



JOINT FORCES STAFF COLLEGE

STUDENT HANDBOOK

NATIONAL DEFENSE UNIVERSITY
JOINT FORCES STAFF COLLEGE
7800 HAMPTON BOULEVARD • NORFOLK, VIRGINIA 23511-1702

APRIL 2008

1. This publication supersedes JFSC Policy Directive 2, Staff and Faculty/Student (JCWS/JCSOS) Information Booklet, dated June 2001.
2. This directive furnishes policy, guidance, procedures, and information for students attending the Joint Forces Staff College (JFSC).
3. Students are responsible for reviewing and complying with this policy directive (PD) and other applicable PDs.



BYRON S. BAGBY
Major General, U.S. Army
Commandant

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CHAPTER 1

JOINT FORCES STAFF COLLEGE: OVERVIEW

History

In the 1930s, few officers were qualified, either by training or experience, to engage in joint operations. The demands of World War II brought out the urgent need for joint actions by ground, sea, and air forces—demands that quickly exhausted the supply of the few qualified officers in joint operations.

The Joint Forces Staff College (JFSC), originally known as the Armed Forces Staff College (AFSC), was formed in 1946. It was built as a result of a memorandum from Army Chief of Staff, General of the Army Dwight D. Eisenhower to Fleet Admiral Chester W. Nimitz, Chief of Naval Operations. Both officers saw a need for a school to teach joint principles and planning as a result of their experiences in World War II. A joint committee was appointed to prepare a directive for a new school. That directive, which was approved by the Joint Chiefs of Staff on 28 June 1946, established AFSC. Under the original JCS charter, AFSC "would perform the same role in the joint education arena as the staff colleges in the Services." Responsibility for the operation and maintenance of its facilities was charged to the Chief of Naval Operations.

Following a temporary residence in Washington, D.C., AFSC was established in Norfolk, Virginia, on 13 August 1946. The site, formerly a U.S. Naval Receiving Station, was selected by the Secretaries of War and Navy because of its immediate availability and its proximity to varied high-level military activities. There were 150 students from all Services in the first class. They assembled in converted administration buildings on 3 February 1947 to be greeted by the first commandant, Air Force Lieutenant General Delos C. Emmons. The faculty officers came from joint assignments in all theaters of World War II. With the construction of Normandy Hall in 1962, AFSC completed its transition from a temporary to a permanent joint professional military education (JPME) institution. The college was assigned to the National Defense University on 12 August 1981.

AFSC continued to operate as an intermediate college until the summer of 1990, when, as a result of Congressional direction, it became a follow-on temporary-duty school for graduates of intermediate and senior Service colleges en route to joint duty assignments. On 30 October 2000, public law changed the name of the "Armed" Forces Staff College to the "Joint" Forces Staff College, to reemphasize the direct linkage to the joint community and more accurately reflect the type of education provided.

JFSC has experienced significant change since October 2000. In September 2003, the first class of the Advanced Joint Professional Military Education (AJPME) was delivered through the newly formed Joint Continuing and Distance Education School (JCDES). JCDES delivers the AJPME program through a blended program of distance and

residence education to serve the important reserve component officer community. In August 2004 the Joint Advanced Warfighting School (JAWS) initiated the first class. In January 2005, following Congressional approval, the Joint and Combined Warfighting School (JCWS) was reformed by combining the previous senior and intermediate courses and moved from three 12-week courses per year to four 10-week courses per year. Additionally, in October 2005 the Joint Command Control Information Operations School (JC2IOS) initiated the first 4-week Joint Information Officers Planning Course during October 2005 in support of the Secretary of Defense Information Operations Roadmap.

JFSC also offers three new short courses, 1 to 2 weeks in length, in response to today's dynamic operational environment. In 2003, JFSC initiated a Homeland Security Planners Course (HLSPC), focusing on civil-military planning and responding to homeland defense in an interagency environment. The college offered our first Joint Interagency Multinational Planners Course (JIMPC) in January 2006, which serves as another interagency course focusing on the response to complex contingencies, campaign planning, and stability operations. In 2007, the 2-week Joint Interagency Operations Planning Course (JIOPX) was implemented to increase the interagency participation in JCWS by embedding interagency professionals in the JCWS seminars during the execution of their capstone exercises in weeks 8 and 9.

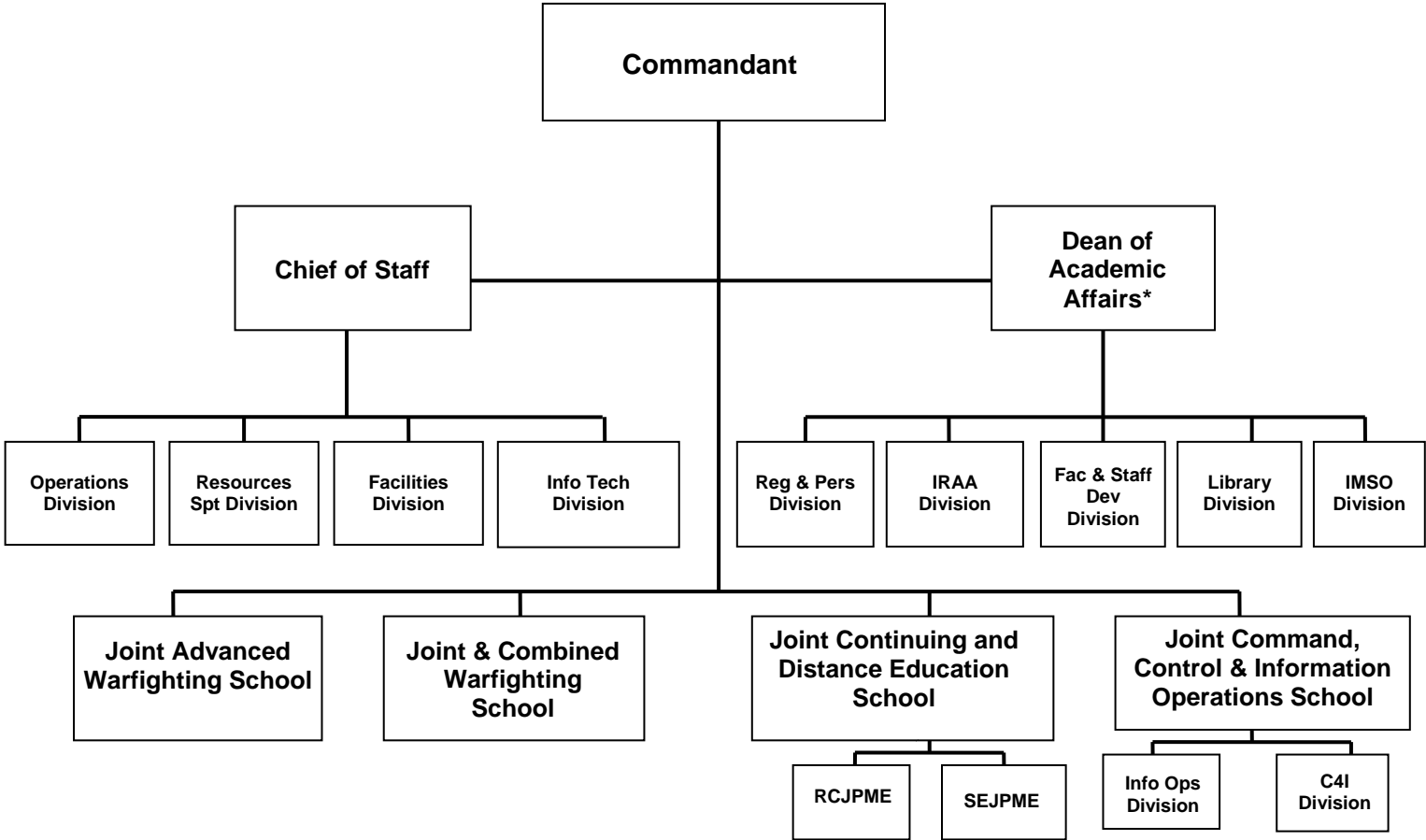
JFSC Mission

“To educate national security leaders to plan and execute joint, multinational, and interagency operations, to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives.”

JFSC Vision

“The Joint Forces Staff College will be the premier institution for educating national security professionals in planning and executing joint operations.”

JFSC COLLEGE ORGANIZATION



* Note: Includes Academic Chairs and Short Courses

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CHAPTER 2

COLLEGE POLICY

Section 1

College Academic Policy

2.1.1 Academic Integrity

Statement of Policy: This policy is applicable to all faculty, staff, and students of the Joint Forces Staff College (JFSC). JFSC has zero tolerance for academic dishonesty. Academic dishonesty includes, but is not limited to, obtaining or giving aid on an examination, having unauthorized prior knowledge of an examination; unauthorized collaboration; multiple submissions; and plagiarism.

Explanation of Academic Dishonesty:

a. Cheating on Examinations

(1) Definition. Cheating is using or attempting to use materials, information, notes, study aids, or other assistance in any type of examination or evaluation which have not been authorized by the instructor.

(2) Clarification

(a) Students completing any type of examination or evaluation are prohibited from looking at another student's materials and from using external aids of any sort (e.g., books, notes, electronic devices, and conversation with others) unless the instructor has indicated specifically in advance that this will be allowed.

(b) Students may not take examinations or evaluations in the place of other persons. Students may not allow other persons to take examinations or evaluations in their places.

(c) Students may not acquire unauthorized information about an examination or evaluation and may not use any such information improperly acquired by others.

b. Plagiarism

(1) Definition. Plagiarism is intentionally or carelessly presenting the work of another as one's own. It includes submitting an assignment purporting to be the student's original work, which has wholly or in part been created by another person. It also includes the presentation of the work, ideas, representations, or words of another person

without customary and proper acknowledgement of sources. Students must consult with their instructors for clarification in any situation in which the need for documentation is an issue, and will have plagiarized in any situation in which their work is not properly documented.

(2) Clarification

(a) Every direct quotation must be identified by quotation marks or appropriate indentation and must be properly acknowledged by parenthetical citation in the text or in a footnote or endnote.

(b) When material from another source is paraphrased or summarized in whole or in part in one's own words, that source must be acknowledged in a footnote or endnote, or by parenthetical citation in the text.

(c) Information gained in reading or research that is not common professional knowledge must be acknowledged in a parenthetical citation in the text or in a footnote or endnote.

(d) This prohibition includes, but is not limited to, the use of papers, reports, projects, and other such materials prepared by someone else.

c. Fabrication, Forgery and Obstruction

(1) Definition. Fabrication is the use of invented, counterfeited, altered, or forged information in assignments of any type including those activities done in conjunction with academic courses that require students to be involved in out-of-classroom experiences.

(a) Forgery is the imitating or counterfeiting of images, documents, signatures, and the like.

(b) Obstruction is any behavior that limits the academic opportunities of other students by improperly impeding their work or their access to educational resources.

(2) Clarification

(a) Fabricated or forged information may not be used in any laboratory experiment, report of research, or academic exercise. Invention for artistic purposes is legitimate under circumstances explicitly authorized by an instructor.

(b) Students may not furnish to instructors fabricated or forged explanations of absences or of other aspects of their performance and behavior.

(c) Students may not furnish, or attempt to furnish, fabricated, forged, or misleading information to college officials on college records, or on records of agencies in which they are fulfilling academic assignments.

(d) Students may not steal, change, or destroy another student's work. Students may not impede the work of others by the theft, defacement, or mutilation of resources so as to deprive others of their use.

d. Multiple Submissions

(1) Definition. Multiple submissions are the submission of the same or substantially the same work for credit in two or more courses. Multiple submissions shall include the use of any prior academic effort previously submitted for academic credit at this or a different institution.

(2) The restrictions on multiple submissions do not apply to those situations where prior written approval by the instructor in the current course is given to the student to use a prior academic work or endeavor.

(3) Clarification

(a) Students may not normally submit any academic assignment, work, or endeavor in more than one course for academic credit of any sort. This will apply to submissions of the same or substantially the same work.

(b) Students may not normally submit the same or substantially the same work in two different classes for academic credit even if the work is being graded on different bases in the separate courses (e.g., graded for research effort and content versus grammar and spelling).

(c) Students may resubmit a prior academic endeavor if there is substantial new work, research, or other appropriate additional effort. The student shall disclose the use of the prior work to the instructor and receive the instructor's permission to use it PRIOR to the submission of the current endeavor.

(d) Students may submit the same or substantially the same work in two or more courses with the PRIOR written permission of their Seminar Team Leader (STL). STLs will specify the expected academic effort applicable to their courses and the overall endeavor shall reflect the same or additional academic effort as if separate assignments were submitted in each course. Failure by the student to obtain the written permission of the STL shall be considered a multiple submission.

e. Complicity

(1) Definition. Complicity is assisting or attempting to assist another person in any act of academic dishonesty.

(2) Clarification

(a) Students are encouraged to collaborate extensively in preparing for examinations; however, once an examination begins, students may not allow others to copy their work.

(b) Students may not assist other students in acts of academic dishonesty by providing material of any kind that one may have reason to believe will be misrepresented to an instructor or other college official.

(c) Students may not provide substantive information about test questions or the material to be tested before a scheduled examination unless they have been specifically authorized to do so by the course instructor.

f. Misconduct in Research and Creative Endeavors

(1) Definition. Misconduct in research is serious deviation from the accepted professional practices within a discipline or from the policies of the college in carrying out, reporting, or exhibiting the results of research or in publishing, exhibiting, or performing creative endeavors. It includes the fabrication or falsification of data, plagiarism, and scientific or creative misrepresentation. It does not include honest error or honest disagreement about the interpretation of data.

(2) Clarification

(a) Students may not invent or counterfeit information.

(b) Students may not report results dishonestly, whether by altering data, by improperly revising data, by selective reporting or analysis of data, or by being grossly negligent in the collecting or analysis of data.

(c) Students may not represent another person's ideas, writing, or data as their own.

(d) Students may not appropriate or release the ideas or data of others when such data have been shared in the expectation of confidentiality.

(e) Students may not publish, exhibit, or perform work in circumstances that will mislead others. They may not misrepresent the nature of the material or its originality, and they may not add or delete the names of authors without permission.

(f) Students may not conceal or otherwise fail to report any misconduct involving research, professional conduct, or artistic performance of which they have knowledge.

g. Computer Misuse

(1) Definition. Misuse of computers is disruptive, unethical, or illegal use of the college's computer resources. Misuse of computers also includes disruptive, unethical, or illegal use of the computers of another institution or agency in which students are performing part of their academic program.

(2) Clarification

(a) Students may not use the college computer system in support of any act of plagiarism.

(b) Students may not monitor or tamper with another person's electronic communications.

(c) Students may not use college computer resources to engage in illegal activity, including but not limited to the following: illegally accessing other computer systems, exchanging stolen information, and violating copyright agreements which involve software or any other protected material.

h. Misuse of Intellectual Property

(1) Definition. Misuse of intellectual property is the illegal use of copyrighted materials, trademarks, trade secrets, or other creations of the mind belonging to another.

(2) Clarification. Students may not violate the college policy concerning the fair use of copies.

i. Ethical and Professional Behavior

Students are expected to adhere to the ethical and professional standards associated with their duties, programs, and academic courses. Such standards are generally communicated through various college policy directives and are available through publications produced by professional organizations. Unethical or unprofessional behavior will be treated in the same manner as academic dishonesty.

j. Sanctions for Violations of the Policy on Academic Integrity

In cases involving violation of the Policy on Academic Integrity, the Seminar Chairmen (SC) or Department Chair (Dept C), Seminar Team Leader (STL), makes determination of the student's grade and status in the course. The SC/Dept C/STL determination can be appealed by the student's Dean.

k. Process for Handling Alleged Student Violation of this Policy

(1) Conference with the Student. A conference between the student and the instructor is the first, and may be the only, step in addressing alleged violations of the

Policy on Academic Integrity. If an instructor has reason to believe that a student has committed a violation of the Policy on Academic Integrity, the instructor will contact the student within a reasonable period of time to notify the student of the suspected violation of the Policy on Academic Integrity and to either discuss the matter with the student or set up an informal meeting between the student and instructor. The student has the right to decline to talk about the matter with the instructor until they have a meeting. Any meeting shall take place as soon as possible after the discovery of the alleged violation. Neither the instructor nor the student may be represented or accompanied by an attorney or any other advisor. At any meeting, the instructor will inform the student of the details of the alleged violation and will give the student a copy of the Policy on Academic Integrity. It will be the responsibility of the instructor to present evidence of the alleged violation of the Policy on Academic Integrity. The student will be provided the opportunity to respond to the allegation and may explain any suspected or alleged misconduct by presenting evidence, giving additional information relevant to the matter, explaining extenuating or mitigating circumstance, or acknowledging a violation. If the student declines to discuss the matter or attend a meeting with the instructor, or is unavailable for more than ten (10) business days, the instructor shall make a determination as to whether a violation of this Policy has occurred and what the appropriate sanction will be. If, after completing the above process, the instructor believes there is a preponderance of evidence that the student violated the Policy on Academic Integrity, the instructor will notify the appropriate Dean and an Academic Review/Disenrollment Board will be convened in accordance with JFSC Policy Directive 1.

