

MISSION

NSC Class of 2018—gain expertise in Joint Military Operations doctrine, develop skills in Theater Security Affairs, build Strategy and Policy analytical frameworks; increase understanding of U.S. institutions and society, build strong working relationships, camaraderie, and friendships AND increase cooperation among navies of the world; to prepare for higher command responsibilities AND build trust and confidence in order to foster peaceful use of the seas, defuse crises, and when necessary, work together to fight and win our nation's wars.

Our objective is clear and simple—to ensure each member of the Class of 2018 fosters knowledge, friendships and cooperation among our services. In order to accomplish this mission, the Class of 2018 must study, interact, actively participate and cooperate. 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 the Class of 2018 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 NSC and U.S. Naval War College (NWC). The ability of the Class of 2018 to increase cooperation among all our navies depends totally on the combined performance and active participation of each member of your class. Each officer is an important factor and will directly affect the ability for the Class of 2018 to achieve the following goals.

GOALS

To accomplish our mission each member of NSC Class of 2018 must aim to achieve the following academic, Field Studies Program and cooperation goals:

- 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 orders of uncertainty through case studies, war gaming and written exercises.
- Analyze complex joint operational issues clearly and effectively, both orally and in writing.
- Enhance one's 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 from historical cases and strategic theorists the way political and military leaders effectively use military forces to achieve political objectives.
- 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.
- Eliminate barriers, build working relationships, and share unique perspectives with NSC classmates and other U.S. students and NWC faculty in class, athletics, cultural, and social occasions; in order that fellowships can develop into long-lasting friendships in the NSC, NWC and continue in the NSC alumni community.
- Maintain personal physical fitness and contribute to NSC and NWC camaraderie through participation in the NWC intramural sports program.

- Achieve one hundred percent student participation in NSC and NWC assessments and surveys.

VALUES

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

Further, the importance of a strong set of values to the NSC and the Class of 2018 cannot be overstated. I define NSC values as **Participation, Respect, Integrity, Devotion and Excellence**. These concepts demonstrate who the NSC is and guide our performance, conduct and decisions. It's what being a member of the Class of 2018 and the NSC is all about. Each of you should be guided by a commitment to:

Participation: Active participation in assigned academic seminars, during exercises, war games, lectures, during NSC 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 the Class of 2018 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 the NSC Class of 2018, 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 NSC to improve. Class and individual student feedback, assessments and surveys are the integral means for NSC to achieve this.

I believe that by carrying this philosophy and set of values with you into class, athletics and NSC cultural and social interactions, the Class of 2018 will drive itself to the highest levels of excellence and education, achieve its goals, and accomplish our NSC mission.

ADMINISTRATIVE MATTERS

Keep Me Informed. To assess, plan and direct the near and long term activities of the NSC, I need to understand completely the effectiveness and efficiency of NSC programs, procedures and policies. In order to do this, I need continuous feedback from you and your classmates. 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 NSC to operate—please let me know. I need to know everything related to the ability of the NSC and the Class of 2018 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 NSC Director and Staff. The Naval War College is quite clear on the responsibilities and duties of the NSC staff and me to you and your classmates. The NSC staff's primary function is to enable the Class of 2018 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 the Class of 2018 to gain knowledge in the 3 core courses of study: Joint Military Operations (JMO), Theater Security Decision Making (TSDM), and Strategy and War (S&W).
- 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 NSC staff will keep the Class of 2018 informed concerning current and future NSC 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 NSC 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 NSC course, graduation and future than the CNO, President of NWC and the NSC 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 NSC and the way we do business. Quality equals effectiveness and efficiency. The way we do business equals the process. In order to achieve quality, in some cases I will direct surveys and in other cases I will ask for your opinions.

Use the NSC staff for all matters. The NSC will help any officer who seeks it. Each officer should feel free to discuss personal issues or problems with me or others on the NSC 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 and from NSC 2018. 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. The intranet has much to offer and certain functions require access to the NWC intranet, like enrolling for electives. The NSC Staff maintains several informational boards outside the NSC Wardroom that contain items in the following categories: Current and future week schedules, items for sale or rent, FSP information, academic information, local/New England area information, and other general information of interest.

