

REGULATION OF THE INTER-AMERICAN DEFENSE COLLEGE



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INTER-AMERICAN DEFENSE COLLEGE REGULATION

INTRODUCTION

This Regulation was drafted considering the direction provided in the Inter-American Defense Board statutes of March, 15-2006 and the IADB Regulation that was adopted on June 24, 2014 and ratified on August 26, 2014, and IADB resolutions 064/2015, 082/2016, 184/2019 and 191/2019 of the Council of Delegates. With the unique requirement of sustaining accreditation, the IADC also took into account the criteria established by the Accrediting Council of Independent Colleges and Schools (ACICS). Additionally, the IADC accounted for applicable host nation requirements.

The IADC organizational structure is designed to ensure the effective and efficient accomplishment of IADC functions listed in Article 23 of IADB Regulation R-1. The Director adopted a flattened model which provides needed flexibility and division of labor to compensate for high personnel turn-over rate, decrease in host nation element support and unpredictability in resource allocations. Furthermore, this permits a more efficient and effective use of all senior Voluntary National Contributions assigned to the IADC.

The IADC is staffed under four (4) manpower legal constructs as follows: (a) elected leaders; (b) host nation permanent contributions consisting of military billets and government service employees; (c) IADB employees consisting of two unique pay structures; and (d) voluntary national contributions (VNC). Organizational design takes into account these manpower constructs and the annual turn-over of personnel. Each hiring construct is governed in accordance with applicable laws and institutional policies.

The IADC is a unique international college hosted and heavily resourced by the host nation. As such the IADC must carefully assess decisions and attain legal reviews as appropriate (through the OAS or the U.S. Government). This Regulation identifies the College's specific characteristics and general operating environment in addition to serving as a guide for its internal organization, operations and processes. Ultimately, the IADC Director is legally responsible and accountable to the Host Nation for the management and the use of the facilities, national resources, as well as operating procedures within the host nation's installations.

CHAPTER I

NATURE, MISSION, AND INSTITUTIONAL LEARNING OUTCOMES

Article 1 – NATURE

- 1.1 The Inter-American Defense College (IADC) is a fully accredited and licensed institution of higher education; a public international organization which is academic in nature; and hosted by one of its member nations.
- 1.2 As appears on all official correspondence from the IADC, the IADC legal address is:

Inter-American Defense College
210 B Street SW Bldg 52
Fort McNair Washington, DC 20319-5008
United States of America
- 1.3 The IADC operates under the auspices of the Organization of American States and is the educational component of the Inter-American Defense Board (IADB). The IADC possesses academic freedom and autonomy which are indispensable to fulfilling its mission for student intellectual enrichment and development of critical thinking skills, recognizing the Statutes of the IADB and directives of the Council of Delegates and the particular legal situation of each member state.
- 1.4 The IADC students and staff come from the OAS member states which gives the institution its own unique nature and characteristics making it one of a kind in the hemisphere.
- 1.5 The IADC organizational success is evidenced by its more than 2700 graduates, of which 33% have achieved positions of strategic importance in their respective countries, to include Presidents, Ministers, Ambassadors and General/Flag Officers.
- 1.6 The administration of the IADC must adhere to applicable host nation legal and policy frameworks.

Article 2 – MISSION

2.1 The IADC's mission is to prepare military, national police and civilian government officials from the Member States of the OAS to assume senior strategic-level positions within their governments, through graduate and advanced level academic programs in defense, security, and related disciplines focused on the hemisphere.

Article 3 – INSTITUTIONAL LEARNING OUTCOMES

3.1 The IADC Institutional Learning Outcomes (ILOs) are to:

- a). Demonstrate an in-depth and applied knowledge of issues and concerns related to inter-American defense and security.
- b). Develop professional relationships that reflect mutual trust and a spirit of inter-American integration based on shared experiences, values, interests, and objectives.
- c). Think critically, synthesize research, and apply strategic communication skills.
- d). Develop collaborative responses to inter-American defense and security concerns.

CHAPTER II

INSTITUTIONAL GOALS, VISION, AND VALUES

Article 4 – INSTITUTIONAL GOALS

- 4.1 Develop exceptional strategic advisors, through a state-of-the-art current program and potential future programs.
- 4.2 Enhance the spirit of hemispheric integration.
- 4.3 Leverage diversity in gender, countries, and potentially other related institutions.
- 4.4 Sustain institutional excellence through diversified funding, sustainable and efficient processes, and leveraging future opportunities.

Article 5 – VISION

- 5.1 The IADC's strategic vision is to be recognized as the premier academic institution in defense and security of the hemisphere.

Article 6 – VALUES

- 6.1 The IADC values are:
 - a). Academic Rigor – as demonstrated by accreditation of IADC academic programs.
 - b). Academic Freedom – represented by freedom to think creatively, to pursue lines of research and the free expression of ideas by students and professors in all academic activities.
 - c). Academic Integrity – defined as a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. Moral values and ethical behavior are fundamental elements to human development and the IADC adopts, promotes and demands academic integrity.
 - d). Mutual Respect – translated in the respectful and harmonious way people treat each other in all interactions at the IADC. Professionalism is paramount.