(2) Appeal Process. A student sanctioned for violation of the Policy on Academic Integrity may appeal the instructor's decision that a violation of the Policy has occurred, and/or the sanction. The appeal must be submitted in writing to their Dean, via the SC/Advisor/STL not later than ten (10) business days after the student has been notified of the SC/Advisor/STL's decision. An appeal not made within the time limit will not be heard unless an exception is made by the school Dean. An appeal is made by submitting a written statement of appeal to the instructor and respective Dean within the time limit. The written statement of appeal must state: the name of the person appealing, the basis of the appeal, the instructor making the decision from which the appeal is made, and the remedy, which the person appealing is requesting, from the Dean. As soon as practical, the Dean will convene the Academic Review/Disenrollment Board.

2.1.2 Academic Freedom and Non-Attribution Policy

a. JFSC is committed to the principle of academic freedom. It is the policy of the college to maintain and encourage full freedom of inquiry, teaching, and research. In exercising that freedom, faculty and students have the privilege of presenting their ideas and thoughts without restraint and in an academic environment free of unnecessary distractions. However, the principle of academic freedom is bound by the equally important principle of responsibility. All members of the college are obliged to exercise mature judgment and show respect for the opinions of others. Academic freedom is the cornerstone of the interactive collaborative learning environment at JFSC. An open, honest exchange of ideas, information, and opinions is encouraged. Guest speakers are

encouraged to present their views in an environment of academic freedom, responsible intellectual inquiry, and non-attribution.

b. A significant aspect of guest speaker lectures is the candid discussion of classified or controversial subjects by some speakers. The guests should feel free to critique any objective, policy, strategy, or tactic in pursuit of knowledge, understanding, and improvement of the military profession. The college is responsible for safeguarding this privilege of open, frank discussion, and the Commandant (CMDT) assures each speaker that his or her words will carry no further than the audience. The non-attribution policy will be in effect for all scheduled lectures unless otherwise stated. Generally, the following restrictions will be observed for non-attribution:

(1) Contents of lectures or discussions are not to be carried beyond the audience, seminar, or building.

(2) Use of the microphone during the question period is reserved for JFSC students and faculty. Visitors are not extended the privilege of questioning the guest speaker.

(3) Statements are never attributed to a specific speaker.

(4) Imparted information is not to be discussed when a particular speaker could be identified by such disclosure.

(5) Access to classified lectures will be controlled

(6) The Chief of Operations (CHOPS) controls visitor access to unclassified lectures. Visitors who wish to attend unclassified lectures will contact the Chief of Operations Support (OPSS), 443-6627, before the presentation for instructions.

2.1.3 **Disenrollment Policies and Procedures**

a. Academic Disenrollment. A student identified as having continued academic difficulties or other issues impacting their continued engagement in academics shall be considered for academic disenrollment. Due to the unique nature of JFSC's non-resident program, this policy varies for resident and non-resident students.

(1) Resident programs

(a) Students may be disenrolled for nonparticipation, may request disenrollment for personal reasons, or may be compelled to disenroll for operational or medical reasons.

(b) Students requesting disenrollment must submit a memorandum to his/her instructor stating the specific reasons for the request.

(c) The Dean of Academic Affairs (DAA), with input from the respective School Dean, shall determine if the student, upon disenrollment, shall remain eligible for re-enrollment in a later class. Typically, students who are disenrolled for failure to participate shall not be eligible to reenroll in the course; however, each decision shall be made on a case-by-case basis.

(d) Upon disenrollment, the JFSC Registration and Personnel Administration Division (RPAD) shall notify the appropriate Service POC of the student's disenrollment and eligibility for continuation.

(2) Non-resident programs.

(a) Students may be disenrolled for nonparticipation or may request disenrollment for operational, personal, or medical reasons.

(b) Students requesting disenrollment must submit the request to his/her instructor via email stating the specific reasons for the request.

(c) The Dean, JCDES, with input from the Director, RC JPME (DRC JPME) program, shall determine if the student, upon disenrollment, shall remain eligible for re-enrollment in a later class. Typically, students who are disenrolled for failure to participate shall not be eligible to reenroll in the course; however, each decision shall be made on a case-by-case basis.

(d) Upon disenrollment, DRC JPME shall notify the appropriate Service POC of the student's disenrollment and eligibility for continuation.

b. Disciplinary Disenrollment of Students

(1) Any person having knowledge of commission of an offense punishable under the UCMJ, federal and/or civil law is to forward a written statement of the circumstances of the offense to the student's Senior Service Representative (SSR) or to DAA for civilian and international students. A copy of the report is given to the Chief of Staff (COS), DAA, appropriate School Dean, and SC or Dept C, STL for comment.

(2) The COS designates an officer to investigate the charges who then forwards a recommendation to the CMDT for disposition.

(3) When the CMDT directs disenrollment, RPAD is notified and initiates academic evaluation reports as required and advises the sponsoring Service of disenrollment.

c. Medical Disenrollment

(1) The SC/Advisor/STL determines the extent of a student's medical problem, including the number of classes to be missed and determines whether the student shall be able to make up missed studies.

(2) The SC/Advisor/STL submits a recommendation to their Dean, the DAA and the SSR. The SSR reports the Service position on the case in question to the School Dean and DAA. DAA is responsible for reporting on civilian and international students.

(3) The Dean comments on the recommendation and forwards it to the CMDT via the DAA for action.

(4) If the student is medically disenrolled, RPAD is notified and prepares a memo to advise the sponsoring Service of the disenrollment. The memorandum advises the Service that the student may be reenrolled at a later date.

2.1.4 Program Evaluation (Assessment). Students, graduates, and faculty members participate in the evaluation of academic programs with surveys and comment cards.

a. The End-of-course surveys obtain the views of students on selected elements of each course and offer an opportunity for subjective comment. For most courses, a standard survey is used. Electives groups and oral surveys may also be employed to sample student populations.

b. The End-of-class survey is used to give student opinions and perceptions of the JFSC experience to senior leadership, staff, and faculty. It is administered during the final week of instruction by Institutional Research, Assessment, and Accreditation Division (IRAAD). Results of the end-of-class survey are compiled and processed by IRAAD and presented to the appropriate school leadership.

c. Curricula surveys focus on individual lessons or blocks of lessons and determine the extent to which lessons are relevant and meeting lesson objectives and OPMEP learning areas as perceived by students.

d. The Graduate survey measures how useful JFSC subject areas are to students in their present jobs. The supervisor survey measures the supervisors' views on the knowledge and skill levels of JFSC graduates in various joint subject areas.

e. The Student Comment Card system is a formal system that allows students to highlight questions, complaints, praise, etc. The card may be submitted at any time concerning any facet of the JFSC curriculum, support functions, or any other program. Comment cards are located in the seminar rooms or the Faculty and Student Customer Service Center (CSC) on the 3rd floor of B Wing. Students receive a formal reply if they ask for one. Comment cards can be sent through the seminar instructor to Academic Affairs (AA) or they can be placed directly in the locked comment card box located at CSC on the 3rd floor (box is checked daily). Either way, comment cards are forwarded to the appropriate office for action or information. AA furnishes the appropriate Dean a copy of all comment cards.

2.1.5 **Awards Program.** There are seven awards offered; six are for writing:

a. The Joint Forces Staff College Commandant's Writing Award recognizes the student whose paper clearly demonstrates one of our primary goals —development of joint attitudes and perspectives concerning critical issues of the day.

b. The Reserve Officers Association Writing Award recognizes the student whose paper focused on a poignant Reserve Component topic.

c. The Association of the United States Army (AUSA) writing award is presented to the student whose paper best addresses the topic of land warfare in a joint environment.

d. The National Defense University Foundation Writing Award recognizes a team of students who's Collaborative Campaign Analysis best demonstrates excellence in research, analysis, and writing

e. The Transformation Chair's Award recognizes a team of students with the best essay on the subject of transformation

f. The MacArthur Foundation Award recognizes the best collaborative essay addressing joint leadership, joint warfighting, and other topics demonstrating the ideals of General Douglas MacArthur.

g. The Military Officers Association of America Distinguished Joint Planner Award honors the student who best demonstrates exceptional knowledge of joint warfighting.

CHAPTER 2
COLLEGE POLICY

Section 2

College Administration

2.2.1 Campus Access and Parking

a. Pedestrian Traffic. Pedestrians who enter the campus via the main gate to Hampton Boulevard must present their military/civilian government agency identification card to the gate sentry. This is also applicable to personnel who choose to jog outside the campus.

b. Speed Limits. Maximum speed for most areas on the JFSC campus is 15 mph. Speed limits are RADAR enforced.

c. Seat Belts. It is mandatory to wear seat belts on all military installations, including the JFSC campus. DoD personnel are now required to wear seat belts in vehicles at all times. Car seats are required for infants and children under four years of age.

d. Cell Phones. Drivers are prohibited from using cell phones while driving on the JFSC campus and on Naval Facilities in the Norfolk area.

e. Parking. Vehicle Parking for Students:

(1) Parking spaces are designated for JFSC senior leadership on New Kiska Road in front of Normandy Hall and Kiska Road opposite Marianas are reserved 24 hours a day.

(2) To minimize congestion in the housing areas and to enhance safety, on-street parking is restricted where posted to one side of the street only.

(3) Parking on grass is prohibited.

(4) Parking throughout the campus will be in accordance with posted signs and with the flow of traffic.

(5) There will be no parking in any campus parking lot for longer than 24 hours without prior authorization by the Security Department.

f. Vehicle Permits. Students with rental cars or cars without DoD vehicle decals will be issued a temporary pass during in-processing. This pass will be used for entry on

local DoD installations and parking permit on the JFSC campus. The vehicle registration, proof of insurance, and/or rental contract will be required at in-processing.

2.2.2 Transportation

a. Government transportation is not furnished between the college and the airport. Personnel arriving in or leaving the Norfolk area are responsible for arranging their own transportation. Commercial taxi/shuttle is available between the college/Naval Station and all transportation terminals. The airport shuttle costs about \$10; taxis cost about \$15-\$20.

b. **As government messing is not available, rental cars are strongly recommended**, and are the responsibility of each individual or their respective Services.

2.2.3 Campus Security

a. The Navy Support Activity (NSA) Security Officer has overall responsibility for campus physical security and Security Force guards control access to the campus. The main gate to Hampton Boulevard is generally open Monday–Friday, 0500-1800 hours and is closed on all holidays and week-ends. Students will be informed of any changes to opening/closing schedule by their SC/DC/STL.

b. Individual Base Pass. An identification card is required for access to the campus. Unaccompanied family members 10 years of age or older must show a Dependent's Identification Card (DD 1173). Visitors must show identification, state the purpose of their visit, and have verification by the party to be visited. If a student expects a guest, notify the JFSC Security Force Office (443-6085). If the party to be visited cannot be reached for verification, the guest will be denied access.

c. Canvassing or soliciting is permitted on the campus only by minor family members for school or organization fundraising. All other canvassing or soliciting must be approved in writing by the COS.

d. College Security - Normandy Hall (Bldg SC-1) and Okinawa Hall (Bldg SC-4). The campus and buildings are subject to monitoring at all times.

(1) Duty Hours Building Access. All entrances are open from 0530 to 1900 on normal duty days.

(2) Non-duty Hours Building Access. All entrances except the main lobby are secured during non-duty hours and on non-duty days. Persons wishing to enter or leave the building during non-duty hours must use the main lobby entrance and record their arrival and departure. All personnel are required to present a military/civilian government identification card. All exit doors have an emergency exit release button (RED), which is tied to an audible and computer alarm system monitored by the lobby security force (DO NOT USE unless it is an actual emergency). If the student badge is not working, exit via the lobby, and then notify the SC/DC/STL. During increased

FPCON measures, entry may be restricted to the main lobby entrance. Saturdays and Sundays are normal duty days for AJPME students and student badges will permit normal access for those students.

(3) Restricted Area. JFSC has a Sensitive Compartmented Information Facility (SCIF). The SCIF is located on the 4th floor, access requirements can be obtained from the College Security Office (CSO), 443-6324/42. The JAWS classrooms located on the 4th floor are restricted areas along with the Classified Reading Room located inside the library on the 2nd floor.

(4) Controlled Access Areas. The auditorium or any other room is a controlled access area when used for classified events. To attend classified presentations, individuals can be required to show a military/civilian identification card for comparison against an access roster. Briefcases, gym bags, information equipment, cell phones, PDAs, and cameras are not allowed in any controlled access areas during classified lectures.

(5) Key Control. The Physical Security Officer maintains keys to the college. During working hours, access requests should be directed to the physical security officer located in room B-110 (adjacent to the main lobby), 443-6079. After-hours access to locked areas should be directed to the Command Duty Officer (CDO). The security force guard does not have access to the building keys.

(6) Property Pass Clearance. Government property will not be removed from Normandy Hall unless authorized by an official property pass signed by the JFSC Supply Officer (443-6099). All vehicles, packages, and boxes are subject to search and verification of ownership.

(7) Personal Property. There is no area set aside for students to secure valuables while in academic spaces. Students must provide security for personal items.

2.2.4 Security Clearances

a. Secret. All U.S. students attending courses require a current active clearance based on the course requirements and an investigation conducted within the last five years for Top Secret and ten years for Secret.

b. The JFSC CSO does not process Background Investigations paperwork for students. Therefore, prospective students scheduled to attend JFSC and their current investigation is due for an update, should check with their security manager or servicing Special Security Office (SSO) to complete the paperwork prior to arrival for JFSC.

2.2.5 Security/Access Badges

a. Students will be issued an access badge by their SC/Dept C/STL. This badge and the accompanying four-digit code will allow students to enter/exit the building from any Entrance/Exit during normal duty hours. Access badges are controlled and will be collected at the end of the class.

b. Lost badges must be reported to your, SC, Dept C, STL or CSO immediately. The lost badge will be disabled on the access computer system and a replacement badge will be issued to the student by SC, Dept C, STL or CSO. Coordinate these actions through your SC, Dept C or STL.

2.2.6 Classified Material

a. Release of Classified Information outside the College. All requests for classified material from anyone outside JFSC are coordinated with the JFSC College Security Office (CSO), room B-402, 443-6324/26.

b. Protection of Classified Material. All U.S.-cleared students (and cleared international students), staff, and faculty have a personal, moral, and legal responsibility, at all times, to protect and maintain control of classified information, whether written or oral. No one has a right to have access to classified information solely by virtue of rank or position. The JFSC CSO holds the clearance rosters for all personnel visiting and/or assigned. Contact the College Security Office to verify an individual's clearance before exchanging classified information. As the POC, you are validating the "need to know" principle and ensuring that classified information is not subjected to a possible compromise when you release or disclose classified information.

(1) Personal Responsibilities. Each individual is responsible at all times for ensuring against unauthorized disclosure of classified information within his/her personal work area, including seminar rooms and other briefing rooms. Any suspected compromise of classified information will be reported to the CSO as soon as it is detected. Classified material will not be removed from Normandy or Okinawa Halls at any time for any reason without prior approval of the JFSC Security Manager, room B-402, 443-6324/26. The use or storage of classified material in private quarters is not authorized.

(a) Authorized Disclosure. CSO will check identity, clearance, need to know (official need for access), and ability to properly protect (or store) the information before releasing classified information to anyone. "Need to know" determines whether an individual's official duties require possession or access to classified information. The authority to release classified material rests with the individual who has control of the information and not on the prospective recipient. Classified information may be disclosed only to authorized individuals.

(b) Unauthorized Disclosure. Unauthorized disclosure of classified information may result in disciplinary action. Such action may include a warning notice,

formal reprimand, suspension without pay, forfeiture of pay, court martial, discharge, fine, and/or imprisonment.

c. Classified Storage. During all periods when workspaces are not occupied, classified material must be locked in approved storage containers. A locked room does not constitute adequate security storage. The CSO controls the only area approved and authorized for storage of Top Secret. The JFSC Library maintains a vaults and a Classified Reading Room (CRR) for storage of material classified up to Secret. All classified storage containers are under property management control of the Physical Security Officer. An annual briefing is presented to custodians on the proper handling and storage of classified material.

d. Reproduction of Classified Material. Material classified Secret or Confidential will not be reproduced without the approval of the CSO. Reproduced material must show the classification and other special markings that appear on the original material from which it is copied.

