



# NCC 2017

## STUDENT HANDBOOK

26 October 2015

From: Director, Naval Command College  
To: Naval Command College Class 2017

Subj: NAVAL COMMAND COLLEGE STUDENT HANDBOOK  
1. Welcome Aboard. Congratulations on your selection to the Naval Command College (NCC) Class 2017. You are one of 50 specially selected senior-grade military officers from around the world joined together to complete a challenging graduate-level academic curriculum. Equally important, you will participate in a unique series of Field Studies Program (FSP) visits to locations across the United States. You will be provided many opportunities to build friendships through informal cultural and social events with your classmates and their families, Naval War College staff and faculty, other U.S. students, and residents of Newport. The NCC staff and U.S. Naval War College look forward to an exceptionally rewarding year with the NCC Class of 2017.

2. Purpose. The purpose of this notice is to ensure that each of you understand the NCC mission, your individual goals, your responsibilities as a member of the NCC Class 2017 and NCC policies. Knowing what to expect from the NCC, what the college expects from you, and what you are expected to do is critical for you and your classmates to effectively and efficiently achieve the NCC goals and accomplish the mission described in this booklet. Additionally, this notice should help answer many of the specific policy questions that may arise during your tenure in Newport and while on FSP visits throughout the United States.

3. Action. All officers should read and understand the contents of this notice.

K. McGOWAN  
Captain, U.S. Navy

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## MISSION

The Naval Command College was founded in 1956 by the Chief of Naval Operations ADM Arleigh Burke. His vision was to gather senior Naval Officers from around the world to study and learn from each other; not only about the naval profession, but also about the culture and characteristics of each other's countries.

His mission statement decrees that NCC:

- enable specially selected senior international naval officers to develop skills in national security decision making, build strategy and policy analytical frameworks, and gain expertise in joint war-fighting doctrine
- provide a quality informational program to increase understanding of U.S. institutions and society
- foster friendship and cooperation
- prepare officers for higher command responsibilities and increase cooperation among navies of the world in order to foster peaceful use of the seas, diffuse crises, and when necessary, work together to fight and win our nations' wars.

Our objective is clear and simple—ensure each member of NCC 2017 **fosters knowledge, friendships and cooperation among our services**. In order to accomplish this mission, NCC 2017 must study, interact, cooperate, and actively participate. Each of you must use the trusted common bond that exists among naval officers worldwide and apply it to work together as a class.

It is critical that **every member of NCC 2017 is totally committed to the accomplishment of this mission**. Each officer's contribution and **active participation** is equally important. There are no insignificant inputs or perspectives in the NCC and the U.S. Naval War College (NWC). The ability of NCC 2017 to increase cooperation among all our navies depends totally on the combined performance and active participation of each member of your class. Each officer plays an important role and will directly affect the ability for NCC 2017 to achieve the college's goals.

## GOALS

To accomplish our mission each member of NCC 2017 must aim to achieve the following academic, Field Studies Program (FSP) and cooperation goals:

- Eliminate barriers, build working relationships, and share unique perspectives with NCC classmates and other U.S. students and NWC faculty in classroom, athletic, cultural, and social occasions. This will facilitate the development of fellowships into long-lasting friendships in the NCC, NWC and continue in the NCC alumni community.
- Develop joint war-fighting operational plans, identify theater-strategic and operational level objectives and select, allocate and task military forces across the spectrum of conflict; at high level of uncertainty through case studies, group exercises and written exercises.
- Analyze complex joint operational issues clearly and effectively, both orally and in writing.
- Enhance the ability to choose wisely among competing military strategies, integrate these decisions into comprehensive plans of action, and implement the plans of action through effective leadership of military forces; all within the constraints of available national resources
- Understand current U.S. strategic planning and selection of future military forces and the systematic techniques for making defense procurement choices under conditions of high economic, political and military uncertainty.
- Learn the way political and military leaders effectively use military forces to achieve political objectives by studying historical cases and strategic theorists.
- Build an analytical framework and develop strategic alternatives in the use of military force to achieve national objectives, both orally and in writing.
- Improve understanding of U.S. goals and ideals, culture, society, free enterprise, industry, media, education, government, and civil-military relations.
- Maintain personal physical fitness and contribute to NCC and NWC camaraderie through participation in the NWC intramural sports program.

- Provide feedback to NCC and NWC staff through assessments and surveys in order to further enhance this course.

## VALUES

The U.S. Navy core values promulgated by higher authority are: Honor, Courage and Commitment. These values are the bedrock foundation the NCC should live by.

Further, the importance of a strong set of values to the NCC and NCC 2017 cannot be overstated. I define NCC values as **Participation, Respect, Integrity, Devotion and Excellence (PRIDE)**. These concepts demonstrate who the NCC is and guide our performance, conduct and decisions. It is what being a member of NCC 2017 and the NCC is all about. Each of you should be guided by a commitment to:

**Participation:** Active participation in assigned academic seminars, exercises, and lectures during NCC cultural and social occasions, and FSPs.

**Respect:** Respect for your fellow classmates, their military customs, culture, traditions and way of life as well as other members of the Naval War College. Also, this means self-respect, being noble, and adherence to sound moral principles and behavior.

