

# NAVAL WAR COLLEGE



## RESIDENT STUDENT HANDBOOK

ACADEMIC YEAR

2011 - 2012



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## **ORGANIZATION AND FUNCTIONS**

### ***Mission***

#### ***Develop Strategic and Operational Leaders***

The U.S. Naval War College shall provide professional military education programs that are current, rigorous, relevant, and accessible to the maximum number of qualified U.S. officers, civilian employees of the U.S. Government, and international officers. The desired effect is a group of leaders of character who have trust and confidence in each other and are operationally and strategically minded, critical thinkers, proficient in joint matters, and skilled naval and joint warfighters.

- The curriculum is based upon three core courses of study: Strategy and Policy/Warfare, National/Theater Security Decision Making, and Joint Military/Maritime Operations.
- The Strategy and Policy/Warfare course is designed to teach students to think strategically about the theory of warfare from the early battles at sea between Athens and Sparta to the wars of the present day. The focus is on the relationship between a nation's political goals and the way in which its military means are most appropriately used to achieve those ends.
- The National/Theater Security Decision Making course is uniquely designed to assist the military and civilian executive dealing with the economic, political, and military factors of decision making in the national security arena. Case studies exploring major contemporary warfare, geopolitical crises, and contingency force-planning issues challenge students to develop the skills to assess the many, often competing, demands involved in the size, shape and budget of future military forces.
- The Joint Military/Maritime Operations course focuses on the translation of contemporary national and regional military strategies into naval, joint, and multinational operations, with particular emphasis on operational art and employment of the sea services. Historical and contemporary case studies and planning exercises permit students to hone their skills in making sound operational decisions, to prepare them for critical command and staff positions.

#### ***Help CNO Define the Future Navy and Its Roles and Missions***

The U.S. Naval War College shall conduct research, analysis, and gaming to support the requirements of the Secretary of the Navy, the Chief of Naval Operations, the Combatant Commanders, the Navy Component Commanders, the Navy's numbered fleet commanders, other Navy and Marine Corps commanders, the U.S. Intelligence Community, and other departments and agencies of the U.S. Government. The desired effect is a program of focused, forward-thinking and timely research, analysis, and gaming that anticipates future operational and strategic challenges; develops and

assesses strategic and operational concepts to overcome those challenges; assesses the risk associated with these concepts; and provides analytical products that inform the Navy's leadership and help shape key decisions.

### ***Support Combat Readiness***

The U.S. Naval War College shall conduct training, education, leadership and assessment activities to support the ability of the Navy's Joint Force Maritime and Navy Component Commanders to function effectively as operational commanders. This effort shall include supporting the needs of the Combatant Commanders, Navy Component Commanders, and the Navy's numbered fleet commanders for operational planning, analysis, and war gaming to respond to emerging operational requirements. The desired effect is to improve the capability of Navy commanders to lead maritime, joint and combined forces and their staff members to plan, execute and assess and function cohesively as a maritime headquarters organization.

### ***Strengthen Maritime Security Cooperation***

The U.S. Naval War College shall bring together senior and intermediate level naval officers from other countries to develop leaders for high command in their navies; understand and evolve operational planning methods; create opportunities for expanded, high-level professional exchange through venues such as the International Sea Symposium, regional symposia, formal college-to-college relationships with international counterparts, international publications, and alumni relations; and establish a regional studies structure to focus resources for greater impact in building and extending maritime partnerships. The desired effect is to build more robust and productive international maritime relationships, to improve the ability to operate effectively with partner nations, and to improve maritime security cooperation.

### ***Deliver Excellent Support***

To discharge successfully these primary mission responsibilities, the U.S. Naval War College shall strive for excellence in organization, processes, and infrastructure to enable mission accomplishment. The desired effect is to remain an exemplary steward of the resources entrusted to us and fully accomplish our mission both efficiently and effectively.

### ***Vision***

The Naval War College will be the Navy and nation's first choice for educating and inspiring innovative leaders who think strategically, are masters of the operational art, and lead with confidence maritime, joint, interagency, and multinational operations to achieve national security objectives.

We will be foremost in providing the nation's military leaders and statesmen with rigorous analysis, independent research and robust war gaming to clarify and resolve critical national security issues. As the intellectual center of the Navy, we will play an indispensable role in developing leaders, crafting strategy, and building trust and

confidence—the foundation of enduring relationships of inestimable value to our nation and the world.

Our purpose remains as clear today as when the college was founded: to lead the world in the conduct of “original research in all questions relating to war and to statesmanship connected with war, or the prevention of war.”

### ***Accreditation***

The U.S. Naval War College is accredited by the New England Association of Schools and Colleges (NEASC) Commission on Institutions of Higher Education. Additionally, the College is accredited by the Chairman of the Joint Chiefs of Staff (CJCS) through the Process for Accreditation of Joint Education (PAJE). This is a CJCS-approved process for the oversight, assessment, and improvement of the Joint Professional Military Education (JPME) programs at intermediate and senior colleges.

- **Master of Arts degree in National Security and Strategic Studies.** In October 1990, Congress authorized the U.S. Naval War College to award a Masters degree to U.S. graduates. In March 1991, NEASC accredited the U.S. Naval War College as a graduate level institution and authorized awarding a Master of Arts degree in National Security and Strategic Studies. This authority was grand-fathered to 1985 graduates and subsequent.
- **JPME I.** The Chairman, Joint Chiefs of Staff, has accredited the Naval Command and Staff College as meeting Phase I criteria for JPME.
- **JPME-II.** The Chairman, Joint Chiefs of Staff, has accredited the College of Naval Warfare as meeting Phase II criteria for JPME. The completion of JPME I is a prerequisite for all senior service war colleges.

### ***Command Organization***

The U.S. Naval War College is an Echelon Two Command, assigned to the Chief of Naval Operations for command and support. The U.S. Naval War College is a shore activity in an active, fully operational status under the President, U.S. Naval War College, who reports to the Chief of Naval Operations. The U.S. Naval War College consists of four major organizational elements: Offices of the President, Provost/Dean of Academic Affairs, Dean of Naval Warfare Studies and the Deputy/Chief of Staff. The Office of the Dean of Students reports to the Provost.

A full description of the command organization, constituent relationships, duties, responsibilities, and functions can be found in section two of the NWC Organization and Regulations Manual (SORM) on the intranet.

## **College Organization**

There are five colleges within the U.S. Naval War College complex aboard Naval Station, Newport:

**College of Naval Warfare** (CNW) is the senior service college. U.S. Navy officers in the grades of Commander and Captain, equivalents from other U.S. services, and interagency civilians in the grades of GS-14 and GS-15 (or equivalent) attend as resident students.

**College of Naval Command and Staff** (CNC&S) is the intermediate service college. U.S. Navy Lieutenant Commanders, equivalents from other U.S. services, and interagency civilians in the grade of GS-13 (or equivalent) attend as resident students.

