

# INDUSTRIAL COLLEGE OF THE ARMED FORCES

“It is my conviction that the educational programs conducted by the [Industrial] College are of the greatest importance in developing the kind of enlightened military and civilian leadership our nation must have if its purposes and security are to endure.”

– Dwight D. Eisenhower

INDUSTRIAL COLLEGE OF THE ARMED FORCES • Student Handbook 2012

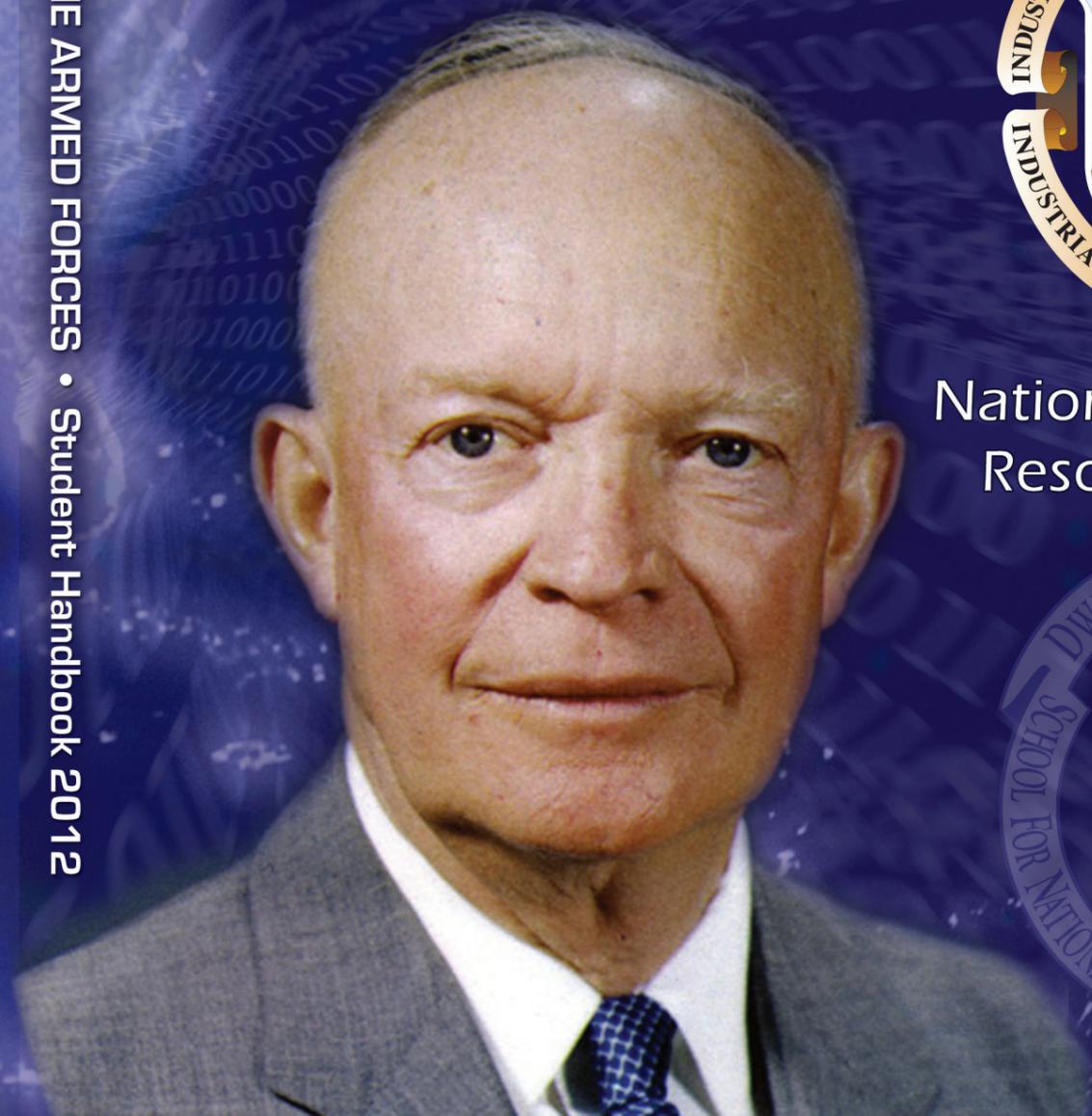


National Security and  
Resource Strategy



INDUSTRIAL COLLEGE OF THE ARMED FORCES  
National Defense University

408 4th Avenue, Fort Lesley J. McNair  
Washington, D.C. 20319-5062  
<http://www.ndu.edu/icaf>



# FREQUENTLY USED PHONE NUMBERS

## ***Industrial College of the Armed Forces (ICAF)***

**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

## ***National Defense University (NDU)***

**Personnel:** 202-685-3918  
**Student Service Reps:**  
**Air Force:** 202-685-2138  
**Army:** 202-685-2140  
**Sea Svcs:** 202-685-4006  
**Civilians:** 202-685-2169  
**Security:** 202-685-3835  
**Health Fitness:** 202-685-3946  
**Medical Clinic:** 202-685-3092  
**Library:** 202-685-6100

## ***Andrews AFB***

**Commissary:** 240-857-6512  
**Exchange:** 301-568-1500  
**Officers' Club:** 301-568-3100  
**Medical Center:** 240-857-5911  
**Dental Clinic:** 240-857-2806  
**Recreation Ctr:** 301-981-5663

## ***Fort Belvoir***

**Commissary:** 703-781-0536  
**Exchange:** 703-806-5803  
**Officers' Club:** 703-780-0930  
**Family Services:** 703-805-4590

## ***Joint Personal Property***

**Incoming:** 703-806-4900  
**Medical Clinic:** 703-805-0510  
**Dental Clinic:** 703-806-4395  
**Recreation Ctr:** 703-805-3714

## ***Bethesda National Naval Medical Center***

**Information:** 301-295-4611  
**Patient Info:** 301-295-2126  
**Central Appts:** 301-295-NAVY

## ***Bolling AFB***

**Commissary:** 202-767-4044  
**Exchange:** 202-562-3000  
**Officers' Club:** 202-563-8700  
**Personnel:** 202-404-3281  
**Medical Clinic:** 202-767-5536  
**Dental Clinic:** 202-767-5627  
**Family Services:** 703-693-9460  
**Recreation Ctr:** 202-767-9136  
**Visitor Center:** 202-767-5505

## ***Henderson Hall***

**Exchange:** 703-979-8420  
**Rec Equipment:** 703-693-4731

## ***Marine Corps Base Quantico***

**Commissary:** 703-784-2233  
**Exchange:** 703-432-8800  
**Information:** 703-784-2121  
**Medical Clinic:** 703-784-1800

## ***Fort McNair***

**Shopette:** 202-484-5823  
**Officers' Club:** 202-484-5800  
**Barbershop:** 202-484-7019  
**Fitness Center:** 202-685-3117  
**Health Clinic:** 202-685-3092  
**Post Office:** 202-523-2144  
**State Department Credit Union:**  
 703-706-5128

## ***Fort Myer***

**Commissary:** 703-696-3674  
**Exchange:** 703-522-4575  
**Officers' Club:** 703-524-7000  
**Dental Clinic:** 703-696-3460  
**Medical Clinic:** 703-696-3447  
**Family Services:** 703-696-3510

**Finance:** 703-696-3522  
**Recreation Ctr:** 703-696-3470

## ***Navy Annex***

**Navy Uniforms:** 703-979-7813  
**Dental Clinic:** 703-614-1229  
**Medical Clinic:** 703-614-2726

## ***Pentagon***

**Armed Forces Hostess Assn:**  
 703-697-3180  
**Credit Union:** 1-800-247-5626  
**Housing Referral:** 703-697-4115  
**Recreation Svcs:** 703-697-3816  
**Carlson Travel:** 202-882-0303

## ***Walter Reed Army Medical Center***

**Information:** 202-782-3501  
**Appointments:** 1-800-433-3574  
**Dental Clinic:** 202-782-6815

## ***Washington Navy Yard***

**Exchange:** 202-889-7534  
**Dental Clinic:** 202-433-2480  
**Medical Clinic:** 202-433-3132  
**Catering & Conference Center:**  
 202-433-3041

**Emergency: 202-685-4333**

*Answered by personnel in ICAF Directorate of Operations during duty hours (0600-1600).*



*Industrial College  
of the  
Armed Forces*



*2011-2012  
Student Handbook*

*Revised edition August 2011*



## **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.

## PREFACE

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### **HISTORY**

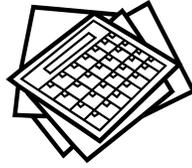
The Industrial College of the Armed Forces (ICAF) has served the Nation for more than 87 years preparing military officers, civilian government officials, and others for leadership and executive positions in the field of national security. Established in 1924 in the aftermath of America's mobilization 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."

In 1960, ICAF moved into a newly constructed facility, Eisenhower Hall. During the next several years, a period that Baruch termed "The Cold War," the character of the college 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) 2011-2012

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

In-processing	Monday, 08 August 2011
ICAF Orientation for Families	Friday, 12 August 2011
Fall Core Courses Begin	Monday, 15 August 2011
Fall Elective Courses Open House	Wednesday, 24 August 2011
Fall Electives Begin	Tues/Wed, 13/14 September 2011
Industry Studies Open House	Thursday, 29 September 2011
PREP-T to El Paso (optional)	Fri-Sat, 14-15 October 2011
Spring Elective Studies Open House	Wednesday, 26 October 2011
Fall Electives End	Tues/Wed, 29/30 November 2011
Last day before Winter Research & Study	Friday, 16 December 2011
First day after Winter Research & Study	Tuesday, 03 January 2012
Spring Electives Begin	Tues/Wed, 10/11 January 2012
PREP-T to Panama (optional)	Fri-Sun, 13-15 January 2011
Spring Electives End	Tues/Wed, 27/28 March 2012
Domestic Field Studies	*02-06 April 2012
Jim Thorpe Sports Days (optional)	Thurs-Sat, 26-28 April 2012
International Field Studies	*30 April-11 May 2012
Out-processing	Tuesday, 05 June 2012
Graduation	Thursday, 07 June 2012
Students Depart	Friday, 08 June 2012

*\*may include weekends*

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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.

a. Institutional Goals. To fulfill this mission, ICAF has five strategic institutional goals.

(1) Prepare national security leaders for the U.S. and other countries.

(2) Prepare ICAF graduates to critically evaluate a range of national security issues and challenges essential for the strategic well-being of the country.

(3) Prepare ICAF graduates to critically evaluate national security issues and the importance of the resource component of national security to include fundamentals of the domestic and international economies, economic analysis of U.S. industry, U.S. economic and acquisition policy processes, and the relationship of key U.S. economic sectors to the country's capabilities to ensure national security.

(4) Ensure organizational structure and processes are aligned with the educational goals of the college.

(5) Recruit and properly support the human resources of the college including faculty of the highest quality, capable of strategic conceptualization and evaluation, and able to translate that vision into an effective educational program; and staff capable of dedication and initiative in supporting the college's educational mission, the effective execution of administrative processes, and maintaining an overall high-quality learning environment for the students.

b. Rationale. These goals seek 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.

c. Characteristics. 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 growth, and develops 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 and reporting students' progress and welfare throughout the year, and for preparing the initial draft of each student's end-of-year academic report. The Dean of Students administers the PFA program. Students will meet with their PFA during the first school week and periodically (at a minimum, every six to eight weeks) thereafter.

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 credentials as a professor and as a university faculty member at a graduate school. The first Industry Chair, a vice president from IBM, served at ICAF from 2006 through Academic Year 2008-2009. She was followed by an executive vice president of American Express, who served until 2011. ICAF's current Industry Chair and Visiting Professor is Dr. Leanne Viera, a Partner in IBM's Public Sector Supply Chain Management Practice. She can be reached at [Leanne.Viera@ndu.edu](mailto:Leanne.Viera@ndu.edu) or (202) 685-xxxx.

