



REPLY TO  
ATTENTION OF:

DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

1 April 2011

Office of the President

Dear Student of the National War College,

Congratulations on your selection for attendance at the National Defense University and welcome to the National War College (NWC), Class of 2012. We have enclosed an information packet to help you and your family make a smooth transition to Fort McNair and the greater Washington, D.C. Metropolitan area. Please pay particular attention to our registration requirements in the enclosures and complete them as soon as possible. If you have any questions concerning your upcoming move, please contact our Human Resources Directorate at (202) 685-3921 or DSN 325-3921.

Again, congratulations and welcome to an assignment you and your family will find both professionally and personally rewarding.

Sincerely,

A handwritten signature in black ink, appearing to read "A. E. Rondeau".

A. E. Rondeau  
Vice Admiral, U.S. Navy  
President

Enclosures



REPLY TO  
ATTENTION OF:

DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON, DC 20319-5066

NDU-HRD

26 April 2011

MEMORANDUM FOR National War College Class of **2012**

SUBJECT: Enrollment Instructions

1. Welcome to the National Defense University (NDU) and the National War College (NWC) **Class of 2012**. There are five key elements to enrollment at NWC: Registration, Security Clearance, Immunizations, Sign-in, and In-processing.

a. **Registration:** Enclosed are instructions for completing the on-line student registration. You can start your registration anytime after 16 May 2011. For those who do not have access to the on-line registration, there will be computer stations available during sign-in for you to register. However, we prefer you complete the registration on-line to reduce your in-processing time and to help us make your transition to NDU smooth. On-line registration should be completed NLT 17 June 2011. We will provide a weekly report to the NDU President regarding student responses.

b. **Security Clearance:** NWC student selectees must have a final Secret clearance or higher, based on a completed and valid background investigation. Selectees holding a Top Secret clearance should ensure the clearance is not over 4 years and six months old prior to reporting for the school year. Students without a Top Secret clearance or Sensitive Compartmented Information (SCI) eligibility may not be able to participate in certain electives and class activities. The NDU Security Directorate will not initiate investigation for Top Secret clearances or SCI access. Because of this, it is recommended but not required that candidates hold a Top Secret with SCI eligibility upon arrival. All investigation and eligibility information must be initiated by 1 July 2011. Verification of student clearances will be done through JPAS. This verification process will begin 14 July 2011. Transfers in status (TIS) will not be initiated by this command.

c. **Immunizations:** Prior to departing from your current organization, ensure that you have a current copy of your immunization records. Please be prepared to submit your immunization records to the Health & Fitness representative during in-processing on 8 August 2011.

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SUBJECT: Enrollment Instructions

d. **Sign-In:** Military members will report to NDU, Marshall Hall, Bldg 62, Suite 212, Fort McNair to sign-in with your respective service representative. Upon reporting, bring in a copy of your assignment orders, leave form, and the personnel data sheet that is attached. As a reminder, **all military members must meet their Services' fitness standards.** Report times are Monday thru Friday 0900-1130 and 1300-1530 with dates listed below:

<b>Military Students:</b>	<b><u>No Earlier Than</u></b>	<b><u>No Later Than</u></b>
<b>USA/USN/USCG</b>	<b>0900 25 Jul 11</b>	<b>1400 5 Aug 11*</b>
<b>USAF</b>	<b>0900 25 Jul 11</b>	<b>1500 4 Aug 11</b>
<b>USMC</b>	<b>0900 25 Jul 11</b>	<b>0930 29 Jul 11</b>

**\*Note-If you check in on 5 August 2011 it must be NLT 1400. Earlier report dates are not authorized.** If you report before the no earlier than date, you will remain in a leave status. Do not report to your college during this sign-in period. You will report to your college on in-processing day only.

**Army:** Contact NWC Army Service Chair, COL Kenneth Shreves (202) 685-3653 or email him at [shrevesk2@ndu.edu](mailto:shrevesk2@ndu.edu) prior to signing out of your losing command. Report to Bldg 62, Suite 212 to sign in off of leave. A leave form is required even if stationed locally. Duty uniform is Class B. Army students will meet with COL Shreves during the first week of the academic year; schedule TBD. Inprocess NDU IAW paragraph 1e.

