

*Industrial College  
of the  
Armed Forces*



*2008-2009  
Student Handbook*



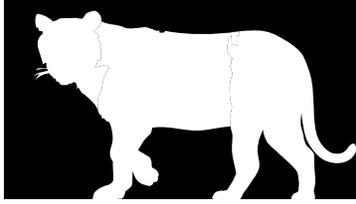
## **The Seal of the Industrial College of the Armed Forces**

The rayonne partition line symbolizes the flames of industry.

The open book with palm branch and key represents study as a key to victory.

The lighted torch denotes life and enlightenment attained as a result of victory.

The inscription “INDUSTRIA ET DEFENSIO INSEPARABILES” (Industry and Defense are inseparable) is symbolic of the reason for the creation of the Industrial College and its mission.



## INTRODUCTION

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### Go Tigers!

Your ICAF Student Handbook is a guide to policy and procedures you will use throughout this academic year. In this Handbook, you can explore the programs, services, and opportunities available to enrich your “ICAF Experience.”

Every effort has been made to ensure the accuracy of the material contained within the Student Handbook, as of the date of publication. However, all policies, procedures, and academic schedules are subject to change at any time by the ICAF Commandant or the University administration without prior notification.

ICAF reserves the right to publish the Student Handbook in an electronic version and make changes to the electronic version. Updates will be immediately incorporated into the online version posted on the ICAF website at: <http://www.ndu.edu/icaf/handbook/index.htm>. *The online version will take precedent over the print copy.* Upon publication of the Student Handbook for the coming academic year, all previous versions are revoked.

Suggestions for the correction and improvement of the ICAF Student Handbook should be communicated directly to the Chief of Staff/Dean of Students, Room 204, Eisenhower Hall, at 202-685-4277.

## PREFACE

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### **HISTORY**

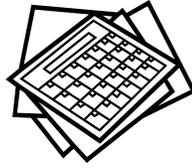
The Industrial College of the Armed Forces (ICAF) has served the Nation for more than 84 years preparing military officers, civilian government officials, and others for leadership and executive positions in the field of national security. Established in 1924 in the aftermath of America's mobilization difficulties in World War I, its predecessor, the Army Industrial College, focused on wartime procurement and mobilization procedures. Bernard M. Baruch, who was a prominent Wall Street speculator and Chairman of the War Industries Board, is regarded as one of the founding fathers.

With a unique and defining mission, the Army Industrial College rapidly expanded. The College was closed during World War II and then re-opened two years later in 1943 in the Pentagon. Before World War II ended, senior Army officers, including General Dwight D. Eisenhower (graduate of the Army Industrial College class of 1933 and instructor at the College for four years), supported the concept of a joint war college. In 1946, the name of the College changed to the Industrial College of the Armed Forces. ICAF moved to Fort McNair, near the newly founded National War College, and began the 10-month course. In 1948, Secretary of Defense James V. Forrestal removed the College from the Army's jurisdiction and formally reconstituted it "as a joint educational institution under the direction of the Joint Chiefs of Staff."

ICAF moved into a newly constructed facility, Eisenhower Hall, in 1960. During the next several years, a period that Baruch termed the Cold War, the 'character' of ICAF changed dramatically. As the United States found itself increasingly involved in Vietnam, ICAF shifted to educating leaders to manage logistical resources in such conflicts, as opposed to focusing on national industrial mobilization. Student demographics changed as well, and the first woman and African-American students graduated in 1973.

In 1976, ICAF became part of the newly established National Defense University. In response to the Goldwater-Nichols Defense Reorganization Act of 1986, which called for substantially increased attention to joint military education, ICAF continued to expand its curriculum by adding an acquisition course. In 1991, the Chairman of the Joint Chiefs of Staff gave responsibility to ICAF to educate the Senior Acquisition Corps (military and civilian) of all Services and the Department of Defense. In 1993, Congress passed legislation authorizing the Industrial College to award Master's degrees, starting with the graduates of the Class of 1994. In 1995, the first Industry Fellow graduated from ICAF.

Today, the mission of ICAF is to prepare selected military officers and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling and managing resources in the execution of that strategy. Completion of the rigorous, compressed curriculum results in graduates receiving a Master of Science degree in National Resource Strategy.



## KEY DATES

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### **FOR ACADEMIC YEAR (AY) 2008-2009**

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

In-processing	Monday, 11 August 2008
Fall Courses Begin	Monday, 18 August 2008
Fall Elective Studies Open House	Tuesday, 19 August 2008
Fall Electives Begin	Tuesday, 16 September 2008
Spring Elective Studies Open House	Wednesday, 5 November 2008
Fall Electives End	Wednesday, 03 December 2008
Last day before Winter Research & Study	Friday, 19 December 2008
First day after Winter Research & Study	Monday, 05 January 2009
Spring Electives Begin	Tuesday, 13 January 2009
Spring Electives End	Wednesday, 01 April 2009
Domestic Travel	06-10 April 2009*
International Travel	04-15 May 2009*
Out-processing	Tuesday, 09 June 2009
ICAF Awards Ceremony	Wednesday, 10 June 2009
Graduation	Thursday, 11 June 2009
Students Depart	Friday, 12 June 2009

*\*may include weekends*

The NDU Catalog at <http://www.ndu.edu/catalog/index.htm> provides additional information about all University programs.

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# CHAPTER 1

## ALL ABOUT ICAF

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1. **Mission.** The mission of the Industrial College of the Armed Forces (ICAF) is to prepare selected military and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy.

2. **Vision.** Government and Industry working closely together to ensure National Security. ICAF will educate strategic thinkers versed in national security strategy and its resource foundation, and serve as a center for study and research in the resource component of national security.

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

- A perspective that is thoroughly strategic, joint, and interagency.
- A capacity for strategic vision.
- An expertise in strategic leadership critical thinking, and decision-making combined with a thorough understanding and commitment to ethical conduct and exemplary leadership.
- An ability to evaluate and apply the lessons of history.
- A comprehension of the dynamics of international relations and the formulation of foreign policy.
- A comprehension of, and a commitment to, the constitutional process of national security decision making.
- An understanding of national and international economics and the health and strategic direction of the industrial base that supports national security and national military strategies.

- A solid grounding in acquisition processes and resource policies and management; and expertise in joint doctrine, logistics planning, and employment of military forces.

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

5. **Values.** ICAF has adopted the values of excellence in Academic Freedom, Integrity, Excellence, Community, and Growth & Development:

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

6. **Primary Faculty Advisor (PFA).** Each student is assigned a faculty advisor. The PFA serves as the main advisor on academic and administrative matters throughout the academic year and as the immediate senior in the chain of command. Therefore, students will send all special requests for leave and other administrative actions through their PFA. Advisors are responsible to the Commandant for monitoring 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.

7. **Faculty Chairs.** The Faculty Chairs serve as a direct liaison with the Agency, Industry or Service to communicate ideas and interests to the faculty and students. These chair holders are full-time teaching faculty members.

a. Agency Chairs. Numerous federal agencies are represented on the ICAF faculty by Agency Chairs. They enrich the College's understanding of matters dealing with national security by advising students and faculty on current issues in their respective agencies.

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

c. Industry Chairs. Industry Chairs are full-time faculty members at ICAF. An Industry Chair is selected for his or her distinguished experience as a senior industry manager, and for his or her academic attainment to serve as a professor at a graduate school on a university faculty. The first Industry Chair at ICAF came from IBM in 2006.

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## CHAPTER 2

### ACADEMIC PROGRAMS

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1. **Degree Program.** Upon successful completion of the College's requirements, students will earn a Master of Science degree in National Resource Strategy. ICAF's academic program consists of two major components--core curriculum and electives/research.

2. **Core Curriculum.** The core curriculum covers National Strategy and Resources Management for National Security. In the fall, students will study Military Strategy and Logistics, Strategic Leadership, National and International Economic Policy, and National Security Studies. In the spring, students will study Acquisition, Economics of Industry, and Industry Studies. Regional Security Studies (RSS) and Electives supplement the core courses.

a. Regional Security Studies (RSS). All students will benefit from a Baruch lecture series that will cover major issues facing the United States in important regions of the world. Every student will have the opportunity to focus on one region in depth, through enrollment in one of twenty Regional Security Study seminars. Each of these seminars will meet for ten, two-hour sessions. The curriculum for each of these RSS seminars is adapted to fit the particular region, and key issues will differ. Overall, each seminar provides an understanding of the regional political, economic, and cultural context for the development of U.S. security and resource-related policies. To encourage new learning, we suggest that students select regions that are unfamiliar to them. International students are not permitted to enroll in an RSS that includes their own country. There is no overseas travel associated with the RSS program. RSS seminars are not linked to Industry Study field studies.

b. Industry Studies (IS) Program. As a member of an Industry Study Seminar, students will study in depth one of 20 industries critical to meeting our national security needs. The IS program involves local, domestic and international travel, and culminates with a presentation and written report on the state of that industry to support national security strategy. The course selection for IS occurs in the fall.

3. **Electives.** The Electives Program gives students the opportunity to deepen or broaden their knowledge through elective courses. Students are required to take four elective courses for a total of eight academic credit hours during the year. There are over 150 elective courses offered at the National Defense University (NDU). The *Electives Program Catalog* describes each elective course, including those offered by other NDU colleges. Electives are offered on a semester basis – fall and spring. Most elective courses earn two credit hours except as noted in the catalog. Students will take four credit hours in each semester. To preview NDU elective course offerings via the Internet, visit the NDU Homepage at <http://www.ndu.edu>. ICAF students generally may choose electives from any of these offerings (exceptions are noted in the catalog).

a. Other Electives Programs. ICAF offers a Senior Acquisition Course concentration and a Supply Chain Management concentration through its Electives Program. ICAF also

offers Independent Study and Research and Writing concentrations through its Electives Program. Students interested in these programs must obtain approval from the Department and/or Program Director and Associate Dean as indicated in the course description. No registration for these programs is permitted without prior approval.

b. Electives Open House. NDU conducts an Electives Program Open House at which instructors from all of the colleges are available to meet with students and provide more detailed information on their course content and requirements. The Elective Studies Open House and Elective Studies registration usually occurs during the second week of the academic year. The Electives Program registration period immediately follows the Open House.

c. Electives Schedule. ICAF students take elective courses on Tuesday and Wednesday afternoons. Each course meets once a week for twelve, 2-hour sessions. Fall elective courses begin in September and conclude in December. Spring elective courses begin in January and conclude in April. Class periods are 1330-1525 and 1535-1730. To balance the early and late class meeting times, courses switch meeting times after the first six sessions. While some other NDU colleges offer electives on other days of the week, they are not available to ICAF students due to scheduling conflicts.

d. Research Option. Students also will have the option to complete a research project in lieu of one or more electives. If they choose this option, students will be expected to produce a fully documented, scholarly paper. ICAF also sponsors a Research Fellow Program that takes the place of all electives; the Fellows program is briefly described in the “Special Programs” section of this Handbook. Details on the writing program and research options, information on possible topics and faculty advisors, and policies on format, style and original work are provided in the Research and Writing Handbook, available online and through student book issue. Students are urged to give the research option serious consideration.

(1) *Writing Awards.* Awards for excellence in research and writing are sponsored by a variety of organizations that recognize the high esteem ICAF attaches to good writing. The sponsors of the awards include the National Defense Industrial Association, the Canadian Department of National Defence, SOLE - The International Society of Logistics, Defense Acquisition University, the ICAF Alumni Association, the NDU Foundation, the Navy League, the Association of the U.S. Army, the Association of Former Intelligence Officers, the Department of Homeland Security, Transportation Command, and the National Contract Management Association. ICAF Commandant's Awards include a selection of the best seminar essays in each major core course, as well as special research recognition. In addition, ICAF students compete against students from the other senior-level professional military education (PME) schools for prestigious awards in the Chairman of the Joint Chiefs of Staff (CJCS) Strategy Essay Competition each spring.

(2) *Research and Writing Director.* ICAF conducts special ceremonies each semester to honor all winners of excellence in writing awards. For more information, contact the Director of Research and Writing at 202-685-4330.

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

(1) *Diploma.* The Senior Acquisition Course consists of the entire 10-month ICAF curriculum, complemented by two prescribed elective courses, which address contemporary and future policy issues in the field of acquisition. Senior Acquisition Course students are fully integrated as part of the ICAF student body – a mix of war fighters, operators and joint specialists; plus support, diplomatic and federal agency personnel; international fellows; and representatives of American industry. Students completing the course receive both the ICAF Master's degree and a diploma from the Defense Acquisition University.

(2) *Selection.* Students are selected in advance for attendance in the Senior Acquisition Course by their respective services or agencies. Military officers are selected as part of the senior service school selection process and designation by their Defense Acquisition Career Manager (DACM). Civilians normally apply through, and are selected by, their service or agency DACM. Along with those students selected in advance by central boards, the DACMs each year typically approve the addition of a limited number of Level III certified (Acquisition Corps) students at the outset of the academic year.

(3) *How to Apply.* The Director of the Senior Acquisition Course provides additional information on this program, including procedures for other students to apply, during the first week of ICAF classes.

f. Supply Chain Management Concentration Program (SCMP). Supply Chain Management is a driving force behind America's economic growth and prosperity and Defense Logistics. It is important to understand the critical role supply chains play in supporting American industry and national security.

(1) *Definition.* Supply Chain Management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model. It includes all of the Logistics Management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, and finance and information technology.

(2) *Integration.* ICAF's Supply Chain Management Program (SCMP) develops a broader understanding of integrated logistics systems, and prepares students to take Supply Chain Management concepts and practices and apply them in DoD's Logistics Transformation. SCMP encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all Logistics Management

activities. It also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, Supply Chain Management integrates supply and demand management within and across companies.

g. Information Operations Concentration Program (IOCP). The Information Operations Concentration Program (IOCP), offered by the Information Resources Management College (IRMC), complements the core curriculum of ICAF by integrating a wide range of elective courses and activities. All of the IO Concentration courses are considered electives within the NDU course structure. Students are required to take two courses. In the fall, all students take the foundation course, National Security in the Information Age (Course 6207 in the NDU catalogue), which introduces key concepts and issues surrounding the impact of the information age on national security. In the spring, students have a choice of one of three different “track” courses, each of which is drawn from one of the three key themes of course 6207: Information Assurance and Critical Infrastructure Protection; Information, Warfare, and Military Strategy; and Information Engagement and Strategic Communication.

(1) *Goals*. Completing the IO Concentration does not program a student into any specific job or assignment. The IO Concentration’s intent is not to create a pool of IO specialists, but rather to prepare future national security strategists to employ the information component of power, and numerous graduates have achieved flag and SES rank.

(2) *Dual Enrollment*. Students with considerable background in information warfare may substitute either a research project or tutorial readings for one of the courses. ICAF students enrolled in the Senior Acquisition Course (SAC) may also enroll in the IOCP.

h. National Security Professionals Concentration Program (NSP). The National Security Professionals (NSP) concentration program is a robust development program that mirrors the joint education of professional military officers. The NSP program includes education, training and professional opportunities, and promotes increased collaboration among agencies. The program consists of elective courses, exercises, and a variety of lectures, speakers, and field trips. Leaders who can analyze at the strategic level; who know the capabilities, organizational cultures, procedures and roles of U.S. departments and agencies; and who are able to plan and conduct complex operations in peace, crisis, war and post-conflict overseas and in homeland contingencies will be invaluable assets to our federal government and military. This program of study will produce graduates equipped to fulfill our future needs.

i. Strategic Warfighting. Each year ICAF participates with all senior level colleges in the Joint Land Aerospace and Sea Simulation (JLASS) strategic wargame. The game features distributed play between the war colleges during the spring, culminating in a week of play at the Air Force Wargaming Institute at Maxwell AFB, Alabama. Students play the roles of the major participants in the National Security Establishment to include the NSC, Joint Staff, and combatant commands. ICAF has the responsibility for manning the roles of the NSC to

include the National Security Advisor, Secretaries of Defense, State, Homeland Security, Justice, as well as the Chairman of the Joint Chiefs of Staff, US Transportation Command, Defense Logistics Agency, and their staffs. The mandatory fall course consists of intense study of strategic net assessment and preparation for the JCLASS wargame.

j. Research Fellow Program. The purpose of the ICAF Research Fellow Program is to provide an opportunity for well-prepared, talented and motivated students to conduct intensive research on issues directly related to the grand strategy of the resources component of national security strategy. The program is open to both military and civilian students. Research Fellows are approved by the Director of Research and Writing based upon their desire, demonstrated competence to undertake the research, topic selection and writing ability. Once selected, Research Fellows are expected to produce a 60- to 75-page monograph of publishable quality on a significant national security issue. Publication of the research is desirable but not a requirement of the program. In all cases, the research will support the educational goals of the College. Administration of the ICAF Research Fellow Program is the responsibility of the College. Interested student candidates should meet with the Director of Research and Writing as early as possible to obtain approval before elective selection.

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

5. **Professional Education Enhancement Program (PREP)**. The University and College sponsor several voluntary lectures (PREP-L) and travel (PREP-T) opportunities during the academic year designed to complement the academic program. These programs are extremely popular and help enhance camaraderie.

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

b. PREP-T. In addition to the field studies included in the curricula, there are opportunities for students and faculty to visit several areas of interest and applicability to the academic program. In the past there have been trips to Canada, Mexico, Panama, and the Tidewater area of Virginia. To date, trips are planned to Panama and several military installations during AY 08-09. All participants travel in permissive TDY status at no cost to the government. The Panama PREP-T usually takes place over a three-day weekend in January. The Service Component PREP-T includes trips to Fort Lee, Virginia; Quantico

Marine Corps Base; Naval Station Norfolk; Coast Guard Integrated Support Command, Portsmouth; and Andrews Air Force Base.

**6. Industry Fellows Program.** ICAF hosts Industry Fellows, students from the private sector, who add important industry experience and a business-oriented perspective to the ICAF curriculum, particularly in the resources management area. Industry Fellows are full members of the ICAF class. They contribute significantly to the richness of the ICAF experience. Feedback from these graduates and their sponsoring companies confirms that all involved have found the educational experience immensely valuable. Indeed, many ICAF Industry Fellow graduates have risen to senior executive positions with their firms.

a. Participating Companies. ICAF's Industry Fellow graduates have included personnel from the following companies: BAE Systems, Battelle, Boeing, Colt Defense LLC, Computer Sciences Corporation, DaimlerChrysler Aerospace, European Aeronautic Defence and Space Company (EADS), General Dynamics, General Motors Corporation, GTE Government Systems, Harris Corporation, Hughes Aircraft Company, International Business Machines Corporation (IBM), KPMG, L-3 Communications, Lockheed Martin, MAN Nutzfahrzeuge AG, McDonnell Douglas, Northrop Grumman, Raytheon, Rockwell Collins, Science Applications International Corporation (SAIC), Sikorsky Aircraft, TRW, and The Wexford Group International, Inc.

b. Program Goals. The attendance of private sector students at ICAF enhances both military and civilian students' understanding of the private sector as well as its clear linkage and relationship to the national security process. Admission of private sector students is open to a limited number of students per academic year and based on a merit selection process. Their presence offers a greater divergence of thought and a wider spectrum of valuable experience and dialogue. In turn, the College program expands and enhances the private sector students' knowledge of national security issues and sharpens their analytical skills. This program serves to build a better relationship between government and the private sector, a relationship so critical to our future national security needs.

**7. International Fellows (IF) Program.** International officers from countries designated by the Chairman, Joint Chiefs of Staff, are members of the class. One International Fellow (IF) will be assigned to each seminar. These students bring rich experience and an international perspective to the seminar discussions and offer an unparalleled opportunity for dialogue on combined operations and alliances. IFs are full members of the ICAF class. In addition, they engage in an enrichment program on American life, culture, politics and society. Each IF has a faculty and student sponsor and each seminar is proactive in assisting their IF with the social and athletic activities of the College. Volunteer student sponsors are solicited at the beginning of the academic year. Details will be discussed when classes begin.

**8. Distinguished Lecture Program (DLP).** The ICAF course of instruction includes many guest speakers and is complemented by a series of Distinguished Lecture Program (DLP) presentations sponsored and scheduled by the National Defense University (NDU). As an enhancement to the core and elective courses, NDU sponsors joint lectures to permit national leaders to share their considerable insights and experience with the students of both

ICAF and NWC. This program consists of a number of lectures scheduled throughout the academic year. High-level government officials and military commanders are invited to address joint sessions of NWC and ICAF, usually in Baruch Auditorium. Potential lecturers in the DLP are such dignitaries as the Secretaries of Defense and State, the Chairman of the Joint Chiefs of Staff, the Army and Air Force Chiefs of Staff, the Chief of Naval Operations, the Commandants of the U.S. Marine Corps and the U.S. Coast Guard, the National Security Advisor to the President, the Chairman of the NATO Committee, the Combatant Commanders, and the Supreme Allied Commander, Europe. Service dress uniform or civilian suit is required attire for all DLPs.

a. DLP Process. The standard DLP process flows as follows:

(1) Senior NDU leadership meets with the guest lecturer in the Forrestal Room 15 minutes prior to the lecture. Then approximately 5 minutes prior to the lecture, all senior leadership except the NDU-P depart the room for their seats in the auditorium to allow the NDU-P and the lecturer time for any final coordination, allow time for the wireless microphone to be prepared, and give the lecturer a few moments (if needed) to mentally transition.

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

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

(4) The lecturer will make his comments and complete questions and answers and then the NDU-P (or his designated representative) will thank the guest and escort him/her from the stage back to the Forrestal Room to remove the microphone and then depart.

b. Modified Format. This standard format for the DLP can be uniquely modified for the speaker; therefore, NDU Protocol as the planning, coordinating and executing office for all DLPs will be the only office providing guidance to the speaker, student introducer and senior leadership. This ensures that there are no surprises or miscues that would be embarrassing for the speaker or for the University. For more information, contact the NDU Protocol Officer at 202-685-3939.