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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 study Military Strategy and Logistics, Strategic Leadership, National and International Economic Policy, and National Security Studies. In the spring, students study Acquisition, Economics of Industry, and Industry Studies. Regional Security Studies (RSS) and Electives supplement the core courses.

a. Regional Security Studies (RSS). Students benefit from a Baruch lecture series that covers major issues facing the United States in specific geographic 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 seminars.

b. Industry Studies (IS) Program. As a member of an Industry Study Seminar, students will study in depth one of 21 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. The 21 industries being studied this academic year are: Agribusiness, Aircraft, Biotechnology, Education, Electronics, Energy, Environment, Financial Services, Health Care, Information & Communications Technology, Land Combat Systems, Manufacturing, News Media, Private Sector Support to Operations, Reconstruction & Nation Building, Robotics, Shipbuilding, Space, Strategic Materials, Transportation, and Weapons.

3. **Electives.** The Electives Program gives students the opportunity to deepen or broaden their knowledge through elective courses. Students are required to take 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 online *Electives Program Catalog* describes each elective course, including those offered by other NDU colleges. Electives are offered on a semester basis, both fall and spring. 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, several concentrations (Supply Chain Management, Business Transformation, Long-Term Strategy, Information Operations, Strategic Warfighting/JLASS), and Independent Study (Research and Writing) 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. Registration for these programs is permitted with prior approval.

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

c. Electives Schedule. 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 have the option to complete a research project in lieu of one or more electives. Students choosing this option are expected to produce a fully documented, scholarly paper. ICAF also sponsors a Research Fellow Program that takes the place of all electives. Details on the writing program and research options; information on possible topics; faculty areas of interest; and policies on format, style, and original work are provided in the *ICAF Research and Writing Handbook*, available online and through student book issue. Students are urged to give the research option serious consideration.

(1) *Writing Awards*. Awards for excellence in research and writing are sponsored by a variety of organizations that recognize the emphasis ICAF places on excellent 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, the U.S. Transportation Command, and the National Contract Management Association. The 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) and Secretary of Defense Essay Competitions. Since 2006, ICAF has had finalists and winners in these contests. In June, the ICAF Awards Ceremony honors those

whose work reflects the highest standards of excellence, with tangible recognition of their achievements.

(2) *Research and Writing Director.* For more information, contact the Director of Research and Writing, Dr. Chris Lafferty, at (202) 685-4330 (Room 328).

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. They represent a mix of war fighters, operators and joint specialists; plus support, diplomatic and federal agency personnel; international fellows; and representatives of American industry. Students completing the course receive both the 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 onset 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 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. Supply Chain Management Concentration Program information can be found on the ICAF Intranet at <http://ndunet.ndu.edu/icaf/programs/scmp/>.

(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 within and across marketing, sales, product design, 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.

(3) *Course Requirements.* The Supply Chain Management Concentration Program consists of three electives, including courses in: SCM strategy and concepts, management information systems and business transformation, best business practices in SCM, and independent research and study into issues of interest in Supply Chain Management. SCM students are required to take:

**Fall Electives:**

(1) Supply Chain: Strategy & Concepts

AND

(2) any second fall elective of student's choice

**Spring Electives:**

(1) Individual Research in Supply Chain Management

AND

(2) Supply Chain Management Information Systems and Business Transformation, or

(3) Business Practices in Supply Chain Management, or

(4) Strategic Warfighting: Transportation and Logistics

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 three courses. In the fall, all students take the foundation course, "Information Operations and National Security in the Information Age" (Course #6207), which introduces key concepts and issues surrounding the impact of the information age on national security. In the spring, students have a choice of several different courses, each of which is drawn from one of the three key themes of the foundation course. They may choose from "Information Assurance and Critical Infrastructure Protection" (Course #6203), "Information, Warfare, and Military Strategy" (Course #6202), "Strategic Infrastructure Operations" (Course #6214), and "Strategic Communication for Government Leaders" (Course #6322).

(1) *Goals.* Completing the IO Concentration does not limit a student to one specific job or assignment. The intention of the IO Concentration is not to create a pool of IO specialists but rather to prepare future national security strategists to employ the information component of power. As a result, numerous graduates have achieved flag and SES ranks.

(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. Strategic Warfighting. Each year ICAF participates with all senior-level colleges in the Joint Land Aerospace and Sea Simulation (JLASS) strategic wargame. This wargame is at the leading edge of national security development and is an incredible tool for students to learn strategy at the national level. 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, DoD, and COCOMs. The ICAF has responsibility for manning the roles of the NSC, DoD, DHS, TRANSCOM/DLA, DOJ, DOT, and STRATCOM. Individual roles include (but are not limited to) National Security Advisor, SECDEF, SECSTATE, Chairman of the Joint Chiefs of Staff, U.S. Transportation Command, Defense Logistics Agency, etc., and their staffs. The mandatory fall course is Strategic Net Assessment and/or Advanced Strategic Planning & Strategy.

i. Long Term Strategy Concentration. The Long-Term Strategy (LTS) concentration program focuses on providing methods for evaluating and understanding trends in global affairs to support national defense, security planning and national level decision-making. The Long-Term Strategy program provides opportunities and systems to examine the interaction of political and military trends against the backdrop of other geopolitical, social, historical, and economic trends to provide “strategic foresight” -- structured efforts to think about potential defense and security challenges from several-to-many years in the future as well as the implications of such developments for defense and national security resource allocation paradigms. Special emphasis will be placed on long-range defense planning as a form of strategic planning -- preparing for an uncertain world while operating within an economic framework. The program takes the view that the watchwords for the coming years should be assuring flexibility, adaptiveness, and robustness of the nation’s defense and national security capabilities. Accomplishing these objectives while living within a budget that necessitates choice can be enabled by a portfolio framework using interagency and joint instruments for dealing with multiple objectives, risks, emerging opportunities and costs.

For the successful completion of the LTS concentration program, students are required to take:

**Fall electives:**

(1) Diagnostic Net Assessment (U.S. Secret security clearance required).

AND

(2) DoD Strategic Planning (U.S. Secret security clearance required)

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

**Spring electives:**

(1) JLASS

AND

## (2) Research in Long-Term Strategy Topics

j. Defense Business Transformation Concentration. Department of Defense Business Transformation is a Department of Defense high priority effort, mandated by Congress, to change the way the Department conducts the ‘business of defense’. It is a highly complex undertaking that requires senior leaders who can integrate new business management strategies, business processes, and technologies. The Business Transformation Concentration offers a business transformation framework that considers the enablers of transformation (Governance / Performance Measurement / Risk Management / Professional Development) and its principle foci (Continuous Process Improvement / Organizational Assessment and Design / Business Situational Awareness). In addition to achieving comprehension and an ability to apply the business transformation framework, students will gain the ability to analyze and evaluate its elements through direct interaction with senior government and industry leaders involved with the transformation process. It will provide the executive management tools necessary to develop, lead, and evaluate business transformation efforts that each student will face after departing ICAF.

### **Fall electives:**

(1) Business Transformation Con

AND

(2) DoD Strategic Planning (U.S. Secret security clearance required)

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

### **Spring electives:**

(1) JLASS

AND

(2) Research in Long-Term Strategy Topics

k. The Afghanistan & Pakistan (Af&Pak) Fellows Program. The Af&Pak Fellows Program provides select students a broader understanding of the strategic issues intertwined in Central, South and Southwest Asia, while completing the core courses taught at ICAF. The integration of strategic leadership; grand strategy; national security; military strategy and logistics; economics; and acquisition taught in the core curriculum along with the focused Af&Pak Fellows program results in a synergy of theory and application to sharpen the creative and critical thinking of the Fellows. Most Fellows will take the Reconstruction and Nation Building Industry Study; the Afghanistan and Pakistan Regional Security Study; three directed electives: Afghanistan Pakistan Great Books; Islam, Islamist Political Theory and Militant Islamist Ideology: A Nuanced, Approach; Defense, Diplomacy and Development – whole of Government in Af&Pak; and one additional unspecified elective. Af&Pak Fellows will travel to various interagency headquarters in the National Capitol region, independent of their Industry Study travel to further their study and broaden their personal networks. Some Fellows are selected by their service or organization. Additional civilian or military Af&Pak Fellows are selected from volunteers at the beginning of the Fall semester. Selection criteria are based on aptitude for a more focused course of instruction, prior experience that would

broaden the perspective of the seminar and consideration of clearances held. Conduct of a second concentration area simultaneously will be considered on a case by case basis.

**Fall Electives:**

(1) Afghanistan Pakistan Great Books

AND

(2) Islam, Islamist Political Theory and Militant Islamist Ideology: A Nuanced Approach

**Spring Electives:**

(1) Defense; and Diplomacy and Development – whole of Government in Af&Pak

AND

(2) A second elective chosen from: Surviving Defeat; India and Pakistan; The Middle East for Strategists; Islam and the West; Evolution of COIN; Conflict Resolution & Peace Building; Insurgency and Terrorism; Afghanistan: The Other War; Religion and Security: A Strategic Kaleidoscope; or Directed Research on an Af&Pak -related topic.

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 concerns to the Services (sometimes mandatory for students from the presenting Service) on goals setting, health issues, and other topics of wide interest. The lectures are scheduled in order not to interfere with regularly scheduled academic activities.

b. PREP-T. In addition to the field studies included in the curricula, there 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 Panama, SOUTHCOM/JIATF-S/Coast Guard-Key West, and the U.S. Border Patrol El Paso Intelligence Center. All participants travel in permissive TDY status at no cost to the government. The Panama PREP-T usually takes place during a three-day weekend in January. The El Paso PREP-T will take place in October.

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. 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 within their firms.

a. Participating Companies. ICAF's Industry Fellow graduates have included personnel from the following companies: BAE Systems, Battelle, Bell Helicopter-Textron, Boeing, Booz Allen Hamilton, 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, LMI Government Consulting, Lockheed Martin, MAN Nutzfahrzeuge AG, McDonnell Douglas, Mitsubishi Corporation, Northrop Grumman, Raytheon, Rockwell Collins, Science Applications International Corporation (SAIC), Sikorsky Aircraft, TRW, and United Launch Alliance. Companies sending students for the first time this year are Humana and Pratt & Whitney (UTC).

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 is based on a merit selection process. Their presence offers a greater divergence of thought and a wider spectrum of valuable experience and dialogue. In turn, the College's program expands and enhances the private sector students' knowledge of national security issues and sharpens their analytical skills. This program serves to build a better relationship between government and the private sector – a relationship so critical to our future national security needs.

c. Application Process. Companies are invited to nominate one of their rising executives to attend ICAF. By law, the number of private sector students attending ICAF is limited to 20. Applications are due in March, and those selected are forwarded to the Under Secretary of Defense (Personnel & Readiness) for approval. For additional information, contact Eileen Daniels at [DanielsE@ndu.edu](mailto:DanielsE@ndu.edu) or (202) 685-4338; or Dr. Leanne Viera, a Partner in IBM's Public Sector Supply Chain Management Practice, and, ICAF's current Industry Chair and Visiting Professor, at [Leanne.Viera@ndu.edu](mailto:Leanne.Viera@ndu.edu) or (202) 685-xxxx. Dr. Viera's office location is Room 210, Eisenhower Hall.

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

**A few words from the International Fellows Program Director:** *“Sponsorship provides an opportunity to serve your professional community while also adding to your personal knowledge of different regions of the world. Helping international visitors come to know America can be personally rewarding as well. I would ask that you please consider sponsoring some of these international friends and broaden your horizon and help the NDU community to be a good host while the International Officers and families are away from their home countries.”*

**8. 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 Lincoln Hall 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 process for the DLP is as follows:

(1) Senior NDU leaders meet with the guest lecturer in Room 1301 about 15 minutes prior to the lecture. Then approximately 5 minutes prior to the lecture, all senior leaders (except the NDU-P) depart the room for their seats in the auditorium to allow the NDU-P and the lecturer time for any final coordination, to allow time for the wireless microphone to be prepared, and to give the lecturer a few moments (if needed) to mentally transition.

(2) 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, prepared introduction.

