THE COLLEGE OF INTERNATIONAL SECURITY AFFAIRS

NATIONAL DEFENSE UNIVERSITY

STUDENT HANDBOOK
2022-2023

Updated 9/19/2022

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Enclosure (2)   AY 22-23 RDFP and HDF Academic Calendar

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Foreword

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. Of particular importance is the Academic Integrity Standards, which set out the academic honor code expected of all NDU students.

The NDU and the CISA establish minimum 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, including those published in this Handbook, the associated enclosures, and other supporting documents published by CISA and NDU on the CISA website. Students are responsible for familiarizing themselves with these rules, regulations, and procedures.

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

CISA Addresses

Fort McNair
National Defense University
College of International Security Affairs
360 Fifth Avenue
Fort McNair, DC 20319-5078

The Ft. McNair address is the primary mailing address for the College.

Fort Bragg
NDU Offices and Classrooms:
The College of International Security Affairs BLDG D-3915 /Bank Hall
Ardennes Street
Fort Bragg, NC 28310

For Correspondence: USAJFKSWCS Commander ATTN: AOJK-EDG: NDU
3004 Ardennes Street Stop A, Fort Bragg, NC 28310-5000

Websites and Telephone Numbers

Fort McNair:

- NDU Website: https://www.ndu.edu/

- CISA Website: https://www.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: (202) 685-4700 and http://opm.gov/status/

- CISA Office of the Chancellor: (202) 685-7209

- CISA Office of Academic Affairs & Registrar: (202) 685-7377

- CISA Dean of Students: (202) 685-9461

- CISA Fax Number: (202) 685-3860

Fort Bragg:

- Bank Hall Staff Duty Desk: (910) 432-9994

- Office of Student Services: (202) 262-2794

References:

- NDU Instruction 1000.01
- NDU Instruction 1000.02 - NDU Student Disenrollment Policy - 18 Jul 16
- NDU Handbook
- CJCS Instruction 1800.01
- NDU Instruction 1322 - Scholars Program - 16 Apr 18
- NDU Instruction 1025.07B - NDU Policy on Grades and Grading - 30 Jun 22
- NDU Instruction 1025.06 - Student Complaint Policy & Procedures - 25 Aug 17
- NDU Instruction 1010.01 - Authorized Alcohol Consumption on the NDU Campus - 31 Oct 19

Overview

NDU

NDU is located on the grounds of historic Fort Lesley J. McNair, in Washington, D.C.

The NDU Mission Statement

NDU educates joint warfighters and other national security leaders in critical thinking and the creative application of military power to inform national strategy and globally integrated operations, under conditions of disruptive change, in order to prevail in war, peace, and competition.

NDU Components

CISA is a component of NDU. Other components include the College of Information and Cyberspace (CIC), Dwight D. Eisenhower School of National Security and Resource Strategy (ES), the National War College (NWC), and the Joint Forces Staff College (JFSC). JFSC is located in Norfolk, VA. The other components reside on Fort McNair in Washington, D.C.

- CISA is in Abraham Lincoln Hall (Building 64)

- CIC is in George C. Marshall Hall (Building 62)

- ES is currently in Abraham Lincoln Hall (Building 64) while Dwight D. Eisenhower Hall (Building 59) undergoes renovation

- NWC is in Theodore Roosevelt Hall (Building 61)

More information is located on the NDU homepage at: http://www.ndu.edu.

CISA

The CISA Mission Statement
To educate and prepare civilian and military national security professionals and future leaders from the U.S. and partner nations for the strategic challenges of the contemporary security environment.

CISA is the Department of Defense flagship for education and the building of 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 a graduate, interagency, and joint professional military education program.

More information is located on the CISA homepage at: https://www.cisa.ndu.edu

CISA History

CISA is the newest college at NDU, established after the events of 11 September 2001, with an initial focus on educating strategic leaders in countering terrorism; it was officially launched in 2003. The curriculum originally centered on Counter Terrorism (CT) and constructing national level strategic assessments, planning, and implementation concerning irregular warfare challenges. As the "long war" turned to new security challenges, the college curriculum has advanced its irregular warfare focus to address the challenges of strategic competition. Irregular Warfare (IW) is a struggle among state and/or non-state actors to influence populations and affect legitimacy. As a professional military education institution, we aim to prepare the future warfighter to better understand and employ irregular warfare strategies.

CISA funding is a partnership with OSD Office of Special Operations and Low Intensity Conflict (SO/LIC) and the Defense Security Cooperation Agency (DSCA). A second campus at Ft. Bragg, at the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS), was established in 2010 to host Joint Special Operations Master of Arts (JSOMA) program.

CISA educates students from across the international, interagency, and interservice communities. Graduates include alumni from over 108 countries and every major U.S. federal executive agency.

Master of Arts Degree in Strategic Security Studies (MASSS)

CISA offers a MASSS to students enrolled in either a full-time or part-time status. CISA collaborates with U.S. Government departments and agencies to tailor professional graduate education programs that will equip employees 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 across the joint, interagency, international, and multi-national levels and enabling enhanced security cooperation partnerships.

CISA also offers its master's degree program to selected students at the USAJFKSWCS via the JSOMA program Fort Bragg, North Carolina.

Academic Programs

Regional Defense Fellowship Program (RDFP)

The Regional Defense Fellowship is a 10-month, full-time, in-residence Master of Arts degree program. The RDF 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 challenges.

To complement their academic coursework, students take part in a practicum where they visit government agencies and combatant commands to gain a better understanding of U.S. national security at the strategic level. Upon graduation, they join an active alumni network of nearly 2,000 irregular warfare practitioners across the globe.

To achieve its learning outcomes, CISA has designed a RDFP curriculum composed of three phases: Phase I, Phase II (fall semester), Phase II (spring semester), Phase III, with Practitioner Engagement Course(s) (PEC), and a Thesis Symposium.

See Enclosure (1) for CISA AY 2022-2023 RDFP Academic Delivery Phases.

See Enclosure (2) for the CISA AY23 RDFP Academic Calendar. Note: Subject to change.

Joint Special Operations Master of Arts (JSOMA) Program

The JSOMA program was created in 2010, at the request of the US Army Special Operations Command, to help prepare the operational force for the uncertain and dynamic global security environment. This Master's degree is delivered to qualified officers, warrant officers, and NCOs of US Special Operations Forces (any Service) by an interdepartmental team of CISA professors deployed at the John F. Kennedy Special Warfare Center and School (JFKSWCS) at Fort Bragg, N.C. Over a ten-month period, students attend classes full-time to complete this rigorous graduate program leading to a Master of Arts in Strategic Security Studies (MASSS).

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 SOF 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. For more information about the JSOMA program, click here.

For all items and matters specific to the JSOMA program and Fort Bragg, NC, see Chapter 6.

Homeland Defense Fellowship (HDF) Program.

HDF is a resident, 14-week program consisting of five Masters-level academic courses. Upon completion of the program, students will earn 10 graduate credit hours and be awarded a certificate of completion from NDU CISA. The program is open to military and civilian representatives from the international community as well as from U.S. departments, agencies, and congressional staffs in the Washington D.C. area. Students will participate in seminar discussions and practical   exercises, have access to subject matter experts, and read and write about a wide variety of important national security issues. Finally, in order to enhance student learning, students will make 10 local visits as well as trips to New York and Texas to organizations involved with national security.

The HDF program is a comprehensive adult learning environment designed for students to understand national security more broadly, work across international and interagency boundaries, and think critically about strategic homeland defense and security issues. Topics are addressed at the policy and strategic level to include combating terrorism, border security, immigration, information sharing, all hazards threats, weapons of mass destruction, interagency cooperation, and critical infrastructure protection. By building a network of practitioners, this program strengthens capacity of both the U.S. and international partners to meet challenges to our national security posed by terrorists and irregular actors.

Reserve Components National Security Course (RCNSC)

RCNSC is a 2-week seminar offered to senior officers (O4-O6) and non-commissioned officers (E8-E9) 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 The College of International Security Affairs, the National War College, the Eisenhower School for National Security and Resource Strategy, the College of Information and Cyberspace, and other distinguished speakers from the Federal Government, Private Industry and other Universities from around the country.

Accreditation

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 (JPME) II to the Regional Defense Fellowship (RDF) program.

Joint Professional Military Education (JPME)

The CISA core curriculum incorporates the program of JPME initially approved by the Chairman Joint Chiefs of Staff (CJCS) in November 1987, and later refined in CJCS Instruction 1800.01, "Officer Professional Military Education Policy" (OPMEP), last updated by the CJCS in May 2020. The CISA core curriculum covers all the JPME II content required by policy and law as stated in the OPMEP, and completion of the CISA academic program fulfills the educational requirements for Joint Qualification L-III. In addition to the JPME II coverage in the core curriculum, students have the opportunity to expand their study of joint matters through the wide variety of electives offered by CISA and the other components at NDU.

Chapter 1: CISA Academic Policies

Academics

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 impugns on the reputation of the National Defense University or their 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 (NDUI – 1000.02).

