

**THE COLLEGE OF INTERNATIONAL SECURITY AFFAIRS  
NATIONAL DEFENSE UNIVERSITY**



**STUDENT HANDBOOK**

Academic Year 2026-2027

Updated 28 July 2026

*This is a living document and will be updated throughout the academic year.*

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## SECTION 1: WELCOME TO CISA

### Student Handbook Guidance and Responsibilities

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Welcome to the College of International Security Affairs (CISA) community. The purpose of this student handbook is to communicate the standards of the National Defense University (NDU) and CISA and to describe the academic policies and procedures that form a framework for conducting the school's teaching mission. This handbook includes useful information for all CISA students, inclusive of U.S. military students, interagency students, and International Fellows (IFs) at the Fort McNair and Fort Bragg campuses. Of particular importance is Section 6: Conduct and Professional Standards, which outlines the academic honor code and expectations for all NDU students.

NDU and CISA establish requirements for admission and the award of degrees. CISA students should therefore familiarize themselves with all the rules, regulations, and procedures relevant to their academic pursuit, including those published in this handbook, the associated policies, and other supporting documents published by CISA and NDU. Students are responsible for familiarizing themselves with all rules, regulations, and procedures.

CISA and NDU reserve the right to alter such academic or financial conditions, including admissions requirements, the arrangement of courses, graduation or degree requirements, and tuition rates. Other provisions affecting students may also be changed, as necessary.

Additionally, students can find useful information at [Incoming Students Information \(ndu.edu\)](https://www.ndu.edu/incoming).

### About NDU

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NDU is headquartered on the grounds of historic Fort Lesley J. McNair, in Washington, D.C. The National Defense University is made up of five colleges, each with a distinct focus that provides uniquely valuable education and leader professional development opportunities.

#### ***The NDU Mission and Vision***

*Mission: NDU educates for warfighting advantage to win in competition, crisis, and conflict.*

*Vision: The Nation's warfighting intellectual center of gravity delivering education, research, industrial collaboration, and allied and partner engagement.*

Unlike many civilian universities, NDU provides mastery-focused education, requiring students to demonstrate the targeted level of competence before they may move on to new material. Admission confers opportunity, not entitlement. These practices preserve NDU as an environment where only sustained, demonstrated excellence merits graduation, making selectivity both an entry condition and an enduring expectation.

#### ***NDU Components***

CISA is a component of NDU. Other components include the College of Information and Cyberspace (CIC), the Dwight D. Eisenhower School of National Security and Resource Strategy (ES), the National War College (NWC), the Joint Forces Staff College (JFSC), and the National Intelligence College (NIC). These colleges are located as follows:

- CISA is in Abraham Lincoln Hall (Building 64) on Fort McNair and in Bank Hall and Clay Hall on Fort Bragg.
- CIC is in George C. Marshall Hall (Building 62) on Fort McNair.
- ES is currently in Abraham Lincoln Hall (Building 64) on Fort McNair, while Dwight D. Eisenhower Hall (Building 59) undergoes renovation.
- NWC is in Theodore Roosevelt Hall (Building 61) on Fort McNair.
- JFSC is in Norfolk, Virginia.
- NIC is in Bethesda, Maryland.

## About CISA

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### *The CISA Mission Statement*

*To educate joint warfighters, civilian national security leaders, and partner nation counterparts in critical thinking to inform national strategy and globally integrated operations, under conditions of disruptive change, to prevail across the continuum of competition and war, with a special emphasis on irregular warfare.*

CISA is the Department of Defense flagship for education and building partnership capacity in combating terrorism and irregular warfare at the strategic level. CISA prepares students for high-level policy and command and staff responsibilities through certificate, graduate, and joint professional military education programs.

## **SECTION 2: ACADEMIC PROGRAMS**

### **Educational Outcomes**

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CISA offers a range of educational outcomes through multiple academic programs. For all programs, CISA collaborates with U.S. Government departments and agencies to tailor professional graduate education programs that will equip students with the knowledge and skills needed to meet the growing and ever-changing demands of today's complex world.

CISA strives to produce graduates who think strategically and are able to:

- Evaluate irregular warfare strategies within the contemporary international security environment.
- Create joint warfighting strategies and policies for addressing contemporary irregular security challenges.
- Lead global teams with a range of partners as part of joint, interagency, multinational and/or international cooperative security efforts.
- Apply critical thinking skills to anticipate emerging threats, evolving challenges, and strategic opportunities.
- Value career-long learning through the empowerment of a robust international alumni network, spanning joint, interagency, international, and multi-national levels and enabling enhanced security cooperation partnerships.

### **Four Distinct Programs**

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#### ***Regional Defense Fellowship Program***

The Regional Defense Fellowship Program (RDFFP) is a ten-month, full-time, in-residence program at NDU at Fort McNair, Washington, D.C. This program explores irregular warfare in its global and local contexts in relation to all relevant instruments of national power. Its curriculum centers on the delivery of analytical frameworks specifically designed to evaluate and respond to irregular warfare challenges. Students who successfully complete the program are awarded a Master of Arts in Strategic Security Studies (MASSS) degree and Joint Professional Military Education II credit.

To complement the academic coursework, students take part in a practicum and visit government agencies and combatant commands to gain a better understanding of U.S. national security at the strategic level. Upon graduation, students join an active alumni network of more than 2,200 irregular warfare practitioners across the globe.

#### ***Joint Special Operations Master of Arts***

The Joint Special Operations Master of Arts (JSOMA) is open to qualified officers, warrant officers, and NCOs of US Special Operations Forces at the John F. Kennedy Special Warfare Center and School (SWCS) at Fort Bragg, NC. Over a ten-month period, students attend classes full-time to complete this rigorous graduate program leading to the award of the MASSS degree.

JSOMA offers a unique combination of a rigorous academic environment on par with top-tier civilian graduate programs and close working relationships with the Special Operations educational and operational communities at Fort Bragg, offering students an unparalleled educational experience grounded in the realities of the complex security environment in which they operate. An inclusive student body comprised of seasoned

joint special operators of all ranks, including interagency, allied, and partner-nation students, adds to this unique learning environment.

The JSOMA curriculum offers a strategic-level perspective on the global threat environment, including the rise of newly empowered and politicized ideological movements; the relationships between political objectives, strategy, and all instruments of national power; and the roles of power and ideology. Through seminar participation, independent study and research, and a combination of both theoretical and empirical coursework, students will develop strategies for addressing the emerging threat environment in combination with other agencies and partner nations, for developing and implementing national and international security strategies in peace, crisis, and war.

### ***Homeland Defense Fellowship Program***

The Homeland Defense Fellowship (HDF) program is a 14-week graduate certificate program awarding 10 graduate-level credits to qualified students. The program is offered annually at NDU and hosted by CISA. The HDF student body is comprised of international and U.S. military officers (O-5 to O-6, exceptional O-4 on a case-by-case basis, and civilian equivalent leaders). Since 2009 there have been 159 HDF graduates from 46 countries.

HDF is designed for students to think critically about strategic challenges of Homeland Security and Defense. Topics addressed at the policy and strategic level include combating terrorism, border security, immigration, information sharing, all-hazards threats, weapons of mass destruction, interagency cooperation, leadership, law enforcement, and critical infrastructure protection. Students will also assess and prioritize national defense and security objectives and understand the importance of cooperation between agencies and working across international boundaries.

By building a network of practitioners, this program strengthens the capacity of both the U.S. and international partners to meet challenges to national security posed by terrorists, irregular actors and other hazards. The program uses both classroom and experiential learning to accomplish its goals.

### ***Reserve Component National Security Course***

The Reserve Component National Security Course (RCNSC) is a 2-week seminar offered to senior officers (O-4 to O-6) and non-commissioned officers (E-8 to E-9) of the U.S. reserve components, allied officers, and interagency civilians working in national security. Each course has approximately 120-160 students. The course lays a foundation for students moving on to joint command management and staff responsibilities in a multinational, intergovernmental, or joint national security setting.

The curriculum consists of lectures, panel discussions, seminars, on-site visits, and a simulation exercise dealing with national security policy and defense resource management. The presenters are faculty members from CISA, NWC, ES, CIC, and other distinguished speakers from the Federal Government, private industry, and other universities from around the country.

## Master of Arts in Strategic Security Studies Overview

| AY26-27 Academic Calendar<br>RDFP and JSOMA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                        | Qtr 1<br>10 Aug-9 Oct                                         |  | Qtr 2<br>13 Oct-18 Dec                                        |  | Qtr 3<br>4 Jan-12 Mar                                         |  | Qtr 4<br>15 Mar-21 May                                        |  |                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------|--|---------------------------------------------------------------|--|---------------------------------------------------------------|--|---------------------------------------------------------------|--|---------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Intro to Grad Writing and Research (2cr—30 Jun-31 Jul) | Joint & Combined Warfighting Course (JPME II) (3 cr)          |  | Joint & Combined Warfighting Course (JPME II) (3 cr)          |  | Joint & Combined Warfighting Course (JPME II) (3 cr)          |  | Joint & Combined Warfighting Course (JPME II) (3 cr)          |  | Graduation 10 Jun         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                        | CISA 6188 Practitioner Engagement Course I (0 cr)             |  | CISA 6175 Dynamics of Irregular Warfare (3cr)                 |  | CISA 6174 Countering Irregular Warfare (4cr)                  |  |                                                               |  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                        | CISA XXXX Analysis and Critical Thinking (2cr)                |  | CISA 6177 Portfolio Advising and Defense (3cr)                |  | CISA 6177 Portfolio Advising and Defense (3cr)                |  |                                                               |  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                        | CISA XXXX NDU Elective 1 (2cr)                                |  | CISA 6177 NDU Elective 2 (2cr)                                |  | CISA 6177 NDU Elective 2 (2cr)                                |  |                                                               |  |                           |
| <b>RDFP</b><br><br><b>JSOMA</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | IF ISMO Pittsburgh (19-24 July)                        | Foundations of Irregular Warfare (3cr)                        |  | International security studies (3cr)                          |  | Strategic Thought (3cr)                                       |  | IF ISMO NYC (25-30 Mar)                                       |  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Faculty Welcome Back (23-30 July)                      | Power, Ideology, & Legitimacy (3cr)                           |  | SOF & Irregular Warfare (5cr)                                 |  | CISA 6901                                                     |  | PEC II (1cr—12-16 Apr)                                        |  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Student Orientation (03-07 Aug)                        | Foundations Courses (3cr)                                     |  | Foundations Courses (3cr)                                     |  | Broadening Courses: Theater Perspectives (3 cr)               |  | Broadening Courses: Applications (2cr)                        |  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                        | CISA 6901 Civil-Military Relations Practicum (1cr)            |  | CISA 6901 Civil-Military Relations Practicum (1cr)            |  | CISA 6901 Civil-Military Relations Practicum (1cr)            |  |                                                               |  |                           |
| <b>Key</b><br> JCWC Courses<br> IW Core Courses<br> IW-Enabling Courses<br> Core Curriculum<br> CISA Activities<br> IF Courses/Activities<br> Curriculum Changes<br> Experiential Learning |                                                        | CISA XXXX Research & Analysis for Warfighters (1cr)           |  | CISA XXXX Portfolio Advising and Defense (3cr)                |  | CISA XXXX Portfolio Advising and Defense (3cr)                |  |                                                               |  | Graduation 3 Jun          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                        | CISA XXXX Joint & Combined Warfighting Course (JPME I) (3 cr) |  | CISA XXXX Joint & Combined Warfighting Course (JPME I) (3 cr) |  | CISA XXXX Joint & Combined Warfighting Course (JPME I) (3 cr) |  | CISA XXXX Joint & Combined Warfighting Course (JPME I) (3 cr) |  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                        |                                                               |  | Holiday Break (20 Dec-4 Jan)                                  |  |                                                               |  | WARR (16-18 May)                                              |  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                        |                                                               |  |                                                               |  |                                                               |  | IW Symposium (1-2 Jun)                                        |  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                        |                                                               |  |                                                               |  |                                                               |  | EOY Exercise (23 May-1 Jun)                                   |  | Out-processing (6-10 Jun) |

## **Accreditation**

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NDU is accredited to award the MASSS degree by the Middle States Commission on Higher Education (MSCHE). The MSCHE, established in 1919, is a voluntary, non-governmental, peer-based membership organization dedicated to educational excellence and improvement through peer evaluation and accreditation.