**Integrity:** Doing the right thing based on loyalty, honesty and virtue. Without loyalty and honesty, the trusted common bond that exists among professional officers is broken, thus hindering NCC 2017's ability to work together.

**Devotion:** Devotion to service and profession. This means pride in one's country and service, expertise in your warfare specialty, and devotion to your mission as a member of NCC 2017, and continued loyalty with fellow alumni throughout alumni careers.

**Excellence:** Accomplish the goals outlined in this notice by the most efficient and effective way possible—quality work. Further, to sustain excellence, all hands must continuously search for

ways for the NCC to improve. Class and individual student feedback, assessments, and surveys are the integral means for NCC to achieve this.

I believe that by carrying this philosophy and set of values with you into class, athletics and NCC cultural and social interactions, NCC 2017 will drive itself to the highest levels of excellence and education, achieve its goals, and accomplish our NCC mission, now and in the future.

## ADMINISTRATIVE MATTERS

*Keep Me Informed.* To assess, plan and direct the near and long term activities of the NCC, I need to understand completely the effectiveness and efficiency of NCC programs, procedures and policies. In order to do this, I need continuous feedback from you and your classmates. *Plan ahead; no one likes surprises.* Notwithstanding, please do not be reluctant to give me bad news. If you have to deliver bad news, tell me what happened, how bad it was, and what you are doing, or believe needs to be done to make it right. Your assessment and recommended solution is highly valued. If you have an idea that can improve our program—a more effective and efficient way for the NCC to operate—please let me know. I need to know everything related to the ability of the NCC 2017 to accomplish our mission. If you are in doubt about whether I need to know something, tell me. I would rather hear it from you at the earliest opportunity. **My door is always open to each of you and your families.**

*What you can expect from the NCC Director and Staff.* The Naval War College is quite clear on the responsibilities and duties of the NCC staff and me regarding you and your classmates. **The NCC staff's primary function is to enable NCC 2017 to succeed.** In order to prepare each of you for higher command responsibility in your services and increase cooperation among navies of the world, we will take all necessary and proper measures to:

- Enable NCC 2017 to gain knowledge in the three core courses of study: Joint Military Operations (JMO), National Security

- Affairs (NSA), and Strategy and Policy (S&P).
  - Facilitate enrollment in a variety of elective courses for those NCC 2017 students who so desire.
  - Provide a quality Field Studies Program to increase understanding of U.S. institutions and society.
  - Foster friendship and cooperation, to build trust and confidence among all our countries.
1. The NCC staff will keep NCC 2017 informed concerning current and future NCC events, recognizing that we can expect changes in our projected schedule from time to time. To the extent possible, we will seek to reduce the uncertainty about the future for both your curriculum and for your family.
  2. Another key duty of the NCC staff is long range planning to reduce anxiety and uncertainty in everyone's planning.
  3. Next to you, no one is more interested in your completion of the NCC course, graduation and future than the CNO, President of NWC and the NCC staff. Let me know what you need early so we can support you.
  4. You can expect me to continuously look for ways to improve the quality of the NCC and the way we do business. Quality equals effectiveness and efficiency. In order to achieve quality, in some cases I will direct surveys and in other cases I will ask for your opinions.

Use the NCC staff for all matters. The NCC will help any officer who seeks it. Each officer should feel free to discuss personal issues or problems with me or others on the NCC staff at any time. Please consult with me or the Deputy Director first. If the issue affects your classmates, I encourage you to communicate the issue through your Class President.

*Communication.* Accurate communication is paramount to disseminating information to NCC 2017. Therefore, we will provide information through several methods.

The first and foremost will be through e-mail for direct

communication. This will be used in both the short and long term to provide schedules, updates, and other information. Many important documents will be posted on the NCC Google Drive to reduce email traffic.

The NCC Staff maintains several informational boards outside the Wardroom (Luce-206) that contain items such as FSP information, academic information, local/New England area information, and other general items of interest. Additionally, there are mailboxes for each officer in Luce-220 where the copy machine is located.

The daily schedule will always be displayed on the TV monitor outside the NCC Director's office. This will display the most current information.

*Class Officers.* Early in the academic year you will be asked to vote as a class to elect a Class President, Vice President, Treasurer, Secretary, Social Committee Chairman, Athletic Representative, and Photographer. Class Officer descriptions are listed below. The Class may elect additional class officers if desired. None of these jobs are particularly difficult, but they will require varying amounts of time to perform. All officers are expected to participate in some form, either as a primary class officer, assistant class officer or member of a social committee.

- **President.** Acts as Class Leader and official spokesman for class business and social activities. Serves as direct liaison between the class and the NCC Director.
- **Vice President.** Assists and advises the Class President and acts as Class Leader in the President's absence.
- **Secretary.** Acts as assistant to the Class President for correspondence, invitations, class minutes and class calendar of events.
- **Treasurer.** Maintains accounting of NCC Wardroom fund, collects class "Dues," pays coffee mess bill, official bills and presents "Treasurer Reports" to the class.
- **Social Chairman and Event Coordinators.** Act as class representatives for planning and organizing various cultural event programs throughout the year. The Chairman maintains

overall situational awareness while the event coordinators focus on each individual event with assistance from class volunteers.

