

NAVAL WAR COLLEGE



RESIDENT STUDENT HANDBOOK

2026

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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 500 students per year with 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 Maritime Operational Warfare (CMOW), which provides a leadership continuum of Professional Military Education (PME) for Navy personnel.

Mission

The mission of the U.S. Naval War College is to educate tomorrow's leaders, inform today's decision-makers, and engage with allies and partners on all matters of naval power in order to preserve the peace, respond in crisis, and win decisively in war.

Accreditation and Education

The U.S. Naval War College is accredited by the New England Commission of Higher Education (NECHE). 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. A limited number of NCC students will participate in the International Master of Arts Program (IMAP), which will allow them the opportunity to earn the same degree as CNW students.

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 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. A limited number of NSC students will participate in the International Master of Arts Program (IMAP), which will allow them the opportunity to earn the same degree as CNCS students.

College of Distance Education (CDE) delivers the NWC JPME I curriculum via its Fleet Seminar Program, Naval Postgraduate School program, and the online Naval Command & Staff program 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 Halsey and Gravely groups - and other in-house faculty/student research projects.

College of Maritime Operational Warfare (CMOW) was formally established in October 2007 and provides Professional Military Education by focusing on leader development. CMOW is responsible for Joint Flag Education (JFMCC/CFMCC) courses, Maritime Staff Operators Course (MSOC), and International Maritime Staff Operators Course (IMSOC) to include Battle Lab, the Executive Level Operational Level of War Course (ELOC), and the Assist and Assess Team (AAT).

The College of Leadership and Ethics (CLE) is responsible for the U.S. Naval War College Leadership in the Profession of Arms (LPA) core course and the Leadership & Ethics area of study. Additionally, CLE offers an expanded leader development experience for in-residence College of Naval Warfare (CNW) and Naval Command College (NCC) students through the Navy Senior Leader Development Concentration (NSLDC). CLE also provides leader development and associated strategies for U.S. Navy flag officers delivering courses and tailored activities. CLE also supports 17 Navy communities in the development and execution of their respective leader development strategies through the Leader Development Continuation Continuum.

Incoming and current students are encouraged to review the NWC public site and most notably the Academic Year Catalog (<https://usnwc.edu/Academics-and-Programs/Academic-Resources/Academic-Catalog>) 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	S&W
Winter	S&P	TSDM
Spring	NSDM	JMO

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

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 (JMO) 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 (NSA) 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 Programs:

<https://usnwc.edu/Research-and-Wargaming/Advanced-Research-Programs/>

Electives

The Naval War College Electives Program provides students with 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 comprise approximately 20% of the student's total academic effort. U.S. students are required to take one elective in two of the three trimesters. Students will be enrolled in Leadership in the Profession of Arms (LPA) in place of an elective during the remaining trimester. International students are invited to take an elective if they wish.

Students may audit an additional elective. Only electives with spare capacity and extra books will be open for audit.

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, 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.

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 at:

<https://usnwc.edu/Learning-commons>

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, 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 website:

<https://usnwc.edu/Academics-and-Programs/Academic-Resources/Academic-Calendars>

The Student Schedule is the most current and specific calendar and on the student's CNW or CNCS calendar. It includes the specific time, place, uniform/attire, lecture title, lecturer, security classification, and information appropriate to scheduled class and evening events. Students are responsible for monitoring the calendar for changes.

Lectures/Auditorium Decorum

Each of the three core courses of instruction uses scheduled lectures as an important component of the total instructional effort. Spruance Auditorium is normally used for lectures, while Pringle Auditorium is used when separate 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. 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 – Chatham House Rule

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.

Library

The Henry E. Eccles Library is an active participant in the student learning experience, an essential component of an NWC education, and a vital asset supporting an institution-wide culture of academic inquiry and excellence. Library assets include online and hardcopy books, journals, microforms, databases (classified and unclassified), a computer lab, research guides, study spaces, and meeting rooms. Services include interlibrary loans; reference service; research appointments; video tutorials; live workshops; and a fully staffed classified library.