(4) The lecturer will make remarks and complete a question-and-answer session, and then the NDU-P (or his/her designated representative) will thank the guest and escort him/her from the stage back to Room 1301 to remove the microphone and then depart.

b. Modifications to 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, Minerva Mercado, at [mercadom@ndu.edu](mailto:mercadom@ndu.edu), (202) 685-3928, or (202) 297-1152 (Blackberry).

c. DLP Attendance. Distinguished Lecture Program (DLP) presentations are held in the Lincoln Hall auditorium, the largest auditorium on campus. Auditorium seating for DLPs is restricted to ICAF and NWC students. Faculty and others may watch the presentation on closed-circuit television via NDU Cable Channel 17 and NDU-TV (Desktop-based IP viewer) Lincoln Hall Channel.

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

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

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

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

c. Reserved Seating. During sessions attended by 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. Students are divided into five groups. On a rotational basis, each group will be asked to formally critique a guest speaker. You will receive an e-mail when it is your groups' turn to complete a mandatory critique. Critiques can be found in the Data Enterprise System (DES).

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 auditoriums. There are no exceptions.

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

**11. ICAF Continuing Education Program.** The University has several initiatives in the area of continuing education. 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? Graduates can use NDU resources to pursue life-long learning opportunities. The ICAF CEP 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/outreach/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 the ICAF. Graduates can use the following link to provide current contact information to the ICAF CEP Director:

<http://www.ndu.edu/icaf/outreach/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 merit. Students may use a previously written paper as supporting documentation for another paper if cited appropriately. Two different writing assignments may involve related topics, but the assignment may not be satisfied by the submission of an identical or slightly modified paper. Students should seek faculty guidance if there is any doubt on this matter.

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.

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

(1) *Falsification of professional and academic credentials.* Students are required to provide accurate and documentable information on their educational and professional background. If a student is admitted to the University with false credentials, he or she will be sanctioned.

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

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

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

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

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

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

**4. Academic Integrity Applicable to Faculty and Staff.** The faculty and staff of the University are also expected to adhere to the highest standards of integrity and academic responsibility. Publications or presentations must give credit to the intellectual property of others. A member of the faculty or staff accused of dishonesty in scholarly work is called before a board within the component to assess the situation and make a recommendation to the component head. To protect the institution and the individual, final actions should be taken after consultation with the Office of General Counsel, Human Resources Directorate, Office of the Chief of Staff, and the Office of Academic Affairs.

**5. Signing the Statement.** *Students will be required to sign a statement acknowledging their understanding of the Academic Integrity policy. Students will meet with their PFA to discuss the statement; both the student and the PFA will sign a form indicating that the student fully understands the policy. 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.*



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## CHAPTER 4 EVALUATIONS/GRADING POLICY

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

2. **Objective Assessment.** The faculty are directed to assign grades based upon objective assessment of student performance in accordance with the published grading criteria. They will take into consideration that students develop subject matter knowledge and sophistication in analysis of course materials and policy issues as the course progresses, as well as a final evaluation of the level of work the student demonstrates at the conclusion of the course.

3. **Course Grades.** Course grades reflect the quality of student work at the executive/graduate level. Evaluation is based on each student's participation in course seminars and exercises, on both written assignments and class presentations, and on exams. The assessment of student work takes into consideration a demonstrated understanding of course readings and discussions; a competent analysis, evaluation, and application of course constructs at the strategic level; an active engagement in personal learning; and an effective contribution to the learning of others.

a. Evaluation Factors. Faculty members take a variety of factors into consideration when evaluating student performance. These include:

- Understanding of course materials and constructs.
- Balance between “listening” and “contributing”.
- Contributions to seminar discussions.
- Organization of arguments and presentations.
- Use of assumptions and cultural/historical perspectives.
- Demonstrated strategic and critical-thinking skills.
- Analytical rigor.
- Clarity and fluency of English composition, syntax, and grammar.
- Seminar preparation.

- Timely completion of assignments.

b. Description of Letter Grades. Course grades are grouped into seven categories: A, A-, B+, B, B-, C, and F. Grades are determined by course faculty and reflect the demonstrated quality of student performance. An illustration of work quality and grades follows.

(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. This grade is awarded when a student’s performance reflects the following:

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

(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. This grade is awarded when a student’s performance reflects most of the following:

- Reliably well prepared for every seminar.
- Consistently excellent balance between “listening” and regularly “contributing” content to seminar discussions that substantially advances the learning of the entire seminar.
- Regularly demonstrates a comprehensive understanding of course constructs, and generally exhibits well-developed complex, multi-dimensional, critical, and strategic-thinking skills.
- Writing content soundly communicates ideas and arguments, effectively reflects a comprehensive understanding of course constructs, and exhibits well-developed complex, multi-dimensional, critical, and strategic-thinking skills.

- Writing style demonstrates rigor and excellence in research (if relevant), command of the topic, logical organization, compelling argument, and excellent use of English grammar and syntax. (3.7/credit hr)

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

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

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

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

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

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

(6) “C” Work is well below course standards at the executive/graduate level. This grade represents the performance of a student who did not fully meet course requirements and was deficient in many areas. This grade is assigned when a student’s performance reflects many of the following:

- Infrequently prepared for seminar sessions.
- Generally passive in seminar participation, frequently interrupts other, and does not constructively add to the discussion.
- Demonstrates inadequate understanding of course material and strategic concepts; makes insufficient progress in understanding other frames of reference.
- Is late submitting course requirements to the instructor.
- Does not meet standards in completing an assigned presentation and/or product.
- Written assignments present an unsatisfactory understanding of course constructs.
- Writing style demonstrates incomplete performance in some or all areas of research (if relevant), minimal command of the topic, is unorganized and does not convey a clear understanding of the topic; quality in English grammar and syntax is ineffective in communication.
- Struggles to communicate an understanding of the relation of course material to greater national security concepts.

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

**Consequences of receiving a “C” course grade:** The student will be put on academic probation and counseled about his/her performance. If at any time in the year it appears the student will be challenged to complete the program of study with a 3.0 grade point average, the Dean of Faculty will conduct an academic review with the student’s instructors and Primary Faculty Advisor, and meet with the student to determine appropriate action. Action may include notifying the student that he/she is unlikely to receive a degree; offer the student the option to disenroll or, in consultation with the student’s sponsoring organization, disenroll the student and return him/her to the sponsoring organization. If a student on academic probation fails to achieve a 3.0 cumulative grade point average at the end of the academic

year, the student will not receive a degree. The ICAF Commandant is the approval authority for exceptions to this policy.

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

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

This grade is assigned as a last resort, and will be assigned only after the student has failed to improve his/her performance to a minimally acceptable level after counseling. Prior to assigning an “F” grade, the instructor will inform his/her department chair, the student’s Primary Faculty Advisor, the appropriate service/agency chair, and the Dean of Faculty. (0.0/credit hr)

**Consequences of receiving an “F” course grade:** After an academic review, the student will have the opportunity to present arguments on his/her behalf to the Dean of Faculty. The Dean of Faculty will make a recommendation to the ICAF Commandant to award an “F” if he/she determines a failing grade is appropriate. If the ICAF Commandant determines an “F” is appropriate, the student will be immediately disenrolled and returned to his/her sponsoring organization, and his/her transcript will reflect a failure to successfully complete the academic course of study.

(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.

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

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

- Maintain an average GPA for all core courses of at least 3.0 with not more than one "C". For AY10-11, the core courses are: National Security Strategy (NSS), Military Strategy & Logistics (MSL), Strategic Leadership (SL), Economics on National Security Strategy, Acquisition, Regional Security Studies (RSS) and Industry Studies (IS).
- 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.
- Satisfy all requirements detailed in the Student Research and Writing Handbook for research conducted in lieu of elective courses, if applicable. The handbook and more information about the Student Research and Writing Program are available online at: <http://www.ndu.edu/icaf/programs/academic/student-research/docs/icaf-srwp-handbook-ay10.pdf>

**5. Ranking for Distinguished Graduates.** The faculty will rank order the top four students for each core course, RSS, and IS seminar. Distinguished Graduates (DG) will be selected according to cumulative ranking scores. Those students (10% of the class, or otherwise determined by the Commandant) with the greatest number of DG points will be designated as Distinguished Graduates at the end of the academic year.

- EXAMPLE:

Is this one of the top students in your seminar?

\_\_\_ Yes    \_\_\_ No

If yes, rank order:

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

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

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

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

## 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. In order for these guests to speak candidly, the University offers its assurance that presentations to ICAF, 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 acquired during presentations in accordance with applicable regulations and policies.

(2) *Unclassified Information.* Students may use unclassified information obtained 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 Curriculum Critiques.** All students are encouraged to provide feedback on their educational experiences at ICAF and asked to assess each of the courses they take. This assessment addresses the character and quality of instruction, course workload, the quality of course readings, and the attainment of course objectives. Students are also asked to assess specific exercises throughout the academic year, to comment on invited speakers, and at the end of the academic year, to provide an overall critique of their educational experiences. In each of these instances, students are encouraged to contribute suggestions for improvement.

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

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

Our ability to take a critical look at our educational practices is largely dependent upon your willingness to provide feedback on speakers, courses, and your general experience at ICAF. We respect your time and are mindful of this when we ask you to provide feedback via surveys or small group meetings at times throughout the academic year. Your willingness to participate in critiquing your experience at ICAF builds on the commitments of prior classes and plays an important role in ensuring a relevant and quality education for future classes.

The feedback from each student is important. Please take the time to respond when asked. When possible, we will also set aside some time that can be dedicated to your participation. Thank you in helping us to better understand how we can make improvements.”

**3. Guest Speaker Visits.** 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.

a. 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.

b. 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 in advance; but after that time payment of lunches for the guest speaker and all those who were selected to participate is still due.

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

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

(1) When attending a 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) While in uniform, neither hats nor covers are required to be worn between Eisenhower Hall (ICAF), Roosevelt Hall (NWC), Marshall Hall, and Lincoln Hall (NDU); and while walking between the south parking lot and any of these buildings. Hats/covers are prescribed when walking to the front of the post, the Officers' Club, and to the Headquarters U.S. Coast Guard Building (TransPoint) using 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 or winter jackets 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 aforementioned dress code. 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, and commensurate attire for women. Jeans, shorts, and T-shirts will NOT be allowed unless authorized for specific events.



## CHAPTER 6

### ACADEMIC SCHEDULE/ATTENDANCE POLICY

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

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 reserved for Research and Study. Research and Study days are not days off. No plans involving irrevocable financial commitments should be made based on the tentative schedule.

3. **Periodic Schedule Updates.** Revised schedules will be published as required on the ICAF calendar located on the *ICAF Community Portal*, at <http://ndunet.ndu.edu/icaf/>. 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 *ICAF Community Portal* also contains quick links to Blackboard, DES Portal (faculty and student bios), official travel [Defense Travel System, (DTS)], the *Early Bird*, NDU Library, Operations Office, OPM Operating Status, DC Metro Weather, Create Help Ticket, and more. The homepage contains links to ICAF Departments, Programs, and Services; as well as links to Students, Faculty, and Staff. Students will be able to gain access to these resources shortly after completing the required, official check-in process.

4. **No Outside Taskings Policy.** 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 on the post-graduate, executive-level courses of study. There is no time available during the academic year for outside projects levied by parent agencies. While at ICAF, students are attached strictly to ICAF and are not to be assigned taskings from other organizations. Agency supervisors need to be aware of this policy and know that it is, in part, a prerequisite for enrollment.

5. **Duty Hours.** The University operates on a five-day workweek, Monday-Friday, except for holidays. Core duty hours for faculty and staff are 0800 to 1630, even though the second period of instruction for elective courses runs until 1730.

6. **Academic Schedule.** Duty hours depend on the academic schedule. All scheduled activities (lectures, seminars, field studies, exercises, etc.) constitute the duty day. The curriculum is designed to provide an average of 15 hours per week in class. This allows students to focus most of their time on research and study in order to prepare for lectures and seminars. An average of 40 pages of reading is assigned for each classroom hour. Research

and Study days are considered duty days and are not normally authorized for leave. The academic schedule changes periodically; therefore, students are required to check the calendar regularly.