Standards of Satisfactory Academic Performance

The initial responsibility for recognizing an academic difficulty and for taking steps to resolve it rests with the student. Those encountering academic difficulty in courses or other degree requirements are expected to consult with the appropriate faculty member immediately and, if necessary, seek additional assistance from their academic advisor, the appropriate Department Head and/or the Dean of Academic Affairs. The International Students Management Office (ISMO) also provides writing assistance to international students.

Academic Standing

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

1. Have an overall program 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 thesis, capstone, and oral exams, as applicable.

Academic Probation

If a student's overall GPA falls below 3.00, the student will be placed on academic probation by the Dean of Faculty. Once on academic probation, a student must earn a semester GPA of greater than 3.00 in order to bring the overall GPA at or above 3.00. An overall GPA of 3.0 or greater is required to earn a degree from NDU.

Academic Performance and Remediation

Students placed on probation or who have been identified by CISA faculty with academic performance issues should immediately meet with their PFA to discuss if additional academic remediation is necessary. The PFA may consult with other faculty members to determine a remediation plan that is appropriate to the student's skills. A remediation plan may include submission of first drafts for all papers, more time to complete assigned coursework, or extra coursework where appropriate. 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 through the Academic Policy Council (APC) for review and approval. The Dean will inform the student, the student's course instructors, program lead, and Registrar of any approved remediation plan.

Time for Degree Completion and Procedures for Extension

All CISA students have seven years from initial admission to complete the entirety of the MASSS degree curriculum. The seven-year timeline does not conflict with the 12-month timeline for completion of coursework for those awarded a grade of incomplete in a particular course.

A student who has not complied with the time limits as defined by the master's degree program will be terminated from degree candidacy, unless an extension of time to complete the degree is approved by the APC. Those wishing to file an extension should submit a written request to the APC no later than six weeks prior to the start of a new academic year (AY). Courses taken beyond the seven-year deadline may be invalidated and subject to repeat. Please note that students may need to restart the degree if requirements have changed substantially from their initial admission.

Disenrollment

CISA reserves the right to disenroll students from the CISA academic program for reasons such as unsatisfactory progress toward a degree, failure to prepare a thesis satisfactorily, violation of the time limit for completing the degree, violation of academic integrity policies, or failure to follow other academic policies.

CISA Electives

CISA Electives Program:

- All CISA students must take one (1) elective course, either in the fall OR spring, based on your preference. You may select any elective offered across the university as long as you meet the prerequisites. Please see the NDU Electives Catalog for details on each offered elective.

- If a student does not intend to take an elective in the fall semester, please do not complete the fall electives preference survey. A separate survey will be sent for spring electives.

- CISA Student are not required to select a concentration.

- If a CISA Student has questions about a particular elective course, please reach out to the professor directly. Professor names are included in elective course descriptions in the NDU Electives Catalog.

Applying for Transfer Credit

Students wishing to petition for transfer credits may do so upon the successful completion of nine credits at CISA. Upon approval of the CISA APC and the NDU Office of Academic Affairs, students may be granted up to six credit hours of transfer credit. Transfer credits may be applied to meet the electives and in very rare cases, core course requirements, for the MASSS degree. The APC will determine exceptions. Transfer credit may be earned both prior to matriculating at CISA or while a student is a degree candidate. The NDU Office of Academic Affairs determines final acceptance of all transfer credits.

Requests for transfer credits must be submitted to the Registrar and accompanied by:

1. A petition detailing the courses to be transferred

2. The Transfer Credit Request Form

3. A copy of the syllabus for each course to be considered, and

4. An official transcript indicating final course grade(s) and credit(s) awarded.

The APC reviews all requests for transfer credit. Coursework to be considered must be at the graduate level. The following criteria will inform the APC decision:

1. Credits for transfer were earned within five (5) years of matriculation at CISA

2. Courses must be at the graduate level and cannot have been used for an undergraduate degree

3. Grades awarded for those credits are "B" or above

4. Course content is relevant to the CISA curriculum; and

5. Credits granted by the original institution are equivalent to those at CISA in terms of contact hours, content and rigor

6. Courses which are ineligible for transfer credit include ungraded courses, field work, courses done at unaccredited institutions, courses which come under the category of pre-professional or vocational, and continuing education courses (CEUs). CISA will not award credit for courses successfully completed at another institution which were previously taken at CISA

7. CISA awards credits based on the semester system, courses taken on the quarterly system will be re-calculated by the Registrar to reflect semester hours

8. A student may not receive transfer credit from universities outside the United States or Canada except if the courses were taken at a foreign school or university that is accredited by a Canadian or U.S. regional accrediting board.

9. Students will be informed by letter of all APC decisions. After receipt of the initial letter, a student has 15 business days to appeal the decision. Appeals must be submitted directly to the CISA Office of Academic Affairs. All decisions after the appeal are final.

Exceptions to the CISA transfer policy will be considered by the APC on a case-by-case basis and will be referred to the University Registrar for final approval.

Transfer courses will appear on a student's transcript as "Transfers" and the grade will not be calculated into the final MASSS degree grade point average

Applying for Credit Overload

Without special permission, a full-time student may enroll for no more than 17 credit hours per semester. Students must submit a request in writing to the Registrar to take more than the allotted credits in a semester. Full-time students should first submit the Credit Overload form to their PFA for signature. All final decisions regarding credit overload requests will be determined by the Dean of Faculty.

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. 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 semester begins, an audit course **cannot** be upgraded to for-credit status.

NDU Scholars Program

The NDU Scholars Program (NSP) is a rigorous academic program that enhances student learning and professional development. The program enables exceptional students to write a research paper on an issue of strategic importance for Department of Defense and U.S. government stakeholders. 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 NDU graduation.

See Enclosure (3), NDU Instruction 1322 Scholars Program, and Enclosure (4), CISA Requirements for NDU Scholars - AY22-23, for more information.

Student Conduct

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 are arriving late to class, using electronic devices such as cellular phones, text messaging or responding to emails during lectures, leaving class to retrieve a drink or snack item, leaving to smoke or engage in a conversation, 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.

Academic Integrity

Integrity is one of six Guiding Principles at NDU. The Academic Integrity Principle states that the University shall always foster and promote a culture of trust, honesty, and ethical conduct. The statement on academic integrity applies to all components of the NDU, establishes a clear statement of zero tolerance for breaches of academic integrity and promotes consistent treatment of similar cases across the University. The Academic Integrity Policy shall not be interpreted to limit the authority of the University President or the University Provost to address issues of academic integrity.

Breaches of Academic Integrity

Breaches of academic integrity are not tolerated. Breaches include but are not limited to: falsification of professional or academic credentials, obtaining or giving aid on an examination, having unauthorized prior knowledge of an examination, doing work or assisting another student to do work without prior authority, unauthorized collaboration, multiple submissions, and plagiarism.

Falsification of professional or academic credentials: Students are required to provide accurate, documented, and verifiable information on their educational and professional background. A student admitted to the University on the basis of false credentials is subject to sanctions up to and including disenrollment.

Unauthorized collaboration is defined as students working together on an assignment for academic credit when such collaboration is not authorized in the syllabus or by the instructor. This includes papers submitted that were created by another person, agency, or essay writing service.

Multiple submissions are instances in which students submit papers or work (whole or multiple paragraphs) that were or are currently being submitted for academic credit to other courses either within NDU or at other institutions. Such work may not be submitted for academic credit at NDU without the prior written approval of the instructor of the course for which the paper or work is being submitted.

Plagiarism is the theft of the intellectual work of another person and passing it off as one's own, or the use of the intellectual work of another person without providing proper credit to that person. While most commonly associated with writing, all types of scholarly or academic work, including but not limited to computer code, speeches, slides, music, scientific data and analysis, government publications, and electronic publications are intellectual work; the use of which requires proper credit to the original source.

Specific examples of plagiarism include:

- Using another person's exact words without quotation marks and a footnote/endnote

- Paraphrasing another person's words without a footnote/endnote

- Using another person's ideas without giving credit by means of a footnote/endnote

- Using information from the internet, a web page, or a government publication without giving credit by means of a footnote/endnote (for example, if a student copies or uses material from Wikipedia into a paper, even if that material is not copyrighted, that section must be properly cited to show that the original material was not the student's)

To ensure compliance with the Academic Integrity policy, students are required to digitally sign a Statement of Work for every assignment submitted at CISA. The Statement of Work is included in the assignment submission area within Blackboard. The statement is as follows:

> *This paper or presentation is my own work. Any assistance I received in its preparation is acknowledged within the paper or presentation, in accordance with academic practice. If I used data, ideas, words, diagrams, pictures, or other information from any source, I have cited the sources fully and completely in citations and reference entries. This includes sources which I have quoted or paraphrased. I hereby authorize the use by my professor, the College of International Security Affairs, or the National Defense University of electronic software or services in checking this submission for violations of academic integrity policies of the College or University. Furthermore, I certify that this paper or presentation was prepared by me specifically for this class and has not been submitted, in whole or in part, to any other class in this University or elsewhere, or used for any purpose other than satisfying the requirements of this class, except that I am allowed to submit the paper or presentation as part of my thesis, to a professional publication, peer reviewed journal, or professional conference. This is not a draft; I intend for this paper or presentation to be graded in partial fulfillment of the requirements of this course. In typing my name following the word 'Signature', I intend that this certification will have the same authority and authenticity as a document executed with my hand-written signature.*

Sanctions for Violations of Academic Integrity

Sanctions for violating the academic integrity standards include but are not limited to disenrollment, suspension, denial or revocation of degrees or diplomas, a grade of no credit with a transcript notation of "academic dishonesty;" rejection of the work submitted for credit, a letter

of admonishment, termination of employment or other administrative sanctions. Additionally, members of the United States military may be subject to non-judicial punishment or court-martial under the Uniform Code of Military Justice.