- **Wine Caterer.** Maintains the Wardroom "liquor locker" for FSP Hospitality Suites and local events in coordination with the NCC staff.
- **Class Photographer and Assistant.** Records memorable events during the class year. Coordinates copying of photos for interested classmates, maintains photo albums.
- **Athletic Coordinator.** Arranges and coordinates all athletic activities for the class (softball, soccer, basketball, volleyball, fun runs, etc.), including NWC President's Cup events.

*Entry into the Naval War College.* Anytime you are in the NWC you must wear your NWC badge. You must use your NWC badge to unlock the magnetic doors to enter and exit the buildings. Your family is welcome to visit the NCC Wardroom and your office; however, they must be escorted by you at all times. The only exception to this is when spouses are attending the NCC sponsored English Class or the "Spouse in the Spotlight" sessions. They must wear their "NCC English as a Second Language" (ESL) badge at all times. Children must always be escorted by their parents.

You may also have requests from officers from your country or NCC alumni to visit the NCC in an unofficial capacity. These requests are normally granted, but advance coordination is needed. We cannot respond to same day requests. Please coordinate these visits through the Director's office or the International Military Student Officer (IMSO).

*Guests and Visitors.* Any guest or visitor of the U.S. Naval War College or Naval Command College should be treated as though they were official guests of the President of the Naval War College or your own personal guests. They should be afforded every courtesy and should be made to feel welcome in the Naval Command College. Treat all visitors as you would want to be treated if you were visiting another command. Courtesy and thoughtfulness cost nothing, but can provide enormous dividends—and have a large impact on the reputation of NCC

2017 and the Naval Command College. You may be asked by your embassy or navy to coordinate an official visit for a high ranking officer from your nation. Official visits take proper coordination with the State Department and Navy International Programs Office. Official visitors are welcome to visit the NWC, but the necessary notification and protocol steps must be taken. Please see a staff member if you need to organize an official visit.

## ATTIRE

This is the official NCC dress code per NWC Attire policy:

### *Formal*

There will be a few optional formal functions you will be invited to during the year.

- Uniform Attire: Dinner/mess dress jacket
- Civilian Attire: Black tie/tuxedo

### *Informal*

- Uniform Attire: Service Dress Blues/Service Dress Whites (chokers), depending on season. **Service Dress Whites (chokers) will be the uniform for graduation.**
- Civilian Attire: Business suit

### *Professional*

- Uniform Attire: Service Dress Blues/Summer Whites. This is the dress for many guest lectures by senior officers and for FSP events when military uniform is proper.
- Civilian Attire: Coat and tie, dress slacks, and dress shoes. Worn at many FSP events.

### *Business Casual*

- Uniform Attire: Khakis for U.S., open-collared equivalent uniform for other countries.
- Civilian Attire: Dress shirt or turtleneck, dress slacks, and dress shoes. No tie or jacket required. *This is the primary dress while attending academic classes and most evening functions.*

### *Casual*

- Uniform Attire: Collared shirt, casual slacks, and casual shoes. **No blue jeans, shorts or athletic shoes.** Prescribed during summer months or designated holiday periods. After 1700 and on weekends/holidays at NWC, this is relaxed and blue jeans are allowed.

### *NCC Casual*

- Uniform Attire: Collared shirt, casual slacks, blue jeans or shorts. This is normally prescribed for FSP travel days.

### *Athletic*

- Uniform Attire: T-shirts, shorts, jeans, sports slacks; primarily for sports, picnics and/or cookouts.

## POLICIES

The following policies contain what I expect from every member of NCC 2017, and what you can expect from the NCC staff and me to enable you to achieve your goals.

*Equal Opportunity and Command Climate.* Our militaries cannot maintain the best fighting forces in the world, and likewise the NCC and NWC cannot provide a rigorous top quality education, if we fail to treat every individual with equal dignity and respect. The NCC will not tolerate any activity or behavior that undermines human dignity, respect and honor of the individual. This means we must be intolerant of racism, brutality, sexual harassment, or abuse.

*Leave.* All leave must be approved by your Embassy in writing or included in your Individual Travel Orders (ITO).

*Security Restrictions and Classified Material.* Security is something that should be addressed openly and honestly. United States federal law prohibits U.S. personnel from discussing with you, or issuing to you, material that is classified. The NWC course is designed to minimize the use of classified

material, but there may be times when NCC students are not permitted to attend a particular lecture. We ask for your understanding.

**Naval Command College Telephones.** There is one telephone for NCC student use near the NCC Wardroom, in room Luce-208. This may be used for local, long distance and international calls that are *official* in nature. We ask that each officer limit international calls to no more than two per month—10 minutes each.