CHAPTER III

ORGANIZATIONAL STRUCTURE AND PERSONNEL

Article 7 – LEADERSHIP

- 7.1 The IADC elected leadership is comprised of:
- a). Director
 - b). Vice-Director
 - c). Chief of Studies
- 7.2 Individuals holding the above positions are high-ranking military or civilian officials, elected by the IADB Council of Delegates for a term of two years, with the possibility of being immediately reelected once for the same period in accordance with articles 23 and 24 of the IADB Statutes.
- 7.3 In accordance with article 24.1 of the IADB Statutes, the IADC Director is responsible to the IADB Council of Delegates for the management of the IADC. The Vice Director and Chief of Studies shall be of different nationalities and are both directly responsible to the IADC Director.
- 7.4 The IADC and its Director are subject to U.S. laws related to the various resourcing champions, government provided facilities and U.S. personnel.
- 7.5 The Council of Delegates issues directives and operational guidelines to the IADC Director (2006 Statutes 11.d).
- 7.6 The IADC Director organizes the college in the most effective and efficient way to guarantee delivery of the accredited postgraduate education and based on manpower fluctuations from year to year.

Article 8 – DEPARTMENTS

- 8.1 The IADC uses a flattened organizational structure. The basic organization includes seven (7) departments. Department chiefs may be both U.S. and VNC personnel. The IADC Director will retain the authority to adjust the organizational structure when needed to adapt to changes in accreditation requirements and the availability of personnel and will notify the Council whenever alternations are needed at the Department Chief-level or higher.

a). Department of Studies

The Department of Studies is responsible for the organizational guidelines and processes affecting the academic curriculum, students and faculty. It plans, develops and executes the academic program, managing the academic processes through state of the art adult teaching methodologies, to include both pedagogy and andragogy, and ensures adherence in accordance with the College's mission and accrediting agency and Washington, D.C. licensing requirements.

b). Department of Administration

The Department of Administration is responsible for formulating and executing all organizational guidelines and processes affecting all aspects of personnel for students and staff during the complete life cycle of their tenure at the IADC. This Department assists those assigned to the Inter-American Defense Board in specific matters on an appointment basis.

c). Department of Operations

The Department of Operations is responsible for the organizational guidelines and processes affecting the infrastructure and maintenance, logistics, operations, support of information technology and management functions concerning to all the College. Logistics includes student movements, bedding and feeding during both day trips and overnight trips.

d). Department of IADC Trips, Seminars and Conferences

The Department of Trips, Seminars and Conferences is responsible for the organizational guidelines and processes affecting planning all aspects of Trips, Seminars and Conferences. (If fully funded, there are 3 extended trips, 4 to 15 day trips, 3 conferences and 2 seminars.)

e). Department of External Relations

The Department of External Relations is responsible for managing external relations activities with key IADC constituencies. The Chief represents the College at the Inter-American Defense Board and Organization of American States and serves as the principal advisor to the Vice Director on the Strategic

Planning Committee. Additionally, this Department liaises with the IADC Foundation and coordinates official functions.

f). Department of Institutional Effectiveness

The Department of Institutional Effectiveness is responsible for managing the institutional and academic assessment processes for all IADC programs. It is also the key department in actions related to the College accreditation and quality assurance processes and accreditation sustainment.

- 8.2 The IADC organizational chart, the specific responsibilities and the functional internal relationships of all departments are detailed in IADC internal policy and Terms of Reference (TOR). These additional regulating documents are internally managed within the IADC and made available to all assigned personnel. The IADC General Organizational chart is contained in Annex A.

Article 9 – FACULTY

- 9.1 In accordance with accreditation requirements, 80% of all teaching faculty must hold relevant doctoral degrees (PhD or EdD).
- 9.2 The faculty is directly responsible to the Studies Department for developing and delivering classes, assessing and advising students, supporting development of the academic curriculum, and conducting research on themes consistent with the College's mission.
- 9.3 The faculty works closely with Facilitator-Mentors, Academic Program Coordinator and key staff members in development and delivery of the academic program.
- 9.4 The Faculty also collaborates with the Office of Student Assessment, Chief of Course, and Student Mentors to support academic remedial services. The Faculty is represented on committees and councils related to curriculum development, academic programming and planning at the College.
- 9.5 The Faculty meetings are conducted weekly and once a quarter with the Director.

Article 10 – ADVISORS

- 10.1 IADC “Advisors” are senior military officers, national police or civilian personnel, provided by OAS member nations who contribute directly to the delivery of the academic program as facilitators, mentors, classroom instructors or other positions within the Department of Studies. Most are graduates from the previous class who remain at the College for an additional year. Other well-qualified personnel may also serve as advisors. Advisors are recommended for selection by the Chief of Studies based on academic excellence and interpersonal skills.
- 10.2 The Advisors perform educational roles needed to deliver the academic program and are critical to successful execution of the academic program.
- 10.3 IADC internal policy promulgates the process for making selection of advisors and then issuing request letters through the Council of Delegates to the respective nations.
- 10.4 Advisors will receive targeted education to provide the skills and knowledge needed to effectively contribute to the IADC academic program.