## 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 meetings related to prior or upcoming assignments, changes of command, promotions, retirements, speaking engagements, reunions, reserve duty, jury duty, civilian schooling, or other similar occasions. Research and Study days are not days off. Since unforeseen changes to the weekly schedule may require class attendance, no plans involving irrevocable financial commitments should be made based on the Research and Study days published in the schedule.

b. Leave. Normally, leave will not be granted during the academic year except during holiday periods when classes are not in session. During these periods, students traveling out of the local area for periods in excess of 72 hours must take leave (see below for definition of local area). Note that NDU policy prohibits leave in conjunction with students' official travel except in unusual circumstances. Military students will submit the standard leave form appropriate to their Service to the Dean of Students, via their PFA. Civilian students will submit an 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 of the local area for periods in excess of 72 hours, or whose absence exceeds an authorized pass period, must be on approved official leave. Local area, as defined by the Commandant, 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 your seminar leader.

d. Federal Holidays. For planning purposes during Academic Year 2011-2012, NDU has scheduled the following periods as Federal Holidays or Research and Study. These are considered days of liberty and not charged as leave if students remain within the local area, as defined above. The following holidays will be recognized on the student academic calendar:

Labor Day	Monday, 05 September 2011
Columbus Day	Monday, 10 October 2011
Veterans' Day	Friday, 11 November 2011
Thanksgiving	Thursday/Friday, 24-25 November 2011

Christmas Day*	Sunday, 25 December 2011
New Year's Day**	Sunday, 01 January 2012
Martin Luther King Day.	Monday, 16 January 2012
Presidents' Day	Monday, 20 February 2012
Memorial Day	Monday, 28 May 2012

\*Monday, 26 December, will be treated as a holiday for pay and leave purposes, since the public holiday falls on a Sunday.

\*\* Monday, 02 January, will be treated as a holiday for pay and leave purposes, since the public holiday falls on a Sunday.

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, the student should call the Office of the Dean of Students at (202) 685-4277, as soon as possible; and 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 should initiate the request via e-mail to the PFA, who will then forward 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 should request and submit leave on their Service's leave form; civilian students, on a Form 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 that is available on the NDU Network. (Requesters can access this application by clicking on the start-up menu from their computer desktop, then selecting 'All Programs' and 'NDU Applications' from the pull-down menus.) Students are responsible for ensuring their leave is properly processed. Approved military leave is processed through the Military Personnel Services Division, Room 212, Marshall Hall; approved civilian leave, through the student's agency channels.

d. Coordination. In addition to obtaining the approval of their PFA, students must always notify their instructors of any pending absence so that the instructor can effectively plan assignments and student responsibilities. Research Advisors, if affected, should also be informed.

**9. Leave Request Form.** Students should complete and sign a Leave Request Form, and submit it to their PFA for signature. Once signed, students should take the form to the Service Chair, who signs and makes a photocopy it. A copy will be returned to the students, and the original will be processed through the Dean of Students. ICAF Operations will deliver the Leave Request Form to NDU-HR for assignment of a control number. A copy, with the assigned control number, will be returned to ICAF Operations for retention in the files but the forms will **not** be returned to the students, unless it is requested by them. For scheduled leave, students do not have to sign out before starting their leave; nor do they have to sign in after returning from leave—this will be done automatically for them. However, if students return earlier than previously scheduled, they must contact their service representative to be signed in early. Students should remember the following:

- Include your cell phone number in the Leave Address block of the Leave Request Form so that you can be contacted in case of an emergency.
- A Leave Request Form is not required, if staying inside the 300-mile radius for the duration.
- A pass is required, if going outside the 300-mile radius for 4 or fewer days.
- Leave needs to be approved, if going outside the 300-mile radius for more than 4 days.
- Leave for one of the two periods must be taken: if going outside the 300-mile radius on a pass or on leave AND returning to the DC area for less than 24 hours, then leaving the 300 mile radius again. A pass and leave can be combined; however, students must return to the DC area in between the two events.

**10. 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 semester.

**11. 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, Student Seminar Leaders simply report attendance; they do not grant or deny permission to miss class.

**12. Early or Delayed Departure.** Students may depart immediately following graduation. However, early graduation is not authorized. Military students may petition to remain at ICAF beyond graduation week, pending assignment or avoiding excess leave prior to departing and reporting to their next assignment or duty station. Additional instructions and a request form will be provided during the spring semester.

**13. Hazardous Weather Policy.** Decisions about the effect of adverse weather conditions on the closing of Federal offices in the Washington, DC area are made by the Office of Personnel Management (OPM) and are announced through mass media. If OPM declares that all Federal offices are closed, the University will also be closed. If OPM declares that an

unscheduled leave policy is in effect, the Commandant may declare an academic recess. Normally, the unscheduled leave policy does not affect the ICAF schedule. If OPM announces a delayed arrival, the class schedule may be modified for the day; the revised schedule will be dispatched to students via e-mail. When a modification of the schedule occurs due to the weather, classes will usually start at 1000. The *Connect-ED*<sup>®</sup> Service will be used to deliver a prerecorded message to the phone numbers and e-mail addresses that students have entered in the University database.

a. Operating Status. The specific NDU operating status can be obtained by phone or e-mail; other media such as the radio and television; or through the Internet. NDU records announcements of University-wide closures during inclement weather on its voicemail system. Students can access these announcements from home by dialing (202) 685-4700 and pressing '2' at the start of the greeting. Students should also check their e-mail accounts at NDU, since NDU Operations transmits University-wide e-mails with details; listen to local and regional news on the radio and television for updates, e.g., WMAL (630 AM), WFLS (93.3 FM/1350 AM), WTOP (1500 AM/103.5 and 107.7 FM), WBQB (101.5 FM); channels 4, 5, 7, 8, and 9; and surf the Internet, specifically, OPM's and NDU's websites, at <http://www.opm.gov/> and <http://ndunet.ndu.edu>. (The latter website is the homepage for the NDU Intranet that can be accessed offsite via ICAF-issued laptops.) Additionally, students should also be aware that seminar recall rosters may be activated to ensure they receive timely information.

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



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## CHAPTER 7

### INTERNAL COMMUNICATIONS/E-MAIL POLICY

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

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

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 plus firstinitial)@ndu.edu or (firstname).(lastname)@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.

a. Approval. Any e-mail to be sent to the NDU COMMUNITY distribution group must be approved by the NDU Chief of Staff. Requests must go through the ICAF Dean of Faculty and Academic Programs and/or the ICAF 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 the core course, Regional Security Studies, or Industry Studies subject matters should use the following process:

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

(2) If the Chair or Deputy Chair judges the material useful for consideration by the student body, the Chair or Deputy Chair (or their designee) may distribute the material using the 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. If the Chair/Director or Deputy Chair/Deputy Director judge the material useful for consideration by the student body, they may distribute the material to the department's/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 about 16 students to facilitate learning and student administration, including social and athletic activities. Seminar assignments are based on various criteria including service/agency mix, rank, and professional experience. Students will take core courses with their seminar, but will be assigned to different groups for electives and the Regional Security Studies to meet curriculum needs. In the spring, the core seminar will be based on Industry Study groups.

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 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 Eisenhower Awards Dinner.

Other social events typically sponsored by the Class and coordinated by the Student Council have included picnics, happy hours, holiday parties, and a cruise on the Potomac. A few official, social functions are hosted and funded by the College and NDU Foundation; however, most events require reservations and are paid for separately.

**7. Other Social Events.** The Dean of Students must approve activities involving the 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, students will be given the opportunity to volunteer to help a child.

**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. 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, call the Dean of Students Office, at (202) 685-4277.

b. Holiday Party. The Holiday Party, an evening class event, is normally held before the Winter Research and Study break and is usually held at one of the local military officers' clubs or hotels. This function is planned and organized by the Student Council/Class Social Committee.

c. Eisenhower Award Dinner. The Eisenhower Award Dinner is a formal dinner to which all ICAF alumni and current students are invited. 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., Class of '66, former

Chairman of the Joint Chiefs of Staff; Congressman Ike Skelton, Ranking Minority Member of the Committee on Armed Services; Chet Huber, Class of '95, first ICAF Industry Fellow and President of On-Star; Admiral James M. Loy, Class of '85, former Commandant of the U.S. Coast Guard and former Deputy Secretary of the Department of Homeland Security; Dr. Paul Kaminski, Class of '77, former Under Secretary of Defense for Acquisition and Technology and current Chairman and CEO of Technovation, Inc.; General Ann E. Dunwoody, Class of '95, Commanding General, U.S. Army Materiel Command; and General Duncan J. McNabb, U.S. Air Force, Class of '93, Commander, U.S. Transportation Command. The Eisenhower Award Dinner is usually held near the anniversary date of the founding of ICAF, in late February or early March.

d. Graduation Reception. The Graduation Reception is hosted by the National Defense University following the graduation ceremony. It is attended by the faculty and students of the Industrial College and the National War College, College of International Security Affairs; invited guests, and families.

10. **Student Council-Sponsored Events**. The Student Council Social Committee 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 setup to cleanup. The 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 (Bldg. Nos. 17 & 21) - south side of Bldg. No. 21
- Grant Hall (Bldg. No. 20) - north side of building
- Eisenhower Hall (Bldg. No. 59) - south side of building
- Roosevelt Hall (Bldg. No. 61) - east side of building
- Marshall Hall (Bldg. No. 62) - south side of building

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

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

c. Reservation of ICAF Facilities. To reserve a room in the ICAF building, go to the Operations Online Office at:

<http://ndunet.ndu.edu/icaf/operations/services/icaf-ops-room-reserve-form.cfm>

and fill in the Room Reservation Request form. Use this system to request space in the building, for example: Vessey Lecture Room, Eisenhower Conference Room, Forrestal Room, Multipurpose Room Room 107a/b/c, Baruch Auditorium, the Wardroom, or any classroom. You will receive an automatic notification by email confirming your request. This email will contain the following information:

The room request information has been sent to event schedulers. If you selected this event to be placed in the Academic Calendar and there is no conflict your event should show within 2 duty days. Check the calendar periodically. No other contact will be forthcoming in this circumstance.

\*\* Be advised -- room reservations will also need concurrence from the Deans and Operations office. \*\*

You will be contacted by the event scheduler within a day if:

1. There is an event/time conflict.
2. You have selected the event not be placed in the Academic Calendar.
3. Other issues

**15. Food and Beverages Consumption and Storage Policy.** Consumption of food products is permitted in student study rooms and seminar rooms, and in common areas of Eisenhower Hall in support of college, department, and student-sponsored events. Consumption of food products during classroom instruction is with the permission of the instructor and should be limited to liquids, so that it does not interfere with the learning environment of other students and faculty members. The spitting of seeds, shells, and pits is prohibited in the seminar rooms and common areas of Eisenhower Hall. Consumption of these food types is permitted in the student rooms as long as it does not disturb other persons in the room. Food preparation and storage is permitted in the kitchen areas on each floor of Eisenhower Hall, and temporary food storage is permitted in refrigerators. No food or beverages are allowed in Baruch Auditorium at any time.

**16. Name Tags.** Name tags with a white background are provided to students. (Faculty/staff name tags have a gray background.) Even though some uniforms, such as the USMC and

USAF pullover sweaters do not specify name tags, always wear a name tag. ICAF also provides name tags for spouses; both students and spouses wear name tags during informal social gatherings. Report the loss of a name tag to the Director of Operations. Replacement ICAF crests for name tags can be ordered through Belinda Glass, Operations Office, Room 108.

**17. 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, and other yearbook staff members. Digital images may be saved to a shared drive throughout the year. The yearbook is partially funded through advertisements.