**Naval Command College** (NCC) enrolls senior international officers who attend the CNW core courses alongside their U.S. counterparts. Students submit papers for comment and participate in the academic exercises. International officers do not receive a Master of Arts degree. The education for these international officers is a blend of the CNW curriculum and an extensive Field Study Program. These visits expose the senior international officers to the American culture, economy, government, and American leaders through a series of scheduled trips across the United States. NCC graduates earn a Naval War College diploma and transfer credit.

**Naval Staff College** (NSC) runs two courses for mid-level international officers; a six-month course (NSC-6) and a ten month course (NSC-10). The NSC-6 curriculum parallels the ten-month resident course in each of the three core subject areas: Strategy and Warfare, Theater Security Decision Making, and Joint Maritime Operations, and contains a fourth course unique to the Naval Staff College, International Law. NSC-10 imbeds international officers with CNC&S in seminars, lectures, and electives and is designed to increase the interface between international officers and U.S. military and civilian students. NSC-6 operates concurrently with NSC-10 from January through June. Military sponsors for the international students typically come from the Naval War College U.S. student population. Weekly country presentations are another way to interface with international students. NSC graduates earn a Naval War College diploma and transfer credit.

**College of Distance Education** (CDE) delivers the U.S. Naval War College JPME I curriculum via its Fleet Seminar Program, Naval Postgraduate School program, and the Web-enabled and CD ROM correspondence programs to students located throughout the world.

## **Special Programs**

The Naval War College offers several special programs that provide resident students the opportunity to conduct individual and group research projects. The following website provides more information: <http://www.usnwc.edu/Students/U-S--Resident-Students/Special-Programs.aspx>.

### ***Center for Naval Warfare Studies***

The Center for Naval Warfare Studies (CNWS) is the primary research and war-gaming arm of the Naval War College. The CNWS provides computer war-gaming and curriculum support to the academic departments, research and strategic studies departments, and external organizations. Additionally, it directs most Advanced Research Projects (ARP) - the Mahan, Halsey and Gravely groups, and other in-house faculty/student research projects. The CNWS publishes the *Naval War College Review* (unclassified) and *Naval Warfare Notes* (classified). These publications contain articles on strategy, technology, tactics, and doctrine. Opportunities to participate in advanced research are discussed fully in the current bulletin available from the Dean of Academic Affairs.

### ***College of Operational and Strategic Leadership***

The College of Operational and Strategic Leadership (COSL) was formally established in October 2007, and provides Professional Military Education by focusing on leadership. COSL is responsible for Leadership Elective courses, Professional Military Ethics, James Bond Stockdale Group, and the Senior Enlisted Academy. It integrates leadership with ethics and character in the Navy's PME continuum for Navy officer and enlisted personnel.

### ***Strategic Studies Group***

The Strategic Studies Group (SSG) consists of senior service officers who have distinguished themselves as strategists and tacticians. These officers deal with major maritime strategy issues for a full year as military fellows. They are selected by, and report directly to, the Chief of Naval Operations and have full access to top naval leaders, including fleet commanders. In addition, six Navy CNC&S and/or CNW students are selected annually to be SSG associate fellows. Participation in this six-month program (December through June) is in addition to the core curriculum. Application procedures are promulgated through the Dean of Students Office.

### ***Dean of Students***

The Dean of Students (DOS) acts on behalf of the President, U.S. Naval War College in the capacity of commanding officer and is responsible for the administration and welfare of the students in CNW and CNC&S, with the exception of maintenance of pay and service records. Responsibilities include: prospective student admissions, current student activities not within the purview of the academic departments, graduate records, and liaison between the U.S. Naval War College and the external community on matters directly related to student affairs. External to immediate responsibilities, the Dean acts as liaison between students and the academic and administrative departments within the U.S. Naval War College. The DOS is the principal advisor to the Provost in matters pertaining to students attending CNW and CNC&S. The DOS coordinates with Academic Chairmen and Directors of Distance and International

Colleges to develop policy recommendations for the Provost/Dean of Academic Affairs and the President.

## ***Student Services***

The following list describes services provided by various administrative offices that assist Naval War College students. The DOS office is the starting point for any item not covered by this list.

### **Dean of Students Office:**

- Leave requests (Navy students via e-leave accounts, other services through their service advisors)
- Absence requests
- Special requests
- FITREPs (Navy students only, service advisors perform officer evaluation report functions for their respective services)
- TAD/TDY requests
- Awards (Navy students only, service advisors take care of awards for their respective services)
- Promotions (Navy students only, service advisors perform promotions for their respective services)
- Student recall roster
- Course completion letters for civilian students

### **Navy Admin (Schonland Hall)**

- Personnel gains, travel claims, page 13s (GI Bill service obligation, etc.)
- E-leave accounts
- Officer records

### **Personnel Support Detachment (co-located with DEERS, SATO, and Personal Property):**

- Page 2 and SGLI updates
- Advanced pay requests and pay issues
- Official passports
- Thrift Savings Plan issues

# **ACADEMIC PROCEDURES**

## **Overview**

The academic year consists of three trimesters, each about three months in length. While the ten-month academic year traditionally opens with a formal convocation in August and concludes with a graduation ceremony in June, a substantial number of students begin their year of studies in the winter or spring trimesters, which convene in October/November and February/March respectively. The order of the curriculum is as follows:

	<u>College of Naval Warfare</u>	<u>College of Naval Command and Staff</u>
Fall	JMO	TSDM
Winter	NSDM	S&W
Spring	S&P	JMO

Each of the three academic departments delineates academic procedures specific to its course of instruction in the course syllabus. The course syllabus, books, iPads, and other study materials are issued prior to the trimester in which the course is given. Books are issued free of charge and must be returned at the end of the trimester. Students will be charged for lost or damaged books. The course syllabus is an excellent source of concentrated information. iPads are being phased in as this handbook is edited. iPad policies including issue, training, return or replacement will be promulgated separately.

The U.S. Naval War College *Research Guide*, *Writing and Style Guide*, and *Security Classification Manual* are authoritative and comprehensive sources on the development of a paper from research. Format, documentation, and security classification are discussed with appropriate examples. This manual provides valuable guidance and should be consulted prior to commencing work on papers. Copies are available in the reference section of the Library or online at <http://www.usnwc.edu/Academics/Library/ReferenceHelp.aspx>.

## **Seminar Group System**

Each trimester's course of instruction uses the seminar as its principal learning forum. Seminars are usually no larger than 15 persons, and are organized by the academic departments. New seminar assignments each trimester allow each department to structure seminar groups to represent a cross section of services and experience. Seminar moderators serve as primary academic instructors and are the routine points of contact for students on academic matters.

## **Schedules**

Each student's primary duties are preparation for, attendance at, and participation in class and other academic sessions as assigned by the College. Three schedules provide varying degrees of fidelity with regard to the academic calendar and student obligations.