Article 11 – STAFF

- 11.1 IADC staff members occupy non-academic positions in the IADC Departments other than the Department of Studies.
- 11.2 Staff members may be host-nation, voluntary national contributions (VNC) or civilian hires and will be subject to their corresponding legal frameworks and requirements.
- 11.3 All staff of the IADC shall maintain standards appropriate to a professional academic environment.
- 11.4 Voluntary national contributions (VNC) will be placed in positions commensurate with their experience and the positions recommended by the nations.

Article 12 – STUDENTS

- 12.1 Students are senior military officers, national police and civilian personnel nominated by the member nations of the OAS, selected in accordance with the IADC requirements.
- 12.2 The Chief of Course serves as the first point of contact for all non-academic student issues including but not limited to attendance, personal concerns and behavior. This position should be filled by a graduate from the previous class and is typically a senior CAPT/COL/Police.

CHAPTER IV

RESPONSIBILITIES AND FUNCTIONS

Article 13 – IADC ELECTED LEADERS

13.1 The IADC leadership consists of three individuals from differing nations who are each elected in accordance with the policies of the OAS and IADB. The elected IADC leaders are the:

a). **DIRECTOR**

1. The IADC Director is responsible to the IADB Council of Delegates for the management of the IADC, in accordance with guidelines established by the Council. The IADC Director is responsible for complying with U.S. laws related to appropriated funds, U.S. Government provided facilities and U.S. personnel.
2. The Council of Delegates issues directives and operational guidelines to the IADC Director. The Council of Delegates approves the accredited academic program of the IADC based on the recommendations of the IADC Director and academic advisors consulted for that purpose (2006 Statutes, article 11.e). Updates are performed on a four year cycle but in a manner as to not jeopardize accreditation. This work is typically carried out in concert with the College Commission.
3. As an accredited Senior Service College and institution, the IADC is charged with sustaining accreditation. All necessary actions to ensure sustainment will be carried out by the college leadership.
4. The Vice Director and the Chief of Studies report directly to the IADC Director. The three elected officials are considered the College officials. They are responsible for safeguarding academic freedom and all aspects of accreditation.
5. The IADC Director will establish individual terms of reference and internal College policies identifying the duties and responsibilities of all assigned IADC personnel. Terms of reference and policies will be designed to align

with both accreditation requirements, IADC resourcing management protocols and applicable staffing agreements.

6. By convention, the IADC Director is a U.S. flag/general officer or equally high ranking doctoral civilian charged with complying with host nation laws, policies and regulations in addition to OAS and IADB requirements.
7. The IADC Director has sole fiduciary responsibility and accountability for all U.S. resources, and the duly appointed and certified Resources Management Officer is directly subordinate to the Director. These two officials are responsible for maintaining an auditable record of utilization of resources.

b). VICE-DIRECTOR

1. The Vice-Director is directly responsible to the Director.
2. The Vice-Director acts on behalf of the Director and carries the responsibility and accountability of leading and managing the IADC in the absence of the Director in accordance with established policies and procedures.
3. Additional responsibilities include: providing advice to the Director regarding matters of interest to the IADC; Chair the Strategic Planning Committee; liaise with External Relations Department regarding IADC activities with IADB and OAS; and provide oversight of student performance and discipline. The Vice-Director completes other special duties as assigned by the Director.
4. The Vice-Director's main duties and responsibilities are stated in the respective terms of reference.
5. The Vice-Director serves as a class mentor, senior leader representative of the college and the respective nation in all functions and activities of the College.
6. The Vice Director participates in weekly planning meetings with the IADC leaders and completes other duties as assigned by the Director.

c). CHIEF OF STUDIES

1. The Chief of Studies is directly responsible to the Director.
2. The Chief of Studies leads essential aspects of the curriculum, ensuring academic excellence, freedom and rigor. The Chief of Studies maintains all standards of accreditation and licensing, ISO9001 type quality standards and the overall functioning of the delivery of the curriculum.
3. The Chief of Studies serves as a class mentor, senior leader representative of the college and the respective nation in all functions and activities of the College.
4. The Chief of Studies is responsible regarding the content and direction of the academic program and for the development, execution, review and evaluation of all academic activities.
5. The Chief of Studies provides advice to the Director regarding the creation of agreements with other academic institutions. Recommendations for establishing institutional agreements will be made in coordination with the Department of External Relations and the Faculty.
6. The Chief of Studies's main duties and responsibilities are stated in the respective terms of reference. The Chief of Studies also will complete other special duties as assigned by the Director.
7. The Chief of Studies participates in weekly planning meetings with the IADC leaders and completes other duties as assigned by the Director.

Article 14 – CHIEF OF STAFF

- 14.1 The Chief of Staff is a host-nation military member who serves as the principal staff assistant and engagement coordinator to the Director and is also part of the executive staff.
- 14.2 The Chief of Staff coordinates the activities of CAPT/COL Department Chiefs in processes and tasks requiring intra-departmental coordination.
- 14.3 The Chief of Staff works to ensure proper planning and coordination amongst the Department Chiefs before information is formally brought to the Director, Vice Director and Chief of Studies for planned “in progress reviews” (IPR).