**9. ICAF Continuing Education Program.** The University has several initiatives in the area of continuing education. The Chairman of the Joint Chiefs of Staff gave NDU the mission to ensure that its graduates can use NDU resources to pursue life-long learning opportunities. One of those initiatives is the ICAF Continuing Education Program (CEP). The objectives of the ICAF CEP are to enhance our graduates' job performance in their assignments while filling the gap between senior service college and CAPSTONE, increase the communication link between institutional and operational leader development, strengthen the bonds with graduates, facilitate networking among graduates, and instill a spirit of life-long learning in its graduates.

a. What can this program offer me? The ICAF Continuing Education Program contains several learning resources and opportunities that alumni can access through the use of Yahoo Groups as the learning platform and also retain access to the NDU Blackboard System.

- A monthly Newsletter (highlights most recent NDU/ICAF news). Link to the newsletter is:  
[http://www.ndu.edu/icaf/cep/newsletter/ICAF\\_CEP\\_NEWSLETTER.pdf](http://www.ndu.edu/icaf/cep/newsletter/ICAF_CEP_NEWSLETTER.pdf)
- Informal Year Group networking forums (Updates of year group contacts, promotions and assignments)
- Library resources (NDU-ICAF *Early Bird*, MERLIN, MIPALS, etc.)
- NDU publications, resources and links
- Video links to Pentagon and Government Executive briefings
- ICAF Career Alumni Networking Database (via Yahoo Groups website)
- Upcoming NDU-wide news and events listing
- Health information updates
- Gateway to ICAF/NDU faculty
- General information resource and contact point

b. Stay in Touch. The ICAF CEP is designed to be a rewarding and convenient opportunity for graduates to stay engaged in life-long learning as well as maintain the network of professional friends they developed at ICAF. Graduates can use this link to provide current contact information to the ICAF CEP Director: <http://www.ndu.edu/icaf/cep/intouch.htm>.

## CHAPTER 3

# ACADEMIC INTEGRITY

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1. **Clear Guidance.** Like all educational institutions, ICAF expects all students to accept full responsibility and credit for their opinions—whether expressed orally or written. At the same time, all students are expected to fully acknowledge those ideas, words and information obtained from other sources. It is not anticipated that any ICAF student would deliberately plagiarize material, but students will be held accountable for their written work. To ensure that appropriate credit is given to others, students should request that faculty members provide clear guidance as to their expectations for citation in assignments.

2. **Similar Papers.** Students are prohibited from submitting an identical or slightly modified paper to satisfy multi-course requirements. Each course paper must stand on its own. Students may use a previously written paper as supporting documentation for another paper if cited appropriately. Two different writing assignments may involve related topics, but the assignment may not be satisfied by the submission of an identical or slightly modified paper. Students should seek faculty guidance if there is any doubt on this matter.

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

4. **Signing the Statement.** *You will be required to sign a statement acknowledging your understanding of the Academic Integrity policy.* In order to comfortably read and sign the ICAF Academic Integrity Statement, International Officers may choose one of six languages: English, Spanish, Russian, Arabic, French or Chinese.

5. **Zero Tolerance.** Academic dishonesty is not tolerated. Academic dishonesty includes, but is not limited to, obtaining or giving aid on an examination, having unauthorized prior knowledge of an examination, doing work or assisting another student to do work without prior authority, unauthorized collaboration, multiple submissions, and plagiarism. Unauthorized collaboration is defined as students working together on an assignment for academic credit that is not otherwise authorized in the syllabus or directly by the instructor. Multiple submissions are instances where students submit papers or work previously submitted for academic credit while at the National Defense University without prior approval by the professor or instructor of both classes where the paper is submitted.

6. **Plagiarism.** Plagiarism is the unauthorized use, intentional or unintentional, of intellectual work of another person without providing proper credit to the author. While most commonly associated with writing, all types of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications are not to be plagiarized. In addition to academic work, students are required to provide accurate and documentable information on their educational and professional background. If a student is admitted to the University with false credentials, he or she will be sanctioned. Those sanctions range from expulsion, suspension, revocation of degrees or diplomas, a grade of no credit with a transcript notation of "academic dishonesty," rejection of the work submitted for credit, or a letter of admonishment.

## CHAPTER 4

### STUDENT EVALUATIONS/GRADING POLICY

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1. **Evaluation Process.** Throughout the year, students are evaluated on their academic performance, including contribution in the classroom and written assignments. The evaluation process is focused on providing students with substantive feedback to facilitate their professional growth. Faculty will evaluate students in all courses: core courses, Regional Security Studies, Industry Studies, and elective courses.

2. **Objective Assessment.** Faculty are directed to assign grades based upon objective assessment of student performance in accordance with the published grading criteria. Faculty will take into consideration the fact that students develop subject matter knowledge and sophistication in analysis of course materials and policy issues as the course progresses, as well as a final evaluation of the level of work quality the student demonstrates at the conclusion of the course. In order to ensure that grades for Exceptional (“A”) and Superior (“A-”) performance are properly awarded to reflect truly above-average performance, faculty desiring to award “A” or “A-” grades to more than 50% of their seminar must review their grading plan with their respective department chair or program director.

#### 3. **Overall Course Grades.**

a. Explanation of each letter grade.

(1) **“A”** Work of exceptional quality at the executive/graduate level. This grade represents the work of an outstanding student whose performance is truly exceptional with regard to knowledge of course constructs, and the attainment of consistent understanding, analysis, evaluation, and application at the strategic level. Student performance attains a consistently exceptional balance between “listening” and regularly “contributing” exceptional quality content to seminar discussions that substantially advances the learning of the entire seminar. This grade recognizes a student who evidences exceptional preparation for every seminar, consistently demonstrates a comprehensive understanding of course constructs, and exhibits well-developed complex, multi-dimensional, critical, and strategic thinking skills. Writing content reflects comprehensive understanding of course constructs, and exhibits well-developed complex, multi-dimensional, critical, and strategic thinking skills and writing style demonstrates rigor and excellence in research (if relevant), command of the topic, logical organization, compelling argument, and excellence in English grammar and syntax. (4.0/credit hr)

(2) **“A-”** Work of superior quality at the executive/graduate level. This grade represents the work of a superior student who attains a consistently advanced knowledge of course constructs, and understanding, analysis, evaluation, and application at the strategic level. Student performance attains a consistently superior balance between “listening” and regularly “contributing” superior content to seminar discussions that substantially advances the learning of the entire seminar. This grade

recognizes a student who is well-prepared for every seminar, regularly demonstrates a comprehensive understanding of course constructs, and exhibits well-developed complex, multi-dimensional, critical, and strategic thinking skills. Writing content reflects comprehensive understanding of course constructs, and exhibits well-developed complex, multi-dimensional, critical, and strategic thinking skills and writing style demonstrates rigor and excellence in research (if relevant), command of the topic, logical organization, compelling argument, and superior use of English grammar and syntax. (3.7/credit hr)

(3) **“B+”** Work of high quality at the executive/graduate level. This grade represents the work of those students whose performance demonstrated high quality graduate/executive level work. The student must be able to regularly demonstrate an understanding of course constructs at the strategic level. The student must be a regular, constructive contributor to seminar discussions and achieving course objectives. The student must demonstrate mastery of course material and demonstrates the ability to understand and effectively apply other frames of reference. This grade recognizes a student who is well-prepared for every seminar, and demonstrates progressive understanding of course constructs and complex, critical, and strategic thinking skills. Writing content reflects high quality understanding of course constructs, and exhibits development of complex, multi-dimensional, critical, and strategic thinking skills and writing style demonstrates rigor and high quality in research (if relevant), command of the topic, logical organization, compelling argument, and high quality in English grammar and syntax. (3.3/credit hr)

(4) **“B”** Work of acceptable quality at the executive/graduate level. This grade represents the work of those students whose performance demonstrated successful completion of all course requirements. The student contributes constructively to seminar discussions but not necessarily on a regular basis. This grade recognizes a student who is prepared for seminar sessions and whose contributions reflect some understanding of course material and constructs, and some development of strategic understanding. Writing content reflects understanding of course constructs and writing style demonstrates sound research (if relevant), command of the topic, logical organization, good argumentation, and acceptable quality in English grammar and syntax. (3.0/credit hr)

(5) **“B-”** Work is below expected quality at the executive/graduate level. This grade represents the work of those students who did not fully meet course requirements, but were only deficient in a few areas. Student fails to demonstrate a sufficient understanding of course material and strategic concepts. Sometimes makes voluntary contributions to seminar discussions, but regularly makes no contribution. May demonstrate good knowledge in certain subjects, but has made insufficient progress in understanding other frames of reference and multi-dimensional aspects of strategic thinking. Writing content may reflect uneven understanding of course constructs and writing style demonstrates uneven research (if relevant), command of the topic, logical organization, argumentation, and quality in English grammar and syntax. (2.7/credit hr)

(6) “**C**” Work is unsatisfactory at the executive/graduate level. This grade represents the performance of a student who failed to complete course requirements or whose work was of such poor quality that it clearly did not come close to meeting the course standards. Writing content reflects an unsatisfactory understanding of course constructs and writing style demonstrates unsatisfactory performance in some or all areas of research (if relevant), command of the topic, logical organization, argumentation, and quality in English grammar and syntax. Only in exceptional circumstances would a student earn a C, after failing to respond to counseling.  
(2.0/credit hr)

(7) “**F**” Work is totally unsatisfactory in all aspects at the executive/graduate level. This represents the performance of a student whose work did not show even minimal satisfaction of any of the considerations. It is a grade of last resort. If the grade was earned as a course grade, and the student could not correct the deficiency after counseling, an F requires the student’s removal from the student body.  
(0.0/credit hr)

(8) “**E E**” A mark for “exceeded expectations,” used in lieu of letter grades for students who are not degree candidates.

(9) “**M E**” A mark for “met expectations,” used in lieu of letter grades for students who are not degree candidates.

(10) “**B E**” A mark for “below expectations,” used in lieu of letter grades for students who are not degree candidates.

b. Late Papers. Papers that have been revised after receiving a failing grade or are submitted late will be eligible to receive no grade higher than a “B” on resubmission and re-grading.

4. **Graduation Requirements.** To graduate with a Master of Science degree, a student must:

- Have an overall grade point average (GPA = Total points/Total credit hours) of at least 3.0 across all core and elective courses;
- Complete four elective courses;
- Not fail (grade of F) any course taken for credit; and,
- Satisfy all requirements detailed in the Student Research and Writing Handbook for research electives, if applicable. The Handbook and more information about the Student Research and Writing Program are online at <http://www.ndu.edu/icaf/srwp/index.htm>.

5. **Ranking for Distinguished Academic Graduate (DG).** Faculty will rank order the top students for each core course, RSS, and IS seminar. The number of top students will take in to account the number of students in a seminar. The following scale will be used:

Scale:

1-5 students = 1 Top Student

6-9 students = 2 Top Students

10-13 students = 3 Top Students

14-17 students = 4 Top Students

18-21 students = 5 Top Students

22-25 students = 6 Top Students

26-29 students = 7 Top Students

30-35 students = 8 Top Students

Distinguished Academic Graduates will be selected according to cumulative ranking scores. Those students with the greatest number of DG points will be designated as Distinguished Academic Graduates at the end of the academic year. Based on the overall performance of the class, approximately 10-15% of the students, or otherwise determined by the Commandant, will be selected as Distinguished Academic Graduates.

The point distribution will be based on a set value starting with 8 and continuing down. (Eight is chosen because we do not anticipate a seminar size larger than 35.)

EXAMPLE (Using a seminar size of 14-17 students):

Is this one of the top students in your seminar?

\_\_\_\_ Yes \_\_\_\_ No

If yes, please rank order:

\_\_\_\_ #1 Top Student (= 8 DG points)

\_\_\_\_ #2 Top Student (= 7 DG points)

\_\_\_\_ #3 Top Student (= 6 DG points)

\_\_\_\_ #4 Top Student (= 5 DG points)

## CHAPTER 5 NON-ATTRIBUTION POLICY/DRESS CODE

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1. **Non-attribution Policy.** Presentations by guest speakers, seminar leaders and panelists, including renowned public officials and scholars, constitute an important part of the NDU curriculum. So that those guests may speak candidly, the University offers its assurance that presentations to ICAF, the National War College (NWC) and other University-sponsored audiences will be held in strict confidence. This assurance, based on a policy of non-attribution, is morally binding on all who attend. **Without the expressly stated permission of the speaker nothing he/she says will be attributed to him/her directly or indirectly in the presence of anyone who was not authorized to attend the presentation.** This does not intend to preclude student and faculty discussions of opinions and views expressed by speakers within the academic environment; however, students may **not** attribute views and opinions to one speaker by name or other identification while questioning the speakers who appear subsequently. **Students may not tape lectures.**

a. Types of Information. The NDU non-attribution policy states that:

(1) *Classified Information.* All attendees must protect classified information gained during presentations in accordance with applicable regulations and policies.

(2) *Unclassified Information.* Students may use unclassified information gained during lectures, briefings, panels, discussions and seminars freely within the academic environment.

b. Prior Consent. Do **not** identify the speaker, the University or the Colleges as the originator of the information without prior consent.

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

3. **Luncheons with Guest Speakers.** Guest lecturers are often invited to have lunch with a small group of students and faculty. This offers an opportunity for additional discussions in an informal setting. The Fort McNair Officers' Club or restaurants close to the College are used for these no-host luncheons.

4. **Luncheon Payment Policy.** If students are unable to attend a luncheon, it is their responsibility to find a substitute. The originally designated student or the substitute must pay for lunch in the event neither attends. In the event a luncheon has already been arranged at the Fort McNair Officers' Club and the speaker cancels at the last minute, students are still

responsible for payment. The Club allows cancellation of the reservation 24 hours prior to the event, but after that time payment for the lunches of the guest speaker and all those who were selected to participate is due.

**5. Student Curriculum Critiques.** Students critique each course they take. The primary purpose of these critiques is to provide the Commandant, Deans and Department Chairs with information on the overall curriculum and on specific areas that need improvement. The Program Analyst in the Office of Institutional Research asks students to provide written comments on the course content and instructor performance. Students are asked to identify successes as well as highlight any areas needing improvement. Critiques may be completed anonymously or students can add their name if so desired. Critiques, tailored to each course, are completed on the computer via a Web-based system. In addition to course critiques, selected students complete a Web-based critique form on each lecture.

**6. Dress Code and Uniform Policy.** Military and civilian personnel are expected to exemplify high standards of dress and appearance. A business suit or conservative sport coat with tie is considered appropriate dress for men; commensurate attire is expected of women.

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

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

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

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

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

(5) When in uniform, hats/covers are not required to be worn between Eisenhower Hall (ICAF), Roosevelt Hall (NWC), and Marshall Hall (NDU), nor from the south parking lot to or from these buildings. Hats/covers are prescribed when walking to the front of the post, the Officers' Club and to the Headquarters U.S. Coast Guard Building (TransPoint) through the pedestrian gate.

b. Auditorium Dress Code. Military uniform, business suit or conservative sport coat with tie is required dress for men; commensurate attire is required for women. Casual clothes are never appropriate for auditorium presentations. Do not bring overcoats into the auditorium.

c. Seminar and Study Room Dress Code. Suit jackets and sport coats may be removed in study rooms and during seminar sessions with no outside speakers. During normal duty hours, including those designated for research and study, students are expected to comply with the dress code on campus.

d. Casual Attire. On occasion the Commandant may authorize an exception to the dress code noted above. For example, the Commandant may authorize casual attire so that ICAF blue polo shirts may be worn on days when there are scheduled sports competitions. Casual attire will be appropriate only when specified in advance. Prescribed casual attire during these occasions will be slacks and open collared shirts for men, with commensurate attire for women. Jeans, shorts and T-shirts will not be allowed unless authorized for specific events.

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## CHAPTER 6

### ACADEMIC SCHEDULE/ATTENDANCE POLICY

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1. **Official Activities.** Students will attend all official activities 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.
2. **Tentative Schedule.** ICAF provides students with a tentative schedule at the beginning of each semester. This schedule includes all planned activities and forecasts their timing as accurately as possible. However, for planning purposes, students should be aware that the scheduling of some activities will inevitably change due to uncontrollable factors. In some instances this may require scheduling classroom activities on days set aside for Research and Study. Research and Study days are not days off. No plans involving irrevocable financial commitments should be made based on the tentative term schedule.
3. **Periodic Schedule Updates.** Revised schedules will be published as required on the ICAF calendar located on the “ICAF Portal.” The web-based schedule is official; students must attend all mandatory activities unless excused in writing by their PFA or the Dean of Students. The Portal is a Web-access tool for maintaining an electronic calendar easily accessible on the Internet. The ICAF Portal also contains links to the NDU Library, Blackboard, Appnet and uNET/DES (faculty and student bios), the *Early Bird*, official travel (DTS), and more. The “Important ICAF Links” contains the Student Handbook, Emergency Roster, and ICAF Academic Departments, as well as ICAF Program Links (Industry Studies, Electives Studies and more). Students will be able to gain access shortly after their official check-in.
4. **No Outside Taskings for Students.** It is important to recognize that while at ICAF, students are attending a full-time in-residence program that requires full-time energy and focus in our postgraduate, executive-level courses of study. There is no time available during the academic year for outside projects levied by parent agencies. While at ICAF, students are attached to ICAF alone 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 basis for enrollment.
5. **Duty Hours.** The University operates on a five-day workweek, Monday-Friday, except for holidays. Normal core duty hours for faculty and staff are 0800 to 1630, although the second period of instruction for elective courses runs until 1730.
6. **Academic Schedule.** Duty hours depend on the academic schedule. All scheduled activities, such as lectures, seminars, field studies or exercises, constitute the duty day. The curriculum is designed to provide an average of 15 hours per week in class. This allows students to focus most of their time on research and study to prepare for lectures and seminars. An average of 40 pages of reading is assigned for each classroom hour. Research and Study days are considered duty days and are not normally authorized for leave. The

academic schedule does change periodically, so students are required to check the calendar regularly.

## 7. Attendance, Leave, and Liberty.

a. Attendance Policy. Students have a professional responsibility to attend all classes. Only a student's PFA in coordination with the Dean of Students is authorized to excuse absences of up to one day to accommodate unavoidable appointments or illness. This policy does not include "days off" for personal business. Time away from scheduled classes will not be granted to attend such events as conferences related to prior or upcoming assignments, changes of command, promotions, retirements, speaking engagements, reunions, reserve duty, jury duty or civilian schooling. Research and Study days are not days off. Since unforeseen changes to the weekly schedule may require class attendance, no plans involving irrevocable financial commitments should be made based on the Research and Study days published in the schedule.

b. Leave. Leave normally will not be granted during the academic year except during holiday periods when classes are not in session. During these periods, students traveling out of the local area for periods in excess of 72 hours must take leave (see below for definition of local area). Note that NDU policy prohibits leave in conjunction with students' official travel except in unusual circumstances. Military students will submit the standard leave form appropriate to their Service to the Dean of Students via their PFA. Civilian students will submit a SF 71, "Request for Leave or Approved Absence," to the Dean of Students via their PFA. Civilian students must coordinate approved leave through their agency channels.

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

d. Federal Holidays. For planning purposes during Academic Year 2008-2009, NDU has scheduled the following periods as Federal Holidays or Research & Study. These are considered days of liberty and not chargeable as leave if you remain within the local area defined above. The following holidays will be recognized on the student academic calendar:

Labor Day	Monday, 01 September 2008
Columbus Day	Monday, 13 October 2008
Veterans' Day	Tuesday, 11 November 2008
Thanksgiving	Thursday/Friday, 27-28 November 2008

Christmas	Thursday, 25 December 2008
New Year's Day	Thursday, 01 January 2009
Martin Luther King Day	Monday, 19 January 2009
Inauguration Day	Tuesday, 20 January 2009
Presidents' Day	Monday, 16 February 2009
Memorial Day	Monday, 25 May 2009

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

a. Emergency or Illness. Each student will inform their PFA as well as their Seminar Leader. If the PFA is not available, call the Office of the Dean of Students (202-685-4277/78), and as soon as possible, send an e-mail to the Dean, PFA, and Seminar Leader.

b. Absences of one day or less. PFAs may approve planned or emergency absences of one day or less. For planned absences, the student initiates the request via e-mail to the PFA. The PFA forwards the approved absence to the Dean of Students. Once students obtain the PFA's written approval via e-mail they must notify their Seminar Leader and the day's instructors of their excused absence.

c. Absences of more than one day. Ordinary leave is normally granted only during Holiday periods and Research and Study. Military students request leave on their Service's leave form; civilian students submit a SF 71. Routing of leave requests is through the PFA for coordination to the Dean of Students for approval. Forms are normally generated by the requester using FormFlow on the NDU Network. The Operations Office also maintains a small stock of leave forms. It is the student's responsibility to see that leave is properly processed. Approved military leave is processed through the Military Personnel Services Division, Room 201, Marshall Hall; approved civilian leave is processed through the student's agency channels.

d. Coordination. In addition to gaining the approval of their PFA, students must always notify their instructors of any pending absence. This will help the instructor plan assignments and student responsibilities. If a Research Advisor is somehow affected by the absence, notify him/her also.

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

**10. Role of Seminar Leader.** Seminar leaders are responsible for notifying the Dean of Students by 1000 each duty day of all students absent from scheduled core course seminars during the duty day. Negative responses are not necessary, since it is assumed that everyone will attend all classes. Note that the student seminar leaders simply report attendance; they do not grant or deny permission to miss class.