NDU is a member of the Washington Consortium of Colleges and Universities.

CISA is also accredited by the Joint Staff J-7 to provide Joint Professional Military Education II for RDFP at Fort McNair.

## SECTION 3: CURRICULUM AND OPPORTUNITIES

### CISA Electives

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All CISA students must take two electives, one each in quarters 2 and 3 of the academic year. The electives may be offered by any college across NDU. See the NDU Electives Catalog for details on each elective offered.

CISA students may contact elective course professors directly with questions about a particular elective course. The names of elective course professors are included in elective course descriptions in the NDU Electives Catalog.

#### *Applying for Transfer Credit*

Transfer credit will be considered on a case-by-case basis and approved only in very rare circumstances. Students who wish to petition for transfer credits must receive approval from the CISA APC and the NDU Office of Academic Affairs. The NDU Office of Academic Affairs determines final acceptance of all transfer credits.

#### *Applying for Credit Overload*

Students are expected to follow the prescribed course sequence for their degree program. Under the quarter system, students may enroll in no more than 12 credits in a single academic quarter without approval. Enrollment above 12 credits in a quarter requires approval from the Associate Dean of Programs and Curriculum, in consultation with the student's faculty advisor. Approval will be based on the student's academic standing, remaining degree requirements, prior performance, and ability to successfully complete the proposed course load.

#### *Auditing Elective Courses*

Students may audit elective courses at the discretion of the elective course professor and in coordination with the Registrar and Dean of Faculty and Academic Programs. In general, auditors are observers who neither participate in discussions nor are responsible for, nor receive, readings or written assignments. However, in smaller classes course directors may permit more active participation by auditors. Once the quarter begins, an audit course **cannot** be upgraded to for-credit status.

### NDU President's Lecture Series

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Through the NDU President's Lecture Series (PLS), students will broaden their strategic thinking on a variety of relevant topics that complement curricula as presented by distinguished speakers. The program provides students the opportunity to see, hear, and engage with distinguished leaders in person and in a non-attribution setting. [NDU Instruction 1025.01C](#) outlines the responsibilities, procedures, and requirements of the PLS.

Time is blocked in academic calendars for PLS events; however, academic schedules will be adjusted as required. The normal PLS duration is 75 minutes: 45-55 minutes for speaker's remarks and 15-25 minutes for question and answer (Q&A). Attire for PLS events is Service Class A uniform (military) and business suits (civilian), unless otherwise announced. In-person attendance is mandatory for CISA-McNair students and virtual attendance is mandatory for CISA-Bragg students via a link that will be provided in advance.

In-person attendees should be in their seats at the scheduled time and stand when the guest lecturer and accompanying party enter and depart the auditorium. As a courtesy, students should not enter the auditorium after the lecture has started or leave before its conclusion.

Thought-provoking questions are essential to a productive discussion session with the guest lecturer. CISA students are expected to be prepared and willing to ask good questions of the speaker. When asking questions, students will identify themselves and their service/agency/country. Keep questions brief, to the point, and refrain from asking multi-part questions.

### **CISA Chancellor's Lecture Series**

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The CISA Chancellor's Lecture Series (CLS) features guest speakers invited by the CISA Chancellor, similar to the NDU PLS. CLS events occur approximately once per month, and the topics directly support the curriculum or reflect relevant current events. Attendance at CLS events and any associated post-lecture discussion is mandatory. CISA-McNair students will attend in person and CISA-Bragg students will attend virtually, unless otherwise directed.

### **NDU Scholars Program**

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The NDU Scholars Program (NSP) is a rigorous academic program that enhances student learning and professional development. The program enables students to write a research paper on an issue of strategic importance for Department of Defense and U.S. government executive agencies (i.e., Combatant Commands, Office of the Secretary of Defense, Joint Staff Directorate, Department of State, Department of Homeland Security, Department of Energy, etc.). NDU scholars have opportunities to access the thinking of military and civilian senior leadership, publish their work, impact stakeholder organizations, and be formally recognized for their achievement at the CISA Student Recognition Ceremony.

CISA students are permitted to participate in NSP with the approval of the Dean of Faculty and Academic Programs. Students accepted into NSP are required to meet all CISA's academic requirements for graduation, to include the CISA portfolio. Students may fuse their CISA portfolio research with NDU scholar research if students can satisfy the separate set of requirements (i.e., requirements pertaining to research topics, content, deadlines, etc.) of NSP and the CISA curriculum requirements. If a student decides to pursue an NDU scholar research effort distinct from their CISA portfolio research, the student will be responsible for finding a research advisor for their NDU scholar research.

Successful completion of NSP requires students to meet research deadlines that do not necessarily align with the CISA curriculum timeline. CISA students do not earn additional course credit for completing NSP. Likewise, there are no repercussions for students who are off-ramped from NSP (i.e. do not meet the requirements and exit the program early at either their own choosing or because the NDU Scholars Board did not offer continuance after assessing student progress). Students who are off-ramped from NSP will continue their CISA research efforts and will be required to meet the deadlines established by the CISA Portfolio Director and their Portfolio Advisor.

The CISA Advisor for the NSP, Dr. Erica Marat, will provide updates at the beginning and throughout the academic year. Dr. Marat can be reached at [Erica.Marat.civ@ndu.edu](mailto:Erica.Marat.civ@ndu.edu).

See [NDU Instruction 1322.02 Scholars Program](#), for more information.

## Academic Travel

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CISA incorporates credit and non-credit bearing travel activities into its academic programs. All travel is designed to enhance the curriculum by linking theory and practice and by extending the learning experience to include key practitioners in the national security environment. Students represent CISA and their respective agencies/services while on official travel. The same standards of conduct prescribed for on-campus seminars are held for academic study trips.

### *CISA Practicum or Travel Exemption Request*

In certain extenuating circumstances, a student may be unable to participate in a travel activity and may request approval for exemption. In the case of for-credit travel, the student must propose an alternative activity to fulfill the objectives of the missed experience to accompany their justification for excused absence.

As soon as an impediment to travel is known, the student should request a meeting with the Dean of Students and Course Director to discuss the situation. If CISA leadership supports the request, the student should draft a memo to the Associate Dean for Programs and Curriculum for approval by the APC, copying the Dean of Students and Course Director. This memo should include:

- The dates and activity for which the student is requesting exemption.
- A short description of the reason for the request.
- If it is a credit-bearing activity, a short description of the proposed alternative activity and sponsoring faculty member's name.

CISA's APC will review the request and make a final decision on the matter. The petition and decision should be kept in the student's academic file and included in the end-of-course binder for any credit bearing activity.

## SECTION 4: ADVISING AND STUDENT SUPPORT

### Faculty Advising and Counseling

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Outside of normal coursework and the instructor/student relationship in the classroom, CISA students are assigned advisors during the AY. Students are expected to work with and be responsive to their advisors, responding to emails and queries in a timely manner, maintaining regular communication, and mutually arranging regular meetings.

#### *Administrative Advisors*

For U.S. students (at both campuses), the student's Administrative Advisor is the designated Service Chair or Agency Chair representing the student's military service or federal agency. For International Fellows, ISMO (Fort McNair) or IMSO (Fort Bragg) provides administrative support and serves as the student's Administrative Advisor.

Responsibilities:

- Administrative Advisors assist students with CISA and NDU-wide administrative matters, as well as issues, requirements, and responsibilities related to the student's military service or federal agency. Students should consult their Administrative Advisor as needed and are responsible for monitoring and responding to related communications.
- Special Ceremonies. Students planning service- or agency-related ceremonies or events, including service birthday celebrations, promotion ceremonies, or retirement ceremonies, must coordinate with their Administrative Advisor and the CISA Dean of Students. Such events may not conflict with the academic schedule or other college-wide events.
- Physical Fitness Testing and Readiness Requirements (U.S. Military only). U.S. military students remain responsible for meeting applicable service physical fitness testing and readiness requirements. Students should coordinate with their Administrative Advisor for service-specific requirements.
- Professional Performance. Matters involving professional standards, conduct, or service/agency requirements should be raised with the Dean of Students and the student's Administrative Advisor. Such matters will be addressed in accordance with applicable service, agency, NDU, and CISA policies.
- End-of-Year Evaluations. The Dean of Students supports and monitors the end-of-year evaluation process prior to graduation. Administrative Advisors manage evaluations for students they support, i.e. Service and Agency Chairs for U.S. students and ISMO and IMSO for International Fellows. Students should work with the appropriate office to ensure required evaluation materials are completed in accordance with established processes.

#### *Portfolio Advisors*

The CISA Portfolio is a degree requirement and capstone experience that allows students to demonstrate their ability to integrate, apply, and communicate learning from across the academic program. The portfolio reflects graduate-level research, analysis, writing, and presentation, and includes major written and briefing products developed or refined during the academic year.

### Responsibilities:

- The Portfolio Advisor is the student's primary faculty point of contact for portfolio development and serves as a resource throughout the student's academic journey. Portfolio Advisors assist students with research focus, portfolio requirements, academic questions, written work, and general academic guidance.
- Portfolio Management. Once assigned, students should promptly meet with their Portfolio Advisor to discuss their portfolio topic and establish a working plan for the project. The plan should address expectations for meetings, drafts, deadlines, feedback, and final submission requirements. Portfolio Advisors review portfolio products, provide guidance and mentorship, and assess refined portfolio products in accordance with CISA requirements.
- Communication and Deadlines. Students are responsible for maintaining regular contact with their Portfolio Advisor, meeting established deadlines, submitting work for review, responding to feedback, and making satisfactory progress toward portfolio completion.
- Other Academic Advisors. Students may also consult CISA faculty at either campus as subject matter experts for their research focus. Consultation with other faculty does not replace the student's responsibility to work with the assigned Portfolio Advisor.
- End-of-Year Evaluations. Portfolio Advisors will provide input on student portfolio performance for the end-of year evaluation.

The Portfolio Advisor selection process occurs during the first quarter of the academic year. While students may indicate preferred Portfolio Advisors, advisor assignments are made by the CISA Portfolio Director based on the student's proposed portfolio topic, faculty expertise, faculty availability, and workload. Information on available portfolio advisors, as well as subject matter experts, can be found at:

- [CISA Leadership \(ndu.edu\)](https://www.ndu.edu/cisa/leadership)
- [CISA Faculty and Staff \(ndu.edu\)](https://www.ndu.edu/cisa/faculty-staff)

### **Performance Management and Coordination**

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Intervention in student performance is not punitive. It is intended to identify concerns early, provide appropriate support, and help students successfully complete the course of study. When concerns arise, CISA faculty and staff may coordinate with the student, Portfolio Advisor, Administrative Advisor, Dean of Students, Department Chair, Portfolio Director, or other appropriate officials.

Potential areas requiring advising team coordination may include:

- Academic performance or progress
- Personal, medical, or other circumstances affecting performance
- Attendance, leave, or unauthorized absence concerns
- Professional conduct concerns
- Academic integrity violation/plagiarism

## Changing Portfolio Advisor Policy

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Portfolio Advisor assignments are intended to remain in place throughout the portfolio process. Advisor changes may be approved only under legitimate and well-documented circumstances, normally after reasonable efforts have been made to resolve concerns within the advisor-student relationship. A change in portfolio topic, by itself, is not sufficient justification for changing Portfolio Advisors.