**Air Force (Mil/Civ):** Report to Bldg 61, National War College, Room 350 for Air Force Doctrine Update and USAF Current Issues Review, 0730, Friday, 5 August 2011. This event should conclude by 1430. Uniform is short sleeve blue shirt. Coffee and donuts/bagels provided. The USAF Chair is Col Jeffrey Stephenson, 202-685-3662, [Jeffrey.stephenson@ndu.edu](mailto:Jeffrey.stephenson@ndu.edu) .

#### **Sea Services:**

**Navy:** Report in accordance with paragraph 1e. of this document. Navy students will meet with the Navy Service Chair during the first week of the academic year. Schedule TBD. Uniform is summer whites or khakis. The USN Chair is CAPT James Shoaf, 202-685-3659, [shoafj2@ndu.edu](mailto:shoafj2@ndu.edu)

**Coast Guard:** Report in accordance with paragraph 1e. of this document. Coast Guard students will meet with the Coast Guard Service Chair during the first week of the

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SUBJECT: Enrollment Instructions

academic year. Schedule TBD. Duty uniform will be the Tropical Blue for check-in and in-processing. The Interim USCG Chair is CAPT David Hill, USCG (Ret.), 202-685-3333, [david.hill@ndu.edu](mailto:david.hill@ndu.edu).

**Marine Students:** Report NET 25 July 2011 & NLT 29 July 2011 to CONAD Henderson Hall, HQ Bn. Contact is (703) 614-7171/7172, Fax is (703) 693-7576. Report to the Rotunda of Roosevelt Hall, NWC at 0930 on 1 August 2011 for a "Welcome Aboard" briefing from the Marine Corps Chair. Anticipate using 1 August 2011 to complete your NDU generic processing to include security badge issue. Marine uniform will be the Service "C". Contact USMC Chair, Col Eric F. Buer (202) 685-3687 or cell (760) 284-2777 or email him at [erick.buer@ndu.edu](mailto:erick.buer@ndu.edu) prior to reporting aboard with any questions.

**DOD Civilians:** Are not required to sign-in until in-processing day – **8 August 2011**. Dress code during in-processing is coat and tie for male civilians and equivalent dress for female civilians.

**Non-DOD Civilians:** CAC card processing will be available prior to the first day of school; however, it will be completed by appointment only. It is highly recommended that you complete this process prior to the first day of class. Particularly for Non-DOD civilians, if you get your CAC card, you can then qualify for a base decal. Getting both your CAC and decal ahead of time will ensure that in-processing and base access goes smoothly. The Security Division in Marshall Hall, Bldg. 62, Suite 314 will offer CAC card processing for our non-DOD student's during the period of 18-29 July 2011, Monday – Wednesday, from 0800-1130 and 1230-1500, Thursdays by appointment only (no same day appointments) and Friday from 0800-1200. Please ensure you bring two forms of valid government identification. The appointment takes approximately 20 minutes to complete and is also dependent upon the reliability of the CAC equipment. Please call the CAC office POC Mr. Larry Morales at 202-685-2160 to make your appointment. We recommend you call again the day of your appointment to verify the serviceability of the CAC machine. Since the process is somewhat time consuming, it is recommended that you make the necessary arrangements to receive your CAC card during the specified time period provided by Security. CACs cannot be issued to any new student whose security clearance has not been passed to NDU by their command/company security office. Dress code during in-processing is coat and tie for male civilians and equivalent dress for female civilians.

**e. In-processing: National War College (NWC) students report to Roosevelt Hall, Bldg 61, in the Rotunda, no later than 0730 8 August 2011 to receive your in-processing schedule.** In-processing is scheduled for the afternoon of 8 August 2011, in the Atrium of Bldg 62, Marshall Hall, Fort McNair.

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2. We created an on-line biography book that contains photos and biographical information on each faculty, senior staff member and student. We use the information from your on-line registration and your photo taken during in-processing to create your biography.
3. Official Travel and Passports: All students will perform travel using orders published in DTS (Defense Travel System) while assigned to NWC. **All DOD students must ensure your traveler profile is released in DTS prior to departure from your last/parent organization.** International travel is an essential part of the NWC Curriculum (Core Course 6700; Field Studies in National Security). U.S. students at the NWC will require an "Official" USG Passport (burgundy in color) with an expiration date after 31 December 2012. NWC will conduct a passport processing session, including the taking of passport photos shortly after you begin your first class for students who do not have an official passport or whose passport will expire before 31 December 2012.
4. All students can register their vehicle(s) with the Military District of Washington (MDW) during in-processing. You will need your vehicle registration, driver's license, DOD CAC card, proof of insurance with expiration date, and state safety inspection as required. Motorcycle riders who operate motorcycles on or off post must comply with the skills training, licensing, and permit requirements of their state, host nation, or status of forces agreement. Please have the attached FMMC Form 133 completed and ready for turn-in on 8 August 2011.
5. Your **respective representative** is listed below if you have any questions or concerns:  
  

