

NAVAL WAR COLLEGE



RESIDENT STUDENT HANDBOOK

2016

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Overview and General Information

Established in 1884, the Naval War College (NWC) is the oldest war college in the world. Originally a small institution, teaching mostly summer courses, NWC has evolved into a one-year resident program that graduates approximately 600 students per year and a distance program that graduates over 1,000 students annually. Graduates earn Joint Professional Military Education (JPME) credit and either a diploma or master's degree in National Security and Strategic Studies or Defense and Strategic Studies. The Naval War College also includes the College of Operational and Strategic Leadership (COSL) which provides a leadership continuum of Professional Military Education (PME) for Navy personnel, and the Senior Enlisted Academy (SEA) which provides senior enlisted leader resident and distance education.

Mission

The NWC mission is divided into four distinct areas as follows:

1. *Educate and Develop Leaders*

The U.S. Naval War College (NWC) shall provide current, rigorous and relevant professional military education (PME) programs supporting the Navy's Professional Military Education Continuum.

2. *Support Defining the Future Navy and Associated 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 CNO, the combatant commanders, the Navy component commanders, other Navy and Marine Corps commanders, the U.S. intelligence community, and other departments and agencies of the U.S. Government.

3. *Support Combat Readiness*

The U.S. Naval War College shall conduct Operational Level of War (OLW) education, leadership and professional ethics training, education, and assessment activities to support the ability of the Navy's joint force maritime component commanders to function effectively as operational commanders.

4. *Strengthen Global Maritime Partnerships*

The U.S. Naval War College shall bring together flag, senior, and intermediate level naval leaders from other countries to develop them for high command in their navies, promote an open exchange of views between international security professionals, and study operational planning methods and common maritime security challenges.

Accreditation and Education

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.

In October 1990, Congress authorized NWC to award a Master's degree to U.S. graduates. In March 1991, NEASC accredited NWC as a graduate level institution and authorized awarding a Master of Arts degree in National Security and Strategic Studies and in May 2015 a Master of Arts degree in Defense and Strategic Studies.

The CJCS accredits the Naval Command and Staff College as meeting Phase I and 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.

College Organization

There are five colleges within the NWC complex for students enrolled in the National Security and Strategic Studies curriculum:

College of Naval Warfare (CNW) is the Senior Level College (SLC). 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. Graduates earn JPME II and Master of Arts in National Security and Strategic Studies.

College of Naval Command and Staff (CNCS) is the Intermediate Level College (ILC). 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. Graduates earn JPME I and Master of Arts in Defense and Strategic Studies.

Naval Command College (NCC) enrolls senior international officers who attend the CNW core courses alongside their U.S. counterparts. The course 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) enrolls intermediate international officers who attend the CNCS course along with their U.S. counterparts. The course is a blend of the CNCS curriculum and an extensive Field Studies program. These visits expose the NSC officers to American culture. Intermediate international officers are embedded with CNCS in seminars, lectures, and electives which are designed to increase the interface between international officers and U.S. military and civilian students. NSC graduates earn a Naval War College diploma and transfer credit.

College of Distance Education (CDE) delivers the NWC 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.

In addition to the above that focus on the basic curriculum, the NWC also includes the following:

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.

College of Operational and Strategic Leadership (COSL) was formally established in October 2007, and provides Professional Military Education by focusing on leader development. COSL is responsible for Joint Flag Education (JFMCC/CFMCC) courses, Maritime Staff Operators Course (MSOC) to include Battle Lab, the Executive Level Operational Level of War Course (ELOC), and the Assist and Assess Team (AAT). COSL is also responsible for the NWC Leadership and Ethics Electives Area of Study, Professional Military Ethics Program, and Stockdale Group Advanced Research Program.

Senior Enlisted Academy (SEA) provides senior enlisted leaders education in communication skills, leadership and management, national security affairs, Navy programs, and physical fitness. It is the Navy's only professional military education institute for our senior enlisted force. The SEA offers two course formats; one for Active Duty/FTS and another for Selected Reservists.

Incoming and current students are encouraged to review the NWC public site and most notably the Academic Year Catalog (usnwc.edu/academics/catalog.aspx) for additional and more in-depth information on the NWC mission, vision, organization and other information covered in this brief overview.

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:

	Senior Level College	Intermediate Level College
Fall	JMO	TSDM
Winter	NSDM	S&W
Spring	S&P	JMO

The Naval War College has three core teaching departments: Strategy and Policy; Joint Military Operations; and National Security Affairs, each with separate faculty.

Strategy and Policy - The Strategy and Policy (S&P) curriculum teaches students to think strategically and prepare them for positions of strategic leadership. Strategy is the relationship between war's purpose, objective, and means. Strategy and War (S&W) is the ILC course.