(1) Classified instructional material will be reproduced only to satisfy instructional needs and only on approved reproduction equipment. The number of copies will be kept to a minimum.

(2) Magnetic tape recordings will be marked with the highest classification of the contents therein and will not be reused for unclassified recordings.

(3) Top Secret material will not be reproduced.

e. Reproduction of Unclassified Material Extracted from Classified Sources. Generally, students should not require classified information to be reproduced; however, students needing unclassified material reproduced from a classified source held by the library must allow a minimum of two working days to process their requests. The library will identify the pages to be reproduced and perform the following:

(1) Ensure that the classified source does not contain any statements prohibiting reproduction.

(2) Assuming there is no statement prohibiting reproduction, reproduce the required copies and distribute them to the student.

f. Destruction of Classified Material/Waste

(1) Classified waste is excess material generated in the production of a classified document, and similar material not controlled. Classified waste is secured in a classified security container until proper disposition is made. A classified waste disintegrator is located on the first floor. JFSC personnel can access the disintegrator by contacting the Physical Security Officer in room B-110.

(2) Classified waste must be placed in burn bags, sealed, and returned to the STL. The STL, SC, or Dept C contacts the CSO (room B-402) for destruction procedures. Library personnel (Classified Reading Room (CRR)) have destruction capabilities for up to Secret. All student classified information must be stored in the CRR of the library for student use. All student classified material will be destroyed upon graduation unless other arrangements have been coordinated with the library.

(3) JFSC students will contact their STL, SC, Dept C and/or CSO for approval and instructions for the destruction of classified material. Arrangements for using the JFSC disintegrator will be made a day in advance. JFSC staff and faculty are responsible for proper use of the disintegrator and maintenance of the required volume of the byproduct of disintegration, including changing the collection bag. The disintegrator is also available to destroy sensitive materials that are unclassified. All personnel with classified material in their possession will turn in the material before departure.

g. Communications Security (COMSEC). The JFSC COMSEC Custodian is located room in the College Security Office, B-402, 443-6324.

(1) Classified information will not be discussed on the telephone unless a STU-III telephone is used in the secure mode.

(2) Students requiring access to a STU III (no STEs) may go to the classified reading room in the Library.

(3) Official telephones are subject to COMSEC monitoring at all times.

(4) Use of official telephones constitutes consent to COMSEC monitoring.

h. Computer Security. The JFSC Local Area Network (LAN) is UNCLASSIFIED. If you find any classified information on the Internet, do not download it to the JFSC LAN. Immediately report the incident by providing the location (how you found it) to a faculty member or the CSO (443-6326) and/or the Information Assurance Officer (443-6054).

2.2.7 Dress Policy/Uniform Requirements

a. Daily uniform requirements. The JFSC uniform requirements are listed on the following page. Due to the short duration of the AJPME F2F periods, either the primary or alternate is acceptable. The COS or School Dean may designate wearing of any uniform that students are required to have for specific events.

	<u>Primary</u>	<u>Alternate</u>
Army	ACU/BDU	Class B, Flight Suit (Notes 1)
Navy	Service Khaki	BDU, Flight Suit (Note 1)
Air Force	BDU, Flight Suit	Short Sleeved Dress (Notes 1)
Marines	MCCUU	Summer Service C, Service B (Note 2)
Coast Guard	Tropical Blue	BDU (Note 1)
IMSO	BDU equivalent, Flight Suit	Class B equivalent
Civilian	<u>Casual</u>	<u>Informal</u>
	Men: slacks & open collar	Men: coat and tie
	Women: comparable attire	Women: comparable attire

b. Graduation. JAWS, JCWS, and AJPME students are required to bring the primary duty uniform and graduation uniform. Uniforms for the combined graduation are as follows:

Army	Class A	
Navy	Service Dress Blue or Summer White (seasonal)	
Marine	Service A (green)	
Air Force	Service Dress	
IMSO	Class A equivalent	
Civilian	Men – coat and tie	Women – comparable attire

Uniform for individual school graduations (except JC2IOS) will be promulgated separately. Uniform for JC2IOS students is the primary duty uniform.

Notes:

1. Army, Navy, and Air Force faculty and PCS students are not authorized to wear Desert Camouflage Uniforms (DCUs). Students in TDY status may wear DCUs in lieu of BDUs if their parent command has designated DCUs as the duty uniform.
2. Marine faculty and students are authorized to wear either the green or desert version of the MCCUU (utilities).

c. Civilian Attire

(1) Military faculty and students shall normally wear the primary or alternate uniform when conducting business or attending classes at JFSC. Uniforms are specifically required whenever attending a guest lecture (non JFSC faculty) or Senior Fellow session.

(2) During normal working hours, military students and faculty may wear civilian attire in Normandy and Okinawa Hall under the following circumstances:

(a) Students may wear civilian attire outside scheduled class hours.

(b) Students and military faculty may wear civilian attire when an offsite is scheduled immediately before, after, or during normal working hours and time does not permit changing into/out of the duty uniform. **Exception:** Duty uniform will be worn for all external Guest Speaker events.

(c) Students and military faculty may wear civilian attire when that attire is appropriate for role-playing during an exercise.

(3) Civilian attire worn while conducting business/attending class in Normandy and Okinawa Hall during normal working hours shall conform to the standards for civilian employees established above unless that standard is inappropriate for the particular event (command picnic, moving offices, etc.). Security badges shall be displayed when wearing civilian attire.

(4) During non-working hours, weekends, and holidays, military students and faculty may wear appropriate civilian attire meeting Service standards while using all JFSC facilities.

2.2.8 Reference Materials and Supplies

a. Lesson developers and instructors issue publications for use during each course. These publications must be returned before graduation. The reference materials in the seminar libraries are to be shared by members of the seminar and should not be removed. Materials must be accounted for by the end of each class.

b. Office and audiovisual supplies are available from the CSC on a self-service basis. Supplies not available on a self-service basis can be requested at the CSC window.

2.2.9 Computer Support

a. Computers are provided in each seminar room for use throughout the course. They provide access to the network and the Internet and have the standard Microsoft Office suite of software.

b. Due to the spread of computer viruses, antivirus software is installed on each computer. The first time a user logs in to a computer each day, this software checks for any viruses on the hard disk. Do not disable this function.

c. JFSC is an .edu Internet site. As such, there may be times when you will not be able to gain access to certain .mil sites. Notify your instructor if you need access so that arrangements can be made. In addition, Internet access is for the purpose of official government activities.

d. Should you have computer difficulties during non-duty hours, use the following procedures:

(1) If you absolutely require network access, report your problem to the JFSC Security Desk with a brief description of what the requirement is. Security will contact someone to come in to JFSC to attempt to restore LAN operations. It could take anywhere from 30 to 60 minutes for someone to arrive and for troubleshooting to begin.

(2) If a problem arises that does not require an immediate response, you can post an Information Technology Division (ITD) Help Desk request in the Public ITD/ITD Help Desk folder. The task will be assigned to a Help Desk member. Tasks that have an impact in the classroom will be resolved as soon as possible.

e. Individual responsibilities. It is the responsibility of all student users to do the following:

(1) Ensure proper use of the government equipment. Exercise caution and good judgment with all liquids and open windows when operating equipment.

(2) Immediately report security violations noticed while using Internet tools to your instructor.

(3) When finished, log off the network (leave the computer on).

2.2.10 Computer Use Policy

a. Under DoD policy, JFSC promotes the widest permissible use of government information systems to access and exchange information in an automated environment. Permissible uses are defined to include all uses not prohibited by law, regulation, or instruction. Each student is required to read and acknowledge agreement with current JFSC IT user policy.

b. Policy

(1) No one shall copy or use software in violation of the copyright laws. In most cases it is illegal to duplicate copyright-protected software and use it on other than a single computer, unless the copyright permission allows multiple installations.

(2) Because of the proliferation of computer viruses, all software, especially shareware and public domain software must be virus tested by the Information Management Branch (IMB) before being loaded on any JFSC computer.

(3) Only software approved by IMB shall be used on any computer at JFSC. IMB is responsible for tracking and inventorying all computer hardware and software and must be able to account for any software installed on JFSC computers.

(4) It is a violation of DoD policy to play unauthorized computer games on Government computers.

(5) Personnel may use computer assets for official purposes only. JFSC computers may not be used to support an outside private business, church, or charitable or nonprofit group.

(6) Processing of classified materials on any computer asset at JFSC is strictly prohibited unless that equipment is clearly marked for such use. Processing classified material on a machine that is not so marked constitutes a security violation. Questions concerning information systems security and usage should be directed to ITD-Information Assurance Manager (IAM), 443-6541.

(7) Selected Internet sites have been judged adverse to good order and discipline, and inappropriate. Personnel shall be blocked from accessing those sites and their attempt to do so logged. All Internet accesses are logged and reviewed.

(8) Students shall not reprogram the computers or change default settings without proper permission.

2.2.11 End-of-day Procedures

Close windows and turn off lights, audiovisual equipment, and computer monitors at the end of each day (the PC should be left on with no user logged into the system).

2.2.12 Cleaning and Maintenance

The janitorial staff cleans rooms frequently. However, students are expected to keep their offices and seminar rooms free of litter. Report any maintenance and repair requirements to the CSC.

2.2.13 Recycling

Recycling bins for white paper and aluminum cans are located in the hall beside the CSC and on the fourth floor near the display cases.

2.2.14 Auditorium Etiquette

a. Auditorium Procedures. The non-attribution policy already described in Part 2: General Administrative and Academic Information apply to all students.

(1) The auditorium is a controlled access area when used for classified presentations. The seminar leader identifies students in order to give access to the auditorium, including return access after the break.

(2) Briefcases, books, cameras, newspapers, recording devices, etc., may not be taken into the auditorium during a classified lecture or question period. **(Food or beverages may not be taken into the auditorium at any time.)**

(3) Students sit in designated areas for presentations in the MacArthur Auditorium. SC/Dept C/STLs will define specific seating arrangements during in-processing and prior to any participation in MacArthur Auditorium. Students are expected to be on time for the guest lectures and follow appropriate rules of decorum.

(4) Proceed promptly to the auditorium 5 minutes before an unclassified and 10 minutes before a classified scheduled guest lecture. You are to be seated before the end of the time period. This also applies when breaks are taken before the question-and-answer session.

(5) The CMDT or representative (normally a student) introduces the speaker. The audience remains seated. After the guest is introduced, the audience applauds.

(6) After the presentation, the audience stands and applauds; the guest speaker transitions to the question and answer period.

(7) After the question period, the audience is to stand and applaud. The CMDT and guest speaker leave the auditorium using the right center aisle, which is to be kept clear until they have departed. As a courtesy, the aisle should remain clear until any VIPs who may be seated up front have departed.

(8) After the official party leaves, the audience may depart.

(9) Students should maintain military bearing while in the auditorium.

b. Question Period

(1) The question period is the active learning phase of the guest speaker program. Students are encouraged to use the Staff College library and other sources to prepare themselves for the guest speaker.

(2) To ask a question, use the microphone provided by one of the designated microphone handlers; press and hold the “push to talk” button located on the side of the microphone. Speak directly into the microphone from a distance of six inches. State your rank and last name, and then state your question clearly and concisely.

(3) Phrase your question within the limits of the security classification of the question period. Stand and face the guest speaker when posing your question and when making any follow up remarks.

(4) Questions should be short, relevant to the topic, and clearly stated. When asking questions of the guest speaker, do not quote a previous speaker by name or ask

multiple-part or unduly complicated questions. Be seated as soon as you finish asking your question. Return the microphone to the designated microphone handler.

2.2.15 JFSC Security Desk (Main Lobby)

The JFSC Security Desk is located just inside the main entrance to Normandy Hall and is staffed 24 hours per day, 7 days per week. Contact the Security Desk after hours or in case of emergencies. Telephone numbers: DSN 646-6076, commercial (757) 443-6076

2.2.16 Severe Weather Procedures

a. During inclement weather, all students, staff, and faculty will be notified of college closures or start delays via JFSC's automated notification system (Connect-Ed). Connect-Ed provides four means of notification: Land-line Telephone, Mobile Phone, Text Message, and email. The information to support the identified notification venues is obtained from the college's Data Enterprise System (DES). Each individual is responsible for ensuring their notification information is current in their BioBook in DES.

b. Students, staff, and faculty can also listen to or watch local television channels 3, 10, or 13 (announcements are scrolled across the bottom of the screen), or call the JFSC weather hotline at 443-6166, or listen to Radio station Eagle 97 (97.3 FM) for public announcements concerning JFSC reporting instructions. When "BRAVO" personnel are directed to report late or not to report for duty, those instructions will guide delayed class start times or decisions to support classes. All students are "Bravo" personnel.

c. In Hurricane Condition I and Snow Condition, the College is closed and all routine activity suspended. If this occurs during duty hours, classes are terminated and all but required personnel released.

d. In all cases, safety should be the deciding factor in your decisions.

2.2.17 Smoking Policy

DoD policy is to establish a safe, healthful, and unpolluted work environment. Accordingly, there will be no smoking in any building, including the VQ, on the JFSC campus except private residences or designated smoking areas. JFSC furnishes a quality area for smokers in the gazebo located at the rear of Normandy Hall (SC-1). Smokers are responsible for policing their cigarette butts, and not casually discarding them. Ashtrays and butt cans are positioned around the buildings on the campus for smokers' convenience.

2.2.18 Copiers

- a. Two copiers are available for copying documents to be used for official government purposes in room A-32-L, beside the CSC. If that machine is inoperable, ask the CSC personnel for assistance.
- b. A copy machine is available in the library for your use in limited copying of unclassified excerpts from documents and periodicals.
- c. A copy machine is also available in the library for personal use.

2.2.19 Hotline Complaint and Whistleblower Protection Act. JFSC encourages and supports reporting of fraud, waste and abuse throughout all levels of command—military and civilian. Students are encouraged to bring any inappropriate act to the attention of their Dean or to the Chief of Staff first. If not resolved or inappropriately handled, students should be aware of the other following avenues:

- a. DoD Fraud, Waste, and Abuse Hotline. 1-800-424-9098. DoD directive 7050.6.

(1) Inspector General (IG) Program at JFSC. The Joint Staff through NDU is the designated official to conduct the IG for Complaints Program. A credible complaint system must give fair and prompt consideration to a member's complaint and provide redress when warranted. The complainants must feel that they can enter the system at any level without fear of reprisal or stigma. All personnel should be made aware that the complaint system exists to help them.

(2) Responsibility for Solving Problems. The responsibility for adjudicating and resolving complaints is not solely that of the Joint Staff and NDU, but is inherent in all department functions. Deans, Division Chiefs (DC), and supervisors at all levels must foster an environment that encourages individuals to make their complaints known. How effectively these responsibilities are met is a measure of an individual supervisor's performance. Each complaint should be resolved at the lowest practical level. However, a complainant may present his or her complaint directly to the NDU.

(3) Complaints Not Covered Under the Complaints Program.

(a) The complaints program is not intended to handle complaints where a specific means of redress or remedy is provided for by law or Service regulation.

(b) Matters concerning conditions of employment for civilian employees shall be processed under an applicable civilian grievance, complaint, or appeal system.

(c) If a complaint affects the Labor Management Relations Program, it may be reviewed only under the procedures and authorities set up by the program.

(d) The program applies to noncriminal activities; if at any time during the processing of a complaint, a question arises involving matters that may involve crime,

espionage, sabotage, treason, sedition, or disaffection, the matter shall be immediately referred to legal authorities.

b. Whistleblower Protection Act. This Act prohibits reprisal or taking or threatening to take any unfavorable personnel action, or withholding or threatening to take any unfavorable personnel action, or withholding or threatening to withhold any favorable personnel action, because a member makes or prepares to make a lawful communication to a member of Congress, an IG, or any other personnel designated by regulations or established administrative procedures for such communications (10 U.S.C. 1034.) Violation of the Act is a crime punishable under the UCMJ and a basis for disciplinary action against civilian employees.

2.2.20 Data Enterprise System (DES)

a. DES is the JFSC automated database used to maintain data on students and faculty for a variety of purposes. Students and faculty are responsible for populating and maintaining current information in DES.

b. Key uses include: enrollment into the Blackboard learning management system, quarter's reservations for in-residence sessions, providing information necessary for Security Desk or college leadership to contact students in the event of emergency, to provide feedback to the faculty, as a feeder document for diplomas, and to notify Services of JFSC graduation. Information from DES also enables Alumni portal access through Blackboard. The portal will enable you to access contact information for fellow students in your seminar.

c. Access DES at: <https://www.jfsc.ndu.edu/des/login/login.asp>. Login instructions and assistance are provided at the website.

d. Students must update DES local billeting information after arriving in residence. DES is used to locate students after hours.

