



**NATIONAL DEFENSE UNIVERSITY  
NATIONAL WAR COLLEGE  
WASHINGTON DC 20319-5066**

6 January 2021

Office of the Commandant

Dear Member of the Class of 2022:

Congratulations on your selection to attend the National War College. We are an integral part of the nation's flagship platform for strategic-level joint professional military education, the National Defense University. Since its founding in 1946, NWC's core mission has been to conduct a senior-level course in National Security Strategy. Throughout the academic year, we will put you in the shoes of national security decision-makers, and focus relentlessly on helping you hone your strategy-making skills and wield the various instruments of national power. 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 <http://nwc.ndu.edu/> 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 underscore that we do not provide "school solutions." Our objective is to graduate students who are exceptionally able to:

1. Critically analyze strategic problems and issues.
2. Communicate clearly and concisely.
3. Assess issues creatively and imaginatively.
4. Adapt to ambiguity and uncertainty;
5. Operate with a joint, interagency and multi-national perspective.
6. Embrace an abiding structure of continuous learning about a dynamic and ever-changing global environment.

Our student body is unsurpassed in quality and represents potential 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 among 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 32 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 will find that 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.

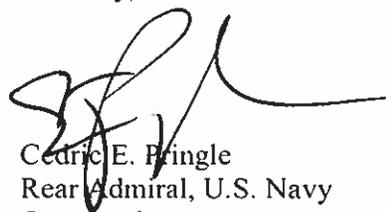
Our faculty will add another unique dimension to your educational experience. They are an outstanding group of civilian and military scholars. We have civilian academics, officers from all military services, State Department and USAID Foreign Service officers, and senior officials from DHS, FBI, CIA,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

Your attendance in the 10-month program is an opportunity not only to 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.

Your attendance can also be a great year for your family and spouse. Enclosed is a short spouse's note from our events coordinator 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 Elective, designed especially for all spouses. The course enjoys great reviews and I encourage your spouse to think about taking it.

Finally, please mark your calendars for the NWC Class of 2022 Commandant's Reception for you and your spouse on the evening of Friday, August 6, 2020. This is the first of several formal social events held during the academic year. We look forward to welcoming each of you to the National War College and what will be a very special and enriching year.

Sincerely,

A handwritten signature in black ink, appearing to read 'Cedric E. Fringle', with a long horizontal flourish extending to the right.

Cedric E. Fringle  
Rear Admiral, U.S. Navy  
Commandant

4 Jan 2021

Office of the Dean of Students,

Dear Member of the Class of 2022,

Welcome and congratulations on your selection to the National War College (NWC). I know you will find your year here challenging but rewarding. We look forward to your arrival.

The class is comprised of more than 200 students spanning the United States Government and Armed Forces as well as international representatives from over 30 countries. Our curriculum is a fast-paced, intense dive into the history and mechanisms of national security strategy to prepare you for major staff jobs and senior leadership positions.

It is important that you are fully registered and in-processed as smoothly as possible to allow you to move seamlessly into the fast-paced academic environment at NWC. To this end, please read your National Defense University (NDU) welcoming package and the information below closely. As NWC's class of 2022 includes students from over 25 different organizations, a standardized system that accounts for all requirements is difficult. Consequently, it is important for you to personally manage your transition. Many of the in-processing tasks will have to be personally coordinated by you with your parent service/agency. If you have any questions you can always reach me at [Trenton.d.hesslink.mil@ndu.edu](mailto:Trenton.d.hesslink.mil@ndu.edu).

I would first like to direct you to NDU's public website located at <http://www.ndu.edu>. Please review the Information Technology and security requirements in detail. The NDU campus is a Bring-Your-Own-Device personal computing environment with a government provided wireless network. As such, we have some very unique Information Assurance requirements. Please follow the links on the public webpage to complete Information Assurance compliance requirements PRIOR to your arrival on campus to ensure smooth in-processing and rapid connectivity. Please be advised that government furnished computing equipment is very limited.

In this packet and on the NWC's public website (accessed through NDU's website), you will find a welcome letter from the Commandant of the National War College and a letter from the Commandant's wife about the Spouses' Club. Your spouse can also learn more about the Spouses' Club by emailing [nwcspouseconnection@gmail.com](mailto:nwcspouseconnection@gmail.com).