Joint Military Operations - The Joint Military Operations curriculum focuses on joint war fighting at the theater-strategic and operational levels of war. The JMO course prepares future military and civilian leaders for high-level policy, command, and staff positions requiring joint planning expertise and joint warfighting skills. JMO teaches Joint Military Operations to SLC students and Joint Maritime Operations to ILC students.

National Security Affairs - The National Security Affairs curriculum revolves around the effective selection and leadership of military forces with available national resources. NSA teaches National Security Decision Making (NSDM) to SLC students and Theater Security Decision making (TSDM) to ILC students.

Advanced Research Program - The Advanced Research Program (ARP) offers highly qualified students the opportunity to participate in one of several collaborative research groups as well as substitute an in-depth research project for some other segment of the academic program. This includes an Advanced Research Project in lieu of the core curriculum for one trimester or a Directed Research Elective (DRE) as a substitute for a classroom elective.

The following website provides more information on the Advanced Research Program and the program coordinator can be reached at (401) 841-7767, DSN 841-7767.

<https://usnwc.edu/Students/U-S--Resident-Students/Special-Programs.aspx>

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.

Electives are divided into different Areas of Study (AOS). Students are required to register for elective courses before each trimester. 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.

Course Materials and References

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. iPads and all accessories (charger, case, etc.) are returned prior to graduation.

The NWC Research Guide, Writing and Style Guide, and Security Classification Manual are authoritative and comprehensive sources on the development of an academic 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 under research tools at:

<https://usnwc.edu/Academics/Library.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 departments 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, attendance, and participation in class and other academic sessions as assigned by the College.

The Academic Calendar, typically posted each summer, 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 Google calendars and on the NWC internet website: <http://www.usnwc.edu/Academics/Academic-Calendar.aspx>

The Weekly Schedule is the most current and specific calendar and is on the NWC intranet under the Students tab and on the student's Google calendar in their iPad. It includes the specific time, place, uniform/attire, lecture title, lecturer, security classification, and information appropriate to scheduled class and evening events.

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. Food is not allowed in any of the auditoriums. Beverages are only allowed in spill-proof containers during daytime classes. Electronic devices shall be silenced during lectures.

Many lectures culminate in a question and answer period. When asking a question, students should stand and use microphones to transmit their questions over the auditorium sound system after first identifying 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 College's educational mission requires a climate conducive to the free and open exchange of ideas and opinions. To this end, unless otherwise announced, all lectures, seminars, and similar academic or policy discussions are subject to Chatham House Rule (CHR) which states: "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor the participant, may be revealed." To support this policy no one may record any lecture, seminar, or similar event at the College without the express permission of the College. Authorized recordings become property of the Naval War College.

Speakers are often senior decision makers who are asked to candidly express their professional and personal views in a non-attribution forum. An unscreened audience might limit the candor of the speaker and have the unfortunate effect of restricting his or her responses to questions. Therefore, only personnel with Naval War College badge identification, Commanders and Commanding Officers of local commands, and those who have been authorized by prior arrangement are admitted to presentations (of any security classification) that are part of the curricula.

Additional information on non-attribution and discussion on Video and Audiotaping of lectures can be found in the NWC Faculty Handbook located on the NWC Intranet/Faculty & Staff/Faculty Handbook 2013.

Library

The NWC Library is designed to support the educational and research programs of the College. The Academic Library is open for use 24/7, 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:

<https://www.usnwc.edu/Academics/Library.aspx> and on the NWC Intranet.

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.

U.S resident students who earn a final grade of B- or above in each core course (or an approved ARP in lieu of one of the core courses) and who pass three elective courses are awarded the Naval War College Master of Arts Degree and are eligible for JPME certification. Resident students from CNW and CNCS who complete the three core courses (or an approved ARP in lieu of one of the core courses) with an overall grade of B- or better and not more than one course grade in the C category and who pass three elective courses are eligible for the NWC diploma and appropriate JPME certification. 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.

A final course grade below 80 is below acceptable standards for the M.A. degree and graduate level work. Students will receive no graduate credit for this coursework and this will be clearly reflected on their official transcripts. This policy applies to both Resident and Non-resident students.

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 Naval War College diligently enforces a strict academic code requiring students to credit properly the source of materials directly cited in any written work submitted in fulfillment of diploma/degree requirements. Simply put: plagiarism is prohibited. Likewise, this academic code prohibits cheating and the misrepresentation of a paper as a student's original thought. Plagiarism, cheating, and misrepresentation are inconsistent with the professional standards required of all military personnel and government employees. Furthermore, in the case of U.S. military officers, such conduct clearly violates the "Exemplary Conduct Standards" delineated in Title 10, U.S. Code, Sections 3583 (U.S. Army), 5947 (U.S. Naval Service), and 8583 (U.S. Air Force).