**18. I-MART: The Student Store.** The ICAF Alumni Association funds and operates a student store featuring ICAF apparel and memorabilia, such as coffee cups, travel mugs, polo shirts, sweaters, jackets, pens, paper weights, toy tigers, coins, and golf accessories. Under the supervision of a designated faculty coordinator, the sales operations are run by student volunteers who open the store several times a week to allow fellow students to purchase ICAF-emblazoned items. This is a great opportunity to serve your Class, meet and get to know virtually all of your classmates. The I-MART is located in Room 119 on the 1st floor. Hours of operation vary, depending upon the availability of student sales associates. Generally, the I-MART is open before classes begin and at lunchtime on Tuesdays and Thursdays, 0730-0815/1130-1215. At various times during the year, the AAFES Ring and Beer Stein and AAFES Diploma Frame and Class Photo Frame vendors will have samples on display and a representative available to take your orders. For additional store hours and information, contact Dr. Paul Severance at (202) 685-4773. 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 and Fitness Directorate which will help students understand, plan, and implement a sound program of health and exercise tailored to fit individual needs.

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

b. Lockers. Permanent lockers and towel service are available in the locker rooms for a fee of \$130 for the academic year. Lockers are given out to students who have paid for towel service on a first-come availability basis. Students can pre-register (prior to arrival at NDU) for the towel service at <https://www.pay.gov>; and upon registration, can contact NDU Health Fitness for a locker assignment (if lockers are still available). Registration may also be completed during in-processing. To pay for this service, please go to NDU-Foundation Health Fitness page at <https://www.ndufoundation.org/sslpage.aspx?pid=517> and fill out the one page form. Print out the e-receipt and, (for ICAF) bring a copy of the receipt to Health & Fitness, Building 59, Room 118 to get your locker assignment. A copy of your receipt will be filed for our records.

When using the locker rooms, **please do not hang wet clothes or towels outside of the locker** as it causes a health and safety risk to all that use the locker room. Wet clothes and towels that are outside the lockers will be removed from the locker room on a daily basis. The towel service will collect the wet towels twice a day and refill the shelves with clean towels. Please limit the amount of clean clothes you bring in, since storage space is limited. If you have any questions regarding the locker room policies, please see Tony Spinosa, Director of NDU Health & Fitness, at 202-685-

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 Service requirements has been verified. Military students will be weighed during in-processing and immediately referred to their Service Chairs, if they do not comply with Service standards. The Service Chairs conduct physical fitness testing for military students in accordance with individual Service directives.

e. Fitness Counseling. Individuals seeking professional guidance and assistance in developing an individual health and fitness program should contact the NDU Health and Fitness Directorate. The staff consists of a military physician, nurse, physical therapist, nutritionist, and athletic trainers who are prepared to assess students' needs and plan individual programs. The physical therapist has a sports medicine background. Massage therapists are available on a pay-per-session basis.

f. Wellness Activities. The Health and Fitness Directorate plans activities, lectures, advanced studies, and events throughout the year to emphasize the importance of wellness and exercise. A number of these activities are open to family members.

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 jogging off post, ID is needed to reenter Fort McNair.

h. Prescription Refill Instructions.

(1) *Option 1: Online.*

- Visit the Walter Reed homepage at [www.wramc.amedd.army.mil](http://www.wramc.amedd.army.mil).
- Once the homepage is launched, consult the section titled "Quick Links" on the right-hand side of the webpage. Click on "prescription refill" under "Quick Links."
- Select the "refill prescription" option.
- Enter the last 4 digits of your sponsor's Social Security Number (or PIN number).
- Enter the numeric portion of your prescription number (found on your prescription bottle). Repeat this step for each medication you would like refilled.
- If you want to pick up your prescription at the Health and Fitness Directorate, select the "Fort McNair Clinic Rx" for the pharmacy location. It usually takes 3-5 working days to have medications delivered to the Health and Fitness Directorate.
- Click on the button to send request.

NOTE: If you would prefer to pick up your prescription at a military pharmacy closer to your home, make the appropriate selection from the options available. Prescriptions are usually filled and available for pick up within 2 business days.

(2) *Option 2: Telephonic.*

- Dial 1-800-248-6337.
- Listen to the instructions and as directed, select the appropriate prompts.
- If you would like the medication delivered to the Health and Fitness Directorate, select #2 – Virginia; then select #7 – Fort McNair; and follow the prompts from there. Delivery will take several days longer than what is stated in the recording, usually 3-5 days to have the medication delivered to the Health and Fitness Directorate.
- If you would like your refill to be delivered to another military pharmacy, select the correct state and pharmacy at the prompts.

**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 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. For example, in the past several years, ICAF has entered a co-ed volleyball team in the municipal volleyball league in Springfield, VA. In addition, the Fort Myer 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 school winning the greater number of the nine varsity sports competitions over the course of the year receives the coveted "President's Cup" for that year. The President of NDU presents a rotating trophy to the winning school.

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

e. 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!!!!!!*



## CHAPTER 10

### ADMINISTRATIVE/TECHNICAL SUPPORT

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1. **Clerical Support.** Students must do their own clerical work at ICAF, since the College does not have the resources to provide typing or related administrative support to them.
2. **Supplies.** Office items required for daily use (e.g., file folders, pocket folders, three-ring binders, tablet paper, paper clips, pens, pencils, self-stick note pads, envelopes, highlighter markers, etc.) will be issued to students. For other supplies, see the staff in the Operations Office, Room 108. They can also help with non-expendable equipment (such as easels, overhead projects, etc.), which may be borrowed on a temporary basis for use within the University.
3. **Printers.**
  - a. Paper. Print conservatively, designate the page numbers that need to be printed. Select the “Print on Both Sides” option under Properties in order to conserve paper. Avoid printing multiple-page documents if possible, especially if able to print excerpts from only a few pages for the required information. To keep paper costs down, select the “Double-sided” option, especially when printing a document with numerous pages. Select file, print, properties; click the finishing tab; and under “document” options, click the print both sides box.
  - b. Toner. Send an e-mail to ICAF-OPS, if the print cartridge needs to be replaced. ICAF-OPS is not responsible for printer maintenance other than toner cartridges. Submit a Help Ticket, if a message indicates maintenance is needed.
  - c. Repairs. If a printer has a paper jam or other problems, contact Mike Harn, Carol Lambert, or Tim Sherwood in Room 331. If the printer jams frequently or has more serious problems, submit a ticket to the IT Support Group (ITSG) through the ICAF Portal. To do this, select “Create a Help Ticket” at <http://help.ndu.edu>; and log in to Remedy with your network username and password. Or call (202) 685-3824. Support representatives are available to assist, Monday-Friday, 0630 to 1730.
4. **Copiers.** Copiers are available for student use in making 50 or fewer copies. Copiers are not to be used for personal business. As a courtesy to other users, remove printed material quickly from the printer hopper. Send an e-mail to ICAF-OPS to request paper or toner, or to report a problem with the copier.
5. **Fair Warning.** If you experience problems with the copier machines, please notify the repair technician. The technicians' contact information is posted on each copier unit. (office phone, cell phone and email address) You can also notify the Ops office by email or phone and we will contact the technician. The technician is required to respond within a reasonable amount of time, however if the problem is not resolved within several hours **please call, or stop by Ops and notify Belinda Glass in Room 106 or Robert Buchanan, Room 104.** Keep in mind, there are other copiers and printers distributed throughout the entire building. Although it may be a temporary inconvenience, occasionally you may have to redirect your

printing to another printer, or walk down the hallway to another copier. PLEASE DO NOT OVERLOAD THE PAPER TRAYS. THAT IS USUALLY THE CAUSE OF MOST JAMMING. PLEASE DO NOT TRY TO SERVICE OR REPAIR THE COPIERS. THAT IS A VIOLATION OF THE TERMS OF THE CONTRACT. THIS IS CONTRACTED EQUIPMENT. SERVICE AND REPAIRS ARE INCLUDED IN THE CONTRACT. PLEASE DO NOT MOVE THE COPIERS OR DIRECT ANYONE TO MOVE THEM. THAT IS A VIOLATION OF THE TERMS OF THE CONTRACT.

**5. Duplication Requests.** The National Defense University has a printing facility located in-house in Marshall Hall, Room 183M. Hours of operation are from 0700 to 1530. All customers must submit their requests on a DD Form 844, "Requisition for Local Duplicating Service"; however, they must first obtain an estimated printing cost by calling the printing facility at (202) 685-3622, or sending an e-mail to Arthur McKay, at [McKayA2@ndu.edu](mailto:McKayA2@ndu.edu). After receiving the estimate, record the cost in Section 7h on the form. The form must be typed, signed by the requester, and submitted to the printing control officer for signature, e.g., Director of Operations; with 3 photocopies reproduced and submitted with the original requisition to Mrs. Marquita Slaughter-Cook, Marshall Hall, Room 183L, (202) 685-3803. Or see Gladys Thompson in Room 250, Eisenhower Hall.

**6. Telephone Service.** Student room telephones are connected to the DoD telephone network.

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). A valid Common Access Card (CAC) and PIN are required to access the directory. It is highly recommended that the online DoD Phone directory be used to locate agencies and to use the appropriate DSN number listed for that agency. Access to outside lines requires the dialing of '99' that incurs a cost to NDU for making these calls. Using DSN numbers to call outside military and government agencies will help reduce NDU's telecommunications bills.

b. Local and DSN Calls. *Local calls can be made from NDU to most DoD numbers in the TEMPO Network by dialing only 7 digits.* Local calls include many exchanges in the 202, 301, and 703 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, 325, is the prefix for all commercial area code 202 and 685 numbers. All ICAF numbers can be reached with this prefix.

c. Long Distance Calling Policy.

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

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

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 ICAF Operations Office, at (202) 685-4333. These messages will be placed in the student mailboxes in the Student Distribution Center or emailed to the student. Students will be called out of class only in emergencies.

e. Facsimile (Fax). A facsimile machine, fax (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 service 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 (LAN) that spans the NDU campus. The ICAF Information Management Officer will provide the latest information on network policies and procedures shortly after student in-processing.

a. Help Desk Assistance. If students encounter problems with their NDU laptop or the NDU LAN, they can contact technical support personnel at the Help Desk, NDU, by calling (202) 685-3824 or submitting a help ticket online via the Remedy system, at <http://help.ndu.edu>. However, a network username and password are required to access the online help ticket system. The NDU Help Desk is located in Lincoln Hall, 3<sup>rd</sup> Floor, Room 3400.

b. ICAF Information Systems Center. ICAF has its own staff of IT professionals to assist students. Contact Mike Harn (network and hardware issues – 685-4777), Carol Lambert (educational technology and hardware inventory – 685-4494), or Tim Sherwood (webmaster and Continuing Education Program - 685-4524) in Eisenhower Hall, Room 331.

c. Software. *Do not attempt to load personal software on computers without the approval of the ICAF Information Management Officer.* For further information, stop by the ICAF Information Systems Center in Eisenhower Hall, Room 331.

d. Off-Campus Access to E-mail and the NDU LAN. Students can access NDU e-mail from home, using their NDU laptop, through <https://vnet.ndu.edu>. Opening a VNET session also provides access to intranet resources and shared drives (S:\, U:\, and P:\). The Blackboard Learning and Community Portal System™ provides an alternate means to access library resources and the academic calendar from any computer with internet access.

e. International Industry Field Studies with NDU Laptops. Current NDU policy requires advance coordination with the NDU CIO staff prior to taking NDU laptops on

international travel. Stop by the ICAF Information Systems Center in Eisenhower Hall, Room 331, for further details or see the latest revision of NDUI 8510.

8. **Computer Training.** Although computer 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, especially Word and PowerPoint, at their current duty station before reporting to ICAF. As a minimum, a working knowledge of Windows will facilitate the mandatory training each student will receive on how to log on to the NDU Intranet; how to access its many resources (i.e., electronic mailbox application programs, file servers, printers, and calendars); and how to access the Internet.

9. **Educational Technology.** ICAF uses 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, the College is leveraging Blackboard capabilities for our students. 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™.** Seminar sites were created, for each teaching team and student seminar. 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.