- 14.4 The Chief of Staff serves as a Western Hemisphere advisor to the Director and provides language assistance as required.
- 14.5 The Chief of Staff is directly accountable to the IADC Director and will not rate other staff members.

Article 15 - RESOURCE MANAGEMENT

- 15.1 The Chief of Resource Management (RM) holds sole oversight over the Director's fiduciary responsibility of U.S. appropriated and international general funds and her financial responsibilities to donor nations. In addition to the financial responsibilities, the RM is the proponent for the College's seven-year program and budget cycle and internal controls of resources (financial and non-financial) under the College's Manager's Internal Control Program. The RM, in coordination with the Chief of Staff, represents the Director in coordination senior DoD leaders on matters pertaining to funding and authorities, to include maintaining the Director appraised of existing and forthcoming U.S. Congressional Legislation.
- 15.2 The Resource Manager is directly responsible to the Director for all funding and contractual issues including personnel contracts at the IADC. This position formulates, approves and pays out all contracts, including payroll, supplies, travel and building maintenance and improvements.
- 15.3 Primary duties of this position include synchronizing, coordinating, and allocating departmental budgets.
- 15.4 Obtains resources from the host nation in accordance with standard resourcing procedures.
- 15.5 This position is responsible for the financing, resourcing and authorizing the utilization of all IADC resources.
- 15.6 The Resource Management Officer must comply with host nation legal frameworks regarding U.S. fenced and designated funds.

Article 16 – EXECUTIVE ASSISTANTS to the DIRECTOR

- 16.1 XO (Executive Assistant): The Executive Officer is dual-hatted to provide support to the U.S. Flag/General Officer in strategic and executive policies to ensure they remain within established U.S. laws and policies. Additionally, the Executive Officer supports the Flag/General Officer in international matters and assists the two partner nations international Flag/General Officers with oversight of executive level policies. The Executive Officer is the sole manager of incoming/outgoing executive documents at the College in accordance with established US policy. He/she serves as a liaison with Western Hemisphere diplomats, key senior leaders, attachés & institutions for scheduling and tracking Flag/General Officer decision-making. Additionally, the Executive Officer is the U.S. liaison for all U.S. legal reviews in accordance with established procedures. Lastly, the Executive Officer performs duties of an Executive Assistant by managing the Director's taskings, schedule and coordinating institutional activities within the College's six departments.
- 16.2 Flag Writer: The Flag Officer Writer provides to the Director executive-level administrative, protocolary, logistical, and legal support in accordance with DoD and SECNAV instructions and regulations. The FW also manages the Director's officio-personal matters per direction and guidance of the Secretary of the Navy and the Chief of Naval Operations.

Article 17 – CHIEF OF THE DEPARTMENT OF ADMINISTRATION

- 17.1 The Chief of the Department of Administration, called Chief of Administration, is directly responsible to the Director.
- 17.2 The Chief of Administration is responsible for all administrative functions of the IADC, including synchronizing and coordinating all the administrative functions in support of internal and external activities of the College.
- 17.3 The Chief of Administration's main duties and responsibilities are stated in the respective terms of reference.

Article 18 – CHIEF OF THE DEPARTMENT OF OPERATIONS

- 18.1 The Chief of the Department of Operations, called Chief of Operations, is directly responsible to the Director.
- 18.2 The Chief of Operations coordinates the activities related to the infrastructure, maintenance, logistics, support of information technology and management functions to support the operation of the College.
- 18.3 The Chief of Operations' main duties and responsibilities are stated in the respective terms of reference.

Article 19 – CHIEF OF THE DEPARTMENT OF EXTERNAL RELATIONS

- 19.1 The Chief of the Department of External Relations, called Chief of External Relations, is directly responsible to the Director and also is part of the executive staff.
- 19.2 The Chief of External Relations coordinates the external relations activities with all IADC constituencies and represents the College as assigned by the Director. The Chief of External Relations may be assigned as the Director's official representative at IADB Informal/Formal meetings when the IADC is on major trips, specifically the CONUS and OCONUS trips.
- 19.3 The Chief of External Relations' main duties and responsibilities are stated in the respective terms of reference.
- 19.4 The Chief of External Relations advises the Director on institutional agreements and is the principal advisor to the Vice-Director on assigned committees.

Article 20 – CHIEF OF THE DEPARTMENT OF INSTITUTIONAL EFFECTIVENESS

- 20.1 The Chief of the Department of Institutional Effectiveness, called Chief of Institutional Effectiveness, is directly responsible to the Director.
- 20.2 The Chief of Institutional Effectiveness is responsible for managing the institutional and academic evaluation processes for the IADC and developing and measuring key indicators.