Please refer to appendix A for a more complete discussion of academic integrity, plagiarism, cheating, misrepresentation and resulting actions. This information can also be found in the Faculty Handbook available on the NWC intranet, in the Library, or in the Dean of Student's office.

Academic Awards

Each trimester two graduating students (one from CNW and one from CNCS) who demonstrate a high degree of academic performance, participation in NWC activities, participation in civic/community activities, and promotion of the armed/government services in the public interest are recognized. In June, these students receive the

Stephen Bleecker Luce Award (CNW) and William Sowden Sims Award (CNCS). For the spring and fall graduations, these individuals are designated as the President's Honor Graduates.

Many varied and prestigious awards (including cash prizes) are available for professional writing and research by students, allowing an excellent opportunity for professional recognition. Should a student have further interest, Naval War College Instruction 1650.16 (series) and the NWC Faculty Handbook should be consulted. A brief listing of awards as follows:

- The Admiral Richard G. Colbert Memorial
- The J. William Middendorf II
- The Naval War College Foundation Award
- The B. Franklin Reinauer II Defense Economics Prize
- The Jerome E. Levy Economic Geography and World Order Prize
- The Michael Handel Strategy Prize Essay
- The Vice Admiral James H. Doyle, Jr., Military Operations and International Law Prize
- The annual Marine Corps Association Award
- The Director of Naval Intelligence (DNI) and the Director of the Defense Intelligence Agency (DIA), Intelligence Directors' Essay Awards
- The Armed Forces Communications and Electronics Association Award (AFCEA)
- The Naval Submarine League Prize
- The Naval War College Review Prizes

STUDENT PROCEDURES

Dean of Students

The Dean of Students (DOS) acts on behalf of the President, NWC in the capacity of commanding officer and is responsible for the administration and welfare of the students in CNW and CNC&S. The DOS is the principal advisor to the Provost in matters pertaining to students attending CNW and CNCS. The DOS coordinates with Academic Chairs, Director of Distance Education, and the Dean of International Programs to develop policy recommendations for the Provost, Dean of Academic Affairs, and the President.

Registrar

The Dean of Students also serves as the NWC Registrar. The Registrar maintains a permanent record of all student grades and, upon written request, provides an official transcript.

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 (Conolly-116)

- Personnel gains, travel claims, Page 13s (GI Bill service obligation, etc.)
- Page 2 and SGLI updates
- E-leave accounts

- Officer records

Personnel Support Detachment (co-located with DEERS, SATO, and Personal Property in Building 690, NAVSTA)

- Advanced pay requests and pay issues
- Official passports(Groton PSD must be used)
- Thrift Savings Plan issues

Attire

Because of the unique professional, academic environment at NWC, 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 (1700-0700 and on holidays and weekends) students may wear more casual attire. Good judgment should be applied. Inappropriate articles include: T-shirts, jeans or denim material, 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 1021.1C, located on the Intranet and in Appendix B, for more detailed information.

Housing

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

Geographic Bachelors

If available, bachelor quarters may be 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 and contact the housing office regarding availability. Facility reconstruction severely limited the availability of Geo-Bachelor Housing during the FY16-17 Academic year.

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 Corps—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 Corps, 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.

Personal Responsibility

Officers are on duty 24 hours a day, seven days a week. They are responsible for living a respectable public life and their private affairs must be such that should they become known, they meet the standards of moral and ethical rectitude demanded by the public and the standards of the profession. Any private act that casts doubt on an officer's integrity, judgment, and reliability is grounds for negative evaluation of his or her career potential and, if serious enough, separation."

DoD's "Armed Forces Officer." Appendix 5 (page 142 of the 2007 edition)

Students who engage in alleged conduct or behavior that is contrary to good order and discipline or that reflects poorly on their Service or the NWC will have their matter reviewed by the PNWC via the Dean of Students (U.S. students) for appropriate disposition. Based upon a review of the evidence and after consideration of any rebuttal offered by the student, PNWC may direct any or all of the following, if applicable:

1. Verbal and/or written counseling;
2. Inclusion of remarks in fitness reports;
3. Letters to appropriate branches of the Service, agencies, offices, or governments;
4. Dismissal from NWC;
5. Appropriate disciplinary action pursuant to the UCMJ or the appropriate action under the rules governing civilian personnel.

Fitness Reports

Upon graduation, Navy students typically receive a “not observed” fitness report from the Dean of Students. . 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.

Sexual Harassment, Equal Opportunity, Academic Appeals, and Grievances

NWC maintains zero tolerance for sexual harassment. A statement by the President of the Naval War College and the complete Sexual Harassment and Equal Opportunity Policy statements are included as Appendix C.