Processing of Potential Violations of Academic Integrity

NDU is committed to establishing, maintaining, and enforcing a high level of academic integrity throughout the entire University community. For any suspected violations, the component in which the case originated will notify the Office of General Counsel and the Office of Academic Affairs immediately and consult with both prior to taking any action as well as during the processing of the case.

When the identification of a breach to the academic integrity directive is made after a student departs the University, the Office of Academic Affairs will consult with the Office of General Counsel and the component to decide on the appropriate course of action.

Absences and Leave

Students at CISA have a professional responsibility to attend all classes. Students registered in NDU elective courses are required to attend those courses even during CISA research and writing weeks. The following defines the Absence/Leave Policy:

1. Students must submit a Leave/Absence Request form to their faculty and /or faculty advisor and the CISA Dean of Students.

    a. Foreseen absences (e.g. scheduled medical appointments) require prior notification to faculty and the Dean of Students.

    b. Unforeseen absences (e.g. personal injury or illness) require notification to the Dean of Students as soon as possible, but no later than the first day the student returns to class.

2. Absences, Out of Bounds, Leave, and other special requests will be requested by submitting a "CISA Student Special Request Form" available at: CISA Students - Home (sharepoint.com).

3. It is the student's responsibility to complete any coursework missed during the absence.

4. Regarding the accomplishment of lesson(s) and course objectives, it is the student's responsibility to complete any additional assignments as required by the professor.

5. Students may have the option of participating virtually in up to four classes in the event of illness or injury. This option requires the express, written permission of the instructor and the Dean of Students. The limit of four class periods only applies to classes otherwise held in-person. Any classes that are scheduled to be virtual will not be affected by this policy. The intent is to ensure the student does not fall behind on coursework. However, virtual

classes will count as an absence against attendance requirements. Missing more than four in-person classes will result in a performance review. Due to the evolving nature of COVID, as with the corresponding DoD Guidance, this policy may be updated throughout the AY.

6. In the event in-person instruction is not viable, CISA may implement a virtual learning environment. If this were to occur, the Dean of Students will impose an appropriate attendance monitoring protocol. Students must ensure compliance with all attendance monitoring protocol. Questions regarding attendance reporting procedures in a virtual learning environment should be routed through the Student Body chain of command.

7. Students who accumulate four or more excused or unexcused absences from a course will be required to participate in a CISA performance review. For NDU electives (electives not hosted by a college) the NDU Assistant Vice President for Academic Affairs will coordinate a review.

8. Leave normally will not be granted during the AY except during holiday periods when classes are not in session. During these periods, students traveling out of normal liberty (also known as non-duty days, weekends, holiday weekends, etc.) boundaries must take leave. Normal liberty restrictions are defined as 250 miles for a 48-hour period, 350 miles for a 72-hour period, and 450 miles for a 96-hour period. Enclosure (5) provides an overlay of these boundaries on a map. Note that NDU policy prohibits leave in conjunction with students' official travel except in unusual circumstances. Requests for an exception to the leave in conjunction policy must be routed to the Dean of Students for approval. Requests for student leave approval is a dual tracked process:

    a. **U.S. Military students** will submit a standard leave request through their respective service and/or service chair **AND** will submit a CISA Student Special Request Form at: CISA Students - Home (sharepoint.com) to their Faculty, Thesis Advisor and/or Administrative Advisor, and Dean of Students for final approval.

    b. **U.S. Civilian students** will submit a standard leave request through their respective agency and/or agency chair **AND** will submit a CISA Student Special Request Form at: CISA Students - Home (sharepoint.com) to their Faculty, Thesis Advisor and/or Administrative Advisor, and Dean of Students for final approval.

    c. **IFs** will coordinate and submit leave requests through ISMO at: ISMO on Students Portal - Home (sharepoint.com) **AND** will submit a CISA Student Special Request Form at: CISA Students - Home (sharepoint.com) to their Faculty, Thesis Advisor and/or Administrative Advisor, and Dean of Students for final approval.

    d. Notes:

        ▪ In all instances, the CISA Dean of Students is the final decision authority for all leave requests.

- In all instances a CISA Absence form will be submitted to the CISA Dean of Students for approval. The CISA Student Special Request Form will be referenced for accountability, emergency contact, or other related purposes.

Daily Accountability and Mass Notification and Accountability Processes

Accountability will be conducted daily by the CISA Faculty, and any unexcused absences will be reported to the Dean of Students. In the event of a prolonged virtual learning environment (e.g., COVID), a daily accountability link will be sent to all students. Students are expected to respond to the link no later than 1000.

Recall procedures will be initiated by the CISA Dean of Students and will be conducted though the CISA Student Council.

Section leaders will be expected to account for all students in their section in accordance with the procedures and timelines provided for in Enclosure (6).

Faculty Advising and Counseling

Outside of normal coursework and the instructor/student relationship in the classroom, each student has three advisors assigned to them during the AY:

- Primary Faculty Advisor (title will change to Initial Faculty Advisor (IFA) in AY24)

- Thesis Advisor

- Administrative Advisor

This advising team should be included in all processes and updates regarding their student(s).

Primary Faculty Advisor (PFA)
The assignments are made during or shortly after Student Orientation. The CISA Staff reviews the list of incoming students and drafts an assignment list for approval by the Associate Dean of Academics and Curriculum. In most cases, the PFA will be one of the instructors from that student's Phase I Strategic Leadership Foundations seminar.

Responsibilities:

- Academic Advising. A student's PFA is the first line supervisor as well as the primary advisor on most everything outside the bounds of any single curriculum activity. The first resource for a student having an issue with a course should always be the course instructor. The initial meet and greet with a student's PFA should take place in Phase I. PFAs then coordinate with students to schedule additional sessions throughout the year. In practice, this advisory capacity often transfers to the Thesis Advisor sometime during

Phase II. This hand off should be deliberate and coordinated between the advisors and the student and should not be an implied or assumed act.

- Performance. From Phase I through the end of the Fall semester (Phase II), PFAs are responsible for reviewing the written materials related to the student's academic performance and counseling as appropriate. This responsibility transitions to the Thesis Advisor for Spring through graduation (Phase IIb). Problems related to professional standards should be raised with the Dean of Students and the student's Administrative Advisor.

- End-of-Year Evaluations. Thesis advisers complete a final report on all international students and Administrative Advisors complete a final report on all U.S. students, prior to graduation. PFAs should ensure that any insight or relevant observations are integrated in these reports.

Thesis Advisors

Students indicate preference and are assigned a thesis advisor by the CISA thesis chair based on proposed thesis topic, as well as faculty availability and workload. Information on available thesis advisors, as well as subject matter experts, will be provided to students via digital communications (email or through Blackboard).

Responsibilities:

- Thesis Advising. The advisor should assist in the development of the research topic, approve the research proposal, check in with the student on a regular basis to ensure that adequate progress is being made, provide clear feedback, suggestions, or edits in a timely fashion, and grade the thesis. The thesis advisor must maintain regular contact with the student, evaluating written pieces for discussion, and editing on a timeline established by all parties.

- Thesis Tracking. The thesis advisor is responsible for assisting with and monitoring the progress of the completion of a thesis that meets or exceeds expectations. The advisor is also responsible for communicating inadequate progress to the Office of Academic Affairs, the PFA, and the appropriate Service/Agency chair well before the due date of the thesis. They shall incorporate feedback during the mid-term student performance boards to address to the committee if acceptable progress has been made, or if there are any issues with completing the thesis.

- Performance. From Spring through graduation, thesis advisors are responsible for reviewing the materials related to the student's academic performance and counseling as appropriate. Problems related to professional standards should be raised with the Dean of Students and the student's Administrative Advisor.

- End-of-Year Evaluation. A final report on all U.S. and international students is completed prior to graduation with input from all three advisors. The Administrative Advisor serves as the main POC for the end-of-the-year evaluations of all advisees (service/agency chairs for U.S. students and ISMO for Internationals Fellows). The

CISA Dean of Students will collect all IF's End-of Year evaluations from the Thesis Advisors and forward to ISMO for processing.

Administrative Advisors (Service/Agency Chairs and ISMO)

For U.S. students, the Administrative Advisor is the CISA faculty chair from their Service or Agency. For IFs, ISMO provides administrative support.

Responsibilities:

- The Administrative Advisors will advise students from their service on CISA/NDU wide-administrative matters, or any problems and requirements related to their Service or Agency. This includes, but is not limited to:

- Special Ceremonies. Administrative Advisors will coordinate with the CISA Dean of Student to provide appropriate orders and certificates and to address logistical and protocol matters such as catering, seating, office calls, General/ Flag Officer flags, etc., for special events. This includes service-related ceremonies and events such as the service birthday celebration as well as retirement and promotion ceremonies. No retirement or promotion ceremonies should be scheduled in conflict with the academic schedule or other college-wide events.