### *Attempt at Direct Resolution*

Most issues that arise in the advisor/advisee relationship can be solved through explicit and transparent communication. Students are expected to communicate with their Portfolio Advisor regarding any concerns or issues within the advisor/advisee relationship. Likewise, faculty are expected to provide routine feedback to the Portfolio Advisee. If either a Portfolio Advisor or Advisee is having significant challenges with the working relationship, the following steps should be taken prior to requesting an advisor change.

- The Portfolio Advisor and/or Advisee should document concerns in writing and meet to discuss the relevant concerns and/or issues.
- The parties should develop a plan for overcoming the concerns/issues. The discussion and the plan should be documented in writing to capture the content of the conversation between the advisor and advisee as well as the way ahead.
- If a plan is not formulated within 14 days, the Portfolio Advisor and/or Advisee should notify the Dean of Students and the Portfolio Director no later than 14 days from the date of the initial grievance, reporting the concerns and explanation as to why a corrective action plan has not been established.
- If the plan fails to address the problem from either the advisee or the advisor's perspective, the department head of the faculty member involved (or Portfolio Director if department head is the advisor) will provide direct mediation to facilitate resolving issues/concerns.
- If, after at least three weeks, the mediation attempt has failed to resolve the issue, the Portfolio Advisor and/or Advisee should speak with the Portfolio Director (or Dean of Faculty and Academic Programs if the advisor is the Portfolio Director) and submit the Request to Change Portfolio Advisor form. The Portfolio Director is responsible for managing such requests.

### *Portfolio Director Review*

Once the advisee completes the request form, the Portfolio Director will review the evidence provided, to include the attempted resolution, and will decide if a change of advisor is warranted. If the Portfolio Director is the advisor of the student in question, the Dean of Faculty and Academic Programs will make the decision to accept or deny the request to change advisor. A decision to allow or deny a change request should take place within three business days of the formal request being submitted unless extenuating circumstances occur (travel, federal holidays, federal closings due to weather or emergencies, major academic events, etc.).

If the Portfolio Director decides that a change is warranted, he/she will then assign a new advisor. While student input will be considered, faculty workload, subject matter, and other factors will influence the choice of new advisor. The Director will inform the Dean of Faculty and Academic Programs and the

Dean of Students of a portfolio advisor change. In the event the Director denies the request to change advisors, a student may appeal the decision to the Dean of Faculty and Academic Programs.

## **SECTION 5: ACADEMIC REQUIREMENTS AND PERFORMANCE**

### **Degree Requirements**

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To graduate with a NDU Master of Arts degree, a student must:

1. Have an overall program Grade Point Average (GPA) of at least 3.0 across all core and elective courses (GPA = total quality points / total credits).
2. Pass all core and elective courses with the grade of B- or higher.
3. Satisfy all designated course work requirements as listed in the respective degree program plan for each college, including but not limited to the portfolio, capstone, and oral exams, as applicable.

### **Academic Probation**

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If a student's overall GPA falls below 3.00, the student will be placed on academic probation by the Dean of Faculty and Academic Programs. Once on academic probation, a student must earn a GPA greater than 3.00 each quarter to bring the overall GPA at or above 3.00.

### **Academic Performance and Remediation**

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Students placed on probation or who have been identified by CISA faculty with academic performance issues should immediately meet with their faculty advisor to discuss if additional academic remediation is necessary. Their advisor may consult with other faculty members to develop a remediation plan to meet academic requirements. A proposed remediation plan will be signed by the faculty advisor and student and submitted in writing by the student to the Dean of Faculty and Academic Programs through CISA's Academic Policy Council (APC) for review and approval. The Dean will inform the student, the student's course instructors, course directors, program lead, and Registrar of any approved remediation plan.

### **Standards of Satisfactory Academic Performance**

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Students are expected to maintain satisfactory progress in all courses and degree requirements. A student who is experiencing, or reasonably anticipates, academic difficulty should promptly consult with the appropriate course faculty member. Students may also seek additional assistance from a faculty advisor, the Department Chair, the Associate Dean for Programs and Curriculum, and/or the Dean of Faculty and Academic Programs. The NDU Library and Writing Center provides assistance to all students. Students may request assistance from the Writing Center through the NDU Writing Center scheduling system: [NDU Writing Center \(mywconline.com\)](http://mywconline.com). International Fellows may also seek academic assistance from International Study, Missions, and Outreach (ISMO).

### **Time for Degree Completion and Extensions**

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Candidates for the MASSS have seven years from initial admission to complete degree requirements. This seven-year degree-completion period is separate from, and does not extend, the 12-month deadline for completing coursework associated with a grade of Incomplete in an individual course.

A student who does not complete all degree requirements within the established time limit will be administratively withdrawn from degree candidacy unless an extension is approved by CISA's Academic Policy Council (APC). Students seeking an extension must submit a written request to the APC no later than six weeks before the expiration of their degree-completion period, or by another deadline established by the APC.

Courses or credits that fall outside the approved degree-completion period may no longer count toward the degree and may need to be repeated. Students should also understand that degree requirements may change over time; therefore, a student returning after an extended period may be required to complete current program requirements, repeat coursework, or restart the degree program.

### **Disenrollment**

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CISA may disenroll a student from the academic program for failure to meet academic, degree, or conduct requirements. Grounds for disenrollment may include unsatisfactory progress toward the degree, failure to complete the degree within the established time limit, violation of academic integrity policies, or other violations of applicable NDU policies governing student or professional conduct.

Disenrollment actions will be handled in accordance with applicable NDU and CISA policies and procedures.

### **Early Academic Departure**

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Students must complete all academic requirements in order to graduate. Students are also expected to participate in required graduation-related activities, including the graduation ceremony, unless excused through the approved early departure process. Students requesting early departure must consult with the Dean of Students and their Administrative Advisor before submitting a request. Early departure requests must be routed through the College and approved by the NDU President.

## SECTION 6: CONDUCT AND PROFESSIONAL STANDARDS

### Dress Code Policy

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Military and civilian students are expected to exemplify professional standards of dress and appearance. This policy is established to ensure students present a professional image, maintain uniformity in attire, and create an environment that is conducive and representative of CISA's mission. CISA student attire will complement an atmosphere that reflects a professional organization for an academic environment.

The overarching NDU Dress Code policy is contained in [NDU Instruction 1000.03](#). CISA students are authorized to wear civilian business and business casual attire for most day-to-day duty as follows:

- **Business Attire.** Business attire is standard from 0830-1630 on workdays. Business attire is defined as a suit, sport coat, and dress slacks/skirt with a dress shirt or dress for women. A tie is optional for regular class days and required for formal engagements, lectures, and as directed. Appropriate shoes and socks are expected. Attire must be neat, clean, and professional in appearance.
- **Business Casual.** Business casual is standard for all online classes, research and writing days, during the winter break, and when face-to-face classes are not in session. Business casual is defined as slacks (no jeans, shorts, or cargo pants), a collared shirt, skirt, casual dress, and appropriate socks and shoes (no athletic shoes or sandals, flip-flops, or crocs).

The following exceptions are provided:

- For senior speakers and special events, military students will wear Service Class A uniforms. Students will be notified in advance of distinguished lectures and other special events requiring Class A uniforms. Civilian students are expected to wear full business attire, including ties for men.
- "CISA Spirit" attire will be aligned with the last day of the academic week, sports competition days, or esprit de corps designated times. On these days, a CISA polo may be worn slacks (no jeans or cargo pants), skirt, or dress. For lectures scheduled on a designated CISA Spirit day, the CISA polo shirt can be worn if the lecturer is an internal faculty speaker. If the speaker is an external guest lecturer, a blazer must be worn over the CISA polo shirt during the lecture. A windbreaker does not qualify as a blazer. A blazer is not required for seminar classes. If a student elects not to wear their CISA polo on a "CISA Spirit" day, students are required to be in business attire or service uniform (not utilities).
- For times of inclement weather (e.g. excessive heat), potentially hazardous environmental conditions (e.g. HVAC non-operational), and other extreme circumstances, the CISA Chancellor may modify the dress code to allow for greater safety and the wellbeing of students, faculty, and staff.
- Personnel may arrive (prior to 0830) and depart (after 1630) in casual attire as long as they change into the prescribed attire described above. Physical training clothing is permitted when going to/returning from exercising.

## ***Military Uniform Lexicon***

The following equivalent attire is provided for reference:

### **Class A**

- International: military uniform with coat
- US Army: AGSU/ASU; Tropical AGSU (Class B with ribbons) may be authorized during hot weather months
- US Marine Corps: Service A (Dress Blues/Whites for graduation and USMC birthday)
- US Navy: Service white or summer white (as specified for each event)/service dress blue
- US Air Force: Service dress
- US Coast Guard: Service dress white
- Civilian: Business (with tie)

### **Class B**

- International: Open collar/short sleeve
- US Army: Class B/short sleeve
- US Marine Corps: Service B/C (Seasonal)
- US Navy: Service Khaki
- US Air Force: Open collar/short sleeve
- US Coast Guard: Tropical blue long
- Civilian: Business (tie optional)

## ***Uniform Covers and Saluting***

The NDU campus at Fort McNair is a “non-rate area.” Due to high foot traffic and safety concerns, saluting is not required outside campus buildings on Fort McNair, regardless of rank. To accommodate this policy, military members will not wear covers inside or outside campus buildings when service members are in uniform.

## **Student Conduct**

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### ***NDU Student Code of Conduct – [NDU Instruction 1000.01](#)***

To advance the mission of educating, developing, and inspiring national security leaders, we must continually create and maintain an academic environment founded in a community of trust that demands excellence in professional conduct and ethical standards. Students must adhere to the highest standards of honor. Specifically, students will not lie, cheat, steal, or otherwise behave in any way that discredits themselves or negatively impacts the reputation of NDU or fellow students. Failure to follow these standards may result in administrative action, including dismissal from the University in accordance with NDU's Student Disenrollment Policy ([NDU Instruction 1000.02](#)).

High-quality graduate education depends upon the professional and ethical conduct of the participants. Faculty and graduate students share complementary responsibilities in the maintenance of academic standards. To this end, it is essential that CISA students conduct themselves in a professional and civil manner and refrain from disruptive classroom behaviors. Examples of disruptive behaviors include arriving late to class, using electronic devices such as cellular phones, text messaging or responding to emails during lectures and classes, leaving class without permission, and carrying on personal conversations while others

are talking. Computer use during class is at the discretion of the professor; students should refrain from using computers for purposes other than classroom contribution and the course learning objectives. Cell phones should only be used for note taking as a last resort.

### *NDU Academic Integrity Policy – [Directive Type Memo 26-03](#)*

Integrity is one of NDU's Guiding Principles. NDU fosters a culture of trust, honesty, ethical conduct, and intellectual accountability. NDU maintains zero tolerance for academic dishonesty and promotes consistent treatment of similar cases across the University. Nothing in this policy limits the authority of the NDU President or the Provost and Vice President for Academic Affairs to address issues of academic integrity.

Academic integrity applies to all scholarly work produced by students, faculty, staff, and other academic participants. Academic dishonesty includes, but is not limited to, falsification of academic or professional credentials, unauthorized assistance or collaboration, plagiarism, multiple submissions of the same work for academic credit, and the unauthorized or undisclosed use of generative artificial intelligence (GenAI) or other artificial intelligence tools. When GenAI is used in preparing assignments or scholarly work, its use must be disclosed and appropriately attributed. Students are responsible for complying with instructor guidance regarding the authorized use of AI tools, collaboration, and other assignment-specific requirements.

The University promotes understanding and compliance with the Academic Integrity Policy through multiple measures. Students acknowledge the policy during the NDU onboarding process through NDU Connect, receive instruction on academic integrity during orientation, and are encouraged to review the complete policy and any college-specific guidance available through the [CISA Student Portal](#). Students who are uncertain whether collaboration, reuse of previous work, or the use of AI tools is permitted should consult their instructor before submitting academic work.