Students have the right to appeal grades on any individual assignment. Specific policies on grade appeals are included in each respective course syllabus.

For general grievances and issues not included above, students are encouraged to pursue informal resolution through Seminar Leaders, class officers, moderators, Service Advisors and the Dean of Students as they see fit. However, if not resolved both military and civilian students have access to the Provost and President through the Dean of Students.

Fraternization

Students, faculty, and staff will often establish strong personal relationships with each other. These bonds may occur between members of opposite genders, as well as those of the same gender. It remains imperative that such relationships respect differences in pay grade and position between individuals in order to safeguard an environment free of actual or perceived professional bias and/or preferential treatment. Relationships which fail to respect such professional differences are unduly familiar and are considered improper fraternization. Specifically, relationships which involve dating, romantic exchanges, physical intimacy, or frequent personal social interaction outside of established professional or social group settings are prohibited as follows:

Relationships between Faculty and Students

NWC faculty, both military and civilian, is prohibited from having such relationships with any NWC student when the faculty member's position within the College reasonably creates an actual or apparent professional bias or preferential treatment relating to academic matters with the student. For example, a faculty member may not have a romantic relationship with a student enrolled in his or her seminar for either a core

department course or elective course. Any faculty or students who find themselves in a relationship must ensure that their academic schedules are de-conflicted (i.e. not in the same seminar) for the balance of the academic year.

Relationships between Staff and Students

NWC staff personnel are prohibited from having such relationships with any NWC student only when the staff member's position within the College reasonably creates an actual or apparent professional bias or preferential treatment relating to academic matters with the student. For example, staff members working in Facilities Department most likely may establish an intimate relationship with any NWC student because their official duties do not affect any academic matter relating to the student, but staff members working as coordinators in academic departments will have a much more difficult time establishing such a relationship because their role in student academic grades are significant.

Personnel are strongly encouraged to consult with the chain of command or the NWC SJA to determine whether a given relationship may violate this policy. Military personnel are also reminded of their concurrent obligation to abide by existing service-specific fraternization guidelines.

Absences

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) 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, which should be completed at least five days prior to the requested date of absence.

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 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, if you plan to travel by POV greater than 500 miles, or if you are missing an academic requirement. 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 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.

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 Service Requests/Special Security Officer Service Request page and contact the Anti-Terrorism/Force Protection Officer 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 Emergency Notification System. All students shall register for in the system upon check-in with IRD. The Command Duty Officer also updates the NWC Emergency and Independent Weather Message line at 401-841-2000.

The DOS office provides an emergency answering service for students during normal working hours (0730-1630) 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 many of the Morale, Welfare and Recreation (MWR) facilities. 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. A full list can be found on Blackboard and in the Dean of Students Office.

Access to the base 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 card. Spouses and driving-age family members, accompanied by their civilian sponsor, should stop at the NWC Security Office to fill out the information required during their working hours.

Computers

Computers for student use are currently located on two decks of Hewitt Hall as well as 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.

All personnel requesting access to a classified IT system must first receive training in the proper application of derivative classification principles. Furthermore, regardless of SIPR access, if you plan to engage in derivative classification then you must receive this training. The training is required every 2 years and is available at the links below, which can be accessed from any computer.

Initial Training - <http://www.cdse.edu/catalog/elearning/IF103.html>

Refresher Training - <http://www.cdse.edu/catalog/elearning/IF109.html>

All NWC students (regardless of affiliation) who receive the aforementioned training MUST provide a copy of the completion certificate to the Security Manager so that the training can be properly tracked per DoDM 5200.01-V3. You can forward or drop it off in the Security Admin office, C-127 or scan a copy and email it to: adminsecuritypassoffice@usnwc.edu. Please be sure to mark the certificate to indicate that you are a student so that it can be logged appropriately.

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. Copy machines are to be used for official business only.

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.

Audio/Visual Services

The Audio/Visual Department 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 IRD-AV@usnwc.edu to request support.

Book Issue

The Student Material Distribution Center, Room CB-203 (841-3390) is located on the first basement level of Conolly Hall. The division operates from 0730-1530 on normal workdays to distribute 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.

Base, Gate and NWC Hours

Naval Station Newport RI

- Gate 1: Open 24/7
- Gate 7 (NHCNE): 0500-2100 Mon-Fri; Sat-Sun 1 weekend per month
- Gate 17 (Burma Road/Defense HWY): 0600-1800 Mon-Fri (Closed Sat/Sun/Holidays)

Naval War College Access

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

Security

The NWC quarterdeck is manned 24/7. 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.

Students may bring visitors into the Naval War College by receiving clearance from the sentry at the quarterdeck. Visitors must stay with the sponsoring student while in the Naval War College. For further information on bringing visitors to the Naval War College, contact the Security Office.