<b><u>Military</u></b>	Army:	<b>SSG Kevin Williams</b> COMM (202) 685-2140 or DSN 325-2140 Email: <a href="mailto:williamsk8@ndu.edu">williamsk8@ndu.edu</a>
	Air Force:	<b>MSgt Quiltina Smith</b> COMM (202) 685-2138 or DSN 325-2138 Email: <a href="mailto:quiltina.smith@ndu.edu">quiltina.smith@ndu.edu</a>
	Sea Services:	<b>YN2 Sophia Alvarez</b> COMM (202) 685-4006 or DSN 325-4006 (USN, USMC, USCG) Email: <a href="mailto:sophia.alvarez@ndu.edu">sophia.alvarez@ndu.edu</a>

<b><u>Civilians</u></b>		<b>Mr. Larry Johnson</b> COMM (202) 685-2128 or DSN 325-2128 (DOD/Non-DOD/Industry) Email: <a href="mailto:johnsonl@ndu.edu">johnsonl@ndu.edu</a>
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6. For information concerning Tricare North Region please call (877) 874-2273, or visit their website at <http://www.healthnetfederalservices.com>.

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7. For family housing information within the MDW area please contact the following military installations:

Fort Myer, VA:	(703) 696-3557/8---DSN 426
Fort Belvoir, VA:	(703) 454-9700
Joint Base Anacostia-Bolling, DC:	(202) 562-2631
Joint Base Anacostia-Bolling, DC- Housing Welcome Center:	(202) 685-1187
Joint Base Andrews Naval- Air Facility, MD:	(301) 981-5517---off base (301) 736-8082---DSN 858-on base
NSF Anacostia, DC:	(202) 433-0346---DSN 288
NMC Bethesda, MD:	(301) 295-6564---DSN 295

8. I know that your year with us will be exciting. For additional assistance, **please call your respective service representative** above or the Chief of Military Personnel at COMM (202) 685-3921 or DSN 325-3921. For civilians please contact Larry Johnson at COMM (202) 685-2128 or DSN 325-2128. Please check the NWC website periodically for possible updates or postings of new information. <http://www.ndu.edu/nwc/>.

Encls

  
TOYA J. DAVIS  
LTC, AG  
Chief of Military Personnel

cc:

Chief, PSB, Ft McNair  
Chief, MDW Defense Finance Office  
Chief, MPF, Bolling, AFB  
OIC, PSD, Anacostia  
Director, Health & Fitness  
Director, RMD  
NDU Foundation

Dean of Students, ICAF  
Dean of Students, NWC  
Director, Academic Affairs  
Director, Chief Information Office  
Director, Logistics  
Director, Security

Welcome to the NDU DES website: Through the DES website you'll be able to perform the student administrative tasks while attending the National Defense University.

To facilitate your in-processing prior to attending NDU, please login and update your personal Bio Form. Please follow the steps outlined below.

You will need a computer with internet access in order to fill out your NDU Personal Bio Form. This is a SSL secured website. If you need assistance in using DES, please email [itsg@ndu.edu](mailto:itsg@ndu.edu) or call (202) 685-3824.

Directions:

1. Log on to the internet using your preferred browser.
2. Go to the "NDU DES Login/Welcome Screen" link <https://www.jfsc.ndu.edu/des/>

**A User Identification (User Id) and password are required for accessing the student home page. U.S. Military and Civilian students who have been nominated by their respective Service or Agency will have a User Id and password loaded into the system. On the Login/Welcome Screen, click on the Special Notice link to retrieve your User Id and Password. You will need to successfully answer a few questions to retrieve your User Id and Password. Please contact your NDU Service/Agency Representative if you have any problem retrieving your User Id and password.**

Once logged in, you will be prompted to change your password.

3. Verify or update your Personal Bio Form. DES requires certain data elements to be completed prior to form submission. These items are identified in Blue font. The items identified in Black font are optional inputs.