The *Academic Calendar* contains a list of key dates covering each trimester, intervening symposiums and forums, and recess periods/holidays. Although subject to change, this list contains dates that are useful for personal long range planning. Students are advised to consult faculty, the Dean of Students' Office, and the Weekly Schedule before making final plans or financial commitments. The *Academic Calendar* can be found on the NWC Internet: <http://www.usnwc.edu/Academics/Academic-Calendar.aspx>

The *Course Syllabus* for each trimester provides a monthly *Course Calendar* detailing specific time blocks for lectures, seminars, pertinent exercises, and due dates for course-specific milestones (written assignments, examinations, etc.). This calendar is refined by the Weekly Schedule, which incorporates evening lectures and other special events. Syllabi are distributed prior to the commencement of each trimester.

The *Weekly Schedule* is the most current and specific calendar and is emailed to all students. It includes the specific time, place, uniform/attire, lecture title, lecturer, security classification, and information appropriate to scheduled class and evening events.

## **Electives**

The Naval War College Electives Program provides students the opportunity to enroll in a variety of professional courses that complement the core curriculum. These courses are graded on a High Pass/Pass/Fail basis in order to encourage students to select subjects of maximum professional benefit and personal interest without risk to their academic standing. Electives are offered on Wednesday or Thursday afternoons, and comprise approximately 20% of the student's total academic effort. U.S. students are required to take one elective in each of the three trimesters. International students are invited to take an elective if they wish.

The NWC offers many electives. These electives are divided into different Areas of Study (AOS). Each U.S. student is required to select an AOS and may only select elective courses within that AOS. Students are required to register for elective courses before each trimester and can do so online at <http://www.usnwc.edu/Students/Register-for-Electives.aspx>. Students will indicate their first, second, and third choices for an area of study, and their preferred choices for individual electives within that area of study. Every effort will be made to enroll students in their first elective choice, but should any course be oversubscribed, enrollment will be determined on a first-come/first-served basis.

Students may audit an additional elective. Only electives with spare capacity and extra books will be open for audit. Spouses may also audit elective courses subject to the same constraints.

### ***Lectures/Auditorium Decorum***

Each of the three core courses of instruction use scheduled lectures as an important component of the total instructional effort. Spruance Auditorium is normally used for lectures, while Pringle Auditorium is used when lectures for CNW and CNC&S are given simultaneously. To signal the commencement of scheduled lectures, a bell in the foyer of Spruance Auditorium is sounded five minutes prior to the commencement of lectures and again one minute prior. Food is not allowed in any of the auditoriums. Beverages are only allowed in spill-proof containers during daytime classes. Cell phones, pagers, and PDAs shall be silenced during lectures.

Many lectures culminate in a question and answer period. When asking a question, students should use microphones to transmit their questions over the loudspeaker system. When posing a question, students should stand and identify themselves (grade, name, and service). Lectures are recorded for reference and use of this procedure eliminates unwanted anonymity and gives clarity to the question/answer process.

### ***Non-attribution Policy***

The Naval War College, as a part of its curriculum, provides students with a wide range of highly qualified and informative speakers. In order that these speakers feel free to speak candidly, they are assured that what is said in lecture will not be repeated publicly outside the auditorium, regardless of classification. To repeat what has been said in lecture to others outside the War College environment risks calling the speaker to account publicly for his or her opinions and comments. This in turn could have the effect of stifling speakers, causing them to speak in a guarded manner. Ultimately the quality of education provided at the Naval War College would suffer. Hence, what speakers say during their lectures is not for attribution. This includes quoting previous guest speakers to follow-on guest speakers. Specific lectures that are given for attribution will be identified at the beginning of the lecture and should be treated accordingly.

### ***Research***

Research is one of the primary student activities at the Naval War College. Course requirements in the core curriculum involve writing at least one research paper each trimester.

Individual and team research on professional topics of the students' own choosing may also be conducted on either a full or part time basis for one trimester. Qualified students selected by the Academic Research Council may do an Advanced Research

Project (ARP) in lieu of the core curriculum for one trimester. ARP students are required to complete an elective during their ARP trimester. Historically, approximately five percent of CNW and CNC&S students do ARPs each year. Students may take a Directed Research Elective (DRE) as a substitute for a classroom elective in any trimester. DREs provide an excellent opportunity for prospective ARP students to do a literature review, build their research plan, and build an outline for the paper itself. For further discussion on research opportunities at the Naval War College, contact the Advanced Research Program Coordinator at (401) 841-2101, DSN prefix: 948.

### ***Grading Standards***

Grades provide the faculty a means of determining the degree to which course materials have been absorbed and understood, and provide direct feedback to the students. Grades assigned by faculty for papers, exams, class participation, etc., are expressed as letter grades and their numeric equivalents. All work in the Electives Program will be graded on a High Pass/Pass/Fail scale. The core curriculum courses are graded using the standards indicated in each syllabus.

Historically, normal grade distribution has been 35-45% A's and 55-65% B's and C's. Students must attain a grade of "C" or better in all prescribed courses as well as passing grades in the elective in order to fulfill the academic requirements for graduation. A grade of "B-" or better in each of the prescribed courses must be attained to fulfill requirements for the Master of Arts degree in National Security and Strategic Studies. Within seven days of receiving a grade, students may request a review of that grade by the department chairman. On review, the grade may be sustained, lowered, or raised. A final appeal may be made to the Dean of Academic Affairs.

The top 5% of the students in a graduating class will be recognized as having graduated "With Highest Distinction" and such designation will be reflected in their fitness reports, in the commencement program, on the official transcript, and on their diploma. The next 15% of the class in rank order will be designated in the same manner as having graduated "With Distinction." Civilian students graduating in these categories also receive recognition in their letter reports.

### ***Academic Integrity***

The Academic Honor Code describes academic integrity standards and provides procedures for dealing with violations of the code. It is located in Statement of Academic Policy 05-01 under "Policy Statements" on the NWC intranet:

<http://nwcintranet/content/sorm>

## **Academic Awards**

Many varied and prestigious awards are available for professional writing and research by students, allowing an excellent opportunity for professional recognition. Department Chairs, the Director of CDE, and faculty are encouraged to screen papers prepared as an academic requirement and, when warranted, provide constructive criticism and motivation to facilitate student submissions for award competition. The Staff Judge Advocate will advise the Dean of Academic Affairs with an ethics review when requested in the case of a special academic award.

A short description of awards is given below for reference. Should a student have further interest, **Naval War College Instruction 1650.16 (series)** should be consulted. Students should note that papers entered into competition which are the product of a Naval War College academic requirement may fall into the category of “government works” that are not subject to copyright and may be used by U.S. Government agencies as desired. Honorable mention awards or certificates are presented in nearly every category if, in the opinion of the respective award committee, additional essays deserve special recognition. All essays must have been written while the student was enrolled in a Naval War College course, either in residence or non-residence.

The Navy League of the United States annually sponsors awards to the two Maritime Service students graduating in June who demonstrate a high degree of academic, extracurricular, and community service. The award presented to the student of the College of Naval Warfare is known as the **Stephen Bleecker Luce Award**; the award presented to the student of the College of Naval Command and Staff is known as the **William Sowden Sims Award**.