Parking

Parking at NWC is limited and space is insufficient to accommodate each individual's vehicle. Carpooling is encouraged. Students are issued a yellow parking placard. This must be returned with your security badge when you detach.

Medical

The Naval War College has a full time Independent Duty Corpsman (IDC) and clinic in Room C-106. 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

Dental records are maintained at the Naval Dental Clinic, located 1173 Whipple Street, NAVSTA. Appointments can be made by calling 401-841-2541. Hours of operation are Monday – Thursday, 0700-1600; Friday 0700 – 1500.

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 faculty, CNW and CNC&S on a volunteer basis. 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. Volunteers from the services are sought out in the fall semester.

NWC Café and MicroMart

The NWC Cafe is temporarily located on the second deck of Hewitt Hall. The cafe serves breakfast and lunch and is open Monday through Friday from 0630-1330. The NWC MicroMart is located on the third deck of Hewitt Hall and is open 24/7.

Spouses Club

Information on the Military Spouses of Newport can be found at: www.milspousenewport.org

APPENDIX A: ACADEMIC HONOR CODE

Background. The Naval War College diligently enforces a strict academic code requiring authors to credit properly the source of materials directly cited in any written work submitted in fulfillment of diploma/degree requirements. Simply put: Plagiarism is prohibited. Likewise, this academic code prohibits cheating and the misrepresentation of a paper as an author's original thought. Plagiarism, cheating, and the misrepresentation are inconsistent with the professional standards required of all military personnel and government employees. Furthermore, in the case of U.S. military officers, such conduct clearly violates the "Exemplary Conduct Standards" delineated in Title 10, U.S. Code, Sections 3583 (U.S. Army), 5947 (U.S. Naval Service), and 8583 (U.S. Air Force).

Plagiarism: Plagiarism is the use of someone else's work without giving proper credit to the author or creator of the work. It is the act of taking ideas, writings, or the like from another and passing them off as one's own. Whether intentional or unintentional, plagiarism is a serious violation of academic integrity and will be treated as such by the command. Plagiarism includes but is not limited to the following actions:

- The verbatim use of others' words without citation.
- The paraphrasing of others' words or ideas without citation.
- Any use of others' work (other than facts that are widely accepted as common knowledge) found in books, journals, newspapers, websites, interviews, government documents, course materials, lecture notes, films, etc., without giving them credit.
- The verbatim use of others' words without both quotation marks (or block quotation) and citation.

Authors are expected to give full credit in their written submissions when utilizing another's words or ideas. Such utilization, with proper attribution, is not prohibited by this code. However, a substantially borrowed but attributed paper may lack the originality expected of graduate-level work; submission of such a paper may merit a low or failing grade, but is not plagiarism.

Cheating: Cheating is defined as the giving, receiving, or using of unauthorized aid in support of one's own efforts, or the efforts of another student. (Note: NWC Reference Librarians are an authorized source of aid in the preparation of class assignments but not on exams). Cheating includes the following:

- Gaining unauthorized access to exams;
- Assisting or receiving assistance from other students or other individuals in the preparation of written assignments or during tests, unless specifically permitted; and/or
- Utilizing unauthorized materials (notes, texts, crib sheets, and the like, in paper or electronic form) during tests.

Misrepresentation: Misrepresentation is defined as reusing a single paper for more than one purpose without permission or acknowledgement. Misrepresentation includes the following:

- Submitting a single paper or substantially the same paper for more than one course at the NWC without permission of the instructors;
- Submitting a paper or substantially the same paper previously prepared for some other purpose outside the NWC without acknowledging that it is an earlier work.

Action

Plagiarism, cheating, and misrepresentation of work are prohibited. A student who is unsure whether certain conduct would constitute plagiarism, cheating, or misrepresentation shall seek the guidance of his or her seminar moderator or faculty advisor prior to submission of the assignment or the taking of the test involved.

If written work is submitted which appears to violate this code of conduct, the following procedures shall be followed.

The Executive Assistant of the department concerned, or the Deputy Director, College of Distance Education, as appropriate, will be notified.

1. That department will investigate the matter to determine whether there is substantial evidence of a violation. Prior to referral to the Academic Integrity Review Committee, the appropriate department shall advise the student of the nature of the violation, present the student with information that supports the alleged violation, and allow the student an opportunity to comment and/or submit information on his/her behalf.
2. Following the departmental investigation, the appropriate Chair or Director will then forward the evidence, and any other pertinent information about the case, to the Dean of Academic Affairs.
3. The Dean of Academic Affairs will review the case and provide a recommendation to the Provost whether it should be referred to the Academic Integrity Review Committee.
4. Depending on the nature of the violation, and at the Provost's discretion, the Provost may elect to have the matter settled by the appropriate Department Chair or Director, in consultation with the Dean of Academic Affairs, the Dean of Students, the Director of the NCC or the Director of the NSC. In this case, the Provost shall be notified of the final action taken.
5. If the case is referred to the Academic Integrity Review Committee, the appropriate Chair or Director will ensure the student is advised of his/her rights prior to the convening of the committee. The NWC Staff Judge Advocate shall be consulted for advice and to obtain the appropriate rights advisement to use in questioning the student suspected of the academic honor code violation.