CHAPTER 2

COLLEGE POLICY

Section 3

Services

2.3.1 Navy Gateway Inn and Suites (NGIS)

a. Quarters are assigned upon check-in. Students are not separated by Service, gender, nationality, or discipline, but instead are assigned to reflect the classroom mix. Suites are available two days before class convening date. Quarters are always available for the longer courses (JAWS and JCWS); however students are not required to use these accommodations. If quarters are available, certificates of non-availability for quarters will not be issued. NGIS housing provides a room suite, which includes an iron, ironing board, color television with basic cable, DVD, and a telephone in each room. A common area, shared by three suites, includes a kitchen complete with microwave oven, stove, coffee pot, toaster, refrigerator, dishes, and cooking utensils, and a washer and dryer. Linens and bedding are changed weekly; towels are furnished daily.

b. The daily billeting fee is based on the type of unit assigned and costs are provided below. Students can pay their bill at the time of check in, or upon completion of class. The U.S. Government-issued Visa and the following private credit cards; American Express, MasterCard, and Visa may be used for payment. In accordance with U.S. Navy Policy, **PETS AND FIREARMS ARE NOT PERMITTED.**

Billeting Fees:

- Townhouse units: \$25.00 per night
- Bungalow units: \$35.00 per night
- Family units: \$45.00 per night
- DVQ I unit: \$51.00 per night
- DVQ II unit: \$45.00 per night

c. JFSC/NGIS Front desk and check in is a 24 hours, seven days a week operation; telephone: (757) 963-9600.

2.3.2 Navy Lodge

a. In the event that the NGIS cannot accommodate students NGIS will attempt to find accommodations within the local area. If adequate housing cannot be found, a Statement of Non-availability will be provided. The telephone number for the Navy Lodge is (757) 489-2656. **Pets are not permitted.**

b. If students are to be housed in the Navy Lodge or other facilities, they will be notified and receive specific instructions in their Welcome Letter.

2.3.3 JAWS Family Housing

a. On the JFSC campus, family housing is available for JAWS students in newly refurbished 3 and 4 bedroom, two-story duplex townhouses. These houses come with window treatments, refrigerator, and stove only. Copies of the floor plans are available upon request or can be viewed on the website at: <http://www.jfsc.ndu.edu/> under Current Students: Billeting/Lodging.

b. Once students have completed their registration online for the JAWS course, they can confirm reservations by contacting the Navy Gateway Inn and Suites Director by either email at: mwr_vq@jfsc.ndu.edu or by phone: (757) 443-6118.

c. For additional information concerning family housing policies; e.g., pets, satellite dishes, sheds, contact Lincoln Military Housing office either by e-mail at navalstationdm@lpsi.com or by Phone: (757) 416-7220.

2.3.4 Medical and Dental

a. Medical Sick Call. Sewell's Point Branch Medical Clinic (designated primary care clinic for JFSC), Bldg. CD-2 (Naval Station), is at the corner of Hampton Blvd. and Admiral Taussig Blvd. It is located approximately 2 miles to the north (turn right when exiting the JFSC campus.) The clinic is open from 0700 to 1900 and sees patients by appointment only. Appointments are made by calling Tricare Service Center at 1-800-931-9501. Walk-in sick call is on a space available basis, 0700-1100, weekends and holidays. However, Sewell's Point also conducts a minor illness clinic, Monday-Friday, 0700-1500. Appointments are not required and patients are seen on a first come, first served walk-in basis.

b. Dental Sick Call. Dental sick call is conducted on a walk-in basis. The Sewell's Point Dental Clinic is on Admiral Taussig Blvd. (Bldg. CD-3). It is located just to the east of the Sewells Point Medical Clinic. Sick call hours are Monday through Friday, 0645-1030 and 1230-1430. The phone number is 444-7011. You must be in military uniform.

2.3.5 Command Religious Activities

a. JFSC retains a chaplain on staff at the college. Protestant worship services are conducted in the POW/MIA Chapel on the LANTFLT compound next to the campus on Sunday's at 1100. Catholic Mass is conducted at the Navy Base in Bldg C-7, thru Gate 2 on Hampton Blvd, at Our Lady of Victory Chapel on Saturday at 1700 and Sunday mornings at 1000. Other chapel-related activities and fellowship events are offered as needs are expressed through student evaluation surveys, chapel councils, and other means. The college chaplain furnishes pastoral care and may be contacted at any time

through the Naval Administrative Command (duty hours 443-6120/6021; non-duty hours 443-6076).

b. Jewish and Muslim services are held at the Naval Station Norfolk Chapel complex (phone 444-7361). Jewish and Muslim Navy chaplains may be available to provide additional services.

c. Civilian churches of various denominations are located within easy driving distance of the college. On request, the Chaplain's Office will gladly furnish general information on religious matters.

2.3.6 Food Service

a. Government mess is not available. Certification of non-availability of mess is included on your final billeting receipt.

b. Pub 1 Bar and Grill is the only eating establishment on campus. It is located in Marianas Hall and serves lunch every workday and is open evenings for beverages and casual meals. See school schedules for hours of operation.

c. The "Coffee Stop" located on the third floor in B Wing of Normandy Hall features various light breakfast items, coffee, and assorted beverages. See school schedules for hours of operation.

2.3.7 Banking Facilities

a. Armed Forces Bank is a full service bank with ATM service on campus, located in Marianas Hall adjacent to Pub 1.

b. Other banking facilities with ATMs are nearby on Hampton Blvd., at the Atlantic Command compound next to the campus, and at the Naval Station exchange.

c. Check-cashing is available at the JFSC Navy Exchange Retail Store. One personal check per family up to \$150 may be cashed per day.

2.3.8 Telephone Service

a. Telephone Exchange. The area code for commercial long distance is 757, and the DSN prefix is 646- for 443- numbers. To have a FAX sent to a student, use the CSC fax number, (757) 443-6033 or DSN 646-6033 and send it in care of the STL. If a fax is received for a student, it will be given to the STL. If a student needs to send an official fax, the personnel in the CSC will fax it.

b. Emergency Student Telephone Numbers. Student may be contacted during duty hours through CSC at (757) 443-6162 or DSN 646-6162. However, they will be taken from class for phone calls only in cases of emergencies. All other times the personnel in CSC will relay any message to the STL. (After duty hours, students may be

contacted directly in their quarters using the information entered into DES. Alternatively, a message may be left with security personnel at the JFSC Security Desk in Normandy Hall, telephone (757) 443-6076 or DSN 646-6076.)

c. Policy. The DoD policy concerning personal use of DoD telephones clearly states: “Personal long-distance calls cannot result in a charge to the government even if the employee (military or civilian) intends to reimburse the government. Thus, personal long-distance calls must be made to an 800 toll-free number, charged to the caller’s home phone or other number, charged to the party called if a nongovernment number, or charged to a personal telephone credit card.” Individuals charging personal calls to the government are subject to disciplinary action under the appropriate regulations. There is a telephone suite available to students in Room C-408 for outgoing DSN and local off base calls. Pay phones are available on the first and third floors for personal use.

2.3.9 Postal Service and Mail

a. Students receive mail through the JFSC mail room. If it is necessary for students to have mail delivered while attending AJPME students should have mail addressed as follows:

Rank, Name,
ATTN: School Name (e.g. JCWS) Class #
Joint Forces Staff College
7800 Hampton Blvd.
Norfolk, VA 23511-1702

b. Express mail/packages (such as Federal Express or U.S. Postal Service Express mail), may be sent to the above address. Students will be notified with a JFSC Form 275 when a package arrives.

c. Private companies (such as United Parcel Service or Federal Express) deliver packages addressed to “JFSC” and “7800 Hampton Blvd.” direct to Normandy Hall. These packages are delivered to the Security Desk during non-duty hours. Students must advise the Security Desk and provide contact information, if a package delivery is expected.

d. The Wright Station Post Office at Wards Corner delivers mail to JFSC. It is located at 7712 Granby Street, Norfolk, VA 23505. The hours of operation are from 0830 to 1700 Monday through Friday. The phone number of the Wright Station Post Office is 480-2220.

e. Express mail/packages delivered by the U.S. Postal Service addressed to “JFSC” and “7800 Hampton Blvd.” will be delivered to the Naval Station for pickup by JFSC postal clerks. An after-hours mail drop-off box is located outside the Post Office at Marianas Hall.

f. Faculty, staff, and students should not send or receive classified material through personal mail. All sending and receiving of classified material will immediately be coordinated with the College Security Office (4th floor vault) to ensure proper handling of material. Faculty, staff, and students have a personal responsibility for ensuring that this requirement is met.

g. Outgoing personal mail service is available through a branch of the U.S. Postal Service in Marianas Hall. Hours are 1130 to 1530, Monday through Friday.

2.3.10 Barber Shop

There is no barber shop on the JFSC campus. There are three military barber shops in the vicinity: Joint Forces Command Mini-Exchange complex (10 minute walk); USMC Exchange (1 mile); and, Navy Exchange (2 miles).

2.3.11 Service and Recreational Facilities

a. JFSC offers most facilities found on the normal military station, including the following:

Softball fields	Running trail/par course
Sand volleyball court	Picnic pavilions
Gymnasium	Tennis courts
Soccer field	

b. The following facilities are located in Marianas Hall:

Navy Mini-Exchange laundry/dry cleaning drop-off & pickup and film developing
Fitness Center & Gymnasium
U.S. Post Office
“Pub 1” Restaurant
Armed Forces Bank (Full Service Bank)

c. The Morale, Welfare, and Recreation (MWR) Department offers a full range of activities including a comprehensive fitness and sports program. The state-of-the-art Fitness Center has free weights and life circuit equipment (including treadmills, cycles, and elliptical trainers). The gymnasium has a basketball/volleyball court and group exercise programs. Outdoor facilities include two lighted tennis courts, one soccer field, sand volleyball court, asphalt running trail, three picnic pavilions, and two lighted softball fields. The MWR office offers reduced price tickets to many local/regional attractions and have a wide selection of sporting equipment available for checkout.

Fitness Center Hours:
0530-2000 (Monday-Friday)
0800-1300 (Saturday)
0800-1300 (Sunday)

Holidays: As announced

Phone Number: DSN 646-6110/Local 443-6110

Gymnasium Hours:

0530-1930 (Monday-Friday)

0800-1300 (Saturday)

0800-1300 (Saturday)

Closed Sunday

Gymnasium Reservations: Phone Number: 443-6110

Group Exercise: Phone Number: 443-6115

d. There are complete support and recreational facilities, including a large commissary and Base Exchange, at the Sewells Point Complex. There are several additional military bases in the Norfolk area as well as military-operated golf courses and beaches. Service-unique uniform items are available at Langley AFB (Air Force); Fort Monroe or Fort Eustis (Army); and Camp Elmore (Marines).

e. A complete civilian shopping plaza is approximately one mile from the college at Wards Corner (intersection of I-564 and I-64). A smaller shopping center, Gateway Shoppes, is approximately one-quarter mile from JFSC on Hampton Blvd., just behind Hardees and Taco Bell. At the main gate, make a right turn onto Hampton Blvd. The shopping center is on the left.

2.3.12 Off-Campus Recreational Activities

Additional Navy recreation services in the Tidewater area offer a variety of outdoor activities, including beach and water sports, fishing, hunting, crabbing, hiking, camping, sailing, tennis, golf, and swimming. Information is available from the JFSC MWR Office, (757) 443-6113.

2.3.13 Navy and Marine Corps Exchange

a. The Navy operates a large Exchange, Commissary, and gas station within two miles of the JFSC campus. A civilian restaurant and movie theater are located adjacent to the exchange.

b. The Marine Corps operates an exchange and gas station within one mile of the JFSC campus.

2.3.14 Army Exchange

a. The nearest Army Exchange is located on Fort Monroe near Hampton. Fort Monroe is a 15-minute drive from JFSC (depending upon tunnel traffic).

b. Fort Eustis operates a larger exchange complex north of Hampton just off of Interstate 64. Fort Eustis is a 45-minute drive from JFSC (depending upon tunnel traffic).

2.3.15 Air Force Exchange

The nearest Air Force Exchange is located on Langley Air Force Base in Hampton. Langley is 20-minute drive from JFSC (depending upon tunnel traffic).

2.3.16 Uniform Sales

a. The mini-exchange located on Joint Forces Command offers a mixed array of small and routine items for all services.

b. For Service-specific issues and major uniform items refer to the Service-specific exchange previously listed.

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CHAPTER 2

COLLEGE POLICY

Section 4

Ike Skelton Library

2-4.1 Library Hours and Access

a. Normal Hours. Normal duty hours are 0700-1730 Monday to Thursday, and 0700-1700 on Friday, but may vary due to academic schedules, holidays, etc. Exceptions to library hours are posted at the library information desk.

b. After-Hours Access. The library is accessible after hours to JFSC faculty, staff, and students. Authorized personnel may gain entry to the library by presenting a JFSC or military identification card at the quarterdeck for comparison against the access roster.

c. Remote Access To Databases. Web-based library resources are available to all JFSC faculty, staff and students 24 hours a day via WebNET and BlackBoard.

- AJPME students should contact the Distance Learning Division, Blackboard Support at Blackboardhelp@jfsc.ndu.edu or call 757.443.6532 for assistance.

d. Patrons. In addition to JFSC faculty, students and staff, Service members who reside on the JFSC campus and family members may use the library during normal working hours. Family members age 16 or younger must be accompanied by an adult member (age 17 or older) of the family.

e. Library Home Page. Additional information about the library is available via the JFSC home page: www.jfsc.ndu.edu.

2.4.2 Operation of the JFSC Library

a. The library collection contains material on military and naval science and history, political science, geography, economics, management, psychology, technology, international relations, military strategy and tactics, and scientific and technical subjects having military application. Specialized material covers many areas included in the JFSC composite curriculum with special emphasis on the joint perspective. The library offers reference material and services on a variety of subjects.

b. Library Briefings. JAWS, JCWS, AJPME, and JC2IOS students receive library briefings (orientation) tailored to their specific courses.

c. Interlibrary Loans. Additional material not available in the library can be obtained by borrowing from other libraries.

d. Video, Audio, and Language Collections. Videos in VHS and DVD format, audio books in CD and cassette format, and language materials in CD and cassette format are available in the library during normal hours of operation. Certain restrictions apply to borrowing language materials.

e. Laptops. The library has a limited number of laptops that may be borrowed for a two-week period.

f. Special Collections. The library has a small special collections area located in room 118 on the first floor. Students may request access to these materials at the library information desk.

g. Virginia Tidewater Consortium for Higher Education. The college is a member of the Virginia Tidewater Consortium for Higher Education. Consortium library cards, used to borrow materials from member libraries, may be obtained at the library information desk. Information about the consortium is available at: <http://www.vtc.odu.edu/>

h. Acquisitions

(1) Books and Other Materials for Circulation. Staff, faculty, and students recommend library materials for acquisition. The Chief, LIB authorizes requisitions.

(2) Reference Books. The library staff selects encyclopedias, dictionaries, yearbooks, and other reference books that are not for circulation.

(3) Periodicals and Electronic Media. Magazines, journals, newspapers, and electronic media are selected based on current need. Recommendations for new titles are accepted from staff and faculty. Periodical titles are reviewed regularly for relevance to mission, requirement for paper subscription, and availability in full-text electronic databases.

(4) Electronic Databases. National Defense University subscribes to electronic databases for students, staff, and faculty on both campuses. These databases range from full-text journal resources, such as ProQuest, to reference databases, such as Periscope, to scholarly databases, such as JSTOR. Databases are accessible on campus and remotely, via WebNET or BlackBoard.

i. Classified Documents. The library is on distribution for classified documents to support mission requirements. SIPRNET access in the classified reading room facilitates identification, receipt, and downloading of materials to support the curriculum. The library obtains disclosure authority for controlled materials in the library.

j. Depository Library. Depository items are received weekly, in various formats from print to electronic, from the Superintendent of Documents. A reference librarian makes selection and de-selection decisions from a master listing of items available to depository libraries.

k. Circulation

(1) The normal loan period is two weeks for resident JFSC personnel. The loan period for AJPME students is one month. In the case of AJPME students, library materials can be mailed to the requestor's address.

(2) Publications in circulation may be reserved at the information desk or via e-mail, telephone, or fax.

