



**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 (updated in 2022) is to:

Educate joint warfighters and other national security leaders for strategic leadership and success in developing national security strategy and in evaluating, marshaling, and managing resources in the execution of that strategy. (CJCSI 1800.01F, NDU Policy)

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

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

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 (adapted from the “Eisenhower School Strategic Plan”, 31 July 2013)

- *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.
- *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.
- *Diversity:* The embrace of diversity of peoples, ideas, and cultures in a spirit of lifelong professional cooperation and collaboration.
- *Growth and Development:* An environment that fosters individual growth and develops the intellectual and physical wellbeing of students, faculty, and staff.
- *Integrity:* An organizational culture based on openness, honesty, trust, and ethical conduct.

Program Level Outcomes (PLOs) – PLOs identify the attributes ES students should possess upon graduation. The most recently published set of ES PLOs appeared in the 2022 ES Strategic Plan. However, considering the changing nature of the overarching guidance and security environment that drives this curriculum guidance, the ES will endeavor to achieve the following PLOs in AY23-24.

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 principles governing the profession of arms, civil-military relations, and ethics 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 support 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 reaffirmation of accreditation was during the Spring of 2023. As a senior JPME institution, the Eisenhower School curriculum is accredited in accordance with the formal Process for Accreditation of Joint Education (PAJE) prescribed in the OPMEP.

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 (the position rotates among the Services) and approved by the CJCS. The incumbent normally serves a three-year tour of duty and reports through the Provost to the President of the NDU. The Commandant is the senior rater for all military faculty, deans and department chairs.

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 and acts for the Commandant in his/her absence on these matters.

Dean of Administration. The Dean of Administration oversees the Eisenhower School’s operations staff and ensures proper execution of resource requirements. The Dean of Administration is responsible for day-to-day business support and activities in for the ES leadership, faculty, staff, and students.

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

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 service is represented by 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 Legal 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 1025.07C, 27 July 2023)** 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 will attend all official activities as directed in the weekly schedule or other administrative instructions. This includes lectures, seminars, field studies, exercises, and in some cases, symposia. Students have a professional responsibility to attend all classes and academic

activities.

10. **No Outside Taskings Policy.** It is important to recognize that while at the Eisenhower School, students are attending a full-time, in-residence program that requires full-time energy and focus on the post-graduate, executive-level courses of study. There is no time available during the academic year for outside projects levied by parent agencies. **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

12. 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.

13. **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. Students should refrain from sending e-mails to ANY distribution outside of your seminar group. Any distribution outside your seminar group to a larger Eisenhower school community should go through your Seminar leader to ES Student Class President and must be approved by the Dean of Students.

Approval. Any e-mail to be sent OUTSIDE THE EISENHOWER SCHOOL or using NDU COMMUNITY distribution groups must be approved by the Dean of Faculty and Academic Programs, the Dean of Administration, or the Dean of Students.

Chapter 3

Academic Schedule and Attendance Policy

1. **Duty Hours.** Duty hours depend on the academic schedule. All scheduled activities (lectures, seminars, field studies, exercises, etc.) constitute the duty day and these activities are considered the students' "place of duty." Students are expected to make routine appointments during **non-class or 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 is assigned for each classroom hour. The schedule is dynamic and changes frequently; therefore, students are required to check the calendar regularly.

3. **Academic Prep / Research and Study.** Certain days are designated as time for academic preparation or research and study on the Academic Calendar. These days are scheduled to allow students dedicated time for Research and Study at selected points in the Academic Year. Academic preparation or Research and Study days are normal academic duty days and **are not normally authorized for leave.**

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

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 be used as necessary for rescheduling. 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. Students will schedule medical or other appointments during personal time, not during scheduled classes. For unavoidable circumstances, PFAs may authorize an absence from academic activities for up to one day after coordinating with the faculty instructors of the classes that will be missed. PFAs will submit the absence to the Dean of Students for situational awareness and accountability of students. Once approved, the student will notify the class leader and the faculty instructors. Requests for absence of more than one day from academic activities (including research and study days) can only be approved by the Dean of Students and 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 approved Leave or Pass.