Violations of the Academic Integrity Policy may result in disciplinary or administrative action, including rejection of submitted work, assignment of a grade of no credit with an academic dishonesty transcript notation, suspension, disenrollment, denial or revocation of degrees or diplomas, or other sanctions as authorized by University policy.

### *NDU Artificial Intelligence Policy – [NDU Instruction 9000.01](#)*

AI tools have become widely available. Although these AI tools can enhance one's capacities, they cannot substitute for the learning process. Student success at CISA and in their future careers is dependent on learning how to think critically, process and distill original ideas, and effectively derive analytical decisions that lead to actionable insights. No AI tool can replace these crucial skills. For this reason, it is CISA policy that all work submitted for credit or any other form of evaluation **must be a student's own original work**.

Recognizing the transformative potential of AI in shaping national security education and advancing academic excellence, NDU encourages the responsible and transparent use of GenAI tools. Passing AI-generated content as one's own work breaches the NDU academic integrity standards and violates the code of conduct. Further, attempts to use AI in place of one's own original work deprive students of the skills they need to understand, analyze, and evaluate critical material to create national security strategies in a disruptive global environment. Students must cite all the sources they use for their deliverables, to include any AI tools utilized for translation or throughout the research process.

As AI is continuing to evolve, CISA faculty are committed to updating approaches to AI tools. Students may bring questions or concerns regarding the academic use of AI tools to their professors.

### ***U.S. Uniform Code of Military Justice***

Members of the U.S. armed forces are subject to the Uniform Code of Military Justice (UCMJ). Of relevance to CISA, Article 88 prohibits the use of “contemptuous words” against the President, Vice President, Congress, Secretary of Defense, and other named officials. Nothing in the principles of academic freedom operates as an exception to Article 88. Additional information on Article 88 is available from NDU General Counsel.

Students are expected to be familiar with and adhere to the policies of the NDU. The policies in this student handbook are in addition to, but are not inclusive of, all NDU policies.

## **Academic Conduct**

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### ***Academic Freedom***

[NDU Directive-Type Memo 26-04](#) establishes the University's commitment to academic freedom as a cornerstone of its core values. Academic freedom promotes an environment in which students and faculty may express ideas, challenge assumptions, engage in respectful debate, and pursue research and scholarship without fear of retribution. As an accredited institution of higher education, NDU is committed to academic freedom, intellectual freedom, freedom of expression, and respect for intellectual property rights.

Free inquiry is fundamental to NDU's educational mission. Senior military officers and government officials educated at NDU will serve as policymakers, advisors, and strategic leaders who must be prepared to examine complex issues, evaluate competing perspectives, and participate in thoughtful, professional dialogue. Students and faculty are encouraged to question, analyze, and debate ideas while conducting themselves with professionalism, mutual respect, and intellectual honesty. Academic freedom is exercised within the bounds of academic integrity, applicable laws, professional ethics, and University policy.

Students share responsibility for maintaining an environment that supports open academic discourse. This includes:

- Respecting differing viewpoints and engaging in civil, professional discussion.
- Focusing classroom discussions on topics relevant to the subject being studied.
- Protecting classified, controlled, or sensitive information by discussing such material only in appropriate settings with individuals who have a legitimate need to know.
- Respecting intellectual property and complying with the University's Academic Integrity Policy.

As members of the military, federal civilian workforce, or other sponsoring organizations, students remain subject to the laws, regulations, and ethical standards applicable to their respective status. Questions regarding official public communications, security review requirements, political activities, or other legal or ethical obligations should be directed to the appropriate supervisory chain, sponsoring organization, or the NDU Office of General Counsel.

### ***Non-Attribution***

[NDU Directive-Type Memo 26-05](#) establishes the University's Non-Attribution Policy, which complements NDU's commitment to academic freedom by fostering an environment of open, candid, and

intellectually rigorous discussion. To encourage students, faculty, guest speakers, and senior leaders to exchange ideas freely, classroom presentations, seminars, lectures, workshops, exercises, field studies, and other academic engagements are conducted under the University's non-attribution rules. Information shared in these settings is intended solely for academic purposes and may not be attributed to a speaker outside the authorized audience without the speaker's express permission. This academic climate, consistent with the principles of the Chatham House Rule, promotes collaboration, intellectual curiosity, respectful debate, and the free exchange of ideas while protecting participants from inappropriate public attribution.

CISA applies the University's Non-Attribution Policy to all official academic activities, including classroom seminars, guest lectures, auditorium presentations, online instruction, workshops, exercises, and field studies. The policy applies equally to faculty, students, guest speakers, panelists, and other participants. Unless expressly authorized by the speaker, comments, opinions, or presentations may not be attributed directly or indirectly to any individual outside the authorized audience. This protection also extends to presentation materials and other instructional resources provided by speakers as part of the academic program.

Students are expected to safeguard the confidentiality of classroom discussions and to respect the professional trust that enables candid dialogue on complex and often sensitive national and international security issues. Students may not record, photograph, distribute, livestream, or otherwise reproduce classroom discussions, guest presentations, or instructional materials without prior authorization. Guest speakers may only be recorded with their written consent, and students are prohibited from recording or distributing class sessions. These expectations apply equally to in-person, hybrid, and online learning environments.

Failure to comply with the University's Non-Attribution Policy or related University policies may result in administrative or disciplinary action under applicable NDU and CISA policies. Students who have questions regarding the application of the Non-Attribution Policy should consult their course instructors, the Dean of Students, or the Dean of Academic Programs before disclosing information obtained through NDU academic activities.

## **Professional Standards**

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CISA students are expected to adhere to the highest ethical and professional standards, comport themselves professionally and in a manner that fosters a culture of civility and respect, and avoid any actions or behavior that would negatively affect the mission or reputation of CISA or NDU.

Workplace discrimination is not tolerated at CISA, i.e. when an individual or group of individuals are singled out and treated differently because of their race, color, religion, sex (including pregnancy, sex stereotyping, gender identity, transgender status, and sexual orientation), national origin, age, disability, genetic information (including family medical history), parental status, marital status, political affiliation, military service, or any other non-merit based factor. Discriminatory harassment is also not tolerated, i.e. when an employee behaves in a way that shows hostility or aversion toward a colleague because his/her protected characteristic interferes with work performance, adversely affects employment opportunities, or creates an intimidating, hostile, or offensive work environment.

Students who observe or experience acts of discrimination, harassment (including sexual harassment), and intimidation are encouraged to report them to the Dean of Students, CISA leadership, and/or their respective component's EEO/EO officers:

Fort Bragg  
[usarmy.Bragg.usag.mbx.eeo@army.mil](mailto:usarmy.Bragg.usag.mbx.eeo@army.mil)  
Location: 135 Merriweather Rd., Building 2-1515  
**Mailing Address:**  
2175 Rock Merritt Avenue, Stop A  
Fort Bragg, NC 28310

Federal Civilians  
Joint Base Myer-Henderson Hall EEO office  
Phone: (703) 696-6258 or (703) 696-2996  
Email: [Hazel.D.Barnes.civ@mail.mil](mailto:Hazel.D.Barnes.civ@mail.mil)

Army  
JBM-HH Installation Senior EOA  
Phone: (703) 696-2964; Gov Cell: (703) 967-0574

Sea Services  
CNIC HQ EEO  
Phone: (202) 433-8229  
[CNIC\\_HQ\\_EEO@navy.mil](mailto:CNIC_HQ_EEO@navy.mil),

Air Force & Space Force  
Joint Base Andrews EEO  
Phone: (240) 612-6345

Federal law prohibits retaliation against employees who engage in protected EEO/EO activity, such as participating in the complaint process or opposing any other discriminatory practice. For a detailed overview of DoD's EEO policy, see DoD Directive 1440, The DoD Civilian Equal Employment Opportunity Program and DoDI 1350.02, DoD Military Equal Opportunity Program.

Sexual harassment is a violation of federal civil rights laws and will not be tolerated at CISA. Federal law prohibits retaliation against employees who report sexual or any other kind of discriminatory harassment or cooperate with any harassment inquiry. For a detailed overview of DoD's policy on discriminatory harassment, see DoD Directive 1020.04, Harassment Prevention and Responses for DoD Civilian Employees, DoDI 1020.03, Harassment Prevention and Response in the Armed Forces, and [NDU Instruction 1020.01](#), Harassment Prevention and Response.

Personnel are encouraged to report complaints of sexual harassment to the Dean of Students, CISA leadership, and/or their respective Sexual Harassment/Assault Response and Prevention (SHARP) office. Fort McNair SHARP Information: <https://home.army.mil/jbmhh/my-fort/all-services/sharp>. Fort Bragg SHARP Information: <https://www.swcs.mil/Resources/SHARP/>.

No form of workplace violence will be tolerated at CISA. Workplace violence, as articulated in DoDI 1438.06, DoD Workplace Violence Prevention and Response Policy, is "Any act of violent behavior, threats of physical violence, harassment, intimidation, bullying, verbal or non-verbal threat, or threatening, disruptive behavior that occurs at or outside the work site." Violators may be subject to disciplinary action.

## SECTION 7: ADMINISTRATIVE PROCESSES

### Accountability and Mass Notification

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Accountability will be conducted daily by CISA Faculty, and any unexcused absences will be reported to the Dean of Students.

Recall procedures will be initiated by the CISA Dean of Students and will be conducted through student Seminar Leaders and Cohort Leaders. Seminar and Cohort Leaders will establish recall rosters and the capacity to contact and account for each student in their seminar or cohort.

In case of emergency or exercise, Seminar/Cohort Leaders will be expected to account for all students in their section within fifteen minutes. They will report this accountability to the Dean of Students or designee within that timeframe.

### Absences and Leave

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Students have a professional responsibility to participate in all academic events, including CISA core/elective courses and engagements, NDU elective courses, NDU and CISA lectures, and CISA Writing, Advising, Research, and Reflection (WARR) programming. ***Days dedicated for WARR programming are deemed academic duty days and not to be used as optional leave periods.*** Requests to attend training or professional development outside NDU during scheduled academic requirements require exception-based approval. Generally, leave will not be granted during the academic year except during holiday periods when classes are not in session.

### ***Submitting Requests: 3-Step Process***

The CISA Dean of Students is the final CISA decision authority for all student absence and leave requests. Students will follow a three-step process for submitting requests to miss academic events and/or travel outside of the authorized liberty range. Absence and leave requests will include an explanation of the circumstances related to the request. Students will submit requests for both foreseen absences (i.e. scheduled medical appointments, travel outside liberty boundary on weekends, etc.) and unforeseen absences (i.e. personal injury, illness, family emergency, etc.).

**Step 1** – To remain in good academic standing, students must get permission from teaching faculty and coordinate with their faculty advisor if requesting to be absent from academic events or travel on academic duty days. If students request to miss multiple classes and/or lectures, students must coordinate with all teaching faculty impacted. Students are responsible for conducting this coordination prior to the second step.

**Step 2** – To obtain CISA Dean of Students approval, students must submit all academic coordination and details concerning the absence and leave request. Students request Dean of Students approval by completing the CISA Absence and Leave Request Form located on the [CISA Student Portal](#). The academic coordination completed in the first step must be uploaded (PDF file) to the request form, otherwise requests will not be approved. Upon review of the request, the Dean of Students will notify students in writing that their request was approved, denied, or is pending additional information. Completion of this step creates an official record and will be referenced for accountability, emergency contact, or other related purposes. If this step is not completed prior to an unforeseen absence, students will be responsible for submitting the request post factum.

**Step 3** – Students must meet service or agency administrative reporting and filing requirements. For U.S. students, this involves filing chargeable leave as directed and required by their service/agency. For IFs, this involves completing ISMO/IMSO reporting and filing requirements. Steps 1 and 2 must be completed before Step 3.

### ***Liberty Ranges and Restrictions***

The liberty range for IFs is limited to 250 miles by Department of Homeland Security policy. Travel over 250 miles, at any time, or overnight stays requires Dean of Student approval (Step 2) and approval from ISMO or IMSO, as applicable (Step 3).