A specific intent to deceive does not have to be demonstrated to substantiate instances of plagiarism. Failure to properly credit another's work through inattention to detail, negligence, ignorance, computer difficulties or other inadvertent acts does not excuse plagiarism, but may mitigate the Academic Integrity Review Committee's recommended action.

The Academic Integrity Review Committee will be composed of the following members:

- Dean of Academic Affairs (serves as Chairman)
- Dean of Naval Warfare Studies (as required)
- Dean of Operational and Strategic Leadership (as required)
- Academic Department Chairman/Director (or designated rep.)
- Dean of Students (for U.S. students)
- Service Advisor (as applicable)
- Dean of International Programs (or designated rep., required)
- Two at large Faculty members
- Other(s) as deemed appropriate by the Provost
- Chief of Staff to the Provost (serves as executive secretary)

The Academic Integrity Review Committee will thoroughly review the case, interview the student if physically present, make findings of fact, and recommend appropriate action to the President via the Provost. This action may include any or all of the following:

1. Lowering of grades on the affected work (this will be a letter grade F and a numerical grade of between 0 and 59) or on the entire course of instruction;
2. Inclusion of remarks in fitness reports;
3. Letters to appropriate branches of the Service, agencies, offices, or governments;
4. Dismissal from NWC;
5. Referral for disciplinary action under the Uniform Code of Military Justice, or for appropriate action under the rules governing civilian personnel.

Violations discovered after graduation will be processed similarly and may result in referral of the matter to the current command or office of the individual concerned and, if appropriate, revocation of the NWC diploma, master's degree, and JPME credit.

No adverse action, based on violation of this code, may be taken without first advising the individual concerned of the nature of the violation and the information that supports the violation and allowing the individual concerned to submit information on his or her behalf.

Scope

All faculty, staff, and students shall be familiar with and follow the provisions of this instruction.

The Dean of Students shall ensure that all incoming students are briefed on this instruction during orientation, and the Dean of Students shall include this instruction in the student handbook. The Directors of the Naval Command College and Naval Staff College shall ensure that all incoming international students are briefed on this instruction during orientation. Academic department chairs shall regularly brief their faculty on this section and shall ensure all newly reported members are fully cognizant of the provisions contained herein.

Student Misconduct:

If written work is submitted which appears to violate the Academic Honor Code, the procedures outlined in the preceding paragraphs will be followed.

Faculty Misconduct:

If a student believes that a faculty member has violated the Code of Academic Ethics, the student may initiate a complaint in accordance with the Enforcement Procedures, as outlined in the Faculty Handbook. Such complaints from a student should first be explored informally with the appropriate Class President or Seminar Leader and/or the Dean of Students. Final complaints, if necessary, should be brought to the attention of the President via the student's formal chain of command.

APPENDIX B: ATTIRE POLICY

NAVWARCOLINST 1021.1C

NAVAL WAR COLLEGE INSTRUCTION 1021.1C

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 NAVWARCOLINST 1021.1B.

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 reflects favorably upon the College and is 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.

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/skirts, 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, 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. "Professional" is termed "coat and tie" in non-military settings.

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. Mock turtlenecks, denim or denim-look materials, shorts/skortts, micro-mini skirts, capri pants, clogs, dockside shoes and sandals, as well as clothing that distracts or may cause embarrassment to co-workers are not authorized.

(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. Open-toed shoes and sling-back shoes as well as clogs are acceptable for females. Denim or denim-look materials, shorts/skortts, micro-mini skirts, capri pants, dockside shoes and sandals, as well as clothing that distract or may cause embarrassment to co-workers are not authorized. 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 are not authorized.

(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, steel-toed work boots, and athletic shoes are authorized. Additionally, relaxed is normal attire for those employees who provide maintenance, supply, and certain technical support to the college. 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) Command Duty Officer. Personnel assigned the military duty of Command Duty Officer will be in the prescribed uniform of the day during normal working hours and when called upon to represent the college.

(c) 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 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.

(d) Uniform Days. Military 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.

(e) 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) Professional & Admin Staff. Civilian attire that 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) Maintenance and Tech Support Staff: Due to the nature of their work, civilian staff who work in certain maintenance, supply, and technician support positions are authorized to wear attire defined by the "Relaxed" definition.