(3) All classified material in the library is controlled in the classified library. Even for use in the library, classified material is issued only on signature. Top Secret material is not available in the library.

l. Return

(1) Library material issued to students is to be returned no later than the day before graduation. AJPME students are required to mail borrowed materials back to the library in a timely fashion.

(2) A patron unable to return a publication that is still on a library charge shall be required to purchase a replacement volume, or reimburse the government for its cost plus a processing fee.

m. Building Access and Facility Security

(1) Access to JFSC buildings is strictly controlled under JFSC security regulations.

(2) All Library visitors authorized access to JFSC facilities must comply with all building rules.

(3) All personnel entering or leaving Normandy or Okinawa Halls from 1900 to 0500, Monday through Friday or on the weekends must go through the quarterdeck in Normandy Hall, and sign in and out.

2.4.3 **Archives**

a. The College archives contain a continuing history of academic development at JFSC as well as documents on policies and procedures that have evolved since the founding of the College.

b. Students who require materials from the archives may request access at the library information desk.

CHAPTER 3

COLLEGE ACADEMIC PROGRAMS

Section 1

Joint Advanced Warfighting School (JAWS)

3.1.1 **Mission.** Produce graduates that can create campaign-quality concepts, employ all elements of national power, accelerate transformation, succeed as joint force operational/strategic planners and commanders, and be creative, conceptual, adaptive, and innovative.

3.1.2 **Educational Procedures and Requirements.** This eleven month program educates high quality O-4s through O-6s in the art and science of joint, interagency and multinational planning and warfighting at the strategic and operational levels, as directed by the CJCS Officer Professional Military Education Policy (OPMEP). JAWS awards Service Intermediate Level, or Senior Level, credit as well as single phase Joint Professional Military Education (JPME I&II). Students also earn professional certification in Information Operations and in Homeland Security/Defense. JAWS students are awarded the academic degree of Master of Science in Campaign Planning and Strategy. Students attending JAWS are carefully selected by their Services. They are expected to fill joint planning billets upon graduation. Students normally must have a Top Secret clearance. The curriculum is highly demanding and academically intensive.

3.1.3 **Seminar Structure.** JAWS seminars are normally organized with twelve - fifteen students in each seminar. Each seminar usually consists of 4 Army students, 4 Air force students, 3 Navy students, and a Marine student, with an appropriate mixture of international fellows and DoD civilian and interagency students. Students are carefully assigned to individual seminars to provide an optimum mix of Service. The JAWS classrooms, or “collaborative learning platforms,” are equipped with a host of advanced instructional technology enhancements to better facilitate learning and collaboration.

3.1.4 **Educational Methodologies.** Generally, over 90% of the JAWS curriculum is active learning (seminar discussion, guided discussions, practical exercises, case studies, exercises, research, and formal after-action reviews). The extensive use of active learning methods, drawing out each student’s experiences and knowledge, is a significant contributor to the relevancy, currency and collaborative learning methods that are a hallmark of the JAWS program.

(1) A Senior Fellow (SF) or Guest Speaker (GS) is used where seminars combine and instruction is centered primarily on the faculty, a Senior Fellow, a Guest Speaker, or a Subject Matter Expert. This is generally followed by questions and answers and related seminar discussion. The small number of JAWS students and the more informal

environment of most JAWS Guest Speakers help to minimize the passive learning nature of such presentations.

(2) Informal Lecture (IL) is used to define periods where instruction is somewhat faculty-centered but conducted with the seminar and includes student dialogue. A Combined Lecture (CL) occurs when all seminars are brought together with a single faculty member, guest speaker, or senior fellow.

(3) Guided Discussion (GD) is student-centered discussion guided by the faculty to achieve specific lesson objectives. Faculty guides the flow of the discussion in order to ensure that learning objectives are met, but students are responsible for the discussion.

(4) Case Study (CS) methodology is a mixture of faculty and student centered discussion. It revolves around an analysis of events to discover the application of theory or to apply theory to historical or fictitious events.

(5) Practical Application (PA) methodology is used so that students may apply a lesson or series of lessons to a particular situation or scenario. Exercises are practical application examples and are highly student centered, experiential in nature and active learning events. Simulation Exercises (SE) are specific practical application events enhanced with specific media or instructional technology enabling simulation of conditions, events, or circumstances.

(6) Field Research (FR) includes learning activities conducted at historical sites, operational headquarters, and agencies on other sites that better enable discussion, dialogue, visualization, and student engagement. Field research visits and staff rides fall within this paradigm and have proven to be highly effective.

(7) Evaluation/Assessment (EV) and Survey Instrument (SI) periods are scheduled and conducted to identify specific periods for the conduct of a wide variety of assessments and evaluations.

3.1.5 Academic Evaluations, Evaluations Criteria, Counseling, and Grading Systems

a. Academic Evaluations. Students are evaluated throughout the JAWS curricula. JAWS does not rank order students nor does it have a distinguished graduate program. However, faculty evaluates performance in all activities based on academic achievement, cooperation, attitude, preparation for class, and professional demeanor.

(1) Major Course Written Examinations. The Mid-Term examination is administered at the end of ST 6300, Strategic Foundations, and incorporates material from AD 6000, TH 6100, and ST 6300. Grading expectations are noted below.

(2) Writing Requirements. JAWS students have wide-ranging written assignments culminating in the thesis and campaign plan requirements. There is also a collaborative paper during TH 6100 and 2 staff papers during ST6300.

(3) Oral Presentations. Students prepare and deliver several oral presentations to the other members of the seminar. They also routinely present information or briefings while serving as an Operational Planning Team (OPT) or some other staff element. These presentations are critiqued by the faculty members and serve as part of the students overall grade when applicable.

b. Evaluation Criteria

(1) Examinations. If a student fails an exam, he or she shall be given corrective action or remedial instruction and reevaluated to ensure satisfactory completion of course requirements. JAWS students receiving a grade of C+ or lower shall have one opportunity to retest, following remediation, before being considered for referral to the Academic Disenrollment Board (ADB).

(2) Substandard Performance. Students are expected to meet established standards in examinations and assessments. When a student fails an examination (receives a “C+ or lower”) or receives a C+ or lower on the midterm, the following happens:

a The instructor/faculty advisor informs the student, the department head, and the Dean that the student has not met standards.

b The instructor counsels the student about his/her evaluation.

c The instructor advises the student that the faculty is available for individual tutoring. The student is strongly encouraged to take advantage of these resources. In the case of the thesis, the student is shown what areas require additional work.

d The student is retested orally or in writing.

e If the student fails the reexamination, he/she appears before a panel of senior officers for a reexamination.

f Students who pass the panel’s examination are notified in writing by the Dean that they have passed.

g If the student fails the panel’s examination, the disenrollment procedures shall begin. This process would also apply in those situations where the student did not take corrective action on a failing thesis.

c. Counseling. The Seminar Chairman/Advisor or Dept C is responsible for advising her/his students on their performance. Students experiencing academic difficulty will be counseled early in the course by SCs /Advisor, who are responsible for advising the School Deans and the SSRs as early as possible of students having difficulty or attitudinal problems. Efforts should be made to learn the cause of the difficulty and

resolve it. When it is appropriate, the SC may recommend disenrollment procedures for the individual.

d. **Grading Systems.** JAWS use a traditional A, B, C, D, F graduate level grading scale for written requirements and individual courses. Each course within JAWS contributes to the overall program grade in proportion to its assigned credits. The Thesis is graded as a six credit course. While not averaged into the final grade, the mid-course and comprehensive exams must be satisfactorily completed with a grade higher than C. No more than one C grade can be received, which cannot include the mid-course exam, comprehensive exam, or the Thesis.

3.1.6 Orders for attending JAWS. Orders are issued by Service activities or agencies and will be for the duration of the course

3.1.7 In-processing Requirements. The following documents must be in the possession of students when reporting to JFSC:

Army personnel:

- Two copies of Original orders and all amendments.
- MPRJ.
- DA 31 Leave Form.

Marine Corps personnel:

- One copy of all PCS Orders and Endorsements.
- OQR.
- Medical and Dental Record.

Air Force Personnel:

- One copy of basic orders and all amendments.

Navy personnel:

- Original orders to include all order modifications.
- Loss/Detaching Documents from last PDS.
- Current page 2 (must be signed by service member and witnessed by PSD Supervisor).
- Current SGLI (form date of September 2005 or later).

3.1.8 Graduation Exercises. The Graduation for JAWS is a combined exercise with JCWS and AJPME, held in the MacArthur Auditorium. The notional duration of the ceremony is 90 minutes). (For uniform requirements see paragraph 2.2.7)

3.1.9 Early Release of Students. Early release from class or the course is normally not authorized except in emergency or hardship situations. Early release from class must be

approved by the Dean JAWS. Approval for early release from the course or withdrawal must be approved by the CMDT and Joint Staff/J7.

3.1.10 Duty Hours. Duty hours are as noted in the JAWS class schedule. While there is an effort made to provide research and study time appropriate to current requirements, there might be occasions where class responsibilities extend past 1600.

3.1.11 Personnel and Pay Matters. Personnel Issues. Refer all personnel and pay matters to Service representative located in the RPAD, room C-108.

3.1.12 Service Finance Offices. Service representative located in RPAD, room C-108 will liaison between students and local finance offices.

3.1.13 Absence, Leave, and Holidays

a. Ordinary Leave and Special Passes. Students shall be granted leave only in exceptional circumstances or as coordinated through faculty chain and Deans for selected instances. Leave requests are approved by their student advisor, Seminar chairman, and Dean before forwarding to RPAD. JAWS students may be granted a 24 hour pass by their faculty Seminar Chairman. Any absence exceeding 24 hours (1 calendar day) requires approval of the Dean JAWS. Absence from class exceeding 72 hours requires approval of the chief of Staff. Any request for early graduation requires approval of the President, National Defense University with the concurrence from the Joint Staff, J7.

b. Emergency Leave. Military students requiring leave for an emergency shall submit completed leave forms to RPAD. If an emergency occurs during the night or on weekends when departure is necessary before the next duty hour period, telephone requests are made to the appropriate Dean, in conjunction with notification to the appropriate supervisor, when possible. The Dean reports approvals to RPAD on the next duty day, including name, Service, leave period, reason, leave address, and telephone number. Civilian students will follow the same process and school Dean will inform the registrar on the next duty day for accountability. Emergency leave is charged as ordinary leave. The designation “emergency” allows expeditious processing of the request and, in some instances, priority travel on military and commercial transportation.

c. Absences from Instruction. Absences from course activities are not normally authorized. To accomplish maximum training in fulfillment of Service needs, a policy of full attendance and maximum participation throughout the course is in effect.

d. Student Absences

(1) Seminar Chairman (SC) has authority to approve a student’s absence for official activities for up to one academic day. Absences greater than one day or outside the Tidewater area require an administrative pass and approval of the Dean to ensure line-of-duty coverage.

(2) Unauthorized student absences will be referred to Dean JAWS by the SC for appropriate action.

(3) Accountability. Instructors are responsible for knowing the whereabouts of their students. Students must keep their instructors informed for accountability purposes, bearing in mind that each medical facility in the local area has its own methods of notifying commands of admissions and discharges. In some cases, the seminar Senior Student may be informed for absences of short or immediate necessity if the SC permits.

(4) Accountability Procedures. All personnel arrange their arrivals, departures, temporary absences (including VOCO absences), and leaves with the appropriate personnel office. If their arrival or departure falls on a weekend or holiday, they contact the appropriate personnel office on the nearest duty day.

e. Medical Absences. JAWS students are responsible for notifying their immediate supervisors and RPAD when they are admitted and released. Individuals are responsible for notifying relatives of their medical condition. When RPAD receives appropriate admissions/release documents, they complete the necessary paperwork to change the member's duty status accordingly.

f. Verbal Orders of the CMDT (VOCO) Absence. All student officers may be permitted absence from duty and station by VOCO for periods of not more than 72 consecutive hours. When the 72-hour period includes a public holiday and expires during nonworking hours, it may be further extended up to 24 hours. VOCO absences are not chargeable as leave and shall be granted neither in conjunction with leave nor consecutively. VOCO absences shall not end on the day before a public holiday or weekend or begin the day after a public holiday or weekend. VOCO absences during periods of scheduled instruction shall be approved only under exceptional circumstances. Civilian absences must comply with appropriate policies.

g. Unusual Incidents. If an unusual incident occurs that prevents an individual from returning on schedule, he/she must notify the appropriate supervisor by the fastest practical means. Notification during non-duty hours is made by contacting the appropriate Dean or faculty member. RPAD is also advised to determine follow-on accountability actions

h. Temporary Additional Duty (TAD/TDY) for JAWS Students. JAWS student travel will normally be completed by the JAWS administrative assistant under group orders. In all cases, use the DTS to prepare travel orders. It also provides for paperless electronic routing, review, and approval of the associated travel. The DTS is published in JFSC PD 28, "Defense Travel Guidelines." **All JAWS students will use Government Issued Credit Cards for official travel.**

i. Name Tags/Security Badges. Name tags and security badges are issued to JAWS students. This permits visual recognition of JFSC personnel. Name tags are ordered by RPAD and issued in conjunction with in-processing. Security badges are issued by the JFSC SSO and will be displayed at all times while in Normandy and

Okinawa Halls. JFSC name tags will be worn on Class B/Service Dress uniforms when traveling with JAWS.

- j. Holidays. JFSC observes legal holidays that may occur during the course.

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CHAPTER 3

COLLEGE ACADEMIC PROGRAMS

Section 2

Joint and Combined Warfighting School (JCWS)

3.2.1 **Mission.** JCWS mission is to educate national security leaders to plan and execute joint, multinational, and interagency operations, to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives.

3.2.2 **Educational Procedures and Requirements.** The JCWS conducts Phase II JPME for officers in the grades of O-4 thru O-6 of all Services as well as selected International Fellows and interagency representatives. This Phase II program is the culmination of the process of joint education for officers who have completed all the mandatory prerequisites and are otherwise qualified to be designated as joint qualified officers. The school uses a building block approach to structure its curriculum, each lesson building on and integrated with the previous lessons in content and structure.

Not only do the students role-play as members of the COCOM, but the 10-week curriculum is designed to introduce a series of activities that replicate those they may experience at a combatant command during the normal tour of duty as a staff officer. The use of this scenario-based curriculum allows students to experience the broad range of realistic activities found within combatant command headquarters and other joint commands. The lessons and practical exercises are structured so that they serve to replicate normal staff requirements. In addition, the scenario is built so that the decisions students make during each exercise are cumulative. In other words, when students take actions in their seminar concerning an issue, their decisions affect the starting point of future exercises and influence later actions throughout the remainder of the curriculum. This cumulative approach ensures that the group is not only learning as part of a class, but also gaining a greater appreciation for the impact and outcomes of decisions and policies. The curriculum provides for a great opportunity in personalized education. While each seminar is guided by the same OPMEP learning areas and lesson objectives, their lessons may vary somewhat in depth of coverage and teaching methodology based on the background of the students and their actions and decisions throughout the curriculum.

3.2.3 **Seminar Structure.** The Phase II Program is delivered in joint seminars of 17 to 20 students, with 14 to 17 U.S. students, one or two international students, and, when available, an interagency student. The optimum overall size of a seminar is 15 to 16 students. A joint faculty team of three instructors representing the land, sea, and air Services instructs the joint seminar.

Each seminar functions independently with the students in each seminar serving as members of a COCOM's staff and working curriculum-based requirements accordingly, either as individuals or as a team. Depending on the particular exercise or simulation, students may have an opportunity to role-play a number of different COCOM staff positions. In some situations students serve as members of the COCOM's planning staff, while in other cases they serve as members of a Standing Joint Force Headquarters (SJFHQ) Staff.

3.2.4 Educational Methodologies. JCWS bases its JPME II program on an integrated curriculum with a carefully balanced cohort of students, led by a faculty teaching team that delivers most of the curriculum. This structure, also known as a coordinated study model of a learning community, integrates important curriculum concepts throughout the entire course of instruction. This ensures that learning occurs in an optimum environment of increasingly complex lessons, case studies, simulations, practical exercises, and wargames.

Faculty presents the curriculum using the framework of a fictional combatant command, focusing on activities in the command's region. The scenario provides a wide-ranging opportunity for students to learn and experience the processes and decisions on the combatant command level. The students have an entire series of publications, from Standard Operating Procedures (SOPs) to Contingency Plans (CONPLAN) that would normally be available to a member of a combatant command. These documents provide a starting point for further research and analysis.