The **President’s Award for CNW and CNC&S Honor Graduates** in the March and November classes is presented at the respective graduation ceremony to those students who demonstrate a high degree of academic, extracurricular, and community service.

The **Admiral Richard G. Colbert Memorial Prize** is a cash prize (\$1,000) and certificate awarded annually by the Naval War College Foundation to the author of the best professional essay that focuses on an economic, military, political, strategic, or tactical aspect of an appropriate professional topic.

The **J. William Middendorf II Award for Student Research** is awarded annually to a student or group of students whose research project is considered to have made the most significant contribution in a field related to strategic or tactical concepts, logistics, or readiness. Recipients receive a certificate and a \$1,000 prize.

The **Naval War College Foundation Award** recognizes the student whose essay is considered to have made the most significant contribution to some aspect of maritime strategy or the operational level of warfare. A certificate and a \$1,000 cash prize are presented.

The **B. Franklin Reinauer II Defense Economics Prize** is given for the essay considered to have made the most significant contribution to understanding of the relationship between national security and economics. The recipient receives a certificate and a \$1,000 cash prize.

The **Jerome E. Levy Economic Geography and World Order Prize** recognizes the best research product that fundamentally addresses and proposes potential solutions in the disciplines of economic geography and national/international security.

The **Michael Handel Strategy Prize Essay Award** is awarded to a student who writes an original essay for the final examination in the resident intermediate- and senior-level Strategy and Policy Course. This essay must exhibit qualities that Professor Handel especially prized in strategic analysis: it will be well-written; it will systematically examine difficult, recurring strategic question that derives insights from both history and strategic theory; and it will reflect a true dispassionate analysis of the issue. The Strategy and Policy faculty will nominate exceptional examination essays for consideration by the prize committee.

The **Vice Admiral James H. Doyle, Jr., Military Operations and International Law Prize** recognizes the essay considered to have made the most significant contribution on the role of international law in military operations during peacetime or armed conflict. Sponsored by the Naval War College Foundation, the award consists of a \$500 cash prize and an inscribed certificate for one U.S. and one international officer.

The annual **Marine Corps Association Award** is presented for the best professional essay on topics relating to the Marine Corps or Marine Corps operations. The \$500 cash award, provided by the Marine Corps Association and a certificate are presented.

The Director of Naval Intelligence (DNI) and the Director of the Defense Intelligence Agency (DIA), respectively, sponsor **Intelligence Directors' Essay Awards** for the best professionally worthy essays on some aspect of naval or maritime intelligence and Joint or national intelligence. The awards consist of Office of Naval Intelligence and Defense Intelligence Agency plaques.

The **Armed Forces Communications and Electronics Association Award (AFCEA)** recognizes the best professional essay in the areas of Avionics, Command and Control, Computers, Communications, Electronic Warfare, Electronics, Radar, Satellites, and Intelligence Systems. Operations research papers or other student submissions enveloping these subjects are considered for the competition. Recipients of the award receive a certificate describing the accomplishment and a table clock.

The **Naval Submarine League Prize** recognizes the best essay or research paper submitted related to submarine warfare by a resident student at the Naval War College.

The **Naval War College Review Prizes** are sponsored by the Naval War College Foundation for works published in the **Naval War College Review**. The three best

feature articles appearing in the **Review** during a calendar year are awarded cash prizes. Historically oriented feature articles of maritime interest may also be considered for the **Edward S. Miller History Prize**. Authors may, but need not, have an affiliation with the Naval War College.

### ***Library***

The Naval War College Library is designed to support the educational and research programs of the College. The Academic Library is open for use from 0600-2300 hours, seven days a week, and is staffed Monday-Friday from 0800-1630 hours. All incoming students will receive a library presentation during their orientation. More information can be found at <http://www.usnwc.edu/Academics/Library.aspx> and on the NWC Intranet.

## **STUDENT PROCEDURES**

### ***General***

Students are encouraged to strike a balance during their tour at the Naval War College. Your year at the College should be viewed as an opportunity to interact and exchange views with officers from other services, countries, and civilian agencies. In addition, sufficient time for reflection, development of perspective, participation in athletics, and extracurricular activities is provided in the schedule.

### ***Attire***

Because of the unique professional, academic environment at the Naval War College, all students will wear civilian clothing as their primary “uniform.” On those occasions where a military uniform is required the *Weekly Schedule* or an email from the Dean of Students will specify the appropriate uniform or civilian attire equivalent.

The appropriate civilian attire for students during the work day is business casual. Appropriate dress for men includes: a long-sleeved dress shirt (no tie), suit-quality dress slacks, and dress shoes. Appropriate dress for women includes: a dress or dress blouse, suit-quality dress slacks or skirt, and dress shoes. Turtlenecks (not mock-style turtleneck) are also acceptable. For evening lectures, a coat and tie may be specified.

After hours (1630-0700 and on holidays and weekends) students may wear more casual attire. Good judgment should be applied. Inappropriate articles include: T-shirts, sweat shirts/pants, shorts, torn or soiled clothing, offensive material, and flip-flops.

In the summer months, business casual attire should be maintained during working hours; however, short-sleeved collared shirts may be worn between the June graduation and Labor Day.

Please review NWC Attire Policy, NWC Instruction 1021.1, located on the NWC Intranet and in Appendix C, for more specifics.

### ***Housing***

The NWC website: <http://www.usnwc.edu/Students/U-S--Resident-Students.aspx> provides information and links on housing and other accommodations. Military family housing is also open to bachelors and civilian students.

### ***Geographic Bachelors***

Bachelor quarters are provided at no cost to married military geographic bachelors. Inbound married students who intend to be geographic bachelors during their studies in

Newport should inform the Dean of Students office; these accommodations are intended for married officers who will be geographic bachelors during their ENTIRE TOUR.

### ***Student Records***

Student records are maintained by the following facilities:

Navy—(Record of Emergency Data and SGLI Certificate only) Personnel Support Detachment (PSD), Bldg 690, NAVSTA Newport. Telephone: 841-1267 (students)

Marine—Marine Corps Administrative Detachment, Bldg 71, NETC Newport. Telephone: 841-3253

Coast Guard—Commander (Persru), CAPT John Foster Williams Bldg., 408 Atlantic Avenue, Boston, MA 02210-2209

Air Force—Records Section, Hanscom AFB, MA 01731

Army—U.S. Army Student Detachment, Fort Jackson, SC 29207

Civilians—Personnel Office of Parent Agency

Marine, Coast Guard, Army and Air Force officers conduct personnel transactions through the offices of their senior service advisors. Navy officers conduct personnel matters through the Dean of Students Office. Civilians work directly with the personnel office of their parent agency.