**Sponsors.** Each of you will be assigned a sponsor. Ideally your sponsor should have already been in contact with you before your arrival in the U.S. The Sponsor Program, directed by the Chief of Naval Operations, is an integral part of the U.S. Navy, the NWC and the NCC. Sponsors are crucial to you and your family making the transition from the familiar surroundings in your home country to the totally new surroundings of Newport, Rhode Island. Your sponsor has been carefully selected from area military officers (active duty and retired) and civilians who express a strong desire to serve, and have volunteered in that capacity. He and/or she should be one of the first Americans to provide friendship, understanding and personal assistance. Further, as the year goes on, your sponsor will be one of your main interpreters of American customs, traditions and habits for you and your family to rely on. Their commitment to you and your family encompass your entire year at the NCC. For many international students this personal relationship goes far beyond their tenure in Newport. Most importantly, your sponsor has a strong desire to help you and your family adjust to life in America and make your stay in the United States a positive and pleasurable experience. Rely on them and reach out to them. They are provided to you and your family to help make this the best year each NCC officer has ever experienced.

## ACADEMIC MATTERS

**Academic Freedom.** The President of the Naval War College often invites distinguished persons to lecture. The speakers and

the authors of some of your readings may occasionally express ideas with which you disagree. The tradition of academic freedom permits open discussion of ideas with which many of us would, with justice, strongly disagree. It also means that all students have the freedom to counter those ideas by gathering the facts and asking questions with logic and reason. **The tradition of academic freedom calls for politeness and civility in the exchange of ideas and opinions rather than using emotional arguments.** Speakers may make controversial or strong statements for the purpose of stimulating discussion or to solicit differing viewpoints. In the United States, this is a common practice.

**Written Requirements.** During the academic year, certain courses require you to submit written research papers to the NWC faculty. No letter or numerical grade will be given. However, they will be evaluated by your seminar moderators and written comments and suggestions will be provided. NCC students are also encouraged to submit written work for the NWC essay competition in spring. Award winners will be recognized at the NWC Graduation Awards Ceremony. Papers must be your own work, of professional quality and submitted on time. Exams may be taken on a voluntary basis. If taken, exams will be critiqued in writing by your professors.

Written requirements per trimester are listed below:

- **JMO:** 1 x 14-17 page research paper. Exams voluntary.
- **NSA:** 1 paper. 2 voluntary exams.
- **S&P:** 2 x 8 page papers. Final exam voluntary.
- **Electives:** Voluntary program. Requirements vary by course, but all include at least one paper and many require a class presentation. \*Note: Intermediate & Advanced English as a Second Language (ESL) are offered as an elective choice throughout the year; however, NO CREDIT is earned.

For all written work, plagiarism will not be tolerated. The following is from the NWC Academic Honor Code:

**“Plagiarism is defined as the act of taking ideas, writing or the like from another and passing them off as one’s own. It includes the duplication of an author’s words without both**

**quotation marks and accurate references or footnotes, or the use of an author's ideas in paraphrase without accurate references or footnotes. Students are expected to give full credit in their written submissions when borrowing another's words or ideas. Plagiarism is strictly prohibited and will result in disciplinary actions, which may include dismissal from the program."**

*Attendance and Absences.* The NCC and NWC appreciate the many competing demands placed upon each international officer adjusting to life in the United States, concurrent with attending the NWC, and the many social obligations and occasions. Notwithstanding, to enable NCC 2017 to achieve the goals described and maintain the quality of a NWC education within the timeframe of a challenging 11 month curriculum, attendance at every scheduled NCC and academic event is important. **Attendance is mandatory** for all scheduled academic, FSP, and NCC non-academic events unless they are listed as "optional." The weekly academic schedule is your primary guide. **In addition, any absence from scheduled events must be approved in advance. If an obligation arises that requires your absence please use the following guidelines:**

- **To miss one class or lecture**, you will be required to obtain permission from your Faculty Moderator and inform the NCC Deputy Director/Academic Coordinator.
- To miss more than one class or lecture, or miss **any non-academic** NCC event, you will need to inform me and obtain my approval.

Also, if sick in quarters (SIQ), please notify the NCC staff. This will enable the NCC staff to provide notification to the NWC Academic Department of your absence for rescheduling academic events as required. There may be some NCC events of a cultural or family nature that are voluntary. These specific events will be announced as they are scheduled. I ask for your full cooperation pre-planning attendance. Please note **there are NO mandatory**

**events for NCC 2017 spouses or families.**

*Master's Degree.* NWC is not accredited to award a Masters of Arts degree (MA) to non-U.S. students. Upon completion of the NWC/NCC program you will receive a NWC diploma. Salve Regina University (SRU) in Newport will apply NWC academic credits toward a degree there. Additional courses can be completed either at SRU night school or via distance education. SRU will brief specifics of their program during orientation.

For those desiring to attend SRU, a total of 18 credits must be earned from NWC. Each core course is worth five credits. You will take three core courses for a total of 15 credits. There are 2 options to receive the other 3 credits:

(1) Enroll in one elective course each trimester to receive a total of three credits.

(2) Write three 5- 8 page comprehensive essays on a particular aspect of the FSP program and how it relates to something similar or different in your country. NCC Deputy will provide details during Orientation. Completion of this will show on your transcript as "NCC FSP course in-residence" and receive one credit for each paper submitted, to a maximum of three credits.