**11. Early or Delayed Departure.** Students may depart immediately following graduation. However, early graduation is not authorized. Military students may petition to remain at ICAF past graduation week pending assignment or avoiding excess leave prior to signing in at their next duty station. Additional instructions will be provided during the spring term.

**12. Hazardous Weather Policy.** Decisions about the effect of adverse weather conditions on the closing of Federal offices in the Washington, DC area are made by the Office of Personnel Management (OPM) and are announced through the mass media. If OPM declares that all Federal offices are closed, the University will also be closed. If OPM declares that an unscheduled leave policy is in effect, the Commandant may declare an academic recess. However, normally the unscheduled leave policy does not affect the ICAF schedule. If OPM announces a delayed arrival, the class schedule may be modified for the day and the revised schedule will be e-mailed to students. When a modification of the schedule occurs due to weather, classes will usually start at 1000.

a. Operating Status. Specific NDU operating status may be obtained by phone or e-mail. NDU announces University-wide closures during inclement weather on its voicemail system. To access this announcement from home, call 202-685-4700. When the greeting starts, press 2 to hear the announcement. Check your NDU e-mail account. NDU Operations will transmit a University-wide e-mail detailing operating status. Other sources of information on adverse weather include local/regional news, such as: WMAL (630 AM), WFLS (93.3 FM/1350 AM), WTOP (103.5 FM), WBQB (101.5 FM), or TV channels 4, 5, 7, 8 or 9. Website sources include [www.opm.gov](http://www.opm.gov); and NDU Intranet Homepage — <http://ndunet.ndu.edu>. The NDU Intranet can be accessed via ICAF-issued laptops. Additionally, the seminar recall rosters may be activated to ensure students get timely information.

b. Snow Conditions. Students are considered essential personnel. It doesn't take much snow to create hazardous conditions in this area. Conditions may vary greatly within the commuting area and snow removal is often unreliable. Allow plenty of time to commute cautiously.

## CHAPTER 7

### INTERNAL COMMUNICATIONS/E-MAIL POLICY

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1. **Bulletin Boards and Distribution Boxes.** Check the bulletin boards and personal distribution boxes (mailboxes) located in the Student Distribution Center, Room 405, at least once each morning and afternoon. Student mailboxes are often used to distribute time-sensitive information.

2. **Flyers.** Please DO NOT tape items to the doors - the adhesive will remove the finish. If absolutely necessary, items may be taped to the door jamb or the sign holder outside the door.

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

4. **ICAF Mass E-mailing Policy.** ICAF strongly supports the principle of academic freedom and actively supports the open exchange of information relevant to the ICAF mission and the educational development of ICAF students. However, unrestricted dissemination of e-mails has been shown to produce excessive amounts of e-mail of little relevance to recipients—to the extent that it inhibits the efficient conduct of business at ICAF and NDU.

a. Approval. Any e-mail to be sent to the EVERYONE or NDU COMMUNITY distribution groups must be approved by the Dean of Faculty and Academic Programs or the Chief of Staff/Dean of Students.

b. Distribution Groups. Unless satisfying a specific condition listed below, ICAF faculty and students should refrain from sending e-mails to the distribution groups ICAF-STUDENTS, ICAF-FACULTY, or ICAF-FACULTY-STAFF.

c. Exceptions. There are no restrictions on e-mails to the distribution groups ICAF-STUDENTS, ICAF-FACULTY, or ICAF-FACULTY-STAFF with regard to the following topics:

(1) Announcements of events hosted by ICAF, NDU, or components of the NDU community (and relevant updates).

(2) Announcements of events hosted by outside organizations which are clearly educational or otherwise related to the mission of ICAF or NDU, or strategic national security affairs (specifically excluding any announcements related to commercial or business activities, religious, or partisan political activities).

(3) ICAF or NDU component sponsored conferences, colloquia, symposium, or brown-bag sessions, discussion or guest speaker sessions, Service Chair Professional Development sessions, social or special events.

(4) Award or promotion ceremonies for current ICAF or NDU component personnel, or alumni.

(5) Curriculum and program announcements and information affecting all students and/or faculty and staff.

d. Distribution Process. Faculty or students who wish to distribute news and journal articles, newsletters, or opinion commentary relevant to the ICAF mission and the educational development of ICAF students related to core course, Regional Security Studies, or Industry Studies subject matters should use the following process:

(1) Contact the Department Chairperson or Deputy Chair of the core course department most relevant to the material to be distributed. In the case of programs, the program Director or Deputy Director should be contacted.

(2) If the Chair or Deputy Chair judges the material useful for consideration by the student body, the Chair or Deputy Chair (or their designee) may distribute the material using the ICAF-STUDENTS and ICAF-FACULTY distribution groups. In the case of programs, the program Director or Deputy Director (or their designee) may distribute the material using the ICAF-STUDENTS and ICAF-FACULTY distribution groups.

e. Alternate Distribution. Or, if the Chair/Director or Deputy Chair/Director judge the material useful for consideration by the student body, they may distribute the material to the department's/program's faculty members who then may distribute the material to the students in their seminar.

f. E-mail Discussion. Faculty or students who wish to initiate an e-mail discussion on specific topics or issues may solicit participation by interested students and faculty through no more than two e-mails to the distribution groups ICAF-STUDENTS, ICAF-FACULTY, or ICAF-FACULTY-STAFF.

## CHAPTER 8

### CLASS ORGANIZATION AND ACTIVITIES

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1. **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 ICAF 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.

2. **Class Officers.** Class organization is valuable in fostering association among class members, and with faculty and staff. The Class President is normally the senior-ranking military service member and is selected by the Commandant based upon nominations from the Service Chairs from each service. The class Vice President is normally the senior civilian student.

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

4. **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 ICAF committees. These committees typically include sports, yearbook, class gift and social committees. New Seminar Leaders are selected in the spring when the core seminars change.

5. **Student Council.** The Student Council, composed of the class president, vice president, treasurer, secretary and Seminar Leaders from each of the twenty seminars, represents the student body, provides class leadership and accomplishes class business. Composition of the Student Council reflects the demographics of the civilian-military structure of the class. With the guidance of the Dean of 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. A Charter for the Student Council directs its governance and is duly adopted by its members.

6. **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. An annual, formal occasion is the ICAF Honors Banquet. Other

social events typically sponsored by the Class and coordinated by the Student Council have included picnics, a Holiday Ball, and a Graduation Dinner Cruise.

A few official social functions are hosted and funded by the College and NDU Foundation; however, most events require tickets, which may be purchased separately.

**7. Other Social Events.** The Dean of Students must approve activities involving use of ICAF facilities. Approval of the Commandant is required in every instance involving the consumption of alcoholic beverages at the College. (See Alcohol Policy in this Handbook.) The group (individual seminars, trip groups, service groups, faculty members, etc.) determines the type of function and is responsible for all arrangements from setup to cleanup.

**8. Volunteer Opportunities.** ICAF participates in several youth outreach programs such as the National Youth Leadership Forum, Presidential Classroom, and Partners in Education. Amidon Elementary School, a few blocks from Fort McNair, has benefitted from its partnership with ICAF. Children tutored, mentored and taught by ICAF students and faculty have a better attendance record, score better on standardized tests, and have a better stay-in-school record than those students who do not have a relationship with ICAF. Volunteers make a difference! At the beginning of the academic year, Dr. Alan Gropman will hold an informational meeting for students interested in volunteering.

**9. ICAF-Sponsored Events.** Several ICAF-sponsored social events are scheduled during the academic year. These provide valuable opportunities for social interaction among students, staff, faculty, speakers and visitors to the College. Spouses are usually included, except at functions that are primarily of a business or academic nature. The Director of Operations coordinates protocol activities for the College, including certain traditional social activities sponsored by the College. Traditional spouse-invited events include:

a. Family Orientation Day. Family Orientation Day is usually scheduled on Friday of the first full week of the academic year, 1000-1300 in Eisenhower Hall. This orientation is designed to acquaint spouses with the academic and social programs, and with opportunities for participation in various school and Spouses' Club events. Family members will meet in Baruch Auditorium on the 2<sup>nd</sup> floor for presentations by various faculty and staff members while the students are in their morning classes. Lunch is served in the hallways on the 3<sup>rd</sup> and 4<sup>th</sup> floor. Families, including children of all ages, are invited to attend. Please watch for more information on this important event and plan to attend with your family. If you have questions, please call the Dean of Students Office at 202-685-4277 or -4278.

b. Holiday Party. An evening class party, normally before the Winter research and study break. Usually at one of the local military officers' clubs, or at a hotel.

c. ICAF Honors Banquet. An annual formal dinner to which all ICAF alumni and current students are invited. Each year, the College honors one distinguished person from government, military service, or industry who has close ties to ICAF. Recent honorees have included: General John W. Vessey, Jr., former Chairman of the Joint Chiefs of Staff; Congressman Ike Skelton, Ranking Minority Member of the Committee on Armed Services; Chet Huber, first ICAF Industry Fellow and President of On-Star; Admiral James M. Loy,

former Commandant of the U.S. Coast Guard and former Deputy Secretary of the Department of Homeland Security; and Dr. Paul Kaminski, former Under Secretary of Defense for Acquisition and Technology and current Chairman and CEO of Technovation, Inc. The Honors Banquet is usually held near the anniversary date of the founding of ICAF, in late February or early March.

d. Graduation Reception. Hosted by the National Defense University following the graduation ceremony. It is attended by the faculty and students of the Industrial College and the National War College, School for National Security Executive Education, invited guests, and families.

10. **Student Council-Sponsored Events.** The Student Council organizes additional events during the year such as a holiday ball, class picnic, graduation party, etc. The number of events and format of each is at the discretion of the class.

11. **Other Events.** Other social events are arranged by study rooms, seminars, study groups, Services, and faculty members. It is the group's responsibility for arranging these functions from set up to clean up. Type of function is at the discretion of the group, subject to approval by the Dean of Students if NDU facilities are used.

12. **Tobacco Policy.** The use of any type of tobacco product is **not** permitted in any NDU building or at the main entrances of campus buildings. Smokers should use authorized smoking containers/cans to extinguish their cigarettes and/or cigars.

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

- Davis Hall (#17 & 21) - South side of building #21
- Grant Hall (#20) - North side of building #20
- Eisenhower Hall (#59) - South side of building #59
- Roosevelt Hall (#61) - East side of building #61
- Marshall Hall (#62) - South side of building #62

b. Smoking Containers. Use authorized containers at these locations to extinguish cigarettes and/or cigars.

13. **Alcohol Policy.** The consumption of alcoholic beverages on NDU property requires specific prior approval by the Commandant (authority for approval has been delegated to the Dean of Students). 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.

14. **Student Rooms, Facilities Reservation and Use.** Each student is assigned to a student room with other members of the seminar. Each student room is furnished with a study carrel, chair and telephone. Do not leave valuables, including purses, wallets, laptop computers or any other items of value, unattended. When no one is in the student room, please ensure that the door is closed and locked.

a. Coffee Pots. If coffee makers are purchased for seminar or study rooms, make sure they have an automatic shut-off feature.

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

c. Reservation of ICAF Facilities. To reserve ICAF facilities for extracurricular activities (Vessey Conference Room, Eisenhower Conference Room, Forrestal Room, Room 107, Baruch Auditorium, the Wardroom, or other common areas of the building), send an e-mail to Ms. Roslyn Washington-Harper, [WashingtonR@ndu.edu](mailto:WashingtonR@ndu.edu) in Room 222 or call 202-685-4759.

d. Food Consumption and Storage. Consumption of food products is permitted in the student and seminar rooms, and in the passageways and common areas of Eisenhower Hall in support of college, department, and student sponsored events. Consumption of food products during classroom instruction is with the permission of the instructor and should be limited to liquids, so as to not interfere with the learning environment of other students and faculty members. Spitting of seeds, shells, and pits is prohibited in the seminar rooms and common areas of Eisenhower Hall. Consumption of those food types is permitted in the student rooms in such a manner as to not disturb other persons in the room. Food preparation and storage is permitted in the kitchen areas on each floor of Eisenhower Hall, and temporary food storage is permitted in refrigerators in the student and seminar rooms.

15. **Name Tags**. Name tags with a white background are provided to students. (Faculty/staff name tags are gray.) Even though some uniforms, such as the USMC and USAF pullover sweaters do not specify name tags, always wear a name tag. We also provide name tags for spouses; both students and spouses wear name tags during informal social gatherings. Report the loss of a name tag to the Director of Operations. Replacement ICAF crests for name tags can be ordered through the Operations office; see Ms. Belinda Glass in Room 206.

16. **Yearbook**. The yearbook provides a lasting and valuable memento of the year's ICAF experience. An ICAF Student Yearbook has been published each year at the discretion of the class. The yearbook staff is made up entirely of student volunteers. Early in the year volunteers are requested to serve as the editor, business manager, class or seminar photographer, seminar yearbook representative, or other yearbook staff members. Digital cameras are provided to seminar photographers. Images can be saved to a shared drive throughout the year. The yearbook is partially funded through advertisements.

17. **I-MART: The Student Store**. Your ICAF Alumni Association funds and operates a student store featuring ICAF apparel and memorabilia, such as coffee cups, travel mugs, polo shirts, and golf accessories. Under the supervision of a designated faculty coordinator, the sales operations are done by student volunteers who open the store several times a week to allow fellow students to purchase ICAF-emblazoned items. This is a great opportunity to serve your Class, meet and get know virtually all of your classmates. The I-MART is located in Room 450 on the 4th floor. Hours of operation are variable, depending upon the availability of student sales associates. Remember: *You can never have too many items with an ICAF logo!*

## CHAPTER 9 NON-ACADEMIC PROGRAMS

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**1. Health & Fitness Program.** Students will have ample opportunity to engage in a personal physical fitness program. The University has an outstanding Health & Fitness Directorate, which will help students understand, plan and implement a sound program of health and exercise tailored to fit individual needs.

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

b. Lockers. Permanent lockers and towel service are available in the locker rooms for a reasonable fee. Lockers are given out to students subscribing to the towel service, on a first-come availability basis. You can pre-register (prior to arrival at NDU) for the towel service at <https://www.pay.gov>; once you have done that, you can contact NDU Health Fitness for a locker assignment (if lockers are still available). You may also register during in-processing. The cost is \$100 for the year. Go to the following link for information on how to pay the fee: <http://www.ndu.edu/HealthFitness/index.cfm?secID=377&pageID=115&type=section>

c. Treadmill Testing. At the beginning of the year, students will be provided an opportunity to participate in a comprehensive health fitness testing program including a 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.

d. Military Physical Fitness Testing and Weight Standards. ICAF strictly enforces physical readiness standards and is not obligated to enroll students who do not meet the prescribed requirements. Military students are expected to maintain their appropriate level of physical fitness and control their weight according to their respective service's directives. Students who fail to conform to weight standards may have their diplomas withheld until compliance with their service requirements is verified. Military students will be weighed during in-processing and immediately referred to their Service Chairs, if they do not comply with service standards. The Service Chairs conduct physical fitness testing for military students in accordance with individual service directives.

e. Fitness Counseling. Individuals seeking professional guidance and assistance in developing an individual health and fitness program should contact the NDU Health/Fitness Directorate. The staff consists of a Military Physician, Nurse, Physical Therapist and athletic trainers who are prepared to assess students' needs and plan individual programs. The physical therapist has a sports medicine background. A massage therapist is available on a pay-per-session basis.

f. Wellness Activities. The Health/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.

g. Jogging. Jogging is a popular activity on Fort McNair. However, jogging is not authorized on 1<sup>st</sup> Avenue (the street behind the General Officer Quarters along the waterfront). During hours of darkness, joggers must wear a reflective vest or belt. In accordance with AR 385-55 (Prevention of Motor Vehicle Accidents) dated 12 March 1987, Appendix B, para B-12c, headphones and other ear devices are prohibited while jogging, walking, skating, bicycling, or driving on installation roads and streets. Shirts must be worn at all times and helmets are required for bikers. When you jog off-post, you will need ID to reenter Fort McNair.

**2. Athletic Program.** ICAF 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 ICAF. More importantly, it also allows a great opportunity to get to know fellow students at ICAF and our sister college on campus, the National War College (NWC), in a venue other than the classroom. Everyone is encouraged to participate in all sports, whether it is as a player, coach, cheerleader, commissioner, or spectator.

a. Intramural Sports. ICAF sponsors a rich intramural sports program, which includes softball, soccer, basketball, bowling, racquetball, and volleyball. Other sports can be added to the program based on student interest and available facilities. As one example, for the past several years, the ICAF has entered a coed volleyball team in the municipal volleyball league in Springfield, VA. In addition, the Fort Myer Military Community (FMCM) Sports Office offers ICAF students an opportunity to participate in evening leagues such as bowling, softball, and over-30 basketball.

b. Varsity Sports. ICAF engages in highly spirited and skilled competition with NWC 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 colleagues. The Student Athletic Director (CINCJOCK) will provide details concerning individual and team activities.

c. President’s Cup. The President of NDU presents a rotating trophy for each sport to the winning school. 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.

d. Jim Thorpe Sports Days. Every April, the ICAF athletic contingent and its loyal fans trek north to the Army War College in Carlisle, Pennsylvania to participate in Jim Thorpe Sports Days. This three-day athletic competition provides students from all six Senior Service and Joint Service Colleges an opportunity to join together in friendly athletic competition in 12 sports, to include women’s 1-mile relay and 5K run and men’s 10K run. Students and their families are invited to enjoy the impressive opening ceremonies, games, youth activities and a wide array of social events. ICAF traditionally fields the strongest

competitive teams against the Army Juggernaut and its “home field” advantage. For more information visit: <http://www.carlisle.army.mil/>.

d. ICAF Athletics: An “All Hands” Exercise. In addition to participating in both intramural and varsity sports, there are a number of other athletic activities that students can participate in. These include student athletic director (CINCJOCK), sports commissioners for each sport, coaches, cheerleaders, student athletic trainers, scorekeepers, Jim Thorpe Days committee, mascot (Clawsewitz the Tiger), and the infamous “Blue Wave.”

e. “The Blue Wave.” One of the great traditions of the “ICAF Experience” is the fearsome “Blue Wave” of blue-clad ICAF students, staff and faculty who come out to cheer on ICAF’s championship varsity teams in their President’s Cup competition against the National War College and against the Senior Service Colleges at Jim Thorpe Sports Days. The Blue Wave wants YOU! We’ll see you on the field or on the court! ***Is it in you? Do you feel the spirit? GO TIGERS!!!!!!***

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## CHAPTER 10

### ADMINISTRATIVE/TECHNICAL SUPPORT

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1. **Clerical Support.** Students do their own clerical work at ICAF. The College does not have the resources to provide typing or related administrative support to students.
2. **Supplies.** Office items required for day-to-day use (e.g., file folders, pocket folders, three-ring binders, tablet paper, paper clips, pens, pencils, self-stick note pads, envelopes, highlighter markers, etc.) are normally available in the Supply Center, Eisenhower Hall, Room 164. For other supplies, see anyone in the Operations Office, Room 206. They can also help with nonexpendable equipment (such as easels, VCRs, and overhead projectors), which may be borrowed on a temporary basis for use within the University.
3. **Printers.** Print conservatively, designate the page numbers you need to print and use the "Print on Both Sides" option under Properties in order to save paper. Collect printouts from the printers as soon as possible. To keep our paper reproduction costs down, please consider selecting the double-side print option when printing. This is particularly important when printing a document with numerous pages. Select file, print, properties, click the finishing tab, and then under document options, click the print both sides box. Please avoid printing multiple page documents if possible, especially if you can print excerpts from only a few pages for the required information. Use the copier for reproductions and remove your printed material quickly from the printer hopper as a courtesy to other users. Send an e-mail to ICAF-OPS, if the print cartridge needs to be replaced. For printer repairs, submit a help ticket to the Help Desk by going through the ICAF Portal to University Services and "Create Help Ticket."
4. **Copiers.** Copiers are available for student use in making 50 or fewer copies. These copiers are not to be used for personal business. Send an e-mail to ICAF-OPS to request paper or toner, or to report a problem with the copier.
5. **Duplication Requests.** The National Defense University has a Printing Department located in Building # 62, Room 183L, called the "ROSE COLLINS ROOM." Hours of operation are from 0700 to 1530. All customers asking for jobs to be printed must submit the request on a DD Form 844, "Requisition for Local Duplicating Service." Before submitting the request, students should call 202-685-3622 for an estimated cost. After receiving the estimate, they should indicate the cost in section 7h on the DD Form 844. The form must be typed and submitted to the ICAF Budget Representative (Ms. Darlene Krawczyk, Room 253, Eisenhower Hall) for price approval. After the Budget Representative signs the Print Request, you must make 3 copies; the department reviewing official must have the original plus three copies with the Print Request. Submit the complete package to Mrs. Marquita Slaughter-Cook, Room 183K, 202-685-3803.
6. **Telephone Service.** Student rooms have telephones for communication with local government agencies, local DoD telephone networks and the local dialing area.

a. DOD Online Telephone Directory. To access the DoD Directory click on the following link:  
[https://secureapp2.hqda.pentagon.mil/dtsw\\_cms/dod\\_directory/dod\\_directory.cfm](https://secureapp2.hqda.pentagon.mil/dtsw_cms/dod_directory/dod_directory.cfm). You will need a valid CAC with your PIN to access the directory. It is encouraged that the online DoD Phone directory be used to find agencies and use the appropriate DSN number listed for that agency. Access to outside lines requires the dialing of '99'. This incurs a cost to NDU for those calls. Using DSN numbers to call outside military and government agencies will help reduce NDU's telecommunications bills.

b. Local and DSN Calls. Local calls can be made from NDU to most DoD numbers in the TEMPO Network by dialing only 7 digits. Local calls include many exchanges in the 202, 301 and 703 area codes. Reaching telephone numbers outside the TEMPO local calling area requires dialing '99' and then the desired 10-digit number. To access Defense Switched Network (DSN) numbers, dial 94. The DSN number for all commercial area code 202 and prefix 685 numbers is 325. All ICAF numbers can be reached with this prefix.

c. Long Distance Calling Policy

(1) Student rooms have telephones for communication with local government agencies, local DoD telephone networks and the local dialing area. Students can arrange to make official domestic and overseas commercial toll calls with their PFA.