### ***Fitness Reports***

Upon graduation, Navy students receive a “not observed” fitness report from the Dean of Students, or the NWC President if graduating with high distinction/distinction. This report describes the courses taken, noteworthy academic achievements, and any awards received. Periodic reports are not required for officers in a “duty under instruction” status unless time between reports will exceed 15 months. Officers in other services have their equivalent performance reports written by their senior service advisors. Civilians will receive a letter of completion from the Dean of Students as required/desired.

### ***Absences***

While NWC is an educational institution, it is still a military institution with all the attendant responsibilities. Students have as their primary duty attendance and preparedness to participate in class and other functions as assigned by the College. Students are required to fulfill all academic requirements, and attend all scheduled events and functions. Students assigned to an Advanced Research Project (ARP), the Maritime Advanced Warfighting School (MAWS), the Strategic Studies Group (SSG) or

other special program are also required to attend lectures by service chiefs, combatant commanders, and other dignitaries. Questions regarding whether an event is mandatory may be addressed to the Dean of Students Office for clarification.

Prior to any absence, students who have legitimate reasons for missing a curriculum lecture, seminar or event must first receive permission from the Dean of Students. This is accomplished by the completion and routing of a “yellow sheet” available in the Dean of Students Office.

Absences normally authorized include those for important religious holiday observances and emergent family crises. Sickness and medical emergencies are also authorized absences and will be documented after the fact. Inform the Dean of Students office immediately if you are too sick to attend class at (401) 841-3373 so your seminar moderators may be informed. Routine medical and dental appointments however are expected to be scheduled outside of seminar hours. Absences for professional development courses or service specific training track courses in preparation for follow on assignments are generally not approved and will only be considered in extraordinary cases.

### ***Liberty***

Navy students are authorized special liberty for up to 96 hours. Leave is required if the period of absence from the NWC local area exceeds 96 hours or if you plan to travel by POV greater than 500 miles. There are no other liberty area limits (i.e. distance from the NWC); however, all travel of any duration outside CONUS requires that leave be taken. Special liberty must be requested and approved by the Dean or Deputy Dean of Students. Special liberty may not be used to miss academic requirements. Non-Navy and civilian students comply with their service/agency/department specifics on liberty.

### ***Leave***

Leave is not normally granted during the academic year except during scheduled holidays and the summer. The short inter-sessional breaks between the Fall/Winter and Winter/Spring trimesters contain scheduled conferences which students are required to attend.

Leave is required for periods of absence in excess of four days and for most academic absences. Navy students request leave from the Dean of Students using electronic leave on the NSIPS website. <https://nsips.nmci.navy.mil>. Routine leave requests must be submitted five days prior to the start of the requested leave period. Army, Air Force, Marine Corps, and Coast Guard personnel are granted leave by their respective Senior Service Advisor. Civilian students comply with their agency or department requirements.

All students must keep the Dean of Students office advised when liberty or leave has been granted and where they can be reached in the event of an emergency. NWC Instruction 1050.2, located on the NWC Intranet, provides specifics on leave and liberty.

## ***Emergency Leave***

In emergency situations, leave will be granted in accordance with individual service directives. During normal working hours, emergency leave requests will be approved by the Dean of Students. After hours and on weekends, emergency leave will be granted by the NWC CDO (401-841-3089/1310).

## ***International Travel***

International travel requests must contain dates, locations, travel plans and billeting arrangements. Request must also contain applicable information regarding entry/clearance (passport, visa, etc.) to the specific country(s). The Foreign Clearance Guide should be used as a reference. Students shall notify the Special Security Officer (SSO) via the NWC intranet SSO request page and contact the Anti-Terrorism/Force Protection Officer (Mr. James Hull) at 841-3661 to complete a Force Protection Plan prior to leave being approved.

## ***TAD/TDY Orders***

Navy students who have a need TAD/TDY orders should submit a request to the Dean of Students. The form is available in the Dean of Students' office. Cost orders are normally funded by requesting organization/agency. Otherwise, requests for funded orders are made on a case-by-case basis. Students conducting an ARP and assigned to the Center for Naval Warfare Studies will have order requests for travel funded through that office. Non-Navy and civilian students coordinate with their service advisor /agency/ department for TAD/TDY travel.

Permissive TAD/TDY (i.e., no cost to the government), provided it does not interfere with scheduled academic events, is normally given for one of the following reasons:

- House-hunting
- Participation in competitive sporting event
- Attendance at conferences, symposia, etc. when related to member's background or primary duties

## ***Accountability, School Closure, and Recall Information***

All students must provide their local address, home and mobile telephone numbers and personal email address to the Dean of Students Office and ensure that this information remains up to date and accurate. Urgent information, to include school closures, will be passed to all hands via the Wireless Emergency Notification System (WENS). All students shall register for WENS upon check-in on the NWC Intranet at <http://nwcintranet/content/EmergencyContact>.

The DOS office provides an emergency answering service for students during normal working hours (0800-1630) at 841-3373. These messages will be delivered directly to the student in seminar or lecture. Every effort will be made to locate the student immediately. Routine, non-emergent calls should not be directed to the Naval War College. Please direct these messages to your email account, or to a private mobile telephone number.

### ***Naval Station Services for Non-Military Students***

NWC non-military students are authorized the use of the following Morale, Welfare and Recreation (MWR) facilities: Auto Hobby Shop, Base Library, Ticket Connection, Gym 109, Training Pool, Officers' Club, Bowling Center, Veterinary Clinic, Carr Point Recreation Area, and MWR gear rental. NWC non-military students are also authorized to use MWR marina berthing and boat rentals. Use of MWR activities by civilian personnel is established at a priority status below military patrons, and subject to the payment of fees at a level higher than required of military patrons.

Non-military students (civilian and DOD civilians) are granted limited Exchange and Commissary privileges; please see the Dean of Students Office for specific guidance.

Access to the base after normal working hours requires a military identification card. Civilian students must coordinate the issuance of a Common Access Card (CAC) if they are not in possession of one from their agency. Other family members will need to apply for a NAVSTA identification nametag. Spouses and driving-age family members, accompanied by their civilian sponsor, should stop at the Security Office at Gate 1 on weekdays between the hours of 0730-1630. Bring your driver's license, NWC nametag, and CAC.

### ***Computers***

Computers for student use are currently located on all three decks of Hewitt Hall as well as Mahan Hall, Weakly Hall, Luce Hall, and the library. CAC cards are required to log on to NWC computers. With the exception of classified spaces, the use of personal computers is authorized and Wi-Fi is available throughout the campus; however, only NWC computers can access the intranet.

### ***Email***

All students will receive a usnwc.edu email account upon check-in. Email is the primary means of communication and should be checked daily.

### ***SIPRNET Accounts***

SIPRNET accounts are not generally required, but are available for authorized students upon request through the Dean of Students office.

## ***Printers and Copy Machines***

Printers and copy machines are located throughout the War College for student use. If the machines are inoperable or are in need of supplies, please notify the Dean of Students Office so that an authorized repair technician may be called.

Students should take advantage of the "two-sided" feature to conserve supplies. Copy machines are to be used for official business only. If more than 15 copies of an item are needed, the personnel in Printing and Distribution Branch, Room CB-203, should be consulted.