*Grades.* As an NCC student, you will not receive letter grades for your work. Your professional pride and commitment to your navy should provide motivation for you to study hard and share your knowledge. Although grades are not assigned, your work must be at a sufficient level to maintain a satisfactory academic standing within the NCC. Professors will provide you evaluation comments, and you should expect thorough written feedback.

*Computers.* NWC LAN and Internet-capable desk top computers are located in each office space in Luce Hall.

*Ipads.*

Many of your core course and electives readings will be in electronic format. You will be issued Apple iPads during Orientation which will have the readings loaded onto them. There will be a two hour iPad familiarization class scheduled



prior to the start of academics. These are to be returned to Hewitt-202 prior to graduation.

*Graduation and Departure from Newport.* Upon completion of this course, the President of the Naval War College will send a letter of completion to the Chief of your Navy. This end of course letter will report on your accomplishments and professional contribution to the NWC community during your year of study. Students may depart from Newport the day after graduation or shortly thereafter, in accordance with your ITO.

### NAVAL WAR COLLEGE CAMPUS MAP



#### NWC Quarterdeck

Conolly Hall ..... 841-1310

#### Athletic Facilities

Chafee Gym ..... 841-3154

Operating hours:

Mon-Thurs ..... 0500-2000

Friday ..... 0500-1900

Saturday ..... 0700-1600  
 Sunday/Holidays ..... 0900-1600  
 Pool ..... 841-3154  
 Operating hours:  
 Mon-Thurs ..... 0600-0800  
 ..... 1030-1300  
 ..... 1500-1800  
 Friday ..... 1030-1300; 1500-1800  
 Saturday ..... 0800-1200  
 Sunday/Holidays ..... 0900-1200

#### Dining Facilities on Base

Officer's Club Topside Lounge ..... 841-1444  
 Mon-Fri ..... 1100-2100  
 Sat ..... 1600-2100  
 Sun ..... **CLOSED**

NWC Café (Hewitt Hall) ..... 841-4655  
 Mon-Thu ..... 0630-1500  
 Fri ..... 0630-1400

Ney Hall (Galley) ..... 841-1083/2639/2048  
 Breakfast:  
 M-F ..... 0530-0730  
 Sat/Sun/Holidays ..... 0600-0800  
 Lunch:  
 Mon-Sun/Holidays ..... 1100-1300  
 Dinner:  
 Mon-Sun/Holidays ..... 1645-1830

America's Cup Café (Harbor Island Conference Center, Bldg. 684)  
 841-2108  
 Mon-Fri ..... 0630-1400  
 Weekends and Holidays ..... **CLOSED**

Leisure Bay Coffee Shoppe (Bldg. 1255, Whipple Avenue) ... 841-2088  
 Mon-Fri ..... 0900-2000  
 Drive-thru opens at 0630  
 Weekends and Holidays ..... 0800-1800

### *Banking*

<i>Navy Federal Credit Union</i> .....	1-888-842-6328
Mon-Fri .....	0900-1700
Sat .....	0900-1300
Sun .....	<b>CLOSED</b>

<i>Navy Exchange</i> .....	841-1399
Mon-Sat.....	0900-1900
Sun .....	0900-1700
Federal Holidays.....	0900-1700

<i>Commissary</i> .....	841-2111/2112
Tues-Fri .....	0900-1900
Sat & Sun .....	0900-1800
Monday .....	<b>CLOSED</b>

## **EXPECTATIONS**

*Know your Classmates.* I expect NCC classmates to support each other. Find out each other's strengths and weaknesses. If a classmate is weak in certain areas, make him/her stronger. Help each other in every way possible.

*Rank and Seniority.* Military rank will be used in all introductions and other formal or military situations. However, within the NCC family we will not use rank or seniority. Your name will appear on lists, your mailboxes are arranged, and you will be introduced from within the group in **alphabetical order by country**. There will be few exceptions to this policy.

*Camaraderie and Informality.* The NCC encourages a frank and informal atmosphere. This promotes a solid academic environment. We remain officers of course, but we are also working in an area of academic freedom and international friendship. In your day-to-day relationship with each other, I encourage camaraderie and polite, courteous behavior. I encourage colleagues to be on a first name basis.

*Punctuality.* As senior leaders, we set the example in this professional attribute. There are numerous events throughout the year that require coordination and timing. It is in the tradition and expectation of military courtesy that officers be **present and seated** at the scheduled start of a seminar, lecture, or at a presentation by one of their classmates. Please take it as a matter of professional pride and military courtesy to **be on time for all events**.

Timeliness is also essential when we are traveling. To achieve the FSP goals for a traveling group of over 50 NCC officers and staff in the limited time allotted demands a very compact FSP itinerary and efficient movement. Our schedules are often tight and do not permit us to wait. Thus, **scheduled departure and arrival times published in each FSP itinerary must be strictly adhered to**. Your prompt arrival at the bus or other designated meeting place will help ensure a smooth travel plan. **All students should be on the bus five minutes prior to the scheduled departure time**. Successful FSPs are those where every member of your class participates for the full allotted time provided for each event. Your support is not only appreciated, it is **expected** of you as a professional.