(2) *Overseas Calls.* Calls to numbers overseas which do not have DSN are toll calls and must be approved by the PFA or appropriate IS or Research Advisor.

d. 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 Administrative Office (202-685-4333). These messages will be placed in student mailboxes in the Student Distribution Center. Students will be called out of class only in emergencies.

e. Facsimile (Fax). A facsimile machine (202-685-4366) is located in the Student Information Center, Room 481, for official fax transmissions. Limit faxes to fewer than 10 pages.

f. Overnight/Express Mail Service. Overnight mail service must be coordinated through the ICAF Operations Office. There is a FedEx pick up at the Security Guard Desk in Marshall Hall.

**7. Computer Support.** Each student is issued a laptop computer while at ICAF for use in conducting research, preparing student presentations and completing papers. Students will have access to file servers, laser printers and library services on the NDU Local Area Network that spans the NDU campus. NDU is also directly connected to the Internet.

a. Webmail. Each student has an electronic mailbox on the network, and it is through the e-mail system that much of the daily ICAF administrative business is conducted. Students will be able to access NDU E-mail from home using their NDU issued laptop computer,

through [vnet.ndu.edu](http://vnet.ndu.edu) or from any computer with Internet access through university webmail at <https://webmail.ndu.edu>.

b. **Software.** *Do not attempt to load personal software on desktop computers without the approval of the ICAF Information Management Officer.* Additional computer support can be obtained from NDU Information Management Services via the help ticket system or the ICAF Information Systems Center in Eisenhower Hall, Room 331.

8. **Computer Training.** Although computer literacy training courses will be available early in the academic year, students are encouraged to avail themselves of any possible opportunities for familiarization with Microsoft Office 2003, especially Word and PowerPoint, at their current duty station before reporting to ICAF. As a minimum, a working knowledge of Windows XP will facilitate the mandatory training each student will receive on how to log on to the NDU Intranet and access its many resources (i.e., electronic mailbox application programs, file servers, laser printers and calendars) and how to access the Internet.

9. **Educational Technology.** ICAF is using the benefits of educational technology to enhance the learning experience at ICAF. Using both the access convenience and the learning organizational management capabilities provided by Blackboard, which is contracted by NDU, the College is leveraging some of the Blackboard capabilities for our student resident population. Primarily, Blackboard serves as a relatively quick and convenient tool to access the NDU library, the ICAF calendar, and ICAF learning materials from anywhere off-post. This capability affords the students the opportunity to continue their course work from their homes or on travel while using the course materials and library resources that they have available on-post. In addition to providing access from off-post, Blackboard also serves as an organizational management tool to arrange, store and share learning materials for each of the courses. Thus, Blackboard enables the potential for faculty to extend the learning experience outside of the normal seminar experience.

10. **Blackboard Learning and Community Portal System™.** Twenty seminar sites were created, one for each teaching team and student seminar. The core courses were included in these virtual seminar sites, and syllabi for each of the core courses are posted on Blackboard. Some departments post their lesson files as well. Additionally, several Regional Studies Seminars and electives use Blackboard.

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## CHAPTER 11 COMMON COURTESIES

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

a. Dress Code. Military uniform, business suit or conservative sport coat with tie is required dress for men; commensurate attire is required for women. Casual clothes are never appropriate for auditorium presentations. Do not bring overcoats into the auditorium. Military officers serving as the moderator or introducer will wear the appropriate uniform with blouse. Uniform with blouse is mandatory for military when attending a Distinguished Lecture Program (DLP) and during lectures by a flag or general officer or civilian equivalent with the Federal Government.

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

c. Reserved Seating. During sessions attended by ICAF students and faculty, the second tier, left section (facing the rear of the auditorium) is reserved for faculty. The first row of this section is reserved for ICAF leadership. A seat in the front row closest to the podium is reserved for the student who is introducing the speaker.

d. Arrival of Speaker. Students and faculty stand during the entrance of the lecturer.

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

f. Question-and-Answer Period. During question and answer periods, students should raise a hand to ask a question. The speaker or moderator recognizes students indicating a desire to ask questions. Once recognized, stand, and using the microphone, state rank or title, name and Service or Department/Agency, (for example, LTC Jones, U.S. Army; or Ms. Smith, Department of State) and then ask the question. Announcing your seminar number is not required or desired. Clearly identifying the subject is an important courtesy that will help the speaker understand the question and put it in context. Keep your questions brief and to the point. Refrain from asking multi-part questions. Long statements or complicated

questions often detract from the learning environment and reduce the opportunities for classmates to ask questions.

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

h. Speaker Critiques. When students are asked to formally critique a speaker, they will find a form to complete on the computer via a Web-based system.

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

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

k. Food and Beverages. Eating and drinking are not permitted in the auditorium. There are no exceptions.

l. Other Courtesies. Turn off watch alarms, cell phones and pagers while in the auditorium. During DLPs when the auditorium is filled to capacity, move to the middle of the row and fill every seat to allow for faster, easier seating. Signs designating a room for overflow seating will be posted in the hallway when the auditorium is full. The overflow room is usually Room 101, Vessey Conference Room, Eisenhower Hall.

2. **Reveille/Retreat.** On Fort McNair, Reveille is sounded at 0630 (6:30 am) and Retreat at 1700 (5:00 pm).

a. Honors. The proper Army courtesies for those who are outdoors when either Reveille or Retreat is sounded are as follows:

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

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

(3) *Vehicle.* If in a vehicle, stop the vehicle. All personnel exit, stand at attention, and based on their attire comply with the above. The only exceptions to dismounting the vehicle are handicapped individuals, or if the vehicle is a bus or troop

truck. In the case of the latter two, the vehicle commander dismounts and renders the proper courtesy.

b. Army Courtesies. The other U.S. Armed Services have slight differences in some portions of these courtesies, but since you are on an Army post, please comply with the Army regulatory guidance. If you are not complying with the Army's policy while on Fort McNair, an MP might correct you. If that happens, be courteous, thank her or him, and consider it part of your 'joint' education.

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

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## CHAPTER 12

### SECURITY AND FORCE PROTECTION

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1. **Connect-ED Service.** In order to improve emergency communication and response, NDU implemented **Connect-ED**, a school-to-student communication system built specifically for higher education. This system allows campus leaders to reach thousands of students in minutes. Through a single phone call, university leaders can reach all students, faculty and staff with time-sensitive information. The system can be used to notify entire student populations and staff members of school closures and contingency plans due to inclement weather, issues arising from pandemics, or other late-breaking developments. The service enables leaders to schedule, send, and track personalized voice messages at up to six phone numbers and two e-mail addresses per person. In all, the multi-modal service helps officials reach out to students and staff via: voice messages to home, work, and cell phones, text messages to cell phones, PDAs and other text-based devices, written messages to e-mail accounts, and messages to TTY/TDD receiving devices for the hearing impaired.

a. Updating Your Information. The **Connect-ED** service can deliver one prerecorded message to up to six phone numbers, two e-mail addresses, and one text message per student. Please take a moment to update your phone numbers and e-mail addresses online by accessing the university user database at <http://unet.ndu.edu>. When you receive a call from NDU, your caller ID will display 202-685-3835. For e-mails, the ID will be from [support@ntigroup.com](mailto:support@ntigroup.com). When listening to a message, please be aware that background noise will cause the system to “stop and start.” It is calibrated very delicately to determine whether a person or an answering machine has picked up the phone, and background noise may affect the delivery. If possible, move to a quiet area, or press the “mute” button on your phone. If you missed any part of the message, please stay on the line and press “\*” (star) to hear the message again.

b. Personal Information. Please be assured that all personal information will be maintained in the strictest confidence. More information about the **Connect-ED** service is available at [www.ntigroup.com](http://www.ntigroup.com), or by contacting Joe Pallanez, NDU Director of Security, at 202-685-3835.

2. **NDU Security Badge.** Every person who enters one of the NDU buildings is required to wear an authorized badge. To enter or exit most NDU facilities your badge must be waved in front of or pressed against the Access Control Terminal located next to the doors at building entrances. Or when passing an internal security checkpoint, the badge should be held up for viewing by a Security guard. The badge must be displayed at all times while the individual remains within any NDU building.

a. Badge Tips. After you leave NDU, remove your badge from public view, thus avoiding publicizing your NDU affiliation. Your badge should be kept in a safe place which is convenient enough to ensure that you will be reminded to bring it with you to work. A good rule of thumb is to afford your badge the same protection you give your wallet or your credit cards. Should you lose your badge, you must report the facts and circumstances

immediately to the Security Office (202-685-2134) so that your badge can be deactivated in the Access Control Terminals.

b. Badge Colors. Your badge color indicates your particular level of clearance. Listed below are explanations of the badge colors you are most likely to see:

- White – No clearance
- Green – Secret clearance
- Red – Top Secret clearance
- Red with white stripes – Top Secret clearance with SCI

c. Additional Information. More detailed information can be found in the “National Defense University Security Orientation” guide that will be provided to all students upon their arrival.

**3. Individual Security Clearances.** Students attending National Defense University require a **SECRET** security clearance. However, a limited number of opportunities exist in which students may participate in specialized research or select ICAF electives courses (such as Space and Intelligence) that require Top Secret clearances based on a Single Scope Background Investigation (SSBI). These students must meet the eligibility requirements for SCI (Sensitive Compartmented Information) according to the Director of Central Intelligence Directive 1/14. While electives courses are not selected until after the first term begins, it is best to anticipate security requirements in advance of your arrival if you plan to participate in courses requiring TS/SCI clearances. The NDU Security Office is not staffed to prepare and submit student SSBI submissions to the Defense Security Service (DSS).

a. Application Process. Students should meet eligibility requirements before they are nominated to attend. Students must send a completed copy of the Request for Personnel Security Investigation (DD-1879) or similar document, to the National Defense University, Attn: Security Manager, Building 62, Room 201, 300 5th Street, Fort McNair, DC 20319-5066. The lead-time required is considerable. If a student doesn't currently have the appropriate clearance, he/she should start the application process as soon as possible. Anyone who fails to comply with these requirements will be ineligible to participate in the complete curriculum program.

b. NDU Form 12. Have the appropriate Security Office complete the NDU Form 12, “Security Information/Orientation Card,” (included in the NDU Welcome Packet). Return this form in the NDU envelope provided as soon as possible or fax to 202-685-3765, in order for the University to verify the clearance information and enter it into the database. Include the appropriate security officer's telephone number.

**4. Passing Security Clearances Request.** In *Outlook* - click on Tools, Forms, Choose Forms, and Passing Security Clearance. Fill out all the requested information and then click send. If you have a large number of participants traveling, you can attach a list. Please note in Paragraph 2 "see attached list." After the clearances have been sent you will receive a

confirmation e-mail from the Security Office. Questions may be directed to Ms. Debbie Grooms, NDU Personnel Security, at 202-685-2131.

5. **Building Security.** University buildings are monitored by closed circuit television and uniformed security guards. During normal duty hours, security personnel located at the main entrance of 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. Students will receive an electronic proximity card, which they will use to enter or exit these buildings. The electronic locking system automatically unlocks when the fire alarm is activated or the building loses electric power. Visitors must sign in and 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 then direct the visitor to the proper office or call for an escort.

6. **Government Property.** To remove NDU equipment from any building, students must obtain and complete a DA Form 1150, "Building Pass," from the Director of Operations and provide a copy to the security guard.

7. **Personal Property.** Secure personal property at all times. Study carrels provided to each student have locked compartments that can be used for this purpose. Do not leave purses, laptop computers, cell phones, I-Pods, personal digital assistants (PDAs), cash, or any other valuable personal items unattended.

8. **Bomb Threats.** NDU Policy 1-84 is posted in each student study room. Be familiar with this information in case telephone notification that a bomb has been placed in any NDU building is received. Additional information on malicious call identification procedures and a threat information sheet may be found inside the front cover of the DoD Telephone Directory.

9. **Fire.** Anyone who detects fire or smoke should pull the handle in any fire alarm box and then immediately notify the Dean of Students. When the fire alarm rings, promptly evacuate the building. Do not use elevators during fire alarms.

10. **Security for Lectures and Seminars.** Attendance at NDU core curriculum lectures is usually limited to students, faculty and staff of the University. The Dean of Students for each College retains 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.

11. **Preparation of Classified Material.** Most writing and research papers are unclassified as the College has few means to support classified endeavors. Before embarking on a classified project, students must consult the Director of Research and coordinate support requirements with the NDU Security Manager and the Classified Documents Center (CDC). Students working on approved classified projects may request that the CDC store and protect

classified material for them. Students are personally responsible for any classified papers they prepare.

a. Proper Classification. Students must process any classified material through their PFA and the appropriate Department Chairman for review. The NDU Security Manager will provide additional help in ensuring the proper classification format in accordance with AR 380-5 and DoD 5200.1R. Students must have the CDC Librarian log the material into the Classified Material Control System, if the paper has a Top Secret classification. If students have classified pictures or text to be reproduced by NDU Visual Communications, they must give this material to the NDU Security Manager. When reproduction is complete, students will sign for the original copy and the reproductions in the CDC.

b. Photocopying. Only the office copier in the CDC is designated for reproduction of classified material. Reproduction of classified material on other office copiers is not permitted. The CDC Librarian must approve copying any classified material. Note that ICAF computers are not cleared to process classified material.

**12. Control of Classified Information.** All classified material must be ordered, received, controlled and transferred by the NDU Library, Classified Documents Center (CDC), Marshall Hall, Room 316. DoD 5200.1R, "Information Security Program Regulation," requires that classified material be sent to an official address and not to an individual.

a. Address. All classified material must be sent to the following address:

National Defense University  
300 5th Avenue  
Attn: Classified Documents Center  
Building #62  
Fort McNair, DC 20319-5066

b. Classified Mail. The student's name should be placed inside the packet (i.e., For: Student Name, Service, Organization). If any student should receive classified mail directly, he/she must immediately take it to the CDC for control and safekeeping.

**13. Public Information.**

a. Public Affairs. The NDU Director of Public Affairs is the designated action officer for information requests generated by, or on behalf of, the public and the news media. Official interviews (in which NDU personnel represent the University) must be arranged through the NDU Public Affairs Office and the ICAF Chief of Staff/Dean of Students. The NDU Public Affairs Office can be reached at 202-685-3140.

b. Security Review Procedures. Information in any form concerning plans, policies, programs or operations of the Federal Government proposed for publication or release to the public must be submitted through the appropriate chain of command for administrative review. POC at ICAF is the Dean of Faculty at 202-685-4414. Additional information is on

line in the NDU Handbook, 5.61 Security Review. Four complete copies, including photographs, charts, graphs, etc., are required for DoD review and clearance before publication. When in doubt, request clearance.

c. Freedom of Information and Privacy Acts. All information requirements are governed by the applicable provisions of the Freedom of Information Act (FOIA) and Privacy Act.

d. Release and Publication of Student Research Papers. Student research papers prepared in response to official requirements of the University are subject to security review and release procedures established in NDU Regulation 380-1. They are the property of the U.S. Government except as indicated in this section. Research papers are treated generally as privileged communications and are not normally intended for public release. The Director of Research and Publications will consider the release of information contained in these papers on an individual basis in accordance with the provisions of the Freedom of Information Act.

e. Papers Cleared for Release. Unclassified student research papers cleared for release or publication outside the Government are considered to be in the public domain. They may not be restricted subsequently by copyright or other claim, and no royalty, fees or other remuneration may be received for their publication or reproduction. Papers will include a conspicuously placed disclaimer that identifies the views and opinions as those of the author and not necessarily those of NDU, DoD or the U.S. Government.

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

**14. Force Protection Conditions.** Concise procedural guidance will be issued by NDU in the event Fort McNair increases security to Force Protection Delta. The following guidance enumerates plans for this event if it occurs both during duty (normal business hours) and non-duty hours. The information below amplifies the NDU procedures delineating ICAF chain of command guidance for communication purposes should FPCON be increased to the Delta level during non-duty hours.

a. Students. The student telephone tree will be activated. The Dean of Students will make contact with the class president and vice president and pass initial guidance or known plans regarding suspension/resumption of classes. The University will not conduct classes or normal operations during the first 24 hours following the announcement of security increase to FPCON Delta. The Dean of Students and class officers will, in turn, contact the 20 class seminar leaders, who will make contact with their seminars per the established telephone trees. During the duty day in which classes are suspended following the increase to FPCON Delta, your duty obligation is to remain reachable by telephone. Stay at home or inform your seminar leader how you can be contacted by telephone. Contact your seminar leaders for phone musters as may be directed and to address questions or concerns up the chain.

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

c. Exercise Good Judgment. Not every eventuality can be covered in this guidance. If telephone communication is not possible because of existing conditions, do your best to make contact when possible within your telephone tree chain of command and use your best judgment regarding safety.

**15. Force Protection Level.** Since September 11, 2001, the University has routinely provided guidance on actions to be taken by NDU personnel under each of the Force Protection Conditions Alpha through Delta. The following reviews each of the Force Protection levels:

a. FPCON Alpha. This force protection condition applies when there is no known threat of terrorist activity. Access to post for vehicles with DOD stickers or personnel with USG identification cards is unrestricted. All other vehicles and personnel receive routine access after verification of destination by the military police. Activities on post are unrestricted.

b. FPCON Bravo. This force protection condition applies when terrorist activities have occurred against U.S. facilities or personnel somewhere in the world and a heightened level of awareness and greater restriction to movement is desired. Access to post for vehicles with DOD stickers or personnel with DOD identification cards is unrestricted. All other vehicles and personnel must show one form of government issued photo identification and must verify destination on the installation. Activities on post are restricted around sensitive facilities and selected residences.

c. FPCON Charlie. This force protection condition applies when there is a threat of potential terrorist activities in the area around the installation. All vehicles and personnel are stopped and required to provide one form of government issued photo identification, and are subject to search. All vehicles without a DOD-Sticker are searched. Activities on post are restricted around sensitive facilities and selected residences.

d. FPCON Delta. At any time, 24 hours a day, whenever Fort McNair increases security to FPCON Delta, the Military Police will initially seal the post, denying any access or departures. This is done to allow the leadership time to collect information on the situation that has caused the change in security status, ensure the security of the post and personnel on the post, and ensure that individuals don't leave the post when it is unsafe outside the gates. This assessment will be done as quickly as possible, but is driven by the imperative of ensuring your safety and the installation's security.

**16. FPCON Delta during Duty Hours.** If Fort McNair increases security to FPCON Delta during the normal duty day, the post will be secured and those on post at that time will be

given specific guidance on what to do while an assessment of the situation is being made. You should remain in your normal workplace (office, seminar room, etc.) and the University chain of command will inform you of what is occurring and what is required of you. You will see movement around campus as essential University staff move equipment, secure certain outbuildings and complete other requirements. If you are off post and denied access, call your component administrative office and comply with the guidance given. If unable to access post or contact your component's administrative office, then go home taking directions from civilian emergency personnel to ensure you don't inadvertently enter an unsafe area enroute. Once home, contact your component's administrative office so that they can account for you and determine your safety.

**17. FPCON Delta during Non-duty Hours.** If Fort McNair increases security to FPCON Delta during non-duty hours, that information will be sent out through e-mail to everyone, will be recorded on the University information telephone recording system and will be passed down as quickly as possible through the University chain of command and through the student telephone trees. Do not call the Fort McNair emergency operations center (EOC) for this information; call the University information line at 202-685-4700 or your student/component chain of command for guidance. The University will not conduct classes or normal operations during the first 24 hours after Fort McNair increases security to FPCON Delta. That time will be used to assess the situation and provide information and guidance to all University personnel. Remain at home until you receive an update on the status at Fort McNair and guidance on your reporting requirement from your chain of command or through the "Broadcast" e-mail, or through contacting the University information line and determining that the post is accessible.

**18. Extended Periods.** Should a situation occur where personnel on Fort McNair are required to remain on installation for an extended period, sustainment needs have been planned for and would be provided by both the military and civilian emergency management infrastructure. Given this, it would be prudent for individuals who have unique medical or personal needs to ensure they have enough personal supplies of these unique items/medications for an extended period of time.

**19. Additional Considerations.** As the Washington capital region experienced on 9-11, cell phones and telephone lines quickly became overloaded. Don't count on them to communicate rapidly with family/friends in the immediate aftermath of a terrorist event. E-mail was reliable throughout and you might consider advising those closest to you that e-mail may be the only means to communicate for a while. Transportation was grid locked for many hours. Even without a Fort McNair lock-down, plan to be here for 4-8 hours. You may want to develop alternate transportation routes that do not include use of your car, maybe a predetermined rendezvous location where a spouse/friend can pick you up. Have a back-up plan so that your day care provider will know that if an event occurs, your day on campus may be extended appreciably and that you may not be able to communicate for a while.

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## CHAPTER 13

### POST FACILITIES AND SERVICES

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1. **Credit Unions.** There are two credit union branches within walking distance of campus:

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

b. PFCU. A branch of the Pentagon Federal Credit Union (PFCU) is located in the USCG Headquarters Building (1-800-247-5626), Monday–Friday, 0730-1500. Most people serving in a defense-related position are eligible to join the PFCU. For more information, see <http://www.penfed.org>.