3.2.5 Academic Evaluations, Evaluations Criteria, Counseling, and Grading Systems. The JCWS faculty evaluates and assesses student success in meeting Officer Professional Military Education Policy (OPMEP) Learning Areas. Assessments and evaluations occur continuously throughout the JCWS program. The student assessment and evaluation instruments contribute **to ensuring that students demonstrate achievement of lesson objectives during the JCWS program. These consist of grading examinations, evaluating writing requirements, and evaluating performance in the seminar environment both formally and informally.**

The primary means of student evaluation is two individually graded products (the mid-term and final examinations), each student's contribution to a collaborative paper, and their performance in three planning exercises. Individual assignments, small group, and large group (seminar-level) products required throughout the course, and checks for individual lesson understanding, all assist the faculty in making an objective assessment of individual and seminar progress in achieving the learning objectives. All students benefit from teamwork to assist them in achieving the stated academic objectives. Because joint acculturation and teamwork are key elements of the JCWS program, the faculty encourages students to develop a collaborative attitude within the seminar and to work together as a joint staff. A well-constructed seminar, with joint and functional representation, enables acculturation to take place. The environment encourages students to learn from and value each other, regardless of Service background or rank.

3.2.6 Grading. JCWS uses a “Meets Standards” or “Fails to Meet Standards” grading system. JCWS does not rank-order students nor does it have a Distinguished Graduate program. However, seminar team leaders evaluate performance in all activities based on academic achievement, cooperation, attitude, preparation for class, and professional demeanor. The JCWS program requires students to participate academically, athletically, and socially while in attendance. Formal instruments used in evaluating JCWS students are as follows:

a. Mid-term Examination: At the conclusion of the Strategy Course, students receive a scenario-based examination that requires a recommendation on the employment of military forces. They must construct, document, and logically defend their recommendation. The seminar’s faculty, using a rubric, evaluates the student’s recommendation. The faculty assesses the examination for graduate-level writing, an understanding of strategic documents, and the logic of their recommendation on the employment of military force. This is a take-home examination; a sample is available for review upon request.

b. Collaborative Joint Critical Analysis/Critical Campaign Analysis Paper JCA/CCA: Under the guidance of faculty advisors, student writing teams choose a topic of joint interest about a historical campaign analysis or current critical joint issue and prepare a 12 to 14 page collaborative research paper. Three-person joint writing teams help provide a context for and contribute to the affective goal of acculturation. A faculty advisor assesses student progress throughout the process by evaluating work and providing feedback via scheduled meetings to review the teams’ choice of topic, outline, and initial draft. When necessary, the faculty advisor may require corrective action by the writing team, to include corrections made to final drafts before assigning credit to the team for meeting the objectives of the paper. Papers of the highest quality are identified by the faculty advisors and offered for award consideration. Award Committee members, comprised of selected faculty and staff, read nominated papers and assign a grade based on the overall caliber of the paper. Four different awards are presented to the best papers in each class at graduation.

c. Planning Exercises: Students participate in focused exercises and active learning opportunities associated with a particular lesson, as well as three formal planning exercises, code named “purple” as the color representing joint effort.

(1) PURPLE GUARDIAN is a one-half day Homeland Defense exercise, conducted during week five, where students plan in three smaller joint groups to manage the consequences of particular events and potential events. Student actions are assessed verbally during each interim briefing as well as during the after action review.

(2) PURPLE LIGHTNING is a two-day Interagency Humanitarian Assistance Disaster Relief planning exercise conducted during week eight, where students function within a number of focused sub-groups, many of whom are role-playing particular non-DoD participants. Students deliver multiple briefings where faculty provides feedback and guidance, as a form of assessment, and faculty observation of students during this exercise is a primary means of assessing understanding. Finally, similar to Purple

Guardian, the faculty assess and evaluate student products verbally during the after action review, with focused questions, to ensure all students can articulate the lessons learned in the context of exercise objectives.

(3) PURPLE WARRIOR is a five-day capstone Crisis Action Planning (CAP) exercise conducted during week nine, where students function in a series of roles within sub-teams, working through mission analysis, plan development, and the execution process. This exercise incorporates computer modeling wherein students see the results of their planning efforts, including force flow decisions. In conjunction with this modeling, faculty provide guidance and correction as necessary to move the student planning teams toward achievement of the objectives. This exercise culminates with an After Action Review (AAR) where faculty use focused questions to ensure that all students can articulate the lessons learned in the context of exercise objectives.

d. Final Examination: The Purple Warrior scenario is the baseline for the final examination. Each seminar collaboratively works through mission analysis and operational design processes to produce a workable framework for military intervention, in conjunction with the other instruments of national power. After this cooperative preparation, each student completes an individual essay examination, wherein students explain and defend their cooperative planning construct. Additionally, students must apply joint doctrine concepts learned during the JCWS program, but not specifically outlined or addressed in cooperative preparation. This process allows students to demonstrate synthesis in their innovative solutions to problems presented on the examination.

3.2.7 Remedial Programs and Assistance

a. The first resource available to students for additional guidance or assistance is their seminar teaching teams. The team has a unique perspective since its members are with the students daily. As faculty members or students identify the need for additional assistance, they can work together to organize the best response. Course directors or lesson developers, serving as SMEs for topics, lessons or courses, may also assist when students seek more detailed answers.

b. Each seminar team leader, assisted by seminar faculty team members, monitors student progress and responds appropriately when needed. If a student fails to meet standards, he or she receives corrective action or remedial instruction and a reevaluation to ensure satisfactory completion of the course requirements. Remediation involves one-on-one contact for as long as necessary to resolve the deficiency, including in rare cases retesting when students fail to meet standards on written work. Faculty may refer students unable to meet academic standards to the Academic Disenrollment Board

3.2.8 Orders for attending JCWS. Orders are generally issued by Service activities or agencies and will be for the duration of the course. Those students attending from local commands at no cost to the government will coordinate with their respective commands to arrange all travel arrangements and orders to attend JCWS.

3.2.9 In-processing Requirements. The following documents must be in the possession of students when reporting to JFSC:

Army personnel:

- Two copies of Original orders and all amendments.
- DA 31 Leave Form.

Marine Corps personnel:

- One copy of all PCS or TAD Orders along with any Endorsements.
- OQR.
- Medical and Dental Record.

Air Force Personnel:

- One copy of basic orders and all amendments.

Navy personnel:

- Original orders to include all order modifications.
- Loss/Detaching Documents from last PDS and Intermediate commands.
- Current page 2 (must be signed by service member and witnessed by PSD Supervisor).
- Current SGLI (form date of September 2005 or later).
- Original DD 884 (Application for travel for dependents) if traveling OCONUS.
- NAVMED Form 1300 for overseas suitability for member and family (if required).
- Entry approval messages (if required).
- Passports/No fee passports/Visas (if required).
- Pet information (i.e. vaccination record, size/weight pet, dimensions of carriers).
- Flight arrangements information if handled by PSD.
- Messages or documents that affect pay (i.e. continuance of COLA, OHA, etc.).

3.2.10 Graduation Exercises. The Graduation Exercise for JCWS is held in the MacArthur Auditorium. The notional duration of the ceremony is 1 hour, except for the combined graduation (all three JPME Schools: JAWS, JCWS & AJPME) held each year in June (notional duration is 90 minutes). (For uniform requirements see paragraph 2.2.7)

3.2.11 Early Release of Students. Early release from the course is normally not authorized except in emergency or hardship situations. All must be approved by the CMDT and Joint Staff/J7.

3.2.12 **Duty Hours.** 0800-1600 (subject to individual seminar academic schedules).

3.2.13 **Personnel and Pay Matters**

a. Personnel Matters. Refer all personnel matters to Service representative located in the RPAD, room C-108.

b. Navy Per Diem/Advances/Local TAD/TDY Students. Per diem is not authorized for local TAD/TDY Students.

c. Permanent Change of Station (PCS). Personnel in a PCS status, arriving in a Temporary Duty Under Instruction (TEMDUINS), should request an advance per diem payment through their servicing Personnel Support Detachment (PSD) prior to departure from last PSD. Contact your Administrative Department, Travel/Budget Offices, or Disbursing Offices for procedures on requesting advance per diem. JPME Phase II students will receive advances of their per diem via DDS in 30-day increments. While TEMDUINS, you will be entitled to draw per diem for meals based on the local meal rate plus incidental, since government messing is not available. Standard government lodging rate is \$25.00 a day, and \$35.00 a day for bungalow suites for senior O-6's if assigned. Note: PSD NAVSTA Norfolk will not settle travel claims for students.

d. Cost TAD/TDY. Personnel, arriving in a TAD/TDY status, must understand that the servicing Personnel Support Detachment (PSD) for JFSC is not authorized to make advance per diem payment to TAD/TDY students. Students, on Defense Travel System (DTS) orders, should be a Government Credit Card (GOVCC) holder. Additionally, when traveling on DTS orders, ensure that a Scheduled Partial Payment (SPP) has been selected on the authorization for an automatic payment to post every 30 days. When using DTS, only one voucher can be filed and this voucher will be at the conclusion of the TAD/TDY. The SPP **can not** be done here at JFSC and must be completed by the originating command. Students that are not GOVCC holders should contact their Administrative Department or Travel / Budget Offices for procedures on applying and receiving a GOVCC prior to reporting to JFSC. Furthermore, it is imperative that students have a working knowledge of the DTS operating system. DTS training is not provided at JFSC.

3.2.14 **Service Finance Offices.** Service representative located RPAD, room C-108 will serve as liaison between students and local finance offices.

3.2.15 **Absence, Leave, and Holidays**

a. Ordinary Leave and Special Passes. Ordinary leave and special passes are not authorized during the 10-week course.

b. Emergency Leave. During duty hours, notify your seminar instructor or Director of the emergency. If an emergency occurs during non-duty hours and departure is required before duty hours of the next working day, contact the Staff College Security Desk (443-6076), for specific instructions.

c. Absences from Instruction. Absences from course activities are not normally authorized. To accomplish maximum training in fulfillment of Service needs, a policy of full attendance and maximum participation throughout the course is in effect.

d. Student Absences

(1) Seminar Team Leaders (STLs) have authority to approve a student's absence for official activities for up to one academic day. Absences greater than one day or outside the Tidewater area require an administrative pass and approval of the Dean to ensure line-of-duty coverage.

(2) Unauthorized student absences will be referred to Dean for appropriate action.

e. Medical Absences

(1) Student admissions into medical facilities are handled in the following manner:

(a) Students notify their seminar team leader (STL), or Dean when they are admitted and released.

(b) The STL or Dean notifies RPAD.

(c) RPAD then notifies the appropriate Service home unit, i.e., Air Force, Army, Navy, Marine Corps or Coast Guard.

(d) Students are responsible for notifying relatives of their medical condition.

(e) When RPAD receives the appropriate admissions/release documents, they complete the necessary paperwork to change the member's duty status accordingly.

(2) Accountability. Instructors are responsible for knowing the whereabouts of their students. Students must keep their instructors informed for accountability purposes, bearing in mind that each medical facility in the local area has its own methods of notifying commands of admissions and discharges. In some cases, the seminar Senior Student may be informed for absences of short or immediate necessity if the STL permits.

f. Holidays. JFSC observes legal holidays that may occur during the course.

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CHAPTER 3

COLLEGE ACADEMIC PROGRAMS

Section 3

Joint Continuing Distance Education School

Advanced Joint Professional Military Education (AJPME)

3.4.1 Mission

Educate Reserve Component and other national security leaders in joint, multinational, and interagency operational-level planning and warfighting, to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives via a blend of advanced distributed learning (ADL) and face-to-face interaction at the Joint Continuing Distance Education School (JCDES).

3.4.2 Organization

AJPME is the primary curriculum of the Reserve Component JPME (RC JPME) program, which is part of the college's Joint Continuing and Distance Education School (JCDES).

3.4.3 Educational Procedures and Requirements

a. AJPME addresses the four specific learning areas outlined in the CJCSI 1800.01, *Officer Professional Military Education Policy* (OPMEP). The OPMEP provides the policies, procedures, objectives, and responsibilities for officer professional military education at all levels, including Joint Professional Military Education provided by this course.

b. AJPME emphasizes the joint operational level of warfighting. It encompasses the integrated deployment, employment, and synchronization of land, sea, air, space, and special operations forces. The curriculum is designed to be taught within a broader course of study. This expanded framework allows for an understanding of joint actions and processes as well as the environment within which they occur.

c. Levels of Jointness. Essential to the character of a fully joint qualified officer is Service-unique excellence and the cultivation of a joint professional attitude coupled with joint intellectual insight.

(1) Level One (Joint Awareness). Joint awareness enables a military officer to draw comfortably on other Services, government agencies, and allies in order to build solutions. Joint awareness also enables military officers to integrate Service-unique

actions into the joint force commander's concept of operations and coordinate with other Service component forces and joint organizations. JPME Phase I should foster Level One Joint Awareness while maintaining Service-unique PME excellence. **JPME Phase I is a prerequisite for AJPME.**

(2) Level Two (Joint Attitude and Perspective). Joint attitude and joint perspective are qualities that allow military officers to function uninhibitedly within an arena in which the views of their respective Services are in competition with those of other Services, government agencies, and allies. These qualities enable the officer to penetrate beyond the vested interests of separate Services and focus with a sense of balance on the synergistic potential to be realized through the concentration of finite resources in achieving joint and national aims. AJPME should foster Level Two Joint Attitude and Perspective that offers the greatest opportunity for bringing the views of all the Services into the joint educational process and experience.

3.4.4 Seminar Structure

a. Students are drawn from all Reserve Components in a ratio designed to support and stimulate seminar interaction. The typical class is composed of 42 RC students divided into two Seminars. Each Seminar is designed with a mix of approximately 20% Air Force Reserve, 10% Air National Guard, 30% Army Reserve, 10% Army National Guard, 25% Navy Reserve, and 5% Marine Corps Reserve. In addition, space is allocated for various governmental agencies such as the Department of State (DOS), Defense Intelligence Agency (DIA), etc. for interagency (IA) students. One quota per seminar is allocated to International Fellows (IF) to furnish other countries' military perspectives in coalition operations.

b. An acceptable AJPME student mix is derived by proportionately allocating quotas to officers (O-4 to O-6) from the five Reserve and two National Guard components to replicate the "joint" environment in which the student will actually have to function. For a seminar of 21 RC and 2 IF/IA students, this normally breaks down as indicated in the table below.

Seminar	USAR	ARNG	USNR	USCGR	USAFR	ANG	USMCR	IA	IF
23	6	2	5	1	4	2	1	1	1

c. The cross-section of specialties within each Service should be as broadly based as possible (Army students from combat arms, combat support, and combat service support; Air Force students from Air Combat Command, Air Mobility Command, etc.). JCDES endeavors to ensure that the mix of Services and skills is as evenly distributed as possible among the seminars.

d. Extensive coordination among JFSC, the Services, the Joint Staff, the Combatant Commands, and other gaining organizations is necessary to ensure balanced student mixes.

3.4.5 Educational Methodologies

a. A variety of instructional techniques are used. The technique for each lesson is determined after careful consideration of the depth of study required, the time available to teach it, the physical facilities and support required, the best mode of delivery, and the sequence of the material. AJPME is a blend of two modes of instruction: traditional in-residence face-to-face (F2F) instruction and distance learning (DL). JCDES created four modes of distance learning to describe the levels of student activity and interaction online. The five instructional modes for AJPME are outlined below:

(1) Face-to-Face (F2F) mode. The most intense interaction occurs during the two F2F periods. During these periods, students refine products developed during the distance learning lessons, make decisions on courses of action for the exercises, and capitalize on the opportunity to interact with other seminar members. Instructional methods during the F2F mode include administrative, formal lecture, informal lecture, guided discussion, case study, and practical exercise.

(2) Distance Learning Administration mode (DA). This mode encompasses those DL lessons dealing primarily with administration and assessments (e.g., registration, orientation, and examinations).

(3) Distance Learning Mode One (D1). These DL lessons consist entirely of online presentations at the knowledge and comprehension levels culminating with a short end-of-lesson assessment or assignment. Students are encouraged to ask questions if necessary; otherwise, there is minimal interaction between students and instructors.

(4) Distance Learning Mode Two (D2). These DL lessons also consist of online presentations, but achieve higher levels of taxonomical learning through the use of Threaded Discussion (TD) questions. During these TD periods, instructors post questions for students, who then respond both to the primary question and to the responses or comments posted by the other students. This maximizes the experiences of the entire seminar and achieves a higher level of learning.