On NWC's website, you will find many items for your review as well as a short pre-arrival survey. Please complete this survey as soon as possible so that we can adequately prepare for your arrival.

If you have any questions, please do not hesitate to contact me at the above email address or phone 202-685-2319. You can also contact our NWC staff at (202) 685-4344/4342/3674 or DSN 325-4344/4342/3674 or E-mail [nwc-Operations@ndu.edu](mailto:nwc-Operations@ndu.edu) anytime.

Again, congratulations on your assignment and we are very much looking forward to your arrival.

Sincerely,



Trenton D Hesslink  
CAPT, USN  
Dean of Students

Enclosure



January 4, 2021

Dear Student Spouse,

Let me be the first to welcome you to the National War College and the Nation's Capital. It is our hope that you will use the coming year to explore and expand your knowledge and understanding of the unique learning experience, both personally and professionally, while at the College. The student body, NWC staff, and the National Capital Region offer a wonderful mix of diverse perspectives, historical insights as well as a foundation for forming new friendships and enjoying a well-balanced family life. Know that I am available to support you and feel free to reach out to me at any time.

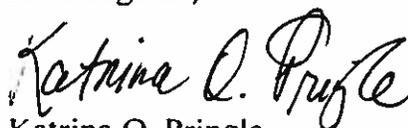
For me, the most treasured part of this experience is creating an environment where we can share our time and talents while fostering lifelong friendships. You'll have the chance to meet people from other branches of service and various government agencies. That means the potential exists for you to meet and greet other student spouses and families. The world becomes a very small place when we take the time to embrace and understand people of other cultures. We're all richer for opening our homes and ourselves to these perhaps, once in a lifetime opportunities.

The policy at National War College is to include spouses as partners in the academic experience. Spouses are invited to attend a selection of advanced studies classes and lectures on a space-available basis. There are a vast array of cultural events for you to connect, share, and enrich yourself and those around you. In addition, the College provides generous support and encouragement for the spouse activities calendar.

One way for you to get involved and quickly meet other spouses is by joining the NWC Spouses' Club. The board does not have an election of officers, but is comprised of volunteers who meet monthly. With the size of the college student body, our membership is small, very informal and extremely friendly. The main objective of the club is for spouses to get to know one another and enjoy some of the wonderful activities our nation's capital has to offer. For example, last year we visited the White House for the holidays and designed a NWC cookbook! Please don't hesitate to jump in and serve in one of the areas we have to fill. This club is all about you and what you want to do as a team.

We'd like to reach out to you so we can include you in all the fun that will take place throughout the year. Attached is a survey for you to complete to start the process. Please share your contact information so that we can keep in touch. There is also a place for you to let us know if you're interested in filling (or sharing) a board position. I look forward to meeting you in the coming months. It will be here before we know it!

Kind regards,

  
Katrina O. Pringle

2021-2022 National War College Spouse Information

Spouse Name:

\_\_\_\_\_

NWC Student's Name/Branch of Service or Agency: \_\_\_\_\_

Address:

\_\_\_\_\_

Phone Number: \_\_\_\_\_ Email Address: \_\_\_\_\_

If you are interested in serving on the Spouse Club Board, please indicate which positions interest you:

- |   |  |
|---|--|
| <input type="checkbox"/> President      | Supervises and manages Club and conducts Executive Board Meetings.   |
| <input type="checkbox"/> Vice President | Assumes the duties of President when necessary. Arranges monthly meeting place and notifies members of meetings. |
| <input type="checkbox"/> Secretary      | Keeps minutes of Board/Club meetings and handles and Club correspondence   |
| <input type="checkbox"/> Treasurer      | Maintains financial records and carries out any required financial transactions                                  |
| <input type="checkbox"/> Tours          | Contacts sources and makes arrangements for Club tours   |
| <input type="checkbox"/> Reservations   | Takes reservations and collects monies for all tours   |
| <input type="checkbox"/> Hospitality    | Acknowledges significant events in the lives of students, faculty and staff                                      |
| <input type="checkbox"/> Newsletter     | Serves as creator and editor of monthly newsletter   |
| <input type="checkbox"/> Ways and Means | Works with the Board to identify and facilitate fund raising projects for the Group                              |

Check here if you are interested in any of the above positions, but would prefer to partner with someone.