Pass. Military students are authorized a pass/liberty for up to 96 hours for **non-academic** absences and if going outside the local area. Any academic absence of more than a day normally requires the student to take leave. If staying in the local area, as defined below, students are not required to submit for

pass/liberty unless mandated by their appropriate service chair. There are no other pass/liberty area limits (i.e. distance from the ES); however, all travel of any duration outside CONUS requires that leave be taken. Pass/liberty may not be used to miss academic requirements. Pass/Liberty will be submitted through your appropriate 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 when nothing is scheduled on the academic calendar. 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 in excess of 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. Note that NDU policy prohibits leave in conjunction with students' official travel except in unusual circumstances.

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 2023-2024, 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, 02 SEP 2024
Columbus Day	Monday, 14 OCT 2024
Veterans' Day (observed)	Monday, 11 NOV 2024
Thanksgiving	Thursday, 28 NOV 2024
Christmas Holiday	Wednesday, 25 DEC 2024
New Year's Holiday	Wednesday, 01 JAN 2025
Martin Luther King, Jr. Day	Monday, 20 JAN 2025
President's Day	Monday, 17 FEB 2025
Memorial Day	Monday, 26 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. It is the instructor's decision whether a student makes up missed lessons or attends lessons virtually. Student 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 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.

A student who is well and lives with a sick household member may go to work. It is especially important that these students monitor themselves for illness. Students with school-aged children should have contingency plan for care for their sick children.

Permissive TDY (PTDY). Permissive TDY for house hunting 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.

7. **The Eisenhower School Calendar.** The Associate Dean of Faculty and Academic Programs maintains the Eisenhower School Academic Calendar. All students shall be familiar with the Academic Calendar and check it regularly for changes.

Weekly Schedule. At the beginning of each semester, an initial schedule is posted on the Eisenhower School Calendar. The calendar takes precedence over any other forms of the academic schedule. Students should check the Student Master Calendar daily due to the frequency at which changes occur.

Seminar (student-initiated) Changes in Schedule. All changes to individual seminar schedules must be requested by the seminar leader in advance. Throughout the Academic Year the Eisenhower staff work the schedule (flow, times, places, etc.) to minimize conflicts and maximize the opportunities, to include student study, research, physical fitness and personal time, and faculty availability. Any changes to the academic schedule must be approved in writing 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. No changes will be made if any student affected by the change objects to the change. The intent of this policy is to allow sufficient flexibility for faculty to provide quality speakers and adjust to unforeseen events. Changes should not be made for mere convenience, because there are invariably unforeseen consequences of such changes. Schedule changes are not appropriate merely to allow for an early departure on a given day for one or more seminars.

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 a bio of the guest. Keep introductions short, 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. Students must be seated 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 Prohibited. 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 need to screw into place to prevent spillage, not rely on suction; and need to have a small opening to sip from. We are trying to prevent spills that will cause stains or any mess.

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 raise a hand to ask a question. The speaker or moderator recognizes students indicating a desire to ask questions. Once recognized, stand, and using the microphone, state rank or title, name and service or department/agency (for example, Lieutenant Colonel Jones, U.S. Army; or Ms. Smith, Department of State), and then ask the question. **Announcing your seminar number is not required or desired.** Clearly identifying the subject is an important courtesy that will help the speaker understand the question and put it in context. Keep your questions brief and to the point. **Refrain from asking multi-part questions.** Long statements or complicated questions often detract from the learning environment and reduce the opportunities for classmates to

ask questions.

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.

Group vs. Individual Travel. ES policy requires that all students travel to and from their field studies travel destinations with their seminar group. The ES Dean of Faculty must approve all deviations. Requests for exceptions are routed via the appropriate IS/Concentration faculty lead and the NSIB Department Chair/Concentration Director.