Located on three floors of Hewitt Hall, the academic library is accessible 24/7, and staffed Monday-Friday, 0800-1600. A briefing, introducing classified and unclassified library assets and services, is part of orientation. In-depth workshops and “boot camps” are offered throughout the academic year and are tailored to support academic research. More information can be found at:

<https://usnwc.edu/Learning-commons> and <https://usnwc.libguides.com/libraryaids>

Grading Standards

Grades provide the faculty a means of determining the degree to which course materials have been absorbed and understood, and to 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 and IMAP 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. U.S. 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 less than 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.

Students who previously earned a Master of Arts in National Security and Strategic Studies and complete degree requirements within SLC/CNW will earn a second degree with the following annotation on their transcript:

For Academic Year 2015-16, the U.S. Naval War College culminated a multi-year program revision. As a result, for the first time in its history, the College began awarding two separate and distinct master's degrees, one for the College of Naval Command and Staff (intermediate students) and one for the College of Naval Warfare (senior students). For historical continuity, the degree name "National Security and Strategic Studies" was retained for the College of Naval Warfare program. While the degree title is the same as the earlier College of Naval Command and Staff degree, the course of instruction is entirely different. These are, and should be seen as, two distinct degrees.

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. Eligible students for these honors include all CNW and CNCS students, in addition to NCC and NSC students enrolled in IMAP.

Academic Integrity

The Naval War College diligently enforces a strict academic code requiring students to properly credit 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, copyright infringement, 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 Students 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 Winter and Fall graduations, these individuals are designated as the President's Honor Graduates. For the Spring graduation, international students enrolled in IMAP are eligible for academic awards.

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 Award for Student Research
- 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 CNCS. The DOS is the principal advisor 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 Registrar maintains a permanent record of all student grades and, upon written request, provides an official transcript via Parchment.

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
- Student recall roster
- Course completion letters for civilian students

Navy Admin (Military Personnel (MILPERS) (Conolly-116)

- Personnel gains, travel claims, Page 13s
- Page 2, TSP, SGLI updates (NSIPS / MILCONNECT / DFAS assistance)
- E-leave accounts
- Advanced pay requests and pay issues

Flag Admin (Conolly-205)

- Officer awards

Attire

Because of the unique professional, academic environment at NWC, all students will wear civilian clothing as their primary “uniform.” On 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 workday 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, “Professional Attire” may be specified, which includes a coat and tie.

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

After hours (1700-0700 and on holidays and weekends), students may wear more relaxed attire. Good judgment should be applied but may include jeans, t-shirts, sweatshirts, and tennis shoes.

Spirit Attire: During NWC sponsored events such as President’s Cup or other events such as the Army-Navy Football game, Athletic/Spirit gear is acceptable within the NWC complex **only** when specifically authorized. Students may wear a T-shirt, sweatshirt, jersey, polo shirt, or some form of attire that displays their service academy, service, or alma mater (i.e. a school, college, or university one has attended or graduated from – no professional teams). Jeans, sweatpants, and sport shoes may also be worn.

Housing

The NWC website: <https://usnwc.edu/Student-Information/Resident-Domestic-Students/Housing> provides information and links on housing and other accommodations.

Geographic Bachelors

There are no geographical bachelor quarters on base.

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) or Dean of International Programs (International 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, with no graded individual traits. 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. (Note, the Navy FITREP policy may change. Check with the Dean of Students Office for updates.) 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. Navy students may refer to Appendix D for some specific language used in Block 41.

Sexual Harassment, Equal Opportunity, Academic Appeals, and Grievances

NWC maintains zero tolerance for sexual harassment. Policy Statements by the President of the Naval War College on several topics, including Sexual Harassment and Equal Opportunity for Civilians and Military, are included as Appendix B.

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, 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 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. 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. Yellow sheets should be routed for any requested absences during the week to include those days designated as “reading/reflection days.” By doing so, the student will be excused in case of a change of schedule due to unforeseen circumstances, such as an inclement weather make-up day.

Absences because of sickness, medical emergencies, or emergent family crises may be documented after the fact. Students shall inform the Dean of Students office immediately if they are too sick to attend class at (401) 856-5500 or deanofstudents@usnwc.edu so their 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; however, they will be addressed on a case-by-case basis.