Students must also be aware of the restrictions on making photocopies of copyrighted materials. Generally, a copyright does not restrict a scholar from taking notes by photocopy for his own use. However, infringement or violations of copyright law may occur when multiple copies of copyrighted materials are made. Reference NWCINST 5600.1, located on the NWC intranet, for more information.

## ***Audio/Visual Services***

The Audio/Visual Department is located in Room SP-116 (at the far end of Spruance Lobby) and can be reached at 841-6551, 7744, or 6517. This branch of the Information Resources Department provides support, including live broadcasts and recording events in the auditoriums. Students may check out for loan some audio/visual equipment for student course work or off-site presentations. Requests for equipment or services should be made well in advance of requirements. Please contact "\_Audiovisual" on the global email to request support.

## ***Book Issue***

The Publications and Distribution Division, Room CB-203 (841-3390) is located on the first basement level of Conolly Hall near the student mailboxes. The division operates from 0700-1600 on normal workdays. This shop distributes books and selected unclassified readings for use in each trimester's course of study. Students will receive notification when initial and follow on study materials are ready. Students should obtain a receipt for book return to ensure they are not inadvertently charged for missing material.

## ***Photographic Division***

The Photographic Division, Room P-02 (Basement of Pringle Hall), provides the Naval War College limited photographic capability including black and white prints/negatives and color slides. Official service record photos are available by calling 841-3537 for an appointment. Passport photographs are not provided by the NWC Photographic Division, but can be purchased through MWR or commercially throughout the area. Fees for passport photographs required for official travel can be reimbursed through the travel claim process.

## **Base, Gate and NWC Hours**

### **Naval Station Newport RI**

Gate 1: Open 24/7

Gate 7 (Navy Clinic): 0600-1900 Mon-Sat

Gate 17 (Burma Road/Defense HWY): 0600-1800 Mon-Fri (Closed Holidays)

### **Naval War College Gates**

South Gate (Near Museum): 0545-2100 Mon-Fri with NWC Badge. 0600-2400 Sat/Sun/Holidays

East Gate (Near Gym 109): 0630-0830, 1530-1700 Mon-Fri with NWC Badge. 2100-2400 Mon-Fri, 0600-2400 Sat/Sun/Holidays

### **Naval War College Access**

NWC has single entry point at Conelly Quarterdeck from 2100 Fri to 0500 Mon morning. Exit NWC through any door.

## **Security**

The NWC quarterdeck is manned 24 hours a day. A Command Duty Officer (CDO) represents the command outside normal working hours. Security badges are required for entry to the War College with the exception of the Conolly Quarterdeck entrance. Personnel who forget their security badge must enter at the Conolly Quarterdeck, show their military identification, and sign for a visitor badge.

All NWC personnel are issued a color-coded security badge. Badges must be worn on the outside garment and above the waist at all times while at the College. The color on the security badge reflects the level of access.

Red/White Checkerboard	Top Secret/SCI
Red	Top Secret
Blue	Secret
Green	Foreign National
White	Unclassified

Students may bring visitors into the Naval War College by receiving clearance from the sentry at the quarter deck. Visitors must be logged in and out. Visitors will be issued an "escort-required" badge and must stay with the sponsoring student while in the Naval War College.

## ***Parking***

Parking at NWC is limited and space is insufficient to accommodate each individual's vehicle. Carpooling is encouraged. A parking map of the NWC complex can be found in Appendix A.

## ***Medical***

The Naval War College has a full time Independent Duty Corpsman (IDC) and clinic in Room C-110. Services include the ability to dispense some commonly prescribed medications, and to write some prescriptions and refills. The IDC can provide referrals with physicians as necessary. Military students are required to see the IDC at the NWC clinic for non-emergency treatment prior to going to the Naval Health Clinic New England. Students must inform the IDC of any scheduled surgery. Medical records will be maintained at Naval Health Clinic New England.

## ***Flight Physicals***

Flight physicals are available by contacting Naval Health Clinic New England at 841-6186.

## ***Dental***

The Naval War College has a dental clinic in Room C-106 for routine exams and cleaning. Dental records for all military personnel are maintained at the College. Non-emergency treatment may be scheduled by making an appointment in person or by phone: 841-4305. Emergency treatment is available immediately.

## ***Smoking and Tobacco Products***

Smoking is not permitted inside any buildings or in outside common use areas such as parking garages and building entrances and exits.

Smoking is permitted only in the following areas:

- Patio outside the west end of Spruance Hall Lobby.
- Outside and parallel to the west wall of Conolly Hall parking level P1.
- Under the enclosed walkway connecting Mahan and Pringle Halls.
- The median strip opposite the main entrance to Sims Hall.
- Other outside areas at least 50 feet from all NWC buildings.

Smokeless tobacco use is not permitted inside any buildings or in outside common areas.

## ***Athletics***

The President of the Naval War College highly encourages all students to participate in athletics during their course of studies.

The President's Cup competition offers a series of athletic events each season that pit students of the CNW/NCC and CNC&S/NSC classes against each other and teams representing the NWC Faculty and Staff. This competition is run throughout the school year.

Athletic officers will be selected from CNW and CNC&S and representatives will be selected from each seminar. These officers and representatives will work with the Dean and Deputy Dean of Students for participation in base-wide athletics programs and for President's Cup competition.

Army and Naval personnel compete annually in the Navy-Army Flag Football game. This game is held the week prior to the Army-Navy football game. As of 2010, Navy is ahead in the series 7-2. Volunteers from the services are sought out in the fall semester.

## ***NWC Cafe***

The NWC Cafe is located on the first deck of Hewitt Hall. The cafe serves breakfast and lunch, Monday through Thursday 0630-1600, and Fridays 0630-1400.

## ***Spouses Club***

Information on the Newport Officer's Spouses' Club (NOSC) can be found at: <http://newportosc.org>.

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MICROSOFT WORD 2010

## **APPENDIX A: PHONE NUMBERS**

### **EMERGENCY**

NAVSTA Fire	841-3333
NAVSTA Police	841-3241
Newport/Middletown/Portsmouth Fire/Rescue Squads	911
RI Poison Control	1-800-222-1222

### **NAVAL STATION**

Child Care Center	841-4562/2883
Commissary	841-2111/2
Fleet and Family Support Center	841-2283
Housing Trouble Desk (24 hours)	847-4879
Medical Clinic Information Desk	841-3771
NAVSTA Quarterdeck (Automated)	841-3456
Navy Exchange	841-1399
Officers' Club	841-1442
Personal Property	841-4896
Personnel Support Detachment	841-2573/1267
Pharmacy	841-3714
Pharmacy Refills	1-877-211-1126
TRICARE (Appointments)	1-888-NAVY-MED
TRICARE Health Care Benefits Advisor	1-877-874-2273