- Early Departure. Students must complete all academic requirements in order to graduate. These requirements include attending the graduation ceremony. Each of the Services or Agencies has a different approval authority for Early Departures. Students are encouraged to discuss departure plans with their PFA for further guidance. Students will not normally attend pre-command courses prior to graduation.

- Military Awards (US Military only). Military Service Chairs are responsible for any award recommendations and will process nominations for awards in accordance with their respective service procedures and the NDU Handbook paragraph 1.81 AWARDS - MILITARY. Any updates or changes to NDU Policy will be published via separate correspondence.

- Physical Fitness Testing (US Military only). Each scheduled Physical Fitness Test will include an alternate date for those that may have schedule conflicts.

- Professional Performance. Problems related to professional standards should be raised with the Dean of Students and the student's Administrative Advisor. Advisors will ensure service regulations are followed and initiate appropriate corrective actions as needed

- End-of-Year Evaluations. A final report on all U.S. and international students is completed prior to graduation with input from all three advisors. The Administrative Advisor serves as the main POC for the end-of-the-year evaluations of all advisees (service/agency chairs for U.S. students and ISMO for Internationals Fellows). The

CISA Dean of Students will collect all IF's End-of Year evaluations from Thesis Advisors and forward to ISMO for processing. Final reports are prepared by the Administrative Advisor and submitted via service, agency, or ISMO IAW established processes. CISA Service and Agency chairs will coordinate evaluation processing.

Performance Management and Coordination

Intervention in student performance is not punitive but intended to quickly correct a student's path when necessary to allow him/her to successfully complete the course of study. The following are potential areas where advising team intervention could be necessary*:

- Academic performance

- Personal/medical issues

- Academic integrity violation/plagiarism, or

- Frequent or unauthorized leave/absences

* Note: This may intersect with the CISA Academic Failure Policy in certain situations, a separate, but complementary policy that also stipulates a course of action for the student and CISA faculty and administration.

Changing Thesis Advisor Policy

The student/thesis advisor pairing may need to be changed under legitimate and well documented circumstances. Such a change can be requested either by an advisor or student for a variety of reasons but may not be under the auspices of a thesis topic change. However, requests will be considered only if there is evidence to suggest that the working relationship between the advisor and student is dysfunctional and any attempts to solve them have failed. Changing the pairings can be extremely disruptive to the thesis process and should only be considered as a last resort. Regardless of who is assigned as a student's advisor, all CISA faculty are available as Subject Matter Experts for students.

Attempt at Direct Resolution of Problem

Most issues that arise in the advisor/advisee relationship can be solved through explicit and transparent communication. A student is expected to communicate adequately with his/her thesis advisor regarding any concerns or issues within the advisor/advisee relationship. Likewise, faculty are expected to provide routine feedback to the thesis advisee. Communication includes, but is not limited to face-to-face conversations, phone conversations, video conferencing, or email exchanges. There are two steps that must be taken prior to a request to change advisors:

1. In the event that either a faculty advisor or student advisee is having significant challenges with the working relationship, the following steps should be taken:

- The student and/or thesis advisor should document his concerns in writing and should meet with the advisor/student to discuss the relevant concerns and/or issues

- A corrective action plan for overcoming the concerns/issues should be developed to improve the advisor/advisee relationship

- 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.

- Notification of the grievance should be made to the Thesis Director and the Dean of Students, by the Thesis Advisor and/or the student within 14 days of the concerns being raised. If a plan is not formulated within 14 days, notice should be made to the Dean of Students and the Thesis Director no later than 14 days from the date of the initial grievance, informing them of the concerns and should include an explanation as to why a corrective action plan has not been established.

2. 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 Thesis Director(s) if department head is the advisor) will provide direct mediation to facilitate resolving issues/concerns.

3. If, after at least three weeks, the mediation attempt has failed to resolve the issue, the faculty advisor and/or advisee should speak with the Thesis Director(s) or Dean of Faculty (in the case of the advisor being the Thesis Director(s)) and submit the formal Request to Change Thesis Advisor form. The Thesis Director(s) is/are the focal point for such requests and students should avoid involving additional faculty or CISA leadership without some compelling reason to do so.

Thesis Director(s) Review

Once the advisee completes the request form, the Thesis Director(s) will review the evidence provided, the attempted resolution, and will decide if a change of advisor is warranted. If one of the Thesis Directors is the advisor of the student in question, the Dean of Faculty 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 Director(s) decide(s) that a change is warranted, he/she will then assign a new advisor. Although student input will be considered, faculty workload, subject matter, and a number of other factors will also influence the choice of new advisor. The Director(s) will inform the Dean of Faculty of the change in thesis advisor.

Review by the Dean of Faculty

In the event the Director(s) deny/denies the request to change advisors, a student may appeal the decision to the Dean of Faculty.

NDU Policy on Grades and Grading

NDU Grading Scale

Students at the CISA are assessed throughout the AY 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 Grading

Grades. The table below shows letter grades, qualitative descriptors, quality points, and percent ranges to be used for grading. While brief, the qualitative grade descriptors nonetheless capture the range of graded outcomes, with the grade of B+ generally associated with the expected student performance. Quality points are used to calculate a student's Grade Point Average (GPA), whereas percent ranges are used for final course grades, individual assignments, and other course activities. Course letter grades and overall GPA are displayed on the student's transcript.

Letter Grade	Qualitative Descriptor	Quality Points	Percent Range	Percent Range for Rounding3
A	Excellent (or Top tier) Performance1	4.00	96-100	95.50-100.00
A-	Better than Expected Performance	3.70	90-95	89.50-95.49
B+	Expected Level of Performance	3.30	86-89	85.50-89.49
B	Acceptable Performance	3.00	83-85	82.50-85.49
B-	Marginal Performance	2.70	80-82	79.50-82.49
C	Unacceptable Performance2	2.00	70-79	69.50-79.49
F *(For courses with letter grades)*	Failure	0.00	0-69	0.00-69.49
P *(For Pass-Fail designated courses)*	Pass	0.00	*N/A*	*N/A*
F *(For Pass-Fail designated courses)*	Fail	0.00	*N/A*	*N/A*

1. Differentiation of top-tier performance as described by CJCSI 1800.01F.
2. Below 80 is considered unacceptable graduate performance and is likely not to receive credit when transferred to other graduate institutions.
3. Used in technical implementation within learning management systems. See Configuration Guidelines for Creating Courses in the University Student Management System (USMS), Blackboard and Tk20.

Table A: NDU Letter Grade, Descriptors, Quality Points, Point Range, & Rounding

Other Course Grades. The table below defines other course grades for special circumstances.

Grade	Quality Points	Description
I	0.00	Incomplete: The I grade for a course will be assigned only upon approval of the course instructor and the student's Dean of Faculty and Academic Programs. Incomplete indicates that one or more course requirements has not been completed for reasons that, in the judgment of the course instructor, were unavoidable. A student must initiate the request for an Incomplete grade with the instructor. The student and the instructor will specify in writing the requirements to be completed and the deadline for completion, which may not exceed one calendar year. (College policies may vary; students should refer to their College's student handbook for details.) Upon completion of the outstanding requirements, the student must request that the instructor submit a change of grade to the Registrar's office. Any Incomplete grade not resolved by the documented deadline will convert to an F grade automatically. While the grade is recorded as an Incomplete, the student will not earn credits for the course and the grade will not affect the student's GPA.
W	0.00	Withdrawal: A course or program withdrawal request first must be approved by the College's Dean of Faculty and Academic Programs. The request may also require the approval of the student's sponsoring/parent organization. Finally, the request must be approved by the Provost and then submitted to the Registrar's Office for assignment of the W grade in the system of record. The W grade does not affect the student's GPA and the student will not earn credit for that course. For Distance Learning Students, Deans of Faculty may approve withdrawals. *See also:* NDU Instruction 1000.02 Student Disenrollment Policy.
TR	0.00	Transfer Credit: The TR grade for a course will be assigned by the Registrar's Office in accordance with the NDU Transfer Credit Policy. The acceptance of transfer credits is at the discretion of the University and the maximum number of transfer credits allowed is six (based on semester hours). If approved, the Registrar's Office will properly notate the transfer credit in the student's degree audit and on the transcript. A grade of TR does not affect the student's GPA, but the student will be assigned earned credits for the transferred course.
AU		Students will follow college and university procedures to audit a course. If approved, the Registrar's Office will assign a grade of AU for that course, to be recorded on the student's transcript. The AU grade does not affect a student's GPA or earned credits, but serves to reflect attendance in the course.

Table B: Grades for Special Circumstances

All NDU students will be subject to the provisions of NDU Instruction 1025.07B which provide the NDU policy on grades and grading. Students should reference this enclosure for question pertaining to grading or GPA calculation. See Enclosure (7).

Students currently have access to their final grades via Blackboard. Grades will be posted no later than three weeks after the last class. Students should contact their professor if a grade appears to be missing.

Challenging a Grade

CISA faculty members use several different mechanisms for evaluating a student's work including examinations, classroom contribution, and papers. For all of these, 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.