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 missing an academic requirement or mandatory event. There are no liberty area limits; however, all travel of any duration OCONUS requires that leave be taken. Special liberty may not be used to miss academic requirements. Non-Navy and civilian students must comply with their service, agency, or department specifics on liberty.

Note: Check with the Dean of Students Office for updates on the Liberty policy. Changes may occur due to current base HPCON or other mitigating circumstances.

Leave

Leave is not normally granted during the academic year except during scheduled holidays and the summer.

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://www.nsips.cloud.navy.mil/my.policy> 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 (401-856-5010).

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. All DoD government personnel must provide advanced notice of foreign travel, both official and unofficial, to the Security Office at accesscontrol@usnwc.edu. Requirements may be different for each country being visited, so check with the Security Office for specific travel procedures.

TAD/TDY Orders

Navy students who 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
- 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 (ENS). Students should

register for ENS with their NWC contact information via Blackboard in the Dean of Students Information Center under “Useful Information and Links”. Students should update their contact information as needed. The Command Duty Officer (CDO) also updates the NWC Emergency and Independent Weather Message line at 401-856-6400.

The DOS office provides an emergency answering service for students during normal working hours (0730-1630) at 401-856-5500. 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. Students should direct these messages to their 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 DBIDS identification card. See the Dean of Students office for the paperwork to request a DBIDS card.

Computers

Computers for student use are currently located in the Hewitt Hall Learning Commons. 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 CAC enabled devices can access the intranet. For issues with technology, contact the Help Desk at support@usnwc.samanage.com.

Email

All students will receive an @usnwc.edu email account upon check-in. Email is the primary means of communication and should be checked daily. For issues, contact the Help Desk at support@usnwc.samanage.com.

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.

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. Students can forward or drop it off in the Security Admin office, C-127 or scan a copy and email it to: accesscontrol@usnwc.edu. Please be sure to mark the certificate to indicate 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 machines are inoperable or need supplies, please notify the Dean of Students Office so that an authorized repair technician may be called. Wi-Fi printers are available in the Learning Commons and the 2nd and 3rd deck of Hewitt Hall. 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 their own personal use with no further dissemination. However, infringement or violations of copyright law may occur when multiple copies of copyrighted materials are made (Title 17, U.S. Code); please refer to the NWC Copyright Policy.”

Audio/Visual Services

This branch of the Information Resources Department provides support, including live broadcasts and recording events in the auditoriums. Students may check out 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 nwc-av@usnwc.edu to request support.

Book Issue

The Student Material Distribution Center, Room CB-203 (401-856-5678) 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): 0600-1800 Mon-Fri
- Gate 17 (Burma Road/Defense Highway): Open 24/7

Naval War College Access

- NWC has 24/7 access through any door with a security badge.

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 into NWC, with the exception of the McCarty Little Hall (MLH) Quarterdeck entrance. Personnel who forget their security badge must enter through the MLH 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.

Parking maps are available on Blackboard and in the Dean of Students Office.

Official Mailing Address

Official student mail should be addressed with an ATTENTION line at the very top, which also contains the class and student's graduation date in parenthesis. Mail will be delivered by notifying students via their usnwc.edu email address.

ATTN: Name (Class-Grad Date) Example:

LCDR John Smith (CNCS-03/2027)	or	CDR Jane Smith (CNW-03/2027)
NAVAL WAR COLLEGE		NAVAL WAR COLLEGE
686 CUSHING ROAD		686 CUSHING ROAD
NEWPORT, RI 02841-1207		NEWPORT, RI 02841-1207

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 to physicians and specialists 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. NWC Medical Team can be reached at nwc.medical@usnc.edu or 401-856-5260.

Flight Physicals

Flight physicals are available by contacting Naval Health Clinic New England at 401-841-6186.

Dental

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

NOTE - Readiness exams are currently only available on a walk-in basis.

Smoking and Tobacco Products

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

Smoking is permitted only in the following green areas:



A copy of the map is available in the Dean of Students Office.

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 CNCS/NSC classes against each other and teams representing the NWC Faculty and Staff. This competition is run throughout the school year.

