawn from the program at the end of the school year.

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

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

- **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, near north entrance.**

4. Parking. Parking areas are designated for student use in university-controlled parking lots. Note that all numbered spaces and parking spots with placards are reserved. Parking regulations are strictly enforced by the Fort McNair Provost Marshal. Vehicles parked in unauthorized areas or on the grass are subject to ticketing, suspension of post access privileges for 30 days, and/or towing at the owner's expense.

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. Overnight Parking on Post. Coordinate with ES Ops to get an overnight parking pass

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

APPENDIX A

ES Student Academic Integrity and Non-Attribution Statement

This statement on academic integrity and non-attribution applies to all students assigned to the Eisenhower School and establishes a clear statement of zero tolerance for violations of academic integrity or non-attribution while promoting consistent treatment of similar cases across the student body. This document shall not be interpreted to limit the authority of the Eisenhower School Commandant.

1. Violations of Academic Integrity Policy

- a. Academic integrity is the bedrock of an educational institution and is essential in the successful accomplishment of the Eisenhower School's mission to "educate joint warfighters and other national security leaders for strategic leadership and success in analyzing national security strategy and in evaluating, marshalling, and managing resources in order to execute that strategy." Students, faculty, and staff are expected to perform their own work, and to properly credit others when necessary. Violations of the Eisenhower School Academic Integrity and Non-Attribution Policy will not be tolerated.
- b. 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.
- c. Incoming students and faculty must thoroughly understand the Eisenhower School's Academic Integrity and Non-Attribution Policy (as discussed herein) and the Student Statement on Academic Integrity, Non-Attribution, and Graduation Requirements (Encl 2), their responsibilities with respect to this policy and statement, and the consequences of a failure to uphold these standards. This will be an area of emphasis for initial orientation briefings between the Primary Faculty Advisor (PFA) and students. Students' initial writing requirements will also be used to strengthen their understanding of the academic integrity aspects of this policy.
- d. Students and PFAs will discuss and sign the Student Statement of Acknowledgement and Understanding (Encl 1) during the first week of the Academic Year. The Director of Institutional Research and Assessment will maintain the signed originals.
- e. Violations of academic integrity are not tolerated. Violations include but are not limited to: falsification of professional or academic credentials; obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination; doing work or assisting another student

without prior authority; unauthorized collaboration; multiple submissions of papers; and plagiarism. See NDU Instruction 9000.01, *Academic Use of Artificial Intelligence* for guidance on using AI for academic purposes.

- 1) Falsification of professional or academic credentials: Students are required to provide accurate, documented, and verifiable information on their educational and professional background. A student admitted to the University on the basis of false credentials is subject to sanctions up to and including disenrollment.
 - 2) Obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination: Students are prohibited from giving or receiving assistance on examinations, to include obtaining advanced knowledge of the examination particulars (e.g., specific questions) unless specifically authorized by the instructor.
 - 3) Unauthorized collaboration is defined as students working together on an assignment, or examination, for academic credit when such collaboration is not authorized in the syllabus or by the instructor. This includes papers or work, in whole or in part, submitted that were created by another person, agency, or essay writing service.
 - 4) Multiple submissions are instances in which students submit papers or work (whole or multiple paragraphs) that were or are currently being submitted for academic credit in other courses either within the Eisenhower School or at other institutions. Such work may not be submitted for academic credit without the prior written approval by both the Eisenhower School professor/instructor and approval of the other institution.
 - 5) Plagiarism is the unauthorized use, intentional or unintentional, of intellectual work of another person or machine (e.g., Generative AI tools like ChatGPT) without providing proper credit to the author. While most commonly associated with writing, this prohibition includes all types of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications. Plagiarism may be more explicitly defined as:
 - Using another person's or machine's exact words without quotation marks and a footnote/endnote.
 - Paraphrasing another person's or machine's words without a footnote/endnote.
 - Using another person's or machine's ideas without giving credit by means of a footnote/endnote.
 - Using information from the web without giving credit by means of a footnote/endnote. (For example: If a student/professor/instructor/staff member enrolled or assigned to NDU copies a section of material from a source located on the internet (such as Wikipedia) into a paper/article/book, even if that material is not copyrighted, that section must be properly cited to show that the original material was not the student's).
- f. 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 by speakers for presentation as a part of the academic program of the Eisenhower School or NDU.

2 Process and Responsibilities

a. Suspected Violations of Academic Integrity.