- 20.2 The Chief of Institutional Effectiveness also serves on the IADC Strategic Planning Committee, Curriculum Development Committee and as an integral component of the accreditation maintenance process.
- 20.3 The Chief of Institutional Effectiveness main duties and responsibilities are stated in the respective terms of reference.

Article 21 – CHIEF OF THE DEPARTMENT OF TRIPS, SEMINARS AND CONFERENCES

- 21.1 The Chief of the Department of Trips, Seminars and Conferences, called Chief of Trips, is directly responsible to the Director.
- 21.2 The Chief of Trips is responsible for managing the agenda and speakers associated with the planned function upon receiving recommendations from the Faculty and Chief of Studies and the Director. However, in no fashion will academic freedom be impinged. Within the accredited degree program, this Department plans extended trips, local day trips, conferences and seminars.
- 21.3 The Chief of Trips and Seminars is tasked with planning and execution in parallel. The IADC staff will be adjusted to ensure all mission requirements in delivering the curriculum will be achieved in compliance with accreditation.
- 21.4 The Chief of Trips receives the learning objectives, outcome objectives and suggested speakers for each function. The agenda is set while taking into account available resources or constraints.

Article 22 – DEPUTY CHIEF OF THE DEPARTMENT OF STUDIES

- 22.1 The Deputy Chief of Studies implements all activities associated with the delivery of the curriculum, ensuring proper coordination with the Chief of Staff and other Department Chiefs.
- 22.2 The Deputy Chief of Studies assists the Chief of Studies in the execution of those assigned duties.

Article 23 – COUNCILS AND COMMITTEES

- 23.1 The Strategic Planning Committee, chaired by the IADC Vice-Director, is responsible for performing tasks related to long-range planning and policy development. The Committee develops a Roadmap in a 5 year cycle and then each year reviews progress and provides recommendations to the IADC Director. The analysis by this Committee will inform recommendations that the Director takes to the Council of Delegates.
- 23.2 The Academic Council is convened by the IADC Director to review the content of the academic program, to make admissions recommendations, to evaluate student academic performance and develop or review policy; or to address other academic related issues. Its authority includes, but is not limited to, approving a student's graduation or separation from IADC for failure to meet minimum standards of academic performance. The Council also examines cases of academic misconduct and plagiarism.
- 23.3 The Conduct Council is convened by the IADC Vice Director to review circumstances involving student personal conduct. The purpose of this body is to examine special cases where a grievous incident or repeated inappropriate behavior has occurred; and to provide recommendations to the IADC Director on the matter.
- 23.4 The Studies Committee is convened by the Chief of Studies and is responsible for presenting recommendations to the Chief of Studies for the effective and efficient management of the accredited Masters Degree and Diploma. The Committee will analyze, develop and recommend policy for leadership approval, review achievement of IADC. Academic Goals and Objectives, review budget execution as necessary, review student academic conduct and enforce remediation processes, as required; and to review other processes and procedures to ensure a highly effective and efficient organization.
- 23.5 The Curriculum Development Committee is responsible for developing recommendations to the Chief of Studies pertaining to the development of the quadrennial Plan of Studies and the annual Academic Program. This Committee is responsible for the development of programmatic level goals and student

learning outcomes, based on the IADC mission, that ensure students graduate with requisite skills and competencies. The Committee also designs and develops an annual Academic Program that adheres to programmatic learning objectives, while ensuring appropriate levels of skills and competencies are introduced, developed, reinforced and applied throughout the program.

Article 24 – STUDENTS

24.1 All aspects of Student Affairs are addressed in the Student Catalogue which is updated annually and posted on the website in four languages.

CHAPTER V

ACADEMIC PROGRAM

Article 25 – ACADEMIC PROGRAM

- 25.1 The IADC is a fully licensed and accredited by the city of Washington DC. And a nationally recognized accrediting agency. This prestigious accomplishment requires strict compliance with specific guidelines. The college leadership is charged with maintaining this academic standard.
- 25.2 The Plan of Studies is a document developed by the IADC every four years. It contains the strategic guidelines for the program and offers the basis to be used in the developing the curriculum, which is revised and updated on a four (4) year cycle and based on accreditation requirements and collected data.
- 25.3 The Plan of Studies is prepared by the college and submitted by the Director and College Commission to the IADB Council of Delegates for approval. The approved Plan of Studies is used as the basis for developing the annual IADC curriculum.
- 25.4 IADC academic programs are a Master of Science degree and Diploma program in Inter-American Defense and Security.
- 25.5 The official languages of the IADC are: English, Spanish, Portuguese and French. Subject to the availability of funding, students may present written and oral assignments in their native language with translation and simultaneous interpretation provided.
- 25.6 IADC Modalities of instruction and active learning include:
- a). Academic Modules designed to deepen the students' comprehension of course themes' theoretical foundations through graduate-level classroom instruction, plenary debates, and scholarly readings, directed and evaluated by experienced professors.
 - b). Seminars and Conferences designed to ground students' knowledge of abstract course concepts via classroom exposure to subject matter experts, providing students a professionally oriented platform for their analysis and synthesis of practical ideas.