The College recognizes that 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 serious procedure. The College is cautious about changing the grade of an individual, and careful not to diminish the apparent achievements of other students who may have done better and whose original grade may have been higher. In cases of a challenge to a grade, the burden of proof rests with the student. In all cases of a reasonable doubt, the grade originally given will be retained. Requests for a change of grade will not be approved if the new grade results from additional work performed after the initial grade has been assigned.

When a student contests a grade received as part of coursework, 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. This meeting must be initiated no later than five working days after the end of the term of the class in question. 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 Registrar in writing to implement the correction and the issue will be considered resolved.

2. If a satisfactory resolution is not reached, the student should then submit a Grade Appeal letter to the Registrar who will forward it to the Academic Policy Council (APC). The letter must be submitted NO LATER than ten working days after the end of the term in question. The letter should include the name of the student, course name and number, and instructor's name. In the details of the request section, the student shall state the facts that, if found to be true, would be sufficient to show the basis for a claim that the grade was awarded in an arbitrary manner. The student must provide a 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 committee's decision (to raise, lower or sustain the grade) shall be final.

4. All appeals regarding the final thesis grade must be submitted no later than two weeks after classes have ended for that term.

In the case of students taking courses with other schools in the NDU system, the student shall abide by the policies and procedures of that school.

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 of 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 and are acceptable to the instructor

- 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 primary faculty advisor and must specify:

- The reason an exception is being requested

- All assignments or exams the student will complete and when; and

- 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 semester 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 Registrar 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 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 Registrar.

Chapter 2: Information Technology & Educational Technology

Information Technology

With the exception of CISA IFs, NDU is a Bring Your Own Device (BYOD) campus; students are required to bring their own laptops. Students have exclusive control of their personal device features and type, but every device must be able to access and browse the Internet, receive, process and send email, read electronic books (mostly in PDF format), and create, edit and save documents, spreadsheets and presentations.

Microsoft Office 365

Students will receive credentials to NDU's email account, which will provide access to students Microsoft Office 365 access, Microsoft Teams, as well as Blackboard. Office 365 accounts may be accessed at https://myapplications.microsoft.com/.

Blackboard

Students will use their Office 365 login to access Blackboard, the main portal for course readings. Blackboard is accessible from any computer with internet access through the Office 365 portal.

Email

Students will be provided with a Microsoft Office365 e-mail account at the beginning of their academic program, which will serve as their primary means of communicating with NDU faculty and staff.

NDU Network Access

At the beginning of a standard AY, each student will receive an enterprise network account to access NDU networked devices in the library, classrooms, and student rooms. NDU networked devices are primarily used to access common access card (CAC) enabled sites, including the Defense Travel System (DTS), for U.S. Government travel. The library's .mil café is also open to students who need access to restricted .mil domains. Students who need access to NDU's classified computing environment can set up accounts with their DIA representative.

Use of Electronics in the Classroom

The use of technology in the classroom can enhance learning when it is incorporated into the teaching of the material; however, the usage of electronics and technology by students in a classroom setting is a multi-faceted and complex issue. Setting the best policy for each classroom involves optimizing the benefits of technology use while eliminating or mitigating the negative impacts. For this reason, the setting of acceptable use is left to the individual instructor with instruction serving as a foundation for that decision.

Student Assignment Submission Policy

All student assignments for CISA must be submitted through the Blackboard Learning Management System.

Prior to final submission in Blackboard, students must first submit all written assignments via the "Turn It In" plagiarism tool through a link provided on Blackboard. The purpose of this requirement is to ensure the academic integrity of the submitted product. No assignment will receive a grade until the student has submitted it to one of the plagiarism tools for verification.

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 the CISA Course Documentation Policy.

Chapter 3: Student Life (Fort McNair)

CISA Calendars

CISA provides calendars for the RDFP, and HDF programs maintained via the Office365 Group's Calendar. Each program calendar contains important information relevant to the student experience inside and outside the classroom, including, but not limited to normal academic events (class sessions, brownbag lectures, etc.), NDU sporting events, holidays, major deadlines, semester start and end dates, etc. Students are expected to check their program calendars daily as events may shift in time and location. A summary of the AY 22-23 and the RDFP Curriculum Delivery Phases is contained in Enclosures (1 and 2).

NDU Writing Center

The NDU Writing Center is a service available to all students who need assistance in developing and improving their writing skills. They conduct an initial writing diagnostic and provide one-on-one meetings and consultations. Information regarding the Writing Center can be found through the NDU Library's "Library & Learning Center" page, accessed through Blackboard.

Writing Center Mission Statement: The Writing Center supports the NDU community in its efforts to enhance the writing and critical thinking skills of its joint warfighters and other national security leaders. We fulfill this mission through teaching classes, conducting workshops, and providing one-on-one instruction at every stage of the writing process.

Available at NDU Intranet:

Addresses and Contact Information

All students are required to provide the Registrar with current local home addresses, phone numbers and emergency contact information. This information must be updated as necessary if changes are made during the AY. The College maintains this policy for the purposes of collecting and maintaining accurate contact information for students for emergency preparedness.

IF Relationship with ISMO

ISMO 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 academic experience should be directed to ISMO.

CISA Dean of Students

The CISA Dean of Students office's role is to assist the CISA Leadership, Faculty, and Staff to meet CISA's mission, "To educate and prepare civilian and military national security professionals and future leaders from the United States and partner nations for the strategic challenges of the contemporary security environment."

Dean of Students is in charge of overseeing student life, student services, and on-campus activities. Duties include:

- Providing support for students

- Provide assistance, support, resources and referrals outside the classroom

- Support students/families, including emergencies

- Addressing student behavior

- Coordinating admissions

- New student orientation

- Advocate for students

- Track leave and absences

- Advise Sports & Student Councils

- Provide student information

- Execute emergency evacuation (accountability)

- Facilitate milestone events (promotions, awards, births, etc.)

The Dean of Students is responsible to foster strong partnership building through active social and teambuilding events.

NDU Student Complaint Policy

See Enclosure (8) NDU Instruction 1025.06 Student Complaint Policy and Procedures.

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

Distinguished Lecture Program (DLP)

DLP events are a series of lectures delivered by distinguished speakers that include strategic leaders from the military services, various government departments/agencies, as well as the international community and private industry. The DLP consists of two mutually-supportive categories of lecture:

- The Strategic Leadership Forum (SLF): Provides a variety of leadership perspectives, addressing the challenges, skills, roles, and responsibilities of strategic leaders. It complements the University's enduring requirement to educate future strategic leaders who are able to think critically and creatively in developing and implementing national security strategy for an unpredictable and complex world.

- The President's Lecture Series (PLS)/ Chancellor's Lecture Series (CLS): Provides a variety of perspectives to address complex strategic issues under the yearlong PLS theme: Thinking Strategically, Globally: Utilizing All the Instruments of National & International Power. They complement the University's learning objectives by helping develop future leaders, adept at strategic logic, who better understand the greater strategic context of the complex issues they will face in the national security environment.

Lectures will typically be scheduled for designated Wednesday mornings, from 0900-1030. However, for officials who cannot come at that time, academic schedules will be adjusted as required. The normal DLP duration is 90 minutes: 45 minutes for speaker's remarks and 45 minutes for question and answer (Q&A). Attire for DLP events is Class A uniform (military) and business suits (civilian), unless otherwise announced.

Students should be in their seats at the scheduled time and stand when the guest lecturer and accompanying party enter 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 expects students to be prepared and willing to ask good questions of the speaker. When asking questions, it is critical that the student stand and identify themself and state their agency or country. Keep questions brief, to the point, and refrain from asking multi-part questions.

Dress Code Policy

Military and civilian personnel are expected to exemplify professional standards of dress and appearance. In order to present a professional image, uniformity in attire and an environment that is conducive and representative of the mission of CISA, this policy is established. The intent is that work attire should complement an atmosphere that reflects a professional, orderly, and efficiently operated organization. The policy is intended to define appropriate "business attire" and "casual business attire."

Personnel assigned to CISA will wear business attire as defined below:

- **Military uniforms**. Military personnel will wear their Service uniform (not utilities) specified by their Service for the National Capitol Region (NCR). After the CISA Student Orientation week, military personnel may also wear civilian business attire as described below.

- **Business attire**. Business attire is the standard for face-to-face instruction. For men, business attire is defined as a suit, sport coat, and dress slacks, with a dress shirt and tie and appropriate shoes. For women, business attire is defined as a suit, dress, skirt, or pants and appropriate professional shirt, and appropriate shoes. Attire must be neat, clean, and professional in appearance.

- **Business casual attire**. Business casual is the standard for all online classes, research and writing weeks, during the winter break, "CISA Spirit" days, and when face-to-face classes are not in session. For men, business casual is defined as casual pants (no jeans or cargo pants), a collared shirt, appropriate shoes (no athletic shoes or sandals), and socks. For women, business casual is defined as a casual dress, skirt, or pants with an appropriate shirt, and appropriate shoes (no flip-flops, crocs, or athletic shoes).