2. **AAFES.** The Exchange operates the following facilities at Fort McNair:

a. Barbershop - Building 41, (202-484-7019), Monday–Thursday, 0900-1700; **closed** on Friday.

b. Beauty Shop - Building 41, (202-484-0921), Tuesday, Thursday and Friday, 1000-1700; Saturday, 1000-1500; **closed** Sunday, Monday and Wednesday.

c. Service Station/Shopette - Building 43, (202-484-5823); Monday-Friday, 0800-1700; **closed** Saturday and Sunday.

3. **Fort McNair Fitness Center Complex.** The Physical Fitness Center at 401 B Street, Building 69, is nearly 36,000 square feet and houses a cardio room, free weights, Selectorized Weight Room (stacked weight lifting system), group fitness spaces, racquetball courts, a full-size gymnasium, showers, and saunas. Fitness classes range from traditional aerobics to Zumba (a high-energy low-impact exercise that is a fusion of Latin dance steps and fitness moves), Ab Lab, Circuit Training, and Personal Training. Hours of Operation are: Monday-Friday, 0500-2000; Saturday and Sunday, 1000-1400; **closed** holidays. For more information, call 202-685-3117.

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

a. Medical Care. Routine medical care is available on post at the Fort McNair Health Clinic, Building 58, and is provided during military sick call, Monday through Friday, 0630-

0830 and 1130-1300; except on Thursday, when it is conducted only in the morning, 0630-0830. The Clinic will also accommodate visitors needing emergency care, also during sick call, in accordance with the aforementioned days and hours; however, due to limited resources, the Clinic will call '911' to obtain immediate treatment for the patient. Physicals are scheduled by appointment only (202-685-3100). The Clinic is usually closed on the 4th Thursday of each month for military training. It is recommended that you call the Clinic first at the aforementioned number, if you plan to visit the clinic then.

b. Dental Care. Routine dental care is available in the Dental Clinic, Building 56; Monday, Wednesday and Friday, 0630-1530; Tuesday, 0630-1600; Appointment Desk (202-685-3153). Dental sick call is 0630 to 0730, Monday, Tuesday, Wednesday and Friday and is not available on Thursday (the dentists are out of the clinic and at the Pentagon then). Duty hours are 0630-1500, Monday through Friday. Emergencies are seen anytime during duty hours; during non-duty hours, treatment will be at Walter Reed Dental Clinic (202-782-6815).

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

d. Pharmacy. There are no pharmacy, X-ray or laboratory services at the Fort McNair Health Clinic. These services may be obtained at any of the military facilities in the metropolitan area.

5. **Fort McNair Officers' Club.** Building 60, (202-484-5800). Since students may use the Fort McNair Officers' Club with some frequency throughout the year to join distinguished speakers and panelists for luncheon discussions, as well as for other College and student social affairs, they are encouraged to become members. Full privileges of membership in the Fort McNair and Fort Myer Officers' Clubs are included. Buffet lunch, Tuesday – Friday, 1100-1400; **closed** Monday. Membership information is available at 703-696-5147.

6. **Post Office.** A branch Post Office is located just inside the main gate, Building 29, (202-523-2144), Monday-Friday, 0815-1300 and 1400-1600; **closed**, 1300-1400.

## CHAPTER 14

### UNIVERSITY SERVICES

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1. **Administrative and Personnel Services.** The NDU Human Resources Directorate (NDU-HRD) provides personnel support to students during the academic year. Personnel Representatives for each Service are located in Marshall Hall, Room 201. They are available to assist students with personnel actions such as records maintenance and pay. Although the University does not have disbursing facilities for any of the Services, representatives will be available during in-processing to assist in preparing vouchers for the last official travel performed. Students should turn all pay records in to their Service finance representative.

#### Military Personnel Services Division:

##### Chief Military Personnel

Michael Main, YA2 ([MainM@ndu.edu](mailto:MainM@ndu.edu)) 202-685-3921/DSN: 325-3921

##### Air Force Personnel Rep

TSgt Natalie Noland, USAF ([NolandN@ndu.edu](mailto:NolandN@ndu.edu)) 202-685-2138/DSN: 325-2138

##### Army Personnel Rep

SSG Derrick Johnson, USA ([JohnsonD17@ndu.edu](mailto:JohnsonD17@ndu.edu)) 202-685-2140/DSN: 325-2140

##### Sea Services & Marine Corps Personnel Rep

YN1 Lamont Davis, USN ([DavisLJ@ndu.edu](mailto:DavisLJ@ndu.edu)) 202-685-4006/DSN: 325-4006

2. **ATM.** A State Department Credit Union ATM machine is conveniently located in the north end of the Atrium of Marshall Hall, across from the University Foundation Book Store.

3. **Passports.** All students will need official passports (maroon in color) for Industry Study international travel and for voluntary Professional Education Enhancement Program travel (PREP-T). A passport photo shoot and application processing will be scheduled in Eisenhower Hall. Prior to this session, passport application forms need to be completed "On-Line" (**NOT SUBMITTED on-line**) at [www.travel.state.com](http://www.travel.state.com). You must provide your most recent passport(s). If you do not have a passport, you must submit an original birth certificate **with raised seal**. The Travel Services Office, Marshall Hall, Room 210, is open Monday-Friday 0730-1600. Mr. Oscar Hernandez, Passport/Visa Agent, at (202-685-3906), or [HernandezO@ndu.edu](mailto:HernandezO@ndu.edu) is available to assist students who have questions about passports.

4. **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, to include travel advances, lodging, transportation, rental cars, meals and other official travel-related expenses. Government Card application forms will be available to all students during in-processing. The POC is Ms. Kathy Chittams, Government Travel Charge Card Program Manager, at (202-685-3907) or [ChittamsK@ndu.edu](mailto:ChittamsK@ndu.edu), Marshall Hall, Room 209. **Students who have government travel charge cards must transfer their accounts to NDU.**

5. **Barbershops.** A barbershop is available in Eisenhower Hall, Room 117. Appointments may be made by phone (202-484-2354). Hours of operation are Monday-Wednesday, 0730-1600. There is also a barbershop at the USCG Headquarters Building, Room B615, (202-372-4376). Hours of operation are Monday-Friday, 0700-1430. Additionally, there is an AAFES barbershop (202-484-7019) on post in Building 41, near the main gate. Hours of operation are Monday-Thursday, 0900-1700.

6. **Food Service.** Hot meals, sandwiches, salads and grill service are available in the NDU Cafeteria (Marshall Hall, South Wing, 1<sup>st</sup> Floor) from 0700-1000 and 1100-1400. The Cafeteria remains open between breakfast and lunch (1000-1100) for coffee, tea, sodas, chips, etc.; but no food orders. The USCG Headquarters Building Cafeteria serves a buffet-style breakfast, 0600-0930, and lunch 1100-1400. Buffet lunch is available at the Fort McNair Officers' Club. (The Club is closed on Mondays.) Vending machines are available in Eisenhower and Roosevelt Halls.

7. **NDU Library.** The Library is located on the second and third floors of Marshall Hall. Hours are Monday-Friday 0700-1800. The Library is also open several Saturdays each month during the academic year. Students will receive a comprehensive library orientation tour during the first weeks and classes in web-based research are available. The library's homepage is updated frequently at <http://intranet.ndu.edu/library/index.cfm>.

a. Library Holdings. The NDU Library collection at Fort McNair consists of more than 500,000 bound volumes, pamphlets, periodicals, audio-visual materials, microforms, government documents and classified documents. It is a readily available source of information on the theory and conduct of national security affairs, international relations, and management and mobilization of national resources.

b. Electronic Resources. Bibliographic access to cataloged materials is by means of a web-based online public access catalog. The NDU Library complements its traditional library collection with an extensive web-based digital library of electronic information resources in support of the College's military education mission.

c. Special Collections. The Special Collections, Archives and History Branch is the repository for personal papers, rare books, academic history materials, student papers, historical photographs, maps, prints and artifacts.

8. **Mail.** Students may use the NDU distribution system for intra-office and intergovernmental mail. Students may also place outgoing official correspondence in the box located in Room 206, Operations Office. Addresses on official correspondence must be typed—handwritten addresses are not accepted. Outgoing personal mail must be deposited in a standard U.S. Postal Service collection box. There is a collection box inside the north entrance to the USCG Headquarters Building; collection times are 1000 and 1500. The Fort McNair Post Office is located next to the main gate. All personal mail must be sent to the student's home address, not to the University.

9. **NDU Multimedia Services.** The NDU Graphics staff is happy to help you meet your design needs. In order to make sure that projects are completed on time and to your satisfaction, submit work orders at least 10 business days before the date the finished product is desired.

a. Graphics Services. Posters, publication design, web design, engraving, and other services are available by submitting an online work order request in the Multimedia Services Directorate, Marshall Hall, Room 183F; or at the work order station located in the Operations Office, Room 206. Be sure to include as much information as possible when you submit your work order and place any additional materials in the “In Box” in Room 183 with the corresponding Work Order number attached. A designer will contact you directly if there are any questions or concerns.

b. Audiovisual/Photo Services. Most ICAF presentations are done in MS PowerPoint. Students requiring illustration, photographic and printing services should prepare a work order request.

c. Equipment. Each ICAF classroom is equipped with a computer, DVD/VHS player, overhead projector, and the ability to hook up and project from a laptop. There are LCD projectors attached to the ceiling in each classroom. For additional classroom or special audiovisual support, contact the technicians in Eisenhower Hall, Room 305, or call 202-685-4523 or 202-685-4524.

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## CHAPTER 15 CARS, TRAINS, BUSES, AND BIKES

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

- a. Driving. Directions and maps of Washington, DC and Fort McNair are online. See Parking Information section below.
- b. MetroRail. A Green Line MetroRail stop (Waterfront Station) is located at the corner of 4<sup>th</sup> and M Streets, SW and is within walking distance of Fort McNair (about a 15-minute walk to Eisenhower Hall).
- c. MetroBus. Metro bus routes 70 and 71 serve the area in and around Fort McNair and the Coast Guard Headquarters at Second & V Street, SW. While the #70 bus serves P Street (street in front of Fort McNair), the #71 bus additionally serves Second Street with stops at R Street, S Street, and directly at the side entrance of the USCG Headquarters Building at 2nd & V Streets, SW. The buses run Monday - Friday and on weekends. (**Bus #71 Buzzard Point serves the VRE and Metro L'Enfant Plaza stations.**) The following website lists the schedules and times:  
[www.wmata.com/timetable/dc/70-71.pdf](http://www.wmata.com/timetable/dc/70-71.pdf)
- d. Commuter Rail. VRE, MARC
- e. Suburban Bus Systems. DASH, Omni-ride, Fairfax Connector, Fairfax City Cue, Ride-On, Circulator, etc.
- f. USCG Shuttle Bus. A shuttle bus provides service between the USCG Headquarters Building and the L'Enfant Plaza Metro Station between the hours of 0555 and 1845. Buses run about every 5 minutes during rush hours and every 30 minutes mid-day (0830-1530). To get to the shuttle bus location from the L'Enfant Plaza metro station on the Blue, Orange, Yellow and Green lines, follow signs out of the station to the L'Enfant Promenade Shops. The shuttle bus stop location is at the Housing and Urban Development (HUD) building at 7<sup>th</sup> and D Street on the D Street side of the building. The bus line location is on a sidewalk that runs along the building's exterior and under a large overhang. This area is located directly behind a gated parking lot for the HUD building on D Street. Short, white buses pull into the area on D Street between the signs for L'Enfant Plaza Station and the Metro bus/Commuter bus stop. For your return trip, be advised that the last bus leaves 2<sup>nd</sup> and V streets, SW between 1810 and 1823, Monday-Friday. However, the Pedestrian Gate closes at 1800.  
\*\*NOTE: To get to the shuttle bus stop from the VRE station, exit the South end of the platform, at the bottom of the stairs turn left and walk underneath the tracks, cross

Virginia Ave. and follow D Street SW to 7<sup>th</sup> Street. At this intersection, walk across 7<sup>th</sup> Street and then cross D Street. Walk about half a block to the entrance to the HUD parking lot on your left. Just past this driveway is where the bus line forms under the overhang.

- g. Carpools. A large annotated map of the area will be set up in the hallway during the first week of classes to help students form carpools. Carpools have reserved parking spaces in the South Parking area. See [www.nuride.com](http://www.nuride.com).
- h. Vanpools. Options for both drivers and riders. See [www.mwcog.org](http://www.mwcog.org).
- i. Slugging. A unique form of commuting in the Washington area. See more information on [www.slug-lines.com](http://www.slug-lines.com).

2. **Metrocheks**. The National Capital Region (NCR) Transit Subsidy Program pays commuters to leave their personal vehicles behind and take public transportation: Metro subway, buses, commuter trains, and vanpools. Participating employees (civilians and military paid by the Department of Defense and working in the National Capital Region) receive transportation vouchers that can be redeemed through various transportation providers, such as the Virginia Railway Express (VRE) and Maryland Rail Commuter (MARC) trains. The amount that an individual receives is based on the amount they spend commuting to and from work, up to \$115 per month. Transit benefits come in the form of fare cards that can be used directly on the MetroRail system or can be used as cash to purchase Smartcards, bus or train tickets. They can also be used to reimburse the driver of a qualified vanpool. The transit benefit is not taxable and does not have to be recorded on tax returns.

a. Metrochek Distribution. Metrocheks are available once each quarter in the Marshall Hall Atrium, or daily at the Department of Transportation and Pentagon locations. The Department of Transportation's location is 1200 New Jersey Ave, S.E., Washington, DC 20590. It is Metro-accessible from the Navy Yard Station, located on the Green Line. Exit the station using the New Jersey Avenue Exit. The U.S. Department of Transportation headquarters building is directly across the street. In the Pentagon, pick up locations are 4th floor at 6.5 corridor and 5th floor at 6.5 corridor. Those with last names beginning in A-L are asked to pick up their benefits on the 4th floor and those with last names beginning in M-Z are asked to pick up their benefits on the 5th floor.

b. Application/Disenrollment. To apply for the transit benefit, fill out DD Form 2845, "U.S. Department of Defense (National Capital Region) Public Transportation Benefit Program Application" and fax it to the number on the top of the application, 703-614-4211. For more information and the application form, see <http://www.whs.mil/DFD/Info/NCRTransitSubsidy.cfm>. Be sure to visit this website to disenroll when you leave the area. For questions, e-mail [transitpass@ref.whs.mil](mailto:transitpass@ref.whs.mil) or call 703- 614-0084.

c. NDU Metrochek Policy. For NDU metrochek policy see Memorandum for All Personnel Assigned to NDU, Subject: NDU Mass Transit Benefit and Eligibility, dated April 2006. Proponent for this policy is the NDU Human Resources Directorate.

d. WMATA. For more detailed information on what Metrochek vouchers are and how they can be used, visit the Washington Metropolitan Area Transit Authority's website at: [www.wmata.com](http://www.wmata.com) or call 202-637-7000.

e. Travel Websites. For additional information on all area transportation systems, there are multiple links at: [www.washingtonpost.com](http://www.washingtonpost.com). Also, check out local television station websites such as: [www.wjla.com/news/metrotraffic.html](http://www.wjla.com/news/metrotraffic.html), [www.nbc4.com/traffic](http://www.nbc4.com/traffic), and [www.wusa9.com/travel/traffic](http://www.wusa9.com/travel/traffic). Other helpful sites are Washington Flyer at [www.washfly.com](http://www.washfly.com) or 1-888-WASHFLY (927-4359); VRE at [www.vre.org](http://www.vre.org) or call 1-800-RIDE-VRE or 703-684-0400; MARC Train at [www.mtmaryland.com](http://www.mtmaryland.com) or 1-800-325-RAIL (7245); Amtrak at [www.amtrak.com](http://www.amtrak.com) or 1-800-USA-RAIL (872-7245); Metropolitan Washington Airports Authority at [www.metwashairports.com](http://www.metwashairports.com); and BWI Airport at [www.bwiairport.com](http://www.bwiairport.com).

3. **Carpools**. Parking at NDU is free, but there are not enough parking spaces to accommodate all assigned personnel if everyone arrives in separate vehicles. Consequently, students are encouraged to carpool. A large map of the local area will be posted at the beginning of the academic year to help students form carpools. Students will be given a deadline to submit carpool applications so that parking assignments can be made on an equitable basis. This year, applications are due NLT 29 August 2008, and enforcement of assigned spaces will begin on Tuesday, 02 September 2008, the day after Labor Day.

4. **Parking**. Parking areas are designated for student use in University-controlled parking lots. The lot at the south end of Eisenhower Hall is the primary parking lot for ICAF students. Note that all numbered spaces are reserved. Parking regulations are strictly enforced by the Fort McNair Provost Marshal. Vehicles parked in unauthorized areas are subject to ticketing, suspension of post access privileges for 30 days, and/or towing at 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 1400 daily.

b. Exceptions. Park only where there are lined parking spots. The few exceptions are unlined, parallel parking spots available along the west side of 2nd Avenue south of C Street, along the east side of 1st Avenue south of C Street, and parking in the two "keyholes" at the south end of 2nd Avenue and 4th Avenue. Please note that the area directly in front of the Eisenhower Hall main entrance is for passenger loading and discharge. If you park in the loading zone, you will be ticketed.

5. **Marina Parking**. Public parking is available in a lot on V Street, SW, Washington, DC 20024 (across the street from James Creek Marina), between the USCG Headquarters Building

and the pedestrian entrance to Fort McNair. A parking permit must be purchased from the James Creek Marina office. Permits are not refundable or replaceable. Parking rates are currently \$5/half day (4 hours), \$10/full day (no multiple days), and \$95/month; and are subject to change. (The current rates were effective as of 21 January 2008). The monthly parking permit sale dates for 2008 are: 25 August, 22 September, 20 October, 24 November and 22 December. Monthly parking permits are valid on the first of the month and may be purchased by phone with a credit card (Visa, Master Card, American Express or Discover), but have certain restrictions: only two permits per individual; and no reservations or advance sales can be accepted.

a. Parking Permits. Buyers assume all responsibility for use of permits. All vehicles parked in this lot must have parking permits—with the complete date and time, or permit number—clearly displayed at all times; otherwise, all vehicles that do not meet these criteria will be subject to ticketing and/or immobilization by U.S. Park Police and subsequent towing, at the owner's expense. The James Creek marina assumes no responsibility for fines, fees, or penalties levied by the U.S. Park Police or for any loss through fire, theft, and/or collision or otherwise to the vehicle or its contents. Please lock your vehicle.

b. Overflow Lot. The overflow lot is available to monthly permit holders **only when posted as open** and at no other time. Daily parking permits are not valid in the overflow lot at any time and vehicles are subject to ticketing and towing.

c. Parking Violations. *Parking violations may result in loss of parking privileges.* Permits are not replaceable or refundable. Staff will not issue temporary or substitute permits. The Marina Office (202-554-8844, fax: 202-488-4758) is open 7 days a week, Monday through Friday, 0630-1745; Saturday and Sunday, and Federal holidays, 0900-1745.

6. **Overnight Parking.** Overnight parking on post is only allowed during official travel. The only parking lot for overnight parking is the North lot next to Lincoln Hall (new building under construction). Notify Security of your dates of travel. They will give you a placard to place on your dashboard. For large groups, the group coordinator can either send one person to the Security Office in Marshall Hall, Room 201, for pickup; or provide a fax number and they will fax the placards to you. If you are requesting a faxed form, remember to include the dates of travel. Vehicles parked overnight without permission are subject to ticketing and towing. Questions on this requirement can be directed to Ms. Debbie Grooms, NDU Personnel Security at 202-685-2131.

7. **Post Traffic Regulations.** The speed limit on Fort McNair is 15 or 20 miles per hour; speed checkpoints are routinely in operation. All other traffic rules, especially the requirement to make a complete stop at stop signs, are strictly enforced.

8. **Cell Phone Usage while Driving.** Drivers using a cellular phone without a hands-free device while driving in the District of Columbia are issued tickets for distracted driving. This violation carries a fine of \$100 and a 1-point assessment against the individual's operator's license. The law applies to ALL drivers in the city and on Fort McNair, regardless of residence. The cell phone ban is part of an effort by DC officials to make driving in the District safer. This ban is part of a broader effort that incorporates the use of red-light

cameras and photo enforcement of speeders to help reduce traffic violations and improve driving safety in the District.

9. **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 5<sup>th</sup> Avenue.
- Eisenhower Hall, Building #59, at the south end between building and parking lot.
- Roosevelt Hall, Building #61, in the tunnel area.
- Lincoln Hall, Building #64, TBD.

#### 10. **Vehicle Registration.**

a. DoD Registration. *All privately owned vehicles operated on Fort McNair must be registered with the Military District of Washington (MDW) or have a valid Department of Defense sticker.* If students have a valid military decal from the Washington, DC area, they will not need to obtain a new one. If students need an MDW decal, they must complete a DA Form 3626, “Vehicle Registration Form,” during in-processing and receive the proper decal(s) for their vehicle(s). Students must have their vehicle registration, driver’s license, insurance policy number (including company and expiration date) and proof of ownership when they register their vehicle(s). Vehicles with temporary registration tags cannot be registered until permanent tags are obtained. If your name is not on the registration, you will need a notarized statement from the owner of the vehicle with inclusive dates. Registration may be completed at the Fort McNair Military Police Station (202-685-3139) in the basement of Building 32, open 24 hours a day, 7 days a week.

b. Fort Myer Vehicle Registration Office. In an effort to streamline the vehicle registration process and conserve funds, the Directorate of Emergency Services and Provost Marshal Office recently changed the way the decals look. Personnel applying for a new vehicle Department of Defense decal or renewing their current vehicle decal will receive a three-letter month and two-number year decal. People with vehicles that are currently registered and have valid DoD decals will not be required to change their decals until such time as they either no longer own the vehicle, the DoD decal expires, or it is so worn that the numbers or letters cannot be read. When an authorized individual sells or disposes of a vehicle, remove the decal and turn it into the Vehicle Registration Office, Fort Myer Building 415, so the vehicle can be removed from the system. As part of the Base Realignment and Closure commission’s joint base initiative, the installation decals that currently read “Fort Myer Military Community” or “Henderson Hall,” are no longer issued. The new installation decal will read “Joint Base Myer-Henderson Hall.” For more information, call the Fort Myer Vehicle Registration Office, Building 415, at 703-696-8968/4074; or the Provost Marshal Office, at 703-696-3197.