## CHAPTER 11

### SECURITY AND FORCE PROTECTION

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1. **Connect-ED<sup>®</sup> Service.** In order to improve emergency communication and response, NDU implemented the **Connect-ED<sup>®</sup> Service**, a school-to-student communication system built specifically for higher education. This system allows the leadership to send time-sensitive notifications via voice messages, emails, and text messages. The **Connect-ED<sup>®</sup> Service** will help provide a safer environment; enhance emergency preparedness; and keep students, faculty, and staff better informed. The **Connect-ED<sup>®</sup> Service** can simultaneously deliver one prerecorded message to a maximum of four phone numbers, two email addresses, and one text message per person.

a. Updating Your Information. It is the responsibility of students to keep their contact information current. Phone numbers and e-mail addresses can be updated online by accessing the University's user database, DES, at <http://fscdesweb/des/>; logging in; and clicking on the "NDU Notification System" link to launch the program. Once launched, primary (preferred) telephone numbers and email addresses—and alternates for each—should be entered in the system.

b. Delivery Notes. When a student receives a call from NDU, his/her caller ID will display the number, "877-684-4411." For e-mails, the ID or originator will be, "National Defense University (email@blackboardconnect.com)." When listening to messages, students should listen for background noise that will cause the system to "stop and start"; and that may affect delivery. (The system has been deliberately calibrated, to detect whether the call has been answered by a live voice or an answering machine.) If possible, students should move to a quiet area or press the "mute" button on their phone to listen to messages. While listening, parts of messages can be repeated by remaining on the line and pressing the asterisk ("\*") key.

c. Personal Information. Personal information will be maintained in the strictest confidence. More information about Blackboard Connect Services can be obtained by visiting [www.ntigroup.com](http://www.ntigroup.com), or contacting Joe Pallanez, Chief and Security Officer, Security Division, National Defense University, at (202) 685-3835.

2. **NDU Security Badge.** Any one entering any of the NDU buildings is required to wear an authorized badge. To enter or exit most NDU facilities, the badge must be waved in front of the Access Control Terminal located next to the building entrances. When passing an internal security checkpoint, security badges should be displayed for viewing by security guards. Badges must be displayed at all times within any NDU building.

a. Badge Tips. After departing NDU, badges should be removed from public view to avoid publicizing NDU affiliation; and kept in a safe location that will also serve as a convenient reminder to bring it when returning to NDU. In securing badges, the same protection should be afforded to them as it is to wallets or credit cards. If badges are lost, the

facts and circumstances must be reported immediately to the Security Office, at (202) 685-2134.

b. Badge Colors. Badge colors designate particular levels of security clearances. Listed below are explanations of the badge colors most commonly used:

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

c. Limited Use. Joint Base Myer McNair Henderson Hall (JBMHH) does not recognize or use the NDU Security Badge as identification and, instead, requires a Common Access Card (CAC), driver's license, or passport to enter any JBMHH installation. This means that the gate guards (including the V Street pedestrian gate) will not accept the NDU badge as ID to gain entry to the NDU campus. Be prepared to present your driver's license, passport, or CAC.

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

3. **Security Clearances**. The minimum clearance level for attending ICAF is a final Secret clearance. To fully participate in all aspects of the school--including electives and travel--it is recommended that students possess a Top Secret (TS) clearance and DCID 6/4 eligibility. Investigations for upgrades to Top Secret with SCI (Sensitive Compartmented Information) must be initiated prior to their arrival but no later than 1 July 2011. This deadline is in effect to give the staff in the Security Division, NDU, ample time to acknowledge and verify clearance, access, and investigation requirements. NDU will not upgrade any student's current security clearance level from Secret to Top Secret. The same holds true for those students who arrive with a TS clearance and no DCID eligibility. Any civilian student who arrives and requires a reinvestigation during the school year must contact their organization for details on submission of a P through their home command.

a. Top Secret Clearances. The Security Division, NDU, will not initiate investigations for Top Secret clearances. All clearances for DoD civilians and military will be verified using the Joint Personnel Adjudication System (JPAS). Civilian DoD students must have their clearances sent via JPAS to the NDU SMO code W37WAA6 for collateral; W37WAA2 for SCI). Visit requests should include ICAF in the POC section, or they will not be picked up or correctly processed by the NDU Special Security Officer (SSO). If students are currently in an SCI status and wish to be transferred in status (TIS), they should contact their SSO to have the TIS request completed and submitted by the SSO in JPAS to SMO W37WAA2; or leave their compartments in JPAS for pick up by the NDU SSO.

b. Collateral Clearances. Non-DoD students (i.e. USCG, State Dept, NSA, FBI, etc.), must pass their collateral clearances on company/agency letterhead no later than 19 July 2011.

To obtain permanent certification of SCI compartments, requests must be sent by message to SSO DIA//DAC-3C//. And, to ensure they are received and processed in a timely manner, it is highly recommended that a copy of the request also be faxed to the Security Division, NDU, at (202) 685-3765 (unclassified) or (202) 685-3770 (classified); DSN prefix 325. If students possess an SCI, they must pass both their collateral and SCI compartments by following the same directions for obtaining permanent certification of SCI compartments. The points of contacts in the Security Division, NDU, are Debbie Grooms, at (202) 685-2131, or Montez Winters, at (202) 685-2131; DSN prefix 325.

**4. Passing Security Clearances Request.** Completion of a Passing Security Clearances Request form is required prior to attending any classified meetings or briefings. To process the request, click on Tools, Forms, Choose Forms, and Passing Security Clearances in Microsoft Outlook. Complete the request by entering all of the data requested; then clicking on Send to submit it. If there is not enough room on the request to list the names of the individuals in the group, a separate list should be submitted as an attachment; and paragraph 2 of the request annotated, "see attached list." Once the clearances have been transmitted, the Security Division, NDU, will provide an e-mail as confirmation that this has been completed. Any questions may be directed to Debbie Grooms, Security Division, NDU, 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. This system will automatically unlock the doors when the fire alarm is activated or if electrical power to the building is lost. Visitors must sign in and sign out on registration logs maintained at the guard desk in Marshall Hall. The guard will confirm that the visitor has legitimate business at NDU, issue a specific visitor's badge, and 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.** Personal property must be secured at all times. Study carrels provided to each student have locked compartments that can be used for this purpose. Purses, laptop computers, cell phones, I-Pods, personal digital assistants (PDAs), cash, or any other valuable personal items should not be left unattended. Keys to carrels must be left in the locks at the end of the academic year. A fee will be charged for missing keys.

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

Telephone Directory and Yellow Pages at:

<http://virtual.mybaseguide.com/publications/g30/dc-mtd-virginia/#page62>

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

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 retains the authority to approve attendance of non-NDU personnel. No one will be admitted to classified lectures without an NDU security badge indicating the proper level of access. Students will NOT take notes during classified lectures. Guests attending any lecture will NOT take notes.

11. **Preparation of Classified Material.** Most writing and research papers are unclassified, since the College has limited resources to support classified endeavors. Before embarking on a classified project, students must consult the Director of Research and coordinate support requirements with the Chief and Security Officer, Security Division, NDU, and the Classified Documents Center (CDC). Students working on approved classified projects may request that the CDC store and protect classified material for them. Students are personally responsible for any classified papers they prepare.

a. Proper Classification. Students must process any classified material through their PFA and the appropriate Department Chairman for review. The Chief and Security Officer, Security Division, NDU, will provide additional assistance in ensuring the proper classification format in accordance with AR 380-5 and DoD 5200.I-R (Information Security - Program Regulation). If the paper has a Top Secret classification, students must have the CDC Librarian log the material into the Classified Material Control System. If students have classified pictures or text to be reproduced by NDU Multimedia Services, they must give this material to the Chief and Security Officer. When reproduction is complete, students will sign for receipt of the original copy and the reproductions in the CDC.

b. Photocopying. Only the 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 the photocopying of any classified material. ICAF computers are **not** approved for processing 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.I-R 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. The point of contact at ICAF is the Dean of Faculty at (202) 685-4414. Additional information can be found in the online version of the NDU Handbook, Section 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 a security review.

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 during duty (normal business hours) or non-duty hours. The information below reiterates 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 class seminar leaders, who will make contact with their seminars per the established telephone trees. During the duty day in which classes are suspended following the increase to FPCON Delta, students are obliged to remain reachable by telephone; or inform their seminar leader as to how they can be contacted. Students should contact their seminar leaders for phone musters that may be directed, and to address questions or concerns through the chain of command.

b. Faculty and Staff. The faculty and staff telephone tree will be activated. The Dean of Faculty will make contact with Department Chairs and pass initial guidance in the same manner stipulated above. Department Chairs will make contact with all department faculty and staff, per established telephone tree procedures. The Dean of 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. This guidance is not intended to--and cannot possibly--address every event/ circumstance. If telephone communication is not possible because of existing conditions, students should do their best to make contact whenever possible within their telephone tree chain of command and use their best judgment regarding safety.

**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 levels or conditions, Alpha through Delta. The descriptions for each Force Protection Level are listed below:

a. FPCON Alpha. This force protection condition applies when there is no known threat of terrorist activity. Access to the post for vehicles with DoD stickers or individuals with U.S. government 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 the post for vehicles with DoD stickers or individuals with DoD identification cards is unrestricted. All other vehicles and individuals must present 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 individuals are stopped and required to present one form of government-issued photo identification, and are subject to being searched. 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 close off 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, guarantee the security of the post and individuals on the post, and ensure they do not depart the post when it is unsafe outside the premises. This assessment will be done as quickly as possible, but is driven by the imperative of ensuring the safety of all concerned and the security of the installation.

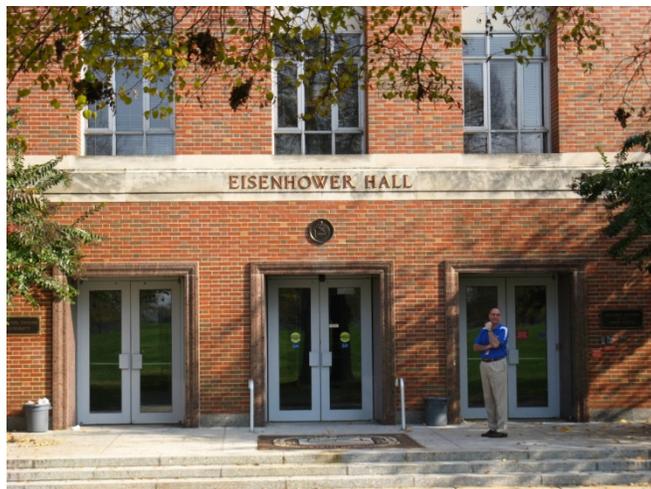
**16. FPCON Delta during Duty Hours.** If Fort McNair increases security to FPCON Delta during the normal duty day, the post will be secured. For those who are on post at that time, specific guidance will be given on how to proceed while an assessment of the situation is being made. Personnel should remain in their normal workplace (office, seminar room, etc.), and the University chain of command will inform every one of what is occurring and what is required of them. Movement around campus will occur, as essential University staff move equipment, secure certain outbuildings, and complete other requirements. If students are off post and denied access, they should call their component administrative office and comply with the guidance given. If unable to access post or contact their component's administrative office, they should then proceed home; complying with directions given by civilian emergency personnel to ensure they do not inadvertently enter an unsafe area while enroute. Upon arrival at home, students should contact their component's administrative office to be properly accounted for and to determine their safety.

**17. FPCON Delta during Non-duty Hours.** If Fort McNair increases security to FPCON Delta during non-duty hours, that information will be disseminated through e-mail to everyone; recorded on the University information telephone recording system; and routed as

quickly as possible through the University chain of command and student telephone trees. Students should not contact the Fort McNair emergency operations center (EOC) for this information; instead, they should call the University at (202) 685-4700 or their 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. Students should remain at home until they receive an update on the status at Fort McNair and guidance on their reporting requirement from their chain of command or by consulting “Broadcast” e-mail, or contacting the University’s information line to determine if the post is accessible.

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

**19. Additional Considerations.** As the Washington Capital Region experienced on 9/11, the network for cell phones and telephone lines quickly became overloaded and unreliable, and transportation was gridlocked for many hours. Telephones and cell phones should not be used at all for communicating rapidly with family/friends in the immediate aftermath of an incident. Instead, students should use e-mail for communicating with family and friends who are closest to them and advise them that this may be the only reliable source of communication for extended periods of time. (E-mail was dependable on 9/11.) Students should be prepared to be on post anywhere between 4 and 8 hours, develop alternate transportation routes that do not include the use of an automobile, and determine in advance a location where they can rendezvous with family members and friends. If they have children at home, they should inform day care providers that their day on campus has been extended and could be extended appreciably, and that they may not be able to communicate for a while.