- c). Study Trips/Visits which ground students' knowledge of abstract course concepts via field-based exposure to subject senior matter experts and institutions, providing the students a professionally oriented platform for their analysis and synthesis and an experiential platform for cultural understanding and exchange.
- d). Skills Workshops to build student's capabilities to employ graduate-level analytic tools and apply abstract course concepts via practice-based exercises.
- e). Research Committees/Country Study Projects which reinforce students' analysis and synthesis of course themes, apply critical graduate-level research tools and methodologies, and encourage mutual understanding by experienced peers via the development of collaborative work products.

Article 26 – SELECTION OF APPLICANTS TO ACADEMIC PROGRAMS

- 26.1 The IADC seeks to diversify its student body to encapsulate the values and vision of the several defense and security organizations throughout the Americas, thereby providing students with a greater understanding of its institutions, and individuals, in preparation to successfully face the challenges and opportunities of the Hemisphere as strategic advisors to their countries' senior most officials.
- 26.2 The IADC invites member nations to submit nominations in November prior to the class which begins in July of the following year.
- 26.3 Nominations to IADC academic programs must be received by the end of March.
- 26.4 In order to be accepted to the IADC, students:
 - a). Must be nominated by an OAS member nation government to attend the IADC.
 - b). From military or public security forces, shall have attained the rank of Lieutenant-Colonel or Colonel or equivalent rank within their organization.
 - c). From civilian government organizations shall have attained positions with responsibilities similar to that expected of a Lieutenant-Colonel or Colonel in the military or public security force.
 - d). Must be graduates of a command and staff school or have similar or equivalent professional education; military and public security officials generally should

- have 15-20 years of professional experience which enables each student to contribute effectively to the academic discourse.
- e). From the civilian government sector and recognizing that non-military organizations have career paths different from the military, students must be able to demonstrate a minimum of five (5) years professional experience.
 - f). There is no tuition for participating in the IADC. However, the sponsoring government of the student is responsible for the living expenses and salary of the student during the year-long course and for the travel stipend during the scheduled visits and field trips to Latin America and within the Continental United States (Appendix C pertains).
 - g). The official languages of the College are: Spanish, English, Portuguese and French, and presentations and conferences are offered in the original language of the guest speaker with simultaneous interpretation provided by the College.
 - h). It is important that students and staff are proficient in their native language and are encouraged to have some proficiency in English. Although there is simultaneous interpretation at the College during class periods, the relationship with partner educational institutions and other opportunities in the United States require proficiency in the English language. English also facilitates a good working relationship with the public and private entities that are visited during the course.
 - i). Students must submit certified copies of their post high school studies. Any records presented in Spanish/Portuguese/French must be translated into English by the submitting government/person. It is not necessary to provide original documents in order to be admitted. Certified copies are sufficient; however, during the enrollment process originals need to be provided.
 - j). The College is an international organization. Therefore, a student's immigration status must be cleared by the U.S. State Department. International students are admitted into the United States in an official student capacity. Once accepted, a student may not hold any other official responsibilities other than academic activities at the IADC. Some situations are unique and will be considered on a case by case basis.

- 26.5 The IADC selection process reviews applicants academic and professional records in accordance with admission criteria and selections are announced by the end of April.
- 26.6 The requirements for admission to academic programs are listed in the Course Catalog and Student Handbook, which are available on the IADC website.
- 26.7 The number of students for each class shall be determined based on the IADC Director's assessment of institutional capacity for that year and the number of eligible applicants from each member nation.

CHAPTER VI

ACADEMIC/ORGANIZATION RELATIONS

Article 27 – RELATIONSHIP WITH ACADEMIC INSTITUTIONS

- 27.1 The Director of the IADC may establish relationships with similar academic organizations at regional, sub-regional and national levels in order to enhance academic programs and facilitate the information exchange.
- 27.2 The Chief of Studies advises the Director in regard to these agreements in order to ensure it is in keeping with IADC academic standards and accreditation requirements.
- 27.3 The IADC receives visits from and makes visits to similar academic organizations in the OAS member states, as well as in other non-hemispheric nations in order to strengthen relationships and increase cooperation.
- 27.4 The relationships with academic institutions are motivated by Faculty recommendation, Chief of Studies and Vice-Director advice, and finally established by the Director's signature authority.
- 27.5 All established agreements will have appropriate legal reviews.

Article 28 – RELATIONSHIPS WITH OTHER ORGANIZATIONS

- 28.1 The IADC Director may attend meetings of the OAS General Assembly as well as meetings of other OAS entities and agencies in accordance with the IADB Statutes (Statute 31.4).
- 28.2 The IADC Director may attend meetings and develop relationships with other hemispheric regional, sub-regional and national defense and security organizations in order to achieve IADC academic objectives.
- 28.3 The IADC will coordinate with the Head of Delegation in the execution of travel to his/her respective country for engagements with officials and other institutions.

CHAPTER VII OTHER CONSIDERATIONS

Article 29 – HEALTHCARE

29.1 The medical needs of all IADC personnel and their family are the responsibility of each member state and, where applicable, the bilateral agreements between the host nation and the member states. In accordance with the Reciprocal Health Agreements (RHA), nations are limited in eligible members. The respective nation's Defense Attaché is responsible for determining which individuals will receive RHA benefits. The IADC is not responsible for providing healthcare to its personnel, including students.