You do not have to fill out all sections of the NDU Personal Bio Form in one sitting. At anytime, you have the option of clicking:

- "Save and Continue" which saves your screen inputs and allows for further input
- "Save and Exit" which will save what you have filled out to that point and exit you from the system. You may come back to the website at anytime to finish filling out the NDU Personal Bio Form.
- "Submit and Exit" which will submit your inputs and exit you from the NDU Personal Bio Form interface.

4. Once you have finished, you may close your web browser window.

# NEW STUDENT RECALL DATA SHEET

REPORT DATE: \_\_\_\_\_

RANK: \_\_\_\_\_

FIRST NAME: \_\_\_\_\_

MIDDLE INITIAL: \_\_\_\_\_

LAST NAME: \_\_\_\_\_

COLLEGE ATTENDING: \_\_\_\_\_

CURRENT ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

HOME PHONE/CELLPHONE: \_\_\_\_\_

NAME OF SPOUSE/NEXT OF KIN: \_\_\_\_\_  
(FIRST/LAST NAME)



# VEHICLE REGISTRATION/SPECIFIED CONSENT TO IMPOUNDMENT

For use of this form, see FMMC Regulation 190-15. The proponent is the Directorate of Emergency Services  
Data required by the Privacy Act of 1974

Authority: Title 10, USC, Sec 3012(g).

**PRINCIPAL PURPOSE:** The Social Security Number is used for Law Enforcement purposes as an additional means of identification of subjects, suspects, witnesses or complainants.

**ROUTINE USES:** Your Social Security Number is a major item used in processing machine record and output sequences for Military Police Management Information Systems.

**DISCLOSURE OF YOUR SOCIAL SECURITY NUMBER IS VOLUNTARY.** However, failure to provide your SSN may delay or preclude registration of a privately owned motor vehicle on the military installation.

Items 1-3 to be completed by Issuing Authority

1. PMAC CODE

2. DECAL NUMBER

3. REGISTRATION DATE (Yr/ Mo Day)

## 4. PERSONAL IDENTIFYING INFORMATION

a. NAME (Last, first, middle initial)

b. SOCIAL SECURITY NUMBER

c. GRADE

d. CATEGORY Army

Marines

Navy

Coast Guard

Air Force

Civilian

Vendor

Dependent

Local Hire

Retired

e. ORGANIZATION

f. DATE OF BIRTH

g. ETS

h. GENDER M / F

i. HEIGHT

j. MARITAL STATUS

Married

Single

Divorced

Separated

Widowed

k. RACE

White

Alaskan Native

American Indian

Black

Hispanic

Asian/Pacific Islander

l. WEIGHT

m. EYE COLOR

n. HAIR COLOR

o. SPONSOR (SSN)

p. HOME ADDRESS

q. HOME PHONE

r. WORK PHONE

## 5. INSURANCE INFORMATION

a. INSURANCE COMPANY

b. INSURANCE POLICY NUMBER

c. POLICY EXPIRATION DATE

## 6. VEHICLE DESCRIPTION

a. YEAR

b. MAKE

c. MODEL

d. BODY STYLE

e. COLOR

f. VEHICLE IDENTIFICATION NUMBER

## 7. VEHICLE LICENSE

a. STATE

b. NUMBER

c. YEAR

## 8. OPERATOR PERMIT

a. STATE

b. NUMBER

**INSTRUCTIONS TO REGISTRANT:** The information above should be updated as significant changes occur. The operation of a POV on a military installation is a privilege extended by the Installation Commander subject to compliance with appropriate State laws pertaining to financial responsibility, safety inspections and registration; to conditions established in paragraph 2-1, AR 190-5, and AR 190-1-5; and other appropriate regulations. Failure to comply with such laws and regulations may result in an administrative suspension or revocation of driving privileges or termination of installation registration. The registrant must remove the decal from the registered vehicle upon PCS, termination of employment, or sale of POV.

Date

Registrant's Signature

**SPECIFIED CONSENT TO IMPOUNDMENT**

I am aware that Army Regulation 190-5, Motor Vehicle Traffic Supervision, paragraph 3-5, 22 May 2006 and FMMC Regulation 190-15, Fort Myer Military Community Uniform Traffic Policy, 26 June 2008, provide for the removal and temporary impoundment of privately-owned motor vehicles that are either parked illegally; or, for unreasonable periods of time, interfering with military operations, creating a safety hazard, disabled by accident, left unattended in a restricted or controlled area, or abandoned. I agree to reimburse the United States for the cost of towing and storage, should my motor vehicle, because of such circumstances, be removed and impounded.