(c) 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.

c. Nametags & Security Badges. 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 shall be worn when Service Khaki or Summer White (and service equivalents) are prescribed.

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

APPENDIX C: President Naval War College Policy Statements on Hazing, Sexual Harassment, and Equal Opportunity



PRESIDENT, NAVAL WAR COLLEGE HAZING POLICY STATEMENT

8 Jul 14

As President, Naval War College (NWC), I will not tolerate hazing in any form. I hold all managers, supervisors, and military service members responsible for their own behavior and for upholding the Department of the Navy's policy stated in SECNAVINST 1610.2A while assigned to the NWC. It is a command-wide obligation to prevent hazing; hazing has no place in our disciplined and professional organization. I expect each dean, faculty member, staff member and student, military and civilian, to fully support all aspects of this policy. All members of this command including students, regardless of service and ceremonial custom, are responsible for conducting themselves in a professional manner consistent with the Navy hazing policy.

The Navy has defined hazing as any conduct whereby a military member or members, regardless of service or rank, without proper authority causes another military member or members, regardless of service or rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Soliciting or coercing another to perpetrate any such activity is also considered hazing. Examples of hazing include but are not limited to the following: playing abusive or ridiculous tricks, threatening or offering violence or bodily harm to another, striking, branding, tattooing, shaving, "pinning," "tacking on," "punching on," "blood wings," or forcing or requiring the consumption of food, alcohol, drugs, or any other substance during official and/or unofficial ceremonies regardless of service custom. Actual or implied consent to hazing does not eliminate the culpability of the perpetrator. Hazing is contrary to the Navy Ethos and our core values of Honor, Courage, and Commitment.

Adherence to the Navy's core values by all faculty, staff, and students of the NWC, regardless of service, is central to the NWC's ability to meet its mission. They are our guiding principles for treating every civilian and military member as a valued member of the NWC team. Hazing degrades and diminishes the ability of victims to function within their command, it destroys our personnel's confidence and trust in their colleagues, and it is destructive to unit cohesion and readiness. Any form of hazing is punishable under the Uniform Code of Military Justice (UCMJ), and civilian employees may be appropriately disciplined.

I am absolutely committed to ensure that all NWC personnel enjoy a work environment that is free from any form of hazing. All NWC personnel are responsible for maintaining a high standard of honesty and integrity, for conducting themselves properly in the performance of their duties, and for maintaining public trust and confidence. I therefore hold all managers, supervisors, employees and service members responsible for providing and maintaining a workplace free of hazing.

President, Naval War College via the proper chain of command must be informed immediately of any allegations of hazing. Anyone who feels he or she has been the subject of hazing and reports the allegations, or anyone whose command believes was the subject of hazing, will be considered a victim or witness. Commanding officers shall ensure victims/witnesses receive victim/witness advocacy services. These services include, but are not limited to, legal assistance, medical assistance, and counseling as necessary.

P. GARDNER HOWE III
Rear Admiral, United States Navy



PRESIDENT, NAVAL WAR COLLEGE SEXUAL HARASSMENT POLICY STATEMENT

8 Jul 14

As President, Naval War College (NWC), I will not tolerate sexual harassment in any form. I hold all managers, supervisors, and service members responsible for their own behavior and for upholding the Department of the Navy's policy of zero tolerance. The Navy has defined sexual harassment as unwelcome sexual advances, requests for sexual favors, and other physical or verbal conduct of a sexual nature when:

- (1) Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; or
- (2) Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or
- (3) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

Sexual harassment can be committed by males or females, and includes improper sexually-motivated conduct against members of the same sex as well as members of the opposite gender. Sexual harassment consists of a wide range of behaviors that are unwelcome and offensive, sexual in nature, and connected in some way with a person's job or work environment, e.g., using sexually explicit language (including jokes) or displaying sexually oriented pictures/posters in the workplace.

Individuals who believe that they have been sexually harassed are encouraged to address their concerns and objections regarding the incident directly to the person demonstrating the harassing behavior. Persons who are subjected to or observe objectionable behavior should promptly notify the chain of command if (1) after addressing the issue directly, the objectionable behavior does not stop, (2) the situation is not resolved, (3) addressing the objectionable behavior directly with the person concerned is not reasonable under the circumstances, or (4) the behavior is clearly criminal in nature. All reported incidents will be thoroughly and impartially investigated, appropriate assistance will be provided to the victim, and appropriate administrative and/or disciplinary action will be taken against individuals found to have engaged in sexual harassment.

I am absolutely committed to ensuring that all NWC personnel enjoy a work environment that is free from sexual harassment. All NWC personnel are responsible for maintaining a high standard of honesty and integrity, for conducting themselves properly in the performance of duties, and for maintaining public trust and confidence. I therefore hold all managers, supervisors, employees, and service members responsible for providing and maintaining a workplace free of sexual harassment.