There are mailboxes for each officer in the NSC spaces.

Class Officers. Early in the academic year you will be asked to vote as a class to elect a Class 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 onerous, but they will require varying amounts of time to perform. Mid-term elections will be held to share the workload. 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.* The President acts as Class Leader and official spokesman for class business and social activities. He/she also serves as direct liaison between the class and the NSC Director.

- *Vice President.* Assist/advise the Class President and act 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 NSC Wardroom fund, collects class "Dues," pays coffee mess bill, and official bills and presents Treasurer Reports to class. *This duty is held by a U.S. officer.*
- *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.
- *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, volleyball, racquetball / handball trees, etc.).

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 outside and inside doors to enter and exit the buildings. Your family is welcome to visit the NSC Wardroom and your office; however, they must be escorted by you at all times. Children **must always** be escorted and **supervised** by their parents at ALL times. You may also have requests from officers from your country to visit the NSC as former alumni 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 IMSO.

Guests and Visitors. Any guest or visitor of the U.S. Naval War College or Naval Staff 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 that you would provide the President or yourself. They should be made to feel welcome in the Naval Staff College. In other words, treat 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 the Class of 2018 and the Naval Staff 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 POLICY

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

- **Formal**

There will be several 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 will be the uniform for graduation.

Civilian Attire: Business suit

- **Professional**

Uniform Attire: Service Dress Blues/Summer Whites. This is the dress for lectures by four star U.S. officers and for FSP events when military uniform is proper.

Civilian Attire: Coat and tie, dress slacks, and dress shoes. This is the normal dress for 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**

Collared shirt, casual slacks, and casual shoes. **No blue jeans, shorts or athletic shoes.**

This is the attire for conducting after hours or weekend business/studies within the NWC complex; may be prescribed during designated holiday periods.

· **NSC Casual**

Collared shirt, casual slacks, blue jeans or shorts. This dress is normally prescribed for FSP travel days.

· **Athletic**

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

NOTE: Blue jeans are not permitted within the Naval War College during normal business hours (0730-1630).

POLICIES

The following policies contain what I expect from every member of the Class of 2018, what you can expect the NSC to follow, and what you can expect from the NSC 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 NSC and NWC cannot provide a rigorous top quality education, if we fail to treat every individual with equal dignity and respect. The NSC 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 NSC students are not permitted to attend a particular lecture. We ask for your understanding.

Naval Staff College FAX. A FAX machine is located in the NSC Wardroom and can be used to send data internationally.

Sponsors. Your sponsor should have already met you and your family. The Sponsor Program, directed by the Chief of Naval Operations, is an integral part of the U.S. Navy, the NWC and the NSC. 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 and further places in the United States. 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 American's 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 on which you and your family may rely.

Their commitment to you and your family encompass your entire year at the NSC. 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 families adjust to life in America and make your stay in the United States a positive and pleasurable experience. Rely on them. Reach out to them. They are provided to you and your family to help make your year the best each NSC 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 sometimes express ideas with which you disagree. The tradition of academic freedom permits 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, you will 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. The intellectual demands of organizing and expressing your thoughts in writing result in their own academic rewards. NSC students are encouraged to submit quality written work for competition in NWC essay awards recognized at the NWC Graduation Awards Ceremony. Your papers must be your own work, of professional quality and submitted on time. Exams may be taken on a voluntary basis by you. If taken, exams will be critiqued in writing by your professors.

The following is taken 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 NSC 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 the Class of 2018 to achieve the goals described and maintain the quality of a NWC education within the timeframe of a challenging 11 month curriculum, attendance at each scheduled NSC event is

important. **Attendance is mandatory** for all scheduled academic, FSP, Field Trip activities and NSC 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 NSC Deputy Director/Academic Coordinator. ***To miss more than one class or lecture, or miss any non-academic NSC event, you will need to inform me and obtain my approval.***

When making medical appointments (or any appointments for a family member that requires your attendance), please state that you are “NOT AVAILABLE until after 1200.”