*Policy of Non-Attribution for Lectures, Presentations, and Discussions.* To permit a free exchange of ideas, all lectures and discussions are considered privileged. This means that what you hear in lectures, seminars or discussions at the NWC, as well as during FSPs, **may not be quoted or reproduced without the speaker's permission**. This principle of non-attribution is essential to preserve academic freedom. Please respect this as a point of military honor.

*Surveys.* At the end of each trimester, FSP, and at the end of academic year, you will be asked to complete a survey. The academic departments and NCC staff welcome your honest remarks. Additionally, the NCC staff will provide the opportunity for feedback discussion sessions throughout the year. Your feedback and surveys are critical to improving our programs.

*Drinking and Driving.* As a reminder, alcohol abuse causes a multitude of problems and poses a significant safety problem in our business. The U.S. Navy, NWC and the NCC do not tolerate abuse of alcohol. If you drink alcoholic beverages, please drink responsibly. **Do not drink and drive.** The risks associated with drinking alcoholic beverages and driving are extreme. In the U.S., the criminal, financial, and professional penalties are severe . . . **it's not worth it!** Plan ahead for a designated driver, or in contingency, the nearest taxi service. Taxi companies are listed in the local phone books. Call a taxi and they will take you where you need to go, in most cases, anytime, 24 hours a day.

*Cellular Phones.* Cellular phones may be carried in all NWC buildings except McCarty-Little Hall, where they are not permitted due to security regulations. All cellular phones **must be turned off or set to silent/vibrate** when in a classroom, lecture room, auditorium, or during FSP briefs and/or demonstrations. **In addition, cellular phone use is prohibited while driving aboard Naval Station Newport. Texting while driving anywhere in the state of Rhode Island is also against the law.**

*Cleanliness.* Material condition and appearance of NCC spaces and the NCC Wardroom are indicative of the quality of the NCC and your class. Our work environment should promote pride. As you well know, organizations with the highest morale and most professional attitude tend to be those with the sharpest overall appearance. They are proud of their product and accomplishments. *Show pride of ownership. Help keep your NCC spaces looking sharp; it is a quality associated with success.*

*End of Year Gifts.* Several graduates have presented the NWC and the NCC with mementos of their time here both as a class and separately in appreciation from their countries. These mementos are displayed throughout the NWC and NCC with pride. These gifts are completely voluntary and accepted with great appreciation and honor.

## EVENTS

*Local Activities.* We will have many local activities and there will be invitations you will want to extend in return. You will discover that your calendar will fill up very rapidly. The academic schedule is heavy and you must make time for study. Local activities consist of two categories:

- *Large scale:* where the entire class is invited.

Sometimes these include families, others are for spouses only.

- *Small scale:* these consist of smaller groups of officers, such as "in-home" socials and Quindecim Dinners.

*Activities descriptions.* Most local events are described for you on the following pages of this pamphlet. An explanation of a few of those events appears below:

*Kempenaar's Clambake.* The only event common amongst all NCC classes since 1956. The Kempenaar Family is a household name amongst NCC Alumni as we experience a New England Clambake complete with lobster and friendship.

*Quindecim Club.* A local Newport organization whose members hail from business, professional, and military backgrounds. The group meets once a month for cocktails, dinner, and a guest speaker on broad topics of interest. NCC Officers are invited in small groups. The attire is coat and tie, and dinner is provided at no cost. This is another good chance to meet local community members. Spouses are not invited to this event.

*Navy League.* Receptions occur in Newport as well as on several FSPs. The Navy League is an organization dedicated to the importance of sea power and U.S. national security and supports the mission of the men and women of the sea services and their families.

*Middletown High School speaker series.* Middletown High School conducts a Contemporary World Issues course for high school juniors and seniors. As part of the course, NCC students have volunteered to speak for 20-30 minutes to the class

on issues specific to their country or region. This is a great opportunity to interact with community young adults and familiarize them with international culture.

*Scheduling of in-home social activities.* Hosting in-home socials is **strictly voluntary**. However, many officers agree that this is one of the most rewarding parts of the NCC program. In-home socials provide a great opportunity for you to really get to know your classmates and their spouses/families on a more relaxed basis over dinner, lunch or hors d'oeuvres. As always, a fine balance of family life, social activity, physical fitness and study is required for a productive and enjoyable year at NCC. Do not feel you must always say "yes" to every invitation you receive. Please be sensitive to cultural protocols. It is incumbent on the individual to let others know what is acceptable or of any dietary preferences. If you choose, you can return invitations in many ways. For example, several students from a region can host one event.

*RSVPs.* The NWC and NCC protocol for personal invitations with RSVPs is as follows: Members of NCC 2017 that receive personal invitations with an RSVP are **obligated to respond to the sender very promptly**. There is **no obligation to attend**. This includes invitations received from senior level civilians and flag rank officers.

US custom for invitations is as follows:

"CAPT and Mrs. Able Seaman" – indicates only the officer and spouse are invited. "CAPT and Mrs. Able Seaman and Family" – indicates all family members are invited. Invitations may also read –"The Seaman Family" or other words to that effect. Please adhere to these guidelines as hosts plan meals based on them. For in-home socials and NCC sponsored events, if you have adult family or guests visiting and would like them to come, please contact the hosts early to see if it is okay to bring them.