US military students may travel anywhere within CONUS on weekends and NDU-approved extended holiday weekends, not to exceed four days. This travel does not require coordination and approval. The Dean of Students will not issue weekend passes beyond the NDU-approved extended holiday weekends.

WARR days are duty days and subject to rescheduling on short notice. A WARR day prior to or following a weekend is not an extended weekend pass. Students should not make travel plans on WARR days without prior coordination and approval. Students approved to travel on a WARR day will have to follow their service/agency requirements for filing administrative leave.

US military students must be on authorized leave status for all travel outside of the local area during the NDU winter holiday break. This travel requires administrative advisor coordination (Step 1), Dean of Students approval (Step 2), and service leave filling (Step 3). The local area is the place where the student lives and from which he or she commutes to the duty station.

All OCONUS travel must be approved by the Deans of Students (Step 2). Students are required to be on authorized leave status for all OCONUS travel (Step 3).

### ***Extended Absences***

In the event of illness or injury, it is the student's responsibility to complete any coursework missed during the absence and additional assignments required by faculty to meet course objectives. Students may have the option of participating virtually in up to four classes. This option requires the approval of the teaching faculty (Step 1) and the Dean of Students (Step 2). While the intent is to ensure the student does not fall behind on coursework, virtual classes will count as an absence against attendance requirements.

Students who accumulate five or more excused or unexcused absences from a course will be required to participate in a CISA performance review to ascertain their mastery of the course subject matter. Course Directors, in coordination with the Dean for Academic Programs, will identify the requirements for student performance reviews. For NDU electives (electives not hosted by a college), the NDU Assistant Vice President for Academic Affairs will coordinate the requirements for student performance reviews.

In meeting the spirit of NDU Parental Leave Policy ([NDU Directive-Type Memo 26-02](#)), CISA permits students to take up to two consecutive weeks of paternity leave after the birth or adoption of a child. Students must have the approval of teaching faculty (Step 1) and the Dean of Students (Step 2). Faculty will provide tailored individual plans for the missed academic events, and students must complete all academic requirements to remain in good academic standing. Remaining paternity leave may be taken, without missing academic events or duty days, over the NDU winter break and/or at the completion of the academic year after NDU graduation.

## NDU Policy on Grades and Grading

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### *NDU Grading Scale*

Students at CISA are assessed throughout the academic year using a variety of means, including papers, presentations, exams, and/or seminar contribution. Where students are assigned group projects, faculty will employ techniques to assess the contributions of individual students. [NDU Instruction 1025.07D](#) is the NDU policy on grades and grading. The policy provides guidance on special considerations such as late coursework, remediation, academic performance review, course incompleteness, course withdrawal, credit transfer, and course audit.

### *CISA Grade Appeal Process*

Students have the right to a grade that is based on their actual course performance and an articulated standard applied to all those taking the course. Students should not be subject to prejudicial or capricious grading. Neither a clerical error nor an arbitrary or erratic grade should be allowed to remain as part of the student's permanent record. In such cases, students are offered a means of redress.

The formal grade appeal process is a structured and carefully governed procedure. The College evaluates all requests for grade changes with strict attention to fairness and the preservation of academic integrity. Any adjustment must not compromise the standing of other students whose original grades reflect higher achievement. In the event of a grade challenge, the burden of proof rests entirely with the student. Where reasonable doubt exists, the original grade will remain in effect. Requests for grade changes will not be granted if they are based on additional work completed after the initial grade was assigned.

If contesting a grade, the student has **seven working days** after receiving the grade and assessment feedback to file a written appeal. The following steps will be taken:

1. The student should first convey his/her concerns about the grade in writing to the instructor or faculty member who assigned the grade and request a meeting to discuss the matter. The purpose of the consultation is for the faculty member to explain the basis for the student's grade. If the grade change is due to a clerical error on the part of the faculty member, the instructor will notify the NDU Office of Enrollment Management and Student Services in writing to implement the correction and the issue will be considered resolved.
2. If a satisfactory resolution is not reached, the student should submit a grade appeal letter to the Course Director (or Associate Dean of Curriculum if the Course Director is the faculty member who assigned the grade) who will forward it to the CISA Academic Policy Council (APC). The letter must be submitted **no later than seven working days after receiving the grade and assessment feedback**. The letter should include the name of the student, course name and number, and instructor's name. In the request details, the student must present specific facts that, if verified, would establish a valid basis for claiming that the grade was assigned in an arbitrary manner. The student must provide clear and complete justification for the request. In the desired resolution section, the student should detail the remedy or resolution sought.
3. The APC will review all pertinent information relating to the case which may include interviewing the instructor and student if necessary. The APC will render a decision (to raise, lower, or sustain the grade) to the student **no later than seven working days from receipt of the appeal memo**.

In the case of students taking courses with other schools in the NDU system, the student shall abide by NDU Instruction 1025.07D for initiating a grade appeal.

### ***Incomplete Grades***

A grade of Incomplete or “I” may be granted to a student when the course instructor believes the student will not meet course standards on a graded requirement within the designated timeframe. A student is eligible to request an Incomplete grade if all the following conditions are met:

- The student has been making satisfactory progress in the course.
- The student’s inability to complete all coursework is due to circumstances beyond the student’s control.
- The petition for a remediation exception is submitted within the grade appeal timeframe, prior to the deadline for final grades.

If these conditions are met, the student and course instructor will complete and submit an Incomplete Grade Contract to the Registrar for consideration by the APC and final approval of the Dean of Faculty. The Incomplete Grade Contract must be developed in consultation with the course instructor, course director, and the student’s portfolio advisor and must specify:

- The reason an exception is being requested.
- All assignments or exams the student will complete and when.
- How this work will be graded, and the student's final course grade calculated.

The timeline may be adjusted to meet need, but all work must be submitted no later than 12 months after the last day of the academic quarter in which the course was delivered. Once approved by the Dean of Faculty, the final contract signed by both the instructor and student should be sent to the NDU Office of Enrollment Management and Student Services for academic record. The student and instructor should also retain a copy for their records.

Failure to meet deadlines agreed to in the contract will result in designation of a failing grade for that course. Requests for extension of a deadline must be submitted to the Dean of Faculty and will be granted only in exceptional cases. Once the student has fulfilled the course remediation plan, the course instructor will notify the Dean of Faculty in writing and submit the final grade to the NDU Office of Enrollment Management and Student Services.

### **Addresses and Contact Information**

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All students are required to enter current local home address, phone numbers, emergency contact information, and personnel information into NDU Connect. This information must be updated if changes are made during the AY. The College maintains this policy for the purpose of collecting and maintaining accurate contact information for students for emergency preparedness.

### **Student Privacy**

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NDU is committed to protecting the privacy and security of student information in accordance with the Privacy Act of 1974, Department of War privacy requirements, and [NDU Instruction 8500.02](#). NDU collects and maintains personally identifiable information (PII) necessary to administer academic programs, maintain student records, issue academic credentials, support travel and logistics, satisfy accreditation requirements, and fulfill legal and Department of War reporting requirements. Student

information is collected only for authorized purposes and is protected through administrative, physical, and technical safeguards.

Personally identifiable information (PII) includes any information that identifies an individual, such as a name, date of birth, Social Security Number, DoD Identification Number, passport number, student identification number, contact information, educational records, military or civilian affiliation, security clearance information, and certain medical or financial information.

All students are responsible for safeguarding PII and are expected to:

- Protect their own PII and the PII of others.
- Use approved University systems to store, transmit, or share PII.
- Share PII only with individuals who have an official need to know.
- Verify recipients before sending information containing PII.
- Protect paper and electronic records from unauthorized access or disclosure.
- Immediately report any suspected loss, compromise, or unauthorized disclosure of PII.

## **SECTION 8: STUDENT LIFE AND COMMUNITY**

### **CISA Student Council**

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At the beginning of the AY, a student council will be formed for each campus. In general, the Student Council will be comprised of the following positions:

- President
- Vice President
- IF Class Leader (McNair) / IF Liaison (Bragg)
- Treasurer
- Administration Chair
- IF Executive Officer (McNair)
- Yearbook / Strategic Communication Chair
- Social / Swag Chair
- Sports Chair
- Gray Zone Manager (McNair)
- Seminar / Cohort Leaders

The CISA Student Council will serve as a principle means of communication between the student body and the Dean of Students. It will also coordinate the collection of landing fees, procurement of coins, mugs, yearbooks, etc. and will, in coordination with representatives from the other colleges, coordinate intramural sports and social events throughout the year. The Student Council will serve critical functions, such as accountability on trips, emergency recalls, mass notifications, and ensure the set-up and clean-up for all social and service-related activities. See [Student Council Billet Descriptions](#) for more information. In coordination with the Dean of Students, the Student Council may adjust or amend positions to meet the needs of the class.

### **CISA Student Dues**

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“Landing fees” are established by and managed by the CISA Student Council to meet the needs of the CISA student experience. Funds from landing fees have traditionally been used for items such as:

- Signature events (orientation socials, holiday celebrations, graduation reception/gala)
- CISA class coin and yearbook
- Student swag – CISA polo and lanyard
- Morale and welfare gifts
- Social activities
- CISA student mess – coffee, tea, hot coca, etc.
- Class gifts

Each student should expect to contribute a one-time fee for the academic year soon after arrival. This money will be accounted for and managed by the CISA Student Treasurer, and financial reports will be provided to the CISA Student Council and Dean of Students. The landing fee is a voluntary student contribution.

## **NDU Sports Program**

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Students enrolled at ES, NWC, CISA, and CIC will compete for the NDU President's Cup in nine sports at Fort McNair. The President's Cup is awarded annually to the school that wins the greater number of competitions at the end of the AY. The nine sports include softball, soccer, basketball, volleyball, golf, bowling, pickleball, cornhole, and a 5K run. The sports program is used to bring the ES, NWC, CISA, and CIC student bodies together on the athletic fields to enjoy fellowship and to provide an outlet from the intellectual rigor of the classroom.

### **Awards:**

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CISA recognizes exceptional academic achievement, leadership, and service through a series of awards presented at the end of the academic year. These awards reflect the College's commitment to developing scholar-leaders who contribute meaningfully to the CISA community and the broader national security enterprise

#### ***Academic Awards:***

CISA has two academic award categories: Honors Portfolio and Distinguished Graduate.

CISA Honors Portfolios are selected by an Honors Committee that identifies work of strategic importance combined with significant academic rigor, effective writing, and adherence to APA citation and style guidance.

CISA Distinguished Graduates exemplify the qualities of Scholar-Leaders. They have shown exceptional capacity to analyze complex irregular warfare issues and superbly articulate arguments both orally and in writing. A Distinguished Graduate excels in the classroom and within the CISA community, demonstrating commitment to furthering themselves, others, and the College with contributions both within and beyond the seminar. Distinguished Graduates also excel as leaders and are recognized by Faculty, Staff, and students as role models among their peers.

Generally, the top 10 percent of the class will be recognized as Distinguished Graduates by the Chancellor based on recommendations from CISA leadership and faculty. For the Fort McNair student body, criteria for consideration will include GPA (~80%), participation in voluntary academic activities (~10%), and participation in extracurricular activities (~10%). For the Fort Bragg student body, GPA will be the sole criteria.

#### ***Chancellor's Awards for Leadership and Service (Fort McNair and Fort Bragg):***

Each year CISA recognizes outstanding students in its master's degree programs with the Chancellor's Awards for Leadership and Service. This award is based on faculty nominations, recognizing unique leadership, service, or other important contributions made by a student to the graduating class during the academic year.

#### ***Brigadier General Sajid Shakoor Award (Fort McNair Only):***

In memory of Brigadier General Sajid Shakoor (Pakistan Army, CISA Class of 2014), CISA established an annual award to honor a graduate that best embodies the qualities of CISA and Brigadier General Shakoor's spirit of a team player, showing qualities that exemplify selflessness, a mentor, a counselor, and someone who cares more about helping a group or team to succeed than their individual success.