### **NAVAL WAR COLLEGE**

Administration	841-2053
Command Duty Office (Quarterdeck)	841-3089/1310
Dean of Students Office	841-3373
Air Force Advisor	841-3786/2694
Army Advisor	841-4795/2134
Coast Guard Advisor	841-3398
Marine Corps Advisor	841-4779
Dental Clinic	841-4305
Medical Clinic/Independent Duty Corpsman	841-2099
Photography Division	841-3537/7511

## **APPENDIX B: ATTIRE POLICY**

NAVWARCOLINST 1021.1B

NAVAL WAR COLLEGE INSTRUCTION 1021.1B

From: President, Naval War College

Subj: ATTIRE POLICY

Ref: (a) U.S. Navy Uniform Regulations (NAVPERS 15665)  
(b) Marine Corps Uniform Regulations (MCO P1020.34)  
(c) Army Uniform Regulations (AR 670-1)  
(d) Air Force Uniform Regulations (AFI36-2903)  
(e) Coast Guard Uniform Regulations (COMDTINST M1020.6)

Encl: (1) Occasions for Wear  
(2) Summer Attire Matrix  
(3) Winter Attire Matrix

1. Purpose. This instruction promulgates prescribed uniforms and standards of attire to be worn by military and civilian staff, faculty and students attached to the Naval War College (NWC).

2. Cancellation. This instruction replaces the Uniform Policy NAVWARCOLINST 1021.1A B-5-H in its entirety.

3. General. References (a) through (e) provide guidance on wear, care and appropriateness of uniform choice for Services in attendance at the College. For naval personnel, the Commander, Navy Region Mid-Atlantic (CNRMA), through the Commanding Officer of Naval Station, Newport, establishes the authorized uniforms for use in the Narragansett Bay area. When uniforms are specified, this policy prescribes the authorized uniforms for use by military personnel assigned or attached to NWC as staff, faculty, enlisted, or student body. Additionally, this policy specifies the civilian male and female equivalents that shall be worn by all NWC faculty and student personnel, and serves to inform and guide civilian government service employees on suggested attire for various occasions.

4. Action. The NWC has a function, character, and student body that makes it unique among graduate institutions. Additionally, the College is frequently the host to senior flag/general officers and high ranking civilian and foreign dignitaries. Therefore it is appropriate that the attire worn by our faculty, staff, student body and visitors reflect favorably upon the College and are in keeping with its special place on the national security and world stage. For faculty, students, and military staff, the accompanying charts prescribe the uniform and civilian attire for events and seasonal wear aboard the NWC complex. Since no policy can be written to cover every circumstance of attire, it is incumbent upon all College personnel to ensure that their choice of attire and that of those they supervise is at all times professional and abides by the evident spirit and intent of this policy.

## **APPENDIX B: ATTIRE POLICY**

NAVWARCOLINST 1021.1B

Designated attire established herein represents a minimum expectation. Nothing in this policy precludes dressing to a higher standard. The following general guidance clarifies and defines the descriptions in the accompanying charts and discusses the categories of attire as well as acceptable standards and deviations from this uniform/attire policy.

a. Categories of Attire. The enclosures delineate occasions for wear (enclosure (1)) of attire as well as Summer and Winter uniform and civilian attire policy (enclosures (2) and (3)) across six descriptive categories. The categories include: *formal, informal, professional, business casual, casual, relaxed, and athletic*.

(1) Formal. During official evening social functions when civilians would normally wear a tuxedo or ball gown and are termed: "black/white tie," military will normally wear the Service appropriate mess/dinner/evening dress uniform. Here at the College, such occasions include the annual Service Balls that are scheduled for the winter and spring season. During daytime ceremonial functions such as graduation, members of the official party may be designated to wear the full dress Service uniform.

(2) Informal. Informal is often appropriate for day or evening, business or social functions where supplementary casual forms of dress would not be acceptable. Civilian "informal" attire includes a tie and business suit for men and a dress or business suit for women. It is distinguished from more casual forms of dress in that the attire is dressier and the jacket and trousers/skirt are generally made of the same fabric. The military equivalent is the Service dress uniform appropriate to the season. "Informal" is the standard of dress for government executives, e.g., coat and tie for men and a dress or business suit for women. At the College, informal attire is appropriate for auditorium presenters and specified evening receptions or dinners. It includes faculty ceremonial regalia and is the attire worn by those attending graduation (less the official party). Shoes for both men and women are of dress quality with closed toe and heel. Sling-back shoes are an acceptable alternative for women. Turtlenecks, mock turtlenecks, denim or denim-look materials, shorts/skortts, micro-mini skirts, and boatside shoes and sandals are examples of what is not considered appropriate.

(3) Professional. "Professional" is the standard of dress for faculty in the classroom and for all faculty, students, and staff when attending evening lectures in Spruance, high-level conferences, social functions in the flag quarters, or where significant interaction with the public is intended. Professional attire consists of a coat or sweater and tie, dress quality collared shirt and dress slacks for men and either a dress or sport coat, dress blouse, pants or skirt for women. "Professional" is distinguished from "Informal" forms of dress in that the attire is more relaxed and the jacket and trousers/skirt may be of differing fabrics, colors, or patterns.

## **APPENDIX B: ATTIRE POLICY**

NAVWARCOLINST 1021.1B

The military equivalent to "Professional" is the Service dress uniform; however, a regulation uniform sweater or jacket (black, green or blue light weight outerwear jackets) may be worn as an alternative for comfort in place of the service blouse/jacket. As in the case of "Informal" attire, shoes for both men and women are of dress quality with closed toe and heel. Sling-back shoes are an acceptable alternative for women. Turtlenecks, mock turtlenecks, denim or denim-look materials, shorts/skortts, micro-mini skirts, dockside shoes and sandals, as well as clothing that distracts or may cause embarrassment to co-workers.

(4) Business Casual. Business Casual is the standard attire for students in seminar and is appropriate for all faculty and students conducting daytime business or studies within the NWC complex. Business casual is the same as "Professional" attire without the requirement for a coat or tie. Specifically, it includes a dress quality collared shirt or turtleneck and dress slacks for men and either a dress or dress blouse, pants/skirt for women. Shirts, slacks and shoes are of similar style and quality as those worn with the "Informal" or "Professional" attire described above. Turtlenecks are acceptable in "Business Casual" but do not include collarless shirts or flight deck jerseys and do not contain logos on the collar or extreme logos elsewhere on the garment. Additionally, denim or denim-look materials, shorts/skortts, micro-mini skirts, dockside shoes and sandals, as well as clothing that distracts or may cause embarrassment to co-workers. The uniform equivalent to "Business Casual" consists of Service Khaki for Navy and the open-collared equivalent uniform for other Services (see attached winter/summer attire charts).