1. **Preliminary Investigation:** If a faculty member suspects a student of violating any provision of the Eisenhower School Academic Integrity and Non-Attribution Policy, there are several steps to follow to ensure fair and impartial handling of each case. Throughout the process, the Research and Writing Director serves as a consultant as appropriate. Any suspected or actual violation of the Eisenhower School Academic Integrity and Non-Attribution Policy will be treated with strict confidentiality.
 - 1) If, upon reviewing a student paper, a faculty member finds one or two minor instances of an academic integrity violation (e.g., failure to cite the source of a fact that is not general common knowledge, or failures in citation format) such errors will be corrected through the normal grading and feedback process. The faculty member will share this information with the teaching team.
 - 2) If a faculty member suspects a more serious problem (e.g., failure to cite what appear to be direct quotations, obvious shifts in writing style and language, large sections of material that appear to have been copied from a source text with little or no paraphrasing [“patchwriting”], numerous citations from a single source, submission of work previously submitted for credit, etc.), the faculty member will run the paper through Blackboard’s Safe Assign program. For all cases of suspected violations of the Academic Integrity Policy – to include possible instances of obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination, unauthorized collaboration, multiple submission of a student’s work or plagiarism – the faculty member will use all available tools to ascertain whether there is an indication that the Student Academic Integrity Statement has been violated. The faculty member will document the violations, to include cross referencing original or secondary source documents with the alleged plagiarized sections of the student’s paper clearly indicated.
 - 3) If, based on the results of the actions taken in para 3.a.1)(a)2, the faculty member determines there appears to be a material violation of the Student Academic Integrity Statement, the faculty member will contact the Research and Writing Director who will help verify the nature and degree of the violation if any exists. If no violation is evident, the incident will be closed. This information may be shared with the teaching team.
 - 4) However, if the faculty member and the Research and Writing Director agree the paper contains material that appears to violate the Student Academic Integrity Statement, they will meet with the student’s PFA and the Course Director of the course for which the alleged violation occurred to present the preliminary findings. At the same time, the Research and Writing Director will request any, or all, previous papers the student has written at the Eisenhower School to determine if a systemic

problem or trend exists. If the problem exists in other papers, those faculty members and Course Directors will also be included in further discussions.

- 5) Following the meeting, the faculty member, PFA and the Research and Writing Director will meet with the student to inform him/her that the paper(s) contain an apparent academic integrity violation and offer the student an opportunity to respond to the concerns. No indication of a final resolution will be provided at this point. The Course Director(s) may attend if they so desire.
 - 6) If, after preliminary review and discussion, the Eisenhower School faculty involved, in consultation with the Research and Writing Director, determine there is reasonable evidence that a violation has occurred, the Director of Research and Writing may refer the case to the Associate Dean of Faculty for Academic Planning (hereafter referred to as the "Associate Dean") who will review the case and recommend convening an Academic Board of Inquiry unless exceptional circumstances preclude such action. The Associate Dean will be responsible for ensuring the appropriate composition of the Board, for its administrative support, and for reviewing its findings for submission to the Dean of Faculty and the Commandant.
 - 7) The Associate Dean will notify the student of the decision to convene an Academic Board of Inquiry and will outline the process to be followed (Encl 2). The student's Primary Faculty Advisor will be present at initial notification.
 - 8) The Associate Dean will ensure the Agency or Service Chair of the student involved is aware of the issue and is kept informed as the process is executed. This information will be safeguarded to ensure its confidentiality.
2. Academic Board of Inquiry Proceedings: An Academic Board of Inquiry (hereafter referred to as the "Board") will be convened by the Commandant as swiftly as possible following referral to the Associate Dean. The Board is responsible for ascertaining the full range of relevant facts in the case, and for providing recommendations to the Dean of Faculty and the Commandant as appropriate. These recommendations will include, as a minimum, the Board's recommendation on disposition of the case, and may include recommendations on other aspects of the program, or relevant matters, as the Board considers appropriate. The Board is not a legal proceeding, though legal counsel may be present. The Board will consist of three disinterested faculty members assigned to the National Defense University (NDU) whose primary duties at NDU are as a member of the teaching faculty; at least two of whom must be members of the Eisenhower School Faculty. The Commandant will designate one board member as the Board President. Per NDU Instruction 1000.02, the Board will use Army Regulation (AR) 15-6 as a guide to its proceedings. See Enclosure 3 for a sample Appointment Letter.
- 1) The student will be provided, in writing, at least five business days' notice of the first meeting of the Board.
 - 2) The student's PFA will attend the Board proceedings. In the absence of a conflict of interest, the PFA will serve as process advocate for the student and will be available to provide mitigating or explanatory information to the Board on the student's circumstances and performance at the school. In the event of a conflict of interest, the non-availability of the PFA, or upon student request, an alternate faculty member will

be assigned to serve as process advocate for the student. Testimony may be requested from faculty, students and staff and may be called by either the Board or the student. The student may bring legal counsel; however, that counsel may not offer testimony or objections.

- 3) A representative of the NDU General Counsel will also attend to serve as an advisor and recorder to the Board President. All Board proceedings will be recorded. Board members, witnesses and the student who submitted the work in question will be sworn. All Board proceedings are confidential.
- 4) No later than 15 calendar days after the initial notice to the student of the convening of the Board, or as expeditiously as feasible, the Board will submit their written recommendation to the Dean of Faculty, who will review the Board's findings and recommendation, make an independent assessment of the matter and recommend a disposition of the matter to the Commandant. The Dean of Students will be copied on the Board's findings and recommendation and the Dean of Faculty's independent recommendation. The Commandant will determine the final adjudication.
- 5) Expedient resolution of academic integrity violations is in the best interest of the student, the instructor, and ES. Board proceedings take priority over all non-seminar responsibilities. Upon demonstration of compelling evidence, the Associate Dean may extend timelines set forth in this policy.

b. Suspected Violations of the Non-Attribution Policy.