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

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

Government Credit Card. Department of Defense policy (DoD Financial Management Regulation Vol 9, Chapter 1, Government Travel Charge Card Program) stipulates that DoD personnel use the government card to pay for all costs related to official government travel. These costs include travel advances, lodging, transportation, rental cars, meals, and other official travel-related expenses. Government card application forms will be available to all students during admin review sessions. The POC is Jordan Miles at (202) 685-3942 or jordan.s.miles.civ@ndu.edu, Lincoln Hall, Room 3400. 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 Generale de l'Armanent (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 DOD installation roads and streets, or adjacent to roadways or roadway intersections, is prohibited." Shirts must be worn at all times, and helmets are required for bikers. When jogging off post, photo ID is needed to re-enter Fort McNair.
7. **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, tennis, golf, bowling, racquetball and a 5K run. These venues provide an opportunity for highly skilled athletes to play at the A/B level on the “friendly fields of strife” with their NWC, 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.

Participation. In addition to participating in varsity sports, there are a number of other athletic activities that students can participate in. These include student athletic director; sports commissioners for each sport; coaches, cheerleaders, student athletic trainers, scorekeepers, mascot (Claws-o-Witz the Tiger), and the infamous “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! Is it in you? Do you feel the spirit? Go Tigers!!!!!!



Chapter 5 Non-Academic Policies

1. Standards of Attire.

The uniform of the day is ES Business Casual. ES Business Casual is defined as a collared dress-shirt (not polo style), jacket, suit quality pants and dress shoes; equivalent attire for women. Note the wearing of a tie is optional. This applies to faculty, students, and staff at all times during the academic year unless expressly indicated on the ES Faculty Share and Student Share calendars. Military students will wear civilian attire unless a military uniform is expressly prescribed.

The exception to ES business casual attire is 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 ES Business Casual (or other attire as directed) afterwards.

b. Blue Wave is defined as an ES logo collared shirt (polo acceptable), dockers-style pants, and casual shoes (sneakers and flip-flops not acceptable). Blue wave will typically be authorized on Fridays, days of an ES sporting event, and days of a major social activity, unless there is a reason to be in more formal attire.

c. ES Casual is like Blue Wave except any polo or collared shirt is acceptable (red is discouraged- Boo NWC), all other requirements are identical to Blue Wave. ES Casual will be authorized where appropriate, typically on student assessment and immunization days, unless there is a reason to be in more formal attire.

d. Physical training and workout gear is only authorized when conducting physical training activity and in transit to and from NDU.

Days when students are not at the ES, such as Research and Study days and summer months, faculty and staff are authorized ES casual. At all times throughout the year, military faculty have the option of Class B or equivalent uniform on days when a more formal military uniform is not prescribed.

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

Jeans, t-shirts, sneakers, flip-flops, or shorts are typically not authorized during business hours (Mon-Fri 0800-1700) regardless of students being in the building or not.

The student calendar has the most current dress requirement for the day. If nothing is expressly directed for the day, the default dress will be ES Business Casual Mondays-Thursdays and ES 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. Additionally, Seminar or Elective faculty may direct their entire seminar to be in more formal attire due to a visit they may conduct or a guest speaker that will be in attendance among other reasons.

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 items and information.

Flyers. Flyers may be put in student mailboxes and on bulletin boards. Do not tape items to the doors - the adhesive will remove the finish. If absolutely necessary to use tape, items may be taped to the door jam 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 Commandants 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 has no involvement in how funds are spent. Normally, the Student Council finances, or partially finances, major student activities during the academic year. The student fund is private, operates as a tax-exempt organization, and is subject to a year-end audit.

Class Officers. Class organization is valuable in fostering association among class members and with faculty and staff. The class president is normally a senior-ranking military service member and is approved by the Commandant. The class vice president is normally a senior civilian student.