President's Cup commissioners will be selected from faculty, CNW, and CNCS on a volunteer basis. These officers and representatives will work with the Dean of Students to coordinate President's Cup competitions.

Army and Naval personnel compete annually in the Navy-Army Flag Football game. This game is typically held the week prior to the Army-Navy football game. Volunteers from the services are sought out in the fall semester.

Students enrolled in CNW and NCC are eligible to compete in the annual Jim Thorpe Sports Days. This is a 3-day event between the Senior War Colleges held each Spring at the Army War College in Carlisle, PA.

NWC MicroMart and MicroMarket

The NWC MicroMart is located on the third deck of Hewitt Hall and the NWC MicroMarket is located on the first deck of Hewitt Hall near the ATM. They are 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 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).

Copyright infringement:

Copyright infringement occurs when a user of a work takes advantage of one of the rights granted to creators under the law without their authorization (reproduction, derivative works, distribution, and public display or performance) and their use is not covered by a limitation codified in U.S. Copyright Law such as Fair Use. Beyond text and film, infringement can also include the use of copyright protected works such as images or scholarly tables, charts, or graphs.

While plagiarism is the breaking of an ethical code and can lead to discipline from an academic institution, copyright infringement is the breaking of federal law and can lead to an expensive trial with costly fines. It is possible to commit plagiarism without committing copyright infringement and vice versa.

All NWC students, military personnel and government employees including contractors must adhere to the NWC Copyright Policy.

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 it is not plagiarism.

Cheating:

Cheating is defined as the giving, receiving, or using 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.

Artificial Intelligence (AI):

Specific policies on the use of Artificial Intelligence (AI) are included in each course syllabus. Students should consult with their respective faculty when using AI for an assignment.

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

The Executive Assistant of the department concerned, 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 it 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., as 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 that 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: President Naval War College Policy Statements

https://navalwarcollege.sharepoint.com/sites/intranet/USNWCIntranet/Flag_Admin/SitePages/NWC-Policy-Statements.aspx

APPENDIX C: ABBREVIATED PHONE DIRECTORY

Rhode Island Area Code (401)

EMERGENCY

Ambulance	841-3333 or 911
NAVSTA Fire	841-3333
NAVSTA Police	841-4041
NWC Quarterdeck	856-5010
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 Dental Clinic	841-2542
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	841-4097/2759
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

NAVAL WAR COLLEGE

Command Duty Office (Quarterdeck)	856-5010
MILPERS Office	856-5040
Dean of Students Office	856-5500
Electives	856-5482
Air Force/Space Force Advisor	856-5135/5141
Army Advisor	856-5134/5139
Coast Guard Advisor	856-5136
Marine Corps Advisor	856-5137
Medical Clinic/Independent Duty Corpsman	856-5260

APPENDIX D: NAVY STANDARD FITNESS REPORT ENTRIES

BLOCK 41

Report submitted upon X's PCS transfer to X.

(For CNW):

Report submitted upon X's PCS transfer to X.

Studied Strategy and Policy, National Security Decision Making, Joint Military Operations, and Leadership in the Profession of Arms. He/ She successfully completed requirements for JPME II credit and was awarded a Master of Arts Degree in National Security and Strategic Studies.

(For CNCS):

Report submitted upon X's PCS transfer to X.

Studied Strategy and Warfare, Theater Security Decision Making, Joint Maritime Operations, and Leadership in the Profession of Arms. He/ She successfully completed requirements for JPME I credit and was awarded a Master of Arts Degree in Defense and Strategic Studies.

BLOCK 41 FOR PERIODICS

For CNCS: Report submitted for continuity purposes only.

Contingent upon X's successful completion of all academic requirements in MMM 20XX, he/ she will be awarded a Master of Arts Degree in Defense and Strategic Studies, a sub-specialty code of 2000P, and a joint sub-specialty of JS7 and JPME I.

For CNW: Report submitted for continuity purposes only.

Contingent upon X's successful completion of all academic requirements in MMM 20XX, he/she will be awarded a Master of Arts Degree in National Security and Strategic Studies, a sub-specialty code of 2000P, and a joint sub-specialty of JS8 and JPME II.