1. One-time inadvertent violations of the non-attribution policy occurring in a seminar room or in another academic setting at NDU – to include Industry Study field study visits – will be dealt with informally by the faculty member or other students by means of one-on-one discussion of the violation, and a general reminder to all who are aware of the violation.
2. Repeated or flagrant violations of the non-attribution policy, or intentional violations disclosing information outside the academic activities of the Eisenhower School or NDU, will be referred via the faculty chain of command to the Commandant for fact finding and appropriate action. For any suspected student violation of the non-attribution policy, the Eisenhower School leadership will notify the Office of General Counsel and the Office of Academic Affairs immediately and consult with each before any action is taken and during the processing of the case. The Commandant, acting upon the advice of the NDU General Counsel, may request the appointment of an Investigating Officer under the provisions of AR 15-6. Alternatively, the Commandant may convene an Academic Board of Inquiry, as described more fully in paragraph 3.a.2, above.

c. Communication with Student. As discussed above, the student involved will be notified by the Associate Dean and will be provided a letter of notification, outlining the suspected violation and School's intent to convene a Board to review the alleged violation.

1. Addendums to Notification Letters will be issued to the student when there is a change in the membership of the Board, convening date or when additional information or material (e.g., other coursework or papers) will be considered by the Board.
2. Once the Board has provided its recommendations, the review process is complete, and the

Commandant has reached a decision, the Commandant will present to the student, witnessed by the Dean of Faculty, Associate Dean, Dean of Students, and PFA, a formal letter detailing the decision and outcome of the Board. Any additional or instructional information will be forwarded via an addendum to the student by the Dean of Faculty.

3. Sanctions

- a. Sanctions for students violating the Eisenhower School Academic Integrity and Non-Attribution policy range from expulsion, suspension, denial or revocation of degrees or diplomas, a grade of no credit with a transcript and student evaluation notation of "academic dishonesty," or a letter of admonishment. Additionally, members of the United States military may be subject to actions under the Uniformed Code of Military Justice. Per NDU policy, the authority for decisions and actions rests at the College/School or component level. Sanctions for violating the Non-Attribution Policy range from verbal counseling to administrative action such as a formal letter of reprimand or admonishment. Non-attributions attracting attention outside of the University may result in legal or administrative action at the Joint Staff or OSD level.
- b. If the recommendation is made for expulsion, suspension, or revocation of a degree or diploma, the Office of Academic Affairs and General Counsel will be consulted before the final action is taken.
- c. When the identification of academic dishonesty is made after a student departs the University, the Office of Academic Affairs will consult with the School to decide on the appropriate course of action. The Commandant will retain final authority on the disposition of the matter.
- d. The Associate Dean is responsible to ensure the student's transcript, training report, and diploma appropriately reflect the Commandant's decision. In addition, the Associate Dean will ensure the Agency/Service involved is notified of the actions taken and final disposition. The Associate Dean is further responsible for tasking and tracking any remediation actions and guidance directed by the Commandant.
- e. Reviewing and grading papers (for cases involving academic integrity):
 - 1) Following the Commandant's decision, if a student is allowed to rewrite a paper(s) the faculty member(s) teaching the course(s) in which the paper(s) must be rewritten will be advised by the Dean of Faculty or Associate Dean within two days after the Commandant's decision that they will be receiving the paper for regrading.
 - 2) The faculty member should provide any necessary guidance to the student within two days of notification of the rewrite, to include direction on revision or rewriting the paper. Upon resubmission by the student, the faculty member should process the paper within one week of resubmission and provide feedback to the student and grade to the Eisenhower School Director of Institutional Research and Assessment.
 - 3) The revised grade will be entered into the official record. IAW NDU Instruction 1025.07C, no grade higher than a "B-" shall be awarded for any paper required to be rewritten.
 - 4) If the faculty member responsible for regrading the paper is unavailable or there is an

appearance of bias toward the student, an alternate faculty member will be assigned to grade or review the resubmission.

- f. The PFA is responsible for coaching and mentoring the student through the rewrite process. In addition, the PFA will assist in coordinating with the faculty member(s) involved in the paper rewrite(s) and regrading.

4. Transmission of Information to Agency Program Managers

- a. Agency Program Managers (Human Resource Program Managers), if applicable, will be notified of any academic integrity or serious non-attribution violation action by the Eisenhower School. This will be handled by the Agency or Service Chair under the Privacy Act as Personally Identifiable Information and safeguarded accordingly.
- b. The Agency Program Manager will be provided a copy of a Commandant's decision, by the Dean of Faculty, within 2 weeks after student notification.