Seminars. The class is divided into 20 seminar groups of about 12-16 students. Seminar assignments are based on various criteria including service/agency mix, rank, and professional experience. Students will take core courses with their seminar but will be assigned to different groups for electives. In the spring, the core seminar will be based on industry study groups.

Seminar Leaders. The Dean of Students selects the first seminar leaders from among the most senior military and civilians in the class. The seminar leaders provide student leadership for their seminars, represent their seminars on the Student Council, coordinate class activities, and appoint representatives from their seminars to serve on various Eisenhower School committees. These committees typically include sports, 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, 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. Spouses are usually invited. Social events, typically sponsored by the class and coordinated by the Student Council, have included picnics, happy hours, holiday parties, and a cruise on the Potomac. 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 every instance involving the consumption of alcoholic beverages at the college during an organized social event. (Which is then Forwarded to the NDU Chief Operating Officer or COO for final approval)
- 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.

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 NDU Chief Operating Officer. Request approval via e-mail to the Dean of Students. The routine storage of any alcoholic beverage in the building (seminar/study rooms, offices, lockers, etc.) is not authorized. The Eisenhower School and NDU remind faculty, staff, and students to drink responsibly, clean up before departing and never to drive impaired. The student bar “Hopps” / “Ikes” (the first floor of Lincoln Hall) is jointly managed with CIC Dean of Students as final authority of usage. Alcohol is only authorized after classes have concluded for the day. Eisenhower students have a refrigerator with refreshments (alcoholic and nonalcoholic) which is purchased and re-stocked by student funds and social committee.

6. 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 be limited to liquids so that it does not interfere with the learning environment of other students and faculty members. The spitting of seeds, shells, and pits is prohibited in the seminar rooms and common areas of Lincoln and Marshall Halls.

7. Yearbook. The yearbook provides a lasting and valuable memento of the year's Eisenhower School experience. An Eisenhower School student yearbook is published each year at the discretion of the class. The yearbook staff is made up entirely of student volunteers. Early in the year, volunteers are requested to serve as the editor, business manager, class or seminar photographer, yearbook representative, and other yearbook staff members. The yearbook committee will determine how to fund yearbook production (advertisements, sponsors, purchase...).

8. 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 vary depending upon availability of sales associates.

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, and Air Force military student clearances will be done through JPAS. All DOD civilian students must utilize JPAS to pass clearances. The SMO code to pass collateral (Top Secret or Secret) is W37WAA6. The SMO code to pass SCI is W37WAA2. You must place ES in the POC section of your visit request, or it will not be picked up properly. For Non-DOD students (i.e. USCG, State Department, NSA, etc.) you must request your agency submit a visit request by fax on command or company letterhead to (202) 685-3765. SCI visit requests that require transmission by cable must be sent to the servicing NDU SSO at JFSCOL. The PLA is SSO JFSCOL//NDU//. For Non-DOD students who have both Top Secret and SCI, you must pass both your collateral clearance information and your SCI separately. For those students who are attending based on a National Agency Check with Inquiry (NACI) you are required to pass your NACI confirmation with dates on command or company letterhead by fax. 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 and immediately notify any ES leadership personnel (Dean of Faculty, Dean of Student, Operations...). 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. The NDU Director of Strategic Communications is the designated public affairs action officer for information requests generated by, or on behalf of, the public and the news media. Official interviews (in which NDU personnel represent the university) must be arranged through the NDU Director of Strategic Communications Office and the Eisenhower School Dean of Administration. The NDU Director of Strategic Communications Office can be reached at (202) 685-3140.

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, DoD, 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. Another option is to purchase a Proxima Card (PC) for \$5 from the Fitness Center. For more information, call (202) 685-3117 or Fort Myer, for more info: (703) 969-7860/7868.

2. Food Considerations.

NDU Cafeteria. Rotating vendors will be serving most Mondays through Thursdays. Look for weekly announcements for available options.