- **The following exceptions are provided**:

  o For DLP speakers and special events (speakers and guests that are active 4-star General/Flag Officers or equivalent) the military will wear Service Class 'A' Uniforms for ALL military students in attendance. Students will be notified in advance of Distinguished Lecture days and other special events requiring "Class A" uniforms.

  o "CISA Spirit" days will be designated on the schedule and normally aligned with the last day of the academic week, sport competition days, or esprit de corps designated times. On these days, a CISA polo may be worn with appropriate dress, skirt, or pants (no jeans or cargo pants). If there is a lecture, a sport coat/blazer must be worn over the CISA Polo. For lectures on 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 "CISA Spirit" days, they

will be required to be in business attire or Service uniform (not utilities) specified by their Service for the NCR. Note: CISA polos will be purchased for all CISA students from their landing fee.

o For times of inclement weather (e.g., excessive heat), potentially hazardous environmental conditions (e.g., HVAC non-operational), and the like the CISA Chancellor may modify the dress code to best accommodate the circumstance to allow for greater safety and the wellbeing of students, faculty, and staff.

During the AY, business attire will be worn within Lincoln Hall from 0830-1630 on workdays. Personnel may arrive (prior to 0830) and depart (after 1630) Lincoln Hall 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.

The Class A (or B) Uniform

The following equivalent attire (ribbons, no medals or covers for military) is provided for reference:

Class A
- International: military uniform with blouse
- US Army: Class A uniform
- US Marine Corps: Service A (Dress Blues/Whites worn for graduation and Marine Corps Birthday celebration)
- US Navy: Service white/service dress blue
- US Air Force: Service dress
- US Coast Guard: Service dress white
- Civilian: Business

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

Uniform Covers and Hand Salutes/ Rendering Honors

The NDU campus at Fort McNair is a "non-rate area" and does not require military covers or hats when service members are in uniform. Military members do not need to wear covers inside or outside campus buildings.

Travel

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. To the greatest extent possible, CISA also tries to publish travel dates to minimize impact on student personal commitments. Students represent CISA and their respective agencies/services while on official travel. The same standards of conduct prescribed for on-campus seminars hold for academic study trips as well.

CISA Practicum or Travel Activity Exemption Request Policy and Process

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.

As soon as an impediment to travel is known, the student should request a meeting with the Course Director and Program Director to discuss the situation. If both Course Director and Program Director support the request, the student should draft a memo through the Program Director for approval by the APC, copying Dean of Students, Course Director, Director of Events, and Registrar. 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.

Student Rooms

Due to Eisenhower School renovation project, CISA does not have student rooms permanently assigned for the AY. Classrooms will be utilized as student rooms during this time. Take care not to leave valuables, including purses, wallets, or laptop computers unattended in study rooms, classrooms, or rest rooms. 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. Please note that as a possible COVID mitigation action the Eisenhower School and CISA may implement a morning and afternoon seminar and seminar room rotation plan.

Prayer and Meditation Room

The NDU Prayer and Meditation Room is located in Lincoln Hall Room 2310. This room is open to all. Please be respectful of others.

Telephone and Fax Service

ISMO maintains telephones for long-distance calling.

Alumni Network

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 nearly 2,000 alumni from 108 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, or (202) 685-3872 which is the primary point of contact for information after graduation.

NDU Health and Fitness Directorate

The Health and Fitness Directorate (HFD) has been serving students, faculty and staff since 1982. HF personnel assess individuals through a comprehensive Executive Health and Fitness assessment in which individuals undergo a submaximal VO2 max testing on a treadmill, body composition analysis, strength and flexibility testing, blood pressure monitoring, and health and lifestyle questionnaires to identify potential health risks. Another HF goal is to provide 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.

Mental Health

A Command Psychologist is on staff and available for consultation at (202) 685-0660.

Health Fitness also coordinates the towel/locker program. For more information, please visit Bldg. 59, Room 118.

NDU Athletic Competition

Competition between the Colleges exists in the following sports: softball, soccer, basketball, volleyball, tennis, golf, bowling, racquetball, and a 5-K run. A trophy for each sport is presented to the winning school. The President's Trophy is presented to the school winning the greater number of competitions at the end of the AY.

NDU and CISA Athletics

NDU Health and Fitness Directorate will host and facilitate NDU wide athletic events between the colleges throughout the AY. The CISA Student Council will coordinate, and all students attempt to participate in at least one activity/event.

NDU Legal Services

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. Please call (202) 685-3945 to schedule an appointment with an attorney to discuss a university legal matter.

Hazardous Weather

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. 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, the NDU President may declare an academic recess. If OPM announces a delayed arrival, the class schedule may be modified for the day. It takes only moderate amounts of snow or ice to create hazardous conditions in the DC area. Conditions may vary greatly within the commuting area and snow removal is often unreliable. Students should allow plenty of time to commute cautiously. WTOP FM 103.5 or WMAL AM 630 or FM 105.9 radio stations are recommended information sources.

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

CISA Student Council

During Phase I of the AY a student council will be formed via volunteers and selection. The Student Council will be comprised of:

- President – US Military

- Vice-President – US Civilian

- IF Class Leader – (identified by ISMO following NDU Orientation)

- IF Executive Officer

- Secretary

- Treasurer

- Photographer/Public Affairs Chair

- Sports Chair

- Social Chair

- Swag Representative

- Seminar Leaders (based on number of seminars)

- JSOMA Class President

    o JSOMA Vice President

    o JSOMA Treasurer/Social Chair

    o JSOMA Section Leader(s)

- See Enclosure (9) for Student Council Billet Descriptions.

The CISA Student Council will serve as a principle means of communication between the student body and the administration. It will also coordinate the collection of class dues, procurement of polo shirts, coins, and yearbooks, and will, in coordination with representatives from the other colleges, coordinate intermural sports and social events throughout the year, and other tasks as required, such as accountability on trips, emergency, and mass notification events.

CISA Student Dues

"Landing fees" / "Mess dues" are managed by the CISA Student Council and are used for items and actions, which may include items such as:

- CISA beverage mug

- Purchasing daily coffee, tea, hot cocoa

- CISA polo shirts, coins, and yearbook

- Bottled water

- Esprit and Welfare Gifts

- Social activities

- Class gift

Each RDFP student should expect to contribute a one-time fee of $200 for the AY soon after arrival. This money will be accounted for and managed by the CISA Student Council and CISA Student Treasurer. This is a strictly voluntary contribution.

Awards:

Academic awards:

- Honors Theses: Honor Theses are selected by an arduous Honors Committee screening and selection process that identifies work of strategic importance combined with significant academic rigor, effective writing, and superlative adherence to APA citation and style guidance.

- Distinguished Graduates (DG): DG represent those students who earned the highest overall GPA.

Chancellor's Awards for Leadership and Service:

- 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 AY.

Shakoor Award:

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

- The recipient based on who is the "best team player" by doing such things as: performing extra duties and roles beyond those normally assigned; volunteering for and working on projects; developing work methods or make suggestions that save time and effort; providing services and support to others that are beyond assigned responsibilities

Ambassador's Award (IFs Only):

- The IF selected should be the one who best represents the concept of "warrior-diplomat" and who has done the most to bridge cultural gaps among IFs and between IFs and U.S. 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.

Emergency Evacuation

- Do not run or panic

- Use nearest exit to outside

- Assist those who are debilitated

- Do not use elevators

- Before there is an emergency, orient yourself to exits and stairwells

- Muster/Accountability/Rally Point location: Parking lot by the Fort McNair Fitness Center Complex. Note: The evacuation routes and rally point DO NOT apply to active shooter or terrorist attack.
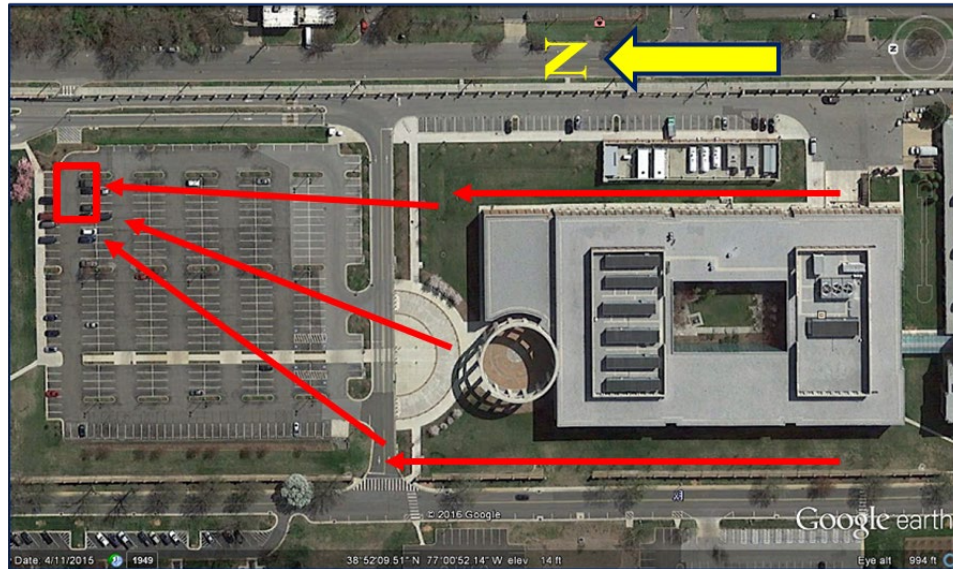
Chapter 4: National Defense University Policies

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

Academic Freedom and Non- Attribution

Academic freedom at NDU is defined as: the ability to pursue and express ideas, opinions, and issues germane to the University's stated mission, free of limitations, restraints, or coercion by the University or external environment. Academic freedom is the hallmark of an academic institution. We expect all members of the University community to understand the importance of and to practice responsible academic freedom.