(5) Casual. Casual is the standard attire for faculty, staff, and students conducting business/studies within the NWC complex during normal working hours in the summer and may be prescribed during designated holiday periods throughout the year. Regular academic days when no classes are scheduled—such as Friday student/class preparation days—are not considered holidays; therefore, appropriate uniform or civilian attire will be worn. Casual differs from the foregoing in that the collared shirt may be of a polo or similarly relaxed style. Though denim and denim-look materials are still not acceptable, slacks, pants/skirts, and dresses may be constructed of more relaxed or rugged materials. Likewise, shoes of a more casual style are acceptable. Though sandals are acceptable in "Casual" attire, flip-flops or other thong-type sandals and tennis-style shoes are not. Additionally, shorts/skortts, micro-mini skirts, sandals, as well as clothing that may distract or cause embarrassment to co-workers.

(6) Relaxed. Relaxed allows for faculty, staff, and students to dress less formally when conducting office work, research or studies after hours, on weekends and on holidays. Denim and denim-like materials, collarless shirts, sandals and athletic shoes are authorized.

## **APPENDIX B: ATTIRE POLICY**

NAVWARCOLINST 1021.1B

Logos or other clothing ornamentation should reflect well upon the Service, its people, and our values. Relaxed clothing will be neat, serviceable (i.e., no holes or cutoff sleeves/legs), and not contrary to good appearance and discipline. Clothing will fully cover the upper torso (including midriff) and shorts will be of a conservative length that covers the upper part of the thigh.

(7) Athletic. During NWC sponsored events such as intramurals, President's Cup, Jim Thorpe, or command picnics, "Athletic" gear will be prescribed. "Athletic" attire is acceptable within the NWC complex only when specifically authorized or while transiting directly to/from appropriate events. Personnel shall not loiter within the NWC complex in "Athletic" attire. When worn, "Athletic" gear shall be neat, serviceable (i.e., no holes or cutoff sleeves/legs), and not contrary to good appearance and discipline. Clothing will fully cover the upper torso (including midriff) and shorts will be of a conservative length that covers the upper part of the thigh. Logos or other clothing ornamentation should reflect well upon the Service, its people, and our values.

b. The prescribed attire has military and civilian dimensions for staff, faculty, and students. The following policy pertains:

### (1) Military Personnel

(a) Staff. For the purposes of this instruction only, the following adjunct faculty positions and offices shall be considered staff: Public Affairs, Staff Judge Advocate, Comptroller, Equal Opportunity, Command Master Chief, Career Counselor, Reserve Affairs, and Independent Duty Corpsman. As a matter of policy, all military personnel shall be in the prescribed uniform of the day or an approved alternate. However, in those situations where civilian attire is deemed necessary to the effective execution of the College's mission, Department Heads or Chairs may authorize an exception to this policy on a case-by-case basis. If an exception is authorized, the staff member shall wear "Professional" attire in lieu of military attire. Working uniforms may be authorized by supervisors as appropriate. Personnel in a "duty" status shall be in the prescribed uniform of the day at all times.

(b) Faculty and Students. For the purposes of this instruction only, the following shall be considered faculty: all departments and their personnel directly reporting to the Provost and the Dean, Center for Naval Warfare Studies (less the Wargaming Department). To promote free expression and critical academic discourse in seminar, wearing of appropriate civilian attire is an expectation of the College for military faculty and students. When uniforms are not prescribed, military faculty, as in the case of their civilian colleagues, will wear "Professional" attire while in the classroom. When staff members are acting in the role of an adjunct

## **APPENDIX B: ATTIRE POLICY**

NAVWARCOLINST 1021.1B

faculty member, the staff member may wear "Professional" attire on the day or days when they are acting as an adjunct faculty member supporting an officially scheduled class or seminar. Students will wear "Business Casual" attire for seminar. Outside of the classroom, military faculty and students may wear "Business Casual" attire for workday study and class preparation. "Casual" attire is authorized during business hours in the summer and holiday periods. After hours and on weekends, "Relaxed" attire is acceptable.

(c) Uniform Days. Faculty and students shall wear the prescribed uniform, rather than the civilian clothing alternative, during the following occasions:

1. During visits of four-star flag/general officers or equivalent civilian executives.

2. When personally receiving or escorting distinguished visitors on behalf of the NWC.

3. During the NWC complex check-in process. Students may check-out in appropriate civilian attire as described below.

4. For special ceremonies, events, or as specified in the weekly schedule, or as Directed by the Chief of Staff.

When visits do not involve the entire NWC complex, (e.g., lecture to only one class, visit to only the Wargaming Department), those personnel affected by the visit shall be in the prescribed uniform of the day. Others who are not attending the event will wear the civilian alternative. The appropriate Dean(s) and Special Assistants will ensure "uniform days" are designated when required and clearly promulgated in weekly schedules.

(d) Service Advisors. The senior Service representatives will request alternatives to the prescribed uniform through the Dean of Students' office and the Office of the Provost.

### (2) Civilian Personnel.

(a) Staff. Civilian attire which appropriately reflects the professional atmosphere of the college should be worn. Attire considered not appropriate are jeans, micro-mini skirts, shorts and extremely casual sports clothes, as well as clothing that distracts or may cause embarrassment to co-workers, or is a safety hazard.

(b) Faculty and Students. Civilian faculty will wear "Professional" attire for seminar. Outside of the classroom, civilian faculty and students may wear "Business Casual" attire for workday study and class preparation. "Casual" attire is authorized during business hours in the summer and holiday periods. After hours and on weekends, "Relaxed" attire is acceptable.

## **APPENDIX B: ATTIRE POLICY**

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### c. Nametags & Security Badges

(1) Personnel. All personnel are required to wear the NWC-issued security badge on their uniforms and civilian attire at all times when on board the NWC complex. Security badges must be worn on the outside of all clothing and outerwear, above the waist, where they will be conspicuously visible to security personnel. Nametags shall be worn when directed for special events as a courtesy to others in the College and delineate a person as a member of the NWC staff or faculty, or as a member of a particular academic college (CNW, CNCS, NCC, NSC, or CDE). Nametags are a part of the Khaki and Summer White uniforms, and shall be worn when those uniforms are prescribed.

(2) Flag Quarters Functions. NWC-issued nametags (vice security badges) are required for all assigned personnel while attending flag quarters social functions and spouses are encouraged to wear their NWC-issued nametags for these events. Nametags will be worn attached to the jacket or shirt, at a position above the wearer's right hand pocket or an equivalent position.

### d. Effective Change Dates for Seasonal Attire

(1) Civilian Clothing. "Casual" is the prescribed civilian attire for summer. For the NWC, the "summer attire period" extends from the first Monday following the June graduation through Labor Day weekend. Except for weekends, holidays, or after hours, "Business Casual" or better will be the prescribed attire from the Tuesday following Labor Day until the Monday following the June graduation.

(2) Uniforms. Navy Region Mid-Atlantic establishes the uniform changeover date. Generally, the summer uniform period extends from the first Monday in May through the first Monday in October. At all other times from October through May, winter uniforms will be worn.

5. The Naval War College is a unique, national institution with a proud heritage. How we present ourselves to the public and to each other simply matters. All hands are enjoined in upholding the highest standards of appearance to maintain the reputation of our College.

R. P. KNIGHT  
By direction