*Days of Religious and National Significance.* The Naval War College academic schedule provides for the observance of religious and national holidays as approved by the United States Congress. With the diversity of nations and

religious groups in the Naval Command College, it is not possible to recognize all the special days of other nations, cultures and religions. If a particular observance is of special significance to you, please see the NCC Director to discuss the possibility of being excused from class.

*Spouse Programs.* All NCC spouse/family programs are voluntary. NCC spouses will be able to audit the English-as-a-Second-Language (ESL) classes free of charge until the maximum number of students is reached for spouses who desire to improve their language skill. Typically there are two separate classes based on initial English language ability level. Classes are held on Tuesdays during the day (while children are in school) and a social period called "Spouse in the Spotlight" is held between the two classes where spouses can learn about each other countries. Additionally, the spouses will typically organize monthly coffee socials in a volunteer's home, allowing them to get to know each other better. Spouses historically organize an annual "cookbook" of recipes that serves as a yearbook for the class, and also may participate in the annual International Cultural Night.

*Babysitting.* In the United States, the generally accepted minimum age for children to be left alone is 12 years old. This of course may vary slightly depending on the maturity of the child, but 12 years old is the accepted guideline. Some families may have a sibling old enough to baby-sit their younger children. Others may have sponsors who can occasionally assist with babysitting or know reliable babysitters in the local area.

The Child Development Center (CDC) also has hourly care available during the day. Children must be registered in the CDC system prior to making an appointment. The registration consists of many forms and can take over an hour to complete, so plan accordingly and register your children well ahead of time. Hourly care visits can be scheduled up to 30 days in advance of the date care is needed and are taken on a first-come, first-served basis. Reservations are made by emailing the operations clerks, Lisa (lisa.cole@navy.mil) and Kathy (kathleen.chiriboga@navy.mil). In your email request, please include the child's full name, age and the drop-off and pick-up date and times. Care is \$4.00/hour, with a maximum of 25

hours/ week. **NOTE: Price and time limit subject to change.**

## FIELD STUDIES PROGRAM AND SCHEDULE

*Field Studies Program Visits (FSPs) and Field Trips (FTs).* During the year, we will spend about 30 days traveling. FSPs are multi-day trips outside the local area; FTs are one-day local visits. These trips are not only a very enjoyable and interesting part of your year at NCC, but also a formal part of the curriculum, and will involve attendance at briefings and demonstrations that are part of the academic syllabus. On some trips families will be permitted to travel with us, at your own expense, on a “not to interfere” basis. This will require you to plan for their transportation, many of their meals, and even some activities to keep them occupied while we are performing official business during the working day. We will make every effort to include families in appropriate events during our trips. More details about each trip will be made available during briefings in advance of our departure dates. FSP dates are listed below, **PLEASE NOTE THAT THERE MAY BE CHANGES.**

During the course of FSPs, there will be a variety of events: presentations, tours, meals, and visits. Please honor the presenters with the appropriate courtesies and **ensure cellphones are turned off during presentations.** If it is required due to urgent matters, please have cellphones in vibrate and if called, leave the room to discuss matters. Presentations include the opportunity for officers to ask questions. We highly encourage you to do so as it will increase your experience and understanding of the many facilities and businesses visited. **When asking questions, please stand, state your name and country before asking your question.**

In addition, each major presenter will receive a class scroll in appreciation for their time. Class presenters will be annotated on the FSP pocket schedule for each venue. Presenters will say a few words of thanks and then present the scroll “on behalf of the President, Naval War College, RADM Howe and the various officers and countries represented by NCC 2017.”

The Field Studies Program consists of a series of visits and single-day field trips designed to meet the requirements of the Navy’s International Program Office, the Joint Security Cooperation Education and Training (JSCET) Manual and DoD Field Studies Program Guidance in DoDI 5410.17. This program gives the international officer a balanced understanding of the United States. The travel includes exposure to American government institutions, judicial system, human rights, political processes, civil-military relations, the role of the free press and communications media, the diversity of American society and life, the free enterprise system and our free market system across the U.S.

*New England:* TBD August 2016  
(xx days, No Academics Missed) **\*Officers Only\***

- Maine
- Boston, Massachusetts

*Philadelphia / New York:* TBD September 2016  
(xx days, JMO)

- Philadelphia, Pennsylvania
- New York City

*Southeast:* TBD December 2016 (xx days, NSDM)

- Atlanta, Georgia
- Houston, Texas

*West Coast:* TBD January - February 2017 (xx days, NSDM)

- San Francisco, California
- San Diego, California

*Midwest:* TBD March 2017 (xx days, JMO)

- St. Louis, Missouri
- Chicago, Illinois

*Washington, D.C.:* TBD April 2017 (xx days, S&P)

- Washington, D.C.