In order to continually improve U.S. National Security policy and best advise superiors; students, professors, and researchers must be free to examine policy from all viewpoints. It is a combination of academic freedom and non-attribution that enables the development of such capabilities.

The NDU has continually subscribed and subscribes now to the American Association of University Professors' statement on academic freedom, issued in 1940 with interpretations of 1970.

NDU is a federal institution. As such, employees are advised that there are constitutional and statutory provisions that apply to free speech by government employees specific to one's military or civilian status. The Office of the General Counsel has information that includes specific references to the appropriate statutory provisions. Generally, U.S. civilian and military personnel are free to discuss any issue, assemble and seek redress of grievances as established in the Constitution and by statute. We view peer review as vital and encourage its use as broadly as possible. Additionally, any publications or statements going outside of DoD requires a security review through the office of University Relations and the following disclaimer: "The views expressed are the author's and do not necessarily reflect the official policy or position of the NDU, or the Department of Defense or the U.S. Government."

The following limitations apply:

- Congress has passed legislation stipulating, and the courts have affirmed, that free speech may be limited for military personnel as their mission is unique. For example, military personnel may not use contemptuous language against the President, Vice President, Congress, the Secretary of Defense, the Secretary of a military department, the Secretary of Homeland Security, or the governor or legislature of any state, territory, or commonwealth.

- Congress has passed legislation and the courts affirmed that U.S. citizens cannot with impunity libel or slander others, advocate the forceful or violent overthrow of the USG, counsel others to do so, nor counsel military personnel to desert, disobey, mutiny, or refuse duty.

In addition to academic freedom, the NDU maintains a strong policy on non-attribution. This includes:

- Free inquiry is essential to the NDU because the senior officer and government officials who are educated here will assume a variety of roles in their future assignments, as future policy makers, advisors, and leaders. NDU graduates must be ready to discuss, challenge, question, and determine national policy.

- So that guests and university community members may speak candidly, the University offers its assurance that presentations will be held in strict confidence. Our policy on non-attribution provides that, without the express permission of the speaker, nothing said or presented will be attributed directly or indirectly in the presence of anyone who was not authorized to attend the lecture or presentation.

Applicable Regulation: USC Title 10; DoD Directive 5230.0, Clearance of DoD Information for Public Release. NDU POC: Vice President for Academic Affairs, 685-3841, Room 314, Marshall Hall.

Equal Employment Opportunity, Sexual Harassment and Anti-Harassment Statement

Harassment based on race, color, religion, sex, national origin, age, or disability is a form of discrimination that violates federal civil rights laws, and will not be tolerated within the workplace at the NDU. All military and civilian personnel must prevent: 1) hostile, intimidating or offensive work environments, 2) unreasonable interference with work performance and 3) actions adversely affecting employment and profession opportunities based on illegal discrimination.

Students with Disabilities

CISA is committed to ensuring that no student is denied access to its programs, facilities, services, or activities, or otherwise discriminated against, on the basis of a disability. Consistent with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act, the University 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 Department of Defense 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: www.tricare.mil/cap.

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

Student Privacy

The University may release the following directory information upon request: student's name, local address (including email), telephone numbers, likeness used in University publications including photographs, names and address of emergency contact, dates of attendance, school or division of enrollment, enrollment status, field of study, credit hours earned, degrees earned, and honors received.

Any student who does not wish directory information released must file written notice to this effect in the Office of the Registrar. The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. These rights include:

The right to inspect and review the student's education records within 45 days of the day the University receives a request for access. A student should submit to the registrar, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

The right to request an amendment of the student's education records that the student believes are inaccurate, misleading or otherwise in violation of the student's privacy rights under FERPA. A student who wishes to ask the University to amend a record should write the University official responsible for the record, clearly identify the part of the record the student wants changed, and specify why it should be changed. If the University decides not to amend the record as requested, the University will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

The right to provide written consent before the University discloses personally identifiable information from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

The University discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic, research, or support staff position (including law enforcement unit personnel and health staff), a

person or company with whom the University has contracted as its agent to provide a service instead of using University employees or officials (such as an attorney, auditor, or collection agent), a person serving on the Board of Trustees, or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the University.

Upon request, the University also discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

The right to file a complaint with the U.S. Department of Education concerning alleged failures by the University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:
Family Policy Compliance Office
U.S. Department of Education
Washington, DC 20202-5901.

COVID-19 Related Precautions

As the COVID-19 Pandemic continues to evolve, NDU guidance will be routinely updated throughout the AY. Updates will be distributed via separate correspondence.

Suspected or confirmed COVID Reporting: Individual students report to POC (Dean of Students) if any of the following occur:
1. Positive COVID test with or without symptoms

2. Exhibiting symptoms

3. Contact with a COVID positive individual, or

4. Pending a COVID test.

The POC will direct you to:

1. Complete form DD 3112, "Personnel Accountability and Assessment Notification for a Public Health Emergency"

2. Send the form via encrypted email to NDU's Health and Fitness Directorate at COVID@ndu.edu.

3. Call NDU's Health and Fitness Directorate at (202) 685-2791, and alert them that you have sent the form via encrypted email.

4. Complete NDU Commander's Critical Information Requirements (CCIR) Template

NDU COVD Link: https://www.ndu.edu/Coronavirus/

Individuals (you) will isolate and NOT return to campus until cleared by a healthcare provider or Health and Fitness Director (HFD).

Chapter 5: Fort McNair Policies, Facilities and Services

Entry and Parking

The Fort McNair Main Ceremonial Gate is open 0600 to 0900, Monday through Friday, closed on Federal Holidays. The Ceremonial Gate is open to DoD ID card holders only (military and civilian). The Visitors 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. Parking regulations are strictly enforced by the Fort McNair Provost Marshall. 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.

Special parking is available for carpools. Carpool forms are available from NDU Logistics at SVC@ndu.edu

All drivers entering Fort McNair may need to show proof of vehicle registration, driver's license, insurance policy number (including company and expiration date).

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.

Mass Transportation Benefit Program

The DOD Mass Transportation Benefit Program was established in October 2000 and is offered to eligible employees and military service members, to the extent authorized by law and regulation, to reduce pollution and traffic congestion, preserve the environment, and expand transportation alternatives.

Under this 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 Point of Contact to verify registration at CISA.

Building Security

University 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, Eisenhower 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. In order 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 will re-locked and the PIN entry step must be repeated. When exiting a building, swipe or place the proximity card on the card reader and the doors will release. No "PIN" is required when exiting.

NDU Security is installing new Turnstile Gates during this AY front of Lincoln Hall. It will require ALL NDU badges to be re-registered to enter. Also, the processes for bringing in visitors will also change based on the new entry. Security is working the SOP and will send out. LH entrance will become the main entrance and will require these new badges to enter the building.

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 and Smoking Policies

The consumption of alcoholic beverages on NDU property requires prior approval via submitting a formal request to the NDU Chief Operating Officer (COO) in writing. Alcohol will be limited to beer and wine. Hard liquor is not permitted. See NDI Instruction 1010.01 - Authorized Alcohol Consumption on the NDU Campus - 31 Oct 19 for details.

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

Reveille/Retreat

On Fort McNair, Reveille is sounded at 0630 (6:30 am) and Retreat at 1700 (5:00 pm). 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 Hall and Other Dining Facilities

Vending machines are available throughout Lincoln and Marshall Halls. Additionally, food truck will also be available. Any updates will be distributed via separate correspondence.

Microwaves and refrigerators are also available for student use in the CISA common areas.

Banking and ATM

A State Department Credit Union ATM machine is conveniently located in Lincoln Hall in the 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 opened 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. The ATM is available 24/7 on the outside of the building.

Post Office

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

Service Station/Shopette

Building 43, (202) 484-5823; Monday-Friday, 0800-1700; closed Saturday and Sunday. Army regulations prohibit the sale of gasoline and alcoholic beverages to civilian personnel

Fort McNair Fitness Center Complex

NDU personnel have access to three fitness facilities: one located in the National War College, one in the Eisenhower School, and one in Building 69 (next to the Lincoln Hall parking lot). The facilities include treadmills, recumbent bikes, steppers, ellipticals, and other equipment.

The Fort McNair Physical 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-Friday, 0500-2000; Saturday and Sunday, 1000-1400; closed holidays. Students have the option of registering their CAC with the Fitness Center in order to gain 24/7 access to the gym. 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 McNair Health Clinic

The Fort McNair Army Health Clinic is housed on the installation and is located in Building 47. Personnel can be seen for an acute medical issue. 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 can be found at the following website: http://rader.nrmc.amedd.army.mil/ContactUs/SitePages/Contact%20Us.aspx. The clinic is open Monday-Friday 0630-1500, closed weekends and federal holidays.

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.