INDIVIDUAL PROGRAMS AND AWARDS

Halsey Alfa

Individually selected to participate in the Halsey Alfa Advanced Research Program. Halsey Alfa is a focused program of operations research and free-play wargaming that centers on the development of operational concepts for responding to a technologically sophisticated, high-intensity access denial challenge posed by a "near-peer" military competitor across a range of maritime/air scenarios in the Pacific theater. Qualified for AQD 271.

Halsey Alfa Fellowship

Individually selected to participate in the Halsey Alfa Advanced Research Program fellowship. The Halsey Alfa fellowship is a 15-month program of operations research and free-play wargaming that centers on the development of operational concepts for responding to a technologically sophisticated, high-intensity access denial challenge posed by a "near-peer" military competitor across a range of maritime/air scenarios in the Pacific theater. Qualified for AQD 271.

Enrolled in Halsey A Fellowship

Currently enrolled in the Halsey A Fellowship Program, which extends their PRD to MMM 20XX. Upon completion he/ she will be qualified for AQD 271.

Halsey Bravo

Individually selected for the Halsey Bravo Advanced Research Program. Halsey Bravo is a year-long program of highly detailed free-play wargaming and operations research that examines how to best address military challenges posed by potential adversaries in the CENTCOM AOR. The program rigorously examines all relative warfare areas to perform a net operational assessment of maritime warfare in a near-term joint environment. Qualified for AQD 272.

Halsey Bravo Fellowship

Individually selected for the Halsey Bravo Advanced Research Program fellowship. The Halsey Bravo fellowship is a 15-month program of highly detailed free-play wargaming and operations research that examines how to best address the military challenges posed by potential adversaries in the CENTCOM AOR. The program rigorously examines all relative warfare areas to perform a net operational assessment of maritime warfare in a near-term joint environment. Individuals selected for the fellowship complete their academic year with Halsey Bravo and serve as military faculty for the final three months of the program. Qualified for AQD 272.

Enrolled in Halsey B Fellowship

Currently enrolled in the Halsey B Fellowship Program, which extends their PRD to MMM 20XX. Upon completion he/ she will be qualified for AQD 272.

The Gravely Group

(Submitted for each individual)

Enrolled in Gravely

Currently enrolled in the Gravely Group graduate research project, a program of operations research and concept development. Gravely Group research focuses on challenges within Distributed Maritime Operations, Integrated Air and Missile Defense, Undersea Warfare and Information Warfare. Upon completion he/ she will earn the Naval Research Academic Qualification Designator – AQD 273.

MAWS

Selected by Deputy Chief of Naval Operations (Operations, Plans and Strategy - N3/N5) to attend the 13-month Maritime Advanced Warfighting School (MAWS). The MAWS 20XX-20XX curriculum included the Naval War College resident student program, significantly expanded elective course work in combined arms operations and planning, and a three-month real-world operational warfare assignment comprising contingency / adaptive / collaborative planning to develop formal concept plans (CONPLANS) in support of COMNAVEUR and COMPACFLT. Awarded formal designation (AQD JP1) as an Operational Planner for naval, maritime, and joint operations.

Enrolled in MAWS

Currently enrolled in the Maritime Advanced Warfighting School, which extends his/ her PRD to MMM 20XX. Upon completion he/she will be awarded formal designation AQD JP1.

Advanced Strategist Program

Hand selected for the Naval War College's 13-month Advanced Strategist Program (ASP). Students in this rigorous program complete a graduate-level education in strategy and policy, national security affairs, and joint military operations, coupled with a 10-month double elective course focusing on U.S. foreign policy, international security, political economy, sea-power, and other national-level strategy related topics. Additionally, ASP students complete a 10,000 word Master's Thesis, and a 10-week capstone planning project developing products tailored to future national strategic challenges. Awarded Naval Strategist Sub-specialty code 2300P.

Enrolled in ASP

Currently enrolled in the Advanced Strategist Program, which extends their PRD to MMM 20XX. Upon completion he/ she will be qualified for AQD 278.