5. Award of a Degree or Other Certification (for cases involving academic integrity)

- a. If allowed to rewrite the papers for award of a degree and the student has successfully completed the rewrite, the student will be notified of the degree award by the Dean of Students as soon as possible. The PFA and Agency or Service Chair will be provided notification of the action. The applicable Agency and/or Service Chair should receive notification of the decision before graduation.
- b. If a student is not awarded a degree but is allowed to rewrite papers for a "Certificate of Attendance," then the Associate Dean will notify the student upon successful completion of the remediation directed by the Commandant.
- c. If a student is in the Senior Acquisition Course (SAC) and is not awarded a master's degree, then the student will not receive a certificate for the SAC program. The Defense Acquisition University (DAU) shall be notified of the final decision through the DAU Vice President.

6. Academic Integrity and Non-Attribution Applicable to Faculty and Staff

The faculty and staff of the Eisenhower School are expected to adhere to the highest standards of integrity, academic responsibility, and non-attribution. Publications or presentations must give credit to the intellectual property of others. All faculty members are required to hold themselves and their students to the standards stated in the Eisenhower School Academic Integrity and Non-Attribution Policy. For any suspected faculty or staff violations of this policy, a student will notify the Dean of Students who will take the matter to ES leadership.

APPENDIX B

HOUSING INFORMATION

Whether you are new to the area or a long-time resident of the DMV (DC, MD, VA), one truth is universal: Where you decide to live will determine your commute to campus. And commuting into DC is unlike any other city in the U.S. **While housing can be a deeply personal decision, your commuting time will impact your year at Eisenhower and could determine how good of a year it will be.**

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

Active Duty Service Members: The JB Myer-Henderson Hall Housing Services Office will be your first point of contact when you receive moving orders, and provides services that will help you with referrals, relocation assistance, guidance for entering a lease agreement and tenant-landlord disputes. (703) 696-2623
Visit their web site: <http://www.jbmhh.army.mil/WEB/JBMHH/Directorates/housing.html>

APPENDIX C

MILITARY HEALTH CARE

Appointments for all medical facilities are made through the new Nation Capital Region Appointment Line: (855) 227-6331

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.wrmmmc.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/>

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**

**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: 855-227-6331

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

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

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

- **Dumfries Health Center**
3700 Feltler Park Drive
Dumfries, VA 22025

Number for appointments: 855-227-6331

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

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

Appendix D

Outcomes Based Assessment of Student Performance

Student Assessment and Feedback

Assessments are an integral and necessary part of the education process for both the student and the faculty. They allow faculty to assess what learning has occurred and to adjust instruction accordingly in the near- and long-term so that students can gain the greatest benefit from their educational experience. Equally important, it allows faculty to provide feedback to students during the learning process on areas that need additional attention, with the goal that students will seek to improve their performance in those areas and thereby maximize their learning while also improving their performance of specified learning outcomes. **Faculty are expected to explain the course assessment process and deliverable timelines to the students during the first seminar session of the course.**

The ES assessment and grading procedures serve to provide feedback to students and document student performance. Assignment and final course grades provide students with a numerical value of performance against assessment criteria. All graded events at ES (core courses and electives) shall be evaluated with a rubric that ties to course and program outcomes.

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

Program Learning Outcomes. Program Learning Outcomes (PLOs) are general statements that identify and describe the specific desired knowledge, skills, and dispositions that graduates will demonstrate at the conclusion of the program. These outcomes are derived from the Joint Learning Areas (JLAs), are based on the ES mission, and guide both the design of the curriculum and the content of courses. Course learning outcomes (CLOs) are more specifically defined in each course syllabus. Course assignments or deliverables, in turn, are designed to provide evidence for faculty in assessing student proficiency on specific course outcomes that demonstrate student understanding of subject matter or mastery in applying skills.

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

The ES uses standard rubrics as aids for assessing student performance on their deliverables (papers, presentations, and exams), practicums, and seminar contribution; and for providing feedback to the students. Each rubric's content section is tailored by the responsible Course Director with specific elements of the assessment instrument tied directly to program and/or course learning outcomes. This combination of standardization and specification helps to maintain consistency within courses, across the school, and across academic years.

Quality and Timeliness of Feedback and Grading. Faculty members must provide students with substantive, constructive, and timely feedback using the associated assessment rubric. Students' learning is enhanced by assessment and feedback that are timely and comprehensive with comments that are descriptive and constructive. Periodic feedback of student performance during a course guides faculty members in tailoring their instructional approach and helps students to improve

their learning and performance.

Submission of Student Deliverables

Suspense Dates. Course-required deliverables impose significant requirements on both the students who produce them and the faculty members who must assess them and provide meaningful feedback. As a result, coordination of the sequencing of student deliverable suspense dates across the ES academic program is required (1) to ensure students can respond to formative feedback and improve their performance on subsequent efforts, and (2) to minimize interference with other activities in the academic program. Once these suspense dates have been finalized, approved, and published in the course syllabi and on the academic calendar, faculty and students are expected to adhere to them. **Under no circumstance may a Course Director or an individual faculty member adjust the published suspense date for student deliverables for a seminar without express permission of the Dean of Faculty and Academic Programs requested via the Course Director.**

Late Submissions. Students are required to submit deliverables on time in accordance with the published suspense dates in the course syllabi and on the academic calendar. That said, changing or emerging conditions may affect the ability of individual students to submit their deliverables by the required suspense date. There are essentially two instances of late submissions of a student deliverable: (1) late submission **with** prior approval and (2) late submission **without** prior approval.