Article 30 – IADC UNIFORM AND DRESS CODE

30.1 The use and description of uniforms and dress code for all IADC activities are defined in the College's internal regulations.

Article 31 – VACATION AND ACADEMIC ACTIVITIES ABSENCE POLICY

31.1 Absence and vacation time are regulated by the IADC internal rules.

CHAPTER VIII

SYMBOLS AND CEREMONIES/EVENTS OF THE IADC

Article 32 – IADC INSIGNIA

32.1 The IADC insignia was established on 1964 and consists of:

- a). The inscription in Latin "COLLEGIUM INTERAMERICANUN DEFENSIONIS";
- b). The sword to signify the military character of the College;
- c). The lamp of knowledge, radiating light throughout the IADB member countries to indicate the academic nature of the organization;
- d). The shield, reflecting a defensive nature, superimposed over a map of the Americas.

Article 33 – AUTHORIZATION FOR WEAR OF THE IADC INSIGNIA

33.1 The insignia of the College shall be bestowed on:

- a). The IADC Diploma and Masters Programs graduates during the graduation ceremony, who will be permanently authorized to use it on their uniforms subject to each country's own uniform standards.
- b). To all staff assigned to work at the IADC. In this case, the use of the insignia on uniforms is restricted to the period in which the military officer or civilian is actively working at the IADC, subject to each country's own uniform standards.

Article 34 – IADC ACADEMIC CONTINUITY INSIGNIA

34.1 The IADC Academic Continuity insignia as authorized by IADB Council of Delegates resolution No 032/2015 consists of a replica of the Inter-American Defense College insignia as shown in Annex C with one silver star in both the Atlantic and Pacific oceans next to the map of the hemisphere.

34.2 The IADC Academic Continuity insignia shall be bestowed on all IADC graduates who remain at the IADC for an additional year following their graduation. Badges will be permanently authorized for use on their uniforms in accordance with the uniform policies of each nation.

34.3 The IADC Academic Continuity insignia was authorized by the Council of delegates of the IADB by the Resolution nº 032/2015.

Article 35 – IADC FLAG

35.1 The IADC flag is white and it has the College's insignia described in Article 32 in the center position, as shown in Annex C hereto.

Article 36 – THE HONORIS CAUSA MASTER'S DEGREE

36.1 In accordance with institutional accreditation the IADC Director is the sole authority to bestow "Honoris Causa" diplomas on individuals who have made extraordinary contributions to the College.

Article 37 – THE CEREMONIES/EVENTS OF THE IADC

37.1 The IADC hosts various ceremonies/events. These events include Receptions, Conferences, Seminars, Ceremonies and others as resourcing permits.

37.2 The IADC Director, through designated host nation resourcing, hosts events that must pass legal approval. Each event is evaluated on a case by case basis in accordance with the protocol standards of the host nation. The elected college leaders are considered the official party for most college events. Guests will be honored in accordance with precedence of those attending.

37.3 For all events hosted by the IADC, the Protocol Officer is responsible for presenting the Director an Event Planning Form (EPF; a detailed plan for the event).