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 new Subway sandwich location was constructed in the Fall of 2022 near the NDU Cafeteria in Lincoln Hall. Food vendors are required to be sponsored by AAFES or NEXCOM. This is the only vendor that showed interest in our size and location. They provide walk-up services and an online order system.

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

Refrigerators. There are refrigerators and microwaves available for students in Marshall and Lincoln Halls.

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

4. **NDU Library.** The library can be found on the second floor of Marshall Hall. Talented library staff are ready to assist you with your research, recommend the best resources, and improve your information seeking skills. The library is a dynamic place to work collaboratively and to explore extensive academic military collections. 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://www.ndu.edu/Libraries/>.

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 service are located in Lincoln Hall 3400 Suite. They 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 located 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 area is accessible from any internet ready device and allows individualized access to courses. The ES uses this to distribute official course materials to students.

10. **Microsoft Teams.** The Secondary means of classroom content distribution is 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 Maryland Rail Commuter (MARC) at 1-866-ride-mta.

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

2. NDU Mass Transit Benefit Program

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

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

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

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

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

- **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. Stop for other students crossing streets. Drive Slow and watch for pedestrians!

Appendices

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 enclosure 1 for specific instructions and requirements regarding the use of Generative AI tools such as ChatGPT.

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:

(a) 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:

(a) 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.

(b) The student will be provided, in writing, at least five business days' notice of the first meeting of the Board.

(c) 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.

(d) 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.

(e) 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 Commandant will determine the final adjudication.

(f) Expeditious resolution of academic integrity violations is in the best interest of the student, the instructor, and the School. Board proceedings will be given 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 and Associate Dean of Faculty 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:

1) 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.

2) 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.

3) 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, 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. A member of the faculty or staff accused of dishonesty in scholarly work, or a violation of the non-attribution policy, may be called before an Academic Board of Inquiry comprised of an Associate Dean of Faculty and additional faculty members appointed by the Dean of Faculty. The Board will adhere to the procedures described above and 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. Faculty and staff academic integrity or non-attribution violations will be adjudicated as follows:

- a. Title 10. Final actions on Title 10 faculty will be coordinated with the University Director of Human Resources and the General Counsel, with recommendations forwarded by the Vice-President of Academic Affairs to the NDU President for final adjudication.
- b. Title 5. Disposition of academic integrity or non-attribution violations concerning Title 5 staff will be coordinated with the University Director of Human Resources, the General Counsel and the Vice-President of Academic Affairs, with recommendations forwarded to the Commandant for final adjudication.
- c. Agency Civilians. Academic integrity or non-attribution violations concerning Agency civilians will be coordinated with the appropriate Agency Chair and Agency Human Resources. Disposition recommendations will be forwarded to the Agency for final adjudication.
- d. Military. The Commandant has final adjudication authority for military faculty academic integrity violations.

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 Integrated Healthcare center for the capital region, (855) 227-6331; Hours 0630 - 1800

In and around the Washington, DC area.

Walter Reed National Military Medical Center
8901 Rockville Pike
Bethesda, MD 20889
Number for appointments: 855-227-6331
<http://www.wnmmc.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. It allows faculty to assess what learning has occurred and to adjust instruction accordingly in the near- and long-term so that students can gain the greatest benefit from their educational experience. Equally important, it allows faculty to provide feedback to students during the learning process of areas that need additional attention, with the goal that students will seek to improve their performance in those areas and thereby maximize their learning while also improving their performance of specified learning outcomes. Faculty are expected to explain the course assessment process and assignments (content, length, timing, and grading) to the students during the first seminar session of the course.

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 Eisenhower School mission, and guide both the design of the curriculum and the content of courses. Course learning objectives (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.

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

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

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.

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.

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 (see Academic Policies chapter for grading policies governing late submissions)
- Effectively communicated ideas
- Demonstrated achievement of outcomes.

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

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 Eisenhower School student and aligns with the *Standard* column of the student assessment rubrics.