Please fill out this form and return to: National War College  
Attn: NWCSC  
300 D Street  
Fort McNair, DC 20319-5078

**NWC NAMETAG/CONFERENCE SIGN  
REQUEST FORM  
Due 6 July 2021**

**DATE:** \_\_\_\_\_

**Please print the exact name as you would like it to appear on your nametag.  
Nicknames are acceptable. (No middle initials for nametags please)**

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

**Last Name:** \_\_\_\_\_

**Rank/Title:** \_\_\_\_\_

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

**Country (IF's only):** \_\_\_\_\_

**\*Note: Everyone will receive one name tag and a white conference sign.**

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**SPOUSE NAMETAG**

**If you require a nametag for your spouse, please fill in the information below. Also, if your spouse has a different last name, please annotate that in the space provided below. This will help us place the nametag in the correct mailbox.**

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

**Last Name:** \_\_\_\_\_

**Student Last Name if Different:** \_\_\_\_\_

\*\*\*\*\*PLEASE EMAIL THIS FORM TO [NWC-OPERATIONS@NDU.EDU](mailto:NWC-OPERATIONS@NDU.EDU)\*\*\*\*\*

## Academic/In-processing Dates

**National War College (NWC) students report to Roosevelt Hall, Bldg. 61, in the Rotunda, no later than 0730 on 2 August 2021.** University wide in-processing is scheduled for 1215 on 3 August 2021, in the Atrium of Bldg. 62, Marshall Hall, Fort McNair. More specific requirements are listed below, PLEASE READ thoroughly. For planning purposes, you should expect to be in session from 0830-1630 each day, Monday – Friday. Additionally, the NWC Commandant will host a formal reception on Friday, 6 August 2021. 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.

**Army:** Report to Bldg. 61, Roosevelt Hall Rotunda for an Army Welcome/Introduction, 0800, Friday, 30 July 2021. Uniform is Class B short sleeve shirt with no tie. Contact NWC Army Service Chair, COL Jamie Hayes (202) 330-3475 or email him at [james.e.hayes.mil@ndu.edu](mailto:james.e.hayes.mil@ndu.edu) prior to signing out of your losing command. For specific questions regarding signing into National Defense University, contact SSG Rainard Johnson at (202) 685-2140, or [rainard.l.johnson.mil@ndu.edu](mailto:rainard.l.johnson.mil@ndu.edu). Army students will meet with Senior Leader Division (SLD) and assignments officers early in the academic year.

**Air Force (both military and civilian):** Report to Bldg. 64, Lincoln Hall main auditorium for an Air Force Introduction (time TBD) on Friday morning, 30 July 2021. Uniform is light-blue, short-sleeve shirt for military, coat and tie or equivalent for civilians. Coffee, juice and pastries will be provided before we welcome senior Air Force officials to kick off our year. The day's agenda concludes with pairings of students and faculty advisors and a tour of National War College. The AF Chair is Col Bryan "Buzz" Wolford, (202) 685-3662 (DSN 325), (757) 570-5750 cell, [bryan.wolford.mil@ndu.edu](mailto:bryan.wolford.mil@ndu.edu).

**Navy:** Muster with Navy Chair in Bldg. 61, Roosevelt Hall Rotunda on Friday, 30 July 2021 at 0830, uniform is Service Khaki. The USN Chair is CAPT Todd Glasser, (202) 685-3659, [todd.s.glasser.mil@ndu.edu](mailto:todd.s.glasser.mil@ndu.edu) or [todd.s.glasser.mil@msc.ndu.edu](mailto:todd.s.glasser.mil@msc.ndu.edu). In-process NDU IAW academic/in-processing dates above.

**Coast Guard: Coast Guard:** Prior to your arrival, Coast Guard students should contact the Coast Guard Service Chair, CDR Jason Smith, USCG, (281) 796-9809, [jason.s.smith.mil@ndu.edu](mailto:jason.s.smith.mil@ndu.edu) and provide a valid email address and phone number to allow connectivity during travel/PCS to the National Defense University, Fort McNair, Washington D.C. In-process NDU IAW academic/in-processing dates above. Tropical Blue Long is the uniform of the day, unless otherwise listed. Coast Guard students will receive further direction on time/date/location to meet with Coast Guard leadership.