Shakoor Award winners are selected based on demonstrating they are the “best team player” through acts such as performing extra duties and roles beyond those normally assigned, volunteering for and working on projects, developing work methods or making suggestions that save time and effort, and providing services and support to others that are beyond assigned responsibilities.

***Lieutenant General Bennet S. Sacolick Award (Fort Bragg Only):***

The Sacolick Award honors two CISA graduates annually (one officer and one enlisted) who reflect the qualities of CISA and Lieutenant General Sacolick’s belief in the vital role of education for Special Operations Forces and those they work alongside. Awardees are recognized at graduation for being a “team player” who help their peers maximize their learning experience.

Sacolick Award winners exemplify their ability to mentor others and put the success of a group or team above their own individual advancement. Awardees performed extra duties and roles beyond those normally assigned, volunteered for additional tasks, developed work methods or made suggestions that save students time and effort, mentored and/or provided services and support to others beyond assigned responsibilities, and shown a commitment to learning.

***Ambassador’s Award (IFs Only; Fort McNair and Fort Bragg):***

The IF selected best represents the concept of “warrior-diplomat” and is a leader who has done the most to bridge cultural gaps among IFs and between IFs and US students.

The individual should demonstrate an expansive understanding and acceptance of cultural, philosophical, and geo-political differences and works to build bridges between them, while displaying a level of acumen in the field of strategic studies.

**Alumni Network**

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CISA is proud to sustain a community for life-long learning for CISA Alumni through continuing education programs, regional symposia, research support, and virtual engagement. With over 2,200 alumni from 112 partner nations, the CISA Alumni Network is a global cadre of elite national security professionals. You can reach the CISA Alumni Office at [cisa\\_alumni@ndu.edu](mailto:cisa_alumni@ndu.edu), or (202) 685-3872, for information and to get involved after graduation.

## **SECTION 9: TECHNOLOGY AND LEARNING SYSTEMS**

### **Information Technology**

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#### ***Requirements and Guidance***

Access to NDU information systems is predicated on user compliance with DoD/NDU cybersecurity regulations. No student will receive access to any NDU system until the student has accurately, fully, and verifiably completed all mandatory DoD/NDU cybersecurity requirements. All NDU students must register, complete a profile, and complete cybersecurity compliance requirements in the Joint Staff's training system of record, Joint Knowledge Online (JKO), according to their college/program and student type. Refer to the NDU IT requirements and guidance page at: <https://www.ndu.edu/Students/IT-Requirements-and-Guidance/>.

Students will receive Blackboard Learning Management System accounts, web-based NDU email accounts, and cloud-based storage for use during their course of study at NDU. The student NDU e-mail account, Microsoft Outlook Calendar, and Microsoft Teams will be the primary communication platforms between faculty, staff and students for official and the most updated information on coursework, schedule changes/updates, mandatory student events, and student services.

#### ***Fort McNair IT Environment***

At Fort McNair, students are required to bring their own laptops. Laptops are preferred, as tablets are not adequate to complete the coursework required by NDU programs. Students have exclusive control of their personal device features and type, but every device must be able to access and browse the Internet and all NDU applications; receive, process and send email; read electronic books (mostly in PDF format); and create, edit and save documents, spreadsheets and presentations. NDU provides wireless access on campus to enable students to access NDU's Online Courseware (Blackboard) and productivity applications (Microsoft Office 365). Students are also required to have Internet access outside of school. All laptops must have a modern web browser, the ability to run web-based applications, and up-to-date antivirus protection.

The use of Government Furnished Equipment (GFE) is not possible for Fort McNair students. Neither NDU nor students have sufficient rights to configure or connect GFEs to NDU's network or to its online courseware. Although handheld mobile devices, such as smartphones and tablets, are permissible in the NDU bring-your-own-device (BYOD) environment, they are not adequate to complete the coursework required by NDU programs. Students must keep their devices updated to connect to NDU's Academic Wireless network. While NDU offers technical support for access to the BYOD network and online coursework, in-depth technical support is not available. Warranty, security, insurance, and maintenance is the responsibility of the student.

#### ***Fort Bragg IT Environment***

At Fort Bragg, students are not permitted to bring personal devices into Bank Hall and Clay Hall due to USASOC policy. JSOMA students will be issued NDU owned USASOC/Langnet imaged laptops via hand receipt. With NDU-issued JSOMA student laptops, students can access and browse the Internet, both on and off SWCS campus; receive, process and send email; read electronic books (mostly in PDF format); and create, edit and save documents, spreadsheets and presentations. Students are responsible for their JSOMA student laptop during the AY and should return them in good working order at the end of

the AY. Any loss and/or damages to NDU equipment will follow applicable service procedures. Stickers, magnets, or any other items should not be affixed to NDU equipment.

### ***IT Services and Support***

NDU's Information Technology Directorate (ITD) located at Fort McNair provides limited account and network access support to students. Support and services provided include:

- NDU email and network access
- Wi-Fi access, classroom wired access, and wireless printing at Fort McNair
- Help with connecting to the NDU IT environment

There are multiple avenues for students to seek IT support:

- NDU Help Desk: (202) 685-3824 (0600-1800, M-F)
- NDU ITD Email: [Help-ITD@ndu.edu](mailto:Help-ITD@ndu.edu)
- NDU IT Support Center (informational site accessed from the NDU Student Portal, requires active NDU O365 account): <https://ndu1.sharepoint.com/sites/ndu-students-portal>
- Blackboard Service Desk Live Chat: <https://us.bbcollab.com/collab/ui/session/guest/4317c5c6f85d4d9b859b66eeae81643>

JSOMA students at Fort Bragg can contact NDU ITD for NDU student account issues, Blackboard access, and online coursework requirements. For technical support regarding NDU-issued laptops, such as battery, microphone, camera, or CAC card reader issues, JSOMA students should contact the USASOC Langnet Support Office. Most issues cannot be resolved remotely and require Langnet assistance in person.

- USASOC Langnet Support Office:
  - Location: Clay Hall Room 119 (next to the library)
  - Phone: (910) 396-0869
  - Email: [langnet-support@socom.mil](mailto:langnet-support@socom.mil)
  - Hours: 0830-1530, M-F
  - Assists with hardware issues, computer login issues, or Langnet network.
- USASOC Help Desk
  - Phone: (910) 432-7626
  - Assists with NIPR and SIPR accounts
  - If you need to *reactivate* your NIPR or SIPR account, contact Ms. Elena Maybank prior to calling the Help Desk: [elena.maybank.civ@socom.mil](mailto:elena.maybank.civ@socom.mil), (910) 396-7713

## **Educational Technology**

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### ***Use of Technology in the Classroom***

The use of technology in the classroom can enhance learning; however, the usage of electronics and technology by students in a classroom setting is a multi-faceted and complex issue. Individual instructors have the authority to determine the acceptable use of technology in the classroom and students are expected to respect those parameters.

Fort Bragg classrooms are no PED (Personal Electronic Devices) environments per USASOC policy. As such, the use of cell phones and smart watches, among other devices, are prohibited in CISA classrooms

at Fort Bragg. JSOMA students should refer to the USASOC policy document on the JSOMA student portal for more information on device restrictions, USASOC updates, and consequences for violations.

### ***Electronic Submission and Retention of Student Assignments***

All CISA student assignments must be submitted through the Blackboard Learning Management System. Prior to final submission in Blackboard, students must upload all written assignments via the plagiarism tool in Blackboard to ensure sufficient citation of student work. Assignments will not receive a grade until the student has submitted it to the plagiarism tool for verification. The plagiarism tool is a helpful resource to ensure no academic integrity violations. Students should evaluate the results of the plagiarism tool and edit their coursework accordingly prior to submitting their coursework in Blackboard for assessment.

This policy seeks to safeguard student work, as well as establish a consistent process for student and faculty assessment and recordkeeping across the institution. Regardless of submission process, attributable student coursework is intended for assessment by the assigning faculty member(s). Access to or retention of student coursework beyond accreditation requirements or in an attributable format requires the approval of the Dean of Faculty. In accordance with NDU Blackboard Policy, student assignments will not be retained or archived in Blackboard beyond graduation. Select student assignments, absent of any identifiable information, will be retained for accreditation purposes in accordance with CISA course documentation policy.

## **SECTION 10: CAMPUS RESOURCES**

### **CISA Student Calendars**

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CISA maintains Microsoft Outlook calendars for each campus, Fort McNair and Fort Bragg, via the Office 365 Group's Calendar. The calendars contain important information relevant to the student experience inside and outside the classroom, including but not limited to normal academic events (class sessions, brownbag lectures, time dedicated for research and writing, etc.), NDU sporting events, holidays, major deadlines, and academic quarter start and end dates. Students are expected to check their program calendars daily as events may shift in time and location.

The following student calendars are maintained in Outlook by CISA staff and are updated as schedule changes are confirmed.

- CISA-McNair Students
- CISA-JSOMA Students

### **NDU Library and Writing Center**

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The NDU Library and Writing Center at Fort McNair host a variety of workshops to enhance student research and writing skills. All the workshops permit virtual participation, and recordings are posted to the NDU Library's page, <https://ndu.libguides.com/ndulib/>.

The NDU Writing Center at Fort McNair supports students in developing their academic writing. The center delivers targeted group workshops to enhance student writing at every stage and offers individual consultations both in-person and virtually. As an NDU student, you will also have premium access to the writing tool, Grammarly. Writing services include:

- Personalized consultations and writing instruction.
- Online coaching and writing assignment feedback.
- Writing workshops focused on enhancing your academic writing.
- Writing Tech workshops to introduce tools designed to support research and writing.

The JSOMA Writing Coach is a service available to CISA-Bragg students who need assistance in developing and improving their writing skills. The writing coach provides one-on-one meetings and consultations. The CISA-Bragg writing coach can be reached at: [melanie.eckner@gmail.com](mailto:melanie.eckner@gmail.com) or (773) 470-9949.

### **Administrative Support to International Fellows**

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Two administrative offices support CISA International Fellows:

- ISMO at Fort McNair is committed to meeting the personal and professional needs of international students so that they may fully concentrate on their academic experience. All issues not related to the CISA academic experience should be directed to ISMO.
- IMSO is located at Fort Bragg within the SWCS campus and is committed to meeting the personal and professional needs of international students so that they may fully concentrate on their academic experience. All student issues not related to the academic experience at Fort Bragg should be directed to IMSO.

## **CISA Dean of Students**

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The CISA Dean of Students' role is to assist CISA leadership, faculty, and staff to meet CISA's mission. The Dean of Students oversees student life, student services, and on-campus activities and fosters strong student cohesion through active social and teambuilding events. Duties include:

- Advocating for students and supporting their health and welfare
- Overseeing student life, student services, and on-campus activities
- Coordinating university admissions, new student orientation, and graduation procedures
- Providing support for students/families
- Addressing student behavior
- Providing assistance, resources, and referrals outside the classroom
- Approving and tracking leave & absences
- Executing emergency evacuation (accountability)
- Advising NDU Sports & CISA Student Councils
- Managing student information, communications, and calendar
- Coordinating student-led events and alcohol use requests
- Reinforcing accountability
- Coordinating milestone events (promotions, awards, births, etc.)
- Overseeing CISA Awards Program and end of year student evaluations

### ***NDU Student Complaint Policy***

[NDU Instruction 1025.06B](#), Student Complaint Policy and Procedures, effective 29 March 2023, outlines the student complaint process. This instruction establishes NDU policies, requirements, and procedures to ensure that NDU has effective policies and procedures for receiving, tracking, and resolving student complaints at the university level within a reasonable time frame as well as a process for making modifications and improvements to the institution as a result of information obtained in handling student complaints.