Table D-1: *Overview of Grades and Grading (PRE-DECISIONAL)*

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	Failure	0.00	0-69	0.00-69.49

<i>(for graded courses)</i>				
P <i>(for Pass-Fail designated courses)</i>	Pass	0.00	*	N/A
F <i>(for Pass-Fail designated courses)</i>	Fail	0.00	*	N/A
Source: NDUI 1025.07, National Defense University (NDU) Policy on Grades and Grading,				

Assessment rubrics identify the level of student performance necessary to meet, or exceed, outcome standards. Students whose performance is deemed below expected performance or unacceptable performance shall be counselled per the re-work guidance below.

Unacceptable Performance. Only after failing to respond to counseling would a student earn a “C.” Prior to assigning a “C” grade, the instructor will inform his/her Course Director, the student’s Primary Faculty Advisor, the appropriate service/agency chair, and the Associate Dean of Faculty and Academic Planning.

Consequences of receiving a C course grade: The student will be put on academic probation and counseled about his/her performance. If at any time in the year it appears the student will be challenged to complete the program of study with a B grade average (3.00), the Dean of Faculty and Academic Programs will conduct an academic review with the student’s instructors and Primary Faculty Advisor, and meet with the student to determine appropriate action. Action may include notifying the student that he/she is unlikely to receive a degree, offer the student the option to disenroll or, in consultation with the student’s sponsoring organization, disenroll the student and return him/her to the sponsoring organization. If a student on academic probation fails to achieve a B cumulative grade point average at the end of the academic year, the student will not receive a degree. The Eisenhower School Commandant is the approval authority for exceptions to this policy.

Should an Eisenhower School student’s performance be totally unsatisfactory and fail to meet minimum course standards at the executive/graduate level, then an “F” may be warranted. This grade is assigned as a last resort and will be assigned only after the student has failed to improve his/her performance to a minimally acceptable level after counseling and remediation. Prior to assigning an “F” grade, the instructor will inform his/her Course Director, the student’s Primary Faculty Advisor, the appropriate service/agency chair, and the Dean of Faculty.

Consequences of receiving an F course grade: After an academic review, the student will have the opportunity to present arguments on his/her behalf to the Dean of Faculty and Academic Programs. The Dean of Faculty and Academic Programs will make a recommendation to the Eisenhower School Commandant to award an “F” if determined that a failing grade is appropriate. If the Eisenhower School Commandant determines an “F” is appropriate, the Commandant will initiate disenrollment proceedings in accordance with NDUI 1000.12 (18 July 2016).

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

Submission of Student Deliverables

Suspense Dates. Course-required deliverables impose significant burdens 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 approved, finalized, and published by the Associate Dean of Faculty and Academic Planning, faculty and students are expected to adhere to them. Under no circumstance may an individual faculty member adjust the published suspense date for student deliverables for a seminar without express permission of the Dean of Faculty.

Late Submissions. Students are required to submit deliverables on time in accordance with the suspense dates published by the Associate Dean of Faculty and Academic Planning. That said, changing or emerging conditions may affect the ability of individual students to submit their deliverables on the required suspense date. A student with a compelling reason can coordinate with his/her course instructor (in advance, if possible) to establish a reasonable date by which the student will turn in the finished deliverable. Barring extreme circumstances, faculty will not grant an extension longer than one week (7 days) beyond the original suspense date. To aid in early identification of students who may be struggling in the academic program, within two days the faculty member should inform other teaching team members, as well as the applicable Course Director, and the student’s PFA of any deliverables that were submitted after the original suspense date as well as the conditions and extended due date established for the student to complete the effort. If the student fails to meet the 7-day window, the issue must be elevated to the attention of the Dean of Faculty to determine if additional extension is warranted.