11. **Virginia Vehicle Decals.** All vehicles garaged or parked in Virginia jurisdictions must have a windshield decal indicating personal property taxes have been paid to the jurisdiction in which the vehicle is located. This includes cars, trailers, motorcycles, mopeds and boats.

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

a. Decal Tip. If students are garaging or parking their vehicle on a military reservation in Virginia, they are not required to have a local decal. But, as some have found out, it might be easier to get the local decal, even if it's not required. Having a decal avoids the risk of getting traffic tickets and the cost and inconvenience of having to appear in court to prove that the vehicle is garaged or parked on a military reservation.

b. Annual Decals. In Northern Virginia, it's relatively easy to get the annual decal. Students should go to their local courthouse or appropriate city building with their military ID card and vehicle registration. Upon proof that their legal home is other than a Virginia locality, the decal will be issued for a small fee or no charge. This must be done every year.

c. Tax Exemption. In order to be exempt from local personal property taxes under the provision of the Soldiers and Sailors Relief Act, the vehicle must be titled solely in the name of the active duty military person or persons. Leased vehicles are not exempt from taxation because they are owned by a nonmilitary entity. If students, as owners, claim another Virginia jurisdiction as their legal home of record, personal property taxes must be paid to that jurisdiction and proof of that payment must be presented in order to get a military decal in the jurisdiction in which the vehicle is located. If no such proof is provided, the vehicle is treated as nonmilitary and taxes are due where the vehicle is located. Even if students have out-of-state license plates on their vehicle, they must get the local Virginia decal.

d. Same Day Decal. Students registering their vehicles in Virginia should be sure to get the decal the same day. If not, the vehicle will quickly be found on the Division of Motor Vehicle (DMV) lists and taxes will be assessed unless the jurisdiction has information that it is exempt.

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

## CHAPTER 16 CIVILIAN STUDENTS/RESERVISTS

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1. **Military Reserve Status.** Students in a military reserve status should arrange for the NDU Human Resources Directorate (NDU-HRD, Room 201, 202-685-3576) to send a certificate of graduation to their reserve unit of assignment upon completion so that attendance can be noted in their personnel records. Since we have a blanket waiver from the Office of the Chairman, Joint Chiefs of Staff (CJCS), students will not be excused from ICAF activities to pursue Reserve or Guard duties during the academic year, even if their specific unit is activated.

ICAF student travel will be arranged using the Defense Travel System (DTS) or Non-DTS (Manual Orders) for all TDY assignments. The Group Lead or Group Faculty Lead for each program will determine what method of travel to use when arranging group travel.

2. **Personnel and Pay Matters.** Students should arrange personnel and pay matters with their parent agency before arrival at the College. As an exception, travel vouchers for student travel performed as an integral part of the education program will be handled by the ICAF Travel Coordinator, Room 210, 202-685-2489.

a. DTS Travel. Students will log into the Defense Travel System (DTS) and complete an authorization for travel. It is mandatory that the student arranges commercial transportation, rental cars (if authorized) through NDU's Commercial Travel Office (Carlson Travel). Upon completion of TDY, student will complete a voucher using DTS. Copies of all reservation receipts (i.e., air, hotel, rental car) and any expense \$75.00 or more must be loaded in DTS to be reimbursed for travel. The approver may request additional receipts.

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

c. Finance Centers. The financial systems for the various finance centers are not interconnected. This is standard practice which should be followed anytime you PCS from one station to another. Additionally, always attach a copy of your travel orders to your travel voucher, and if the order has a roster (group travel) make sure you attach the page with your name on it. These forms are available in FormFlow.

3. **Post Privileges.** The University extends all possible courtesies and privileges to students while here. However, Army regulations preclude extending certain Post privileges to students, even though they may have Reserve status.

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

b. Officers' Club. Students are eligible to join the Officers' Club. Civilians who join the Officers' Club while at ICAF remain eligible for continued membership after graduation.

c. Recreation. Students may also use all athletic facilities on the Post including the Physical Fitness Center, the tennis courts, soccer and softball fields, horseshoe pits, and volleyball and basketball courts. Also, a children's play area is located near the picnic grounds.

d. Post Exchange. The nearest Post Exchange (PX) and Base Exchange (BX) Main Exchange Stores are located on Forts Myer and Belvoir, Bolling and Andrews Air Force Bases, and Henderson Hall and Quantico Marine Corps Bases. Reservists are authorized unlimited PX privileges. Although Fort McNair does not have a main store, there are several Army and Air Force Exchange Service (AAFES) outlets on post. The service station, shopette, beauty shop, and barbershop are available to civilian and military personnel, and are not restricted to active duty and retired service members.

e. Shopette. Civilians may purchase a variety of items at the Post Shopette, but *Army regulations prohibit the sale of gasoline and alcoholic beverages to civilian personnel.*

## CHAPTER 17 FOR SPOUSES AND OTHERS

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1. **Educational Opportunities for Spouses.** During the academic year, there are many opportunities for spouses to participate in student educational activities. They are encouraged to do so.

a. List for AY 08-09. For the 2008-2009 academic year, the following opportunities are offered:

- Selected lectures
- PREP-L lectures
- Selected electives
- Executive development
- Health and fitness program
- Personal and family development program
- ICAF Association events

b. Limitations. All programs have space limitations. Core courses, classified lectures and combined lectures with the NWC, including the Distinguished Lecturer Program (DLP), are **not** available to spouses. Spouses wishing to take an elective course should coordinate directly with the course instructor.

c. Volunteer Activities. In addition to formal classes, spouses may participate in volunteer activities and tours such as those organized by the ICAF Spouses' Club, NWC Spouses' Club, Spouses International Cultural Exchange Program (SpICE), and NDU Multi-Cultural Committee.

### 2. **ICAF Spouses' Club.**

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

b. Tours. Spouses' Club information (i.e., tour information, newsletters) is sent via e-mail from a single point of contact (POC) within the Club, normally the newsletter editor or secretary, and/or posted to the Club's website. A variety of tours are scheduled September through May. Members receive priority consideration when there is limited capacity for tours, such as tours of the White House, Capitol Building, Mount Vernon, Ford's Theatre, Hillwood Museum & Gardens, the Washington National Cathedral Tea & Tour, and more.

Tours are also organized by the NWC Spouses' Club. Both groups share information and tour opportunities. Some tours, such as the tour of the National Archives and the Capitol Building, may include children and may be booked on days the kids are out of school.

c. Coffees. Coffees are usually scheduled monthly or every other month (TBD by the club) at the Fort McNair Officers' Club, members' homes, local restaurants, etc. Coffees are hosted by various members of the group and may focus on zip code areas. Volunteer hosts are always welcome

d. Special Interest Groups. Special interest groups (hobbies, sports, reading, etc.) are usually scheduled monthly and hosted by different members of the group. Hospitality volunteers organize these groups.

e. Family Events. Some typical events for spouses and children are: Oct – Trip to Cox Farms, Dec - Lunch with Santa, Mar/April - Easter Egg Hunt or other Spring Event, April – Jim Thorpe Sports Day at Carlisle Barracks, May - Family Picnic at Fort McNair. Family Events Coordinators are needed to help plan these events.

f. Sporting Events. The Social Committee Liaison gets the dates of all the sporting events and encourages spouses to get involved by attending games and cheering for the ICAF Tigers.

g. Database. All spouses are encouraged to join the Spouses' Club. Information is disseminated via e-mail. Membership information is included in the NDU Welcome Packet, or by separate e-mail. Please mail in the response form and don't feel shy about volunteering to be a member of the Spouses' Club Board. As responses are received, we build a database of names and addresses that will be provided to spouses during Family Orientation, which takes place on the first Friday morning of the academic year.

h. Academic Participation. There are several opportunities for spouses to get involved with academics such as attending lectures, auditing classes (depending on availability), and taking part in the Security Studies Overview course offered by the NWC in the Spring.

i. Volunteer at the NDU Foundation. Work in the bookstore, in the office, etc. NDU Foundation volunteers are rewarded with an opportunity to attend a very special gala, black-tie event in November.

**3. Spouses International Cultural Exchange Program (SpICE).** The Spouse's International Cultural Exchange (SpICE) Program is a loose knit, all volunteer organization that allows members of NDU's International Community the opportunity for social interaction with each other and select American Citizens in a supportive, non-threatening environment. The purpose of the group is to learn a little bit about one another, make friends and have fun. The SpICE Program Class meets on Thursday mornings beginning September 4, 2008 at 9:30 - 11:30 a.m., ISMO Conference Room #124, Eisenhower Hall. Meetings are held in an informal and relaxed manner, and dress is casual. Advance notice will be given for special on- and off-site activities. Participation is on a strictly voluntary basis and is open to family members of NDU's International Community, as well as a small group of Facilitators recruited from NDU Spouse Clubs, Faculty and Staff. The SpICE Program offers people

from very diverse backgrounds and cultures the opportunity to learn from and about one another while getting to know each other as people through general conversation, various team-building exercises and other types of cross cultural exchange. Participants will also have the opportunity to learn about each other's families, countries, customs, dress, foods, holiday traditions, and so forth. This two-way conduit of open communication is based on mutual respect, honesty, trust, camaraderie and friendship. The SpICE Program is not an ESOL (English for Speakers of Other Languages) class. POC is Mr. Rob Hoffer at [rjhoffer@starpower.net](mailto:rjhoffer@starpower.net). Please check out the SpICE website at: <http://users.rcn.com/rjhoffer/index.html>.

4. **NDU Multi-Culture Committee (MCC).** The MCC assists leadership in better understanding the needs and roles of a multicultural workforce. The Committee conducts a Special Emphasis Program of events to commemorate Martin Luther King, Jr. Birthday, Black History Month, Women's History Month, Holocaust Remembrance Week, Asian American/Pacific Islander Heritage Month, Women's Equality Day, Hispanic Heritage Month, National Disability Awareness Month, and Native American Heritage Month. Events have included tours, lectures, workshops, displays, videotapes, panel discussions, ethnic food tastings, fashion shows, musical groups, dance demonstrations and much more. The Committee meets as required and always welcomes volunteer participation. POC is Ms. Carol Stiner, NDU EEO Office, at [StinerC@ndu.edu](mailto:StinerC@ndu.edu).

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## CHAPTER 18

### ASSOCIATIONS AND OTHER AREA SERVICES

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1. **Association of the Industrial College of the Armed Forces.** The Association of the Industrial College of the Armed Forces is a non-governmental, non-profit educational organization whose primary purpose is to continue, extend and enhance the total ICAF experience for students, alumni, faculty and staff of the College. It is an alumni association as well as an organization dedicated to promoting and enhancing the prestigious education mission of ICAF. Active members receive special pricing on luncheons that are held during the academic year. Previous luncheons have featured members of Congress, Chiefs of the Services, Service Secretaries, DoD officials, senior Service and DoD logisticians, and industry CEOs. The Association also hosts events for students, such as the annual Pizza Party and the New Year's Party (new fiscal year).

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

b. Association Office. The Alumni Association office is located in Room 365; and office hours are: Monday, Wednesday and Friday, 0900-1300. The point of contact is Ms. Joyce Alston at 202-479-4223 (office), 301-292-9445 (home), or 301-254-1674 (cell). Fax: 202-863-1218, E-mail: [ICAF\\_Association1@verizon.net](mailto:ICAF_Association1@verizon.net) or [AlstonJ@ndu.edu](mailto:AlstonJ@ndu.edu).

2. **National Defense University Foundation.** The NDU Foundation, a not-for-profit organization, was formed in 1982 to support and enhance the goals of the University. The Foundation seeks to promote excellence in all aspects of the University environment by nurturing high standards of scholarship and enriching research and writing across the spectrum of national security affairs. It brings dedicated representatives from the government, business, and academic sectors to engender deeper understanding and cooperation in pursuit of the nation's security goals. The Foundation provides resources to the University beyond those received in annual federal appropriations. These enrichments include support for research, teaching, seminars, conferences, and elective studies; chairs and fellowships; recruitment and sponsorship of graduate student research assistants; exchanges with industry; writing competitions; cultural augmentation for the International Fellows program; recruitment and sponsorship of students from the private sector; rare books collections; representational funds in support of visits to the University; and funding for social and athletic events. The Board of Directors of the Foundation is made up of distinguished private citizens who serve without compensation. Its support of the University is made possible by grants and by donations from corporations and individuals.

a. Membership. “Invest in America’s Security” with a membership in the NDU Foundation, 251 3<sup>rd</sup> Avenue, Building 20, Fort McNair, DC 20319-5066; phone: 202-685-2527; [www.nduf.org](http://www.nduf.org). The NDU Foundation supports educational and outreach programs, as well as sponsoring several student activities during the year.

b. Bookstore. The Foundation operates a student Bookstore/Gift Shop in Marshall Hall (from main entrance turn left at Atrium). Hours are 1000 –1400, Monday–Friday. Assorted University and College branded items (polo shirts, mugs, hats, etc.) are available for sale, as well as patriotic gift items and professional books. All proceeds support the National Defense University. The point of contact is Ms. Nancy Miller, at 202-685-2527.

3. **Armed Forces Hostess Association (AFHA)**. The Pentagon, Army Pentagon, (Room 1D110), Washington, DC 20310-6604, (703-697-3180/6857 or DSN: 227-6857, or Fax: 703-693-9510); Monday–Friday, 0930-1430. The Association is a source of immediate aid in dealing with problems of getting settled. Volunteers provide valuable services to all military and authorized civilian personnel and their families. They are prepared to answer questions and provide informative welcome packets for newcomers to the Washington area. They also provide pamphlets on sightseeing, discount buying, entertainment, etc. AFHA delivers the most complete unclassified information to families facing transfer to OVERSEAS or CONUS assignments. Files are maintained on military installations worldwide. In addition, they provide informative welcome packets for newcomers to the Washington area. Information is available in the Pentagon office on schools, camps, and touring (local and national). Many files are maintained on consumer issues as well. For more information, visit <http://www.army.mil.afha/main.html>.

4. **Morale, Welfare, & Recreation (MWR)**. MWR programs for the Fort Myer Military Community (FMMC) are operated under the Directorate of Morale, Welfare, & Recreation (DMWR). For both Fort Myer in Virginia and Fort McNair in the District of Columbia, MWR provides all the services and facilities you see listed in the menu bar at <http://www.fmmcmwr.com>, including child care, three clubs, a library, two fitness centers, pools, tennis courts, a bowling center, auto shop, and more. Programs are available to active and retired military, and their family members and guests; current and retired Department of Defense personnel and their family members and guests, and in some cases, to Federal personnel and their family members and guests.

5. **Religious Services**. The schedule for religious services can be obtained by contacting the MDW Command Chaplain’s Office (202-685-2856) or the Fort Myer Installation Chaplain Office (703-696-3533), and includes services held at the Fort McNair Post Chaplain’s Office (Building 45). Flyers for all activities can be obtained by calling 703-696-6635. Or consult the website, <http://www.fmmc.army.mil/sites/installation/religious.asp>, for more information.

a. NDU Prayer Breakfast. A weekly NDU Prayer Breakfast is held at 0700 in Eisenhower Hall, Room 107 or 101.

b. USCG Religious Ministries. For USCG Headquarters religious ministries schedule and All Faith Chapel, call 202-267-6585, or stop by Room B-727. The schedule normally includes: Christian inter-faith devotions, 0715-0730, Monday-Friday; Catholic Mass, 1210-

1240; and Wednesday and Friday, 0645 (Room 2112, at 202-372-4544); Tuesday and Thursday; Tuesday Hour of Prayer, 1000-1100; Christian Bible Study, 1145, Wednesday (Room 5303); Women's Bible Study, 1200, Thursday (Room B-732); Jewish Lay Services, 0745, Thursday; and daily Islamic prayers, DHUR 1240 and ASR times vary.

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

## NOTES

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*NOTE: Phone numbers and websites listed in this Handbook were verified just before printing in June 2008. Please report any changes to the ICAF Dean of Students Office, Room 202, 202-685-4278.*

## APPENDIX A

### FINANCE OFFICES

- **Army** - MDW, FAO, Building 202, Fort Myer, VA 22211 (703-696-3522/DSN: 426-3522)
- **Air Force** - HQ 11th Wing/FMFP, 110 Luke Ave, Suite 180, Bolling Air Force Base, DC 20332 (202-767-4714/DSN: 297-4714)
- **Coast Guard** - PERSRU (pay, travel records), USCG Headquarters Building, 2100 2nd Street, SW., Washington, DC 20593-0001 (202-372-4036)
- **Marine Corps** - HQ BN, Finance Office, Little Hall, 2034 Barnett Avenue, Quantico, VA 22134 (703-784-2171/DSN: 278-2171)
- **Navy** - Personnel Support Detachment, Anacostia, Military Pay and Disbursement Section, Building 92, 235 Wick Drive, Washington, DC 20373 (202-433-2256/DSN: 288-2256; or dial the central switchboard number at 202-685-0667/DSN: 325-0667, then press '2' to reach the Military Pay and Disbursement Section.)



## APPENDIX B

### HOUSING

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

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

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

- **Fort Myer Housing Referral Office**, 228 Sheridan Avenue, Building 416, Fort Myer, VA 22211 (703-696-3557/8 or DSN: 426-3557/8); Monday-Friday, 0730-1600. **Note**, office may close at 1530 based on user demand; and visitors should plan accordingly. (Office is located next to the Fitness Center.)
- **Fort Belvoir Housing Referral Office**, Building 766, Fort Belvoir, VA 22060 (703-805-3019/DSN: 655-3019); Monday-Friday, 0730-1600 (**for off-post housing**).
- **Fort Belvoir Family Housing Welcome Center**, 5994 12<sup>th</sup> Street, Fort Belvoir, VA 22060 (703-454-9700/DSN: 655-9700); Monday-Friday, 0830-1800 (**for on-post housing**). For more information, refer also to [www.belvoirfamilyhousing.com](http://www.belvoirfamilyhousing.com).
- **Coast Guard Housing Referral and Assistance Office**, USCG Headquarters Building, Room B442, 2100 2nd Street, SW., Washington, DC 20593-0001 (202-372-4014). An attendant is available at the USCG Headquarters to provide personal service on Tuesday and Thursday between 1000 and 1400. A self-help desk is also available at the USCG Headquarters to obtain information on Monday through Friday between the hours of 0700 and 1600. Personal assistance can also be obtained at the **Baltimore** office on Monday, Wednesday and Friday between 0800 and 1630 (410-576-2562).

- **Naval District of Washington (NDW) Navy Family Housing Welcome Center**, Anacostia Annex, Building 414, 2691 Mitscher Road, SW., Washington, DC 20373-5808 (202-433-0346/DSN: 288-0346); M-T-TH-F, 0730-1530; W, 0730-1300.

- **Bolling Air Force Base Housing Referral Office**, 16 Brookley Ave, Washington, DC 20032 (202-404-1840/DSN: 754-1840); Monday-Friday, 0800-1600; Tuesday, 0800-1430.

- **Andrews Air Force Base Housing Referral Office**, 89th CES/CEH, Building 1190 Menoher Drive, Andrews Air Force Base, MD 20762 (301-981-5516/DSN: 858-5516); Monday-Friday, 0830-1530.

## APPENDIX C

### MILITARY CLOTHING SALES STORES

- **Army** - The Military Clothing Sales Store is located in Building 106, 313 Stewart Street, Fort Myer, VA (703-696-3515/DSN: 426-3515); Monday-Friday, 0730-1800; Saturday 0900-1430; **closed** Sundays and Holidays.
- **Air Force** - The Bolling AFB Military Clothing Sales Store is located at 4570 Chappie James Blvd., (202-563-5931/DSN: 297-5931), M-W-TH-F (0900-1700); Tuesday (**closed**), Saturday (0900-1500); **closed** Sunday and on all major holidays. The Andrews AFB Military Clothing Store is located at Arnold Avenue, Building 1683 (inside the Home Traditions furniture store) on Andrews Air Force Base, MD 20762 (240-857-5665); Monday-Saturday, 0900-2000; Sunday, 1000-1800; **closed** on holidays.
- **Coast Guard** - The Coast Guard Exchange is located in the USCG Headquarters Building, Room B720, (202-372-4370); Monday through Friday, 0830-1530.
- **Marine Corps** - The Marine Corps Exchange is located at Henderson Hall, Arlington, VA (703-979-8420); Monday-Saturday, 0900-2000; Sunday, 1000-1800. The Uniform Shop is open Monday-Friday, 0800-1800; and Saturday, 0900-1800.
- **Navy** - The Washington Navy Yard (WNY) Navy Exchange is located in Building 184, Washington Navy Yard (202-889-7534); Monday-Friday 0700-1700; open on the first drill Saturday (Reserves and the general public) each month; closed on Sunday. Uniforms may be ordered by calling 1-800-368-4088.
- The **Tri-Service** (Army, Air Force, Navy) Military Clothing Store is located in the Pentagon, Room 4C251, (703-695-7508/DSN: 225-6446); Monday-Friday, 0800-1600; closed Saturday and Sunday.