(5) Distance Learning Mode Three (D3). These DL lessons add practical exercises to the online presentations and instructor/student TD sessions. The practical exercises require the development of specific products, analyses, or outcomes. During D3 periods, seminars work asynchronously in small groups online to review, revise, and/or develop the required products; the instructor then reviews the products and provides feedback via the TD mode.

Additional Academic Requirements. In addition to the five instructional delivery modes, the students will also complete reading and writing requirements. Required readings give the students background material for lessons while additional readings are suggested for students who wish to delve more deeply into a subject. In addition, the students prepare briefings on staff estimates, the commander's estimate, portions of an operations plan in concept format (CONPLAN), and an operations order

(OPORD). Three examinations are used to evaluate student understanding throughout the course.

3.4.6 Academic Evaluations, Evaluations Criteria, Counseling, and Grading Systems

a. Academic Evaluations. Students are evaluated throughout the AJPME curriculum. JCDES does not rank order students nor does it have a distinguished graduate program. However, STLs evaluate performance in all activities based on academic achievement, cooperation, attitude, preparation for class, and professional demeanor.

(1) Major Course Written Examinations. Written examinations are administered on the material in selected courses of instruction. There are three examinations in AJPME: one in DL-1 and two in DL-2.

(2) Writing Requirements. There are two formal research and writing requirements for AJPME: the Joint Information Paper (JIP) and the Joint Research Paper (JRP). Each student is required to complete a JIP and a JRP. These papers are graded and critiqued by the faculty members. Students must receive a satisfactory grade on their JIP and JRP. Time is allocated throughout the course for researching and writing these papers.

a. Joint Information Paper (JIP). The JIP is a one- to two-page information or position paper that captures the essential points of a topic. A JIP is prepared by each student to describe a Service-specific capability, system, or weapon. The JIP is completed during the first distance learning period.

b. Joint Research Paper (JRP). The JRP is a 2,500-word paper that is the product of an individual student's research. It is an in-depth analysis with recommendations to resolve a current joint/multinational issue for which no obvious or plainly dominant solutions are being enacted, yielding conclusions particularly useful in the education of officers for joint service. While the JRP is an individual assignment, students are assigned to a two- or four-person multi-Service team for critical review and feedback of each other's papers. The team enables students to review and critique the papers of your peers from their individual Service positions.

(3) Oral Presentations. During F2F classes students prepare and deliver several oral presentations to the other members of the seminar. Faculty members critique these presentations.

(4) Major Course Written Examinations. Written examinations are administered on the material in selected courses of instruction.

b. Evaluation Criteria

(1) Examinations. Students must pass each examination. A letter grade of B or above is required to pass. If a student fails an exam, he/she shall be given corrective action or remedial instruction and reevaluated to ensure satisfactory completion of course requirements.

(2) College Objectives. All examinations, along with surveys and analyses by IRAAD, are used to help measure the achievement of College objectives.

(3) Substandard Performance. Students are expected to meet established standards in examinations and assessments. When a student fails an examination, the following happens:

a The instructor informs the student and the Dean that a student has not met standards.

b The instructor counsels the student about his/her evaluation.

c The instructor advises the student that he/she is available for individual tutoring. The student is strongly encouraged to take advantage of this resource.

d The student is retested orally or in writing.

e If the student fails the reexamination, he/she appears before a virtual panel of faculty for a reexamination.

f Students who pass the panel's examination are notified in writing by the Dean that they have passed.

g If the student fails the panel's examination, the disenrollment procedures shall begin.

c. Counseling. The STL is responsible for advising her/his students on their performance. Students experiencing academic difficulty will be counseled early in the course by STLs who are responsible for advising Dean JCDES as early as possible of students having difficulty or attitudinal problems. Efforts should be made to learn the cause of the difficulty and resolve it. When it is appropriate, STL may recommend disenrollment procedures for the individual.

d. Grading Systems. AJPME uses a traditional A, B, C, D, F graduate-level grading scale for written requirements and individual courses.

3.4.7 Academic Evaluation Reports. AJPME students receive a written academic report at the end of their F2F classes. Students are evaluated using the appropriate Service evaluation, fitness report, or training form. The seminar instructor prepares the reports. Students will receive a copy of the report prior to their departure.

- a. USAR and ARNG: DA Form 1059, Service School Academic evaluation Report
- b. USAFR and ANG: AF Form 475, Education Training Report
- c. USNR: NAVPERS 1610/2, Fitness Report & Counseling Record
- d. USMCR: Performance Information Memorandum

3.4.8 Time Requirements

- a. AJPME was designed to require four hours of online study per week in addition to time dedicated to assigned readings. Data from past students indicate a wide variance in time needed per week, but the average is in the range of four to eight hours per week.
- b. Each learner is different. Students should test themselves against the four- to eight-hour benchmark and adjust their plan of study accordingly.

3.4.9 Blackboard Learning System™ (Bb)

a. Bb is a learning management system used by JFSC to provide a virtual classroom setting where AJPME students can interact with faculty, colleagues, and a variety of instructional materials. Although the system allows for both asynchronous (independent of time and space) and synchronous (real-time) discussions, AJPME students primarily correspond via threaded discussions and email. Bb also allows administrators and instructors to post announcements and all users to send email to others within the same course. A Bb tutorial is provided within the course. Students need to be aware that much of the lesson content is only accessible through Bb and that the CDs distributed as part of your lesson work are complementary to the Bb work.

(1) In Bb, the Discussion Board webpage is accessible from the “Communication” button within the course navigation menu. The page lists available forums, or conferences, in which users can post messages. Each of these conferences can be clicked on to view the list of posts, or threads, within the forum topic. Users have the option to add new threads or reply to existing messages. Other options allow users to: collapse and expand threads; sort them by author, date, or subject; mark messages read/unread; or collect selected messages to view on one page.

(2) Blackboard enables users to participate in online real-time discussions called “Collaboration Sessions.” These chat sessions can be accessed by clicking the Communication menu item, and then by clicking the Collaboration link. The applicable sessions that users may join will be listed. At an instructor’s discretion, he/she may schedule office hours in which he/she is available for a “Chat,” or open the “Virtual Classroom” for group discussions. Once in a chat room, participants have a variety of

options - they can make comments, reflect on the discussion, and archive the conversation as necessary.

b. Besides communicating with instructors and peers, students are required to review the online courseware found in the “Lessons” section of their virtual course. Folders on the Lessons webpage typically link to one or more lessons that students are expected to complete within a given timeframe. Frequently instructors will date each folder to correspond to the course roadmap (see <http://blackboard.jfsc.ndu.edu/html/jfscCourseRoadmaps/jfscCourseRoadmaps.html>). Note that the lessons vary in length and often require participation within a threaded discussion that supports the content and/or another group or independent assignment.

c. AJPME virtual classrooms also have an “Assessments” button that links to required surveys, reviews, and exams that allow instructors to assess student learning. Additional features are available for students to view their grades, as well as instructors to track student access data, completion data by lesson, grades, and discussion participation.

d. A variety of links are available through the “Resources/Support” button within the AJPME virtual classroom. This page is also found at <http://blackboard.jfsc.ndu.edu/html/jfscResources.html> and contains common links students may need, such as access to doctrine sites, research materials, tutorials, USAFCOM references, etc. Additionally, various support forms are available for students with technical issues.

e. Bb and DES. DES holds student registration data and information about each student’s record with JFSC. When students enroll in AJPME through DES, a Bb account is created. As students complete their Form 20 (student registration form) in DES, the email used is also transmitted to Blackboard. Therefore, students must update their email in DES in order to change the email associated with their account in Bb. DES can be accessed through the AJPME course’s menu button in Bb or directly at <https://www.jfsc.ndu.edu/des/login/login.asp>.

3.3.10 Orders for attending AJPME

a. Students or their respective Reserve Component (RC) must make all appropriate temporary duty order and travel arrangements to attend AJPME. For issues concerning your travel orders, coordinate directly with your respective RC POC. JFSC will collect a copy of student travel orders at in-processing.

b. **NAVY STUDENTS:** Block 5 on student orders must have one of the following locations in order to receive pay for your time at JFSC: **PERSUPPDET NS NORFOLK** or **PERSUPPDET SEWELL’S POINT**. **A copy of your PAGE 2 is needed during in-processing.** The travel day to JFSC is the day prior to the class start date.

3.3.11 In-processing Requirements

a. In-processing for AJPME F2F classes begins at 0730 on the first day of the scheduled class. Students will receive a Welcome Letter with specific guidance prior to their F2F. Arrival before 0715 is not required.

b. In-processing staff will collect one copy of your orders. The following documents must be in the possession of students when reporting to JFSC:

Army Personnel:

- One copy of Original orders and all amendments.

Marine Corps personnel:

- One copy of Orders and Endorsements.

Air Force Personnel:

- One copy of basic orders and all amendments.

Navy Personnel:

- Original orders to include all order modifications
- Current page 2 (must be signed by service member and witnessed by PSD Supervisor)

c. Active Duty Pay. Students' with orders indicating PERSUPPDET NAVSTA Norfolk in Block 5 will be paid for their active duty by the local servicing PSD.

3.3.12 Graduation Exercises

a. The Graduation Exercise is normally scheduled for the last day of the F2F class. The ceremony will normally begin at 1100 hrs and conclude by 1200 hrs. A detailed schedule of events will be provided.

b. One graduation per year (occurring in June) will be a combined affair with JAWS, JCWS, and AJPME graduating together. For this one class, the uniform for graduation will be Class A. Students will be reminded if they are in that class,

c. Students are encouraged to invite guests to the ceremony. Students who wish to invite guests must coordinate through their instructor. (Note: all guests are welcome—the college wants to know that they are coming.)

3.3.13 Early Release of Students

Early release from class or the course is normally not authorized except in emergency or hardship situations. All releases must be approved by the Dean, JCDES.

3.3.14 Departure Flight Schedule

Students flying back to their home station or unit should not be schedule departures flights prior to 1430 hrs the last day of their F2F class.

3.3.15 Duty Hours

The formal period of instruction is generally from 0800 to 1600 daily, Monday through Friday, for F2F-1 classes. F2F-2 classes also meet on the first Saturday and the second Sunday during their 15 days here. Accomplishing the learning objectives may require additional time on the part of students during exercises or for some classes. Students are expected to devote additional hours each day to individual study and preparation for the classes.

3.3.16 Absence, Leave, and Holidays

a. Ordinary Leave and Special Passes. Ordinary leave and special passes are not authorized during the F2F blocks.

b. Emergency Leave. During duty hours, notify your seminar instructor or Director of the emergency. If an emergency occurs during non-duty hours and departure is required before duty hours of the next working day, contact the Staff College Security Desk (443-6076), for specific instructions.

c. Absences from Instruction. Absences from course activities are not normally authorized. To accomplish maximum training in fulfillment of Service needs, a policy of full attendance and maximum participation throughout the course is in effect.

d. Student Absences

(1) Seminar Team Leaders (STLs) have authority to approve a student's absence for official activities for up to one academic day. Absences greater than one day or outside the Tidewater area require an administrative pass and approval of the Dean to ensure line-of-duty coverage.

(2) Unauthorized student absences will be referred to Director, RC JPME by the STL for appropriate action.

e. Medical Absences

(1) Student admissions into medical facilities are handled in the following manner:

(a) Students notify their STL, or RC JPME Director when they are admitted and released.

(b) The STL or Director notifies the JCDES Dean and RPAD.

(c) RPAD then notifies the appropriate service home unit, i.e., Air Force, Army, Navy, Marine Corps or Coast Guard.

(d) Students are responsible for notifying relatives of their medical condition.

(e) RPAD receives the appropriate admissions/release documents and completes the necessary paperwork to change the member's duty status accordingly.

(2) Accountability. Instructors are responsible for knowing the whereabouts of their students. Students must keep their instructors informed for accountability purposes, bearing in mind that each medical facility in the local area has its own methods of notifying commands of admissions and discharges. In some cases, the seminar Senior Student may be informed for absences of short or immediate necessity if the STL permits.

f. Holidays. JFSC observes legal holidays that may occur during the course. Every effort is made to ensure AJPME F2F classes are not scheduled during a legal holiday. However, in some cases, this cannot be avoided. In the event this happens, AJPME classes will meet on Federal holidays.

3.3.17 Retirement Points

In March 2005 a CJCS-appointed Process for Accreditation of Joint Education (PAJE) team recommended awarding retirement points for completion of AJPME. JFSC staffed this recommendation with the Services and received approval for 39 retirement points for completing AJPME. Student Academic Evaluations, received at the end of the final face-to-face session include that recommendation in the body of the evaluation. Service components bear the responsibility for recording these retirement points in the students' official military record.

CHAPTER 3

COLLEGE ACADEMIC PROGRAMS

Section 4

Joint Command, Control, and Information Operations School (JC2IOS)

3.4.1 **Mission.** To educate and train military officers and civilian equivalents in the concepts, applications, and procedures associated with Command & Control, the Joint Communications System and Information Operations Planning in joint and multinational environments.

3.4.2 **Educational Procedures and Requirements.** The Joint Command, Control, Communications, Computer and Intelligence Staff Operations Course (JC4ISOC) is a three-week in-residence course taught at the TS/SCI level to mid-grade staff officers and civilians serving on Joint Task Force and COCOM staffs. The Joint Information Operations Planners Course is a four-week in-residence course taught at the TS/SCI level to mid-grad staff officers and civilians serving on Joint Task Force and COCOM staffs.

3.4.3 **Educational Methodologies.** JC2IOS courseware includes classroom lecture presentations, student discussion, small-group exercises and practical exercises.

3.4.4 **Academic Evaluations, Evaluations Criteria, Counseling, and Grading Systems**

a. Academic Evaluations. JC2IOS faculty evaluates student performance in all activities based on academic achievement, cooperation, attitude, preparation for class, and professional demeanor.

(1) Major Course Written Examinations. Written examinations are administered on the material in selected courses of instruction.

(2) Oral Presentations. Seminar students prepare and deliver several oral presentations to the other members of the seminar. These presentations are critiqued by the faculty members.

b. Evaluation Criteria

(1) Examinations. Students must pass each graded major examination. If a student fails an exam, he or she shall be given corrective action or remedial instruction and reevaluated to ensure satisfactory completion of course requirements.

(2) College Objectives. All examinations, along with surveys and analyses by IRAAD, are used to help measure the achievement of College objectives.

(3) Substandard Performance. Students are expected to meet established standards in examinations and assessments. When a student fails an examination, the following happens:

a The instructor informs the student, the department head, and the Dean that he/she has not met standards.

b The instructor counsels the student about his/her evaluation.

c The instructor advises the student that the faculty and CDs are available for individual tutoring. The student is strongly encouraged to take advantage of these resources.

d The student is retested orally or in writing.

e If the student fails the reexamination, he/she appears before a panel of senior officers for a reexamination.

f Students who pass the panel's examination are notified in writing by the Dean that they have passed.

g If the student fails the panel's examination, the disenrollment procedures shall begin.

c. Counseling. A faculty member is responsible for advising her/his students on their performance. Students experiencing academic difficulty will be counseled early in the course by a faculty member, who is responsible for advising the School Dean and the SSRs as early as possible of students having difficulty or attitudinal problems. Efforts should be made to learn the cause of the difficulty and resolve it. When it is appropriate, the faculty member may recommend disenrollment procedures for the individual.

d. Grading Systems. JC2IOS uses the Exceeds Standards, Meets Standards, and Fails to Meet Standards grading scale.

3.4.5 Orders for attending JC2IOS. Orders are generally issued by Service activities or agencies and will be for the duration of the course. Those students attending from local commands at no cost to the government will coordinate with their respective commands to arrange all travel arrangements and orders to attend.

3.4.6 In-processing Requirements. The following documents must be in the possession of students when reporting to JFSC:

Army Personnel:

- One copy of Original orders and all amendments.

Marine Corps personnel:

- One copy of Orders and Endorsements.

Navy Personnel:

- Original orders to include all order modifications

Air Force Personnel:

- One copy of basic orders and all amendments.

3.4.7 Graduation Exercises. Graduation exercises are held within the classroom in the uniform of the day.

3.4.8 Early Release of Students. Early release of students is at the discretion of the Dean.

3.4.9 Duty Hours. Normal student duty hours are 0800-1600 Monday through Friday though the schedule is subject to change based on classroom activities, coursework and exercises.

3.4.10 Personnel and Pay Matters

a. Personnel Issues. Refer all personnel matters to Service representatives located in the RPAD, room C-108.

b. Pay Matters. Refer all pay matters to Service representative located in the RPAD, room C-108.