Rework of Student Deliverables. CJCSM 1810.01 states, “JPME institutions will offer remediation to students who have difficulty achieving programmatic outcomes.” 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 re-work with directions to comply with the original instructions/guidance. Resubmittals are due not later than one week (7 days) from the date the faculty member personally returns the paper and discusses the deficiency with the

student. 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. Students requiring remediation shall submit re-work not later than one week after the faculty member concludes the remedial instruction. Faculty shall inform other teaching team members, the Course Director, the student’s PFA, and the Dean of Faculty’s office within two calendar days of any deliverables that are returned for correction and re-submission. Any extensions beyond the 7-day window must be approved by the Dean of Faculty.

Grading of Late Submissions or Re-worked Deliverables. Late deliverable submissions (i.e., those submitted after the original suspense date or any approved extension) will be accepted up to 7 days after the original suspense date, and reworked deliverables must be submitted within 7 days after the faculty member notifies the student of the failure to meet standards. A late submission or a reworked submission allows additional time to correct deficiencies that was not afforded to other students. Out of fairness, other than for late submissions due to circumstances beyond the student’s control, the grade awarded for the final product will be reduced a full grade level below that awarded for comparable work submitted on time by other students. In other words, a late submission /re-worked submission is eligible to receive **no grade higher than a “B”** and the grade will be decremented one letter grade below what the final product would have merited if turned in on time, in accordance with table D-2.

Any late or re-worked student deliverable submitted beyond the 7-day window (or other suspense date approved by the Dean of Faculty) for re-submission **will receive a grade of F, and the student will be placed on academic probation.** In cases where extenuating circumstances exist, faculty must coordinate with the appropriate Course Director and the Dean of Faculty’s office to determine an appropriate re-submission suspense date.

Table D-2: *Re-Work Grade Decrement Scale*

Letter Grade based on the Quality of Late or Re-worked Deliverable (i.e., grade the deliverable would have received if it had been submitted on time and met course requirements)	Decrement Letter Grade for Late or Re-worked Deliverable	Examples of Associated Whole Number Grade Entered in TK-20 Rubric (Rule of thumb is a 10-point decrement to ensure appropriate letter grade is awarded)
A (93-95)	B	84
A- (90-92)	B-	81
B+ (87-89)	C	78
B (83-86)	C	75
B- (80-82)	C	71
C (70-79)	F	65

The time a student spends re-working deliverables for previous assignments diverts time and energy from the academic work that follows. Depending on the student’s academic standing, at some point the faculty stakeholders involved may determine the student’s interests will be better served by desisting from further effort to improve deficiencies in previous work. If that determination is made—with Dean of Faculty concurrence—the faculty member will assign a grade for that deliverable based on the quality of the initial submission and/or any progressive products turned in

to date, to include a grade of F if warranted.

Grade Appeal Process. If a student has an issue with a deliverable or course grade, s/he may discuss the grade with the faculty instructor, who may, in consultation with the applicable Course Director, reconsider the grade of the deliverable. **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.** The Course Director will determine an appropriate course of action, such as having other faculty members evaluate/grade the deliverable. If the student is not satisfied with the resolution of the grade at the Course Director level, the student may appeal the grade to the Dean of Faculty. If the Course Director is also the student's instructor, the student should deliver the grade appeal memo to the Associate Dean of Faculty (Planning). For an elective taught by a faculty member from a different college, the student would file their appeal with instructor's college Associate Dean of Faculty; for a student taking an NDU elective (one offered by non-college faculty), the student will file their appeal with the NDU Associate Provost for Academic Programs and Faculty Affairs. The Dean of Faculty will determine the appropriate action to take, which may include further evaluation of the deliverable by additional faculty members or acceptance of the grade. The Dean of Faculty's decision on the deliverable grade in question will be final and no further appeal will be considered.

Lincoln Hall Evacuation Routes

APPENDIX E

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.