\_\_\_\_\_  
**Printed Name**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**



NATIONAL DEFENSE UNIVERSITY  
NATIONAL WAR COLLEGE  
WASHINGTON, D.C. 20319-5066

April 1, 2011

REPLY TO  
ATTENTION OF:

Office of the Commandant

Dear Member of the Class of 2012:

Congratulations on your selection to attend the National War College, National Defense University. Since its founding in August 1946, NWC's core mission has been to conduct a senior-level course in National Security Strategy. We provide the most advanced and relevant program available on the subject of national security strategy development and execution. You will find the program demanding, yet extremely rewarding. It is a rigorous program with weekly reading requirements augmented with a number of writing assignments. Upon completion you will be prepared to serve at the most senior levels of our military and government and capable of dealing with the most challenging joint and interagency environments. The curriculum leads to a fully accredited Master of Science Degree in National Security Strategy. I encourage you to visit [www.ndu.edu/nwc](http://www.ndu.edu/nwc) to learn more about our program.

Our educational philosophy is centered on developing those critical thinking skills that lead to strategic analysis and synthesis. I want to highlight that we do not provide "school solutions." Our emphasis and objective is to graduate students who are exceptionally skilled in:

- Critical analysis of strategic problems and issues;
- Clear, concise and convincing communication;
- Imaginative, creative and insightful assessment of issues;
- Enhanced abilities to deal with ambiguity and uncertainty;
- A joint, interagency, and multi-national perspective; and
- An abiding structure of continuous learning about a dynamic and ever-changing global environment.

Our student body is unsurpassed in quality and represents the future leadership of our armed forces and government agencies. Historically, over one-third of our graduates have gone on to flag/general officer rank or the civilian equivalent in their careers. You and your classmates are a national asset – the finest officers and civil servants of our nation. The demographics of our student body include about 55% military officers, 30% DoD and non-DoD civilian agencies, and 15% international fellows. Our non-DoD students represent the State Department, the intelligence community, law enforcement, homeland security and many other government agencies.

Among your classmates will be International Fellows, military officers from up to thirty-four countries, who will participate as full members of your class. Historically, our

International Fellows are extremely successful in their promotion rates to flag/general officer. Many of our NWC Alumni are Chiefs of Defense, Chiefs of Services, and senior ranking officers on general/joint/multi-national staffs. You'll find that your interaction with your international colleagues will significantly enhance your educational experience. If you are interested in serving as a co-sponsor in tandem with our assigned faculty members, please let us know promptly. Co-sponsoring an International Fellow can be an enriching experience for you and your entire family.


Our faculty will add another unique dimension to your educational experience. Our faculty is an outstanding group of civilian and military scholars. We have civilian academics, officers from all military services, State Department and USAID Foreign Service officers, and senior officials from DHS, FBI, CIA, NSA, and DIA. Combined, they give us a true joint and interagency perspective. Members of the faculty bring a broad range of policy and command experience to the classroom, in addition to strong academic credentials. They have built their outstanding reputations on their excellence as teachers, practitioners and mentors.

Your attendance in the 10-month program is an opportunity to not only enrich your mind, but to improve your physical conditioning and general health. To that end, we offer a wide variety of physical training and exercise opportunities. You will be afforded some optional medical assessments offered by the Health and Fitness Department of the National Defense University. I encourage each and every one of you to take full advantage of these services. More information will be provided during your orientation.

This year can also be a great year for your family and spouse. I have enclosed a short note from my wife Peggy regarding NWC Spousal participation. Please ask your spouse to consider participating in the Spouses' Club. The size and scope of the program is determined by the level of interest. As you are all peers in class and come from diverse backgrounds, the Spouse program is special. It can add a great deal to what should be a banner year for the entire family. Your spouse should be aware that a number of our academic elective courses are open to them, on a space available basis. And, there is a specific spouse elective called National Security Strategy Overview which is designed especially for all spouses. The course enjoys great reviews and I encourage your spouse to think about taking the course. We are delighted when they are able to take advantage of our diverse electives program.

Finally, please mark your calendars for the NWC Class of 2012 Commandant's Reception for you and your spouses on the evening of Friday, 12 August. I look forward to welcoming each of you to the National War College and what will be a very special and enriching year.