Joint Base Myer-Henderson Hall Community Chapels

On Call 24/7 Duty Chaplain: (202) 236-4901

Chapter 6: Fort Bragg Facilities, Policies, and Student Life

Addendum for the JSOMA Students at Fort Bragg

Welcome to the Joint Special Operations Masters (JSOMA) Department at Fort Bragg! This addendum to the CISA Student Manual will outline the regulations and policies specific to our Fort Bragg location. Please note that the JSOMA Addendum does not void or in any way alter the official CISA student policies. Rather, this is an additional set of guidelines designed to educate students on the expectations and procedures specific to the JSOMA program and commensurate with the expectations of the John F. Kennedy Special Warfare Center and School (USAJFKSWCS or SWCS). Students can find useful information on the installation and resources at https://home.army.mil/bragg/index.php/my-fort-bragg/newcomers

Fort Bragg Entry

To access Fort Bragg, please see https://home.army.mil/bragg/index.php/about/garrison/directorate-emergency-services/physical-security/physical-security-department-army-security-guards/access-control. The closest gate to CISA's Fort Bragg location at Colonel Aaron Bank Hall is ACP 5: All American Freeway. All American ACP is open 24 hours a day, 7 days a week. The Visitor's Center is also located at this gate.

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.

Dress

This is a professional academic setting on a military installation. The required daily attire, to include orientation, is business casual. There will be times, however, where we require you to wear your class 'B' uniform or your ASU (dress uniform). You do NOT need to purchase new flash/patches - you can use your previous unit's flash/patches.

The Class A (or B) Uniform

The following equivalent attire (ribbons, no medals or covers for military) is provided for reference:

Class A
- International: military uniform with blouse
- US Army: Class A uniform
- US Marine Corps: Service A (Dress Blues/Whites worn for graduation and Marine Corps Birthday celebration)
- US Navy: Service white/service dress blue
- US Air Force: Service dress
- US Coast Guard: Service dress white
- Civilian: Business

Class B
- •   International: Open collar/short sleeve
- •   US Army: Class B/ short sleeve
- •   US Marine Corps: Service B/C (Seasonal)
- •   US Navy: Summer white/service khaki
- •   US Air Force: Open collar/short sleeve
- •   US Coast Guard: Tropical blue long
- •   Civilian: Business

Alcohol and Smoking Policies

Smoking is not permitted in any USAJFKSWCS building. Smoking areas are located outside some entrances to the building where cigarette receptacles have been provided.

Reveille/Retreat

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

Banking and ATM

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

Post Office

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

Hazardous Weather

Fort Bragg Garrison Command makes decisions about post closure. Decisions are announced through www.bragg.army.mil or (910) 396-0111. Announcements on weather, traffic, and other disruptions can also be found at https://www.facebook.com/ftbragg18abn/
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 JSOMA Department Chair to confirm and reinforce Garrison decisions to delay or close. It takes only moderate amounts of snow or ice to create hazardous conditions in the Fort Bragg area. Conditions may vary greatly within the commuting area and snow removal is often unreliable. Allow plenty of time to commute cautiously. Only you can decide if it is safe to travel.

COVID/Pandemic Guidance

In addition to the NDU/CISA policies articulated above, JSOMA is subject to local conditions, recommendation, and mandates of the Fort Bragg Garrison Commander, as well as USASOC guidance.

The JSOMA Department Chair will coordinate with CISA, SWCS, and NDU to ensure appropriate measures are enacted for the safety of JSOMA students and faculty regarding in-person instruction.

Absences and Leave

Students at CISA have a professional responsibility to attend all classes. Absences will not be excused, and leave will not be granted during the AY except during holiday periods when classes are not in session. The following defines NDU's Absence Policy for JSOMA students:

1. Students must submit a Leave/Absence Request form to the JSOMA Department Chair:

   a. Foreseen absences (e.g. scheduled medical appointments) should be avoided wherever possible, but where unavoidable require prior notification to faculty and the Department Chair;

   b. Unforeseen absences (e.g. personal injury or illness) require notification to the faculty and Department Chair as soon as possible, but no later than the first day the student returns to class.

2. It is the student's responsibility to complete any coursework missed during the absence, and students should ensure they meet with the relevant faculty during office hours to ensure they are aware of the material covered in any missed class session. Deadlines for completing missed coursework are at each faculty member's discretion.

3. Students who accumulate excessive excused or unexcused absences from a course (in excess of 20%) will be required to participate in a performance review by CISA. Excessive absences may result in disciplinary actions or expulsion from the program.

Note: Completed leave forms can be requested from/submitted to: HHC SGT Pettis amanda.m.lillquist.mil@socom.mil and/or SGT Sedita at: gabriella.sedita@socom.mil or call (910) 432 6001, offices are located in Bryant Hall on SWCS campus. ***Please note, when submitting NDU leave the supervisor needs to be one of the JSOMA faculty members, 3rd signature can be another JSOMA faculty member or Academic Specialist Lindsey DeCourcey. Completed form is to be submitted through email to HHC for final signature and further processing and tracking. Please send leave forms 14 days prior to leave.

JSOMA Student Conduct

In addition to CISA student conduct policies, JSOMA students will maintain a professional level of conduct in accordance with SWCS policy, to include professional behavior in classroom. Examples of disruptive behaviors include but are not limited to:

•   Arriving late to class

•   Using electronic devices such as cellular phones, text messaging or responding to emails during lectures

- Leaving class to retrieve a drink or snack item

- Leaving to smoke or engage in a conversation

- Using tobacco products in class

- Engaging in disrespectful or inappropriately combative classroom discussions

- Monopolizing class periods with excessive comments or question

- Participating in personal conversations while others are talking

Students will maintain a professional and polished appearance during all curriculum- related events.

Student Council Representatives

Student representatives will be selected from the current JSOMA student body: a student president, a vice president (VP), a student Treasurer/Social Chair (or team), and seminar leader(s). This JSOMA Student Council will participate in the CISA Student Council. The President will be the primary liaison between the JSOMA Department Chair, faculty, and students and will be immediately responsible for ensuring proper student conduct among all members of the academic class. The Treasurer will manage the collection and disbursement of the student landing fee, coordinating with the CISA student Treasurer and Dean of Students for purchasing CISA items, and disbursement for other expenses (coffee, social events, other incidental expenses) as agreed upon with the JSOMA Student Council. The JSOMA student Social Chair will solicit ideas for social events for the JSOMA student body, coordinate activities, and communicate with the student body about events in and around Ft. Bragg appropriate for all students to attend. Members include:

- JSOMA Class leader
- JSOMA VP:
- JSOMA Social/Treasurer Team
- JSOMA Seminar Leader(s)

Faculty Advising and Counseling

The first resource for a student having an issue with any course should always be the course instructor.

Thesis Advisors

Students indicate preference and are assigned a thesis advisor by the JSOMA thesis chair based on proposed thesis topic, as well as faculty availability and workload. Once thesis advisors are assigned, they become the student's primary point of contact.

Administrative Advisors

For JSOMA students, the Administrative Advisor is the JSOMA Department Chair and/or the Academic Specialist, Lindsey DeCourcey.

JSOMA DLP

All JSOMA students will participate in DLP, and other SWCS events.

Course Syllabi

The syllabus for each course sets out the specific policies that govern course content. Assigned readings and assignment due dates are absolute and not subject to negotiation. A student must request prior permission from the instructor to submit work at a later date without penalty. Faculty are under no obligation to grant extensions. In the event a student turns in work late, every day an assignment is late will result in a reduction of one grade step per late day. For example, after the first day a student cannot earn higher than an A- on the assignment, after the second day the assignment will earn no higher than a B+, and so on.

Academic Standing

For grading standards and academic standing information please reference the CISA guide above. Students must maintain a minimum GPA of (B average), with no failing grades in core or concentration classes, in order to graduate. If a student receives lower than a B in any course, in addition to CISA policy regarding academic probation, JSOMA students will also be subject to adjudication by USAJFKSWCS.

Academic Integrity

In addition to CISA Academic Integrity Policy, violations of academic integrity by a JSOMA student will also be subject to adjudication by SWCS.

Incomplete Grades

In addition to the CISA Incomplete Grade Policy, JSOMA students will be counseled locally by the JSOMA Department Chair, in coordination with the relevant faculty member, and be given a course remediation plan. In the event a student fails to comply with the course remediation plan, the Incomplete grade will be changed to an F.

Disenrollment

In addition to CISA disenrollment policy, JSOMA students are also subject to disenrollment adjudication by SWCS.

Information Technology

JSOMA students will be issued a SWCS laptop for their academic use for the duration of the program. Students will be issued the laptop on the first day of the program. All SWCS laptops will be turned in no later than graduation. Any student who fails to return the issued laptop will be ineligible to participate in graduation ceremonies.

The use of technology in the classroom has been shown to enhance learning when it is incorporated into the teaching of the material. Each faculty member reserves the right to limit or ban the use of electronic devices in her or his class.

JSOMA Writing Coach

The JSOMA Writing Coach is a service available to all students who need assistance in developing and improving their writing skills. They conduct an initial writing diagnostic and provide one-on-one meetings and consultations. Contact information and guidance on how to schedule an appointment will be provided during orientation.