## CHAPTER 12

### 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 212. They are available to assist students with personnel actions such as records maintenance and pay. Although the University does not have disbursing facilities for any of the Services, representatives will be available during in-processing to assist in preparing vouchers for the last official travel performed. Students should turn all pay records in to their Service finance representative.

#### Military Personnel Services Division:

##### Chief Military Personnel

LTC Carol Moss (Carol.Moss@ndu.edu) (202) 685-3921/DSN: 325-3921

##### Air Force and Sea Services Personnel Rep

MSgt Tina Smith, USAF (Quiltina.Smith@ndu.edu) (202) 685-2138/DSN: 325-2138

##### Army Personnel Rep

SSG Sandra Sykes, USA (Sandra.Sykes@ndu.edu) (202) 685-2140/DSN: 325-2140

2. **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 online, (**NOT SUBMITTED online!**) 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. 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.

3. **Government Credit Card.** Department of Defense policy (DoD Financial Management Regulation Vol 9, Chapter 1, Government Travel Charge Card Program) stipulates that DoD personnel use the Government Card to pay for all costs related to official government travel. These costs include travel advances, lodging, transportation, rental cars, meals and other official travel-related expenses. Government Card application forms will be available to all students during in-processing. The POC is Kathy Chittams, Government Travel Charge Card Program Manager, at (202) 685-3907 or [ChittamsK@ndu.edu](mailto:ChittamsK@ndu.edu), Marshall Hall, Room 209.

**Students who have government travel charge cards must transfer their accounts to NDU.** Please have the account number of your CitiBank Government Travel Card available during inprocessing.

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

**Library Intranet:** <http://intranet.ndu.edu/library/index.cfm>

**MERLN:** <http://merln.ndu.edu/>

**Hours:** Monday-Friday, 0700-1800 with occasional Saturday hours

**Location:** 2<sup>nd</sup> and 3<sup>rd</sup> Floors Marshall Hall

**Telephone:** 202-685-6100

**Email:** NDULIBREF@ndu.edu

a. Services. The NDU Library is customer-oriented with high levels of in-person service. Students receive an in-depth orientation, attend library classes, and receive reference and research assistance. Increasingly, librarians work with faculty to ensure that the library classes focus on conducting research specifically about the subject matter being taught in the curriculum. The librarians teach many research classes to students, such as “How to Conduct Research in National Security Strategy,” “How to Conduct Research in Military Strategy & War Studies,” and “How to Conduct Research in Global and Regional Security.” The librarians also teach how to use the citation software RefWorks to students and faculty.

b. Collections. Because of the University’s diverse knowledge needs, the NDU Library has deep and extensive collections that support the University's teaching and research missions, especially in the areas of national security strategy and policy, international relations, military strategy and operations, and joint matters as well as many others. The Library houses over 0.5 million print, audio and visual resources, which includes classified documents, maps, and government documents. The Library offers over 170 databases with more than 50,000 full-text online journals, newspapers, dissertations, eBooks, and market reports.

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

d. Classified Documents Center (CDC). The NDU Library's Classified Documents Center is located in Marshall Hall, Room 316. Proper clearance and positive identification are required to enter and use materials and services. Online networks (Intelink-TS and SIPRnet), secure meeting spaces, and storage boxes are available. Hours of operation are M-F, 0730-1600. Call (202) 685-3771 for more information.

e. MERLN. One-stop Web access provides timely information on military affairs, international relations, and security studies. Of note, MERLN contains the most comprehensive collection of Defense White Papers and national security strategies available

on the Web with contributions from more than 70 countries. It also contains the Military Policy Awareness Links (MiPALs) that feature U.S. policy statements on topics such as National Security Strategy, Iraq, Afghanistan, and Homeland Security. Additionally, MERLN hosts the U.S. National Strategy Documents, an in-depth collection that includes National Security Strategies dating from the Reagan Administration to the present day, Military and Defense Strategies, Quadrennial Defense Review reports, and strategies focusing on terrorism, homeland security, cyber security, and weapons of mass destruction.

**5. NDU Multimedia Services Division (MSD).** Located in Marshall Hall, Room 183 corridor, are NDU Graphic Design, Printing/Copying, and AV/Photo. The highly trained professional staff combines personal consultation, high standards of quality and the latest technology to meet the visual information needs for staff, faculty, and students.

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

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

(2) *Printing/Copying:* Marquita Slaughter-Cook, Program Manager, Printing, (202) 685-3803, [SlaughterCookM@ndu.edu](mailto:SlaughterCookM@ndu.edu)

(3) *Audio Visual/Photo:* Paul Strohl, Chief, AV/Photo Division, (202) 685- 4726, [StrohlP@ndu.edu](mailto:StrohlP@ndu.edu)

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

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

c. Work Orders. The NDU Graphics staff is happy to help meet your design needs. In order to make sure that projects are completed on time and to your satisfaction, submit work orders at least 10 business days before the date the finished product is desired. To submit a work order, go to the Unified OPS-MSD, CIO-AVD Work Order System at:

<http://ndunet.ndu.edu/ops/msd/workorder/>. This Web-based version of the Work Order System is used for submitting requests to both Graphics and Audio-Visual. Find the link by going to the NDU Intranet homepage, and under Services, click on Graphics/Multimedia/AV Work Orders. Enter your NDU username and then click on Graphics or AV. If there are any technical

questions, contact Carib Mendez at [mendezc@ndu.edu](mailto:mendezc@ndu.edu). If there are any audio visual concerns, e-mail: NDUAV@ndu.edu.

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

e. **Classroom Equipment.** Each 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 audio-visual support, contact the technicians in Eisenhower Hall, Room 305, or call (202) 685-4523 or (202) 685-4524.

6. **Mail.** Students may use the NDU distribution system for intra-office and inter-governmental mail. Students may also place outgoing official correspondence in the box located in Room 108, Operations Office. Addresses on official correspondence must be typed—handwritten addresses are not accepted. Outgoing personal mail must be deposited in a standard U.S. Postal Service collection box. There is a collection box inside the north entrance to the USCG Headquarters Building; collection time is 1530. A blue USPS collection box is located on B Street in front of the Inter-American Defense College; collection time is 1000. The Fort McNair Post Office is located next to the main gate. All personal mail must be sent to the student’s home address, not to the University.

7. **Barbershops.** A barbershop is available in Eisenhower Hall, Room 117. Appointments may be made by phone at (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 at (202) 484-7019 in Building 41 on post near the main gate. Hours of operation are Monday-Thursday, 0900-1700.

8. **Food Service.** Hot meals, sandwiches, salads, and grill service are available in the NDU Cafeteria (Lincoln Hall, 1<sup>st</sup> Floor, Room 1501) Monday-Friday, 0700-1430. Menu is available on the intranet homepage at <http://ndunet.ndu.edu/CafeMenu>. 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.

9. **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. Another ATM is on A Street between the Credit Union and Beauty Shop entrances.

10. **Religious Services.** POC is Chaplain (COL) F. Eric Wester, Senior Military Fellow at the NDU Institute for National Security Ethics and Leadership at (202) 685-3903, Marshall Hall, Room 305B, or email [WesterF@ndu.edu](mailto:WesterF@ndu.edu). To obtain a schedule for religious services, contact the

MDW Command Chaplain's Office at (202) 685-2856 or the Fort Myer Installation Chaplain Office at (703) 696-3535. This schedule includes services held at the Fort McNair Post Chaplain's Office (Building 45). The Post Chaplain's Office houses the MDW Religious Support Library and Meditation Room, and offers more than 600 books available to review and check out. Flyers for scheduled activities can be obtained by calling (703) 696-6635. POC is Chaplain (COL) Steven Berry, Command Chaplain, Joint Force Headquarters, National Capital Region/Military District of Washington, (202) 685-2859 (DSN 325). 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 Room 101, usually on Tuesdays.

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



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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 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. Service Station/Shoppette. - Building 43, (202) 484-5823; Monday-Friday, 0730-1700; 0830-noon Saturday, and closed 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. Current fitness classes include Boot Camp, Zumba, and Combat Jujitsu. Look for additional classes in traditional aerobics, circuit training, personal training, and more. Hours of Operation are: Monday-Friday, 0500-2000; Saturday and Sunday, 1000-1400; **closed** holidays. For more information, call (202) 685-3117. Or contact Sylvia Garcia, Fitness Coordinator at Fort Myer, for more info: (703) 969-7860/7868 or e-mail [sylvia.l.garcia@us.army.mil](mailto:sylvia.l.garcia@us.army.mil).
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 by calling (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. Civilians. Civilian government employees are eligible to use DoD health care facilities for employment-related problems or emergencies occurring while at work.

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

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 U.S. Post Office is located just inside the main gate, Building 29, (202) 523-2144, Monday-Friday, 1000-1400.

7. **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, shoppette, beauty shop, and barbershop are available to civilian and military personnel, and are **not** restricted to active duty or retired service members.

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



## CHAPTER 14 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 such as [VAmegaprojects.com](http://VAmegaprojects.com).

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

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

c. MetroBus. Metro bus routes 70 and 71 serve the area in and around Fort McNair and the Coast Guard Headquarters at Second & V Streets, 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. Virginia Railway Express (VRE) at 1-800 RIDE-VRE, and Maryland Rail Commuter (MARC) at 1-866-RIDE-MTA.

e. Suburban Bus Systems. DASH, Omni-ride, Fairfax Connector, Fairfax City Cue, Ride-On, Circulator, etc. For DoD Shuttle Bus schedules see: <http://www.whs.mil/DFD/Info/DoDTransportation.cfm>

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 midday (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 7th 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 Second 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 7th Street. At this intersection, walk across 7th and D Streets. Walk about half a block to the entrance to the HUD parking lot on the left. Just past the driveway is where the bus line forms under the overhang. The shuttle pulls up to the curb between the signs for the Metro station and the Metro bus stop.

g. 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 26 August 2011, and enforcement of assigned spaces will begin on Tuesday, 06 September 2011, the day after Labor Day. Carpools have reserved parking spaces in the South parking lot (#1-50), the 2<sup>nd</sup> & D St. lot (#571-576), and the Lincoln Hall parking lot (#1-10). These spaces are clearly marked "CARPOOL" with assigned number. Only individuals assigned to that carpool group and have been issued a red reserve carpool permit are authorized to park in these assigned spaces. Carpool parking spaces will be considered open parking on non-duty days and after 1400 on duty days. Report any unauthorized parked vehicle to the NDU Security Office. 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. Mass Transportation Benefit Program (MTBP).** The National Capital Region (NCR) Mass Transportation Benefit Program pays commuters to leave their personal vehicles behind and take public transportation: Metro subway, buses, commuter trains, and vanpools. Federal government employees or military personnel paid by the Department of Defense and working in the National Capital Region are eligible to receive this benefit. The DoD NCR MTBP will be converting to a monthly electronic claims process and benefit issuance via SmartBenefits beginning in October. For a November issuance, you must take important actions now to ensure a smooth transition. Please submit your registered SmarTrip card information. For complete instructions, go to <http://www.whs.mil/DFD/Info/documents/sbNotification.pdf> The transit benefit is not taxable and does not have to be recorded on tax returns. For questions, e-mail [transitpass@ref.whs.mil](mailto:transitpass@ref.whs.mil) or call (571) 256-0962.

a. NDU Mass Transit Benefit Policy. For NDU policy see Memorandum for All Personnel Assigned to NDU, Subject: NDU Mass Transit Benefit and Eligibility, dated April 2006. Proponent for this policy is the NDU Human Resources Directorate. NDU point of contact for the Washington Headquarters Services (WHS) Mass Transportation Benefit Program (MTBP) is John Watkins, Transportation Coordinator, at [watkins6@ndu.edu](mailto:watkins6@ndu.edu) or (202) 685-4843.