Sincerely,

  
Douglas J. McAneny  
Rear Admiral, U.S. Navy  
Commandant



NATIONAL DEFENSE UNIVERSITY  
NATIONAL WAR COLLEGE  
WASHINGTON, D.C. 20319-5066  
15 March 2011

REPLY TO  
ATTENTION OF:  
Office of the Dean of Students

Dear Member of the Class of 2012:

Welcome and congratulations on your selection to the National War College.

In this packet you will find a welcoming letter from RADM Douglas J. McAneny, USN, Commandant of the National War College, a letter from Mrs. Peggy McAneny concerning the Spouses' Club, and a letter from me about the Executive Assessment and Development Program (EADP). Additionally, you will find a biographical form which I would like you to fill out and send back by 3 June 2011 so we can prepare for your arrival. (This form is needed to develop your name tags, desk plates and other identification devices prior to your arrival.) In addition, please find in your NDU welcome package the instructions for registering in the NDU DES system. This is very important. It is from this data base that we work selections for committee organizations, student leadership roles, and other vital data needed in the administration of the school year.

The faculty and staff look forward to your arrival in August at this historic institution. We are eager to share with you what we hope will be a unique, rewarding, challenging, and rich experience. You should not report to the War College prior to 25 July 2011. However, if you do plan to arrive in the D.C. area prior to 8 August 2011, please sign-in at the National Defense University, Marshall Hall, Bldg 62, Rm 212 with your respective service representative. I encourage you to take advantage of your leave time to settle your housing and other personal affairs so that you will be able to attend all academic and college social activities beginning 8 August.

In-processing is scheduled for Monday, 8 August 2011. **Please arrange to arrive at the National War College, Bldg 61, in the Rotunda, NLT 0730 hours.** From there you will be directed to your committee room where a Committee Faculty Sponsor will welcome you, introduce you to your fellow students, and brief you on the day's activities to include in-processing. All in-processing will be completed the first day. There are three important things to know about the first week of school:

1. **DOD Decal:** You must have a DOD decal to enter Fort McNair. There are two options: (1) Anytime prior to the 8 August check-in at NWC, bring your Common Access Card (CAC) (assuming you have one), driver's license, automobile registration, and proof of automobile insurance to the Fort McNair Military Police Station, Bldg 32 and you will be issued a decal; (2) Bring the same materials with you on 8 August and during check-in you will fill out forms for a decal. You will be allowed temporary base access until you receive your decal; however, your vehicle could be inspected upon entrance to the base each day.

2. **Non-CAC Card holders:** CAC card processing will be available prior to the first day of school on a walk-in or appointment basis only. Since the process is somewhat time consuming, I am recommending that you make the necessary arrangements to receive your CAC card during the specified time period provided below. Particularly for Non-DOD civilians, once you receive your CAC Card, you can then qualify for a base decal. Getting both your CAC and Decal ahead of time will ensure that your in-processing and base access goes smoothly. The Security Division at NDU, Bldg 62, Room 314 will offer CAC Card processing for our non-DOD student's during the period of 18-29 July 2011, Monday – Wednesday, from 0800-1130 and 1230-1500. Thursdays by appointment only (Mr. Larry Morales at (202) 685-2160) and Friday from 0800-1200. Please ensure you bring with you, two forms of valid government identification. The appointment takes approximately 20 minutes and is also dependent upon the reliability of the CAC equipment. Please call the CAC office the day of your visit to verify the serviceability of the CAC machine. CACs cannot be issued to any new student whose security clearance has not been passed to NDU by their command/company security office.

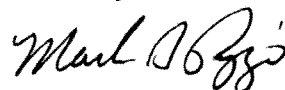
3. **Commandant's Reception:** In the first week of school you will attend the Commandant's Reception currently scheduled for Friday, 12 August from 1800-2000. The uniform for the reception will be Dress Blue for USA; Service Dress for USAF and USCG; Service Dress White for USN; and Blue-White Dress "B" for the USMC. Appropriate civilian attire is a business suit for gentlemen and appropriate equivalent for ladies. Because of the various functions throughout the school year, military students are required to bring all service uniforms.

4. **Notebook Computer:** You will be issued a notebook computer for the school year. This notebook computer will enable you to access the Internet and appropriate software applications (standard basic software includes Windows Operating System and Microsoft Office). Additional information pertaining to your accessibility to other programs and tools will be provided to you during your initial training.