Late Submission With Prior Approval. A student with a compelling reason should coordinate with his/her course instructor in advance, if possible, to request a short-term delay. (Learning Management System issues are not a sufficient reason for a delay.) If he/she agrees with the student request, a course instructor shall request permission for the delay from the Dean of Faculty and Academic Programs via the Course Director and recommend a reasonable date by which the student will turn in the finished deliverable. Faculty will not recommend an extension longer than one week (7 calendar days) beyond the original suspense date. Faculty members and students will complete a written agreement (email is sufficient) to document the new due date and the reason for the extension. If the student fails to meet the 7 calendar day window, the issue must be elevated to the attention of the Dean of Faculty and Academic Programs to determine if an additional extension is warranted.

Grading of Late Submissions With Prior Approval. The faculty member shall grade the submission according to the assessment rubrics the same as any other submission. The faculty member shall document the new submission date on Blackboard using guidance from the ES Institutional Research (IR) team.

Late Submission Without Prior Approval. Any “late work,” defined as all unauthorized delays in meeting assessment submission deadlines, will result in a grade penalty. IAW NDUI 1025.07D, there are “no timeouts for weekends or holidays. If an assessment is not turned in on time, defined as after the syllabus due date and time or as further agreed to by the faculty and acknowledged by the student, the deliverable is late” (p. 6).

Grading of Late Submissions Without Prior Approval. IAW NDUI 1025.07D, the following time periods and grade penalties apply to all student assignments deemed “late” as described above (applies to all assessments for core course and electives) (p. 6):

- **0-48 hours late:** the assessment will receive no grade higher than a B (between 83-85 percent/points).
- **More than 48 hours late:** the assessment will receive an F (69 percent/points or less, depending on the instructor’s grading of the assessment), the student will be referred to the college Dean of Faculty for unsatisfactory performance, and the student will student may be placed on academic probation.

For unexcused late turn in of work, the instructor will annotate the student’s record in the Learning Management System and notify the Course Director and the student’s Primary Faculty Advisor (PFA). The Course Director will notify the Dean of Faculty and Academic Programs and the Dean of Students.

Grading

The assessment process provides a foundation in assigning a grade to an assignment or course. Grades provide a summary or holistic measure of how well a student performs. A grade, in contrast to an assessment, does not provide details on the strength or weakness of skills used in completing the assignment. Grading is criterion-based when it takes student performance on rubric elements into consideration. Final course grades, in particular, may be viewed as a general if not isolated artifact of student performance. Even with attention given to criterion-based assessments, the judgment of faculty regarding professional standards remains at the core of grading. It is important that the bases of these judgments are shared among faculty and applied consistently to ensure that grades are valid and assigned fairly. Faculty members take a variety of factors into consideration when evaluating student performance. These include:

- Understanding of course materials and constructs.
- Contributions to seminar discussions.
- Balance between “listening” and “contributing”.
- 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.
- Effectively communicated ideas.
- Demonstrated achievement of outcomes.

Evaluation Standards. Grades are determined by course faculty and reflect the demonstrated quality of student performance. Table D-1 shows the letter grades, qualitative descriptors, quality points, and point values to be used for grading. As shown, the “B+” grade is the “expected level of performance” for an ES student and aligns with the *Standard* column of the student assessment rubrics.

Table D-1: Overview of Grades and Grading

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

Source: NDUI 1025.07D, National Defense University (NDU) Policy on Grades and Grading, 23 July 2024

Grades for Diploma Candidates. 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:

- “EE”: mark for “exceeded expectations”.

- “ME”: mark for “met expectations”.
- “BE”: mark for “below expectations”.

The distinction between degree and diploma candidates applies to IFs. The standard rubrics established for each course/assessment can be used to guide the assignment of these marks for students who are not degree candidates.

Grading Procedures for International Fellows. Prior to the ES Commandant’s determination on conditional degree status, all IF Degree and Conditional Degree Candidates will complete assignments in the same manner as U.S. students. For ES IFs whose final designation is Diploma Candidate, end of course grades will be assigned using the Exceeds, Meets, or Below Standards grading scheme discussed above.

Remediation/Rework of Student Deliverables

CJCSM 1810.01 requires “remediation for students who have difficulty achieving learning outcomes” (p. A-2). As such, student deliverables that do not comply with the published instructions/guidance (i.e., those that would receive a grade of “C” or lower) will be returned immediately to the student for remediation/re-work with directions to comply with the original instructions/guidance. **Resubmittals/reassessments are due not later than one week (7 calendar days)** from the date the faculty member personally returns the deliverable and discusses the deficiency with the student. When students are awarded an extension of due date for remediation, the respective faculty shall ensure the new due date is documented in the learning management system. During the deficiency discussion with the student, a faculty member may realize that the student needs remediation/further instruction prior to attempting to recomplete the assignment. Faculty, in consultation with the Course Director, shall determine the best method of remediation to ensure the student has sufficient understanding of course material to re-work the assignment.