Also, if you are sick, you must go to sick call. If you are assigned to sick in quarters, please notify the NSC staff. This will enable the NSC staff to provide notification to the NWC Academic Department of your absence for rescheduling academic events as required.

There may be some NSC 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 in pre-planning attendance. Please note **there are NO mandatory events for the Class of 2018 spouses or families.**

Master’s Degree. Upon completion of the NWC/NSC program you will receive an NWC diploma. Salve Regina University (SRU) in Newport will apply NWC academics toward an MA there. Additional courses can be completed either at SRU night school or via distance education. SRU will brief specifics of their program during orientation.

A graduate degree program from the U.S. Naval War College is under development for a limited number of qualified international officers. Additional information on program development will be available at Orientation.

Grades. As an NSC 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 NSC. Professors will provide you evaluation comments.

Computers. Four NWC LAN and Internet capable desk top computers are located in the NSC Wardroom. A code to access the War College Wireless Network will be provided with your student account.

Many of your core course and electives readings will be in electronic format. You will be issued Apple iPads which will have the readings loaded onto them. There will be a 2-hour iPad familiarization class scheduled prior to the start of academics. The iPad are to be returned to C-116 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 or service. 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 any time after, in accordance with your ITO.

EXPECTATIONS

Know your Classmates. I expect NSC 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 NSC 2018 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.

Comaraderie and Informality. The NSC 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. *Apropos—punctuality and politeness cost nothing but rewards you a thousand fold.* 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 of military courtesy at the NWC that officers be **present and seated** at the scheduled start of a seminar or 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 40 NSC 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 5 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 appreciated.

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, FT and end of academic year, you will be asked to complete a survey. The academic departments and NSC staff welcome your honest remarks. Additionally, the NSC 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 NSC 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. **DO NOT** take or make personal calls during academic sessions. **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 NSC spaces and the NSC Wardroom are indicative of the quality of the NSC 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're proud of their product and accomplishments. *Show pride of ownership. Help keep your NSC spaces looking sharp; it's a quality associated with success.*

End of Year Gifts. Several graduates have presented the NWC and the NSC 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 NSC with pride. These gifts are completely voluntary and accepted with great appreciation and honor.

EVENTS

Field Studies Program Visits (FSPs) and Field Trips (FTs). During the year, we will spend about 40 days traveling. FSPs are multi-day trips outside the local area; FTs are individual, local visits. These trips are a very enjoyable and interesting part of your year at NSC, 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.

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 proceed alphabetically by country from the first FSP presentation. Presenters will say a few words of thanks and comments and then present the scroll "on behalf of the President, Naval War College, RADM Jeffrey Harley, Director of the Naval Staff College, CAPT Todd Libby, and the NSC Class of 2018."

Country Presentations. Each student is required to provide a 20 minute informational power-point presentation about their nation. The presentation should include, but is not limited to: the student's personal background, country history, geography, demographics, form of government, economy, military structure, culture and current issues. The presentation is followed by a ten minute question and answer session. Two nations conduct Country Presentations on the scheduled day. Once both presentations are complete, attendees are invited to the NSC Wardroom to SAMPLE the cuisine of the presented nations (prepared by the students).

RSVPs. The NWC and NSC protocol for personal invitation with RSVPs is as follows: Members of the Class of 2018 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:

“LCDR and Mrs. Able Seaman” – indicates only the officer and spouse are invited. “LCDR 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 accordingly and extra family members may not have food. For in-home socials and NSC sponsored events, if you have adult family or guests visiting and would like them to come, please contact your 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 Staff College, it is not possible to recognize all the special days of other nations, cultures and religions. In accordance with the *Joint Security Cooperation Education and Training Manual* (Chapter 10, Section 8), a limit of 2 religious or national holidays may be observed by each country in an academic year. If a particular observance is of special significance to you, please see the NSC Academic Coordinator to discuss the possibility of being excused from class.

Babysitting. The minimum age for children to be left home alone is 12 years old. Any child younger than 12 years old requires a babysitter. Each family will have its own requirements for babysitting. Some 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.