## APPENDIX D

### MILITARY HEALTH CARE

In and around the Washington, DC area, there are a total of 28 military medical facilities. Walter Reed Army Medical Center in Washington, DC, ([www.wramc.army.mil](http://www.wramc.army.mil)), the National Naval Medical Center in Bethesda ([www.bethesda.med.navy.mil](http://www.bethesda.med.navy.mil)), and Malcolm Grow Medical Center on Andrews Air Force Base ([www.mgmc.af.mil](http://www.mgmc.af.mil)) are the premier medical facilities for each of the major uniformed services. DeWitt Army Community Hospital at Fort Belvoir (<http://www.dewitt.wramc.amedd.army.mil>) is a smaller in-patient facility serving the Northern Virginia area and has a Level II Emergency Room.

### FAMILY HEALTH CENTERS IN VIRGINIA

Additional information about the four DeWitt Health Care System Family Health Centers may be found at [www.dewitt.wramc.amedd.army.mil](http://www.dewitt.wramc.amedd.army.mil).

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 chose a primary care provider where they plan to receive health care.

- **Family Health Center—DeWitt Army Community Hospital**, Fort Belvoir  
9501 Farrell Road  
Fort Belvoir, VA 22060  
Number for appointments: 703-805-0612  
Hours of operation: Monday thru Friday, 0700-2000; Saturday and Sunday, 0700-1700; Holidays (**closed**)  
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: 703-696-7951  
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

- **Family Health Center of Fairfax**

2740 Prosperity Ave.

Fairfax, VA 22031

Number for appointments: 703-846-9503

Hours of Operation (phone line): Monday thru Friday, 0600-2000

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

- **Family Health Center of Woodbridge**

14450 Smoketown Road

Woodbridge, VA 22192

Number for appointments: 703-550-2671

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 E

### MILITARY LEGAL SERVICES

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

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

**U.S. Coast Guard Headquarters** (located next to Fort McNair), COMDT (G-L-6) Office of Legal Assistance, 2100 2nd Street, SW, Room 1507, Washington, DC 20593, (202) 372-3783. Hours: 0800-1600, M-F.

**Department of the Army, Office of the Judge Advocate General, Attn: Client Services Division (formerly Joint Services Legal Assistance Office)**, 1777 N. Kent Street, Rosslyn, VA, (703) 696-1477. Hours: 0800-1600, M- F (call first to confirm availability and to schedule appointment).

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

**Walter Reed Army Medical Center**, Building 1, Room D201, 6900 Georgia Avenue, NW, Washington, DC 20307-5001, (202) 782-1550. Hours: 0800-1600, M-F.

**Fort Belvoir**, Building 257, 9990 Belvoir Drive (corner of 23<sup>rd</sup> Street & Belvoir Road), Fort Belvoir, VA 22060, (703) 805-2856. Hours: 0800-1200, 1300-1400, M-F. (Notary Public not available on Thursdays; execution of wills only.)

**Fort Meade**, Building 2257, 2257 Huber Road, Fort Meade, MD 20755, (301) 677-9504/9536. Hours: 0730-1600, M-F. Also, walk-ins on Tuesdays, by 0730.

**Washington Navy Yard**, Building 200, Suite 250, Washington, DC 20374, (202) 685-5580. Hours: 0730-1630, M-F.

**Andrews Air Force Base**, Building 1535, Suite AA, Andrews Air Force Base, MD 20762, (301) 981-2042. Hours: M-T-W-F, **by appointment only**; Thursdays, open for walk-ins, 1300-1430; Notary Public services, 0900-1500.

**Bolling Air Force Base**, 20 MacDill Blvd., Suite 240, Bolling Air Force Base, DC 20032, (202) 767-5297. Hours: 0800-1600, M-F (includes power of attorney and notary services). Legal assistance is **by appointment only** and available M-TH.

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

**Henderson Hall**, Building 29, Room 301, 1555 Southgate Road, Arlington, VA 22214, (703) 614-1266/3886. Hours: 0730-1630, M-F.

## APPENDIX F

### SELECT WASHINGTON DC AREA COMMISSARIES

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

#### **FORT MYER Commissary**

523 CARPENTER ROAD

FORT MYER, VA 22211

Store Phone: 703-696-3674

E-mail: [barbara.madigan@deca.mil](mailto:barbara.madigan@deca.mil)

**Store Hours: Sun, 0900-1800; M-F, 0830-1930; Sat, 0700-1830**

#### **FORT BELVOIR Commissary**

6020 GORGAS ROAD

FORT BELVOIR, VA 22060-6209

Store Phone: 703-781-0536 or 703-806-6674

Fax: 703-806-6373/6266

E-mail: [chona.holzer@deca.mil](mailto:chona.holzer@deca.mil)

**Store Hours: Sun, 0900-1900; M-F, 0900-2100; Sat, 0800-2000**

#### **QUANTICO MCB Commissary**

3400 RUSSELL RD.

QUANTICO MCCB, VA 22134

Store Phone: 703-784-2233

Fax: 703-784-2030

E-mail: [lizabeth.caskey@deca.mil](mailto:lizabeth.caskey@deca.mil)

**Store Hours: Sun, 0800-1800; M-F, 0900-2000; Sat 0800-1900**

#### **WALTER REED AMC Commissary**

2460 LINDEN LANE

SILVER SPRING, MD 20910-1231

Store Phone: 301-295-7448

Fax: 301-295-7417

E-mail: [katherine.crock@deca.mil](mailto:katherine.crock@deca.mil)

**Store Hours: Sun, 1000-1600; T-F, 0900-1900; Sat, 0800-1700**

#### **ANDREWS AFB Commissary**

1684 STARKEY AVE.

ANDREWS AFB, MD 20762-6302

Store Phone: 240-857-6512

Fax: 301-420-7149

E-mail: robin.daniel@deca.mil

**Store Hours: Sun, 0800-1900; M-F, 0900-2100; Sat, 0800-2100**

**FORT MEADE Commissary**

MAPES AND MACARTHUR RDS

FORT MEADE, MD 20755-5210

Store Phone: 301-677-7465

Fax: 301-677-6750

E-mail: barbara.sannino@deca.mil

**Store Hours: Sun, 0900-1800; M-F, 0900-2100; Sat, 0800-2100**

**BOLLING AFB Commissary**

185 CHAPPIE JAMES BLVD.

BOLLING AFB, DC 20332-6220

Store Phone: 202-767-4695

Fax: 202-767-4749

E-mail: nicole.porter@deca.mil

**Store Hours: Sun, 1000-1700; M-F, 0930-1900; Sat, 0800-1700**

## APPENDIX G

### ID CARD FACILITIES

The closest ID card facility is at Fort Myer. For ID card operations and DEERs update activities, they are open 0800-1530, M-F. However, CAC card operations stop at 1400 daily. For more information, call 703-696-3030.

#### Other local ID card issue facilities:

- Anacostia Annex, Naval Air Station, DC: 202-433-4012; open 0630-1700, Monday through Thursday; 0630-1300 Friday; and the first and third Saturday of the month, 0800-1200; PSD Washington, 235 Wick Drive SW, Building 92, Basement Level, Washington, DC.
- Andrews Air Force Base, MD: 301-981-2277; open 0900-1600, Monday through Friday; Building 1414, Room E201, Camp Spring, MD.
- Bethesda Naval Hospital, MD: 301-295-0103; open 0800-1500, Monday through Friday; Detachment Building 8, Room 2214, Bethesda, MD.
- Bolling Air Force Base, DC: 202-404-3281, open Monday, Tuesday and Friday, 0800-1530; Wednesday, 0800-1200; and Thursday, 0800-1700; Finance Building 5681, Suite 220 Luke Street, Washington, DC.
- Fort Belvoir, VA: 703-805-3341; open Monday, Tuesday, Thursday, and Friday, 0900-1600; open Wednesday, 0900-1830; 213 20th Street, Fort Belvoir, VA.
- Fort Meade, MD: 301-677-7818, open 0730-1500; Monday through Friday; Building 4215, Room 315, Roberts Avenue, Fort Meade, MD.
- Pentagon: 703-697-4110; open 0730-1630, Monday through Friday; Room 5A282.
- Quantico Marine Corps Base, VA: 703-784-2758/2750/2759; open 0730-1630, Monday through Friday; Military Personnel Branch, Building 2034, 102 Barnett Avenue, Quantico, VA 22134.
- Dahlgren, VA (Navy): 540-653-7372; open 0730-1300, Monday through Friday (for military personnel only); Building 230, Dahlgren, VA.
- HQ, USMC Henderson Hall: 703-614-7152; open 0800-1530, Monday through Friday; Building 29, Room 302, Arlington, VA.
- Crystal City: 703-602-0349; open 0730-1530, Monday through Friday; 2530 Crystal Drive, Zachary Taylor Building, Suite 9w20, Arlington, VA.
- Washington Navy Yard: 202-433-3506, open 0700-1045 and 1300-1500, Monday through Friday.
- Walter Reed Army Medical Center, DC: 202-782-7758/5187; open 0800-1200 and 1300-1600, Monday through Friday; Washington, DC.



## APPENDIX H

### WEBSITES

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

### POST INFORMATION

Military District of Washington: [www.mdw.army.mil](http://www.mdw.army.mil)

Fort Myer Military Community (includes Fort McNair): [www.fmmc.army.mil](http://www.fmmc.army.mil)

Armed Forces Hostess Association: <http://www.army.mil/afha/main.html>

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

Military Installations: [www.MilitaryHOMEFRONT.dod.mil/moving](http://www.MilitaryHOMEFRONT.dod.mil/moving)

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

### HEALTH

#### **Military Hospitals:**

Walter Reed Army Medical Center in Washington, D.C.: [www.wramc.army.mil](http://www.wramc.army.mil)

National Naval Medical Center in Bethesda: [www.bethesda.med.navy.mil](http://www.bethesda.med.navy.mil)

Malcolm Grow Medical Center on Andrews Air Force Base: [www.mgmc.af.mil](http://www.mgmc.af.mil)

DeWitt Army Community Hospital at Fort Belvoir: [www.dewitt.wramc.amedd.army.mil](http://www.dewitt.wramc.amedd.army.mil)

#### **Health Centers:**

DeWitt Health Care System Family Health Centers: [www.dewitt.wramc.amedd.army.mil](http://www.dewitt.wramc.amedd.army.mil)  
click on Family Health Centers

### SCHOOLS

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

District of Columbia public schools: [www.k12.dc.us/dcps/home.html](http://www.k12.dc.us/dcps/home.html)

#### **Maryland**

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

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

#### **Virginia**

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

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

Fairfax County public schools: [www.fcps.k12.va.us](http://www.fcps.k12.va.us)

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

### TRANSPORTATION

Federal Transit Benefits: [www.dtic.mil/ref/html/NCRTransitpass.html](http://www.dtic.mil/ref/html/NCRTransitpass.html).

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

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

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



**NATIONAL DEFENSE UNIVERSITY  
INDUSTRIAL COLLEGE OF THE ARMED FORCES  
WASHINGTON, D.C. 20319-5062**

REPLY TO  
ATTENTION OF:

NDU-COO/VPA

20 March 2006

MEMORANDUM FOR ALL PERSONNEL ASSIGNED TO NDU

SUBJECT: NDU Mass Transit Benefit and Eligibility

Reference (a) Executive Order 13150: Federal Workforce Transportation in the NCR  
(b) DoD Policy Memo on Mass Transit Benefit

1. PURPOSE: Pursuant to reference (a) and (b) this memorandum will serve as NDU's policy on commuting to NDU in accordance with EO 13150.

2. RESPONSIBILITIES:

a. Human Resources Directorate (HRD) will:

- Provide an introduction for new employees about the program during in-processing
- Maintain of roster of enrolled employees including employee deletion upon departure
- Reconcile the Quarterly roster of members with WHS and DOT
- Budget for this program and pay the bill for NDU

b. Resource Management Directorate (RMD) will:

- Ensure the HRD budget receives adequate funding for all programmed and any un-programmed costs for the program
- Seek to obtain Army and Navy reimbursement funding for this program

c. Operations Directorate (Ops) will:

- Coordinate location and announce the quarterly Metrocheck distribution

3. ELIGIBILITY: To qualify for this program 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).

The following are also eligible to receive the subsidy:

- Interns/Students **employed and paid directly** by DoD (i.e. interns/students hired through contractual agreements are not eligible)
- Eligible interns/students hired for the summer months should please write "summer hire" at the top of their application.
- Members of the Reserve Components who are performing active duty for more than 30 days are eligible.

NDU-COO/VPA

SUBJECT: NDU Mass Transit Benefit and Eligibility

The following are not eligible to receive the subsidy:

- Contractors
- Personnel that are TDY to the NCR from another area
- Personnel that are on detail to the NCR from an area outside the NCR
- Inactive reserve personnel
- Intergovernmental Personnel Act (IPA) employees (unless appointed to DoD). For more information [click here](#).
- Foreign military faculty and enrolled foreign students
- CT Fellows
- Unpaid interns/students

4. **REQUIREMENTS:** Under this program, participating employees will receive, in addition to their current compensation, "transit passes" in amounts equal to their personal commuting costs, not to exceed \$110/month. Parking costs will not be used in establishing commuter costs. This benefit applies to both mass transit and qualified vanpool participants. Employees must calculate the actual cost and request reimbursement for their actual cost only. Employees may determine their actual commuting costs on the following website: <http://rideguide.wmata.com>.

5. **PARKING PRIVILEGES:** All enrolled personnel (military and civilian) are required to surrender "reserved" parking passes. Enrolled personnel will lose their reserved parking spaces/signs and their spots will be reassigned. On occasion enrolled personnel may need to drive to work and will require a temporary (1-day) parking pass. Personnel will coordinate with NDU Logistics to arrange for a temporary pass in the event of an injury, medical appointment etc. Longer parking exemptions will be approved by the Director of Logistics.

6. **ACCOUNTABILITY:** Enrolled personnel are reminded that this benefit is for commuters and is not an entitlement. NDU actually pays for the commuting costs of each enrolled employee. Random cost and accountability checks will be conducted throughout the year to ensure compliance by obtaining the enrollment forms. An employee's home address will be their commuting address for purposes of cost and benefit entitlement. Employees that abuse this benefit are subject to disenrollment and/or administrative or disciplinary action. In the event that you are currently enrolled but do not conform to this policy please disenroll by visiting this website: <http://www.dtic.mil/ref/html/Disenrolling.html>

7. **ENROLLING:** HRD is responsible for providing enrollment information to eligible employees during in-processing. It is the employee's responsibility to enroll in the program and verify the status of their application. Eligible personnel can access the application form and enrollment instructions by going to the following website: <http://www.dtic.mil/ref/html/NCRTransitpass.html>. The form is in Adobe Acrobat which

NDU-COO/VPA

SUBJECT: NDU Mass Transit Benefit and Eligibility

you can fill in and print. Make sure you complete all the fields. Block "j" asks for your Organization. Civilians should list "NDU" as their organization. Military members should indicate their branch of service as their organization. After printing the application be sure to SIGN the bottom of the form under "Employee Signature" and fax it to 703-614-4211, there is no confirmation of the received fax. If you are picking up the Metrocheck vouchers for the first time it is a good idea to bring your faxed copy with you. Please note that benefits begin on the first date the employee comes to pick up. Benefits for months past will not be issued. To find out the status of your application please go to "Enrollment Verification" and enter your information. You may also contact the program by e-mail at [transitpass@ref.whs.mil](mailto:transitpass@ref.whs.mil) or call (703) 614-0084.

8. OUT-PROCESSING PROCEDURES: All civilian personnel are required to notify HRD of their Mass Transit Benefit Program status upon out-processing NDU. HRD will notify WHS and DOT regarding your departure and either remove you from the program or transfer the enrollment to your new agency (if employee is transferring to another agency).

9. The proponent for this policy is the Human Resources Directorate.

(signed)

CLYDE M. NEWMAN  
Chief Operating Officer  
and Vice President of Administration

# TRAVEL VOUCHER OR SUBVOUCHER

Read Privacy Act Statement, Penalty Statement, and Instructions on back before completing form. Use typewriter, ink, or ball point pen. PRESS HARD. DO NOT use pencil. If more space is needed, continue in remarks.

<b>1. PAYMENT</b>		<b>SPLIT DISBURSEMENT:</b> The Paying Office will pay directly to the Government Travel Charge Card (GTCC) contractor the portion of your reimbursement representing travel charges for transportation, lodging, and rental car if you are a civilian employee, unless you elect a different amount. Military personnel are required to designate a payment that equals the total of their outstanding government travel card balance to the GTCC contractor.								
<input type="checkbox"/> Electronic Fund Transfer (EFT) <input type="checkbox"/> Payment by Check		Pay the following amount of this reimbursement directly to the Government Travel Charge Card contractor: \$ _____								
<b>2. NAME</b> (Last, First, Middle Initial) (Print or type)			<b>3. GRADE</b>		<b>4. SSN</b>		<b>5. TYPE OF PAYMENT</b> (X as applicable)			
<b>6. ADDRESS.</b> a. NUMBER AND STREET			b. CITY		c. STATE		d. ZIP CODE			
										<input type="checkbox"/> TDY
e. E-MAIL ADDRESS			<input type="checkbox"/> PCS		<input type="checkbox"/> Other		<input type="checkbox"/> DLA			
										<input type="checkbox"/> Dependent(s)
<b>7. DAYTIME TELEPHONE NUMBER &amp; AREA CODE</b>			<b>8. TRAVEL ORDER/AUTHORIZATION NUMBER</b>		<b>9. PREVIOUS GOVERNMENT PAYMENTS/ ADVANCES</b>		<b>10. FOR D.O. USE ONLY</b>			
<b>11. ORGANIZATION AND STATION</b>			<b>12. DEPENDENT(S)</b> (X and complete as applicable)		<b>13. DEPENDENTS' ADDRESS ON RECEIPT OF ORDERS</b> (Include Zip Code)		a. D.O. VOUCHER NUMBER			
							b. SUBVOUCHER NUMBER			
ACCOMPANIED <input type="checkbox"/> UNACCOMPANIED <input type="checkbox"/> a. NAME (Last, First, Middle Initial)    b. RELATIONSHIP    c. DATE OF BIRTH OR MARRIAGE			<b>14. HAVE HOUSEHOLD GOODS BEEN SHIPPED?</b> (X one)		<input type="checkbox"/> YES <input type="checkbox"/> NO (Explain in Remarks)		c. PAID BY			
							d. COMPUTATIONS			
<b>15. ITINERARY</b>										
a. DATE	b. PLACE (Home, Office, Base, Activity, City and State; City and Country, etc.)				c. MEANS/ MODE OF TRAVEL	d. REASON FOR STOP	e. LODGING COST	f. POC MILES		
DEP										
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<b>16. POC TRAVEL</b> (X one)							<input type="checkbox"/> OWN/OPERATE		<input type="checkbox"/> PASSENGER	
<b>18. REIMBURSABLE EXPENSES</b>										
a. DATE	b. NATURE OF EXPENSE			c. AMOUNT	d. ALLOWED		12 HOURS OR LESS MORE THAN 12 HOURS BUT 24 HOURS OR LESS MORE THAN 24 HOURS		(4) Dependent Travel (5) DLA (6) Reimbursable Expenses (7) Total <span style="float:right">0.00</span> (8) Less Advance (9) Amount Owed (10) Amount Due	
<b>19. GOVERNMENT/DEDUCTIBLE MEALS</b>										
a. DATE		b. NO. OF MEALS		a. DATE		b. NO. OF MEALS				
<b>20.a. CLAIMANT SIGNATURE</b>										
								b. DATE		
c. REVIEWER'S PRINTED NAME				d. REVIEWER SIGNATURE				e. TELEPHONE NUMBER		f. DATE
21.a. APPROVING OFFICIAL'S PRINTED NAME				b. SIGNATURE				c. TELEPHONE NUMBER		d. DATE
<b>22. ACCOUNTING CLASSIFICATION</b>										
<b>23. COLLECTION DATA</b>										
24. COMPUTED BY		25. AUDITED BY		26. TRAVEL ORDER/ AUTHORIZATION POSTED BY		27. RECEIVED (Payee Signature and Date or Check No.)		28. AMOUNT PAID		

## PRIVACY ACT STATEMENT

**AUTHORITY:** 5 U.S.C. Section 5701, 37 U.S.C. Sections 404 - 427, 5 U.S.C. Section 301, DoDFMR 7000.14-R, Vol. 9, and E.O. 9397.

**PRINCIPAL PURPOSE(S):** This record is used for reviewing, approving, accounting, and disbursing money for claims submitted by Department of Defense (DoD) travelers for official Government travel. The Social Security number (SSN) is used to maintain a numerical identification filing system for filling and retrieving individual claims.

**ROUTINE USE(S):** Disclosures are permitted under 5 U.S.C. 552a(b), Privacy Act of 1974, as amended. In addition, information may be disclosed to the Internal Revenue Service for travel allowances, which are subject to Federal income taxes, and for any DoD "Blanket Routine Use" as published in the Federal Register.

**DISCLOSURE:** Voluntary; however, failure to furnish the information requested may result in total or partial denial of the amount claimed.

## PENALTY STATEMENT

There are severe criminal and civil penalties for knowingly submitting a false, fictitious, or fraudulent claim (U.S. Code, Title 18, Sections 287 and 1001 and Title 31, Section 3729).