Resubmittals/reassessments are due not later than one week (7 calendar days) after the remedial instruction is complete. Faculty shall inform other teaching team members, the Course Director, the student’s PFA, the Institutional Research and Assessment Office, and the Dean of Faculty and Academic Programs within two calendar days of any deliverable that is returned for correction and re-submission. Any extensions beyond the 7-day window must be approved by the Dean of Faculty and Academic Programs and documented in the learning management system by the respective faculty member.

Grading of Reworked Deliverables after Remediation. Reworked deliverables for the purpose of remediation must be submitted within 7 calendar days after the faculty member returns the paper and discusses the deficiency with the student or the remedial instruction is complete. A reworked submission allows additional time to address deficiencies that was not afforded to other students. **Upon successful remediation, the student will receive a grade no higher than a B (83%)** and the instructor will annotate the remediation process in the student’s record.

If the student does not submit the reworked deliverable within the 7 calendar day window (or other suspense date approved by the Dean of Faculty and Academic Programs for re-submission) the faculty member will assign a grade for the deliverable based on the quality of the initial submission and/or any revised products turned in to date, **to include a grade of “F” if warranted.** For all remediation/rework of student deliverables, faculty shall:

- Ensure that they document the process, to include dates of discussions with students and revised due dates, in either the rubric comments or in the grading notes in the Blackboard Grade Center.
- Ensure that the final grade in the Blackboard Grade Center accurately reflects the remediated deliverable grade.
- Ensure that the Course Director, PFA, Dean of Faculty and Academic Programs and the Dean of Students are kept informed.

Grade Appeal Process

The following grade appeal process is IAW NDU instruction 1025.07D. If a student has an issue with a deliverable or

course grade, he/she may appeal the grade; however, the burden of proof rests with the student to demonstrate a cause for a change in grade. As a first step, the student should discuss the grade with the faculty instructor. If, after discussing the performance on the assessment with the faculty instructor, the student still disagrees with the assigned grade, he/she may file a written appeal to the Course Director; as a professional courtesy, the student should inform the instructor if of the intent to file an appeal. **The student has seven (7) workdays after receiving the grade and assessment feedback from the instructor to file a written appeal via memorandum with the Course Director.** If the Course Director is also the student's instructor, the student should deliver the grade appeal memo to the Associate Dean of Faculty and Academic Planning. For an elective taught by a faculty member from a different college, the student files the appeal with the instructor's college Associate Dean of Faculty; for a student taking an NDU elective (one offered by non-college faculty), the student files his/her appeal with the NDU Associate Provost for Academic Programs and Faculty Affairs. Upon receipt of the Appeal memo, the Course Director (or Associate Dean or Associate Provost for Academic Programs and Faculty Affairs) notifies the Dean of Faculty and Academic Programs. The Course Director then has 7 work-days to conduct an assessment and issue a ruling to the student. In all cases, the same timelines apply: 7 work-days for a student to file an Appeal, and 7 work-days for final adjudication.

Academic Concern / Academic Warning / Academic Review Board

NDU defines Acceptable Academic Achievement as "passing all NDU Core and Elective individual assignments and all NDU Core and Elective courses with a grade of B or higher". See Chapter 5 - Academic Policies for additional information on student graduation requirements.

When an ES student fails to achieve this standard (i.e., a grade of a B or higher), it is critical that the student, their PFA, and the student's academic supervisory chain (including the Dean of Faculty and Academic Affairs, the Dean of Students, and the International Student Management Office (ISMO) (if applicable)) be informed promptly of the student's performance, the reason for that performance, and the academic plan to help the student improve in the future.

Faculty Grading Evaluation: On rare occasions, the course director and Director of Institutional Research and Assessment may determine that the faculty instructor has not graded in accordance with NDU/ES policy and standards. In such cases, the course director and Director of Institutional Research and Assessment will first discuss the issue with the faculty member in question and, if necessary, ask the faculty member to regrade the assessment. If this does not resolve the problem, the course director and Director of Institutional Research and Assessment will elevate the issue to the Dean of Faculty and Academic Programs for a decision.

Academic Concern: Academic Concern is the lowest level of notification to the student that his/her continued marginal (B-) or unacceptable (C or lower) performance places them at **MODERATE** risk of potential removal as a student.

- A student earning a B- or lower score *on any assignment that places the student at risk of receiving a B- or lower grade for a course* will receive a **Memorandum of Academic Concern** signed by the Course Director. For NDU Electives, the Associate Provost for Academic Programs and Faculty Affairs will sign the memorandum and notify the student's College Dean of Faculty. The purpose of this memorandum is to ensure the student understands and acknowledges (by signature) that he/she is not performing at an acceptable level and the risks associated with continuing such performance. The memorandum will include details provided by the faculty regarding the assignment, the areas and topics where the student needs to improve, and the plan for additional instruction.
- For any assignment in which a student earns a grade of C or lower, the Memorandum of Academic Concern will specify the time and location for the student to retake or remediate the assignment. If the student is unable to achieve at least a B- (80-83%) on the remediated assignment, they will also receive a Memorandum of Academic Warning. **Note:** Regardless of the actual score achieved on the remediated assignment (e.g., A, A-, B+, B, or B-), the recorded grade in the grade book will be between 80% and 83% (B- to low B). Refer to paragraph 2.7.d. of NDUI 1025.07D, *National Defense*

University (NDU) Policy on Grades and Grading, dated 23 July 2024.