A complaint is different from a suggestion to improve a process. A complaint is defined as a formal written submission by a student related to a grievance against NDU, its subordinate colleges, faculty, staff, or other students. A complaint is not an appropriate method to appeal grades, which is covered by a separate policy and outlined in Chapter 1 of the CISA Student Handbook. Additionally, disciplinary issues and student professional conduct issues must be adjudicated through the appropriate disciplinary or legal processes as determined by the Office of the General Counsel.

The CISA Dean of Students will serve as the CISA administrator to receive student complaints.

## **Student Rooms**

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Take care not to leave valuables, including purses, wallets, or laptop computers unattended in study rooms, classrooms, or restrooms. All students are required to clean up after themselves and keep work areas, classrooms, coffee mess, kitchen areas, and copier areas as clean and orderly as possible.

## **Religious Resources**

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The NDU Fort McNair campus Prayer and Meditation Room is located in Lincoln Hall Room 2320. This room is open to all. Please be respectful of others.

The Fort Bragg Religious Support Office offers a robust and diverse schedule of religious worship services that meet all over the installation. More information and current offerings can be found at <https://home.army.mil/bragg/about/garrison/religious-services#qt0:Home>. If you do not see what meets your religious needs listed, contact the Religious Support Office at (910) 643-4416.

## **NDU Health and Fitness**

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NDU Health and Fitness Directorate (HFD) assesses individuals through a comprehensive Executive Health and Fitness Assessment. HFD also provides effective intervention and prevention initiatives in wellness and fitness that encompass tobacco cessation, exercise prescription, athletic training, physical therapy, vaccination support, mental wellness, individualized diet counseling and/or further medical consultation. For more information, visit the [NDU Health and Fitness](#) page from the [NDU Student Portal](#).

### ***Mental Health***

The NDU Command Psychologist is assigned to the HFD staff and is available to all NDU students for consultations. LTC Sierra Symonette can be reached at (202) 433-5231 or [sierra.a.symonette.mil@ndu.edu](mailto:sierra.a.symonette.mil@ndu.edu). Health information should not be communicated via email.

## **NDU Legal Services**

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The Legal Services Office is located in Marshall Hall, Bldg. 62, 3rd Floor, Room 306. Notary and power of attorney (POA) services are available on a walk-in basis or by appointment. Hours are from 0800-1600. Call (202) 685-3945 to schedule an appointment with an attorney to discuss a university legal matter.

## **Students with Disabilities**

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CISA is committed to ensuring that no student is denied access to its programs, facilities, services, or activities, or otherwise discriminated against, based on a disability. Consistent with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act, NDU will make reasonable accommodations for students with documented learning, physical and/or psychological disabilities. The CISA Office of Student Services is responsible for evaluating requests for accommodation and will do so on a case-by-case basis in a manner designed to preserve confidentiality and provide students with as much independence as possible.

Students who believe they may be eligible for an accommodation are responsible for communicating their needs to the Office of Student Services no later than one month prior to the start of the first class. CISA is not responsible for making special accommodations for students who do not inform the Office of Student Services of their disabling condition and their need for accommodation, or for those who do not provide adequate documentation of their disability. Students should be aware that while CISA will work with them to identify appropriate accommodation, CISA is not able to modify course or degree requirements considered to be essential requirements of the program of instruction.

The DoD has a long-standing commitment to providing equal employment opportunities for people with disabilities. The Rehabilitation Act of 1973, as amended, requires DoD to provide accommodations to employees with disabilities and make its programs and activities accessible to these employees. The Computer/Electronic Accommodations Program (CAP) serves the civilian and military workforces within DoD. By providing assistive technology and services free of charge to DoD customers, CAP helps DoD make work environments more accessible to people with hearing, visual, dexterity, cognitive, and

communication impairments. For more information about CAP: [Computer/Electronic Accommodations Program \(cap.mil\)](http://www.opm.gov/status/)

Non-DoD students will need to make arrangements through their own agencies for any assistive technology or services necessary to pursue studies at NDU.

## **Hazardous Weather**

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### ***Fort McNair***

The Office of Personnel Management (OPM) makes decisions about closing Federal offices in the Washington, DC area. Decisions are announced through the mass media or via [www.opm.gov](http://www.opm.gov). If OPM declares that all Federal offices are closed, the University will also be closed. If OPM declares that unscheduled leave policy is in effect, CISA will move to a virtual posture and classes will proceed as scheduled. The NDU President may also declare an academic recess or virtual posture based on the weather. If OPM announces a delayed arrival, the class schedule may be modified for the day. Class schedules will be communicated through seminar leaders. WTOP FM 103.5, WMAL AM 630, or FM 105.9 radio stations are recommended information sources.

OPM Operating Status Link: <http://opm.gov/status/>

### ***Fort Bragg***

Fort Bragg Garrison Command makes decisions about post closure. Daily operating status and inclement weather updates are announced on the garrison homepage at: <https://home.army.mil/Bragg> or (910) 396-0111. Announcements on weather, traffic, and other disruptions can also be found at <https://www.facebook.com/army.mil/bragg>. Detailed forecasts and more weather information are available from the Simmons AAF weather team through the garrison's weather page at: <https://home.army.mil/Bragg/www-wx>.

If OPM declares post closure, the University will also be closed. If Garrison announces a delayed arrival, the class schedule may be modified for the day. Students will receive an email notification from the CISA-Bragg Department Chair to confirm and reinforce Garrison decisions to delay or close.

## **Emergency Evacuation Procedures**

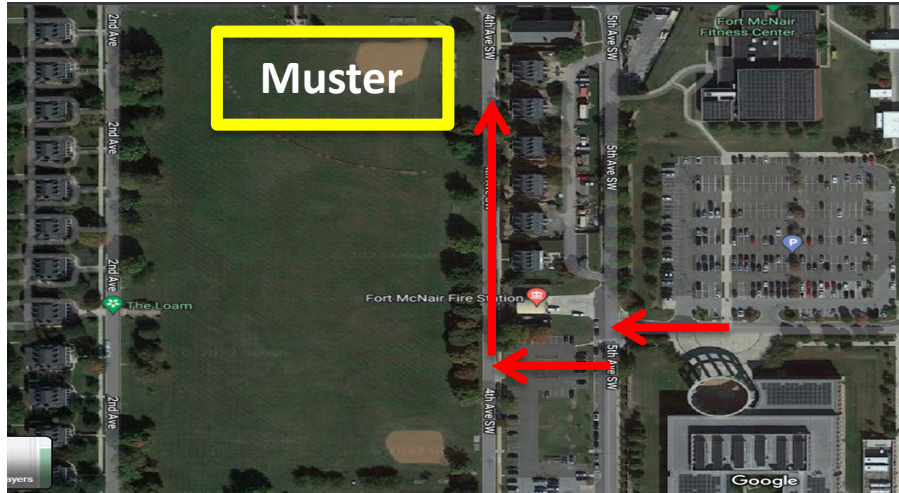
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### ***Fort McNair***

In the event of an emergency situation, an alarm will sound to signal an immediate evacuation of CISA spaces. Students are advised to adhere to the following guidelines:

- Do not run or panic
- Use nearest exit to outside
- Assist those who are debilitated
- Do not use elevators
- Leave classroom and office doors open:
  - Do not shut or lock the doors as you leave; rooms need to be cleared by emergency personnel
- Reach out to seminar leaders as soon as you are in a safe location for accountability

- CISA Fort McNair Muster Station: baseball/softball field; look for the “CISA” sign



### ***Fort Bragg***

In the event of an emergency situation, CISA Fort Bragg students, faculty, and staff will evacuate and muster at the following locations:

- Bank Hall Evacuation: Students will muster outside of Bank Hall in the center block of the Bank Hall parking lot
- Clay Hall Evacuation: Students will muster on the USAJFKSWCS logo painted on the ground outside of the front of Clay Hall

Cohort leaders will be responsible for conducting student accountability and reporting to the JSOMA Warden. Evacuation procedures and guidelines can be read in the [JSOMA Evacuation Procedure SOP](#).

## SECTION 11: FACILITIES AND INSTALLATION GUIDANCE

### Entry and Parking

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#### ***Fort McNair***

The Fort McNair Main/Ceremonial Gate is open for *departing traffic only* Monday through Friday, 1430-1800 hours. These times fluctuate, so please plan accordingly. The Main/Ceremonial Gate includes a pedestrian gate, which is open to all Fort McNair personnel. International Fellows who wish to use the pedestrian gate must coordinate with ISMO and NDU Security to be issued a token to access the pedestrian gate. DoD ID card holders (military and civilian) must register their ID cards at the Visitor's Center, located at the 2<sup>nd</sup> Street Visitor's Gate, during business hours. The Visitor's Gate (2nd Street) is open 24 hours a day. Photo identification is required at all gates. Pedestrians can access Fort McNair through the main gate with proper photo identification.

Parking at NDU is free, but there are not enough parking spaces to accommodate all assigned personnel if everyone arrives in separate vehicles. Students are encouraged to carpool. Parking areas are designated for CISA student use in university-controlled parking lots in front of Lincoln Hall and Marshall Hall. Do not park in reserved parking spaces. Parking regulations are strictly enforced by the Fort McNair Provost Marshal. Vehicles parked in unauthorized areas are subject to ticketing, suspension of post access privileges for 30 days, and/or towing at owner's expense. All spaces that are not labeled as reserved are for general use.

All drivers entering Fort McNair may need to show proof of vehicle registration, driver's license, and proof of insurance.

The speed limit on Fort McNair is 15 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.

#### ***Fort Bragg***

The Fort Bragg Visitor Center is located at the All American Freeway gate. While this gate is closed until 2028 due to renovation, the Visitor Center remains operational. See <https://home.army.mil/bragg/about/announcements> for more information. The most convenient way for Non-DoW ID cardholders to request a visitor pass at <https://home.army.mil/bragg/>.

Parking at Bank Hall is available for all students. Parking regulations are strictly enforced by the Fort Bragg Provost Marshal. Vehicles parked in unauthorized areas are subject to ticketing, suspension of post access privileges for 30 days, and/or towing at owner's expense. All spaces that are not labeled as reserved are for general use.

## **Mass Transportation Benefit Program**

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Under the DoD Mass Transit Benefit Program, participating employees in the National Capital Region (NCR) receive "transit passes" in amounts equal to their personal commuting costs, not to exceed \$255 per month (parking costs not included). To receive this benefit, employees must relinquish any federally subsidized parking permit and may not be listed as part of a DoD carpool for purposes of qualifying for a parking pass. For more information, visit: <http://www.whs.mil/mass-transportation-benefit-program>

The NDU Registrar can be submitted as the organization point of contact to verify registration at CISA.

## **Fort McNair Building Security**

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NDU buildings are monitored by closed circuit television (CCTV) and are secured by an electronic locking system that is controlled and activated by a security badge reader located on the inside and outside of the entrance doors to Marshall Hall, Lincoln Hall, and Roosevelt Hall.

All NDU personnel are issued a security badge that allows access through these doors. The activating device is positioned at each door. To enter the building, locate the slim, grey Lenel card reader on the interior and exterior of the doors, swipe or place the security badge on top of the card reader. Doors remain unlocked for five seconds. If not opened within five seconds, the door lock will reengage. When exiting a building, swipe or place the proximity card on the card reader to release the door.

If there is a problem with the devices during working hours, please notify the NDU Security Office at (202) 685-2134 and relay the problem. An NDU security officer may be able to resolve the problem immediately. If not, a new card may have to be issued by the NDU Security Office in Marshall Hall. After duty hours (1700-0700), call the Security Control Center guard, (202) 685-3767/68 for assistance. These numbers are posted on the reverse side of the security badge.

Note: All NDU personnel are responsible for securing their own personal effects and valuables. A limited number of lockers are available in CISA student rooms. Students must supply their own locks.