*Local FSP Visits:* (No classes missed)

- Rhode Island State Government - TBD
- USN Submarine Base Groton, CT – TBD

## LOCAL EVENTS SCHEDULE – 2016/2017

**[\*\* Dates subject to change! \*\*]**

These are the local events that are scheduled during the academic year 2016-2017. More information will be provided at Orientation. For any questions, email the NCC Deputy Director at [keith.reams@usnwc.edu](mailto:keith.reams@usnwc.edu)

DATE	TIME	EVENT	LOCATION	ATTIRE	FAMILIES	SPONSORS
TBD	1200	NCC Family Picnic	Carr Point	Casual/Athletic Gear	Yes	Yes
TBD	1900	NCC and NSC Director's Reception	Officer's Club	Summer Whites	Spouse Only	Yes
TBD	1800	Salve Regina University Reception	Ochre Court	Summer Whites	Spouse Only	No
TBD	1900	Dunes Club Reception	Dunes Club	Summer Whites	Spouse only	No
TBD	1700	Kempenaar's Clam Bake	Kempenaar's	Casual	Spouse Only	No
TBD	1230	Navy League Picnic	Glen Farm	Casual	Yes	Yes
TBD	1800	Halloween Party	Officer's Club	Casual	Yes	Yes
TBD	1800	International Cuisine Night #1	Mahan Reading Room	Casual	Spouse & High School aged children	Yes
DATE	TIME	EVENT	LOCATION	ATTIRE	FAMILIES	SPONSORS
TBD	1800	Winter Holiday Party	Ft. Adams	Casual	Yes	Yes
TBD	1800	Rock & Roll Night	Ft. Adams	"Rocker" attire	Yes	Yes
TBD	1800	International Cuisine Night #2	Mahan Reading Room	Casual	Spouse & High School aged children	Yes

TBD	1800	International Cultural Night	Spruance Hall	National Dress	Yes	Yes
TBD	1800	International Cuisine Night #3	Mahan Reading Room	Casual	Spouse & High School aged children	Yes
TBD	1830	Black & White Night	Officer's Club	Anything black or white	Spouse only	Yes
TBD	1800	Graduation Ball	TBD (by class)	Mess dress/formal	Spouse only	No
TBD	1800	NCC/NSC Graduation Reception	Ochre Court	Summer Whites	Spouse Only	Yes
TBD	0800	Attaché Coffee	Mahan Rotunda	Service Dress whites	Spouse only	No
TBD	1000	Graduation Ceremony	Dewey Field	Service Dress whites	Pending Availability	Yes

Special events are described further below:

*NCC/NSC Director's Reception:* Welcome reception sponsored by NCC and NSC held at The Officer's Club. NCC and NSC Officers and spouses, and sponsors are invited.

*Dunes Club:* Officers and spouses attend a reception hosted by the prestigious Dunes Club of Narragansett.

*Kempenaar's Clambake:* An informal clam bake dinner at Kempenaar's Clam Bake Club, an NCC tradition since its inception in 1956.

*Salve Reception:* Sponsored by Salve Regina University, this mixer serves to get officers and their spouses familiar with the university and the courses they offer for completion of a Master's Degree.

*Halloween Party:* Informal costume event for families prior to Halloween.

*Winter Holiday Party:* Informal family party prior to Christmas. Santa Claus may also make an appearance!

*Rock & Roll Night:* A dance night celebrating music through the ages where traditional “rock & roll” costumes from the 50s, 60s, 70s, and 80s are encouraged to be worn.

*International Cuisine Nights:* One-third of the class each night prepares cuisine representative of their countries. Officers, spouses, sponsors, and high school aged children are invited.

*Cultural Night:* Each officer and family has the opportunity to display their national dress and/or celebrate their culture.

*Black & White Night:* A light-hearted evening recalling events that occurred over the course of the year.

*Graduation Ball:* Formal event for officers and spouses held at a location chosen by the class in September. Funded by the class.

## FINAL THOUGHTS

FRIENDSHIP, KNOWLEDGE, AND COOPERATION is our motto and excellence is our standard. Remember your mission and goals, focus on your studies, and support your fellow classmates. Armed with the desire to work hard and succeed, you and your classmates will drive NCC 2017 to the highest level of excellence.

As a final reminder, your NCC experience is intended to be nonpolitical. There are always differences in religion, culture and race. You must set aside individual differences, as deep as they may be, for the benefit of your entire class. Remember, you have been selected by your nation and are here at the invitation of the United States Navy to **gain knowledge, build friendships and increase cooperation among our navies**. The vision of Admiral Arleigh Burke and the proud tradition of the Naval Command College is that we become friends and colleagues.

Finally, every once in a while, sit back, reflect, and give yourself credit for what you do. NCC 2017 will have a tremendous opportunity to accomplish and experience many great things and get to know many great people. Upon

graduation, you will join a distinguished group of over 2000 NCC alumni who have built lasting relationships through their unique Naval Command College experience. Moreover, in your future positions of higher responsibility, you and fellow NCC alumni will be able to serve as an example for your peers and subordinates as you continue to foster friendships and cooperation among navies around the world and make a positive impact on future world events.

Each of you is an essential part of that cooperation. Don't ever lose sight of that fact. I am proud and honored to be a part of the Naval Command College and to serve as your Director. I look forward to us continuing the proud NCC tradition.

*“Most important among peoples or among navies or among nations is friends.”*

Admiral Arleigh A. Burke, 1960