If you have any questions, please do not hesitate to contact our Department of Operations at (202) 685-3674/3714/3713 or DSN 325-3674/3714/3713 or E-mail [nwc-Operations@ndu.edu](mailto:nwc-Operations@ndu.edu).

Best wishes on a successful and rewarding year as a National War College student.

Sincerely,



Mark B. Pizzo  
Colonel, USMC (Ret)  
Chief of Staff and  
Dean of Students

Enclosure



NATIONAL DEFENSE UNIVERSITY  
NATIONAL WAR COLLEGE  
WASHINGTON, D.C. 20319-5066  
5 April 2011

REPLY TO  
ATTENTION OF:  
Office of the Dean of Students

Dear Future National War College Student:

Congratulations on being selected to attend the National War College (NWC) as a member of the Class of 2012!

The purpose of this letter is to introduce you to the Executive Assessment and Development Program (EADP). The EADP is an extensive battery of instruments to assess your preferences, capabilities, strengths, and potential vulnerabilities, particularly geared towards the skills you will need to succeed at the strategic level. It is a voluntary program that is strongly endorsed by the Commandant. It has consistently received high praise from students who have participated.

As part of the EADP, you will have the opportunity to complete a Strategic Leader Development Inventory (SLDI) – a 360° feedback survey designed specifically for joint/senior service college use. The SLDI can help you compare your leadership performance perceptions with the perceptions of your supervisors, peers, and subordinates. We strongly recommend that you ask your co-workers to complete the SLDI even if you have recently done another 360° assessment. As noted above, the SLDI is *specifically tailored* to the strategic level.

A certified faculty counselor will provide confidential individual feedback on your results. This feedback should help you to identify attributes you can develop through individual initiative or by utilizing the academic programs available at the college and university. This information will also facilitate recurring discussions throughout the year regarding the challenges facing senior leaders and the executive skills required for success.

In order for you to begin the EADP process, we need a current e-mail address so we can send you the registration instructions. **Please e-mail the EADP Administrator at [eadp@ndu.edu](mailto:eadp@ndu.edu) and provide a current e-mail address – indicate in the e-mail subject line that you are an incoming NWC student.** We will then e-mail you the EADP registration instructions. **We recommend that you complete the EADP self-assessment instruments and register raters to complete the SLDI (360° assessment) before you depart your current duty assignment.**

Please contact the EADP Administrator at [eadp@ndu.edu](mailto:eadp@ndu.edu) if you have any technical questions or COL Vince Dreyer, the EADP Director, at [dreyerv@ndu.edu](mailto:dreyerv@ndu.edu) for other questions regarding this program.

I strongly encourage you to take advantage of this unique opportunity. Again, welcome to NWC and to an exciting and rewarding year!

Sincerely,

A handwritten signature in black ink, reading "Mark B. Pizzo".

Mark B. Pizzo  
Colonel (Ret), USMC  
Chief of Staff and Dean of Students

**NATIONAL WAR COLLEGE STUDENT BIO SHEET**  
**(Academic Year 2011-2012)**  
**Please return by 3 June 2011!!**

Male: \_\_\_\_\_ Female: \_\_\_\_\_

Last Name: \_\_\_\_\_ Suffix: \_\_\_\_\_

First Name: \_\_\_\_\_

Middle Name: \_\_\_\_\_

Title/Rank: (please abbreviate) \_\_\_\_\_

Service/Agency: \_\_\_\_\_

How would you prefer your name be displayed on any nameplate/tag that NDU might issue to you: (i.e. William D. Jones = Bill Jones or Teresa J. Smith = T.J. Smith)

Nametag should read: \_\_\_\_\_

Please provide a phone number and email address just in case there is a need to contact you prior to your arrival (to include cell phone number) \_\_\_\_\_  
\_\_\_\_\_

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Spouse information: (Note: It is important we have your spouse's full name and how he/she would prefer it to appear on his/her nametag.)