(1) Navy Per Diem/Advances

a. Permanent Change of Station (PCS). Personnel in a PCS status, arriving in a Temporary Duty Under Instruction (TEMDUINS), should request an advance per diem payment through their servicing Personnel Support Detachment (PSD) prior to departure from last PDS. Contact your Administrative Department, Travel/Budget Offices, or Disbursing Offices for procedures on requesting advance per diem. While TEMDUINS, students will be entitled to draw per diem for meals based on the local meal rate plus incidental, since government messing is not available. Standard

government lodging rate is \$25.00 a day. Note: PSD NAVSTA Norfolk will not settle travel claims for students.

b. Cost TAD/TDY. Personnel arriving in a TAD/TDY status must understand that the servicing Personnel Support Detachment (PSD) for JFSC **is not authorized** to make advance per diem payment to TAD/TDY students. Students on Defense Travel System (DTS) orders should be a Government Credit Card (GOVCC) holder. When using DTS, only one voucher can be filed and this voucher will be at the conclusion of the TAD/TDY. The SPP **cannot** be done here at JFSC and must be completed by the originating command. Students that are not GOVCC holders should contact their Administrative Department or Travel / Budget Offices for procedures on applying and receiving a GOVCC prior to reporting to JFSC. Furthermore, it is imperative that students have a working knowledge of the DTS operating system. DTS training is not provided at JFSC.

c. Local TAD/TDY Students. Per diem is not authorized for local TAD/TDY Students. Personnel must report with no cost TAD orders for the entire duration.

3.4.11 **Service Finance Offices.** Service representative located in RPAD, room C-108, will serve as liaison between students and local finance offices.

3.4.12 **Absence, Leave, and Holidays**

a. Ordinary Leave and Special Passes. Ordinary leave and special passes are not authorized.

b. Emergency Leave. During duty hours, notify your seminar instructor or DC of the emergency. If an emergency occurs during non-duty hours and departure is required before duty hours of the next working day, contact the Staff College Security Desk (443-6076), for specific instructions.

c. Absences from Instruction. Absences from course activities are not normally authorized. To accomplish maximum training in fulfillment of Service needs, a policy of full attendance and maximum participation throughout the course is in effect.

d. Student Absences

(1) JC2IOS DC have the authority to approve a student's absence for official activities for up to one academic day. Absences greater than one day or outside the Tidewater area require an administrative pass and approval of the Dean to ensure line-of-duty coverage.

(2) Unauthorized student absences will be referred to the Dean by the faculty for appropriate action.

e. Medical Absences

(1) Student admissions into medical facilities are handled in the following manner:

(a) Students notify their instructor or DC when they are admitted and released.

(b) The instructor or DC notifies the Dean and RPAD.

(c) RPAD then notifies the appropriate Service home unit, i.e., Air Force, Army, Navy, Marine Corps or Coast Guard.

(d) Students are responsible for notifying relatives of their medical condition.

(e) RPAD receives appropriate admissions/release documents and completes the necessary paperwork to change the member's duty status accordingly.

(2) Accountability. Instructors are responsible for knowing the whereabouts of their students. Students must keep their instructors informed for accountability purposes, bearing in mind that each medical facility in the local area has its own methods of notifying commands of admissions and discharges. In some cases, the seminar Senior Student may be informed for absences of short or immediate necessity if the DC permits.

f. Holidays. JFSC observes legal holidays that may occur during the course. Every effort is made to ensure classes are not scheduled during a legal holiday.

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CHAPTER 3

COLLEGE ACADEMIC PROGRAMS

Section 5

Short Courses

3.5.1. Homeland Security Planners Course (HLSPC)

a. Course Objective. This NDU-P directed course provides students with comprehension of homeland security, homeland defense, and civil support strategy, policy, and planning processes. The HLSPC is 40 hours of instruction.

b. Course Target Audience. The course is designed for U. S. military officers and U.S. government civilians in the grades of 04-06 and/or civilian equivalents. The course is designed to educate national security professionals in homeland security matters at the operational level.

c. Course Frequency. The HLSPC is offered four times annually in residence at JFSC. A Mobile Training Team (MTT) version is conducted across the CONUS as many as 3 times a year, primarily on the west coast.

3.5.2 Joint, Interagency, and Multinational Planners Course (JIMPC)

a. Course Goal and Objectives. JIMPC offers a forum periodically to civilian and military mid-grade planners to exchange “best practices” of interagency coordination as they assist unified commanders in answering the challenges of complex contingencies and the demands of stabilization and reconstruction operations.

(1) Apply and analyze national strategic security systems and interagency structures to answer the requirements of complex emergencies/contingencies.

(2) Comprehend, analyze, synthesize, and value joint, multinational, and interagency capabilities.

(3) Appreciate the complexities of interagency planning for military support for Stability, Security, Transition, and Reconstruction Operations (SSTR Ops)

b. Course Target Audience. JIMPC is designed for mid-grade (O-4 to O-6) military officers and their civilian counterparts from other U.S. Government agencies who desire to learn and to share “best practices” concerning interagency planning for complex emergencies/contingencies and reconstruction and stabilization operations.

c. Course Frequency. JIMPC is a five-day, resident, 25-person seminar (15 US military; 10 US Govt. Agency/International) offered four times annually.

3.5.3 **Russia – United States Colonels Program**

a. Course Goal and Objectives. The Russia - U.S. Colonels Program is designed to promote cross-coalition interoperability by emphasizing opportunities to compare and assess operational planning techniques and procedures and expose Russian officers to U.S. planning and military education methods. In addition, the program also capitalizes on the opportunities that present themselves, both formally and informally, for officers of both nations to discuss issues of common professional interest and to discuss a number of policy issues, such as democratic control of armed forces, political neutrality of military professionals, public discussions of national defense, and national participation in peace operations.

b. Program Target Audience. U.S. officers from all military Services in the grade of O-5 and O-6 with command and staff experience and experience in joint or multinational operations. Other target audiences include Russian staff officers of all services with multinational or peacekeeping experience in the grades of O-5 and O-6.

c. Program Frequency. This course is a 10-day annual meeting between 10 U.S. and 10 Russian officers forming two seminars. One U.S. and Russian senior mentor participate.

3.5.4 **Pakistan – United States Senior Officers Program**

a. Course Goal and Objectives. The Pakistan - U.S Senior Officers Program strategic vision is the establishment of a dynamic, evolving, multi-year, multi-phase initiative that strengthens U.S. and Pakistan understanding on issues of mutual interest and provides a joint venue to enhance appreciation and coordination between Pakistani and U.S. combined staff officers planning and coordinating the execution of coalition operations.

b. Course Target Audience. U.S. staff officers from all military Services in the grade of O-6 and Pakistani staff officers in the grades of O-6 and O-7.

c. Course Frequency. This course is a 13-day annual meeting between 10 U.S. and 10 Pakistani officers forming two seminars, each lead by a senior mentor (one U.S. and one Pakistani retired or active senior officer, normally in the grade of O-9).

3.5.5 **Joint Transition Course (JTC)**

a. Course Objective. This OPMEP directed course provides an overview of JPME Phase I curricula. The course material relies upon JPOC for a large portion of its curriculum with the addition of presentations on the Service/Component's current and future joint capabilities, plus an introduction to Information Operations. The JTC is 40 hours of instruction.

b. Course Target Audience. The course is designed for U. S. military officers who have not completed an accredited Phase I JPME curriculum and are on waiver to attend JFSC JPME Phase II. In addition to U.S. officers, the course is offered to international officers and other U.S. personnel who will be attending JCWS, JAWS, or AJPME.

c. Course Frequency. The JTC is offered four times annually during the week prior to matriculation into JCWS. Approximately 25 students attend each JTC with the population consisting of one to two U.S. Officers, two to three Government civilians, and as many as 30 international officers.

3.5.6 **Joint Planning Orientation Course (JPOC)**

a. Course Objective. Students are introduced to the joint planning process known as Contingency Planning that is used in peacetime and in emergencies or crises is known as Crisis Action Planning or time-sensitive planning. Students are acquainted with the process of developing a contingency plan, based on the Chairman of the Joint Chiefs of Staff (CJCS) task assignment, and the process used by the Joint Planning and Execution Community (JPEC) to develop timely recommendations to aid the Secretary of Defense and the President when making decisions involving U.S. military forces during time sensitive planning. The course includes a discussion of major programs and initiatives to correct existing deficiencies and improve the joint planning and execution process. This course is based on Joint Doctrine and the Joint Operation Planning and Execution System (JOPES). The JPOC is a tailored 16-hour course of instruction.

b. Course Target Audience. The population is primarily personnel assigned to the combatant commands (including Service Components and subordinate commands), the Joint Staff, Service staffs, Defense Agencies, and organizations reporting to the Chairman of the Joint Chiefs of Staff who are not eligible to attend the JFSC and are involved with developing contingency plans and executing OPORDS. The target audience is action officers at the O-4/O-5 level and equivalent civilian positions. However, the Specialty or Grade varies from E-5 through O-6/GS-14.

c. Course Frequency and Attendance. The JPOC is presented per the CJCS task assignment at least twice annually to each of the combatant commands; 6 times annually in the Washington D.C. area for the Joint Staff, Service Headquarters, Defense agencies, and other commands and agencies in the area; and four times annually at JFSC on weekends (primarily for Reserve Components). Additionally, JFSC attempts to honor as many requests for additional seminars as possible based on instructor availability (two instructors per JPOC). Annually, JFSC provides the JPOC or variations of the JPOC course to approximately 1,800 personnel.

d. Web-Based Joint Planning Orientation Course. The JPOC is also located on line and supported by the JFCOM JKDDC. The course is completely web-based and all course material, matriculation, and monitoring of progress and completion is conducted by JFCOM.

3.5.7 Flag and General Officer Seminar (FGOS)

a. Course Objective. This course provides senior officials with an overview of the joint planning process under the Joint Operation Planning and Execution System (JOPES) and with recent proposed changes to the process. The seminar focus is on current initiatives and issues in contingency and crisis planning. The FGOS is 1.5 hours in duration.

b. Course Target Audience. O-7 and above/SES.

c. Course Frequency. The FGOS is normally presented in conjunction with the JPOC. The seminars are generally small in numbers but attendance is not limited.

3.5.8 Joint Interagency Operations Planning Exercise (JIOPX) Course

a. Course Goal and Objectives. JIOPX offers a forum for civilian mid-grade planners to be introduced to military planning at the operational level and to integrate them into JCWS military seminars during exercises focused on limited contingency and stability, security, transition, and reconstruction operations. JIOPX students achieve the following:

(1) Apply and analyze national strategic security systems and interagency structures to answer the requirements of complex emergencies/contingencies.

(2) Comprehend, analyze, synthesize, and value joint, multinational, and interagency capabilities.

(3) Appreciate the complexities of interagency planning for military support for Stability, Security, Transition, and Reconstruction Operations (SSTR Ops)

b. Course Target Audience. JIOPX is designed for mid-grade civilian government agency planners from non-DoD U.S. government agencies, or Non-governmental Organizations (NGOs) who desire to learn and to share “best practices” concerning interagency planning for complex emergencies/contingencies and reconstruction and stabilization operations with their military counterparts.

c. Course Frequency and Composition. JIOPX is a 10-day, resident, 25- to 30-Person Seminar (Non-DoD civilian mid-grade government planners desired. International military and government planners welcomed) offered four times annually and scheduled in alignment with JCWS.

FREQUENTLY CALLED TELEPHONE NUMBERS

<u>AGENCY (Location)</u>	<u>NUMBER</u>
Navy Gateway Inn and Suites/Front Desk (Bldg. SC-4007)	963-9600
Chaplain	443-6121
Registrar	443-6124
Commissary (Naval Station—Sewell's Point)	423-3188
Dental Clinic (Naval Station—Sewell's Point)	953-8526/8528
FAX (Customer Service Center)	443-6033
Fitness Center	443-6110
Library (Okinawa Hall)	443-6401
Morale, Welfare, and Recreation Office (Marianas Hall)	443-6113
Navy Exchange (Marianas Hall)	423-4746
Navy Exchange (Sewell's Point)	440-2000
Personnel and Administration Division (C-111)	443-6125
FAX (RPAD)	443-6026
Security Officer	443-6326
Security Force Office	443-6085
Sewell's Point Clinic (CD-2) Naval Station:	1-866-645-4584
Customer Service Center (B-301)	443-6169
Mailroom	443-6133

EMERGENCY NUMBERS

Fire	444-3333
Security Desk	443-6076
Sewell's Point Branch Medical Clinic	953-9000
Ambulance	444-3333
JFSC Information Line (inclement weather)	443-6166

Commercial Area Code: 757

DSN Conversion: 443/444 = DSN 646

All other prefixes are commercial only.

Driving Instructions to Joint Forces Staff College

a. *From the Peninsula/Hampton/Newport News/Richmond/D.C.*

Follow I-64 East towards Norfolk/VA Beach. Take the I-564 exit (Exit # 276A) to Norfolk Naval Station (you will see a sign for ODU/JFSC); stay in right lane. Take first exit, Terminal Blvd, and then stay on Terminal Blvd through two traffic lights. Merge into far right (turning) lane; make a right onto Hampton Blvd (3rd light). The JFSC entrance gate is first light on right.

b. *From Norfolk International Airport or Virginia Beach/Chesapeake*

Take Norview Ave. to I-64 West (toward Richmond). Take the I-564 exit (Exit # 276B) to Norfolk Naval Base; stay in the right lane. Take the first exit, Terminal Blvd, and stay on Terminal Blvd through two traffic lights. Merge into far right (turning) lane; make a right into Hampton Blvd (3rd light). JFSC entrance (gate) is the first light to your right.

AUTHORIZED ABBREVIATIONS

AA	Academic Affairs
ADB	Academic Disenrollment Board
AJPME	Advanced Joint Professional Military Education
C4I	Command, Control, Communications, Computers, and Intelligence
CD	Course Directors
CDO	Command Duty Officer
CG	Command Group
CHOPS	Chief of Operations
CJCS	Chairman of the Joint Chiefs of Staff
CMDT	Commandant
COCOM	Combatant Command
COS	Chief of Staff
CSC	Customer Service Center
CSO	College Security Office
DA	Department of the Army
DAA	Dean of Academic Affairs
Dept C	Department Chair
DC	Division Chief
DCU	Desert Camouflage Uniforms
DES	Data Enterprise System
DJAWS	Dean, Joint Advanced Warfighting School
DJC2IOS	Dean, Joint Command, Control, and Information Warfare School
DJCDES	Dean, Joint Continuing and Distance Education School
DJCWS	Dean, Joint and Combined Warfighting School
DL	Distance Learning
DoD	Department of Defense
DTS	Defense Travel System

AUTHORIZED ABBREVIATIONS

F2F	Face-to-Face
FGOS	Flag and General Officer Seminar
HLSPC	Homeland Security Planners Course
IA	Interagency
IAM	Information Assurance Manager
IMB	Information Management Branch
IMSO	International Military Student Officers
IF	International Fellow
IRAAD	Institutional Research Assessment and Accreditation Division
IT	Information Technology
JAWS	Joint Advanced Warfighting School
JC2IOS	Joint Command, Control, and Information Operations School
JC4ISOC	Joint Command, Control, Communications, Computers, and Intelligence Staff and Operations Course
JCDES	Joint Continuing and Distance Education School
JCWS	Joint and Combined Warfighting School
JFSC	Joint Forces Staff College
JPEC	Joint Planning and Execution Community
JPOC	Joint Planning Orientation Course
JPME	Joint Professional Military Education
JTC	Joint Transition Course
JTD	Joint Table of Distribution
LAN	Local Area Network
LIB	Library Division
MWR	Morale, Welfare, and Recreation
NDU	National Defense University
OPMEP	Officer Professional Military Education Policy
OPT	Operation Planning Team
OPSS	Operations Support
PAJE	Program for Accreditation of Joint Education
PC	Personal Computer
PCS	Permanent Change of Station
PD	Policy Directive
PR	Periodic Reinvestigation

AUTHORIZED ABBREVIATIONS

RC	Reserve Component
RC JPME	Reserve Component Joint Professional Military Education
RPAD	Registrar and Personnel Administration Division
SC	Seminar Chairman
SCIF	Sensitive Compartmented Information Facility
SE JPME	Senior Enlisted Joint Professional Military Education
SOP	Standard Operating Procedure
SOQ	Student Officers' Quarters
SSBI	Single-Scope Background Investigation
SSO	Special Security Officer
SSR	Senior Service Representative
STL	Seminar Team Leader
STU III	Secure Telephone Unit III
TAD/TDY	Temporary Additional Duty
UCMJ	Uniform Code of Military Justice
VOCO	Verbal Orders of the Commandant
VQ	Visitor's Quarters