- The Memorandum of Academic Concern will be issued to the student within three business days from the date that the grade was posted on Blackboard. A copy of the Memorandum of Academic Concern will be sent to the student's PFA for his/her awareness.

Academic Warning: Academic Warning is the second level of notification to the student that his/her continued marginal (B-) or unacceptable (C or lower) performance places them at **HIGH** risk of potential removal as a student. The purpose of this memorandum is to ensure the student understands and acknowledges (by signature) that he/she has demonstrated a continued inability to perform at an acceptable level and the risks associated with continuing such performance.

- A student receiving a second Memorandum of Academic Concern in the same core or elective course will also receive a Memorandum of Academic Warning.
- A student receiving a Memorandum of Academic Concern in more than one course during an academic term will receive a Memorandum of Academic Warning.
- A student receiving a final course grade of B- in either a core or elective course will receive a Memorandum of Academic Warning. While graduation requirements allow students to graduate with a course grade of B-, the student must recognize the impact of the grade of B- on their overall GPA and that continued performance at this level imperils their status as a student.
- The Memorandum of Academic Warning will be issued to the student within three business days from the date that the course grade was posted on Blackboard. A copy of the Memorandum of Academic Warning will be sent to the student's faculty advisor to facilitate a required meeting with the student to discuss performance issues.

Academic Review Board: The calling for an Academic Review Board is the third level of notification to the student that his/her academic performance is unacceptable and their ability to perform at a level leading to successful degree completion and the awarding of a master's degree is in jeopardy.

- For a student who earns a final course grade of C or lower an Academic Review Board will be convened.
- For any student whose GPA is below 3.0 after an academic term an Academic Review Board will be convened.
- In situations *such as a student enrolled in a Certificate Program, a short course, or end of AY course grading* where graduation or other deadlines preclude the use of a formal Academic Review Board, the college Dean of Faculty and Commandant/ Chancellor shall instead review the student's performance. If authorized, the Commandant/ Chancellor shall determine whether the student shall be denied a degree or certificate, dismissed from the University, or subjected to some other form of academic sanction. This action will be coordinated with notification to the Provost. If such authority rests with NDU-President (NDU-P), the Commandant/ Chancellor shall provide a written recommendation as soon as practicable through the Provost to NDU-P.

Academic Review Board Outcomes: The Academic Review Board is intended to serve as a formal review of the student's academic record and his or her capability to achieve a level of performance leading to good academic standing and earning a master's degree from NDU. Possible outcomes of an Academic Review Board include the following:

- Student is officially placed on Academic Probation with a formalized Remediation Plan, provided by the College that owns the course in question.
- Student is allowed to remain in their academic program with the understanding (in writing) that they will not be able to earn the master's degree but will be awarded a Certificate of Completion if they complete specified academic requirements.
- Student is recommended for Academic Dismissal from the University. This recommendation is sent to the NDU Provost and then to the NDU President for a final decision.

- If the student is an International Fellow, then ISMO will be alerted and required to inform the student's country team that the student may not graduate with an NDU master's degree.
- If a U.S. Citizen, the student's agency, company, or service component will be informed that the student is in jeopardy of not graduating with an NDU master's degree (nor JPME-II for U.S. military officers).

Timing of Student End of Course Surveys

Students will have access to their final course grades after the student body end of course surveys are completed. Faculty will have access to student survey data after all faculty evaluations are completed. Dates for students to complete end of course surveys are determined by the Course Directors in consultation with the Associate Dean of Faculty and Academic Programs and the Director of Institutional Research and Assessment. Closeout of survey instruments is typically NLT 7 days past course conclusion to ensure student surveys are completed prior to the release of final course grades.

APPENDIX E

Lincoln Hall Evacuation Routes

1. 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 Lincoln or Marshall Halls. The Director of Operations will update this policy as needed.

2. Fire Alarm/Drill/Bomb Threat:

a. RESPONSIBILITIES:

- Eisenhower School Fire Warden: The Eisenhower School Director of Operations is the Eisenhower School Fire Warden and has overall responsibility for the evacuation of Faculty/Staff/Students from Lincoln and Marshall Halls, accountability of the occupants, coordination with NDU Operations and declaring the “all clear” command.