## **Alcohol Policy and Gray Zone (Fort McNair)**

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The consumption of alcoholic beverages on NDU property during duty hours is prohibited unless specifically authorized. Alcohol at official CISA events requires written approval from the CISA Chancellor. Alcohol will be limited to beer and wine. Hard liquor is not permitted. See [NDU Instruction 1010.01 - Authorized Alcohol Consumption on the NDU Campus – 9 May 25](#) for details.

The Gray Zone Lounge at Fort McNair (CISA Student Lounge area) provides a venue to enhance the acculturation of the CISA student body, provide informal learning opportunities, and reinforce a collaborative environment through shared experiences by CISA students. The Gray Zone Lounge is located in Lincoln Hall Room 2146. Alcohol may be consumed in the Gray Zone Lounge during informal after-hour gatherings on Fridays or the last day of the academic week. Informal gatherings should not extend beyond two hours. See the [CISA Alcohol Policy](#) for details.

## **Smoking Policy**

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Smoking is not permitted in any government building. Smoking areas are located outside some entrances to buildings where cigarette receptacles have been provided. The main entrance to each government building is a designated no smoking area. Only smoke in designated areas.

## **Reveille/Retreat**

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On Fort McNair and Fort Bragg, Reveille is sounded at 0630 and Retreat at 1700. The proper courtesies for those who are outdoors when either Reveille or Retreat is sounded are to stop and face the flagpole until the completion of the music. Those in vehicles should stop the vehicle until the music stops.

## **Dining Facilities**

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At Fort McNair, vending machines are available throughout Lincoln and Marshall Halls, food trucks are occasionally available on campus, and a Subway restaurant is located in the Lincoln Hall Cafeteria (Monday through Friday, 0700-1500). Microwaves and refrigerators are also available for student use in the CISA common areas and the Lincoln Hall Cafeteria.

Fort Bragg has several dining options including Warrior Restaurants (formerly Dining Facility-DFACS) and the [Exchange Food Court](#).

## **Banking and ATM**

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### ***Fort McNair***

There is a State Department Credit Union automated teller machine (ATM) in the Lincoln Hall Cafeteria seating area. There is also a credit union branch within walking distance of Lincoln Hall. The Fort McNair Branch of the State Department Credit Union, building 41 (703-706-5128) is open to members of the State Department, individuals with military privileges, and members of the DoD working at Fort McNair. The hours are Monday-Thursday, 0800-1430, Friday, 0800-1500, and Saturday, 0900-1200. For more information, visit: <http://www.sdfcu.org>.

### ***Fort Bragg***

An ATM is located in Bank Hall on the second floor.

## **Post Office**

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### ***Fort McNair***

The post office is located at the Main/Ceremonial Gate. The hours are Monday through Friday, 1000-1400.

### ***Fort Bragg***

The post office is located at the Fort Bragg Mini Mall. The hours are Monday through Friday, 0830-1700.

## **Service Station/Shoppette**

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### ***Fort McNair***

Fort Bragg's service station and shopette is located at building 43 and can be reached at (202) 484-5823. Operational hours are Monday through Friday, 0800-1700; closed Saturday and Sunday. Army regulations prohibit the sale of gasoline and alcoholic beverages to civilian personnel.

## ***Fort Bragg***

The closest shopette is located at 4401 Reilly Street on Fort Bragg. The Mini Mall is located at 2171 Reilly Road on Fort Bragg. Hours for both are Monday through Friday, 0800-1800; Saturday 1000-1700 and closed on Sunday. Army regulations prohibit the sale of gasoline and alcoholic beverages to civilian personnel.

## **Fitness Center**

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### ***Fort McNair***

NDU personnel have access to two fitness facilities: the NDU Fitness Center in Building 69 (next to Lincoln Hall parking lot) and a facility located in the National War College building. The NDU Fitness Center houses a full complement of fitness machines and weights, group fitness spaces, racquetball courts, a full-size gymnasium, showers, and saunas. Fitness classes are offered throughout the year. Hours of operation are Monday through Friday, 0500-2000; Saturday and Sunday, 1000-1400; closed holidays. Students have the option of registering their CAC with the NDU Fitness Center to gain 24/7 access to the facility. For more information, call (202) 685-3117.

Jogging is not authorized on 1st Avenue (the street behind the General Officer Quarters along the waterfront). During hours of darkness, joggers must wear a reflective vest or belt. Headphones are not authorized while jogging, walking, or driving. Shirts must be worn at all times. When jogging off-post, you will need ID to re-enter Fort McNair.

### ***Fort Bragg***

There are several fitness centers at Fort Bragg: <https://bragg.armymwr.com/programs/fitness-centers>. The map of Fort Bragg fitness centers: <https://Bragg.armymwr.com/application/files/8116/8675/6312/Bragg-fitness-centers-location-map.jpg>. The fitness center hours: [https://Bragg.armymwr.com/download\\_file/view/606cef04-4ac7-4dc5-8bba-fa6691b7d21a/8182](https://Bragg.armymwr.com/download_file/view/606cef04-4ac7-4dc5-8bba-fa6691b7d21a/8182).

## **Military Medical Services**

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Military personnel can be seen for acute medical issues at the Fort McNair Army Health Clinic on Fort McNair. To make an appointment or to check for availability of same-day appointments call (202) 685-3100. Periodic Health Assessments (PHA), Post Deployment Health Assessments (PDHA), Port Deployment Health Risk Assessments (PDHRA) and physicals can be performed at the clinic. More information: <https://rader.tricare.mil/>.

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.

At Fort Bragg, information regarding Womack Army Medical Center can be found at the following link: <https://womack.tricare.mil/>

For any questions regarding Tricare: <https://tricare.mil/>.

## APPENDICES

### 1. Key Contacts

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#### Fort McNair:

- NDU Website: <https://www.ndu.edu/>
- CISA Website: <https://cisa.ndu.edu/>
- NDU Information Technology Directorate Service Desk: (202) 685-3824
- 24 Hour Emergency NDU Security: (202) 685-3767 or 911
- NDU Operating Status: <http://opm.gov/status/>
- CISA Office of the Chancellor: (202) 685-7209
- CISA Office of the Dean of Students: (202) 685-2309
- NDU International Study, Missions, and Outreach, (202) 685-4240 or [ismo@ndu.edu](mailto:ismo@ndu.edu)
  - After Hour Emergencies: (202) 685-6811
- CISA Fax Number: (202) 685-3860
- NDU Student Portal: <https://ndu1.sharepoint.com/sites/ndu-students-portal>
- CISA Student Portal: <https://ndu1.sharepoint.com/sites/ndu-cisa-students>

#### Fort Bragg:

- JSOMA Department Chair: (254) 715-4615
- Fort Bragg Garrison Info Hub <https://home.army.mil/Bragg/about/garrison>
- SWCS Education Office, Dr. Louanna Castleman (Admissions) (910) 432-9744
- SWCS International Military Student Office, Ms. Joyce Yarborough, (910) 396-2279
- JSOMA Student Portal: <https://ndu1.sharepoint.com/sites/JSOMA-Students/SitePages/JSOMA.aspx>

#### Addresses:

National Defense University  
College of International Security Affairs  
260 Fifth Avenue  
Lincoln Hall, Bldg 64  
Fort McNair, DC 20319-5078

#### Physical Address

NDU/CISA  
Col Aaron Bank Hall (BLDG D-3915)  
1400 Merrill Street  
Fort Bragg, NC 28310

#### Correspondence Address

NDU/CISA  
ATTN: National Defense University  
D-3004 Ardennes Street, Stop A  
Fort Bragg, NC 28310-9607

## U.S. Military Uniform Sales:

- Army - Military Clothing Sales Store for the Washington area is at Fort Myer Building 313, (703) 696-3515; Monday - Friday 0730-1800, Saturday 0900-1630.
- Air Force - Clothing Sales Stores are located at Bolling Air Force Base, Building 4514, (202) 767-4032; Monday – Saturday 0900-1900 and Sunday 1030-1800 and Andrews Air Force Base Clothing Sales, (240) 857-5665, Building 1683; 0900-1900 Monday - Saturday and 1000-1800 Sunday.
- Navy - Washington Navy Yard Uniform Store (202) 889-7534/6/9 in Building 184 is open 0700-1700, Monday - Friday. The hours of operation for the Navy Uniform Store at the Henderson Hall Exchange (703) 979-7813/7917, are 0900-1600 Monday-Friday and 0900-1400 on Saturday.
- Marine Corps - Uniform Store, (703) 979-8420, Extension 104 located at Henderson Hall Exchange; hours are from 0800-1800 Monday - Friday and 0900-1800 on Saturday; Closed on Sunday.
- Fort Bragg (all services) – Military Clothing Sales (910) 436-2200 is located in the AAFES mini-mall at 2171 Rock Merritt Ave, next to Moon Hall. 0800-1800 Monday-Friday and 1000-1600 on Saturday.

## 2. Frequently Used Abbreviations

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- Academic Policy Council (APC)
- Academic Year (AY)
- Chairman of the Joint Chiefs of Staff (CJCS)
- College of Information and Cyberspace (CIC)
- College of International Security Affairs (CISA)
- Dwight D. Eisenhower School of National Security and Resource Strategy (ES)
- Grade Point Average (GPA)
- Health and Fitness Directorate (HFD)
- Homeland Defense Fellowship Program (HDF)
- International Fellows (IFs)
- International Study, Missions, and Outreach (ISMO)
- International Management Student Office (IMSO)
- Joint Professional Military Education (JPME)
- Joint Special Operations Master of Arts Program (JSOMA)
- Master of Arts of Strategic Security Studies (MASSS)

- National Intelligence College (NIC)
- National Defense University (NDU)
- National War College (NWC)
- NDU Scholars Program (NSP)
- Officer Professional Military Education Policy (OPMEP)
- Regional Defense Fellowship Program (RDFP)
- U.S. Army John F. Kennedy Special Warfare Center and School (SWCS)
- Uniform Code of Military Justice (UCMJ)
- Writing, Assessment, Research, and Reflection (WAAR)

### 3. Policy References

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1. CJCS Instruction 1800.01G – Officer Professional Military Education Policy (OPMEP) – 15 Apr 24
2. NDU Instruction 1000.01 – Student Code of Conduct – 18 Jul 16
3. NDU Instruction 1000.02 – NDU Student Disenrollment Policy – 18 Jul 16
4. NDU Instruction 1000.03 – NDU Dress Code – 31 Oct 19
5. NDU Instruction 1010.01 – Alcohol Consumption on Campus – 9 May 25
6. NDU Instruction 1020.01 – Harassment Prevention and Response – 27 Feb 25
7. NDU Instruction 1025.01C – President's Lecture Series – 26 June 2020
8. NDU Instruction 1025.06B – Student Complaint Policy & Procedures – 29 Mar 23
9. NDU Instruction 1025.07D – NDU Policy on Grades, Grading, Graduation Requirements – 23 Jul 24
10. NDU Instruction 1322.02 – NDU Scholars Program – 30 Jul 23
11. NDU Instruction 8500.02 – Governance and Privacy Program Policy and Procedures – 4 Oct 23
12. NDU Instruction 9000.01 – Academic Use of Artificial Intelligence Tools – 2 Jul 25
13. Directive Type Memo 26-02 – NDU Student Parental Leave Policy – 1 Apr 26
14. Directive Type Memo 26-03 – NDU Academic Integrity Policy – 25 May 26
15. Directive Type Memo 26-04 – NDU Academic Freedom Policy – 16 Jun 26
16. Directive Type Memo 26-05 – NDU Non-Attribution Policy – 25 May 26
17. NDU Privacy Program – 3 Oct 24
18. Fort McNair Installation Access Procedures – 17 Feb 26
19. CISA Policy Memo – CISA Authorized Alcohol Consumption Policy – 12 Jan 23
20. CISA Student Council Billet Descriptions – AY25

The above documents are available on the [CISA Student Portal](#). These and other NDU governing documents are located in the NDU Governance Library.