Civilian personnel may seek assistance in processing a complaint from Mr. Randee Artis, EEO Specialist, Bureau of Naval Personnel at: 703-604-6982.

Military personnel may seek assistance in processing a complaint from the Command Senior Chief, 841-4702; the Staff Judge Advocate, 841-2279; or the Equal Opportunity Program Manager (EOPM) Representative, 841-2250.

P. GARDNER HOWE III
Rear Admiral, United States Navy



**PRESIDENT, NAVAL WAR COLLEGE
EQUAL OPPORTUNITY POLICY STATEMENT**

8 Jul 14

As President, Naval War College (NWC), I pledge my absolute commitment to providing a workplace free from unlawful discrimination and harassment of any kind, and I call on each of you to do your part as well.

The policy of the Department of the Navy is to provide equal opportunity for all persons regardless of race, color, national origin, religion, gender, age, or physical or mental handicap. Merit, ability, performance, experience, and potential are the individual factors that are evaluated for NWC personnel. Race, color, national origin, religion, gender, age, or physical or mental handicap are not appropriate criteria to be used to justify selection or rejection of our team members for appointment, promotion, training, assignment to duty, or any other action.

Equal opportunity is a command responsibility and a leadership issue. I take seriously my responsibility to ensure that the College's environment allows you to thrive and to accomplish our collective mission. I share this responsibility with each of you, military and civilian. Professional behavior is the standard, and all will be held accountable to that standard. Supervisors set the example. Supervisors will also ensure that NWC members are aware of the regulations and laws governing discrimination and equal opportunity. Alleged violations of these regulations and laws will be fully and impartially investigated, and appropriate administrative or disciplinary action will be taken against those who have violated the regulations or laws. The chain of command is the primary and preferred channel for correcting discriminatory practices and ensuring that human relations and all equal opportunity matters are addressed and resolved.

I expect all personnel to take discrimination complaints seriously and take no reprisal action against those who make complaints. It is essential that this policy is understood by each member of the College. In turn, each member of the College is expected to understand, support, and properly utilize the equal opportunity program. Our team must ensure that we are serious about equal opportunity issues each and every day at the Naval War College. This College must foster an environment that allows equal opportunity for all members—each individual is an important member of our team in support of our national defense mission, and we cannot afford to jeopardize that mission in any way. I am committed to the fundamental principles of dignity and equality, and I am counting on each of you to do your part.

Civilian personnel may seek assistance in processing a complaint from Mr. Randee Artis, EEO Specialist, Bureau of Naval Personnel at: 703-604-6982.

Military personnel may seek assistance in processing a complaint from the Command Senior Chief, 841-4702; the Staff Judge Advocate, 841-2279; or the Equal Opportunity Program Manager (EOPM) Representative, 841-2250.

A handwritten signature in black ink, appearing to read 'P. Gardner Howe III'.

P. GARDNER HOWE III
Rear Admiral, United States Navy

APPENDIX D: ABBREVIATED PHONE DIRECTORY

Rhode Island Area Code (401)

EMERGENCY

Ambulance	841-3333 or 911
NAVSTA Fire	841-3333
NAVSTA Police	841-4041
NWC Quarterdeck	841-3089/1310
NAVSTA Quarterdeck	841-3456
Public Works Trouble Desk (24 hours)	841-4001

NAVAL STATION

Child Development Center	841-4562
Commissary	841-2112
Exceptional Family Member Program	841-2148
Fleet and Family Support Center	841-2283
Navy Exchange	841-1399
Navy Gateway Inns and Suites	841-7900
Naval Health Clinic New England	841-3771
• TRICARE (Appointments)	1-888-628-9633
• TRICARE Benefits Advisor	1-877-874-2273
• Pharmacy	841-3714/2224
• Pharmacy Refills	1-877-211-1126

Navy Lodge	841-4500
Navy-Marine Corps Relief Society	841-2917
MARDET	440-7261
Officers' Club	841-1442
Pass and ID Office	841-3126
Personal Property	841-4896
Personnel Support Detachment	841-2202
School Liaison Officer	841-7126
Uniform Shop	841-3991
Veterinary Clinic	841-3994

NAVAL WAR COLLEGE

Command Duty Office (Quarterdeck)	841-3089/1310
Administration	841-2053
Dean of Students Office	841-3373
Electives	841-3261
Air Force Advisor	841-3786
Army Advisor	841-4795
Coast Guard Advisor	841-3398
Marine Corps Advisor	841-4779
Dental Clinic	841-2541
Medical Clinic/Independent Duty Corpsman	841-2099