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

c. Application/Disenrollment. DoD civilian and military students attending ICAF during AY 2011-2012 may apply beginning **1 August 2011**. Students must disenroll to complete out-processing. For ICAF students, Frank Pagano, Chief of Staff/Dean of Students, is the Reviewing Official (RO). To apply for the transit benefit, go to the web-based application at <http://www.whs.mil/DFD/Info/NCRTransitSubsidy.cfm>. This application is used to enroll, make changes to an existing MTBP record, and withdraw from the program. It is the responsibility of the individual and their supervisor/RO to ensure they are properly withdrawn from the program at the end of the school year. Be sure to visit this website to disenroll when you leave the area.

is Room 1F144B (across from Pentagon Tours), Monday-Friday, 9:00 a.m.-3:00 p.m.

d. WMATA. For Metro Trip Planner and other Rider Tools, plus additional information, visit the Washington Metropolitan Area Transit Authority's website at: [www.wmata.com](http://www.wmata.com) or call Customer Information at (202) 637-7000.

### 3. **More Transportation Savvy.**

a. 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](http://www.wusa9.com/travel). 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). For live traffic camera feeds along your route, check out [www.511northernvirginia.org](http://www.511northernvirginia.org).

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

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 the owner's expense.

a. Reserved Carpool Spaces. All spaces that are not labeled as reserved are for general use. In parking lots, you may park in designated spaces only--if it is not marked with a line

on both sides, it is not an authorized space. All reserved carpool spaces revert to open parking after 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. 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 or advanced sales), and \$95/month; and are subject to change. (The current rates were effective as of 21 December 2009). The monthly parking permit sale dates for 2011 are: 22 August, 19 September, 24 October, 21 November, and 26 December. Monthly parking permits are valid on the first of the month and may be purchased by phone with a credit card (Visa, Master Card, American Express or Discover), but have certain restrictions: only two permits per individual; and no reservations or advance sales can be accepted. The overflow lot (gravel area) is available to monthly permit holders when the other lots are full. The Marina Office at (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. For additional information, see the Public Parking page of the website at: [www.jamescreek.com](http://www.jamescreek.com).

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. Notify Security of your dates of travel. They will give you a placard to place on your dashboard. For large groups, the group coordinator can either send one person to the Security Office in Marshall Hall, Room 313, for pickup; or provide a fax number and they will fax the placards to you. If you are requesting a faxed form, remember to include the dates of travel. Vehicles parked overnight without permission are subject to ticketing and towing. Questions on this requirement can be directed to Debbie Grooms, NDU Personnel Security at (202) 685-2131.

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

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

in the District safer. This ban is part of a broader effort that incorporates the use of red-light cameras and photo enforcement of speeders to help reduce traffic violations and improve driving safety in the District.

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, beside handicap spaces in Lincoln Hall parking lot.

#### 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 do not need to obtain a new one. If students need an MDW decal, they must complete a DA Form 3626, “Vehicle Registration Form,” to 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 with inclusive dates from the owner of the vehicle. Registration may be completed at the Fort McNair Military Police Station at (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 individual sells or disposes of a vehicle, he/she should 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 vehicles on a military reservation in Virginia, they are not required to have a local decal. But, as some have found, 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 consequent 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 non-military 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 non-military 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. Change to decal registration for civilians registering motorcycles. Effective immediately civilians will not be required to present Department of the Army/Department of Defense motorcycle safety course cards when registering their motorcycles for JBM-HH decals. As long as the motorcycle endorsement on their drivers license's is present, it will be sufficient for decal registration. This new policy does not include Soldiers. Soldiers are still mandated to complete and carry their motorcycle safety course cards for registration and operation of motorcycles. Please note all other required documentation such as valid registration, CAC and proof of insurance is still mandatory. For more information, call the vehicle registration office at 703-696-8968/4074 or the police desk at 703-588-2801.

f. Contacts. For further information, contact the 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).

12. **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.



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## CHAPTER 15

### STUDENT TRAVEL/RESERVE STATUS

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

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

3. **Student Travel.** Travel vouchers for student travel performed as an integral part of the education program will be handled by the ICAF Travel Coordinator, Room 106, (202) 685-2489. 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.

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

b. Making Reservations. For all individual travel, travelers MUST create airline reservations thru DTS. DO NOT make reservations off line directly with Carlson Wagonlit Travel. DTS is directly linked to the Financial Management System. If your reservations are not created thru DTS, funds will not be obligated for the airline tickets. Travel without the proper obligation of funds is a violation of DoD Financial Management Rules, the JTR and JFTR. Additionally, when reservations are not booked thru DTS Approving Officials (Department Chairs/Program Managers, Deans, Associate Deans) have no way of verifying the flights booked are in compliance with JTR/JFTR and current government travel policy. As a traveler, you may not believe this affects you, however the practice puts the College at risk of being audited and cited for violation of DoD travel and financial management regulations.

c. Special Requirements. If you have special flight requirements or need assistance from Carlson Wagonlit Travel with your reservations, you should enter remarks in the "CTO Comments" section of the DTS travel request.

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## CHAPTER 16

### 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 as well as access to the "Members Only" section of our ICAF Association website. 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). Members also receive access to our "Members Only" section of our website: [www.icafe-association.org](http://www.icafe-association.org). In there, they will find additional information and networking opportunities.

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

b. Association Office. The Alumni Association office is located in Room 119, same room as the I-Mart; and office hours are: Tues, Wed, and Thurs, 9:30 am - 2:30 pm. The point of contact is Nicki Dover at 202-685-0812, E-mail: [Nicole.Dover@ndu.edu](mailto:Nicole.Dover@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. The Foundation's support of the University is made possible by grants and by donations from corporations and individuals.

a. Get Connected! Join the NDU Foundation's website, [www.NDUFoundation.org](http://www.NDUFoundation.org), free of charge, and be a part of a growing comprehensive network of National Defense University Alumni and National Security Professionals. This site will allow you to keep up with what is happening at NDU, as well as the ability to connect with classmates, faculty, and staff.

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

c. Bookstore/Gift Shop. The Foundation operates a student Bookstore/Gift Shop in Marshall Hall (from main entrance turn left at Atrium). Hours are 1100 –1400, 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 Nancy Miller, at (202) 685-2527, or [millerm@nduf.org](mailto:millerm@nduf.org).

3. **Armed Forces Hostess Association (AFHA).** The Pentagon, Army Pentagon, (Room 1E541), Washington, DC 20310-6604, (703) 614-0350 or (703) 697-0485, DSN: 227, or Fax: (703) 697-5542; 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 Joint Base Myer McNair Henderson Hall (JBM-HH) are operated under the Directorate of Morale, Welfare, & Recreation (DMWR). For both Fort Myer in Virginia and Fort McNair in the District of Columbia, MWR provides all the services and facilities you see listed in the menu bar at <http://www.fmmcmwr.com>, including child care, three clubs, a library, two fitness centers, pools, tennis courts, a bowling center, auto shop, and more. Programs are available to active and retired military and their family members and guests; current and retired Department of Defense personnel and their family members and guests; and in some cases, to Federal personnel and their family members and guests.

## CHAPTER 17 FOR SPOUSES AND OTHERS

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

a. Types of Educational Offerings. For the 2011-2012 academic year, the following opportunities will be 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. Spouse Travel Policy. NDU policy prohibits spouses and family members accompanying or meeting students and faculty members on field studies. This policy is strictly enforced and exists to eliminate any possible perceptions that field studies are not a full-time professional endeavor.

### 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 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, April – Jim Thorpe Sports Days at Carlisle Barracks, and May - Family Picnic at Fort McNair. Family Events Coordinators are needed to help plan these events. Most are combined ICAF and NWC Spouses' Club 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.

**3. Spouses' International Cultural Exchange Program (SpICE).** The Spouses' 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 American Citizens in a supportive, non-threatening environment. The purpose of the group is to learn a little bit about one another, make friends, and have fun.

a. Meetings. The SpICE Program Class meets on Thursday mornings beginning September 8, 2011, 9:30 – 11:30 a.m. in the Chilcoat International Student Center, Room 154, Marshall Hall. Meetings are held in an informal, relaxed manner and dress is casual. Advance notice will be given for special on- and off-site activities. Participation is on a strictly voluntary basis and is open to family members of NDU's International Community, as well as a small group of Facilitators recruited from NDU Spouses Clubs, Faculty, and Staff.

b. Program. 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 Rob Hoffer at [rjhoffer@starpower.net](mailto:rjhoffer@starpower.net) and 301-588-6313. 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 multi-cultural 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, videos, 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 Carol Stiner, NDU EEO Office, at (202) 685-2514 or [StinerC@ndu.edu](mailto:StinerC@ndu.edu).

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

- NDU Conferences, Seminars, Student Awards and Faculty Scholarships
- Multicultural and International Programs
- Special Library and Academic Research Opportunities
- Honorariums for Distinguished Speakers, Visiting Professors and Research Assistants
- Social, Cultural, Sports, Recreational and Family Events

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

- Retail help in Foundation Book Store: Manager, Staffing Coordinator, Clerk
- Support for Fundraising, Marketing, and Public Relations Activities
- Preparation for the American Patriot Award Evening Gala
- Assistance during the 2011 National Security Symposium

b. Special Incentive Offer. Volunteer for 50 hours and earn two tickets to the American Patriot Award Evening Gala on November 3, 2011 (\$500 Value). Limited availability! Volunteers are critical to meet the unique needs of the University to:

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

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## CHAPTER 18 COMMON COURTESIES

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

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

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

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

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

b. Army Courtesies. The other U.S. Armed Services have slight differences in some portions of these courtesies; but since Fort McNair is an Army post, you must comply with the Army regulatory guidance. If you fail to comply with the Army's policy while on post, an MP might correct you. Should that occur, be courteous, thank her or him, and consider it part of your 'joint' education.

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



## NOTES

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***NOTE:** Phone numbers and websites listed in this handbook were verified just before printing in July 2011. Please report any changes to the ICAF Dean of Students Office, Room 206, or call Mr. Frank Pagano at (202) 685-4278.*

/traffic

## 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 (202-433-5165/DSN: 288-5165) or 202-685-0665/DSN: 325-0665)



## 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 5994, 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 or 202-404-6828); 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 313, 106 Stewart Road, Fort Myer, VA (703-696-3515/DSN: 426-3515); Monday-Friday, 0730-1800; Saturday, 0900-1430; **closed** Sundays and Holidays.
- **Air Force** - The Bolling AFB Military Clothing Sales Store is located at 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. Also Navy Uniform Shop at Naval Annex.
- 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 choose 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.

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

**Fort Myer 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. (No Answer. Waiting to confirm).

**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 349 , 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 in Marshall Hall, second floor. The office is open 0830-1130 and 1230-1500, call 202-685-2134.

The next closest facility is on Fort Myer, Building 202 at 106 Custer Road. For ID card operations and DEERs update activities, they are open 0800-1530, M-F (arrive NLT 1500). CAC card operations stop at 1400 daily. Bring a completed DD Form 1172 and two types of ID. 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: 301-981-3457; open 0900-1600, Monday through Friday; Building 3238, Room E201, Camp Spring, MD.
- Bethesda Naval Hospital, MD: 301-295-0103; open 0800-1500, Monday through Friday; Detachment Building 8, Room 2213, Bethesda, MD.
- Bolling Air Force Base, DC: 202-404-3281, open Monday, Tuesday and Friday, 0800-1530; Wednesday, 0800-1200; and Thursday, 0800-1700; Building 16, Suite 220 Luke Street, Washington, DC.
- Fort Belvoir, VA: 703-805- 5578 ; open Monday, Tuesday, Thursday, and Friday, 0900-1600; open Wednesday, 0900-1830; 213 20th Street, Fort Belvoir, VA.
- Fort Meade, MD: 301-677-9586, open 0730-1500, Monday through Friday; Building 2234, Hubber Road, 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.
- 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: 202-782-6036; open 0800-1200 and 1300-1600, Monday through Friday; Building 11, Room I-86, 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) (site no longer exists).

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) (site no longer exists) ([www.answers.af.mil](http://www.answers.af.mil)) (see contact information on the homepage)

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.edu](http://www.fcps.edu)

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.



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