Ethics and Emerging Military Technology

Completed a special Graduate Certificate in Ethics and Emerging Military Technology. Requiring four additional credits beyond the Master's Degree, this course of study provides an advanced perspective on applying ethical reasoning to emerging technologies in the modern security environment. The studies culminate with the formulation of a professional paper on a topic concerning technology and the resultant ethical implications for military operations and strategy.

Holloway Program

Competitively selected for the Holloway Program, an intensive, 10-month, advanced research program focused on improving U.S. Navy responses to Russian high-end, kinetic and/or hybrid warfare maritime challenges. Students selected for this program are expected to uphold the absolute highest standards of academic research in order to develop real-world solutions to Russian maritime challenges that can be incorporated into strategic and operational U.S. responses at USEUCOM, NAVFAC, and Sixth Fleet. Successful research is presented to the Fleet for incorporation into formal planning efforts. Awarded AQD-278.

Holloway Fellowship

Competitively selected for the Holloway Program advanced research project fellowship, an intensive, 15-month, advanced research program focused on improving U.S. Navy responses to Russian high-end, kinetic and/or hybrid warfare maritime challenges. Students selected for this program are expected to uphold the absolute highest standards of academic research in order to develop real-world solutions to Russian maritime challenges that can be incorporated into strategic and operational U.S. responses at USEUCOM, NAVFAC, and Sixth Fleet. Successful research is presented to the Fleet for incorporation into formal planning efforts. Awarded AQD-278.

Enrolled in Holloway Fellowship

Currently enrolled in the Holloway Fellowship Program, which extends their PRD to MMM 20XX. Upon completion he/ she will be qualified for AQD 278.

Stockdale Leader Development Concentration

Individually selected by the Dean of the College of Leadership and Ethics to be a member of the Stockdale Leader Development Concentration (SLDC). SLDC is composed of 12 students chosen on the basis of their proven performance, desire, and potential for promotion to senior leadership roles. This rigorous program of study and personal development doubles the elective course load for all three trimesters in an integrated leadership and ethics curriculum tailored for senior military leaders. This immersive leader development concentration results in leaders better prepared to lead in the complex global security environment. SLDC fosters self-awareness, character development, cultural adeptness, and critical innovative thinking on leadership issues of current and future importance for the Navy. Graduates from SLDC earn a Graduate Certificate in Leadership and Ethics.

Maritime History

Completed a special Graduate Certificate in Maritime History. A selective program, it requires four additional credits beyond the master's degree in the form of additional coursework and a professional paper on a topic in maritime history. Students learn advanced historical research methodologies from leading maritime historians both at the Naval War College and at partner institutions in the U.S. and the U.K. Students are encouraged to submit their paper for publication in an academic or professional journal. The rigorous program results in leaders better able to think historically and critically and to communicate more effectively.

NSC

Hand selected to serve as one of four U.S. officers enrolled in the Naval Staff College, the U.S. Naval War College's program for mid-grade international naval officers representing 45 different nations across the globe. In addition to the normal course load of a typical NWC student, he/she participated in the International Officers Field Studies Program, requiring hours of events with prominent members of local, state and federal government, industry, finance, culture and social services from all over the country designed to expose international officers to these American institutions. [Student] served as a great ambassador of the United States to these 51 foreign officers, fostering international friendship, cooperation and understanding.

NCC

As one of only four U.S. students embedded in the Naval Command College Class of 2024, and in addition to their normal War College studies, [Student} participated in daily academic and cultural discussions with 43 other Senior International Officers from the class. He/ She also participated in the Field Studies Program with the class, consisting of 6 trips across America to broaden the International Officers' understanding of U.S. society, culture, civil and military institutions, and observance of human rights, as well as many local events that provided insights to American culture. [Student] is a superb ambassador of the United States and significantly enhanced international friendship, cooperation, understanding and trust.

Admiral Arleigh Burke Fellow

Competitively selected as one of only four U.S. students from all services/agencies as an Admiral Arleigh Burke Fellow with the Naval Command College Class of 20XX. He/ She sat side by side with XX hand selected senior international officers, fostering greater cultural exchange, trust, and professional relationships.