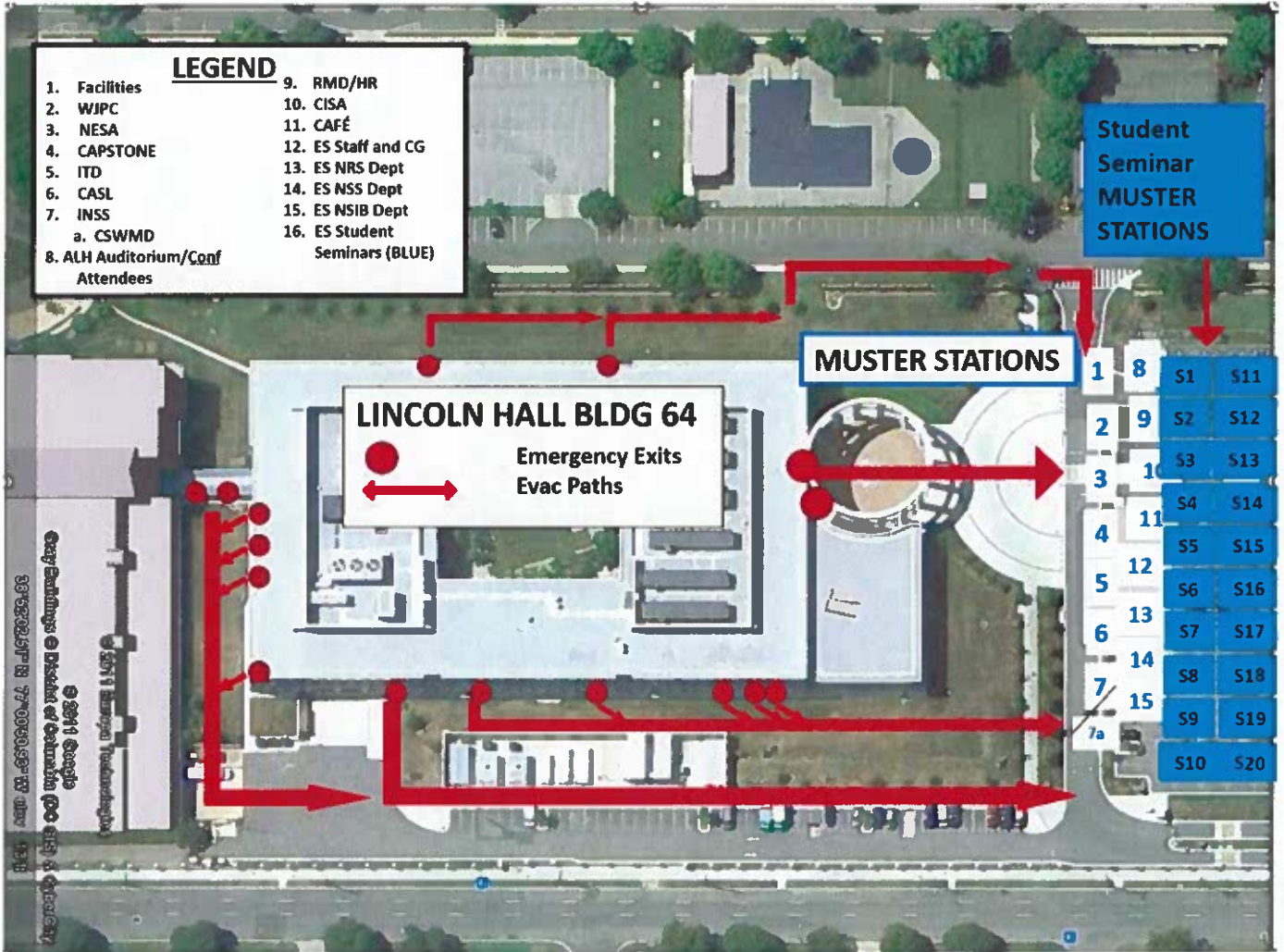
- Dean of Faculty: The Dean of Faculty will receive an accountability report from each of the Department Heads and report the results to the Eisenhower School Warden. If the Dean of Faculty is acting as the Eisenhower School Warden then the Associate Dean of Faculty will perform the Dean of Faculty duties.

- 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 Dean of Students who will pass the information to the Eisenhower School Fire Warden. (Report will consist of **seminar number** and either “**All Present**” or “**XXXX (student 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 as shown below. All personnel will remain in the assembly area until notified by the ES Director of Operations that it is safe to return to the building.



In Case of Emergency

Remain Calm and Follow These Instructions



FIRE

- Pull fire alarm & Call 911
- **EVACUATE** the building.
- Do not use elevators.
- If there are no alarms, knock on doors, and yell "FIRE" as you exit the building.
- Touch close doors before opening.
- Do not open doors that are hot.
- Close doors as you leave.
- Move to designated muster locations.

ACTIVE SHOOTER

- **RUN** - if there is a clear path, **EVACUATE** the building.
- **HIDE - LOCKDOWN** - seek a secure place where you can hide and deny the shooter access
- **FIGHT** - when your life is in imminent danger, attack and incapacitate the shooter.
- Keep hands visible and follow all instruction issued by law enforcement.

TORNADO SHELTER IN PLACE



Shelter immediately in a sturdy structure.

LJ

• • •

HAIL

Move in doors away from windows.



LIGHTENING

Move in doors if you hear thunder.



FLOODING ACTION

Avoid rising creeks and water covered roads.