CHAPTER IX FINAL PROVISIONS

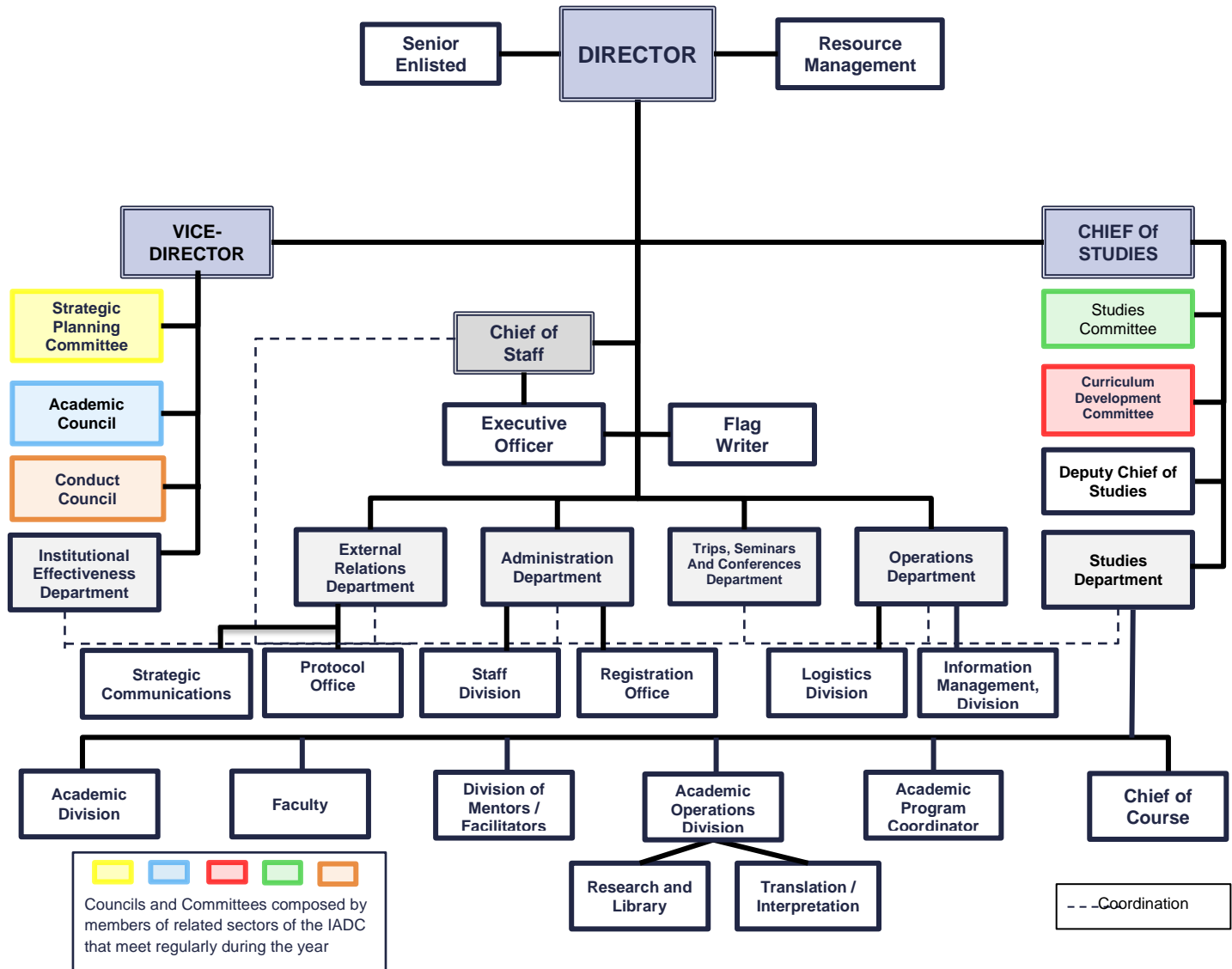
Article 38 – HOST NATION FACILITIES AND LEGAL AUTHORITIES

- 38.1 The host nation provides facilities for the purpose of supporting accomplishment of the IADC mission.
- 38.2 The IADC Director is solely responsible for coordinating the use of such facilities in accordance with the host nation authorities.
- 38.3 All requests to use the college installations by external institutions or agencies shall be submitted to the IADC Director.
- 38.4 All IADC personnel and visitors shall comply with the host nation's laws and policies related to installation access, use and conduct.
- 38.5 The IADC Director is responsible and accountable for ensuring all matters related to the management of resources, personnel, administrative procedures and external agreements are consistent with host-nation laws and policies.

Article 39 – AMENDMENTS TO THE IADC REGULATION

- 39.1 Changes or amendments to this Regulation shall be proposed by the Director and submitted to the IADB Council of Delegates for approval.

APPENDIX A INTER-AMERICAN DEFENSE COLLEGE GENERAL ORGCHART



A more detailed ORG chart is published each year on the WEBSITE and on the IADC DASHBOARD. Due to the ebb and flow of assigned personnel, adjustments must be made in personnel assignments. This ORG chart reflects known and sustainable positions regardless of the number of staff assigned.

Appendix B Annual Expenses



INTER-AMERICAN DEFENSE COLLEGE
FORT LESLEY J. McNAIR
WASHINGTON, DC 20319-5066

Defense and Security Studies Program

Nov 2014

Estimated Cost of Attendance

Event	Government Sponsor	IADC
Facilities		
Tuition / Fees	—	✓
Workplace Essential Computer Requirements	—	✓
Simultaneous Interpretation	—	✓
Academic Materials	—	✓
Library Fees	—	✓
Language Laboratory	—	✓
On Base Parking	—	✓
Gym and IADC Sports	—	✓
Living Expenses (one person)		
Health Insurance	✓	—
Car Insurance (Depends on model/year/Other factors)	✓	—
Housing and Utilities (Depends on number of rooms)	\$2,500 - \$4,800*	—
Food	\$850 - \$1300*	—
Transportation (private and/or public)	\$150 - \$250*	—
Supplies	\$200*	—
Internet / Mobile Phone	\$200*	—
Total Monthly Living Expenses	\$3,900 - \$6,750*	—
Transportation and Trips		
Travel to and from Washington DC for beginning and ending of studies	✓	—
Air and ground transportation during New York, CONUS and LATAM trips	—	✓
New York Study Trip lodging and food	\$1,450 - \$1,900**	—
CONUS Study Trip lodging and food	\$1,200 - \$1,500**	—
Latin America Study Trip lodging and food	\$3,600 - \$5,200**	—
Total Travel Costs	\$6,250 - \$8,600**	—

* Monthly Expenses

** Single Room / Double Room

Appendix C IADC Insignias, Flags

The IADC Badge:



The IADC Continuity Badge (2nd year):



The IADC Flag:

