



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

REPLY TO
ATTENTION OF:

Office of the Commandant

18 February 2022

Dear Member of the Class of 2023:

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, the National War College'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 in preparation to wield the various instruments of national power. This is a rigorous program with weekly reading requirements augmented by 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, interagency, and international environments. Our 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 the program.

Our educational philosophy is centered on developing those critical thinking skills that lead to sound strategic analysis and synthesis. I want to underscore that we do not provide "school solutions." Our objective is to produce graduates 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; and,
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 the future leadership of our armed forces and government agencies. Historically, over one-third of National War College graduates have gone on to flag/general officer rank or the civilian equivalent in their careers. You and your classmates are national assets and among the finest officers and civil servants in the country.

The demographics of our student body include about 60% U.S. military officers, 25% federal government civilians, and 15% international fellows. Our non-DoD civilian students represent the State Department, the intelligence community, law enforcement, homeland security, and many other departments and agencies.

International Fellows will be among your classmates. They hail from more than 30 countries and participate as full members of your class. Historically, our international students are likewise extremely successful in their promotion rates to flag/general officer. Many

of our National War College international alumni have gone on to become Chiefs of Defense, Chiefs of Services, senior ranking officers, and ambassadors in their home countries. 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 for an international fellow, 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 brings a broad range of policy and leadership experience to the classroom. They have outstanding reputations for their excellence as teachers, practitioners, and mentors.

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

This academic year can also be a great time for your spouse and family. Enclosed is a short spouse's note from my bride regarding National War College spousal participation. Please ask your spouse to consider participating in the Spouses' Club. The size and scope of this program varies year to year and 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 your entire family. Your spouse should also be aware that several of our academic elective courses are open to them, on a space available basis. And, there is a specific spouse elective called the National Security Strategy Elective, designed especially for all spouses. This course enjoys great reviews, and I encourage your spouse to consider joining it.

Finally, please mark your calendars for the National War College Class of 2023 Commandant's Formal Reception for you and your spouse on the evening of Friday, August 5, 2022. This will be the first of several social events held during the academic year. My bride and I, and the entire National War College family, look forward to welcoming you to the College and what will be a very special and enriching year.

Warm regards,

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

Jeff H. Hurlbert
Brigadier General, U.S. Air Force
Commandant, National War College



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

Office of the Dean of Students

16 February 2022

Dear Member of the Class of 2023,

Welcome Warrior! Congratulations on your selection to the National War College (NWC). I hope you are already looking forward to a challenging and rewarding experience here; the NWC Faculty and Staff are definitely looking forward to your arrival! Your 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 of and processes supporting national security strategy development.

Your initial success at NWC is contingent on being fully “in processed” into National Defense University (NDU) and NWC. You need to take an active role in this process and manage your specific entrance requirements. To this end, please read your National Defense University (NDU) welcome package and the information below closely. Many of your in-processing tasks must be personally coordinated between you and your parent Service/Agency. If you have questions on a specific requirement, I can be reached via email at c.a.mcelvaine.mil@ndu.edu.

NDU’s public website is <https://www.ndu.edu>. Please familiarize yourself with the “Incoming Students” tab on that page. There, you will find the most up to date data for in-processing. Of note, our Information Technology and Security requirements are detailed there. The NDU campus is a Bring-Your-Own-Device personal computing environment, with a government-provided wireless network. As such, we have some unique Information Assurance requirements. Please follow the links on the NDU webpage to complete Information Assurance compliance requirements **prior** to your arrival on campus to ensure smooth in-processing and rapid connectivity. Government furnished computing equipment is very limited. Additionally, it is imperative that you arrive at NWC with a personal laptop computer. Tablets and phones can also be used to augment your learning, but some applications required a laptop.

NWC's public website is <https://nwc.ndu.edu>. Here 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. The website also includes a welcome letter from our Commandant and information about the NWC Spouses' Club.

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

Charles A McElvaine

CHARLES A. MCELVAINE, Colonel, USAF
Dean of Students, National War College



February 16, 2022

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, National War College 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.

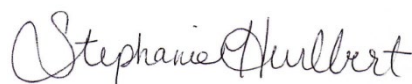
For me, the most treasured part of this experience is creating an environment where we can share our time and talents while fostering lifelong friendships. You'll have the chance to meet people from other branches of service and various government agencies. That means the potential exists for you to 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.

At the National War College, we strive 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 is 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 National War College 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. 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!

Blessings,


Stephanie Hurlbert

**NWC NAMETAG/CONFERENCE SIGN
REQUEST FORM
Due 6 July 2022**

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.**

.....

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*****

Arrival/In-processing Instructions (CAO 14 MAR 22)

National War College (NWC) students report to Roosevelt Hall, Bldg. 61, in the Rotunda, no later than 0730 on 1 August 2022. On 1 August students will be welcomed to NWC and complete University-wide in-processing in the Atrium of Bldg. 62, Marshall Hall. More specific details will of the schedule will be released as they become available. For planning purposes, during the week of 1 August students should plan to be in session from 0830-1630 each day, Monday – Friday. Additionally, the NWC Commandant will host a formal reception on Friday, 5 August 2022. The uniform for the reception will be ASU or AGSU (Dress Variation) 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. Service-specific reporting instructions follow. Agency Chairs will provide additional guidance to civilian students if required.

Army: Report to Bldg. 61, Roosevelt Hall Rotunda for an Army Welcome/Introduction, 0800, Friday, 29 July 2022. Uniform is Class B short sleeve shirt with no tie. Contact NWC Army Service Chair, COL Allen Leth (719)505-6869 or email him at allen.d.leth.mil@ndu.edu at your earliest convenience but no later than before 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.

Air Force (both military and civilian): The NDU Air Force Element will look to Friday, 29 July 2022 (time and location TBD) for on-boarding. Uniform is Class B short-sleeve shirt/business casual for civilians, and the agenda will conclude 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. For specific questions regarding signing into National Defense University, contact MSgt Whitney Blount at 202-685-2138 or whitney.c.blount.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, (619) 871-3297, todd.s.glasser.mil@ndu.edu. In-process NDU IAW academic/in-processing dates above.

Coast Guard: Prior to arrival, Coast Guard students should contact the Coast Guard Service Chair, CAPT Jason Smith, USCG, (281) 796-9809, 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. CG-0923 will provide separate guidance for in-processing Coast Guard Base NCR. Base NCR provides administrative support for all Coast Guard members assigned within the NCR. Coast Guard students will receive further direction on time/date/location to meet with Coast Guard leadership. Tropical Blue Long is the uniform of the day, unless otherwise listed.

Marines: Report NLT 20 July 2022 to the Consolidated Administration Office (CONAD), HQ Bn (Henderson Hall) between 0730 - 1630. Phone contact for CONAD is (703) 614-7171/7172. Expect a National War College orientation for all Marine Corps students during the week of 25 July 2022 in Roosevelt Hall, Bldg. 61, Fort McNair. The uniform for the NWC orientation is Service “C.” HQMC intends to conduct a Top Level School brief (also known as the “Re-Green” brief) during the week of 25 July 2022 (time /location/uniform TBD). Contact the NWC USMC Chair, Colonel Michael Prosser, via email at michael.b.prosser.mil@ndu.edu or 202.685.3644 if you have not received a welcome aboard email with coordinating instructions directly from him. Complete remainder of NWC in-processing IAW all-hands academic/in-processing at the start of the academic year on 1 August 2022.

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 2023. NWC will provide assistance in obtaining official passports for individuals who require them.

Immunizations

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 must depart current organization with a copy of their immunization records. Civilian students should send a copy of their immunization record to our Medical Liaisons: Mr. Don Myers, LPN, EMT at myersd5@ndu.edu and Mr. Duane Dunmire, ATC at dunmire@ndu.edu prior to arrival to NWC.