Last Name: \_\_\_\_\_ Suffix: \_\_\_\_\_

First Name: \_\_\_\_\_

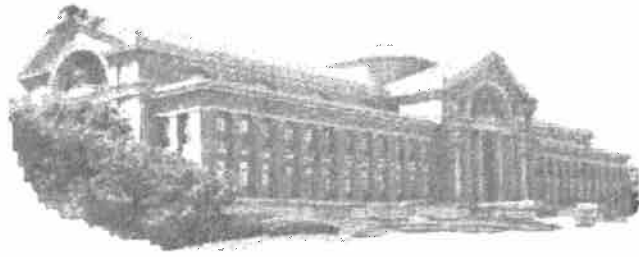
Title/Rank: (please abbreviate) \_\_\_\_\_

How would you prefer your name be displayed on any nameplate/tag that NDU might issue to you: (i.e. William D. Jones = Bill Jones or Teresa J. Smith = T.J. Smith)

Nametag should read: \_\_\_\_\_

**NOTE:** You will recognize the information requested above (plus more) is required by the National Defense University during online student registration. By filling out this bio-sheet and either **faxing (202)685-6461** or **emailing jackson@ndu.edu**, you will allow us to order the appropriate student and spouse nametags (if applicable). This will also ensure they are available by the first day of class.





March 26, 2011

Dear Student Spouse:

Congratulations to you and your family on the selection to attend the National War College. Your spouse will participate in one of the most advanced and relevant programs available on the subject of national security strategy development and execution. It will be an exciting year for them, but it can also be a fun and exciting year for you with your participation in the NWC Spouse Club.

The NWC Spouse Club is a voluntary organization, run by student spouses. The level of interest and activity is determined by its members. The class of 221 students come from diverse backgrounds, and this is what makes the NWC Spouse program special. It can add a great deal to what should be a banner year for the entire family.

The policy at the National War College is to treat the spouses as partners in this year's experience, so we include you in a number of interesting events throughout the year. Spouses are offered the opportunity to audit certain advanced studies classes and lectures on a space available basis. However, there is a specific spouse elective called National Security Strategy overview which is designed especially for all spouses. The course enjoys great reviews and I encourage you to think about taking the course. We are delighted when you are able to take advantage of our diverse electives program.

The NWC Spouses' Club does not have an election of officers. Our board is made up of volunteers. Board members meet monthly. Please don't hesitate to offer to serve in one of many areas we have to fill. With the size of the college student body, our membership is small, friendly and informal. The main objective of the club is to allow spouses to get to know one another and to enjoy some of the wonderful activities the Washington, DC area has to offer.

Attached is a Survey Form. Please fill it out if you would be willing to fill a position, or would at least consider filling or sharing a position with another spouse. Our NWC Spouses' Club does not consume a lot of time and is much more relaxed than Clubs you may have previously experienced. We especially try and make our get-togethers interesting and fun, with an event about once a month. Also, several of the members will be International Fellow Spouses, as invitations have been sent to thirty-four countries requesting senior military members to be students in this year's class. I look forward to spending time with you.

Sincerely,

Peggy McAneny  
Honorary Advisor

Attachment

**NATIONAL WAR COLLEGE SPOUSE CLUB SURVEY FORM 2011-2012**

Please fill out form and return to the address below

**NATIONAL WAR COLLEGE  
ATTN: NWCSC  
300 D STREET  
FORT LESLEY J. MCNAIR  
WASHINGTON, D.C. 20319-5078**

SPOUSE NAME: \_\_\_\_\_

NWC STUDENT'S NAME/BRANCH OF SERVICE/AGENCY: \_\_\_\_\_

\*ADDRESS: \_\_\_\_\_

\*PHONE NUMBER: \_\_\_\_\_

\*\*EMAIL ADDRESS: \_\_\_\_\_

Please indicate position(s) you would be willing to accept:

- |                           |   |
|---------------------------|---|
| ___ PRESIDENT:            | Supervises and manages Club and conducts Executive Board meetings.  |
| ___ VICE PRESIDENT:       | Assumes the duties of President when necessary. Arranges monthly meeting place and notifies members of meetings.                        |
| ___ SECRETARY:            | Keeps minutes of Board/Club meetings and handles any Club correspondence.   |
| ___ TREASURER:            | Maintains financial records and carries out any required financial transactions.  |
| ___ TOURS:                | Contacts sources and makes arrangements for Club tours.   |
| ___ RESERVATIONS:         | Takes reservations and collects monies for all tours.   |
| ___ HOSPITALITY:          | Acknowledges significant events in lives of students, faculty, and staff.   |
| ___ MEMBERSHIP:           | Collects membership funds and forms. Maintains a current list of names and addresses of members.  |
| ___ NEWSLETTER<br>EDITOR: | Serves as editor of monthly newsletter.   |
| ___ WAYS AND MEANS:       | Sells cookbooks if the class wants to do one, coordinates sale of White House Christmas Ornaments, NWC throws or whatever is decided on |