



UNITED STATES MARINE CORPS
SCHOOL OF ADVANCED WARFIGHTING
MARINE CORPS UNIVERSITY
EDUCATION COMMAND
2044 SOUTH STREET
QUANTICO, VIRGINIA 22134-5001

IN REPLY REFER TO:
1 Nov 18

MEMORANDUM

From: Lieutenant Colonel R. H. McHaty, Deputy Director
To: SAW Class AY-20

Subj: STUDENT ONBOARDING AY 2019-2020

CONGRATULATIONS

Welcome to the School of Advanced Warfighting. You have before you a tremendous opportunity to grow professionally and personally. Following school, you will have the privilege and responsibility to contribute to the implementation of policy, operational plans, and operations orders through various future assignments and billets. You have worked hard to get here, but more hard work lies ahead. Your country, service, and the tax payers have made a tremendous investment in you; honor that investment as a reflection of their confidence in you!

PURPOSE

The purpose of this document is to provide you essential orientation information for SAW. Read carefully and ask questions about anything that is not clear.

SAW Mission: SAW develops lead planners and future commanders with the will and intellect to solve complex problems, employ operational art, and execute campaigns in order to enhance the Marine Corps' ability to prepare for and fight wars.

SAW ORGANIZATIONAL STRUCTURE/CHAIN OF COMMAND

- President, MCU Brigadier General Bowers
- Director, SAW Colonel J. R. Fullwood Jr.

- Dean of Academics Dr. Gordon Rudd

- Responsible to the Director for the conduct of all academic activities and curriculum execution.
- Responsible for Curriculum Administrative Requirements of the school and individual course directors.

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- Deputy Director & Dean of Students LtCol R. H. McHaty
 - Responsible for the overall direction, administration, and execution of 11-month curriculum.
 - Direct oversight of all daily operations of the school to include oversight of all staff activities.
 - Directly responsible to the Director for the student care and well-being.
 - Leader, mentor, and teacher of students. Serves as students' Reporting Senior.
 - Serve as MILFAC advisor to Seminar A.

- Operations Officer LtCol W. W. Johnson
 - Responsible for schedule, curriculum delivery, and school operations.
 - Develop, refine, and support planning exercises.
 - Lead for planning, coordinating, executing and assessing the SAW Staff Rides.
 - Coordinates all external support related to school and curriculum execution (Intel, training, facility, IT, etc...)
 - Leader, mentor, and teacher of students.
 - Serve as MILFAC advisor to Seminar B.

- Professors Dr. Daniel Marston
Dr. Wray Johnson
Dr. Gordon Rudd
 - Teach, evaluate, and develop students in all aspects of assigned curriculum. Provide input on all aspects of student performance, and assign remediation coursework.
 - Provide recommendation to Director via Deputy Director on all student requested absences.
 - Responsible for ensuring students are provided the best possible educational opportunity. Develop and maintain courseware that supports SAW mission.

- Student Billets
 - Class Leader (CL)
Primary conduit of information between the class and the Director/Deputy Director. Interacts with class through Assistant Class Leader and billet holders.
 - Maintains personnel accountability.

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- Has tasking authority of students to ensure curriculum and schedule are accomplished.
 - Leads and organizes the day-to-day operation of the student body. Passes information to/from the school staff & faculty.
 - Responsible to the Deputy for all aspects of student body actions to include but not limited to: Proper Uniform, Proper Attire, Carrel area security and cleanliness, enforcement of information assurance policy.
 - Serves as Deputy's "executive officer." Handles as many issues as possible at his level, operating within the direction/intent of the Deputy.
 - Coordinate the rotational responsibility, when tasked, of student escort and introduction of speakers.
 - The CL Leader is assisted by students in assigned permanent billets and organizes the student body to accomplish emerging tasks.
 - Serves on the SAW Force Preservation Council.
- O Assistant CL: Assists the CL in all duties. Serves as Seminar B lead officer. Is prepared to assume CL duties in his absence.
- Track student surveys and ensure timely submission. Reports any problems with survey access to Administrative Program Manager.
 - Assists the Class Academic Representative with compiling After Action Information.
 - Serves on the SAW Force Preservation Council.
- O Academic Representative: Coordinates with individual lesson instructors at least two weeks out to ensure students have the right readings in lesson cards, and receives coordinating instructions for seminar. This is a key billet as course cards are completed well before students arrive and occasionally readings may be updated. Changes to course cards should also be passed to the Deputy. Other duties include:
- On an as required basis but especially after each major block of instruction (Practical exercises, staff rides, etc...) compile a "Sustain" and "Improve" report as a class after action.
 - Discrepancies noted in any surveys or AARs should contain proposed recommendation(s).

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- Air Officer/Assistant Air Officer: Will work predominantly with the Operations officer to coordinate SAW MILAIR (when available) travel in support of staff rides. Serves as plane team commander on staff rides.
- Admin Representative: Prepares phone trees, recall/social rosters, leave/liberty, and support requests.
 - May also assist with personnel accountability for the CL/Asst CL.
 - Will provide administrative support to student Passport and security requirements as required.
 - Will be granted limited access to student rosters.
 - Will ensure no SSNs are used in any student created rosters.
 - Will manage permissions to student created PII documents.
- Health and Wellness Representative: Responsible to the CL for tracking of medical and dental readiness compliance of the CG. Will support execution of CFT/PFT as required and directed by the Deputy.
- IT Representative: Coordinates class email accounts and emergency contact phone tree.
 - Should become a SME with regards to GAFG collaboration, Google Forms, and permission management.
 - Responsible for the proper setup and coordination of IT/IET support for student use.
 - Serves as student SME for maintenance of seminar room computers and audiovisual equipment. Reports inoperable equipment in the Seminar Rooms.
 - In the case of computers and printer malfunctions individual students should individually report problems to the IET Helpdesk via trouble ticket but should inform IT representative for visibility when initiated and completed.
- Social Representative: Coordinates all social activities. May also coordinate purchase of class memorabilia (shirts, mugs, etc.).
 - Will work with Deputy to plan SAW directed events and brown bag sessions.

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- **Treasurer:** All use of money by the class must be strictly accounted and used for legal purposes and according to appropriate Marine Corps Orders.
- **Photographer/Historian:** Responsible for capturing the year through photographs and videos for consolidation and distribution to the class at the end of the academic year.
 - Must comply with non-attribution and privacy act requirements. No videos of seminar or speeches as part of SAW experience should be recorded or posted without approval from the Deputy Director (non-attribution policy always in effect).
 - Will develop, coordinate payment, and delivery of SAW Cruise Book.
- **USMC Birthday Ball Representative:** Interfaces with the Administrative Manager to organize and facilitate SAW participation in the MCU Marine Corps birthday ball.
- **USMC Mess Night/Dining-In Representative:** (Not designated) If a class dining-in is conducted two students will be appointed to assist the Deputy and Social Reps to plan the event.
- **Coffee/Soda Mess Representative:** Organize, maintain & equip the class coffee/soda mess in Seminar Room #2. The soda coffee mess in Seminar Room #2 supports the many guest lecturers, exercise support personnel and should be maintained by students. Includes maintaining on hand coffee, cups, lids, etc.
- **Gift/Escort Officers:** Guest Lecturers - Be professional in your introduction of the VIP. Get bio and rehearse intro - don't shoot from the hip. Be brief.
 - Will be responsible for the accountability, transport, and providing of class gifts to guest speakers, persons or organizations who provide outstanding support to the SAW class.

CURRICULUM

- All roads lead to ***Warfighting at the Operational Level***. This requires you to be able to: think critically and creatively, to communicate effectively, to translate concepts and ideas into feasible, practical, and easily understood plans, orders and policies.

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- Designed to provide an environment where officers can mature *professionally and intellectually*.
- Designed as a graduate-level course with corresponding rigor and teaching methodologies.
- Stresses expertise in the operational level of war (while understanding the linkages with the strategic and tactical levels).
- We want you to get the most out of this experience, bond with new professional colleagues and take advantage of the educational environment to prepare yourself for the challenges ahead.
- It is most important that you leave here with a better understanding of how to think rather than simply what to think (critical thinking skills).
- Professionals continually seek to improve themselves - one of our goals is to inspire you to continue your education beyond SAW and to pass on what you have learned.
- Understand your own preconceptions coming in and work to get to ground truth regarding their validity. For example, no person can singularly define reality...the officers and instructors to your left and right are committed professionals. Learn from them just as we aim to learn from you.

TEACHING METHODOLOGY

- **General**
 - Seminars are the point where the readings, personal reflection, and seminar preparation culminates in a validating, challenging, and sharing opportunity. The Issues for Consideration for each seminar provide the focus for your reading and potentially the point of departure for the seminar discussion. The seminar cannot foster your learning, and the learning of others, if you do not prepare and contribute. The seminar is your laboratory to challenge and test your ideas, and to practice communicating, which includes active listening. Quality of contributions is more important than quantity.
 - There will be a number of **lectures** by staff & guests (generally followed by seminar discussions).
 - Student **Oral presentations** are an important aspect of the training methodology. There will be a mix of formal briefs and informal presentations. Goal is to produce officers who can communicate concisely and effectively. This will include extemporaneous briefing requirements in seminar, staff rides, ODGs, and exercises.

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- o **Practical applications and exercises** will provide an opportunity to enhance learning through a hands-on approach.
- o Students will complete a number of **written assignments**. These will range from lengthier, academic papers to very brief, talking or point papers. Evaluation is based on both content and format/mechanics. The LCSC is an important resource. You are highly encouraged to engage them early in the process of your writing assignments and, if necessary, after you receive a paper back to help in the remediation phase.
- o There will be opportunities to conduct **independent research**, particularly for Master of Operational Studies (MOS). Know how to use the internet but beware of the veracity of these sources. The Research Assistants at the General Gray Research Center (GRC) are an invaluable asset.
- o The **Future War research paper** is a more substantial assignment. Planning and research should be started early in the school year. Evaluation is based on evidence of thorough research, critical assessment of multiple perspectives on the topic, sourcing, content, and format/mechanics.
- o Students should take early advantage of the following resources:
 1. GRC librarians - To develop a library research strategy and become familiar with the resources and support available at different phases of the project. <https://grc-usmcu.libguides.com/gray-research-center>.
 2. LCSC - To become familiar with the writing and communication resources available at different phases of the project. <https://www.usmcu.edu/lcsc>
 3. Research design workshop - This workshop provides a refresher on elements of research design, execution, and sourcing. Workshop is provided by LCSC, CAOCL, and IRAP and is scheduled through coordination with SAW Deputy Director.
 4. Human subjects research workshop - For students considering using interviews, focus groups, surveys, observation, or protected personnel/research data sets. This workshop addresses the requirements, process, and timelines of the reviews required by Marine Corps policy and federal law. Workshop is provided by IRAP and CAOCL and

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is scheduled through coordination with SAW Deputy Director.

5. Human research methods workshop - For students planning to use interviews, focus groups, observation, or surveys. This workshop addresses design and techniques for these research methods. Workshop is provided by CAOCL and IRAP and is scheduled through coordination with SAW Deputy Director.

- o In addition to these resources, for students with specialized research design needs, MCU will make an effort to link them to internal and external Marine Corps scholars/scientists who can assist them on an individual basis. This support is provided through a network of scholars/scientists in LCSC, CAOCL, and IRAP. For more information, contact MCU_ResearchResources@usmcu.edu.
- o *Note for students considering **research involving personnel data sets, interviews, focus groups, observation, surveys, or any methods involving gathering information from/about people.** Such projects may be required to undergo review by the Marine Corps' Institutional Review Board (IRB) and/or undergo other review processes. IRB review is required by federal law and Marine Corps policy. These processes are manageable within the school year, but must be started ~60-90 days **before** data gathering will begin. Anyone considering using these methods should contact MCU's IRB representative, Kate Kuehn [kathleen.kuehn@usmcu.edu] early in the planning phase. More information on the Marine Corps Human Research Protection Program is available online at: <http://www.tecom.marines.mil/Resources/HRPP.aspx>.*
- o **Reading** - Reading is a vital part of your education that complements the ideas presented in lectures and seminars. It is not a supplement, and it is not optional. The foundation for the majority of your SAW education builds on what you read and how you read it. Expect to do a lot of reading: approximately 200 pages a day. Just like with physical training, seek out better and more effective ways to read and expect to get more efficient over time. Take notes on what you read. At a minimum, you should be familiar with the author's thesis and the main elements of his argument, but even better are critical comments that will yield valuable discussion about the merits and faults in the author's work. If you are asked to react to the reading in a seminar and you have not done it, be upfront

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and honest about it rather than trying to fool the professor and classmates. Let someone else go who is prepared and can contribute to the learning of others. Don't make this a habit or you can expect an individual assessment and remediation.

- o **Personal Study and Preparation Time (PSPT)** is critical to your educational experience and will be protected to the maximum extent possible. PSPT has been factored in to the curriculum as part of your "work week." Therefore PSPT on the schedule constitutes a duty to study at a location of your choosing. Because PSPT is a work day it may be used by the Director to meet emerging requirements such as short notice guest speakers or to address class concerns. It does not replace study that should be conducted "after normal working hours", but rather supplements it. Afternoons or full days of PSPT may be repurposed to undertake unique opportunities as a class such as offsite visits to professionally and personally rewarding locations or guest speakers. Any such trips will be made as a group and are not optional.
- o **Books.** The books issued to you must be returned for the use of future students, and will need to be replaced if they are lost or "defaced". Highlighting or marking up books as part of note taking is discouraged. Students that receive books that are excessively written in should report it to the Administrative Manager. It will be replaced if one is available. SAW will attempt to replace it in a timely manner but many of the books are out of print and difficult to acquire. Consider buying books that you need to write in as it indicates a book you may want to refer to later.

EVALUATION METHODOLOGY

- o Key sources:
 - o Academic Grading Policy, Rubrics, and Student Learning Outcomes.
 - o MCU Communications Style Guide, Ninth edition
 - o Feedback from individual professors.
 - o Solicited and unsolicited peer feedback.
- o Aspects of evaluation:
 - o Seminar Participation (to include practical application/exercises)
 - o Oral Presentations
 - o Written Assignments

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- o Written Work: **Writing effectively is a vital quality of a MAGTF planner.** You will complete a number of written assignments within the separate lessons and assignments will vary in length. Each is an exercise in analysis, formulation of a logical argument, and communication, and will be evaluated for each of those criteria in addition to format and mechanics. A significant portion of your effort should be spent on refining the written expression of ideas you have formed. You **may** formulate and express your own opinion (and are expected to do so in many cases) but it is more important that you learn to express judgments. Judgments must be backed with logic and legitimate, trusted sources or evidence. Use trusted agents like spouses, classmates, and the Leadership Communication Skills Center staff to proof-read and help refine your communication. At the same time, be careful **not to** compromise your integrity on individual effort assignments.
- o The **Leadership Communication Skills Center (LCSC)** as mentioned above is an excellent resource for improving your writing skills and can provide targeted assistance on your written assignments. It is located in the Gray Research Center, the number is 703-784-4401. Papers and inquires can also be submitted to the LCSC group in-box. The Marine Corps hired these educators to make you a better communicator—Use this resource!
- o The standard graduate-level grading scheme is utilized. **Note that a grade of B indicates that the student meets standards.** A grade of C+ or below means that the student did not meet standard and that remediation is required. **Note that a course grade of B- or below can result in an evaluation board.**
- o No numerical class standing is determined or reported.
- o Transcript is given to student and kept on file at the registrar office only.
- o Remember that the *purpose* of SAW is to enhance your ability to **think critically, communicate effectively, and to be able to translate ideas into feasible, attainable, and easily understood plans at the Operational Level.** The essential elements of critical thinking play a seminal role in all aspects of evaluation.
- o **No student has ever failed out of SAW. Do not concentrate on your grades, if you read, write and contribute then you will pass! Learning is the key.**

PLAGIARISM & CHEATING

- **CHEATING VIOLATES OUR CODE AS PROFESSIONALS AND WILL NOT BE TOLERATED.**
- MCU has a policy of zero tolerance for plagiarism and cheating. If you are going to fail or miss a deadline, be upfront with the faculty. Do not allow yourself to even consider plagiarism to make up for poor planning or time management. All students that stand accused of misconduct are subject to a Student Performance Evaluation Board. This process can result in dismissal and career ending consequences.
- The pitfalls are easy to avoid - do your own work and document the work of others in your papers. When in doubt, ask. You can check with any faculty member or one of the research librarians. Document, document, document! If in question, see the professor. Do not risk it.

Surveys:

- Surveys will be filled out by a select portion (normally 8 students) after every lesson. Note that some lessons will comprise multiple seminars. The Assistant Class Leader is responsible for ensuring all surveys are completed in a timely fashion.
- Do not let this slip. Make an honest effort to provide constructive feedback. These critiques are used to improve course cards/curriculum.
- Others may contribute to surveys but assigned persons will comply. Student chain of command will be used to ensure anonymity of process.

DISTINGUISHED GRADUATES (DG's)

- There are none so focus on learning and contributing there by enhancing your professional reputation as a fully engaged and thoughtful student.

INDEPENDENT RESEARCH/MASTER OF OPERATIONAL STUDIES (MOS)

- The Dean will cover the requirements in detail so be patient.
- Once the details are known, don't delay getting started. You will be extremely busy just keeping up. If you intend to enjoy your family this year, especially over the holidays, lean forward and make good use of your time throughout the year.

CARREL AND SEMINAR RULES OF ENGAGEMENT

- ***Seminar time is a team effort. Learn together as a group by taking advantage of each other's strengths. This approach is a much more rewarding and enlightening experience than acting as individuals.*** Support one another throughout the course of instruction. Everyone will have a chance to be in the spotlight, be just as engaged/active when you have the "supporting" role. This point cannot be overemphasized.
- We all come from different experiences - share yours and draw on others. Recognize that you may be the "subject matter expert" on a particular topic so this is an opportunity to teach others. You are encouraged to continue the discussions in carrel rooms, the mess, and in social environments. Do not forget the non-attribution rule.
- Seminars are not lectures. The instructors/professors will facilitate the seminar but you must contribute with *quality* contributions. You will be evaluated on your participation in seminar.
 - In the room means "in the game"...no "potted plants."
 - No sidebar discussions - use basic courtesies.
 - Quality over quantity.
 - Freedom of expression is a must and is built on a foundation of **trust**. Use tact at all times - attack the *idea* not the *individual*. The Golden Rule applies.
 - Learn to disagree professionally. Example- I understand your point but ..., or I disagree with your point that xx because xxxx... Don't hesitate to speak to your peers, ask them for clarification, evidence, and about their assumptions.
 - Maintain a professional atmosphere - no rude comments, profanity, or vulgar/tasteless jokes, etc.
 - Non-Attribution environment.
- Keep a seat or two near the door open for VIP drop-ins (SAW Director, MCU President). Feel free to ask them questions ("in the room, in the game" applies to them as well).
- Turn off watch alarms.
- Cell phones and electronic devices are not allowed in seminar rooms during seminars or exercises. Lock cell phones in your carrel. If you need constant communication because of a family necessity give your spouse the admin number or the Deputy's number. This policy is often a friction point with students. This method has been

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employed by SAW since its inception with great results. Further, the ability to participate in seminar without electronic devices is similar to the environment you will encounter in many secure facilities and meetings and is part of the training effect desired at SAW.

- We will be discussing serious subjects related to the grim business of making war. However, being a professional does not mean having no personality. When it is time to work, work. When it is time to play, play. Know the difference.
- Finally, be yourself and enjoy the next 11 months of growth and friendship.

LECTURE HALL AND AUDITORIUM ETIQUETTE

- BE SEATED AT LEAST 5 MINS PRIOR TO LECTURE START TIME. Class Leader will ensure accountability.
- Late arrivals:
 - Report to CL/Asst CL if you are going to be late with an ETA and reason. Ie. "I slept in, left the house late, forgot my ID card had to go back home, and will be there in 20 minutes." It will happen to more than one person this year.
 - Once you arrive find a seat in the back of the venue. Keep in mind that this is where the faculty sits so do not make this a habit. See Deputy after event.
 - Note that Northern VA traffic is notorious for delays especially when travelling northbound in the mornings. Leave early to avoid tardiness. Once is understandable, repetitive behavior could result in a Deputy directed intervention plan.
 - SAW seating assignments will be published for multi-school events. Sit in the area designated for SAW only.
 - Questions:
 - Lecture Halls: during the Q&A period only, raise your hand and wait to be recognized. Once called upon, and using the microphone on the desk state your rank, name and home country (for IMS), then ask your question. Keep your questions brief, to the point and avoid multi-part inquiries. Do not be afraid to ask hard questions.
 - Multi-school auditorium events: Stand to be recognized, a microphone will be provided. State name, rank, service/nation, SAW, and your question.
 - Food & beverages are not allowed in the auditorium. I.D. cards are required for Secret-level briefs.

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- No Phones, texting, or checking email or web surfing on personal devices-do not risk it.
- It is customary to applaud the visiting speaker at the conclusion of his presentation and/or after a question and answer period. Your applause is a matter of courtesy and does not necessarily indicate your acceptance of or agreement with the presentation.

NON-ATTRIBUTION POLICY

During the academic year, faculty, students, and guest speakers will provide briefs, lectures and talks on a wide variety of topics. In order to encourage these speakers to be candid, a "non-attribution" policy is in effect. Unless a guest speaker explicitly provides his/her permission, nothing the speaker says or presents may be referenced outside the environs of the college, cited in writing assignments or mentioned in future dialogue with other guest speakers. For example, if a speaker has offered material that is in conflict with something a previous speaker said, it is *inappropriate* to refer to the latter by name. Something along the lines of "Mr. Jones, a previous speaker said that..."

SCHEDULES & ATTENDANCE

- **Annual Schedule and Significant Events Calendar**
 - Recognize that changes to the "big picture" schedule are inevitable; however, this is the 80% solution. The daily schedule will be available on the "edu" google calendar. The calendar will contain the room schedule, academic reps should confirm rooms with individual professors.
 - The Calendar at a glance will be updated quarterly please ensure you share this with your family as applicable so they know what is going on.
 - You are especially encouraged to share your written assignment dates with your spouse. This will allow your family to plan around your work requirements and support work life balance. Amazingly, communicating with your spouse may alleviate stress.
- **Weekly Schedule**
 - Google calendar is primary. Short notice changes will be announced via multiple means- group text, email, and calendar. Read it. Follow it. The times are "hard" unless modified by Director.
 - Attendance is mandatory at all SAW events, academic or otherwise. Exceptions/excused absences must follow the

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leave and liberty policy. Use student chain of command and communicate early.

- o Evening Events:
 - Erskine Lecture Series (e.g. Congressmen, CJCS, & other persons of note)
 - CG's Directed Events
 - Marine Corps Birthday Ball (first week of Nov 2019)
 - Other events as indicated on the weekly schedule
- o Overnights:
 - Yorktown Campaign and Overseas staff rides

ABSENCES

- You are at SAW to attend class as your appointed place of duty and this includes PSPT.
- If necessary, schedule appointments during PSPT, **not** during lectures or seminars.
- No absences during staff rides or other mandatory events unless it is an emergency and with advanced preparation for known events.
- If you have an emergency (family, medical, red cross etc.), contact the CL/Asst CL and provide the initial 5 W's. See Reporting Criteria.
- For one or more classes within an academic day, complete a special authorization form.
 - o First, Get individual professor permission.
 - o Inform CL/Asst CL.
 - o Submit to Deputy who will approve/disapprove.
 - o Complete all remediation coursework which normally includes a written assignment where the student answers all issues for discussion and then presents his points in a one on one discussion with the assigned professor.
 - o NOTE: Students should keep in mind that the professors have an obligation to do one on one instruction with any student that misses any class. So simply missing a class does not affect only the student and is the reason for the stringent approval process.

COUNSELING

- Plan on "formal" sessions over the course of the year.
 - o Initial Interview with the Director and assigned mentor (Deputy or Ops-0)(July-August)
 - o Second Interview (December/January)
 - o Final Interview (May)

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- "Informal" sessions can be initiated by any staff or faculty member or by the student. If you want an azimuth check - just ask. We will aim to limit interference with your personal and PSPT time so be upfront if you have personal commitments so we can schedule sessions accordingly.
- It will be important for you to communicate issues that may preclude a specific follow-on assignment. This includes medical issues that might preclude overseas assignment (pending or recent surgery) or family issues. See your mentor early and throughout if necessary.

INTERNATIONAL MILITARY STUDENTS (IMS):

International Officers are not assigned a sponsor at SAW, however in reality every member of the class is a sponsor to our International Officers - one team, one fight.

CLASS SOCIAL ACTIVITIES

- Remember that the professional and personal relationships that you forge over the next 11 months are one of the real benefits of SAW.
- The students set the pace for their own socials. This does not have to be a "formal" event - breakfast before class in Quantico, potluck between seminars, class spouse events, O-Calls at the Club, Barbeques, etc. It is courteous to invite the staff but not always required. Before asking the Director, engage the Deputy, he can give you a feel for Director's availability so that the Director is not put in a position to decline an invitation. Always invite professors but understand they all have busy personal lives and do not regularly participate.
- **SAW Social Event #1:** SAW Social. This should be a family event (bring them with you). Discuss it, plan it, the Social Representative will distribute details.

ADMINISTRATIVE NOTES

- Carrels are your personal space but also a collective area where others are studying. Take ownership of this space. Its daily appearance is a reflection on SAW and its leadership. You have been provided a key to lock PII and personal belongings in at least one cabinet. Leave unsecured items at your own risk.
- Seminar Room 3 is off-limits to students except to participate in seminar. This room is used for SAW Operations planning and meetings.
- A permanent kitchenette is in the 2d deck passageway and is for student and staff use. Coffee pots will not be used in

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the Carrel room. Seminar Room 2 when not in use for seminars, is also a place for students to "hang their hats", have impromptu gatherings, brown bags, etc.

- o Drinks with lids in seminar are ok. Food is not: eat before, on break, or after seminar.
 - o No tobacco use in seminars.
 - o Set up additional coffee/soda/microwave mess as you desire in SR#2. You run it and keep it clean.
 - o There is a trash contract however if trash is full or it contains food that rots/smells take it out. One way to mitigate is to put food trash in the large trash can next to kitchenette. Do not put liquids in the trash. Same goes for vacuuming if you have a spill.
 - o Use only bulletin board, corkboard strips or designated map boards to post material.
 - o Admin supplies:
 - Supplies are provided in the seminar rooms and carrel room cabinets. Students can get supplies from the Administrative Manager or Operations NCO. Make requests for additional group supplies through the Admin Rep.
 - OPT Lead teams should identify any admin requirements and request through SAW front office.
 - o ".MIL" computers are available in Breckenridge hall ".mil café" for individual use.
- You have all individually signed for your computers and books. A key log and set of carrel room keys have been provided but the roster and security instructions must be complied with. The key system allows students to use the rooms after hours and on weekends. Students must return the key to the locker after opening doors, and the last student should close and ensure doors are locked at the end of the day. If leaving inspect area to determine if a student remains behind and remind the student to lock-up. Carrel entry doors will remain locked and propped open during the day. This facilitates securing the space for an active shooter drill.
 - The Deputy will conduct regular PII and security inspections in order to prevent spillage and compliance with good order and discipline.

LEAVE

- Christmas break is the only predetermined leave block. No leave is charged if you stay in the area per leave policy. Otherwise, you must submit a leave request.

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- Other leave may be possible but requires your good standing, right timing, and early coordination.
- Emergency Leave will be granted for true emergencies. Course work still has to be completed and this includes PTAD for births. Students should inform spouses that best window for PTAD is during Christmas, staff rides will not be missed in expectation of a birth. Students will be flown home when mother goes into labor.
- House hunting trips, early detachment / graduation are hard to do and will be handled on a case-by-case basis. Early graduation is only supported when the gaining command has an overwhelming operational need. See me as soon as you think you might need to take house hunting, or graduate early. Understand the default is "no" unless extreme circumstances. It is highly recommended that you not schedule your movers during the academic year, you are only inviting personal stress. You get plenty of leave after school, plan accordingly.
- Travel beyond 80 Miles of Quantico during workweek and 300-mile radius on weekends is out of bounds. This requires a special authorization chit signed by the Deputy Director. If needed, submit the chit through the CL. You may be called into explain especially if it requires significant travel by car, plane and during inclement weather season.

UNIFORMS:

- During PSPT days students may wear either service "C" equivalent civilian attire or the utility uniform unless it falls on a Friday in which case the uniform is service "C"s/"B"s.
- The weekly schedule will dictate uniform requirements. The utility uniform is the standard during most class days. Sister services will wear equivalent uniforms. If in doubt, see your senior service representative.
- The schedule will call for almost every uniform: civilian informal (suit/sport coat), utilities, Service A (at least once with green barracks cover), Service B, Service C, Evening Dress B, Blue-Whites. Be prepared.

COMBAT FITNESS TEST (CFT)/PHYSICAL FITNESS TEST (PFT) & SPORTS

- Do not let your PT slide - incorporate into your daily routine. You should be sound of mind, body and spirit when you arrive at you next assignment. During warm weather be aware of the **Heat Index** and act accordingly - see Inclement weather, base code and flags information letter.

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- Physical Fitness Tests:
 - All U.S. Marine officers will take the semi-annual CFT/PFT. It will be scheduled through the school. Student led tests will not be allowed.
 - Senior Service Reps for each service will coordinate use of the Marine Corps PFT as a substitute for the service requirement (if applicable); otherwise, individual service fitness tests will be administered with your service rep.
 - PFT failures are required to remediate through their senior service representative.
 - IMS are not required to take CFT/PFT, but all are encouraged to do so w/ their peers.

FITNESS REPORTS

- Marine Corps students receive academic reports. These reports will contain references to MMS completion, and writing awards, as appropriate.
- Sister Service students receive reports as required by their service or agency. Your senior school representative will help facilitate the completion of reports with students and the Deputy.
- International officers receive course completion letters.
- The Deputy Director writes all reports. Ensure you know your service reporting requirements. The Deputy does not have time to correct minor admin errors and will send back vice correcting them himself.
- For Marines pending a promotion or selection board Quantico is the perfect place to update your OMPF. Complete an audit, and submit your information in person while here on base.

MEDICAL & DENTAL CARE: *Ensure you are medically ready to accomplish your mission.*

- Routine
 - Medical: active duty walk in 0730-0830 or use Tricare to make appointments at (888) 999-5195
 - Dental: active duty walk in 0700-1100 or 1230-1400 daily
- Emergencies (Do not utilize base clinic)
 - Ft. Belvoir: 30 minutes north from base (expect a long wait)
 - Stafford Hospital: ~20 minutes from base
 - Potomac Hospital: 20 minutes from base (expect a long wait)
 - Mary Washington Hospital: 30 minutes south from base

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COMMUNICATION RESOURCES

- Email and GAFG Access:
 - .edu email is the only email for official communication. It is the only accounts that are used to access GAFG/.edu network. Do not share access to GAFG with any personal emails or .mil addresses without permission.
 - Students should see IET to setup personal devices for use at home.
 - Check at least twice daily (either here or at home).
 - Having a computer or iPad at home will greatly simplify your life.
- Copiers:
 - The copier/fax in carrel and seminar rooms are available for student use. Personal laptops can be connected for printing. IT representative should be capable of assisting. If not seek IET helpdesk.
- Telephones:
 - Telephones are available in carrel rooms but calls should be made in empty seminar room 2 or SAWs collaboration room to avoid disturbing other students (local and DSN calls only).
 - Long distance calls can be made from the Deputies office.
 - Phone Numbers:
 - Admin Office Fax (703) 432-4583
 - Telephone Dialing Procedures:
 - On base: 784-XXXX or 99 (dial tone) (703) + number
 - Off base: 99 (dial tone) 1 + (area code) + number
 - DSN: 94 + number
- Mail:
 - Check student mail box daily (when on site)
 - Official Mail is retained in SAW Admin Office and will be delivered to CL/Asst CL.
 - Course outlines, schedules, etc., will be placed in student mailboxes daily (outside carrels).
 - Student boxes for official use only; not for personal use.
 - Mailing address
 - Director (ATTN: Student Name)
School of Advanced Warfighting
Marine Corps University
2044 South Street, MCCDC
Quantico, VA 22134-5068

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- o US Post Office located behind Marine Corps Association in Q-Town.

REPORTING

- External Contacts:
 - o Advise the Deputy Director of all contact with agencies outside of SAW. No surprises.
- Inclement weather/base closure - See Inclement Weather Policy.
 - o Info is passed by group text, email, phone tree. Base information via radio & TV.
 - o Students are also encouraged to sign up for the Quantico Mass Notification System (QMNS) to receive e-mail and text alerts by registering on the following site through a government, CAC-enabled computer:
<http://www.quantico.marines.mil/Portals/147/Quantico%20MNS%20Quick%20Start%20Guide.pdf>
 - o Common sense prevails for individual travel decisions but be conservative, attending class is your focus of effort.
- Parking:
 - o Parking is limited and controlled by Marine Corps University (MCU). Student parking is in the structure next to Gray Research Center, and in the small open air parking lot across from the parking structure. Parking tickets are issued by MCU and will be turned over to the base Provost Marshall.
 - o Do not put yourself on the skyline for a parking issue.
- **Reporting: Information flow is good, and bad news does not get better with age. If you have a problem, no matter how insignificant it may seem, let me know as soon as practicable. I cannot help you if I am unaware.**

Once again, welcome to SAW. The real reward will be felt after you take what you've learned forward to the operating forces. On behalf of the entire SAW Staff, we look forward to working with each of you and as a team accomplishing our mission over the next 11 months.

R. H. McHaty
Deputy Director