**Marines:** Report NLT 30 July 2021 to the Consolidated Administration Office (CONAD), HQ Bn (Henderson Hall) between 0730 - 1630. Phone contact for CONAD is (703) 614-7171/7172, Fax (703) 693-7576. Expect a National War College orientation for all Marine Corps Students during the week of 27 July in Roosevelt Hall, Bldg. 61, Fort McNair. The uniform for the NWC administrative check-in is Service "C." Headquarters Marine Corps will also conduct a Top Level School Brief (also known as the "Re-Green" brief) during the week of 27 July (time and location

TBD). Expect utilities as the uniform of the day for the HQMC TLS brief. Contact the National War College USMC Chair, Colonel Philip M. Pastino, via email at [phil.m.pastino.mil@msc.ndu.edu](mailto:phil.m.pastino.mil@msc.ndu.edu) if you have not received a welcome aboard letter with coordinating instructions directly from him or updated your contact information. Separate military NDU in-process not required (complete all administrative actions at Henderson Hall). Complete remainder of NWC in-processing IAW all-hands academic/in-processing at the start of the academic year on 2 August 2021.

**\*For additional information to help expedite your in-processing and transition to the War College, please go to <http://nwc.ndu.edu>.**

### **Official Travel**

International travel is an essential part of the NWC Curriculum.

- All travel will be executed using Department of Defense orders published in the Defense Travel System (DTS). **All DOD students must ensure your traveler profile is released by your current organization in DTS before your departure from your last/parent organization before arriving to NWC.**

- Each student must have a DOD Government Travel Credit Card for travel expenses.

- International travel will be performed using an official passport (burgundy in color) or a diplomatic passport. If you hold an official passport it must have an expiration date after 30 November 2022. NWC will provide assistance in obtaining official passports for individuals who require them.

- All students must provide proof of immunizations to be authorized to travel internationally. The following vaccinations are required Hep A and B, Tetanus, Polio, MMR, and Varicella (chickenpox). Required vaccinations must be complete prior to attendance. Military students ensure you depart your current organization with a copy of your immunization records. Civilian students send a copy of your immunization record to our Medical Liaisons: Mr. Don Myers, LPN, EMT at [myersd5@ndu.edu](mailto:myersd5@ndu.edu) and Mr. Duane Dunmire, ATC at [dunmire@ndu.edu](mailto:dunmire@ndu.edu) prior to your arrival to NWC.



## ALUMNI ASSOCIATION

The National War College

300 D Street, Building 61

Fort Lesley J. McNair • Washington, DC 20319

Phone: (202) 863-2306 • Fax: (202) 554-5582

[www.nationalwarcollege.org](http://www.nationalwarcollege.org)

January 11, 2021

National War College Class of 2022:

On behalf of LTG Mike Maples, USA (Ret), President of the NWC Alumni Association, I would like to extend a warm welcome to you and your families to America's War College, The National War College.

As a student, you will receive full privileges and rights of all the alumni. That includes attending various seminars on hot topics, featuring NWC faculty and experts from inside and outside the beltway. These are offered when classes are not in session.

We support your Class's activities; such as receptions, sports equipment, entry fees for sport competition, Spouses Club, various writing awards, including the prestigious \$1,000.00 Trager Writing Award, and a host of other programs during the school year. When you become a life member of the NWC Alumni Association, your children entering college or in college can apply for one of our Merit Scholarships that we award.

We are the source of the NWC mementos that you may purchase for yourself or for family and friends. As a member of the Alumni Association you will receive a 7.5% discount on most purchases made. One of the first purchases you will make is your Class polo shirt to show your Class spirit at sporting events and other casual days.

We invite you to visit our website and to get to know us better. You can order items from us on line, see what is happening with alumni, and to order books written by alumni and faculty. [www.nationalwarcollege.org](http://www.nationalwarcollege.org).

Come by and visit the Rough Rider Store and us. We are located on the ground floor in Room G20, just across from the Enigma Machine. Ask us about the Katz's Deli Salami that you can send to those serving our Nation overseas. We look forward to serving you.

Sincerely

A handwritten signature in blue ink that reads 'Gene'.

Gene Russell COL, US Army (Ret)

Class of '85

Executive Director

[russell.gene@nationalwarcollege.org](mailto:russell.gene@nationalwarcollege.org)

202-863-2306 (office)

703-220-5322 (cell)

*The National War College Alumni Association is an independent 501(c)(3) charitable, educational organization and is a nonfederal entity. It is not part of the Department of Defense or any of its components and it has no governmental status.*