## INSTRUCTIONS

### ITEM 1 - PAYMENT

Member must be on electronic funds (EFT) to participate in split disbursement. Split disbursement is a payment method by which you may elect to pay your official travel card bill and forward the remaining settlement dollars to your pre-designated account. For example, \$250.00 in the "Amount to Government Travel Charge Card" block means that \$250.00 of your travel settlement will be electronically sent to the charge card company. Any dollars remaining on this settlement will automatically be sent to your pre-designated account. Should you elect to send more dollars than you are entitled, "all" of the settlement will be forwarded to the charge card company. Notification: you will receive your regular monthly billing statement from the Government Travel Charge Card contractor; it will state: paid by Government, \$250.00, 0 due. If you forwarded less dollars than you owe, the statement will read as: paid by Government, \$250.00, \$15.00 now due. Payment by check is made to travelers only when EFT payment is not directed.

### REQUIRED ATTACHMENTS

1. Original and/or copies of all travel orders/authorizations and amendments, as applicable.
2. Two copies of dependent travel authorization if issued.
3. Copies of secretarial approval of travel if claim concerns parents who either did not reside in your household before their travel and/or will not reside in your household after travel.
4. Copy of GTR, MTA or ticket used.
5. Hotel/motel receipts and any item of expense claimed in an amount of \$75.00 or more.
6. Other attachments will be as directed.

### ITEM 15 - ITINERARY - SYMBOLS

#### 15c. MEANS/MODE OF TRAVEL (Use two letters)

GTR/TKT or CBA (See Note)	- T	Automobile	- A
Government Transportation	- G	Motorcycle	- M
Commercial Transportation		Bus	- B
(Own expense)	- C	Plane	- P
Privately Owned		Rail	- R
Conveyance (POC)	- P	Vessel	- V

Note: Transportation tickets purchased with a CBA must not be claimed in Item 18 as a reimbursable expense.

#### 15d. REASON FOR STOP

Authorized Delay	- AD	Leave En Route	- LV
Authorized Return	- AR	Mission Complete	- MC
Awaiting Transportation	- AT	Temporary Duty	- TD
Hospital Admittance	- HA	Voluntary Return	- VR
Hospital Discharge	- HD		

#### ITEM 15a. LODGING COST

Enter the total cost for lodging.

#### ITEM 19 - DEDUCTIBLE MEALS

Meals consumed by a member/employee when furnished with or without charge incident to an official assignment by sources other than a government mess (see JFTR, par. U4125-A3g and JTR, par. C4554-B for definition of deductible meals). Meals furnished on commercial aircraft or by private individuals are not considered deductible meals.

### 29. REMARKS

a. INDICATE DATES ON WHICH LEAVE WAS TAKEN:

b. ALL UNUSED TICKETS (including identification of unused "e-tickets") MUST BE TURNED IN TO THE T/O OR CTO.

**U.S. DEPARTMENT OF DEFENSE (NATIONAL CAPITAL REGION)  
MASS TRANSPORTATION BENEFIT PROGRAM APPLICATION**

**PRIVACY ACT STATEMENT**

**AUTHORITY:** 5 U.S.C. 301, Departmental Regulations; 5 U.S.C. 7905, Programs to Encourage Commuting by Means other than Single Occupancy Motor Vehicles; 10 U.S.C. 131, Office of the Secretary of Defense; E.O. 12191, Federal Facility Ride Sharing Program, E.O. 13150, Federal Workplace Transportation; and E.O. 9397 (SSN).

**PRINCIPAL PURPOSE(S):** To manage the DoD NCR Mass Transportation Benefit Program including, but not limited to, evaluation and reimbursement of participants, to track the allocated funds in support of the program and prevent misuse of those funds.

**ROUTINE USE(S):** To the Department of Transportation for the purposes of administering the program and/or verifying the eligibility of individuals to receive a fare subsidy. Data may be provided under any of the DoD "Blanket Routine Uses".

**DISCLOSURE:** Voluntary; however, failure to provide the requested information may result in disapproval of the Mass Transportation Benefit Program Application.

**GENERAL INSTRUCTIONS**

1. Print or type information. Obsolete, incomplete, or illegible applications **will not** be processed.
2. **Before** applying, check the Qualifying information section below. Program policy, instructions, application form, and distribution site information is available at: <http://www.whs.mil/DFD/Info/NCRTransitSubsidy.cfm>.
3. Check the website provided above to verify enrollment or call (703) 614-0084.
4. Once you verify enrollment, you may request benefits at a distribution site.
5. Counterintelligence Field Activity (CIFA), Defense Intelligence Agency (DIA), and National Security Agency (NSA) civilian employees must apply through their respective agencies.
6. There is approximately a month waiting period between the receipt of this application and the availability of the benefit.
7. **Upon completion**, fax application to: (703) 614-4211.  
To check the status of your application, please check the following website: <http://www.whs.mil/DFD/Info/NCRTransitSubsidy.cfm> or call: (703) 614-0084.

**QUALIFYING INFORMATION**

**To qualify for this program, 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).
  - Paid interns and summer hires in the NCR are eligible.
  - Members of the Reserve Components who are performing active duty for more than 30 days are eligible.

**The following are not eligible to receive the subsidy:**

- Contractors
- Personnel that are TDY to the NCR from another area.
- Personnel that are on detail to the NCR from an area outside the NCR.
- Inactive reserve personnel
- Intergovernmental Personnel Act (IPA) employees (unless appointed to DoD).
- Foreign Exchange Employees.

**1. IMPORTANT:** To process this application, you must select one of the following. Are you (*X only one*):

<input type="checkbox"/> <b>NEW ENROLLMENT</b>	<input checked="" type="checkbox"/> <b>RE-ENROLLING</b> ( <i>X here if you have been previously enrolled in the DoD NCR Program.</i> )	<input type="checkbox"/> <b>WITHDRAWING</b>	<input type="checkbox"/> <b>MAKING A CHANGE</b>
--	--	---	---

**2. EMPLOYEE CERTIFICATION**

**WARNING:** This Certification concerns a matter within the jurisdiction of an agency of the United States and making a false, fictitious, or fraudulent certification may render the maker subject to a criminal prosecution under Title 18, United States Code, Section 1001, Civil Penalty Action, providing for administrative recoveries of up to \$10,000 per violation, and/or agency disciplinary actions up to and including dismissal. Substantiated violations of any of these certifications may impact an employee's security clearance status. Information provided on this form may be audited.

**MANDATORY: Read and initial each box. Sign and date Item 8 on Page 3 after completing form.**

<input type="checkbox"/>	I certify that I understand that I am employed by the U.S. Department of Defense and am not named on a Federally subsidized workplace parking permit with DoD or any other Federal agency. If applicable, I have relinquished my workplace parking permit to the issuing authority.
<input type="checkbox"/>	I certify that I understand that my claim for benefits is as a Federal employee and not as a contract employee.
<input type="checkbox"/>	I certify that I understand that I am eligible for a public transportation fare benefit, will use it only for my daily commute to and from work, will not transfer it to anyone else, and will not allow anyone else to use it.
<input type="checkbox"/>	I certify that I understand that the monthly transportation benefit I am receiving does not exceed my monthly commuting costs.
<input type="checkbox"/>	I certify that I understand that I must adjust the amount received based upon long term TDY.
<input type="checkbox"/>	I certify that I understand that upon separation from DoD, I will return unused fare media to the MT representative. If I have converted the fare media to another form of media, I will reimburse the DoD by check or money order payable to the U.S. Treasury.
<input type="checkbox"/>	I certify that I understand that I will notify the MTB office of any changes in my status, i.e., home or work address, change in commuting pattern, or change in organization even if within the DoD.
<input type="checkbox"/>	I certify that I understand that I will not calculate parking costs.

I certify that the above information is true and correct. I further acknowledge that any false statements or misrepresentations made by me for the purposes of my certification for this benefit may subject me to criminal, civil, or administrative penalties.

**EMPLOYEE SIGNATURE**

**DATE SIGNED (YYYYMMDD)**

**ORGANIZATION CODES.** Use these codes to complete Item 3.m., "Organization".

<b>U.S. AIR FORCE</b> <b>HAF</b> Headquarters Air Force <b>FOA/DRU</b> Field Operating Agency/ Direct Reporting Unit <b>AF/NAF</b> CDC, MWR, BOQ, EXCHANGE <b>Other/AF</b> All other Air Force not listed above		<b>U.S. ARMY</b> <b>HQDA</b> Headquarters, Department of the Army <b>ATEC</b> Army Test and Evaluation Command <b>AMC</b> U.S. Army Materiel Command <b>CID</b> U.S. Army Criminal Investigation Command <b>DLI</b> Defense Language Institute <b>HRC</b> Human Resources Command <b>INSCOM</b> U.S. Army Intelligence and Security Command <b>IMCOM</b> Installation Management Command <b>JCS/ARMY</b> Joint Chiefs of Staff - Army Employee <b>MC/SG</b> U.S. Army Medical Command/ The Surgeon General <b>MDW</b> U.S. Army Military District of Washington		<b>NETCOM</b> U.S. Army Network Command <b>NGB</b> Army National Guard <b>OCAR</b> Office, Chief, Army Reserve <b>OSD/ARMY</b> Office of the Secretary of Defense - Army Employee <b>SDDC</b> Surface Deployment and Distribution Command <b>SMDC</b> U.S. Army Space and Missile Defense Command <b>USAASC</b> U.S. Army Acquisition Support Center <b>USACE</b> U.S. Army Corps of Engineers <b>WRAMC</b> Walter Reed Army Medical Center <b>A/NAF</b> CDC, MWR, BOQ, EXCHANGE <b>Other/ARMY</b> All other Army not listed above	
<b>U.S. MARINE CORPS</b> <b>27 HQMC</b> Headquarters, Marine Corps <b>MC/NAF</b> CDC, MWR, BOQ, EXCHANGE <b>Other/MC</b> All other Marine Corps not listed above					

<b>U.S. NAVY</b> <b>11 N09BF</b> Director, Field Support Activity - all OPNAV <b>12 AAUSN</b> Assistant for Administration, USECNAV <b>14 CNR</b> Chief of Naval Research <b>15 INTCOM</b> Director, Office of Naval Intelligence <b>18 BUMED</b> Chief, Bureau of Medicine and Surgery <b>19 NAVAIR</b> Commander, Naval Air Systems Command <b>22 BUPERS</b> Chief of Naval Personnel <b>23 NAVSUP</b> Commander, Naval Supply Systems Command <b>24 NAVSEA</b> Commander, Naval Sea Systems Command <b>25 NAVFAC</b> Commander, Naval Facilities Engineering Command <b>30 SSP</b> Director, Strategic Systems Programs		<b>33 MSC</b> Military Sealift Command <b>39 SPAWAR</b> Commander, Space and Naval Warfare Systems Command <b>41 NSMA</b> Director, Naval Systems Management Activity <b>52 CNI</b> Commander Naval Installations <b>60 LANTFLT</b> Commander in Chief, U.S. Atlantic Fleet <b>69 SECGRU</b> Commander, Naval Security Group Command <b>70 PACFLT</b> Commander in Chief, U.S. Pacific Fleet <b>72 RESFOR</b> Commander, Naval Reserve Force <b>76 NETC</b> Naval Education and Training Command <b>N/NAF</b> CDC, MWR, BOQ, Navy Exchange Lodge <b>Other/NAVY</b> All other Navy not listed above	
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<b>U.S. DEPARTMENT OF DEFENSE - COMPONENT</b>					
<b>AAFES</b> Army/Air Force Exchange Service <b>AFIS</b> American Forces Information Service <b>DARPA</b> Defense Advanced Research Projects Agency <b>DAU</b> Defense Acquisition University (employees only) <b>DBTA</b> Defense Business Transformation Agency <b>DECA</b> Defense Commissary Agency <b>DCAA</b> Defense Contract Audit Agency <b>DCMA</b> Defense Contract Management Agency <b>DFAS</b> Defense Finance and Accounting Service <b>DHRA</b> Defense Human Resources Activity <b>DISA</b> Defense Information Systems Agency <b>DLA</b> Defense Logistics Agency		<b>DLSA</b> Defense Legal Services Agency <b>DoDCC</b> DoD Concessions Committee <b>DODEA</b> Defense Education Activity <b>DOD IG</b> Defense Office Inspector General <b>DPMO</b> Defense POW/MIP Office <b>DSCA</b> Defense Security Cooperation Agency <b>DSS</b> Defense Security Service <b>DTIC</b> Defense Technical Information Center <b>DTRA</b> Defense Threat Reduction Agency <b>DTSA</b> Defense Technology Security Administration <b>JCS</b> Joint Chiefs of Staff <b>MDA</b> Missile Defense Agency <b>NGA</b> National Geospatial Intelligence Agency		<b>NDU</b> National Defense University (employees only) <b>OEA</b> Office of Economic Adjustment <b>OSD</b> Office of the Secretary of Defense <b>OSD/JS</b> OSD/JS Welfare and Recreation Association <b>WRA</b> <b>PFFPA</b> Pentagon Force Protection Agency <b>STARS</b> Stars & Stripes <b>TMA</b> TRICARE Management Activity <b>USUHS/</b> Uniformed Services University of <b>AFRRI</b> the Health Sciences/Armed Forces Radiobiology Research Institute (employees only) <b>WHS</b> Washington Headquarters Services	

**3. APPLICANT INFORMATION**

a. LAST NAME		b. FIRST NAME		c. MIDDLE INITIAL	
d. RESIDENCE (City)			e. STATE		f. 9-DIGIT ZIP CODE*
*To find your 9-digit zip code, check <a href="http://zip4.usps.com/zip4/welcome.jsp">http://zip4.usps.com/zip4/welcome.jsp</a>					
g. LAST 4 DIGITS OF YOUR SSN		h. WORK E-MAIL ADDRESS			i. WORK TELEPHONE NUMBER (Include Area Code)
j. DUTY STATION (the building where you report to work) (Street address)			k. CITY		l. 9-DIGIT ZIP CODE*
m. ORGANIZATION CODE (Listed above) (Indicate the organization that employs you (i.e., pays your salary). Military personnel should indicate their branch of service, not the Defense Component to which they are assigned.)					
		OTHER (If not listed, specify): _____			
n. TYPE OF EMPLOYEE: MILITARY PERSONNEL		o. OTHER TYPE OF EMPLOYEE: (X one only)		p. FOR NAF FUNDING: BRANCH OF SERVICE: (X one only)	
(1) STATUS: (X one only)		(2) BRANCH: (X one only)			
<input type="checkbox"/> MILITARY - ENLISTED	<input type="checkbox"/> AIR FORCE	<input type="checkbox"/> CIVILIAN			
<input type="checkbox"/> MILITARY - OFFICER	<input type="checkbox"/> ARMY	<input type="checkbox"/> NON-APPROPRIATED FUNDS (NAF)			
<input type="checkbox"/> RESERVIST - ENLISTED	<input type="checkbox"/> NAVY	<input type="checkbox"/> PAID TEMPORARY HIRE (Term of employment: Start date/ End date)	<input type="checkbox"/> AIR FORCE	<input type="checkbox"/> OTHER:	
<input type="checkbox"/> RESERVIST - OFFICER	<input type="checkbox"/> MARINE CORPS		<input type="checkbox"/> ARMY		
			<input type="checkbox"/> NAVY		
			<input type="checkbox"/> MARINE CORPS		
q. ARE YOU ISSUED A FEDERALLY SUBSIDIZED PARKING PASS?					
<input type="checkbox"/> YES	<input type="checkbox"/> NO	IF YES, WHERE DO YOU PARK? _____			

**4. MASS TRANSPORTATION EXPENSE WORKSHEET**

**NOTE:** DD Form 2845 application requires DoD subsidy participants to calculate their usual monthly mass transportation commuting cost. This worksheet must be completed to receive subsidy benefits and will assist employees in computing their usual monthly mass transportation commuting cost to the nearest dollar.

**INSTRUCTIONS:** Calculate your Total Monthly Mass Transportation Expenses by listing your mode of mass transportation and how much it costs you.

- Use the **Daily** column if you pay for transportation on a daily basis,
- **OR** the **Weekly** column if you purchase weekly commuter tickets;
- **OR** the **Monthly** column if you purchase a monthly ticket or pass.

It is possible that you may list costs in more than one column depending on the number of transportation modes you take and how you pay for them. Then, using the conversion section, convert all costs to monthly costs, to the nearest dollar amount.

- Applicants must calculate their monthly expenses based on the number of days commuted per month, taking into account telecommuting, alternate or compressed work schedules, e.g., 17, 19, or 21 days per month.

**REMEMBER:** Parking fees **are not allowed** and cannot be included when computing monthly transit costs. If you are a person with a disability or a senior citizen receiving reduced fare rates, you must calculate the reduced fare rates that you pay.

a. MODE OF TRANSPORTATION		b. DAILY EXPENSE	c. WEEKLY PASS EXPENSE	d. MONTHLY PASS EXPENSE
(1) BUS TO WORK (Local)	NAME OF COMPANY			
(2) BUS FROM WORK (Local)	NAME OF COMPANY			
(3) OTHER BUS MODE TO WORK (Commuter or County)	NAME OF COMPANY			
(4) OTHER BUS MODE FROM WORK (Commuter or County)	NAME OF COMPANY			
(5) RAIL TO WORK (Light Rail or Subway)	FROM WHAT STATION			
(6) RAIL FROM WORK (Light Rail or Subway)	FROM WHAT STATION			
(7) COMMUTER RAIL TO WORK (Train)	NAME OF COMPANY/STATION			
(8) COMMUTER RAIL FROM WORK (Train)	NAME OF COMPANY/STATION			
OTHER (Specify)	(9) TO WORK	NAME OF COMPANY		
	(10) FROM WORK	NAME OF COMPANY		
(11) VAN POOL COST PER MONTH	NAME OF COMPANY			
<b>(12) TOTAL</b>		\$ 0.00	\$ 0.00	\$ 0.00

**5. CONVERSIONS**

a. DAILY COST TO MONTHLY			b. WEEKLY PASS TO MONTHLY		
(1) DAILY MASS TRANSIT COST \$ 0.00	(2) NUMBER OF DAYS COMMUTED PER MONTH <b>X</b>	(3) TOTAL DAILY COST PER MONTH \$ 0.00	(1) WEEKLY PASS COST \$ 0.00	(2) NUMBER OF WEEKS COMMUTED PER MONTH <b>X</b>	(3) TOTAL WEEKLY COST PER MONTH \$ 0.00
c. TOTAL DAILY COST PER MONTH (If any) \$ 0.00		d. TOTAL WEEKLY PASS COST PER MONTH (If any) \$ 0.00		e. TOTAL MONTHLY PASS COST PER MONTH (If any) \$ 0.00	

6. GRAND TOTAL COST PER MONTH \$ 0.00	7. MY GRAND TOTAL MONTHLY MASS TRANSPORTATION COMMUTING COSTS ROUNDED TO THE NEAREST DOLLAR \$ 0 <i>(Round either up or down to nearest dollar)</i>
--	--

**8. EMPLOYEE.** I certify that the above information is true and correct. I further acknowledge that any false statements or misrepresentations made by me for the purposes of my certification for this benefit may subject me to criminal, civil, or administrative penalties.

a. EMPLOYEE SIGNATURE	b. DATE SIGNED (YYYYMMDD)
-----------------------	---------------------------

**9. THIS SECTION IS TO BE COMPLETED BY SUPERVISOR.**  
I confirm that the applicant is employed by the DoD, works at the duty station indicated, and has calculated the benefit based on the actual hours worked (considering alternate work schedules, teleworking, etc.).

a. PRINTED OR TYPED NAME	b. TITLE	c. TELEPHONE NUMBER (Incl. Area Code)
d. SIGNATURE	e. E-MAIL ADDRESS	f. DATE SIGNED (YYYYMMDD)

**10. THIS SECTION IS TO BE COMPLETED BY AGENCY MASS TRANSPORTATION REVIEWING OFFICIAL.**  
I have reviewed this application and certify that employee is eligible to receive the mass transportation benefits.

a. PRINTED OR TYPED NAME	b. TITLE	c. TELEPHONE NUMBER (Incl. Area Code)
d. SIGNATURE	e. E-MAIL ADDRESS	f. DATE SIGNED (YYYYMMDD)

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# Frequently Used Telephone Numbers

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## Industrial College of the Armed Forces

Commandant: 202-685-4337  
 Dean of Students: 202-685-4277  
 Director of Operations: 202-685-4333  
 General Information: 202-685-4333  
 Fax Machine (Faculty): 202-685-4175/DSN 325

### **Emergency: 202-685-4333**

*Answered by personnel in the Directorate of Operations during duty hours. In the rare event no one answers this number, use 202-685-4277.*

## National Defense University & Fort McNair

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     Army 202-685-2140  
     Sea Svcs 202-685-4006  
     Civilians 202-685-2169  
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     Security 202-685-3834  
     Carlson Travel 202-882-0303  
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 Dental Clinic 240-857-2806  
 Exchange 301-568-1500  
 Medical Center 240-857-5911  
 Recreation Ctr 301-981-5663

## Fort Belvoir

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 Exchange 703-806-5803  
 Family Services 703-805-4590  
 Joint Personal Property Incoming 703-806-4900  
 Medical Clinic 703-805-0510  
 Dental Clinic 703-806-4046  
 Officers' Club 703-780-0930  
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 Commissary 202-767-4044  
 Dental Clinic 202-767-5627

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 Recreation Ctr 703-696-3470  
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 Dental Clinic 703-696-3460  
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 Family Services 703-696-3510  
 Medical Clinic 703-696-3447  
 Officers' Club 703-524-7000

## Navy Annex

Navy Uniforms 703-979-7813  
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 Medical 703-614-2726

## Walter Reed Army Medical Center

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## Bethesda National Naval Medical Center

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 Patient Info 301-295-2126  
 Central Appts 301-295-NAVY

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