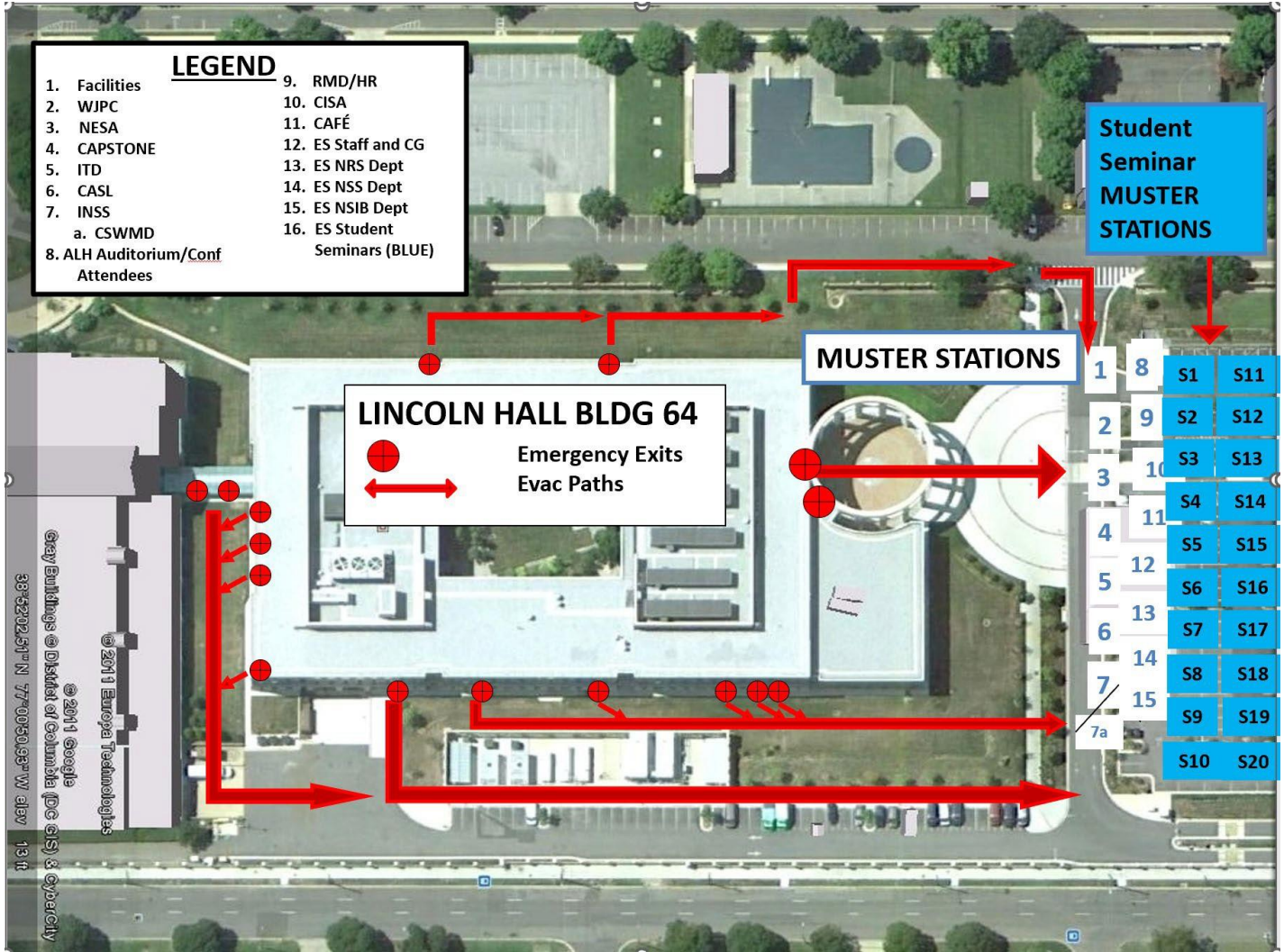
- Dean of Faculty: The Dean of Faculty will receive an accountability report from each of the Department Heads and report the results to the Eisenhower School Warden. If the Dean of Faculty is acting as the Eisenhower School Warden then the Associate Dean of Faculty will perform the Dean of Faculty duties.

- 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.

